

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

DATE: *April 30, 2014*

TO: *Board of County Commissioners*

FROM: *Adam Leigland, Public Works Director*

VIA: *Katherine Miller, County Manager* *U.S.H.*

ITEM AND ISSUE: *BCC Meeting May13, 2014*

A RESOLUTION TO AUTHORIZE THE SANTA FE COUNTY MANAGER TO EXECUTE ALL DOCUMENTS REQUIRED AND NECESSARY TO COMPLETE THE COUNTY'S PURCHASE OF THE POJOAQUE BALL FIELDS (PUBLIC WORKS/ AGNES LEYBA-CRUZ)

BACKGROUND AND SUMMARY:

The Board of County Commission authorized the County Manager, through Resolution No. 1013-65, to enter into negotiations with the Pojoaque Valley School District to acquire property known as the "Pojoaque Sports Fields" located on the south side of County Road 84 in the vicinity of Pojoaque, New Mexico.

The County Manager negotiated the terms of the purchase including a purchase price of \$365,000 for the property. Resolution 2013-128 was executed on December 11, 2013 authorizing the County Manager to execute a purchase agreement and all required documentation for the acquisition of the Pojoaque Ball Fields. Purchase Agreement No. 2014-0214-MG/PL was signed on January 10, 2014 with a purchase price of \$365,000. During the inspection period outlined in the purchase agreement, restrictions on the property were discovered which required that the property be used for recreational purposes in perpetuity due to federal funds used to improve the property. In light of the restrictions, the Pojoaque Public Schools agreed to reduce the purchase price to \$335,000. Amendment #1 to Purchase Agreement 2014-0214-MG/PL was executed on April 22, 2014 to document the purchase price of \$335,000.

The Title Company has requested a resolution from the Board of County Commission that states the final negotiated purchase price of \$335,000 and identifies the individual authorized on behalf of the Board of County Commission to execute all documents required and necessary to complete Santa Fe County's purchase of the Pojoaque Ball Fields.

ACTION REQUESTED:

The Public Works Department requests approval of the resolution amending the purchase price for the Pojoaque Ball Fields from \$365,000 to \$335,000 and authorizing the County Manager, on behalf of the Board of County Commission, to execute all documents necessary to acquire the property from the Pojoaque School Board.

THE BOARD OF COMMISSIONERS OF SANTA FE COUNTY

RESOLUTION NO. 2014- _____

**A RESOLUTION TO AUTHORIZE THE SANTA FE COUNTY MANAGER
TO EXECUTE ALL DOCUMENTS REQUIRED AND NECESSARY
TO COMPLETE THE COUNTY'S PURCHASE OF THE
POJOAQUE BALL FIELDS**

WHEREAS, on July 30, 2013, by Resolution No. 2013-65, the Santa Fe County Board of County Commissioners (BCC) authorized the County Manager to enter into negotiations with the Pojoaque Valley School District to acquire the sports fields located on the south side of County Road 84 in the vicinity of Pojoaque, New Mexico;

WHEREAS, the subject property is identified on the "Boundary Survey prepared for County of Santa Fe for the Pojoaque Valley School Recreation Field" recorded on September 4, 2013 in Plat Book 762, Page 048, as Document No. 1717135 and is hereafter referred to as the "Pojoaque Ball Fields";

WHEREAS, pursuant to Resolution No. 2013-138 dated December 10, 2013, the County Manager executed the Purchase Agreement (No. 2014-0214-MG/PL) with the Pojoaque Valley School District to purchase the Pojoaque Ball Fields for a purchase price of \$365,000. Subsequent discussions between the County and Pojoaque Valley School District regarding restrictions on the County's use of the Pojoaque Ball Fields stemming from the use of federal funds to improve the Ball Fields resulted in Amendment No. 1 to the Purchase Price Agreement. The County Manager also executed Amendment No. 1 to the Purchase Agreement solely to amend the purchase price from \$365,000 to \$335,000 and said Amendment No. 1 is dated April 14, 2014; and

WHEREAS, pursuant to the requirements of the Purchase Agreement No. 2014-0214-MG/PL, as amended, the County has paid the Ernest Money Deposit to Fidelity National Title and the Title Company requests a resolution from the Board of County Commissioners confirming the \$335,000 purchase price and authorizing the Santa Fe County Manager to sign all documents required and necessary to complete Santa Fe County's purchase of the Pojoaque Ball Fields from the Pojoaque Valley School District.

NOW, THEREFORE, BE IT RESOLVED by the Santa Fe Board of County Commissioners that Katherine Miller, Santa Fe County Manager, is hereby delegated authority to execute on behalf of the Santa Fe Board of County Commissioners all documents required and necessary to complete Santa Fe County's purchase of the Pojoaque Ball Fields for the purchase price of \$335,000.

PASSED, APPROVED AND ADOPTED this ____ day of May, 2014

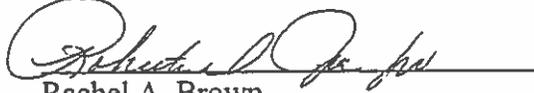
THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY

By: _____
Daniel W. Mayfield, Chair
Santa Fe County Board of County Commissioners

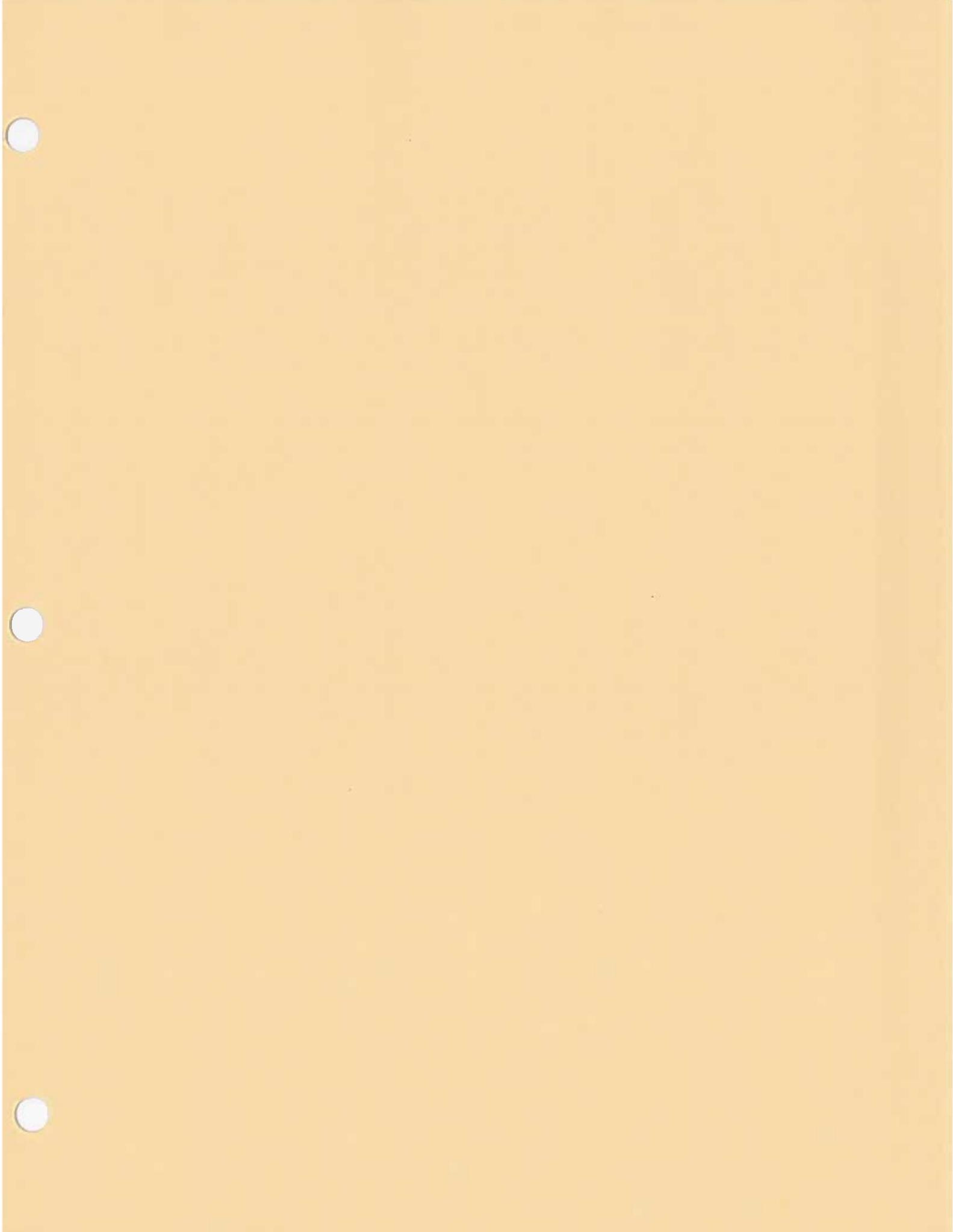
ATTEST:

Geraldine Salazar, Santa Fe County Clerk

Approved as to form:



Rachel A. Brown
Acting County Attorney



Patrick "Pat" Varela
Treasurer



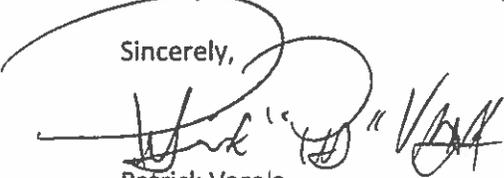
Eric J. Lujan
Deputy Treasurer

Memorandum

To: Ambra Garcia & Office of the County Manager ^{ELW}
From: Patrick Varela Treasurer
Date: 5/6/2014
Re: 2014 Liquor License Resolution

Please be advised that the 2014 Liquor License Resolution is being requested by the Santa Fe County Treasurer's Office to be put on the BCC calendar for approval.

Sincerely,


Patrick Varela
County Treasurer

Memo 5514

**SANTA FE COUNTY
RESOLUTION NO. 2014-**

**A RESOLUTION IMPOSING AN ANNUAL LIQUOR LICENSE TAX UPON PERSONS
HOLDING STATE LIQUOR LICENSES**

WHEREAS, NMSA 1978, Section 7-24-2 (1994), provides that the Board of County Commissioners may adopt on or before the first day of June of each year, a resolution imposing an annual liquor license tax upon persons holding State liquor licenses. This tax is imposed on persons holding state licenses under the Liquor Control Act to conduct operations within Santa Fe County and outside of municipalities, as retailers, dispensers, canopy licensees, restaurant licensees or club licensees;

WHEREAS, NMSA 1978, Section 7-24-3 (1953), allows a remedy to Santa Fe County for collection from those businesses not paying their tax; and

WHEREAS, the amount of such license tax shall not exceed the amount of two hundred fifty dollars (\$250.00).

NOW, THEREFORE, IT IS RESOLVED by the Board of County Commissioners of the County of Santa Fe that:

- A. A Liquor License Tax is imposed upon the following persons who sell liquor in Santa Fe County and outside of any municipality for the fiscal year 2014-2015:
 - 1. Retailers – two hundred fifty dollars (\$250.00)
 - 2. Dispensers – two hundred fifty dollars (\$250.00)
 - 3. Canopy Licensees - two hundred fifty dollars (\$250.00)
 - 4. Restaurant Licensees - two hundred fifty dollars (\$250.00)
 - 5. Club Licensees – two hundred fifty dollars (\$250.00)

- B. The Liquor License Tax may not be prorated and is due and payable in advance on or before July 1, 2014. The fee shall be paid by mail to PO Box T, Santa Fe, NM 87504-0528, postmarked no later than July 1, 2014, or in person at the Santa Fe County Clerk's Office. A letter or notation on a personal or corporate check or money order stating the name of the entity paying the tax, the name and address of the entity for which the tax is due and account number must be included.

- C. Failure to pay this Liquor License Tax according to the provisions of the Resolution shall cause the Sheriff of Santa Fe County, upon the written order of the Board of County Commissioners, duly entered of record, to close up the place of business of any person who has not paid or tendered in full the Liquor License Tax.

APPROVED, ADOPTED AND PASSED this _____ day of _____,
2014.

BOARD OF COUNTY COMMISSIONERS

Daniel W. Mayfield, Chair

ATTEST:

Geraldine Salazar, County Clerk

APPROVED AS TO FORM:



Gregory S. Shaffer, County Attorney



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: May 13, 2014

TO: Board of County Commissioners

VIA: Katherine Miller, County Manager *KM*

FROM: Tony Flores, Assistant County Manager *TF*

RE: Request for approval of Resolution No. 2014 - _____, A Resolution Confirming Santa Fe County's Commitment to Fair Housing, Establishing a Citizen Participation Plan, Establishing a Residential Anti-Displacement and Relocation Assistance Plan and Adopting a Section 3 Plan, Confirming its commitment to abide by relevant Procurement Policies and Regulations as required by the United States Housing and Urban Development's Community Development Block Grant Program.

ISSUE:

On the agenda for your consideration is a resolution to affirm and establish certain requirements for receipt of funding under the United States Housing and Urban Development's Community Development Block Grant program (CDBG).

BACKGROUND:

In late 2012, Santa Fe County applied for and subsequently received a CDBG grant for the Greater Glorieta Mutual Domestic Water Consumers Association Water System Improvements project (CDBG 12-C-12-C-NR-I-01-G-36).

As a requirement under the CDBG program, applicants/recipients shall adopt the following Federal requirements:

- Fair Housing Policy (previously adopted – 2006)
- Citizen Participation Plan
- Residential Anti-displacement and Relocation Assistance Plan
- Section 3 Plan
- Procurement Policies and Regulations (previously adopted – 2006 as amended)

In addition to the two previously adopted program requirements, Santa Fe County, is required to develop and implement a “Citizen Participation Plan” which outlines the process by which public ideas for CDBG projects can be garnered, which is to include methods for public outreach; a “Residential Anti-displacement and Relocation Assistance Plan”, which is intended to provide uniform, fair, and equitable treatment for persons whose real property is acquired or for persons displaced as a result of a CDBG-funded project or activity; and, a “Section 3 Plan” which fosters local economic development, neighborhood economic improvement, and individual self-sufficiency and to the greatest extent feasible, provide job training, employment, and contracting opportunities for low or very low income residents in connection with projects and activities in their community.

This resolution codifies the previously approved resolutions and includes those policies and plans that have not been formally approved, specifically for the Glorieta Mutual Domestic Water Consumers Association Water System Improvements project (CDBG 12-C-12-C-NR-I-01-G-36).

**THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY**

RESOLUTION No. 2014-_____

**A RESOLUTION CONFIRMING SANTA FE COUNTY'S COMMITMENT TO
FAIR HOUSING, ESTABLISHING A CITIZEN PARTICIPATION PLAN,
ESTABLISHING A RESIDENTIAL ANTI-DISPLACEMENT AND
RELOCATION ASSISTANCE PLAN, ADOPTING A SECTION 3 PLAN,
CONFIRMING ITS COMMITMENT TO ABIDE BY RELEVANT
PROCUREMENT POLICIES AND REGULATIONS, ALL AS REQUIRED BY
THE UNITED STATES HOUSING AND URBAN DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM
REQUIREMENTS**

WHEREAS, Santa Fe County (hereafter referred to as "the County") in its acceptance of HUD Community Development Block Grant (CDBG) funds must adopt certain Federal Requirements;

WHEREAS, the County desires to ensure compliance with Federal Requirements by adopting the requisite policies and/or certifications;

WHEREAS, a fair housing resolution must be adopted by a recipient of CDBG Grant funds at an open public meeting, which publicizes the County's commitment to fair housing;

WHEREAS, on April 25, 2006 the Santa Fe County Board of County Commissioners adopted a resolution entitled. "A RESOLUTION ADOPTING A FAIR HOUSING POLICY";

WHEREAS, attached hereto is a fair housing policy which certifies the County's commitment to the principle of fair housing, and describes actions the County shall undertake to affirmatively further fair housing;

WHEREAS, the Civil Rights Act of 1968 (commonly known as the Federal Fair Housing Act) and the Fair Housing Amendments Act of 1988 declare a national policy to prohibit discrimination in the sale, rental, leasing and financing of housing or land to be used for the construction of housing or in the provision of brokerage services, on the basis of race, color, religion, sex, disability, familial status or national origin;

WHEREAS, fairness is the foundation of the American system and reflects traditional American values;

WHEREAS, discriminatory housing practices undermine the strength and vitality of America and its people;

WHEREAS, developing a Citizen Participation Plan is a Federal requirement for Grantees receiving CDBG funds;

WHEREAS, a Citizen Participation Plan encourages public input and ensures that a Grantee receiving CDBG funds is using various methods to reach the public;

WHEREAS, annually, and most recently on November 26, 2013, the Santa Fe Board of County Commissioners adopted Resolution 2013-129, entitled “DETERMINING REASONABLE NOTICE FOR PUBLIC MEETINGS OF THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY, AND FOR BOARDS AND COMMITTEES APPOINTED BY OR ACTING UNDER THE AUTHORITY OF THE BOARD OF COUNTY COMMISSIONERS”, all in compliance with the New Mexico Open Meetings Act;

WHEREAS, the Housing and Community Development Act of 1974 specifies that a grantee under the CDBG program must certify that it has in effect and is following a “Residential Anti-Displacement and Relocation Assistance Plan”;

WHEREAS, the County as a CDBG Grant recipient must certify to State of New Mexico Department of Finance and Administration Local Government Division that it has and is following such a Plan;

WHEREAS, the County, in recognition of the aforementioned obligations through this Resolution will adopt a Residential Anti-Displacement and Relocation Assistance Plan;

WHEREAS, Section 3 is a provision of the HUD Act of 1968 that helps foster local economic development, neighborhood economic improvement, and individual self-sufficiency;

WHEREAS, the County as a Grantee of the CDBG program is required to adopt a “Section 3 Plan” by resolution annually for CDBG projects;

WHEREAS, the County through this Resolution intends to adopt a Section 3 Plan;

WHEREAS, as a CDBG grant recipient the County is required to adhere to a procurement policy and comply with applicable federal procurement requirements found in 24 C.F.R. PART 85 (Administrative Requirements for HUD CDBG Grant recipients);

WHEREAS, the Santa Fe Board of County Commissioners adopted a procurement policy through **RESOLUTION NO. 2006-60**, “A RESOLUTION ADOPTING SANTA FE COUNTY PURCHASING REGULATIONS AND POLICY MANUAL” thereafter amended from time to time, including amendments contained in Resolutions 2007-113, 2009-91, 2009-102, 2010-208 and 2012-57;

WHEREAS, the County commits to abide by applicable components of 24 C.F.R. Part 85 and its adopted procurement policies, as amended from time to time, and to periodically evaluate the need to update those policies.

IT IS THEREFORE RESOLVED, AS FOLLOWS:

1. Santa Fe County's Fair Housing Policy is attached hereto as Exhibit A;
2. The Citizen Participation Plan attached hereto as Exhibit B is hereby adopted as the Citizen Participation Plan of Santa Fe County;
3. The Residential Anti-Displacement and Relocation Assistance Policy attached hereto as Exhibit C is hereby adopted as the Residential Anti-Displacement and Relocation Assistance Policy of Santa Fe County;
4. The Section 3 Plan attached hereto as Exhibit D is hereby adopted as the Section 3 Plan of Santa Fe County;
5. That the County will abide by its procurement regulations as amended from time to time, will periodically evaluate the need to amend and update those policies, and, to the extent required by law, shall comply with the applicable procurement regulations contained in 24 C.F.R. Part 85.

PASSED AND ADOPTED BY THE SANTA FE BOARD OF COUNTY COMMISSIONERS on this _____ day of _____, 2014.

THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY

By: _____
Daniel W. Mayfield, Chair

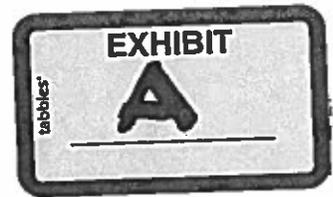
ATTEST:

Geraldine Salazar, County Clerk

APPROVED AS TO FORM:



Gregory S. Shaffer, County Attorney



SANTA FE COUNTY HOUSING AUTHORITY FAIR HOUSING POLICY

It is the policy of the Santa Fe County Housing Authority to comply fully with all Federal, State and local nondiscrimination laws and with rules and regulations governing Fair Housing and Equal Opportunity in housing and employment. The Housing Authority will comply with all laws relating to Civil Rights, including:

- Title VI of the Civil Rights Act of 1964
- Title VIII of the Civil Rights Act of 1968 (as amended by the Community Development Act of 1974 and the Fair Housing Amendments Act of 1988)
- Executive Order 11063
- Section 504 of the Rehabilitation Act of 1973
- The Age Discrimination Act of 1975
- Title II of the Americans with Disabilities Act (to the extent that it applies, otherwise Section 504 and the Fair Housing Amendments govern)
- Any applicable State laws or local ordinances and any legislation protecting individual rights of tenants, applicants or staff that may subsequently be enacted

The Santa Fe County Housing Authority shall not discriminate because of race, color, sex, religion, familial status, disability, national origin, marital status, or sexual orientation in the leasing, rental, or other disposition of housing or related facilities, including land, that is part of any project or projects under the Housing Authority's jurisdiction covered by a contract for annual contributions under the United States Housing Act of 1937, as amended, or in the use or occupancy thereof.

Steps to Overcome the Effects of Impediments to Fair Housing Choice (as identified in the Jurisdiction's Analysis of Impediments to Fair Housing Choice)

In an effort to overcome the effects of impediments to fair housing choice and to promote fair housing rights, the Santa Fe County Housing Authority will take the following steps:

- Compile and distribute information regarding Fair Housing issues and resolutions to residents and applicants. Applicants will receive this information when they apply for assistance, and residents will receive this information during the re-certification process. Information will also be made available in the lobby of the Housing Authority's Administrative Offices.
- Provide Section 8 Landlord Orientations in an effort to educate current and potential landlords about the program, fair housing and the eviction process. The orientations will be done in collaboration with the Santa Fe Civic Housing Authority and the Tenant/Landlord Hotline staff.
- At least bi-annually, provide Fair Housing information to residents via a monthly newsletter.
- At least annually, disseminate Fair Housing information to Section 8 participants and landlords.
- In an effort to strengthen education and outreach to increase the knowledge about fair housing choice, provide annual Fair Housing and Equal Opportunity training

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to Housing Authority staff and public housing residents. This training will be provided by the local Fair Housing and Equal Opportunity office (FHEO).

- The Housing Authority will also work with local entities to develop resources that support fair housing activities and improve enforcement.

In addition to the steps listed above, the Santa Fe County Housing Authority will post Fair Housing and Equal Opportunity information on the bulletin board in the lobby of the Administrative Offices.

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SANTA FE COUNTY CITIZEN PARTICIPATION PLAN

Introduction

This Citizen Participation Plan is adopted in accordance with the 1987 revisions to the Housing and Community Development Act and in an effort to further encourage citizen participation.

Open Meetings Act Compliance and Dissemination of Information

Santa Fe County provides for and encourages citizen participation within its area of jurisdiction, with particular emphasis on participation by persons of low and moderate income by:

1. Annually adopting an Open Meetings Resolution, the most recently adopted Resolution being Resolution 2013-129, adopted on November 26, 2013, which provides citizens with how reasonable notice of county upcoming meetings, actions and functions will be provided.
2. Having a Media Production Public Relations Specialist who disseminates information regarding Santa Fe County projects, events, undertakings and other news utilizing press releases, electronic media, radio programs, newspapers and television.
3. The Director of Public Works will ensure that staff develops and maintains a listing of groups and representatives of low and moderate income persons, and includes them on mailing lists of announcements, notices, press releases, and other efforts to disseminate information relative to housing in Santa Fe County and the project funded by CDBG funds.

Access to Information About CDBG funded Projects

Santa Fe County will provide citizens with reasonable and timely access to local meetings, information and records relating to the proposed and actual use of CDBG funds, including:

1. Ensuring that public notices, press releases, and other communications provide citizens with the maximum possible length of notice of activities related to the project.
2. Appropriate information and records relating to the proposed and actual use of CDBG funds is available upon request to all citizens to the extent required under the Inspection of Public Records Act.
3. Ensuring that meetings, hearings, and other events related to the project are conducted at times and locations conducive to public attendance, including evenings and Saturdays.
4. In 2011 the Board of County Commissioners for Santa Fe County adopted Resolution 2011-195 during a properly noticed public meeting, authorizing and supporting submission of a CDBG grant application to the New Mexico Department of Finance and Administration for the improvements and upgrades to the Greater Glorieta Community Regional Mutual Domestic Water Consumers and Sewage Works Association, a project proposed during public outreach meetings to solicit proposals for CDBG funded projects.
5. The Greater Glorieta Community Regional Mutual Domestic Water Consumers and Sewage Works Association project was included on the Santa Fe County Infrastructure and Capital Improvements Plan for FY 2013-2017.

Proposals Related to the CDBG funded Project from Low and Moderate Income Persons

Santa Fe County intends to undertake a planning process to develop a comprehensive plan assessing the housing needs within the County and how Santa Fe County can maximize the benefits of CDBG funding to address those needs. Once that comprehensive plan is established, Santa Fe County will utilize its discretion to provide an appropriate level of technical assistance to groups and representatives of low and moderate income persons that request assistance in developing proposals related to possible future CDBG funded project as follows:

1. Low and moderate income groups will be advised that some level of technical assistance, particularly in the area of community development, is available from the Public Works Department upon request. Santa Fe County will determine the level and type of technical assistance to be made available.
2. The Public Works Director shall ensure that staff documents all technical assistance provided to such groups and has documentation available for review.
3. On November 15, 16 and 19, 2011, Santa Fe County held meetings so that citizens and communities of Santa Fe County would have an opportunity to present projects for potential CDBG funding resulting in staff's recommendation that the Greater Glorieta Community Regional Mutual Domestic Water Consumers and Sewage Works Association project be submitted under the 2012 CDBG application process. The meetings were advertised in the local paper, a posting on the Santa Fe County website, as well as posts on Facebook, Twitter and in County buildings, and through broadly distributed e-mail notices.
4. In 2011 Santa Fe County sought authorization from the Department of Finance and Administration for the community of Glorieta and conducted an income survey to confirm that its community qualified for CDBG funding.

Public Hearings

In relation to the comprehensive plan, in the event Santa Fe County contemplates applying for any additional CDBG funding it will provide at least two public hearings:

- a. One public hearing to advise citizens of the program objectives and range of activities that can be applied for, and to obtain the citizen's views on community development and housing needs, to include the needs of low and moderate income people. This hearing will take place prior to the selection of any projects to be submitted to the State for CDBG funding assistance.
- b. A second public hearing will be held to review program performances, past use of funds and to make available to the public a summary of community development and housing needs, including the needs of low and moderate income families, and any County activities to be undertaken to meet such needs.

Notice of the public hearings will comply with the County's Open Meetings Act Resolution and the Notices will be published in the non-legal section of newspapers or in other local media. Evidence of compliance with these regulations will be provided with each CDBG application, including copies of hearing notices, minutes of public meetings, and a list of needs and activities to be undertaken. Amendments to goals, objectives and applications will also be subject to public participation.

Complaints/Grievances

Santa Fe County will provide timely written answers to written complaints and grievances regarding the Citizen Participation Plan and its implementation within 15 working days where practical. Any person who believes the County failed to comply with this Plan may file a written grievance with the Public Works Director of Santa Fe County. The written grievance will be reviewed by the County within fifteen days. The person responsible for reviewing the grievance is:

Adam Liegland, Director of Public Works
(505) 992-3023
P.O. Box 276
Santa Fe, NM 87504-0276

Upon written request, a person may inspect and copy all materials pertinent to his or her grievance, except materials that are classified as confidential or otherwise protected from disclosure by the New Mexico Inspection of Public Records Act or other applicable laws. The person's right to inspect these documents will be consistent with applicable laws, and the opportunity to inspect will be made available under reasonable conditions, and during the County's regular business hours.

In deciding a grievance, the County will consider pertinent justification and material submitted by the person, to ensure a fair and full review of the grievance. Following issuance of a decision regarding a grievance, an aggrieved person may contact the State of New Mexico, Department of Finance and Administration, Local Government Division, Jolene Slown, Community Development Bureau Chief, 505-827-4974, 407 Galisteo Street, Santa Fe, New Mexico, 87501 to further resolve the grievance.

All persons have a right to be represented by legal counsel in connection with their appeal, but solely at the person's own expense.

Santa Fe County shall retain a detailed record of all complaints or grievances and responses in one central location with easy public access. Adopt complaint handling procedures or policies to insure that complaints or grievances are responded to within 15 days, if possible.

Santa Fe County shall file a detailed record of all complaints or grievances and responses in one central location with easy public access.

Addressing the Needs of Non-English Speaking Residents

Santa Fe County will identify how the needs of non-English speaking residents will be met in the case of public hearings required under this Plan where a significant number of residents can be reasonably expected to participate.

Santa Fe County will identify areas where large majorities of non-English speaking persons reside and make appropriate provisions when issues affecting these areas are to be discussed at one of the public meetings and hearings required herein. Appropriate provisions will include having interpreters available at the meeting and having briefing material available in the appropriate language.

Santa Fe County will also create and maintain records/rosters of public hearing attendees and proceedings to verify compliance with this objective.



Santa Fe County Residential Anti-Displacement and Relocation Assistance Plan

I. Background/Introduction

Section 104(d) of the Housing and Community Development Act of 1974, as amended (42 U.S.C. 5304(d)(4)), Section 105(b)(16) of the Cranston-Gonzalez National Affordable Housing Act (42 U.S.C. 12705(b)(16)), and implementing regulations at 24 CFR Part 42, specify that a grantee under the Community Development Block Grant (CDBG) must certify that it has in effect and is following a "Residential Anti-Displacement and Relocation Assistance Plan" (Plan). As a CDBG grantee, Santa Fe County must certify to State of New Mexico Department of Finance and Administration Local Government Division that it has and is following such a Plan.

The Plan must include three components: 1) one-for-one replacement requirements for lower-income housing units, 2) relocation assistance, and 3) a description of the steps Santa Fe County will take to minimize displacement.

II. Activities Covered by the Plan

All activities involving the use of CDBG funds that cause displacement as a direct result of demolition or conversion of a lower-income dwelling are subject to the requirements specified in the Plan. Activities for which funds are first obligated on or after September 30, 1988 are subject to the requirements specified in the Plan, without regard to the source year of the funds.

III. Uniform Relocation Act

The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (URA) govern displacement that directly results from acquisition, rehabilitation, or demolition of real property when federal funds are used. This Santa Fe County Residential Anti-displacement and Relocation Assistance Plan is in no way intended to supersede the URA. CDBG assisted activities may still be subject to the requirements of the URA.

IV. One-for-One Replacement Units

All occupied and vacant occupiable lower-income dwelling units that are demolished or converted to a use other than as lower-income dwelling units in connection with an assisted activity must be replaced with comparable lower-income units. Replacement lower-income dwelling units may be provided by any governmental agency or private developer and must meet the following requirements:

- A. The units must be located within Santa Fe County to the extent feasible, the units shall be located within the same neighborhood as the units replaced
- B. The units must be sufficient in number and size to house no fewer than the number of occupants who could have been housed in the units that are demolished or converted. The number of occupants who could have been housed in the units shall be in accordance with applicable local housing occupancy codes. The units may not be replaced with smaller units

(e.g., a 2-bedroom unit with two 1-bedroom units), unless Santa Fe County has provided information demonstrating that such a proposed replacement is consistent with the needs assessment contained State of New Mexico Department of Finance and Administration Local Government Division HUD-approved Consolidated Plan.

- C. The units must be in standard condition and must at a minimum meet Section 8 Program Housing Quality Standards. Replacement lower-income units may include units brought from a substandard condition to standard condition if: 1) no person was displaced from the unit; and 2) the unit was vacant for at least 3 months before execution of the agreement between the Santa Fe County and the property owner.
- D. The units must initially be made available for occupancy at any time during the period beginning 1 year before the recipient makes public the information required under Section F below and ending 3 years after the commencement of the demolition or rehabilitation related to the conversion.
- E. The units must be designed to remain lower-income dwelling units for at least 10 years from the date of initial occupancy. Replacement lower-income dwelling units may include, but are not limited to, public housing or existing housing receiving Section 8 project-based assistance
- F. Before Santa Fe County enters into a contract committing it to provide CDBG funds for any activity that will directly result in the demolition of lower-income dwelling units or the conversion of lower-income dwelling units to another use, Santa Fe County must make public and submit in writing to State of New Mexico Department of Finance and Administration Local Government Division the following information:
 - 1 A description of the proposed assisted activity;
 - 2 The location on a map and number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than for lower-income dwelling units as a direct result of the assisted activity;
 - 3 A time schedule for the commencement and completion of the demolition or conversion;
 - 4 The location on a map and the number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units. If such data is not available at the time of the submission to State of New Mexico Department of Finance and Administration Local Government Division, the submission shall identify the general location on an area map and the approximate number of dwelling units by size, and information identifying the specific location and number of dwellings units by size shall be submitted and disclosed to the public as soon as it is available;
 - 5 The source of funding and time schedule for the provision of replacement dwelling units;
 - 6 The basis for concluding that each replacement unit will remain a lower-income dwelling unit for at least 10 years from the date of initial occupancy; and
 - 7 Information demonstrating that any proposed replacement of dwelling units with smaller dwelling units is consistent with the needs assessment contained in

the State of New Mexico Department of Finance and Administration Local
Government Division Consolidated Plan.

- G. The one-for-one replacement requirements may not apply if HUD determines, based on objective data, that there is an adequate supply of vacant lower-income dwelling units in standard condition available on a non-discriminatory basis within Santa Fe County. In making such a determination, State of New Mexico Department of Finance and Administration Local Government Division will consider such factors as vacancy rates, numbers of lower-income units in Santa Fe County and the number of eligible families on the Section 8 waiting list.

V. Relocation Assistance

Each lower-income person who is displaced as a direct result of CDBG assisted demolition or conversion of a lower-income dwelling shall be provided with relocation assistance.

Relocation assistance includes advisory services and reimbursement for moving expenses, security deposits, credit checks, other moving expenses, including certain interim living costs, and certain replacement housing assistance.

Displaced persons have the right to elect, as an alternative to the benefits described in this Plan, to receive benefits under the URA, if they determine that it is in their best interest to do so. The following relocation assistance shall be available to lower-income displacement persons:

- A. Displaced lower-income persons will receive the relocation assistance required under 49 CFR 24, Subpart C (General Relocation Requirements) and Subpart D (Payment for Moving and Related Expenses) whether the person elects to receive assistance under the URA or the assistance required by CDBG regulations. Relocation notices must be distributed to the affected persons in accordance with 49 CFR 24.203 of the URA;
- B. The reasonable and necessary cost of any security deposit required to rent the replacement dwelling unit and for credit checks required to rent or purchase the replacement dwelling unit;
- C. Actual reasonable out-of-pocket costs incurred in connection with temporary relocation, including moving expenses and increased housing costs, if:
 - 1. The person must relocate temporarily because continued occupancy of the dwelling unit constitutes a substantial danger to the health or safety of the person or the public; or
 - 2. The person is displaced from a lower-income dwelling unit, none of the comparable replacement units to which the person has been referred qualifies as a lower-income dwelling unit, and a suitable lower-income dwelling unit is scheduled to become available through one-for-one replacement requirements
- D. Replacement Housing Assistance. Displaced persons are eligible to receive one of the following two forms of replacement housing assistance:

1. Each person shall be offered rental assistance equal to 60 times the amount necessary to reduce the monthly rent and estimated average monthly cost of utilities for a replacement dwelling to the "Total Tenant Payment", as determined under 24 CFR 813.107. All or a portion of this assistance may be offered through a certificate or housing voucher for rental assistance under the Section 8 program. Where Section 8 assistance is provided to the displaced person, Santa Fe County must provide the person with referrals to comparable units whose owners are willing to participate in Section 8 program to the extent that cash assistance is provided, it will be provided in installments.

2. In lieu of the housing voucher, certificate or cash assistance described above, the person may elect to receive a lump sum payment allowing them to secure participation in a housing cooperative or mutual housing association. This lump sum payment shall be equal to the capitalized value of 60 monthly installments of the amount that is obtained by subtracting the "Total Tenant Payment", as determined under 24 CFR 813.107, from the monthly cost of rent and average monthly cost of utilities at a comparable replacement dwelling unit. To compute the capitalized value, the installments shall be discounted at the rate of interest paid on passbook savings in a federally insured financial institution conducting business within Santa Fe County.

Displaced lower-income tenants shall be advised of their right to elect relocation assistance pursuant to the URA and the regulations at 49 CFR 24 as an alternative to the relocation assistance available under CDBG regulations.

VI. Eligibility for Relocation Assistance

A lower-income person is eligible for relocation assistance if they are considered to be a "displaced person" as defined in 24 CFR 42.305. A displaced person means a lower-income person who, in connection with an activity assisted under the CDBG program, permanently moves from real property or permanently moves personal property from real property as a direct result of demolition or conversion of a lower-income dwelling.

For purposes of this definition, a permanent move includes a move made permanently and:

- A. After notice by the owner to move from the property, if the move occurs on or after the date of the submission of a request to Santa Fe County for CDBG assistance that is later approved for the requested activity; or
- B. After notice by the owner to move from the property, if the move occurs on or after the date of the initial official submission to HUD of the consolidated plan under 24 CFR Part 91 describing the assisted activity; or
- C. Before the dates described in A & B above, if Santa Fe County or State of New Mexico Department of Finance and Administration Local Government Division determines that the displacement was a direct result of conversion or demolition in connection with a CDBG assisted activity; or

D. By a tenant-occupant of a dwelling unit, if any one of the following three situations occurs:

1. The tenant moves after execution of the CDBG agreement covering the acquisition, rehabilitation or demolition and the move occurs before the tenant is provided written notice offering the tenant the opportunity to lease and occupy a suitable, decent, safe and sanitary dwelling in the same building/complex upon completion of the project under reasonable terms and conditions, including a monthly rent and estimated average monthly utility costs that do not exceed the greater of the tenant's monthly rent before such agreement, or the total tenant payment as determined under 24 CFR 813.107 if the tenant is lower-income, or 30 percent of gross household income if the tenant is not lower-income.
2. The tenant is required to relocate temporarily, does not return to the building/complex, and either is not offered payment for all reasonable out-of-pocket expenses incurred in connection with the temporary relocation, or other conditions of the temporary relocation are not reasonable.
3. The tenant is required to move to another dwelling unit in the same building/complex but is not offered reimbursement for all reasonable out-of-pocket expenses incurred in connection with the move, or other conditions of the move are not reasonable.

If the displacement occurs on or after the appropriate date described in A & B above, the lower-income person is not eligible for relocation assistance if:

- A. The person is evicted for cause based upon a serious or repeated violation of the terms and conditions of the lease or occupancy agreement, violation of applicable federal, State or local law, or other good cause, and Santa Fe County determines that the eviction was not undertaken for the purpose of evading the obligation to provide relocation assistance;
- B. The person moved into the property on or after the date described in A & B above after receiving written notice of the expected displacement; or
- C. Santa Fe County determines that the displacement was not a direct result of the CDBG assisted activity and the State of New Mexico Department of Finance and Administration Local Government Division concurs with this determination.

VII. Minimizing Displacement

The CDBG regulations regarding the demolition or conversion of lower-income dwelling units are designed to ensure that lower-income persons are provided with adequate, affordable replacement housing. Naturally, involuntary displacement should be discouraged whenever a reasonable alternative exists. Involuntary displacement is extremely disruptive and disturbing, especially to lower-income persons who do not have the means to locate alternative housing.

There are various ways that displacement can be minimized. The following are steps that will be taken

to minimize the involuntary displacement of lower-income persons when CDBG funds are involved:

- A. Screening of Applications - All CDBG applications will be reviewed to determine whether involuntary displacement is likely to occur. Those applications involving displacement will receive a lower priority recommendation for funding unless it can be shown that alternatives are not available.
- B. Acquisition of Property - Applicants who apply for CDBG funds to acquire property for the development of lower-income housing will be encouraged to purchase vacant land. In the case of in-fill and other projects where this is not feasible and the project involves potential displacement, the applicant shall agree to allow the displaced lower-income person(s) to occupy the new housing at an affordable rent.
- C. Applicants who utilize CDBG funds to rehabilitate or convert a lower-income unit to a non-residential use will be required to supply replacement housing consistent with paragraph IV, as well as relocation assistance.
- D. Cost of Relocation Assistance - The cost of any required relocation assistance and the provision of replacement housing will be borne by the applicant and may be paid for out of CDBG funds awarded to the project.

VIII. Definitions

- A. "Comparable replacement dwelling unit" means a dwelling unit that:
 - 1 Meets the criteria of 49 CFR 24.2(d)(1) through (6); and
 - 2 Is available at a monthly cost for rent plus estimated average monthly utility costs that does not exceed the "Total Tenant Payment" determined under 24 CFR 813.107 after taking into account any rental assistance the household would receive.
- B. "Lower-income dwelling unit" means a dwelling unit with a market rental (including utility costs) that does not exceed the applicable Fair Market Rent (FMR) for existing housing and moderate rehabilitation established under 24 CFR Part 888.
- C. "Standard condition" means units that at a minimum meet the Existing Housing Quality Standards of the Section 8 rental subsidy program.
- D. "Substandard condition suitable for rehabilitation" means units with code violations that can be brought to Section 8 Housing Quality Standards within reasonable monetary amounts.
- E. "Vacant occupiable dwelling unit" means a dwelling unit that is in a standard condition; a vacant dwelling unit that is in substandard condition, but is suitable for rehabilitation; or a dwelling unit in any condition that has been occupied (except by a squatter) at any time within

the period beginning 3 months before the date of execution of the agreement by Santa Fe County covering the rehabilitation or demolition.

IX. Grievances

Assistance, or lack thereof, that can be grieved, including the person's eligibility for, or the amount of, payments required for moving and replacement housing. Any person who believes he/she has been displaced from a federally assisted project may file a written grievance with the County. The written grievance will be reviewed by the County within fifteen days. The person responsible for reviewing the grievance is:

Adam Liegland, Director of Public Works
(505) 992-3023
P.O. Box 276
Santa Fe, NM 87504-0276

The County will only accept written grievances that are received within 15 days after a Santa Fe County determination of a person's entitlement to displaced persons and relocation assistance. The County will promptly review each grievance in accordance with the requirements of applicable law and 49 CFR Part 24.10.

Upon written request, a person may inspect and copy all materials pertinent to his or her grievance, except materials that are classified as confidential or otherwise protected from disclosure by the New Mexico Inspection of Public Records Act. The person's right to inspect these documents will be consistent with applicable laws, and the opportunity to inspect will be made available under reasonable conditions, and during the County's regular business hours.

In deciding a grievance, the County will consider pertinent justification and material submitted by the person, to ensure a fair and full review of the grievance. Any aggrieved person may seek judicial review of a Santa Fe County decision pertaining to application of this Plan. An aggrieved person may also contact the State of New Mexico, Department of Finance and Administration, Local Government Division, Jolene Slown, Community Development Bureau Chief, 505-827-4974, 407 Galisteo Street, Santa Fe, New Mexico, 87501.

All persons are reminded that they have a right to be represented by legal counsel in connection with their appeal, but solely at the person's own expense.

Santa Fe County shall retain a detailed record of all complaints or grievances and responses in one central location with easy public access.

IX. Future Adoptions of Anti-displacement Relocation Plans

The Board of County Commissioners of Santa Fe County shall adopt an anti-displacement relocation plan annually.



Santa Fe County Section 3 Plan

This document serves as the Section 3 Plan for the Greater Glorieta Community Regional Mutual Domestic Water Consumers and Sewage Works Association project in compliance with the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended, and does not amend or replace the Section 3 Plan set forth in Resolution 2002-1. The definitions contained in 24 CFR Part 135 are incorporated herein.

The purpose of Section 3 of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. 1701u) (Section 3), is to ensure that training, employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, and consistent with existing Federal, State and Local laws and regulations, be directed to the greatest extent possible to low-and very low-income persons, particularly those who are recipients of government assistance for housing, and to business concerns, which provide economic opportunities to low-and very low-income persons.

Santa Fe County has appointed the Santa Fe County Public Works Director or his designee as the Section 3 Coordinator, to advise and assist key personnel and staff on Section 3, and to insure the implementation and enforcement of their Section 3 plans.

NUMERICAL GOALS FOR TRAINING AND EMPLOYMENT OPPORTUNITIES

Santa Fe County will, to the greatest extent feasible, when awarding contracts or providing training and/or employment opportunities for activities or projects subject to the requirements of Section 3, strive to comply with the goals established in this section.

The numerical goals established in this section represent minimum numerical targets.

Training and employment opportunities will be made available to Section 3 residents as follows:

- (i) 30 percent of the aggregate number of new hires/training opportunities resulting from funds awarded for FY 2014 and continuing thereafter.

PREFERENCE FOR SECTION 3 RESIDENTS IN TRAINING AND EMPLOYMENT OPPORTUNITIES

In providing training and employment opportunities, generated from the expenditure of Section 3 activities to Section 3 residents, the following order of preference will be followed:

Highest Priority: Low-and very-low income residents certified as Section 3 eligible residing in the neighborhood where the project is located.

Second Priority: Participants of public and social service programs funded by Santa Fe County HUD funding.

Third Priority: Other low-and very-low income residents throughout Santa Fe County certified as Section 3 eligible.

LIST OF STRATEGIES TO BE ADOPTED FOR COMPLIANCE WITH THE STATED EMPLOYMENT, TRAINING AND CONTRACTING GOALS

In compliance with the Section 3 Plan requirements, the recipient, applicant, contractors, subcontractors, developers, and/or sub-recipients must submit a current list of employees as of the date the Section 3 Plan is submitted for approval along with anticipated new hires. A list of employees can be submitted on the Worker Utilization Form (Attached hereto as Exhibit A) or an official company form that includes the same information requested on the Worker Utilization Form. A list of anticipated new hires shall be submitted on the Anticipated Hiring Form (Attached hereto as Exhibit B).

The applicant must also develop a list of strategies to be adopted for compliance with the stated employment, training and contracting goals. When preparing the list, please refer to Examples of Efforts to Offer Training Employment Opportunities to Section 3 Residents.

NUMERICAL GOALS FOR CONTRACTING ACTIVITIES:

These goals apply to contract awards in excess of \$100,000 in connection with a Section 3 eligible project, and it applies to recipients, applicants, contractors, subcontractors, developers, and/or sub-recipients.

Such recipients, applicants, contractors, subcontractors, developers, and/or sub-recipients commit to award to Section 3 business concerns:

1. At least 10 percent of the total dollar amount of all Section 3 covered contracts for building trades work arising in connection with housing rehabilitation, housing construction and other public construction; and
2. At least 3 percent of the total dollar amount of all other Section 3 covered contracts.

PREFERENCE FOR SECTION 3 BUSINESS CONCERNS:

The following order of preference will be followed when providing contracting opportunities to Section 3 businesses:

- (i) First priority will be given to Section 3 business concerns that provide economic opportunities for Section 3 residents in the service area or neighborhood in which the Section 3 covered project is located.
- (ii) Second priority will be given to Section 3 business concerns selected to carry out HUD funded Programs.
- (iii) Third priority will be given to Section 3 business concerns that provide economic opportunities for Other Section 3 Residents located outside the service area or neighborhood in which the Section 3 covered project is located.

SECTION 3 PLAN APPROVAL

In compliance with the Section 3 Plan requirements, the recipients, applicants, contractors, subcontractors, developers, and/or sub-recipients must develop a list of strategies to be adopted for compliance with the stated employment, training and contracting goals. Contracts in excess of \$100,000 must include the Section 3 Clause.

If federal and state funds are combined to fund an eligible Section 3 project, the combined amount is submitted to the Section 3 requirements.

**CONTRACTOR, SUBCONTRACTOR, DEVELOPER OR SUB-RECIPIENT
STATEMENT OF COMMITMENT**

By signature below, I am hereby acknowledging to Santa Fe County that I have been duly provided with information regarding the County's Section 3 Program which explains the obligations and requirements of any construction project which is funded in part or whole by HUD sourced funds. I acknowledge being a party to this Plan and further pledge my commitment to adhere to the objectives set forth.

I certify that I am fully empowered to enter into this Statement of Section 3 Utilization Commitment on behalf of this company I am certifying that the information contained within this Section 3 Utilization Plan is accurate and correct and that I understand that the County may impose penalties and sanctions for the submission of any false and inaccurate statements within this document.

COMPANY AUTHORIZED REPRESENTATIVE

SIGNATURE OF AUTHORIZED REPRESENTATIVE

TITLE

COMPANY SECTION 3 COORDINATOR
(Leave blank if the same as authorized representative)

EMAIL ADDRESS

PHONE

COMPANY NAME

COMPANY COMPLETE ADDRESS

EXHIBIT B

ANTICIPATED HIRING 2013

ACTUAL

PLANNED

Job Classification	# of Positions to be Filled	# of Positions to be Filled by Lower Income County Residents	# of Positions Filled	Positions Filled by Lower Income County Residents



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: April 30, 2014

TO: Board of County Commissioners

FROM: Bill Taylor, Procurement Manager *BT*

VIA: Katherine Miller, County Manager *KM*
Adam Leigland, Public Works Director
Jeffrey Trujillo, ASD Director

ITEM AND ISSUE: BCC Meeting May 13, 2014

REQUEST APPROVAL OF AMENDMENT #1 TO THE BUILDING LEASE AGREEMENT BETWEEN SANTA FE COUNTY AND BOKUM BURRO ALLEY FOR OFFICE SPACE LOCATED AT 142 WEST PALACE AVENUE, SANTA FE, NEW MEXICO TO INCREASE THE AMOUNT OF LEASED SQUARE FEET FROM 14,549 TO 15,580 SQUARE FEET, ADD 8 PARKING SPACES AND INCREASE THE JANITORIAL SERVICES FOR THE ADDITIONAL SQUARE FEET FOR AN ANNUAL INCREASE OF \$24,843.90. (Purchasing, Bill Taylor & Public Works)

Issue:

The Public Works Department is requesting to increase the leased space at the Bokum Building from 14,519 square feet to 15,580 square feet, lease 8 more parking spaces and increase the janitorial services from \$2,500 per month to \$2,800 per month for a total annual increase of \$24,843.90. The additional lease space in this amendment will allow the County to relocate other County staff and their operations from more expensive leases into the Bokum Building. County staff to be relocated are Teen Court from Bokum to the County Health Building and the Assessor's Office from Georgia Place to Bokum.

Background:

In October of 2006, Santa Fe County began leasing office space from Bokum Burro Alley, LLC located at 142 West Palace Avenue,, Santa Fe, New Mexico. The initial lease did not include janitorial services which were provided by the Building Services Division of the Public Works Department. In December of 2012, the County Amended Lease Agreement 2011-0190-

CSD/PL to include janitorial services in the amount of \$2,500 to clean the 13,474 square feet leased by Santa Fe County. Since that time, the County has increased the leased square footage by 1,075 square feet prior to this Amendment and another 1,031 square feet with this Amendment for total increase of 2,106 without increasing the fee for the janitorial services. Bokum Burro Alley has also agreed to provide 8 new parking spaces at a rate of \$436.50 per month; 2 spaces at the Sandoval Parking lot at a rate of \$68.25 each per month and 6 spaces at the Chappelle Parking Lot at \$50 each per month.

The increased space, parking spaces, and janitorial services will increase the lease agreement by \$24,843.90 per year for a total lease amount of \$280,712.80 annually. The cost per square foot for the space, janitorial services and all parking spaces translates to \$18.00 per square foot in comparison to \$33.00 per square foot the County was paying to Georgia Place.

Recommendation:

Staff is recommending approval of Amendment #1 to Lease Agreement No. 2014-0178-PW/GG to include 1,031 additional square feet of space, 8 more parking spaces and janitorial services for the additional square feet the County has added since the initial negotiated price for janitorial services.

**AMENDMENT NO. 1
TO PROPERTY LEASE AGREEMENT
BETWEEN SANTA FE COUNTY AND
BOKUM/BURRO ALLEY, LLC**

This Amendment No. 1 is made and entered into as of this ___ day of _____, 2014 by and between Santa Fe County, a political subdivision of the State of New Mexico, hereinafter "Lessee," and Bokum Burro Alley, LLC, a New Mexico limited liability company, located at 142 West Palace Avenue, Suite 300, Santa Fe, NM, hereinafter referred to as "Lessor."

WHEREAS, Lessee and Lessor entered into Lease Agreement No. 2014-0178-PW/GG dated December 10, 2013 and with a term of two (2) years, that provides for the Lessee's lease of 14,549 square feet of office space in the building commonly referred to as the "Bokum Building" located at 142 West Palace Avenue, Santa Fe, New Mexico;

WHEREAS, according to the Lease Agreement, the Agreement may be amended by an instrument in writing executed by the Lessee and the Lessor;

WHEREAS, the Lessee and Lessor wish to amend Lease Agreement No. 2014-0178-PW/GG to increase the square footage of office space leased by the Lessee; make available to the Lessee eight (8) additional parking spaces; increase the amount of the Lessee's payment for janitorial and maintenance services due to the increased square footage; and increase the Lessee's monthly lease payment .

NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:

1. Paragraph 1 (Conditions of Lease) of Lease Agreement No. 2014-0178-PW/GG is amended by deleting "Exhibit A-1" and replace with "Exhibit B-1" attached hereto; deleting "14,549" and replace with "15,580".
2. Paragraph 1.c (Conditions of Lease) is amended by deleting "32" and replace with "40", deleting "18" and replace with "20", and deleting "14" and replace with "20."
3. Paragraph 2 (Compensation; Monthly Rent) is amended by inserting a subparagraph "A" to read as follows:

A. By Amendment No. 1 to this Lease Agreement, commencing June 1, 2014 the Lessee shall pay Lessor annual rent at the rate of \$15.5247 per square foot for 15,580 square feet of office space. In addition to the lease of office space, Lessee shall pay Lessor for janitorial services as specified in Paragraph 6 (c) in the amount of \$2,800.00 per month and the use of six (6) parking spaces on Chappelle Street and two (2) parking spaces at the Sandoval Parking Garage in the amount of \$436.50 per month. Commencing June 1, 2014 Lessee will pay monthly installments of \$23,392.74 per month due and payable on the first day of each month effective June 1, 2014.

4. Paragraph 23 (Attachments) is amended by inserting a subparagraph "2" to read as follows:

2. By Amendment No. 1, Exhibit B-1 is attached to and supersedes Exhibit A-1 and forms a part of this Lease.

5. All other provisions of Lease Agreement No. 2014-0187-PW/GG not specifically amended or modified by this Amendment No. 1 shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

LESSEE - SANTA FE COUNTY

Daniel W. Mayfield, Chair
Santa Fe Board of County Commissioners

Date _____

ATTEST:

Geraldine Salazar
Santa Fe County Clerk

Date _____

Approved as to form

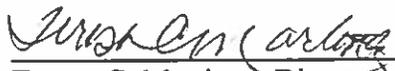


Santa Fe County Attorney

Date 4/29/14

APPROVED

Finance Department



Teresa C. Martinez, Director

Date 5/1/2014



Katherine Miller
Santa Fe County Manager

Date 5.5.14

LESSOR - BOKUM BURRO ALLEY, LLC

(signature and title)

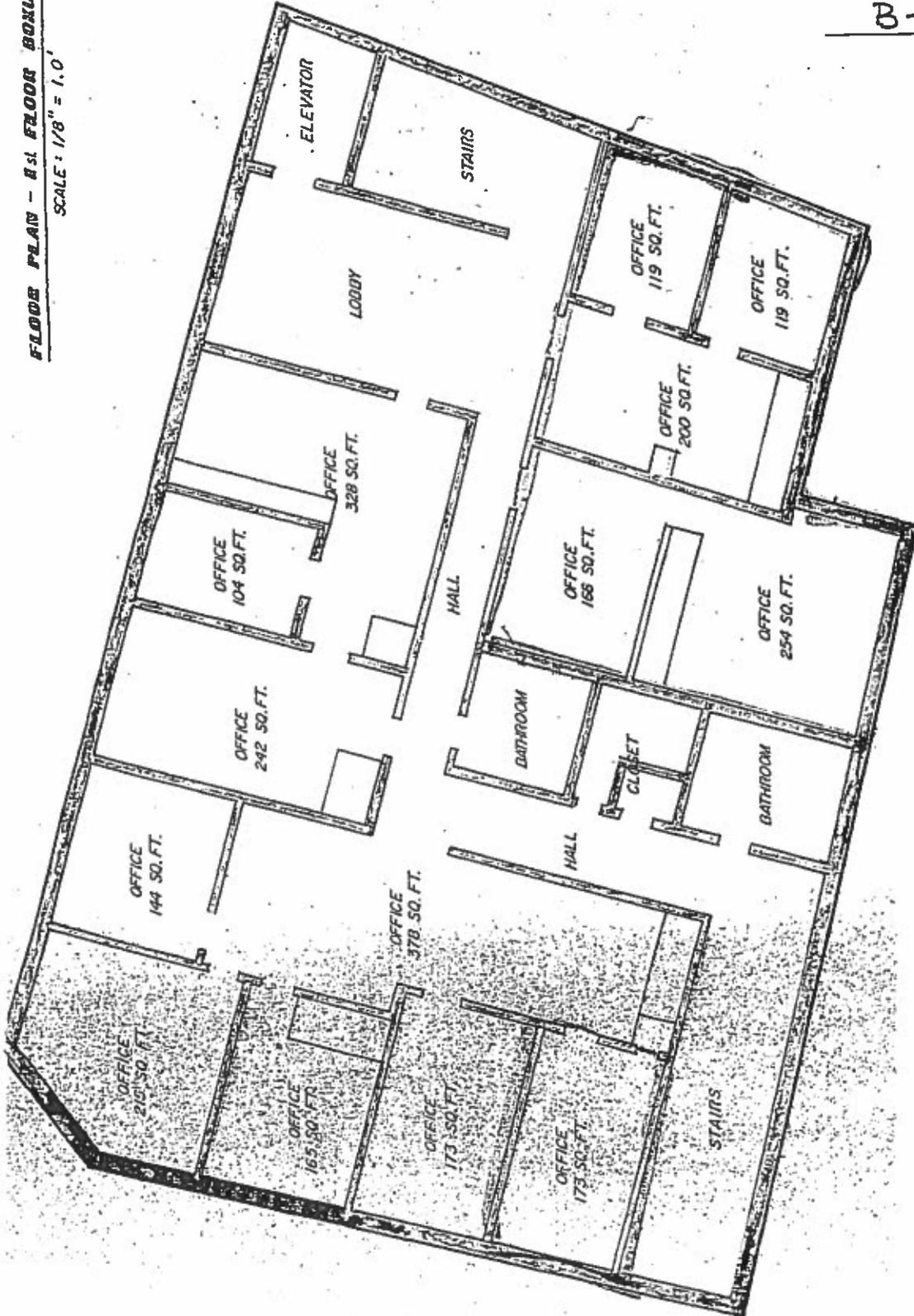
Date _____

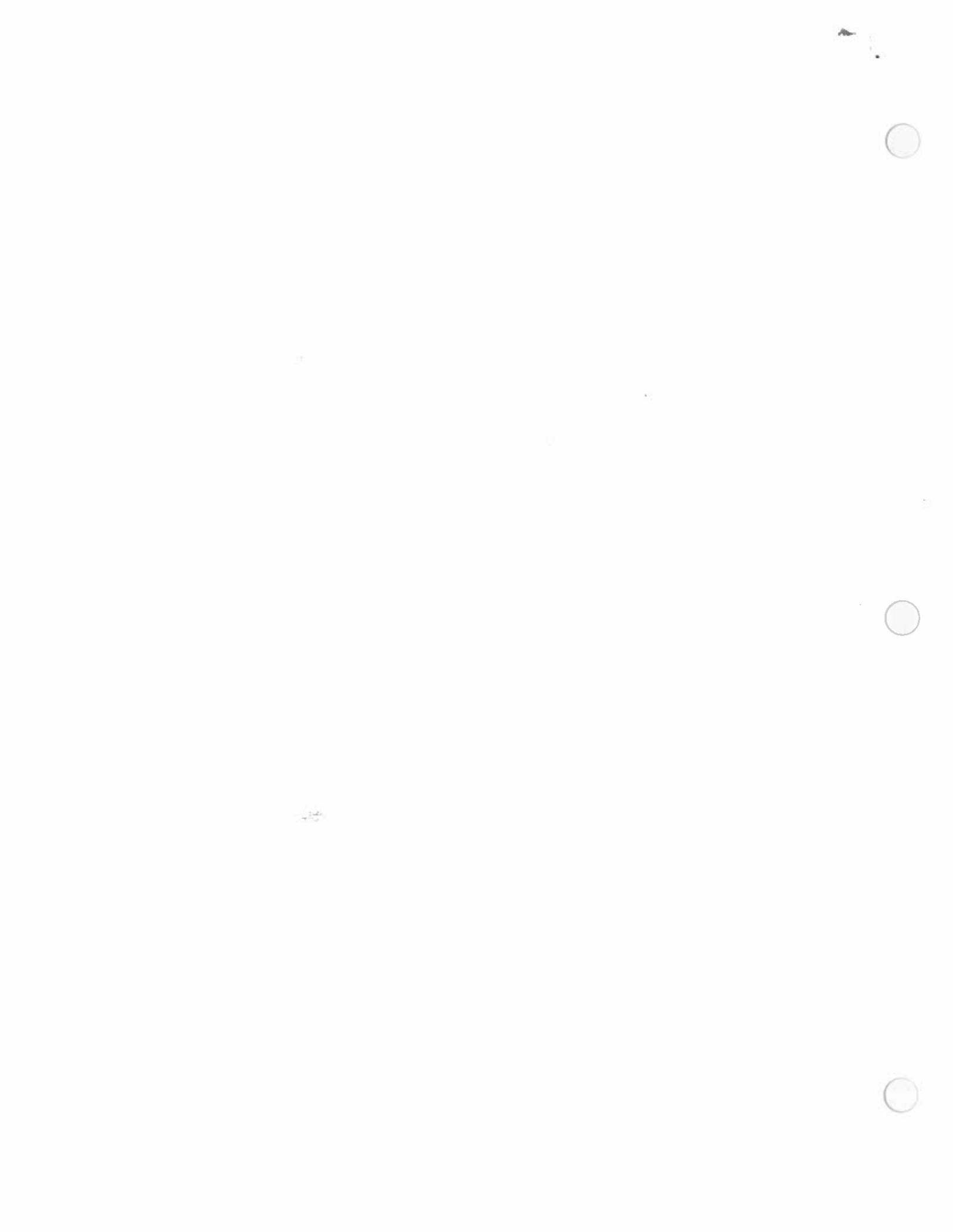
First Floor

EXHIBIT

B-1

FLOOR PLAN - 8 st. FLOOR BOXUM BUILD
SCALE: 1/8" = 1.0'





**LEASE AGREEMENT
FOR BOKUM BUILDING BETWEEN
SANTA FE COUNTY AND
BOKUM/BURRO ALLEY, LLC**

This Lease Agreement is made and entered into this 10th day of December, 2013 by and between **Bokum Burro Alley, LLC**, a New Mexico limited liability company, located at 142 West Palace Avenue, Suite 300, Santa Fe New Mexico, hereinafter referred to as the "Lessor" and **Santa Fe County**, hereinafter referred to as the "Lessee."

In consideration of the covenants and agreements of the Lessee as set forth in the Lease, the Lessor does hereby lease, let and demise unto the Lessee, under the conditions specified below, the premises located at 142 West Palace Avenue, Santa Fe, New Mexico, and commonly referred to as the "Bokum Building" (the "Premises").

1. Conditions of the Lease.

- a. This Lease pertains to 14,549 square feet of office space that is designated on the attached floor plans as follows: 1st floor level attached hereto as Exhibit A-1 (with the exception of the space marked on Exhibit A-1), entire second floor level attached hereto as Exhibit A-2 and entire third floor level attached hereto as Exhibit A-3.
- b. Lessee shall also have use of common areas, including all restrooms, hallways, and stairs.
- c. Lessee shall have exclusive use of 32 parking spaces, including 18 parking spaces at Sandoval Parking Garage, and 14 parking spaces at the private parking lot on Chappelle Street.
- d. Lessor shall provide janitorial services for the Premises, inclusive of the common areas as defined in 6 (c).
- e. Lessee shall be responsible for all security and telephone, internet and other communications utilities.
- f. Lessor shall be responsible for the payment of all electric, gas, refuse, water and sewer charges.
- g. Lessor shall pay real property taxes to include any special and general assessments, on the tax parcel containing the Premises and against any alterations, additions and improvements thereon.

- 2. Compensation; Monthly Rent.** The Lessee agrees to pay the Lessor annual rent in the amount of \$15.5247 per square foot for 14,549 square feet of office space. In addition to the lease of space, the lessee agrees to pay the Lessor for janitorial services as specified in

Paragraph 6 (c) in the amount of \$2,500.00 per month. The Lessee will pay monthly installments of \$18,822.41 for the lease of the Premises and \$2,500.00 for janitorial services for a total of \$21,322.41 per month due and payable on the first day of each month.

3. **Insurance.** Lessee shall secure liability insurance for its activities on the Premises. Lessor shall provide fire and extended coverage insurance on the Premises and all alterations, additions and improvements thereto.
4. **Term of Lease.** The Lessor agrees to lease the Premises to the Lessee, under the conditions specified in Section 1 of this Lease Agreement, for a period of 2 years commencing on March 1, 2014 and continuing until February 28, 2016. Lessee shall have the option of extending the lease for 2 additional 1-year terms which extensions shall be effective upon Lessee mailing Lessor written notice of its election to extend the lease for an additional twelve months, on or before December 31, 2015 and December 31, 2016, respectively. If the first extension option is exercised this Lease term will be extended through February 28, 2017. If the second extension option is exercised this Lease will be extended through February 28, 2018.
5. **Appropriations and Authorizations.** This Lease is contingent upon sufficient appropriations and authorizations being made for performance of the Lease by the Board of County Commissioners of Lessee and/or, if state funds are involved, the Legislature of the State of New Mexico. If sufficient appropriations and authorizations are not made in this or future fiscal years, this Lease shall terminate upon written notice by Lessee shall have no duty to reimburse Lessor for expenditures made in performance of this Lease. Lessee is expressly not committed to expenditure of any funds until such time as they are programmed, budgeted, encumbered and provided for expenditure by Lessee. The Lessee's decision as to whether sufficient appropriations and authorizations have been made for the fulfillment of this Agreement shall be final and not subject to challenge by Lessor in any way or form, including a lawsuit.
6. **Condition of Premises, Maintenance and Repairs**

(a) Lessee acknowledges that it is the current occupant of a portion of the Premises, has inspected the Premises prior to execution of this Lease, finds the Premises in good order and repair, and accepts the Premises in its current "as is" condition.

(b) Except for damage occasioned by Lessee or its employees, contractors, guests and invitees, Lessor shall keep and maintain the Premises in good order, condition and repair, including every part and appurtenance thereof, including without limitation, the exterior and interior of all doors, door checks, windows, glass, walls, ceilings, floors, store front, fixtures, plumbing and sewage facilities within or connected with the Premises including the free flow up to the main sewer line, heating and cooling systems, electrical systems and sprinkler systems.

(c) Lessor shall provide janitorial and maintenance services for the Premises as follows:

1. Clean all floors of the facility (1st, 2nd and 3rd floors) nightly including weekends and holidays.
2. Vacuum and clean the floors nightly, weekends and holidays.
3. Clean and mop all restrooms.
4. Dispose of all trash.
5. Clean all interior windows.
6. Dust offices.
7. Clean and mop the elevator.
8. Clean interior and exterior glass doors to the facility.
9. Sweep sidewalks outside surrounding the facility.
10. Ensure that the facility is secured and locked.
11. Clean air ducts as needed.
12. In the winter months, sweep and remove snow from the sidewalks surrounding the facility.
13. In the winter months, remove snow and apply salt to all sidewalks in the surrounding the facility.
14. Maintain and ensure that the parking spaces provided for in Article 1.c of this Lease Agreement are available for Lessee's use, including keeping all mechanical access controls in working condition, clearing the parking spaces of debris and weeds, and snow removal during the winter months.

7. Alterations, Additions and Improvements

(a) Lessee shall not make any alterations, additions or improvements to the Premises without the written consent of Lessor, which consent shall not be unreasonably withheld, and then only upon the terms and conditions as may be reasonably imposed by Lessor along with any grant of approval.

(b) Lessee agrees that all alterations, additions and improvements desired by Lessee shall be made at the expense of Lessee. Lessee shall not permit any mechanic's or material men's liens to be filed against or attach to the Premises as a result of any work done by Lessee in the Premises. If any lien is filed against or attaches to the Premises, Lessee shall immediately notify Lessor in writing and Lessee shall cause such lien to be removed within 60 days of notice thereof, or, if Lessee, in good faith, desires to contest such lien, Lessee shall be privileged to do so, and shall, in the event of judgment or foreclosure on such lien, cause the same to be discharged and removed prior to the execution of such judgment.

(c) Lessee agrees that any approved construction will be performed in a neat and workmanlike manner and in compliance with plans and specifications previously submitted to and approved by Lessor. Lessee shall be responsible at its sole cost and expense for the removal of rubbish, refuse and dirt, and any damage, caused by Lessee's activities under this paragraph.

8. **Ownership of Improvements.** Lessee agrees that any and all alterations, additions and improvements except for signs, shelving and moveable furniture, fixtures and equipment shall merge with and become a permanent part of the Premises and any and all interest of Lessee shall vest in Lessor. At the termination of this Lease, Lessee shall be responsible for removing any signs, shelving and moveable furniture and equipment owned by Lessee from the Premises and Lessee shall repair any damage caused by the removal of same. Additionally, Lessor may, at its option, require Lessee to remove any additions, repair and alterations in order to restore the Premises to the condition existing at the time Lessee took possession, with all costs of removal to be borne by Lessee.

9. **Signs.** Subject to applicable governmental ordinances, rules and regulations, Lessee may, at Lessee's expense erect and maintain a sign or signs to carry out the purpose for which Lessee is leasing the Premises, provided that the location, type and design of all exterior signs shall be first approved in writing by Lessor. Within 10 days of the expiration of this Lease, or any renewal or extension thereof, Lessee shall remove such sign or signs and shall repair any damages to the Premises caused thereby at Lessee's expense.

10. **Inspection.** With at least 24)hours prior notice by telephone, the Lessor or its officers, agents and representatives shall have the right to enter any and all parts of the Premises during normal business hours (8 a.m. to 5:00 p.m.) or, in an emergency, at hour to inspect the Premises or clean or make repairs or alterations to the Premises as the Lessor may deem necessary.

11. **Use of Premises.** Lessee agrees that the Premises shall be occupied and used solely for County business purposes. Lessee shall further occupy the Premises, conduct its business and control its subtenants, agents, employees, invites and visitors in such a manner as is lawful, and will not create any nuisance.

12. **Compliance with Laws, Rules and Regulations.** Lessee agrees that during the Term, Lessee shall comply with all present and future federal, state and local laws, regulations, rules and ordinances affecting the Premises.

13. **Condemnation.**

(a) If during the Term all or substantially all of the Premises are permanently taken by condemnation or eminent domain or purchase in lieu thereof, and the taking would prevent or materially interfere with the use of the Premises for the purpose for which they are then being used, either party may terminate this Lease effective as of the day of physical possession by the condemning authority and rent shall be abated for the unexpired portion of this Lease.

(b) If only a portion of the Premises are taken and the Lease is not terminated pursuant to subparagraph (a) above, Lessor, in its sole and exclusive discretion and at its sole risk and expense, may restore and reconstruct the Premises so that it may be occupied and is in conformity with any applicable building codes, and the rent shall be adjusted so that

Lessee shall, for the remainder of the Term, pay that portion of the rent that the Premises remaining after the taking bears to the whole of the Premises before the taking.

(c) Lessee shall not have any right to any award or payment, or portion thereof, made to Lessor in connection with any condemnation, taking or purchase in lieu thereof.

14. Destruction of or Damage to Property. Lessee agrees that if at any time during the Term, or any extension or renewal thereof, the Premises shall be totally or partially destroyed due to any cause whatsoever, upon Lessee's written notice to Lessor of such destruction, Lessor shall have the option to rebuild or repair the Premises to such state of condition and repair as existed immediately prior to such destruction or damage, provided that rebuilding or repair shall be completed within 180 days of Lessor's obtaining appropriate permits to commence repairs or construction. In such case, rental herein shall be abated or adjusted until the Premises have been rebuilt or repaired. If, within 30 days following receipt of Lessee's written notice of destruction or damage, Lessor elects not to rebuild or repair the Premises, Lessor shall so notify Lessee in writing, and thereupon this Lease shall terminate and become null and void. Lessor shall have no duty or obligation to rebuild or repair any furniture, fixtures, equipment or other personal property belonging to Lessee or used in Lessee's business. Notwithstanding the foregoing, if Lessor is unable, or will be unable, to complete repairs or construction as required herein, Lessee may terminate this Lease with written notice to Lessor and all further obligations shall cease as of the date of Lessor's receipt of such notice.

15. Assignment or Sublease. This Lease shall not be an asset of Lessee and Lessee shall have no right to assign this Lease or sublet the Premises without Lessor's prior written consent. Consent to assignment or subletting shall be granted only if (i) Lessee is not in default of the Lease, (ii) the entire Premises are to be used for the same purpose or purposes as stated herein; and (iii) upon payment to Lessor of a negotiated amount of any increased rent, premium, key fee or purchase price paid specifically for this Lease and received by Lessee from any assignee.

16. Quiet Enjoyment. Lessor has full right to execute and to perform this Lease and to grant the estate demised, and the Lessee, upon payment of the required rents and performing the terms, conditions, covenants and agreements contained in this Lease, shall peaceably and quietly have, hold and enjoy the Premises during the full Term provided that Lessor shall not be responsible for the acts or omissions of any other Lessee or third party which may interfere with Lessee's use and enjoyment of the Premises. Lessee shall observe the rights of Lessor's other Lessees to the quiet enjoyment of their leaseholds and shall not permit acts or omissions of any person or persons under Lessee's control which may interfere with such other Lessee's quiet enjoyment of their leaseholds.

17. Default by Lessee. Lessee's failure to make any payment due herein for a period of 10 days after written notice thereof by Lessor to Lessee, or Lessee's failure to comply with any term or condition of this Lease for a period of 30 days after written notice thereof by Lessor to Lessee, shall be a default under this Lease, which default shall be subject to the remedies provided herein and such other remedies as may be available by law.

18. Remedies for Lessee's Default.

(a) If Lessee shall default under the terms of this Lease, Lessor may, at Lessor's option, at any time subsequent to such default and prior to curing of such default, declare the Lease terminated by delivering written notice of termination to Lessee and may immediately re-enter and occupy the Premises.

(b) Upon receipt of notice of termination, Lessee agrees to deliver the Premises to Lessor peaceably. Lessor may take such steps and use such force as necessary and appropriate to re-enter and occupy the Premises to include but not limited to changing all entry locks and refusing Lessee entry upon the Premises. Lessor may re-let the Premises, or any portion thereof, and may determine and collect rent.

(c) Nothing herein shall limit or prejudice the right of Lessor to prove and obtain as damages by reason of termination for default or breach of this Lease, an amount equal to the maximum amount allowed by statute or rule of law in effect at the time when, and governing the proceedings in which, such damages are to be proved, whether or not such amount be greater than, equal to, or less than, the amount of the difference referred to above, and whether such amount be immediately and otherwise due and payable.

(d) Lessor's remedies as stated in this Lease are cumulative and are not intended to be exclusive of any other remedies or means of redress to which Lessor may be lawfully entitled in the event of any default or breach, or threatened default or breach, of the agreements, terms and conditions herein.

19. Waiver of Default or Remedy

(a) Failure of Lessor to declare an event of default immediately upon its occurrence, or Lessor's delay in taking any action in connection with an event of default, shall not constitute a waiver of the default, but Lessor shall have the right to declare the default at any time and take such action as is lawful or authorized under this Lease. Pursuit of any one or more the remedies set forth herein above shall not preclude pursuit of any one or more the other remedies provide elsewhere in this Lease or provided by law, nor shall pursuit of any remedy provided constitute forfeiture or waiver of any rent or damages accruing to Lessor by reason of the violation of any of the terms, provisions or covenants of this Lease.

(b) Failure by Lessor to enforce one or more of the remedies provided upon an event of default shall not be deemed or construed to constitute a waiver of the default or of any other violation or breach of any of the terms, provisions and covenants contained in this Lease.

(c) Acceptance of keys to the Premises or entry upon or into the Premises by Lessor or its agents or employees shall not be deemed an acceptance of surrender of the Premises unless Lessor shall so state and consent in writing.

(d) The receipt of rent by Lessor, with knowledge of any breach of this Lease by Lessee

(c) Except as otherwise required or permitted herein, any notice or document required to be delivered by this Lease shall be deemed to be delivered (whether or not actually received) either three (3) business days after deposit in the United States mail, Certified Mail - Return Receipt Requested, postage prepaid and addressed to the parties at the respective addresses set out in the preceding subparagraphs or as of the date and time hand delivered at the respective addresses set out in the preceding subparagraphs. Evidence of personal delivery shall be proven by the sworn and notarized affidavit of the deliverer and evidence of mailing shall be proven by postal receipt.

25. Bankruptcy or Insolvency. Lessee agrees that should Lessee make an assignment for the benefit of creditors or should Lessee be adjudged bankrupt, either by voluntary or involuntary proceedings, or if otherwise a receiver or trustee should be appointed by any court of competent jurisdiction for Lessee because of any insolvency, or if any execution, attachment, replevin, or other court order should be issued against Lessee or any of Lessee's property, whereby the Premises shall be taken or occupied or attempted to be taken or occupied by someone other than Lessee, the occurrence of such event shall be deemed a breach of this Lease and, in such event, Lessor shall have the option to terminate this Lease and to re-enter the Premises and take possession thereof. In no event shall this Lease be deemed an asset of Lessee after the assignment for the benefit of creditors, the adjudication in bankruptcy, the appointment of a receiver or trustee, or the issuance of writs of execution, attachment or replevin or other court order against Lessee or Lessee's property whereby the Premises shall be taken or occupied or attempted to be taken or occupied by someone other than Lessee.

26. Miscellaneous.

(a) This Lease constitutes the entire agreement between Lessor and Lessee respecting the lease of the Premises and supersedes and replaces any and all prior and contemporaneous written and oral agreements, promises, representations, or conditions with respect thereto.

(b) The Lease shall be construed and enforced in accordance with the laws of the State of New Mexico.

(c) This Lease shall be binding upon and shall inure to the benefit of the parties hereto and their heirs, successors, assigns and personal representatives and should Lessor's interest in the Premises cease to exist for any reason during the Term excepting a mortgage foreclosure, then notwithstanding the happening of such event, this Lease nevertheless shall remain unimpaired and in full force and effect and Lessee and Lessee's subleases agree to attorn to the then new owner of the Premises.

(d) This Lease may be modified only by a writing duly executed by the parties.

(e) If any provision of this Lease, or application thereof shall be declared invalid or unenforceable by any court of competent jurisdiction, the remainder of this Lease, and any application of its other provisions, shall continue in full force and effect.

or of any default on the part of Lessee in observance or performance of any of the terms, covenants or conditions of this Lease, shall not be deemed to be a waiver of any provision of this Lease. No receipt of monies by Lessor from Lessee after the termination or cancellation hereof shall reinstate, continue or extend the term hereof, or affect any notice heretofore given to Lessee, or operate as a waiver of the right of Lessor to enforce the payment of fixed or additional rent or other charges then due or thereafter falling due, or operate as a waiver of the right of Lessor to recover possession of the Premises by any means.

20. Holding Over. In the event of holding over by Lessee after the expiration or termination of this Lease, the hold over shall be as a tenancy at will and all of the terms and provisions of this Lease shall be applicable during that period, except that Lessee shall pay Lessor as rental for the period of such hold over an amount equal to one and one-quarter (1.25) times the amount of the monthly rent payable for the Term. Lessee agrees to immediately vacate and deliver the Premises to Lessor after expiration of the Term upon Lessee's receipt of notice from Lessor to vacate. No holding over by Lessee, whether with or without consent of Lessor, shall operate to extend this Lease except as otherwise expressly provided herein.

21. Rights of First Mortgagee. Lessee and all of Lessee's subleases or assigns accept this Lease subject and subordinate to the terms and provisions of any recorded real estate contract, mortgage or deed of trust lien presently existing or hereafter created upon the Premises.

22. Estoppel Certificates. Lessee agrees to furnish promptly, from time to time, upon request of Lessor or Lessor's mortgagee, statements certifying, if applicable and correct, that Lessee and Lessee's subleases are in possession of the Premises; the Premises are acceptable; the lease and any subleases are in full force and effect; the Lease and any subleases are unmodified; Lessee and any subleases claim no present charge, lien, or claim of offset against rent; the rent is paid for the current month, but is not prepaid for more than one month and will not be prepaid for more than one month in advance; there is no existing default by reason of some act or omission by Lessee, any sublease or Lessor; and, such other matters as may be reasonably required by Lessor or Lessor's mortgagees.

23. Attachments. The following documents are attached to and form a part of this Lease:

1. Exhibit A-1, Exhibit A-2 and Exhibit A-3 - Floor Plans Showing Premises

24. Notice

(a) All notices required of Lessee to Lessor, and rent and other payments required to be made by Lessee, shall be delivered by mail to Lessor at P.O. Box 2452, Santa Fe, New Mexico, 87504-2452, or at any other address which Lessor may specify from time to time by written notice.

(b) All notices required of Lessor to Lessee, and all payments required to be made by Lessor to Lessee shall be payable to Lessee at 102 Grant Ave., Santa Fe, New Mexico 87501. or at any other address which Lessee may specify from time to time by written notice.

(f) The titles and paragraph headings used in this Lease are solely for the convenience of the parties and shall not be used to explain, modify, simplify, construe or aid in the interpretation of the provisions of this Lease.

27. **Warranty of Authority.** The persons signing hereunder as Lessee, or on behalf of Lessee, warrant that they are authorized to enter into this Lease on behalf of Lessee.

IN WITNESS WHEREOF, the parties have executed this Lease as of the date first set forth above.

LESSEE SANTA FE COUNTY:

Kathleen S. Holian
Kathleen S. Holian, Chair
Santa Fe Board of County Commissioners

12/10/13
Date

ATTEST:

Geraldine Salazar
Geraldine Salazar
Santa Fe County Clerk

12/10/2013
Date

APPROVED AS TO FORM:

Stephen C. Ross
Stephen C. Ross
Santa Fe County Attorney

11-20-13
Date

FINANCE DEPARTMENT:

Teresa C. Martinez
Teresa C. Martinez
Finance Director

11/20/2013
Date

LESSOR BOKUM/BURRO ALLEY, LLC:

Richard A. Montoya
Richard A. Montoya
Its: President

Dec 4, 2013
Date



10

10

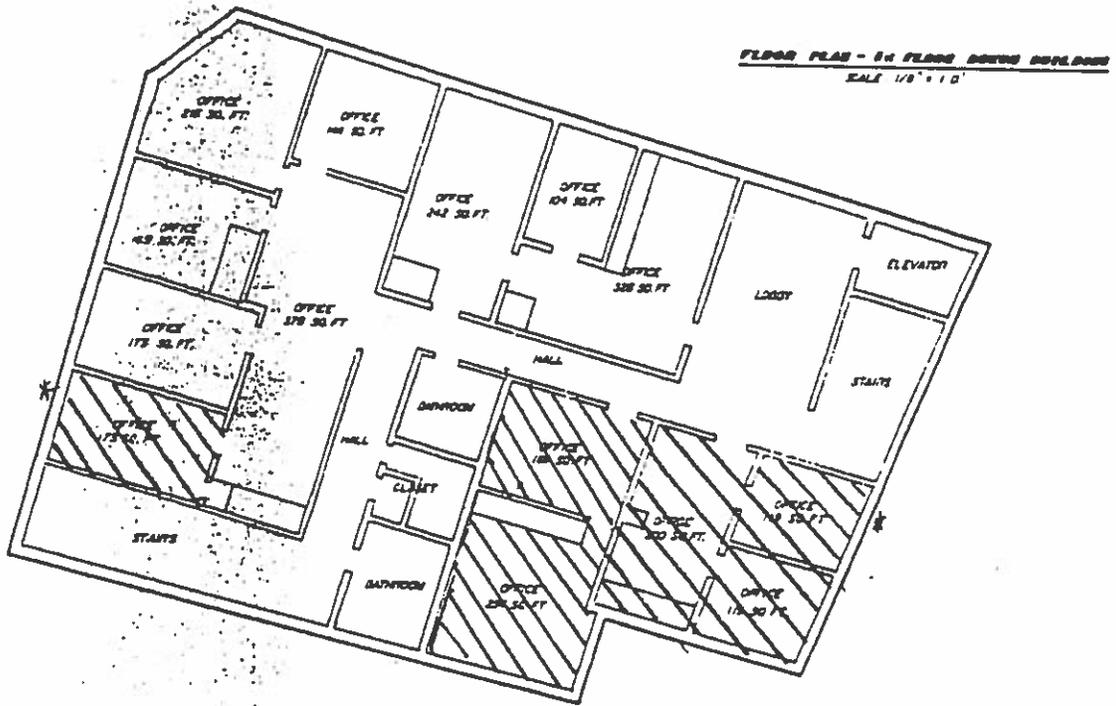
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EXHIBIT
A-1




* Excluded Area

BOKUM BUILDING
142 W. Palace Avenue, City of Santa Fe,
Santa Fe County, New Mexico





2

3

4







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

To: Santa Fe County Board of County Commissioners

From: Rachel O'Connor, Community Services Department Director

Via: Katherine Miller, County Manager 

Date: April 7, 2014

Re: Reappointment of John Abrams (District 3) to Health Policy and Planning Commission
(Community Services Department/Rachel O'Connor)

ISSUE:

The reappointment of John Abrams (District 3) to the Health Policy and Planning Commission (HPPC).

BACKGROUND:

The resolution establishing membership on the HPPC provides for 13 members, two from each of the five districts, one appointed by the Mayor of the City of Santa Fe, and two Countywide appointments.

John Abrams has been serving on the HPPC since April 26, 2012, and has reapplied. In addition, we advertised for this and other HPPC openings in the Santa Fe New Mexican and the Albuquerque Journal, a press release went out, and it was posted on the County website. We received no other applications for the District 3 position.

RECOMMENDATION:

We recommend the reappointment of John Abrams to one of the District 3 positions on the HPPC. The HPPC and the Community Services Department have benefited from his involvement and the County would benefit from his continued service.

To whom it may concern,

I am writing to express my interest in serving on the Santa Fe County Health Planning and Policy Commission. It is my desire to represent my community and the people of southern Santa Fe County to the best of my ability and serve in the interest of the people I have been elected to represent as a Council member in the Town of Edgewood. My hope is to further this charge by my membership on the HPPC.

I have been involved in the IT support of health education and clinical services at the UNM Health Sciences Center since 2001. I have had unique experiences supporting both the educational and the clinical aspects of a large health care enterprise. This perspective includes critical services, the legal, regulatory, and emerging technical aspects of this industry. It is with this experience and knowledge as well as the four years plus as a representative for the Town of Edgewood that I wish to request your acceptance as a member of the Health Planning and Policy Commission.

Thank you most sincerely for your consideration,

John E. Abrams

Councilor Town of Edgewood, NM

Sr. LAN Administrator
The University of New Mexico
Health Sciences Library and Informatics Center
Technical Support Services, Systems Group

John E Abrams

26 Moon Dust Lane
Edgewood, NM 87015
(505) 286-9720
(505) 610-6067
jeabrams@salud.unm.edu
Jea87015@gmail.com
jeabrams@edgewood-nm.gov

Summary

Proved skill and experience in departmental team management.

Acquired skills and broad scope of experience in graphic, mechanical, and Information systems design.

Solid educational foundation and proved skill in computer hardware/software planning, development, testing, and configuration. Including competitive bidding and quality assurance for key systems, and services. Accurately assessing costs for installation, recurring cost projection, and future expansion.

Specializing in - Identity and Access Management, Enterprise Resource Planning, & Systems Management and Integration.

Education

BUS

1982

University of New Mexico

Albuquerque, NM

Work Experience

Sr. LAN Administrator

Oct-2001 to present

University of New Mexico

Albuquerque, NM

Overview: High-level management and operations of a 15000-20,000 user, heterogeneous network supporting academic research and clinical data systems. As the Technical Support, Systems Group, senior team member mentoring, assisting, and directing the systems team in providing tier3 level support for the team of User and Technical support analysts and helpdesk personnel as well as to the greater user community. To provide maximum up-time and manage informatics design and implementation services for the UNM health science center.

Highlights: Direct responsibility for the design and implementation of central services and network resources. Was primary focus and lead for planning and implementation of North campus DNS and DHCP services and servers. Initial design and test implementation and deployment of Microsoft Active Directory for UNM North campus, including synchronization of attributes and passwords between multiple platforms and directories. Worked to develop and design a file services and a data management strategy. Implemented EMC (fiber channel and ISCSI) SANs for high capacity, high availability data storage for multiple servers and services in both physical and virtual environments. Planned and implemented large scale, multi terabyte, data migrations to new hardware, Introduced monitoring and management systems using MRTG and other open source SNMP tools. Performed

daily management operations, and stewardship for 100+ terabytes of on line data and services. System and LAN security monitoring. Experimental installations of an access management to control system access to open network via LDAP authentication. Managed and administered GroupWise Email servers including 30 agent components including web access integration servers. Assisted in configuration and integration of additional services for BlackBerry, Android, and Apple device access to GroupWise email.

Maintained and developed IDS central monitoring system using SNORT, MySQL and ACID for distributed intrusion detection and trending. Planned and implemented a migration from NetWare6.5 to SuSE OES server as the base operating system for campus GroupWise 7 installation. Worked with Main UNM Campus on integration of University wide GroupWise 7 & 8 implementation and daily operations. Key membership in committees that planned and implemented and integrated anti-spam control design for all University email systems. Planning design and installation of Novell IDM products to provide directory integration services allowing synchronization of identity between Novell eDirectory, Microsoft Active Directory, GroupWise, and other business systems, to provide consistent authentication and directory information.

Information and Telecommunication Systems Manager

Aug-1997 to Oct-2001

Premier Distributing Company Albuquerque, NM

Management of a statewide enterprise multi platform wide area network using TCP/IP over T1 frame relay service. Security management, Configuration, Trouble-shooting, Repair, Maintenance, Helpdesk, installation of new systems, Servers, workstations, routers, printers, terminals, terminal & print servers, modems, cabling. Responsibilities included service contract negotiation and vendor relationship management.

Highlights: Plan, design and launch successful corporate migration to Windows 2000 operating systems and Active Directory application

Planning and implementation of a Win95/NT corporate multi LAN wide area network with integration of voice data & video transport over frame relay

Planning and implementation of procedures for system assessment and upgrade to maintain a corporate wide homogeneous operating environment.

Management and supervision of staff to maintain Definity and Audix PBX service for statewide corporate systems. Daily oversight of operations and troubleshooting of hardware & software related to daily data exchange and database programming. Analysis of accounting and inventory software to insure accuracy and trouble shoot problems and errors in data reporting.

Management of over 150 mobile computers & printers plus 100 office workstations in both local and remote locations.

Coordinate strategies for future growth and use. Planning for and surveying new applications for future implementation. Wrote software and scripting for production applications. Alpha and Beta software testing for proprietary software applications. Y2K Survey and coordination with vendors to insure year 2000 compliance on all hardware and in all software applications for entire corporate environment.

System Administrator

Feb-1996 to Aug-1997

Amigo Rentals Inc.

Albuquerque, NM

Overview: Administration of a 20 host XENIX/Unix network spanning New Mexico and West Texas using UUCP and an integrated corporate office LAN. Security management, Configuration, Trouble-shooting, Repair, Maintenance, Helpdesk, installation of new systems, printers, terminals, modems.

Highlights: Planning and implementation of a Win95/NT corporate LAN with integration into existing Xenix/Cobol database management systems

Mechanical Designer

Aug-1994 to Feb-1996

Butterman Tool

Rio Rancho, NM

Overview: Analyzed and evaluated production processes, designed and implemented robotics manufacturing assemblies and components. Wrote programming to manufacture parts from Autocad drawings to meet precision specifications for CNC machine tools.

Highlights: Developed and configured company's local computer network

Redesigned machine tool dies for U.S.Cotton directly resulting in a four-fold increase in production

Conceived several machine components sold to Motorola, Inc.

Parts Department Manager

Jul-1993 to Sep-1994

Albuquerque Yamaha

Albuquerque, NM

Highlights: Managed a multi-user SCO-Xenix based computer system for inventory management, ordering and financial reporting. Completely rewrote financial and inventory reports to correct errors and provide department with accurate management control reports.

Assistant Parts Manager/Primary Sales Associate

Mar-1985 to Jul-1993

Motorsport, Inc.

Albuquerque, NM

Highlights: Spearheaded sales increase from \$204K to \$680K annually, over a seven-year period

Repeatedly established new monthly and weekly sales records

Helped develop integrated sales and inventory system user interface as an alpha test user for Lightspeed software. (later purchased by Bell & Howell)

Professional Qualifications

More than 15 years of work history in management, purchasing and inventory control

Ten plus years involved directly with upper level computer system and network management

Experienced in budget planning, administration, and team project leadership

Technical Skills

Operating systems & service applications: AT&T Unix,SRV4, BSD, SCO, MP4-RAS, AIX, Solaris, Novell Netware 3.x,4.x,5.x,6.x, Linux (Red Hat, SUSE, Slackware, Caldera, etc.) Xenix, Windows(2008,2003,2000, NT, 98, 95, 3.xx, CE), MS & PCdos, Lucent Definity, Intuity, Audix , Caminosoft HSM, Novell GroupWise 5.x,6.x,7.x,8.x, Exchange 5.5, 2000, sendmail, EMC SAN, Brocade & Mc Data Fibre channel switches

Programming Languages/Protocols:HTML C,C++ VisualC++ Visualbasic Perl ASP ODBC SQL bsh/ksh/bash Scripting TCP/IP IPX/SPX UUCP Basic bootp DHCP DNS SNMP SMTP SNA NFS PHP XML

Word processing applications: Wordperfect, MS Word, Openoffice, Unix/DOS text editors, emacs
Database/Spreadsheet applications:Excel, Access, MSSQL,MYSQL,IQ writer(cobol database query
report writer)MSsql server 7, 2000, Informix informer, DEX, WIN-DEX, MS Project
Graphics applications:Corel, Photoshop, Paintshop pro, 3-DExpress, Visio
CAD-CAM applications Autocad, Autocad Lt, Mastercam Draft, Bobcad-cam 3-D modeling

Additional Information

CNM (formerly Albuquerque Technical Vocational Institute) - Albuquerque, New Mexico (1999-2008)
Guest lecturer for Advanced UNIX, Advanced Network Topologies, Network Trouble Shooting, and
Network Operating Systems classes.
Appointed as part-time faculty in the TVI (CNM) Technologies Department (05/2004)

University of New Mexico Continuing Education -
Instructor - Intro Novell classes

Successful campaign and election to public office as Council member for the Town of Edgewood, NM
04/2008,4/2012

References

Stephen Tolito
Lan Admin
UNM HSLIC
272-5097
stolito@salud.unm.edu

Al Hidalgo
Analyst PC Support: Is-Customer Service
The University of New Mexico Hospitals
505 272-3427 o 507-9703 c
AHidalgo@salud.unm.edu

Charles Phillips
Associate Director Systems UNM ITS
The University of New Mexico
505 277-8038
chuckp@unm.edu

Dennis Crowther
Mgr, Systems & Programming: Finance Sys Mgr Network ret.
The University of New Mexico
505 277-4562 o 505 307-8329 c
crowther@salud.unm.edu

Edward Dobbs
President CEO
Premier Distributing Company
505-344-0287
edobbs@premierdistributing.com



**2013 SANTA FE COUNTY CONFLICT OF INTEREST AND
FINANCIAL DISCLOSURE STATEMENT**

Filing of this statement is required by Ordinance 2010-12 and 2011-9 of the Santa Fe County Code of Conduct. Copies of the Code and additional copies of this form may be obtained from the Santa Fe County Human Resources Division. Please print or type all information. Attach additional pages if more space is needed.

Abrams John E
 Last Name First Name Middle Initial

280 La Entrada Rd Los Lunas NM 505 610 6067
 Work Address Work Phone Number

26 Moon dust Ln Edgewood NM 505 286 9720
 Home Address Home Phone Number

More Information Services UNM Valencia
 Job Title Department/Division/Office

Filing Status:

- Candidate for Office Incumbent Elected Official County Employee Appointed Official Volunteer

Christina M Abrams Presbyterian Hospital
 Name of Spouse Spouse's Employer

1. Real Estate

List all real property that you own in Santa Fe County and provide the address (es) or, if there is no address or if the address provides insufficient information to describe a large piece of property, a general description of the location of the property. List all real property in Santa Fe County in which you have any interest whatsoever, including outright ownership, an option to purchase, leasehold, or other interest.

26 Moon dust Ln Edgewood NM

2. Interest in a Business

List any interest that you have in a business organization, either as owner, part owner, partner (general or limited), or shareholder, in which you own more than two percent of the outstanding stock or more than two percent ownership interest, or in which you serve as general or managing partner, if that business does business with the County in an amount in excess of \$7,500.00 annually.

Ø

3. Gifts

Identify each person from whom you received either directly or indirectly, any gift or gifts having an aggregate value of more than \$250.00 within the taxable year preceding the time of filing. This does not include any gift from a parent, grandparent, child, grandchild, brother, sister, parent-in-law, grandparent-in-law, brother-in-law, sister-in-law, uncle, aunt, niece, nephew, spouse, boyfriend, girlfriend, domestic partner, fiancé, or fiancée.

Ø

4. Financial Interests

List any financial interest that is: (i) an ownership interest or other interest in any contract or prospective contract with the County; (ii) an interest in the sale of real or personal property to or from the County; (iii) a financial relationship with a person or business whose interests may be affected by the County; (iv) any employment or prospective employment for which negotiations have already begun where the prospective employer has an interest in the sale of real or personal property to or from the County; or (v) any other interest that may be affected by the County.

Ø

5. Memberships on Boards of For-Profit or Non-Profit Businesses or Organizations

List any boards of, for-profit or non-profit organizations that you or your spouse serve on.

Councilor - Town of Edgewood
Executive member Estancia Economic Development (EVEDA)

6. Professional Licenses in New Mexico

If you or your spouse hold any professional licenses in New Mexico to engage in a profession, such as medicine, law, cosmetology, construction, etc., please list below. Driver's licenses do not apply.

Type of License

Person Holding the License

7. Additional Information

Include below any pertinent financial interests or information that the preceding categories have not revealed.

OATH

I swear that this report, including any attachments, is true, correct and complete to the best of my knowledge.

[Signature]
Signature of Reporting Person

STATE OF NEW MEXICO

SS.

COUNTY OF SANTA FE - VALENCIA

The foregoing document was acknowledged, signed and sworn to before me this 2nd day of January, 20 14

Veronica M.C. McComb
Notary Public Signature

VERONICA M.C. McCOMB
Printed Name of Notary Public

My commission expires: 03/23/2014

**QUESTIONS FOR APPLICANTS SEEKING APPOINTMENT TO A BOARD,
COMMITTEE OR TASK FORCE**

Applicant Name John E. Abrams

Committee Health Planning and Policy

1. Do you have any contracts, leases or other work with County government? If you are employed, does your employer have any contracts, leases or other work with County government? If yes, please explain.

no

2. Have you appeared in front of the Board of County Commissioners, County Development Review Committee, or any other committee, board or task force of the County? If so, state the subject matter at issue, the approximate dates, the action (if any) that was taken, the capacity in which you served, and any other relevant information.

Yes - As an elected official for the town of Edgewood

3. Do you lobby County government? If yes, please explain.

Yes - As an elected official for the town of Edgewood

4. Are you related to any County employees or elected officials? If yes, who are you related to and how are you related?

no

5. Will you consent to a background investigation of your fitness to serve?

yes

6. Do you have any applications pending before the County or do you have plans to submit any applications to the County? If so please identify in detail the applications or potential applications.

no



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

To: Santa Fe County Board of County Commissioners

From: Rachel O'Connor, Community Services Department Director

Via: Katherine Miller, County Manager *KM 5.7.14*

Date: April 7, 2014

Re: Reappointment of Judith Williams (District 4) to Health Policy and Planning Commission (Community Services Department/Rachel O'Connor)

ISSUE:

The reappointment of Judith Williams (District 4) to the Health Policy and Planning Commission (HPPC).

BACKGROUND:

The resolution establishing membership on the HPPC provides for 13 members, two from each of the five districts, one appointed by the Mayor of the City of Santa Fe, and two Countywide appointments.

Judith Williams has been serving on the HPPC since April 26, 2011, and has reapplied. In addition, we advertised for this and other HPPC openings in the Santa Fe New Mexican and the Albuquerque Journal, a press release went out, and it was posted on the County website. Including Ms. Williams, we received three applications for the two vacant District 4 positions.

RECOMMENDATION:

We recommend the reappointment of Judith Williams to one of the District 4 positions on the HPPC. Ms. Williams' contribution and dedication are exemplified by her service as chair of the HPPC during the preparation of the Community Health Profile and the County Health Action Plan, as well as serving on the Health Care Assistance Board working group, all during a crucial time of health care reform. The County would benefit from her continued service.

**QUESTIONS FOR APPLICANTS SEEKING APPOINTMENT TO A BOARD,
COMMITTEE OR TASK FORCE**

Applicant Name Judith Williams

Committee Health Policy and Planning Commission

1. Do you have any contracts, leases or other work with County government? If you are employed, does your employer have any contracts, leases or other work with County government? If yes, please explain.

No, not employed and no contracts or business with the county.

2. Have you appeared in front of the Board of County Commissioners, County Development Review Committee, or any other committee, board or task force of the County? If so, state the subject matter at issue, the approximate dates, the action (if any) that was taken, the capacity in which you served, and any other relevant information.

None in the past year. Previous appearances before the BCC on behalf of the League of Women Voters of Santa Fe County regarding the SLDC.

3. Do you lobby County government? If yes, please explain.

No. See # 2 above.

4. Are you related to any County employees or elected officials? If yes, who are you related to and how are you related?

No relations

5. Will you consent to a background investigation of your fitness to serve?

Yes

6. Do you have any applications pending before the County or do you have plans to submit any applications to the County? If so please identify in detail the applications or potential applications.

No

4. Financial Interests

List any financial interest that is: (i) an ownership interest or other interest in any contract or prospective contract with the County; (ii) an interest in the sale of real or personal property to or from the County; (iii) a financial relationship with a person or business whose interests may be affected by the County; (iv) any employment or prospective employment for which negotiations have already begun where the prospective employer has an interest in the sale of real or personal property to or from the County; or (v) any other interest that may be affected by the County.

NONE

5. Memberships on Boards of For-Profit or Non-Profit Businesses or Organizations

List any boards of, for-profit or non-profit organizations that you or your spouse serve on.

League of Women Voters of SF County; League of Women Voters of NM

6. Professional Licenses in New Mexico

If you or your spouse hold any professional licenses in New Mexico to engage in a profession, such as medicine, law, cosmetology, construction, etc., please list below. Driver's licenses do not apply.

Type of License

Person Holding the License

NONE

7. Additional Information

Include below any pertinent financial interests or information that the preceding categories have not revealed.

OATH

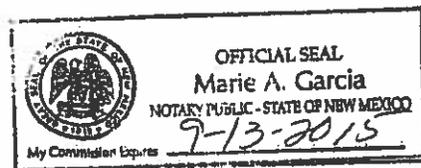
I swear that this report, including any attachments, is true, correct and complete to the best of my knowledge.

[Signature]
Signature of Reporting Person

STATE OF NEW MEXICO

SS.

COUNTY OF SANTA FE



The foregoing document was acknowledged, signed and sworn to before me this 6 day of January 2014

[Signature]
Notary Public Signature

Marie A Garcia
Printed Name of Notary Public

My commission expires Sept 13, 2015

th

Judith K. Williams, Ph.D.
13 Ute Circle
Santa Fe NM 87505

January 3, 2014

Marie Garcia
Santa Fe County Health and Human Services Division
2052 Galisteo St.
Santa Fe NM 87505

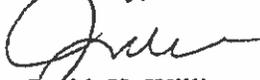
Dear Marie:

Attached is my application for membership on the Santa Fe County Health Policy and Planning Commission. I have many years of experience in federal, state and local health policy and financing. This has been in the areas of Medicare and Medicaid, community-based services and care coordination, and research and evaluation.

My professional employment has been with the Department of Health and Human Services in Washington, D.C., Brandeis University (The Heller School), Abt Associates in Cambridge MA, and in Florida. In Miami, FL I was President of Williams, Stern & Associates, where we conducted research and evaluation in statewide as well as local programs, staffed a public planning body, conducted medical professional training and quality improvement training and evaluation.

I have served on the HPPC for four years, three of them as Chair. In the past year we have completed a community health profile and are currently in the process of developing a community health action plan. In addition I am currently a member of the Santa Fe County Corrections Advisory Committee.

Sincerely,


Judith K. Williams

JUDITH K. WILLIAMS, Ph.D.

JUDITH K. WILLIAMS, Ph.D.
13 Ute Circle
Santa Fe, New Mexico 87505 (505) 989-9486

Career Summary

Achievements in health policy, evaluation and program design and development. Expertise in health services research and evaluation, underserved populations, program design, policy analysis and quality improvement. Extensive public and private sector background. Well-developed proposal and project management skills.

Education

PH.D., SOCIAL WELFARE POLICY - Heller School, Brandeis University, Waltham, Massachusetts
B.A., POLITICAL SCIENCE - Middlebury College, Middlebury, Vermont

Professional Experience

WILLIAMS STERN & ASSOCIATES 1993-2013
Miami, Florida and Santa Fe, New Mexico

President

National, state and local research, program evaluation, policy analysis and program design in health and social services. The company specializes in evaluation, survey research, analysis of administrative data, performance improvement and assisting organizations in identifying and solving problems. Projects have included:

- Consulting for various nonprofit organizations, including the Children's Services Council of Palm Beach County, Healthy Families Florida and other organizations.
- Multi-year evaluation of the Healthy Families Florida program.
- Development of the Five-Year Plan for Indigent Health Care in Miami-Dade County.
- Needs assessment, evaluation, client survey, data analysis and planning for Miami-Dade County's federally funded Ryan White program for HIV/AIDS care and services. Title I planning council support. Work included preparing of epidemiology reports, developing models for estimating unmet needs for services among special populations and analyzing HIV/AIDS cost and utilization data. Prepared major portions of the county's annual proposals to the federal government for \$25 million in service funds.
- Founding of Community-Jail Linkage Program to create service access in Miami.
- Design and development of system-wide quality management program for HIV/AIDS care. Activities include quality assessment of medical and support services, development and measurement of outcomes, provider training.
- Evaluation of HIV/AIDS prevention programs.
- Development of models of current and future Medicaid eligibility and receipt for TANF recipients returning to work.
- Evaluation of the Florida Alzheimer's Disease Initiative.

VITAS HEALTHCARE CORPORATION 1992 - 1993
Miami, Florida

Vice President for Quality Improvement

JUDITH K. WILLIAMS, Ph.D.

Responsible for design and implementation of quality improvement program for the nation's largest provider of hospice care. Developed a hospice quality improvement program and implementation plan and created a quality measurement system. Designed and implemented quality studies and outcome measures. Managed the department staff and operating budget.

MIAMI JEWISH HOME AND HOSPITAL FOR THE AGED
Miami, Florida

1988 - 1992

Director of Policy and Planning

Responsible for strategic planning and new program development, as well as design and conduct of health services research projects focused on community-based long term health services for the largest geriatric care organization in the Southeast. Designed and directed the development of a comprehensive, \$40 million program, *The Pathways Project*, for Alzheimer's victims and caregivers. Conducted demographic and market analyses and surveys to promote expansion of organization. Prepared grant proposals, securing \$7 million in federal and \$800,000 in state grants. Performed research and wrote a major national analysis of case management.

Abt ASSOCIATES, INC.
Cambridge, Massachusetts

1983 - 1988

Senior Health Analyst

Designed and directed health services research and evaluation projects for a social science research and consulting firm. Designed and managed the National Medicare Home Health Agency Prospective Payment demonstration, designed to operate in 120 agencies in 10 states. Designed, implemented and managed the Medicare home health quality project, redesigning Medicare's quality assurance process. Directed sub-acute care and hospital case-studies for a national evaluation of Medicare's hospital prospective payment system. Provided private sector research and consultation, including long-term insurance product design and analysis of health sectors. Conducted planning and analysis in health care financing in developing countries, developing multi-year financing plans and analysis of health care systems.

THE HELLER SCHOOL, BRANDEIS UNIVERSITY
Waltham, Massachusetts

1979 - 1983

Research Associate

Conducted foundation-supported research on the costs of ambulatory care. Designed and conducted study of resource use of patients with differing social and health problems in teaching hospitals and ambulatory health clinics. Produced articles on various national health issues and co-edited a book on ambulatory health care costs. Served as teaching assistant in national health policy.

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Washington, D.C.

1969 - 1979

Career Progression

- Senior Analyst and Program Manager, Health Care Financing Administration 1977 - 1979
- Policy Analyst, Office of Assistant Secretary, Planning and Evaluation 1973 - 1977
- Executive Assistant to Director, Office of Nursing Home Affairs 1971 - 1973
- Program Analyst, Medicaid Program 1969 - 1971

HEALTH CARE FINANCING ADMINISTRATION

JUDITH K. WILLIAMS, Ph.D.

Policy Analyst/Branch Chief

Served as the agency's primary long-term care policy analyst. Responsible for furthering the home health policy agenda. Developed a new long-term care demonstrations and evaluation division. Prepared a major report to Congress on Medicare and Medicaid home health services which led to new home care amendments. Designed, developed and implemented innovative projects with states, providers and other agencies, evaluating projects' progress and results. Coordinated and chaired proposal review process.

OFFICE OF THE ASSISTANT SECRETARY FOR PLANNING AND EVALUATION

Policy Analyst

Developed innovative analytic approach to programs and policies for the aged and disabled. Wrote papers that served as blueprints for state and local demonstrations. Designed and conducted studies for Secretary's Task Force on Disability and Long Term Care, working with universities and government programs. Wrote groundbreaking paper on community care of the elderly.

OFFICE OF ASSISTANT SECRETARY OF HEALTH

Executive Assistant to the Director, Office of Nursing Home Affairs

Coordinated regulatory and policy initiatives for Presidential program to improve nursing home care. Prepared reports, briefings and testimony for Congress and the public. Served as liaison with congressional and provider groups, the press and consumer groups.

CENTER FOR MANPOWER POLICY STUDIES

1968 - 1969

The George Washington University

Washington, D.C.

Research Assistant

Conducted research for and prepared drafts for a book on the federal poverty program.

OFFICE OF ECONOMIC OPPORTUNITY

1967 - 1968

Atlanta, Georgia

Community Action Program Field Representative

Assisted with community development projects in low-income areas of Florida.

PEACE CORPS

1964 - 1966

Rio de Janeiro, Brazil

Volunteer

Served as a public health and community development worker in urban slums.

CURRENT COMMUNITY ACTIVITIES

Chair, Santa Fe County Health Policy and Planning Commission

Member, Santa Fe County Corrections Advisory Committee

Immediate Past President, current member and program chair, League of Women Voters of Santa Fe County

Member and Program Chair, Board of Directors, League of Women Voters of New Mexico

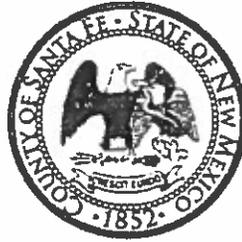
Member, REACH Community Leadership Team, La Familia Medical Center



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

DATE: *May 13, 2014*

TO: *Board of County Commissioners*

VIA: *Katherine Miller, County Manager* *KW*

FROM: *Adam Leigland, Public Works Director*

RE: **Proclamation To Recognize May 18 through May 24, 2014 As National Public Works Week**

DISCUSSION

Since 1960, the American Public Works Association (APWA) has sponsored National Public Works Week. Across North America, public works professionals in the US and Canada use this week to energize and educate the public on the importance of the contribution of public works to their daily lives: planning, building, managing, and operating the heart of our local communities and building the quality of life. This year, the week is May 18 to 24.

This year's theme "Building for Today, Planning for Tomorrow" represents the classic idea of stewardship embodied by the profession of public works and the professionals that practice it. Focusing on the communities; "*building*" points out the day to day aspect of public works that is quality of life, while "*planning*" references the sustainable practices that ensure that quality of life for future generations.

In addition to a County proclamation, the Public Works Department is planning to celebrate the week with a department-wide work center clean-up followed by a barbecue.

ACTION REQUESTED:

Approval of proclamation



Santa Fe County Proclamation

TO RECOGNIZE MAY 18 – MAY 24, 2014 AS

NATIONAL PUBLIC WORKS WEEK

WHEREAS, public works facilities and services are of vital importance to sustainable communities and to the health, safety, and well-being of the residents of Santa Fe County; and

WHEREAS, such facilities and services could not be provided without the dedicated efforts of public works professionals, engineers, managers, and employees in both government and the private sector, who are responsible for and who design, build, operate and maintain the transportation network, water supply water treatment systems, solid waste system, public buildings, parks and open space, and other public works facilities; and

WHEREAS, it is in the public interest for citizens, young people and civic leaders in Santa Fe County, the State of New Mexico, and the United States of America to become informed and appreciate the importance of public works and public works programs in their respective communities; and

WHEREAS, the year 2014 marks the 54th annual National Public Works Week sponsored by the American Public Works Association, with the theme of "Building for Today, Planning for Tomorrow."

NOW THEREFORE, the Board of Santa Fe County Commission of Santa Fe County hereby proclaims that we recognize:

May 18 - May 24, 2014 As

National Public Works Week

Citizens and civic organizations across the County are called upon to acquaint themselves with the issues involved in providing public services and to recognize the contributions that public works officials make every day to our health, safety, comfort, and quality of life.

APPROVED, ADOPTED AND PASSED ON THIS _____ DAY OF _____, 2014.

Daniel W. Mayfield
Chair, Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Liz Stefanics
Commissioner, District 5

Approved as to Form by County Attorney:

Robert J. ...

Robert A. Anaya
Vice-Chair, Commissioner, District 3

Kathy Holian
Kathy Holian
Commissioner, District 4

Katherine Miller
Katherine Miller
County Manager

Attest by County Clerk Geraldine Salazar:



Patrick "Pat" Varela
Treasurer



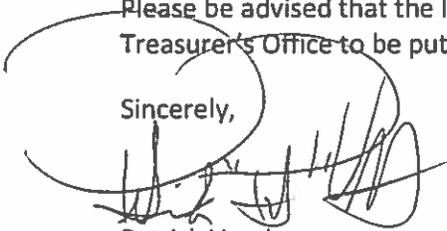
Eric J. Lujan
Deputy Treasurer

Memorandum

To: Ambra Garcia & Office of the County Manager ^{NJK}
From: Patrick Varela Treasurer
Date: 5/5/2014
Re: Investment Policy

Please be advised that the Investment Policy is being requested by the Santa Fe County Treasurer's Office to be put on the BOC calendar for approval.

Sincerely,


Patrick Varela
County Treasurer

Memo 5514b



Investment Policy

Approved by Santa Fe County Board of Finance

Santa Fe County
INVESTMENT POLICY

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I. TOPIC: SANTA FE COUNTY INVESTMENT POLICY

INVESTMENT AUTHORITY: The responsibility for investing the excess funds of the Santa Fe County lies with the County Treasurer of the Santa Fe County or his designee, the investment officer. Santa Fe County's governing body acts as the Board of Finance per 6-10-9 NMSA 1978.

PURPOSE:

- A. The County Treasurer's investment authority, is the enhancement of Santa Fe County revenues through the prudent investment of public money that is not immediately required for the operations of Santa Fe County, after first meeting the goals of safety and liquidity.
- B. In satisfying this financial responsibility, the County Treasurer must also observe the fiscal obligation of maintaining sufficient liquidity to provide for the continuing functions of Santa Fe County.
- C. While serving, the County Treasurer is bound to satisfy the fundamental fiduciary obligation of preserving and protecting the principal of the public money, but the County Treasurer and/or investment officer, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for specific security's credit risk or market price changes, provided that these deviations are reported at the next meeting or immediately via email to the investment committee and that appropriate action is taken to control adverse developments.

SCOPE OF THE INVESTMENT POLICY: This investment policy is a comprehensive guide governing the investment functions of the Santa Fe County with respect to funds invested by the investment officer. The guidance formulated in this policy is to be observed by individuals and entities involved in any aspect of the administration or management of investments made by the Santa Fe County's investment officer or an investment management firm. This investment policy will be effective upon approval by the governing board.

II. DEFINITIONS:

- A. "**Competitive bid for securities**" means the selection of securities through a solicitation or review and evaluation of online inventory offerings from various approved broker/dealers.
- B. "**Investment committee**" or "**committee**" means the Santa Fe County's investment committee; see also Section III.C of this policy.
- C. "**Investment grade**" means, for purposes of this policy, a rating within any of the following rating ranges by at least two of the rating agencies:

<u>Rating Agency</u>	<u>Long-Term</u>	<u>Short-term</u>
Standard & Poor's	A- to AAA	A-1
Fitch	A- to AAA	F1
Moody's	A3 to Aaa	P-1

A rating from a rating agency not on the list shall not be considered.

- D. "**Investment portfolio**" means each separate fund managed by the investment officer, including operating funds, bond proceeds and other monies.
- E. "**Investment officer**" means the County Treasurer or his/her designee.
- F. "**FINRA**" means Financial Industry Regulatory Authority.
- G. "**FDIC**" means Federal Deposit Insurance Corporation.

- H. **"Financial institution"** means a federally insured bank or savings and loan association, see section F.2(d) below.
- I. **"Local financial institution"** means those with a main office or manned branch office located within the service area of Santa Fe County.
- J. **"Time deposit"** means a certificate of deposit or savings certificate deposited in a federally insured bank or savings and loan association located in New Mexico.
- K. **"Net worth"** is as defined by the Financial Institutions Division of the Department of Commerce and Industry of the State of New Mexico.
- L. **"Basis points"** is construed so that one hundred (100), basis points equals one (1) percent interest.

III. POLICY STATEMENT

A. **Investment Policy Priorities:** The Santa Fe County's investment officer will observe the following priorities in making Investment decisions:

1. **Safety of funds** – to ensure the performance of basic governmental functions, the first priority must be accorded to the preservation and protection of the principal of the funds to be invested;
2. **Maintenance of liquidity** – the second level of priority must be accorded to maintaining sufficient liquidity to satisfy the reasonably anticipated, continuing operational requirements of Santa Fe County;
3. **Maximum return after first two priorities are met** – the third priority must be accorded to maximizing investment return, through budgetary and economic cycles, consistent with the higher priorities of safety and liquidity;
4. Allow for diversification of the Santa Fe County's portfolio; and
5. Recognize the impact of the Santa Fe County's investment program on the local economy.

B. **Standard of Investment:**

1. The standard of prudence to be applied in the investment of public money by the Santa Fe County's investment officer shall be the "prudent person" rule:
"Investments shall be made with the judgment and care, under circumstances then prevailing, that persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."
2. Fiduciary Duty should be upheld:
"A fiduciary relationship is generally viewed as the highest standard of customer care available under law. Fiduciary duty includes both a duty of care and a duty of loyalty. Collectively, and generally speaking, these duties require a fiduciary to act in the best interest of the customer, and to provide full and fair disclosure of material facts and conflicts of interest."
 ~ Securities Industry and Financial Markets Association (SIFMA)
3. The Santa Fe County County Treasurer or the County Treasurer's designee(s), acting in accordance with this policy and any other written procedures pertaining to the investment of excess funds and exercising due diligence, shall be relieved of personal responsibility, if any, for credit risk or market price changes of a particular security.

The loss of market value, reduced yield or return on a particular security shall be promptly reported to Santa Fe County's investment committee (next meeting or immediately via email if necessary) in accordance with this policy and the situation causing the loss of market value, reduced yield or return must be closely monitored and evaluated to ensure that any decision to hold or sell the particular security is based on the best publicly available information.

C. Investment Committee: The investment committee shall monitor the efficacy, efficiency and currency of the investment policy.

1. The investment committee shall consist of:
 1. Chair of the Board of County Commissioners or a designee who is also a member of the Board of Finance;
 2. Vice Chair of the Board of County Commissioners or a designee who is also a member of the Board of Finance;
 3. County Manager or designee;
 4. County Treasurer or a designee who is an employee of the County Treasurer's Office;
 5. County Finance Director or a designee from the Finance Department;
 6. County Attorney or a designee/lawyer from the Legal Department; and
 7. One member of the private sector. This person should be a finance professional with knowledge of investments and shall serve for a term of two (2) years after appointment and shall be eligible for reappointment to serve for consecutive two (2) year terms. Any vacancy created by a private sector member shall be filled in the same manner as original appointments.

2. The investment committee shall meet monthly to:
 - a. Review the investment policy, no less than annually, and recommend, if advisable, modifications in the investment policy from time to time and have changes formally adopted by board resolution;
 - b. assess, no less than annually, the utility and efficacy of established internal controls as loss prevention measures with respect to the investment portfolio;
 - c. deliberate these topics: economic outlook, portfolio diversification and maturity structure, potential risks, and the rate of return on the investment portfolio assessed within the parameters of first meeting safety and liquidity requirements;
 - d. identify potential violations of and suggest remedial actions to achieve conformity with the investment policy;
 - e. recommend, no less than annually, action on depositories, custodians, broker/dealers and investment managers and advisors; and
 - f. assess whether the investment policy is being properly implemented by the Individuals and entities involved in the administration and management of investment activities.

D. Internal Controls:

1. The Santa Fe County County Treasurer shall establish a system of internal controls governing the administration and management of the investment portfolios. Any audit findings related to internal controls shall be reviewed annually by the investment committee.

2. The controls shall be designed to prevent and control losses of public money arising from fraud, error, misrepresentation, unanticipated market changes, conflicts of interest or imprudent actions.
3. All securities held for Santa Fe County's portfolio will be held in the name of Santa Fe County with a third party custodian, free and clear of any lien.
4. The fiscal agent and custodial banks responsible for, or in any manner involved with, the safekeeping and custody process on behalf of Santa Fe County shall be bonded to protect from losses, malfeasance and misfeasance.

E. Ethics and Conflicts of Interest:

1. The Santa Fe County County Treasurer shall adopt and implement an employee code of conduct policy, a campaign contributions policy, and a whistle blower policy applicable to the public officers and employees subject to Santa Fe County policies and supervision. These policies shall be included in this investment policy as appendices. These policies may be updated according to the policies and procedures of Santa Fe County. Any changes or updates implemented by the County Treasurer shall be reported to the governing body at its next regularly scheduled meeting.
2. The County Treasurer and employees involved in the investment process, in addition to complying with the applicable policies listed above and statutes, shall refrain from personal business activity that may impair their ability to make impartial investment decisions, or otherwise conflict with the selection of broker/dealers or investment advisors for best execution of the Investment policy.
3. All broker/dealers and other securities professionals working with Santa Fe County shall become familiar with and comply with all policies of the office and state laws including, but not limited to the following statutes, as they may be amended from time to time: the Campaign Reporting Act, §§ 1-19-25 NMSA 1978 *et seq.*; the Governmental Conduct Act, §§ 10-16-1 NMSA 1978 *et seq.*; and the Procurement Code, §§ 13-1-28 NMSA 1978 *et seq.* and rules adopted by the County Ethics Board (Ordinance No. 2011-9) and follow the County of Santa Fe Code of Conduct (Ordinance No. 2010-12). Any contract professionals working with Santa Fe County should acknowledge in writing that they have read and understand this policy and all governing rules and statutes.

F. Investments Permitted by Policy:

1. The scope of investment authority of the investment officer is defined by the applicable investment statutes and constitutional provisions, principally Sections 6-10-10, 6-10-10.1, 6-10-36, 6-10-44 and 6-14-10.1, NMSA 1978, as well as Article VIII, Section 4 of the New Mexico Constitution, specifying particular types of investments that may be made by the investment officer, which establish certain prerequisites, limitations and other requirements relating to those investments. Moreover, the Santa Fe County County Treasurer and/or board, in its discretion, may further limit or restrict those investments.
2. The Santa Fe County County Treasurer and its governing body have determined that only the following statutorily authorized investments may be made and these investments shall be subject to further limitations or restrictions as follows:
 - a. **United States Government Obligations:** Securities backed by the full faith and credit of the U.S. Government including direct obligations of the U.S. Treasury, such as US treasury notes and bills. Investments shall be limited to a maximum maturity of five (5) years at time of purchase.

- b. United States Government Agency Obligations:** Securities issued or guaranteed by U.S. Government agencies, instrumentalities or sponsored enterprises, but which are not backed by the full faith and credit of the U.S. Government. These securities include, but are not limited to, Federal Farm Credit Bank "FFCB", Federal Home Loan Bank "FHLB", Federal Home Loan Mortgage Association "FHLMC" and Federal National Mortgage Association "FNMA" and Government National Mortgage Association (GNMA). Investments in US Government Agency Obligations shall be limited to a maximum maturity of five (5) years at time of purchase.
- c. Repurchase Agreements:** Contracts for the present purchase and resale at a specified time in the future of specific securities at specified prices at a price differential representing the interest income to be earned by Santa Fe County.
- i.** The contract at the time of purchase shall be fully secured by obligations of the United States, or its agencies or instrumentalities, or other securities backed by the United States having a market value of at least one hundred two percent (102%) of the amount of the contract.
 - ii.** Section 6-10-10 (J) limits repurchase agreements (other than bond proceeds) to a maximum maturity of one (1) year with no exception or other provision for repurchase agreements that are VRNs, but flexible repurchase agreements shall be restricted to bond proceeds (with a maximum maturity of three (3) years). Providers of repurchase agreements and flexible repurchase agreements shall have an investment grade rating.
 - iii.** Subject to the prior approval of the governing body with respect to the custodial undertaking agreement, tri-party repurchase agreements are proper investments under this policy.
 - iv.** The investment officer will enter into repurchase agreements only with approved primary reporting dealers, banks and other financial institutions having a net worth in excess of \$500 million provided that:
 - 1.** Preference will be given to a provider that is rated in one of the top two rating categories by all national rating agencies, without regard to qualifier, numerical or otherwise;
 - 2.** If during its term, the provider's net worth falls below \$500 million or its rating is withdrawn, suspended, or falls below the top two rating categories, without regard to qualifier, numerical or otherwise, the provider must supply a guarantee of, or assign the agreement to an institution meeting these requirements or collateralize the agreement in accordance with industry-published criteria within ten days after it receives notice from Santa Fe County of the remedy the policy requires. In the event the provider fails to provide the specified remedy in the timeframe noted, the provider must immediately repurchase all collateral and terminate the agreement with no penalty or premium to Santa Fe County;
 - 3.** A master repurchase agreement or other specific repurchase agreement, reviewed by independent legal counsel in each case, governs the transaction;

4. The securities are held, free and clear of any lien, by the Santa Fe County's fiscal agent or its designee acting solely as agent for the Santa Fe County, and such fiscal agent or designee is (i) a federal reserve bank or (ii) a bank which is a member of the federal deposit Insurance corporation and which has combined capital, surplus and undivided profits of not less than \$25 million;
5. A perfected first security interest under the uniform commercial code, or book entry procedures prescribed at 31 C.F.R. 306.1 et seq. of 31 C.F.R. 370.0 et seq. in such securities is created for the benefit of Santa Fe County;
6. The market value of the collateral including accrued interest must be equal to 102% of the amount of cash transferred by Santa Fe County to the dealer bank or security firm under the repurchase agreement plus accrued interest. If the market value of the collateral slips below 102% of the value of the cash transferred plus accrued interest, then additional cash and/or acceptable securities must be delivered as collateral to the third party custodian sufficient to cure any deficiency; and
7. For repurchase agreements with terms to maturity of greater than one (1) day, Santa Fe County will value the collateral securities continuously and require that if additional collateral is required then that collateral must be delivered within one business day. If a collateral deficiency is not corrected within this time frame, remedial action will be taken and the collateral securities may be liquidated.

d. Bank, Savings and Loan Association or Credit Union Deposits: Deposits are allowed in certified and designated New Mexico financial institutions, per the requirement in the New Mexico Constitution Article VIII, Section 4, whose deposits are insured by an agency of the United States. All deposits will comply with state statute and policies of the governing body related to interest rate and collateral requirements. CD deposits shall not be made with custodial banks. A deposit in any credit union shall be limited to the amount insured by an agency of the United States.

e. Municipal Securities: Pursuant to 6-10-10.F(1), the investment officer may also invest in municipal securities that at time of purchase are investment grade and have a final maturity of up to three years. Bonds or negotiable securities of the State of New Mexico or of any county, municipality, or school district within the state which has a taxable valuation of real property for the last preceding year of at least one million dollars (\$1,000,000.00) and which has neither defaulted in the payment of any interest or sinking fund obligation, nor failed to meet any bonds at maturity at any time within five (5) years last preceding. If the rating declines below investment grade the investment officer shall notify the members of the investment committee in writing within one business day. The committee will recommend an appropriate course of action at its next regular meeting or may elect to meet sooner to determine a course of action.

f. Government Money Market Mutual Funds:

Shares of an open-ended diversified investment company that:

- i. is registered with the United States Securities and Exchange Commission;
- ii. complies with the diversification, quality and maturity requirements of Rule 2a-7, or any successor rule, of the United States securities and exchange commission applicable to money market mutual funds; assesses no fees pursuant to Rule 12b-1, or any successor rule, of the United States securities and exchange commission, no sales load on the purchase of shares and no contingent deferred sales charge or other similar charges, however designated. Santa Fe County shall not, at any time, own more than five (5) percent of a government money market mutual fund's assets;
- iii. is invested only in United States Government and Agency Obligations and repurchase agreements secured by such obligations;
- iv. has assets under management of at least one billion dollars (\$1,000,000,000);
- v. the investments made by Santa Fe County are less than five percent (5%) of the assets of the fund; and
- vi. is rated AAA or equivalent by a nationally recognized rating agency.

g. Local Government Investment Pool:

As permitted by section 6-10-10.1 NMSA 1978, funds may be invested in the Local Government Investment Pool (LGIP) managed by the NM State Treasurer. Funds invested in the LGIP will not exceed the total sum of One Million Dollars (\$1 million) and so long as funds invested are general fund proceeds and not bond proceeds.

H. Risk: Santa Fe County recognizes that any portfolio of marketable investment securities is subject to interest-rate risk. To limit the possibility of loss of principal due to interest rate fluctuations, the investment officer will make reasonable efforts to match investments with anticipated cash requirements. The County Treasurer/investment officer or designee shall give particular emphasis to the following factors when selecting a specific security for inclusion in the portfolio:

1. **Relative Yield to Maturity:** Comparison of return available from alternative investments for comparable maturity dates.
2. **Marketability:** Analysis of relative marketability of alternate investments in case of forced sale or possibility of future trades.
3. **Intermarket Yield Analysis:** Analysis of the spread relationship between sectors of the market, i.e. treasury bonds or bills versus agency bonds or discount notes, to take advantage of aberrations in yield differentials.
4. **Yield Curve Analysis:** Analysis of the slope of the yield curve to determine the most attractive maturities for earning maximum return with minimal risk.
5. **General Economic and Interest Rate Outlook:** Review and analysis of current literature on interest rate projections to assist in timing transactions and selecting appropriate maturities.

H. Risk Mitigation Factors: Diversification and Maturity Constraints: It is the policy of Santa Fe County to diversify the investment portfolios. Investments shall be diversified to

reduce the risk of loss resulting from an over concentration of assets in a specific maturity, a specific issuer or a specific class of securities. The following diversification limitations, at the time of purchase, shall apply to each portfolio:

1. Investment maturities will be laddered to avoid undue concentration of assets in a specific maturity sector and to meet cash flow requirements.
2. Investment in callable debentures is permitted, but the amount invested in callable instruments should not exceed twenty-five percent (25%) of the total amount invested of each portfolio.
3. The maximum level of a certificate of deposit (CD) deposits any single financial institution with preference to local financial institutions will not exceed 25% of the investment portfolio. CD deposits may only be made in NM financial institutions per the requirement in the New Mexico Constitution Article VIII, Section 4.
4. Investments In United States agency obligations Issued by any single agency shall be limited to thirty-five percent (35%) f a portfolio.
5. Investments in repurchase agreements from any single provider shall be limited to twenty-five percent (25%) of a portfolio.
6. Municipal securities will be limited to fifteen percent 15% of the portfolio. Securities issued by a single municipal entity shall be limited to five percent (5%) of a portfolio.

Diversification Summary:

<i>Allowable Securities</i>	<i>Max Stated Final Maturity</i>	<i>Diversification Limits</i>
US Treasury Obligations	5 years	100%
US Agency Obligations	5 years	100%, 35% per issuer
Municipal Securities	5 years	15%, 5% per issuer
Repurchase Agreements	3 years for bond proceeds/1 year for all other funds	25% per counterparty
Gov't Money Market Funds	Overnight	5%
NM LGIP	Overnight	\$1,000,000
Callable or Variable Rate Securities	5 years	25%
Certificates of Deposit	5 years	25% per issuer

Duration: In addition to final stated maturity limits, Santa Fe County will limit the average duration of the portfolio to a range of 2-4 years. The actual average duration requirement will be agreed upon by the County Treasurer and Board of Finance, during the Treasurer's strategy presentation to the Board of Finance. The agreed upon duration should be noted in the minutes of the Board of Finance meeting and will remain the same unless a change is agreed upon at a subsequent Board of Finance meeting.

- I. **Anticipated Cash Flow Requirements and Maximum Maturity of Investments:** The County Treasurer will project the short-term and long-term cash needs to determine the amount available for short-term and long-term investment and report this information to the investment committee and governing body monthly.

The County investments will be laddered to match cash flow projections and will have a maximum final stated maturity of five (5) years.

J. Competitive Selection of Investment Instruments:

1. It will be the policy of Santa Fe County to transact all securities purchases or sales only through a formal and competitive process that obtains at least three offers or bids. When purchasing a security, the investment officer will accept the offer, which provides (a) the highest rate of return within the maturity required and considering the credit quality of the investment; and (b) optimizes the investment objectives of the overall portfolio. When selling a security, the investment officer or its agent will select the bid, which generates the highest sale price.
2. Electronic trading is the preferred option for the purchase or sale of investment instruments.
3. Offers or bids for securities may be received from approved broker/dealers or issuers of qualified securities as defined in Section III.F by any of the following means:
 - a. by e-mail or other form of electronic communication;
 - b. through an electronic trading platform;
 - c. from inventory listings supplied by approved broker/dealers; and
 - d. by phone with detailed documentation.
3. It will be the responsibility of the personnel involved with each purchase/sale to produce and retain written records of each transaction including the name of the financial institutions offering or bidding on securities, the authorized contact at the financial institution (except in the case of electronic trading), the rate or price quoted, description of the security, investment or bid selected, and any special considerations that had an impact on the decision. If the lowest priced security (highest yield) was not selected for purchase or the highest bid was not selected for sale, an explanation describing the investment objective prompting the investment/sale will be included in this record.
4. The investment officer or designee (designees) shall authorize all investment transactions. Executed trade documents shall be reviewed for compliance daily.
5. All trade fails or compliance violations are to be documented in an error report on the day that they are discovered and shall disclose the reason for each error. Errors shall be summarized in a report to the investment committee even if corrected by the broker/dealer.
6. The policy regarding the competitive selection of securities does not apply to certificates of deposit or direct purchases per subsection F.2.d where the rate is set by agreement between the bank and Santa Fe County.

K. Trading:

1. The investment officer shall monitor the contents of the portfolio, the available markets and the relative values of competing instruments, and adjust the portfolio accordingly to achieve the investment objectives.
2. Each executing broker/dealer must confirm the time of execution and price and disclose whether principal or agent.

L. Safekeeping and Custody:

1. All investment securities purchased by Santa Fe County, held as collateral on repurchase agreements or held as collateral on securities lending arrangements shall be held in third-party safekeeping at a fiduciary qualified to act in this capacity. All securities held for Santa Fe County's portfolios will be held free and clear of any lien and all transactions will be conducted in compliance with Section 6-10-10(O) NMSA 1978, which requires contemporaneous transfer and same day settlement. On a monthly basis, the custodian will provide reports, which list all transactions that occurred during the month and all securities held for Santa Fe County at month-end including the book and market value of holdings.
2. The fiscal agent and representatives of the custodian responsible for, or in any manner involved with, the safekeeping and custody process of Santa Fe County shall be bonded in amounts required by the governing body under its custody agreement to protect from losses, from malfeasance and misfeasance.

M. Collateral Policy:

Deposits shall be collateralized at 102%. Such collateral shall be held by an independent third party financial institution acceptable to the Santa Fe County. Securities eligible as collateral are those defined under State Law (6-10-16 NMSA 1978). Collateral shall be held in a custodial bank per 6-10-21, NMSA 1978 and shall be assigned to Santa Fe County per 6-10-18, NMSA 1978.

Securities held for collateral will comply with this policy in terms of maximum maturity and allowable investments.

N. Selection of Investment Advisors, Consultants/Managers: Santa Fe County may use an investment advisor, consultant and/or manager for the investment of securities in accordance with the following rules:

1. The firm or individual shall be selected in accordance with Santa Fe County's procurement code;
2. The firm and individual shall be registered under the Investment Adviser Act of 1940;
3. Prior to execution and prior to any renewal of each and every contract, the County Treasurer must obtain approval by the governing body. Approval of a contract requires that the investment advisor, consultant and/or manager must provide in writing to Santa Fe County:
4. The investment advisor, consultant or manager shall report quarterly, in writing, to the investment committee. The report shall (i) establish performance benchmarks for Santa Fe County's portfolios, and (ii) review recommended investments, portfolio strategies and/or performance against established benchmarks. The report shall be included in the investment officer's next monthly report. Performance benchmarks established by the investment officer and/or the investment advisor must be approved by the investment committee.

O. Performance Benchmarks: The investment portfolio shall be designed and managed with the objective of obtaining a market rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs of Santa Fe County.

1. Short-term funds (liquidity) and funds that must maintain a high degree of liquidity will be compared to an appropriate short-term.
2. Medium term Investment and other funds (core) that have longer terms shall be compared to indices of similar duration.

P. Selection of Depositories and Securities Brokers/Dealers: When selecting depositories, consideration will be given to minimizing risk, protecting investment capital and obtaining the best purchase or sale price. The following guidelines will be used in selecting depositories and securities broker/dealers.

- 1. Depositories:** In selecting financial institutions for the deposit of Santa Fe County funds, the investment officer will consider the credit worthiness of the institutions.
 - a. The investment officer through its collateral compliance and risk assessment program will monitor the financial institutions' credit characteristics and financial history throughout the period in which Santa Fe County funds are deposited.
 - b. Each depository will be required at all times to collateralize Santa Fe County deposits at the level required by the collateral policy (see section III.M of this policy) and the depository agreement adopted by the governing body.
- 2. Securities Broker/Dealers:**
 - a. Broker/dealer firms, including brokers, dealers and/or individual employees of these firms, that have direct contact with Santa Fe County through those firms, will be selected by the investment committee and approved by the governing body according to the services they offer as well as the firm's ability to offer competitive prices on securities transactions. Those broker/dealer firms that do not have direct contact with Santa Fe County, but deal with a fiduciary/investment manager on behalf of Santa Fe County, will be selected by that investment manager, which will be responsible for ensure best execution utilizing their own broker/dealer list.
 - b. The broker/dealers list will be reviewed and approved by the investment committee and the governing body no less than annually.
 - c. The list of approved broker/dealers will contain no fewer than nine (9) firms, at least four (4) of which are primary dealers.
 - d. To be considered, broker/dealers must meet the following criteria:
 - i. The firm must be registered as a dealer under the Securities Exchange Act of 1934.
 - ii. The firm and assigned broker must be registered with the Financial Industries Regulatory Authority (FINRA).
 - iii. The firm and assigned broker must have been engaged in the fixed income security business for at least the past five (5) consecutive years.
 - iv. The assigned broker must have a current FINRA Series 7 License.
 - e. The investment officer shall conduct a background search through the regulation and licensing department, securities division on each individual broker for criminal activity, regulatory actions by government agencies, and/or revocations or suspensions of license. In the event that such activities are reported in an individual broker's background search, the investment officer shall notify the investment committee and the governing body at the time that broker is considered for approval. The investment officer shall monitor each approved individual broker for continued compliance and annually repeat the background search from the time when the broker was approved.
- 3. An annual review of the financial condition and registration of broker/dealers will be conducted by the investment officer.**

4. No members or affiliates of any firm, including any of its brokers, dealers or traders, may contract with Santa Fe County to provide investment advice or consultation to the investment officer during the time the firm and any of its brokers, dealers, or traders are on the broker/dealers list.
5. For inclusion on the approved broker/dealer list, a firm and its assigned brokers, dealers or traders must provide in writing to Santa Fe County:
 - a. A continuing certification that the broker/dealer firm and the assigned broker are familiar with and comply with all policies of Santa Fe County and state laws regarding ethics, disclosure and conflicts of interest.
 - b. Disclosure of any campaign contributions totaling in the aggregate \$250 in the last two years made by the broker/dealer firm, any board member of the broker/dealer firm, the assigned broker, or any member of the assigned broker's family to the investment officer, or to any employee of Santa Fe County or any member of the governing body who is an elected official or campaigning for elected office. The investment officer shall provide to each broker/dealer a form for the disclosure of such contributions.

Q. Reporting Requirements: Santa Fe County shall prepare and submit to the governing body a "monthly investment report".

1. The Report shall summarize the following:
 - a. a listing of the portfolio in terms of investment securities, balances, maturities, return and other features deemed relevant;
 - b. the book and market value of all holdings;
 - c. a report of primary issues purchased and report of secondary issues purchased or sold;
 - d. a report of all commissions paid in dollars on repurchase agreements and on each transaction where the commission is disclosed;
 - e. for each approved portfolio, returns on a monthly, quarterly, fiscal year-to-date and three-year basis versus approved benchmarks;
 - f. the total investment earnings by fund for the reporting period;
 - g. report of holdings of variable rate and structured notes;
 - h. the investment strategies employed during the period;
 - i. a summary of recent market conditions, economic developments and anticipated investment conditions;
 - j. any areas of policy concern warranting possible revisions of current or planned investment policies;
 - k. a projection of the Santa Fe County's short-term and long-term cash needs;
 - l. all transactions where there were fewer than three bids or offers;
 - m. all sale transactions resulting in a book loss;
 - n. all transaction errors;
 - o. any trades between portfolios; and
 - p. all changed allocations.
2. The report shall include an appendix that discloses all transactions during the month. The monthly and annual investment reports submitted to the governing body shall

contain sufficient information to permit the independent investment consultant hired pursuant to Section III.P to evaluate the performance of the investment program.

VII. APPROVAL:

**Santa Fe County
Board of Finance**

**Santa Fe County
Treasurer**

Chair

County Treasurer

Date:

Date:

**ATTEST
Santa Fe County Clerk**

County Clerk
Date:



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

TO: Santa Fe County Board of County Commissioners

FROM: David Griscom, Economic Development Manager *DG*

Via: Robert Griego, Planning Manager *RG*
Penny Ellis-Green, Growth Management Director *PEG*
Katherine Miller, County Manager *KM*

RE: Ordinance 2014-, an ordinance approving the 2014 Economic Development Plan; repealing on a limited basis Ordinance No. 1996-07; providing for detailed rules to be applied to assistance of qualifying economic projects, including the qualifications of applicants, requiring an application, requiring a Project Participation Agreement and specifying its contents; providing for limitations on the amount of assistance permitted pursuant to the Local Economic Development Act; and requiring a special fund for monies received or held for an economic development project.

DATE: May 13, 2014

Background and History

Santa Fe County previously adopted Ordinance 1996-07, an Economic Development Ordinance that included requirements of the Local Economic Development Act (LEDA). Economic Development Ordinance 2014- partially repeals 1996-7, and adopts by reference a new Economic Development Plan, which is attached. The Board of County Commissioners approved unanimously publishing Title and General Summary of Economic Development Ordinance 2014, and it was posted in the Albuquerque Journal on April 29.

The draft Economic Development Plan was presented to the Board on February 11, 2014. The Board provided comments on the plan, as did the County Clerk. Staff also provided a public comment period which was posted on the County website, and a press release was put out to the public requesting comment. The deadline for public comment was Feb. 28. As a result of Commissioners, Clerk, and Public comments, staff provided recommended changes to the draft and presented those changes in writing on the Memo to the Board for the April 8 BCC meeting, and those changes have now been incorporated into the Economic Development Plan.

Summary

Economic Development Ordinance 2014- amends and repeals ordinance 1996-7. Additionally, Ordinance 2014- provides guidelines on specific LEDA sections that pertain to LEDA projects, Qualifying Entities, Project Participation Agreements, Economic Development fund, etc. It also details expenditure restrictions, the most notable being:

5-10-4.B: The total amount of public money expended and the value of credit pledged in the fiscal year in which that money is expended by a local government for economic development projects pursuant to Article 9, Section 14 of the constitution of New Mexico and the LEDA shall not exceed 10 percent of the annual general fund expenditures of the local government in that fiscal year.

By adopting this Economic Development Ordinance, the County will be able to move forward on a variety of economic development projects, as presented in the Action Plan section of the Economic Development Plan. These projects span the breadth of target industries identified in the SGMP, which are:

- Green Industries
- Arts/Culture
- Agriculture
- Outdoor Recreation/Ecotourism
- Film/Digital Media
- Health/Wellness

Fiscal Impact Report (FIR)

The FIR for Economic Development Ordinance 2014- involves a variety of fiscal impacts, including the following:

- Projects Approved by the Board in accordance with LEDA section 5-10-4.B (above), limiting expenditures to 10% of County's General Fund
- Staff time for Economic Development Projects for LEDA projects approved by the Board

A fiscal impact form accompanies this Memo.

Staff Recommendation

Staff recommends that the Board of County Commissioners adopt Santa Fe County Economic Development Ordinance 2014-, an ordinance approving the 2014 Economic Development Plan; repealing on a limited basis Ordinance No. 1996-07; providing for detailed rules to be applied to assistance of qualifying economic projects, including the qualifications of applicants, requiring an application, requiring a Project Participation Agreement and specifying its contents; providing for limitations on the amount of assistance permitted pursuant to the Local Economic Development Act; and requiring a special fund for monies received or held for an economic development project.

SANTA FE COUNTY FISCAL IMPACT REPORT (FIR)

This Fiscal Impact Report (FIR) shall be completed for each proposed ordinance or resolution as to its direct impact upon the County's operating budget and is intended for use by staff of the Human Resources and Finance Divisions, the County Manager and the governing body of Santa Fe County. Ordinances/resolutions with a fiscal impact must be reviewed by the Finance Division Director or the Budget Administrator. Ordinances/resolutions with proposed staffing increases must be reviewed and approved by the Human Resources staff and approved by the County Manager before presentation to the Board of County Commissioners (BCC).

Please refer to the instructions on how to complete this form.

Section A. General Information

Ordinance Resolution Other

A single FIR may be used for related ordinances and/or resolutions.

Short Title(s):	Economic Development Ordinance 2014-
Reviewing Division(s):	Finance
Person Completing FIR:	David Griscom
Date: 4/25/2014	Phone: 2728

Section B. Summary

Briefly explain the purpose and major provisions of the ordinance/resolution.

This Ordinance repeals on a limited basis Ordinance No. 1996-07; adopts the Economic Development Plan; provides for detailed rules to be applied to assistance of qualifying economic projects, including the qualifications of applicants, requiring an application, requiring a Project Participation Agreement and specifying its contents; provides for limitations on the amount of assistance permitted pursuant to the Local Economic Development Act; and requires a special fund for monies received or held for an economic development project.

Section C. Fiscal Impact

NOTE: Financial information on this FIR does not directly translate into a Santa Fe County budget increase.

- a. The item must be presented to the Finance Division for analysis and recommendation as a potential request to increase the existing budget for the county.

- b. Detailed budget information must be included, such as funding source, amounts and justification.
- c. Detailed salary and benefit for new full-time equivalents (FTE's) must be included. The request must be approved by the staff of the Human Resources Division for each new FTE request.

1. Projected Expenditures:

- a. Indicate Fiscal Year(s) affected – the current fiscal year and the following three fiscal years, where applicable
- b. Indicate: "A" if current budget and level of staffing will absorb the costs
"N" if new, additional, or increased budget or staffing will be required
- c. Indicate: "R" if recurring annual costs
Indicate: "NR" if one-time, non-recurring costs, such as start-up, contract or equipment costs
- d. Attach additional projection schedules if four years does not adequately project revenue and costs patterns
- e. Costs may be netted or show as an offset if some cost savings are projected (please explain further in Section 3 Narrative)
- f. Please provide additional fiscal impact information for years 3 and 4 in the Expenditure/Revenue Narrative.
- g. This form allows for information related to two fiscal years. Please note *info* relation to other fiscal years in narrative 3.

Exp. Classification	FY <input type="text"/>	"A"	"R"	FY <input type="text"/>	"A"	"R"	Funds affected
		or "N"	or "NR"		or "N"	or "NR"	
Salary and Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Maintenance	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Other Operating	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Contractual Services	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Capital Requirements	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Total	<input type="text"/>			<input type="text"/>			

*Any indication that additional staffing would be required must be reviewed and approved in advance by the County Manager by attached memo before release of FIR to the Board of County Commissioners (BCC).

** For salary and benefit information contact the Finance Division, or attach the New FTE Request form to provide necessary information.

2. Revenue Sources:

- a. To indicate new revenues and/or
- b. Required for costs for which new expenditure budget is proposed above in item 1.

c. Please provide additional fiscal impact information for years 3 and 4 in the Expenditure/Revenue Narrative.

Type of Revenue	FY <input type="text"/>	"R" or "NR"	FY <input type="text"/>	"R" or "NR"	Funds Affected
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select..	Select or type...
Total	\$0 <input type="text"/>		\$0 <input type="text"/>		

3. Expenditure/Revenue Narrative:

Explain expenditures, grant match requirements, justify salary and benefit costs for new FTE request, detail capital and operating uses, etc. Explain revenue source(s). Include revenue calculations, grant(s) available, anticipated date of receipt of revenues/grants, etc. (Attach supplemental page, if necessary). Also, provide expanded information for fiscal year three and four impact for both revenue and expenditures.

Economic Development Ordinance 2014- is guided by the requirements of the Local Economic Development Act (LEDA), which, among other things, places restrictions on the amount of public expenditures in any given year for LEDA projects:

5-10-4.B: The total amount of public money expended and the value of credit pledged in the fiscal year in which that money is expended by a local government for economic development projects pursuant to Article 9, Section 14 of the constitution of New Mexico and the LEDA shall not exceed 10 percent of the annual general fund expenditures of the local government in that fiscal year.

The General Fund of Santa Fe County is currently \$76,602,117.

Though there are no expenditures listed above, the immediate fiscal impact is the salary of the Economic Development Manager on a yearly basis, whose job it is to implement the Economic Development Plan and Ordinance.

Section D. General Narrative

1. Conflicts:

Does this proposed ordinance/resolution duplicate/conflict with/companion to/relate to any County code, approved ordinance or resolution, other adopted policies and legislation? Include details of county adopted ordinances/resolutions and dates. Summarize the relationships, conflicts or overlaps.

Repeals Ordinance 1996-7. Relates to Economic Development Plan of 2014

2. Consequences of Not Enacting This Ordinance/Resolution:

Are there consequences of not enacting this ordinance/resolution? If so, describe.

Not enacting this Ordinance would further postpone approval of the Economic Development Plan

3. Technical Issues:

Are there incorrect citations of law, drafting errors or other problems? Are there any amendments that should be considered? Are there any other alternatives which should be considered? If so, describe.

4. Community Impact:

Briefly describe the major positive or negative effects the ordinance/resolution might have on the community including, but not limited to, businesses, neighborhoods, families, children and youth, social service providers and other institutions such as schools, churches, etc.

Approval of this Ordinance will enable economic development projects to proceed, which will contribute to more jobs and revenue within Santa Fe County

 No file attached

 No file attached

 No file attached

THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY

ORDINANCE NO. 2014-_____

AN ORDINANCE APPROVING THE 2014 ECONOMIC DEVELOPMENT PLAN; REPEALING ON A LIMITED BASIS ORDINANCE NO. 1996-07; PROVIDING FOR DETAILED RULES TO BE APPLIED TO ASSISTANCE OF QUALIFYING ECONOMIC PROJECTS, INCLUDING THE QUALIFICATIONS OF APPLICANTS, REQUIRING AN APPLICATION, REQUIRING A PROJECT PARTICIPATION AGREEMENT AND SPECIFYING ITS CONTENTS; PROVIDING FOR LIMITATIONS ON THE AMOUNT OF ASSISTANCE PERMITTED PURSUANT TO THE LOCAL ECONOMIC DEVELOPMENT ACT; AND REQUIRING A SPECIAL FUND FOR MONIES RECEIVED OR HELD FOR AN ECONOMIC DEVELOPMENT PROJECT.

IT IS HEREBY ORDAINED by the Board of County Commissioners of Santa Fe County, as follows:

I. **SHORT TITLE.** This Ordinance shall be cited as "Santa Fe County Economic Development Ordinance" and shall be referred to herein as "the Ordinance" or "this Ordinance."

II. **AUTHORITY.** This Ordinance is enacted pursuant to the authority granted by Article IX, Section 14 of the New Mexico Constitution (1911, 1993, 2001) and the Local Economic Development Act, NMSA 1978, Sections 5-10-1 *et seq.* (1993, 2001, as amended) (hereinafter referred to as "the Act").

III. **ECONOMIC DEVELOPMENT PLAN.** The economic development elements of the Santa Fe County Sustainable Growth Management Plan, adopted in 2010, and the Santa Fe County Economic Development Plan, adopted by this Ordinance and developed in 2014, attached hereto as Exhibit A, shall be collectively referred to as "the Plan."

IV. **LIMITED REPEAL OF ORDINANCE NO. 1996-07.** Ordinance No. 1996-07 and the 1996 economic development plan shall be and hereby are repealed; provided, however, pursuant to NMSA 1978, Section 5-10-12(A), a project approved pursuant to Ordinance No. 1996-07 or the 1996 economic development plan shall not be dissolved or terminated and the rights and responsibilities of the parties to an existing contract entered into pursuant to Ordinance No. 1996-07 shall not be affected by this Ordinance.

V. **ASSISTANCE FOR QUALIFYING ECONOMIC PROJECTS.**

A. Santa Fe County may, but is not obligated to, provide direct or indirect economic assistance to a qualifying entity pursuant to the Act; such economic assistance may include the purchase, lease, grant, construction, reconstruction, improvement or other acquisition or conveyance of land, buildings or other infrastructure; public works improvements essential to

the location or expansion of a qualifying business; or payments for professional services contracts necessary for the County or regional governments to implement any plan or project.

B. Priority for direct or indirect economic assistance will be given to economic development projects that encourage private companies to expand, build or relocate facilities which support new or expanding businesses; business start-ups; projects that create new jobs; projects that encourage economic clusters as identified in the Plans; or increase the knowledge base of the labor force.

C. Each qualifying entity desiring to receive economic assistance pursuant to the Act and this Ordinance shall prepare and file an application on a form provided by the County and containing all of the information specified in the plan.

D. Evaluation of an application for economic assistance pursuant to this Ordinance and the Act shall be based on the provisions of the Plan, the financial and management stability of the qualifying entity, the demonstrated commitment of the qualifying entity to the community, a cost-benefit analysis of the project and any other information the local or regional government believes is necessary for a full review of the economic development project application, as otherwise set forth in the Plan.

E. Each economic development project shall be approved by ordinance.

VI. QUALIFICATIONS OF PERSONS RECEIVING ECONOMIC DEVELOPMENT ASSISTANCE.

A. Economic development assistance under the Act and this Ordinance is limited to a person or entity who is a "qualifying entity" as that phrase is defined in the Act, Section 5-10-3(I)(1993) and in Paragraph B of this Article.

B. A "qualifying entity" is a corporation, limited liability company, partnership, joint venture, syndicate, association or other person that is one or a combination of two or more of the following:

1. an industry for the manufacturing, processing or assembling of agricultural or manufactured products;

2. a commercial enterprise for storing, warehousing, distributing or selling products of agriculture, mining or industry, but, other than as provided in Paragraph (5), (6) or (9) of this subsection, not including any enterprise for sale of goods or commodities at retail or for distribution to the public of electricity, gas, water or telephone or other services commonly classified as public utilities;

3. a business in which all or part of the activities of the business involves the supplying of services to the general public or to governmental agencies or to a specific industry or customer, but, other than as provided in Paragraph (5) or (9) of this subsection, not including businesses primarily engaged in the sale of goods or commodities at retail;

4. an Indian nation, tribe or pueblo or a federally chartered tribal corporation;
5. a telecommunications sales enterprise that makes the majority of its sales to persons outside New Mexico;
6. a facility for the direct sales by growers of agricultural products, commonly known as farmers' markets;
7. a business that is the developer of a metropolitan redevelopment project;
8. a cultural facility; and
9. a retail business.

VII. THE PROJECT PARTICIPATION AGREEMENT

A. An economic development project application that is accepted shall be documented in a project participation agreement that conforms to NMSA 1978, Section 5-10-10.

B. The project participation agreement shall require a substantive contribution from the qualifying entity for each economic development project. The project participation agreement shall specify that public support provided for an economic development project is be in exchange for a substantive contribution from the qualifying entity. The contribution shall be of value and may be paid in money, in-kind services, jobs, expanded tax base, property or other thing or service of value for the expansion of the economy.

C. The project participation agreement shall specify that the qualifying entity must provide security to the County and any other entity providing public support for an economic development project. The security shall secure the qualifying entity's obligations based on terms stated in the project participation agreement and shall reflect the amount of public support provided to the qualifying entity and the substantive contribution expected from the qualifying entity.

D. The project participation agreement shall provide that if the qualifying entity fails to provide its substantive contribution, the County shall enforce the project participation agreement to recover that portion of the public support for which the qualifying entity failed to provide a substantive contribution. The recovery shall be proportional to the failed performance of the substantive contribution and shall take into account all previous substantive contributions for the economic development project performed by the qualifying entity, based on the terms stated in the project participation agreement.

E. In addition to the foregoing, the project participation agreement shall also set out:

1. the contributions to be made by each party to the participation agreement;

2. the security provided to each governmental entity that provides public support for an economic development project by the qualifying entity in the form of a lien, mortgage or other indenture and the pledge of the qualifying business's financial or material participation and cooperation to guarantee the qualifying entity's performance pursuant to the project participation agreement;

3. a schedule for project development and completion, including measurable goals and time limits for those goals;

4. provisions for performance review and actions to be taken upon a determination that project performance is unsatisfactory;

5. financial controls, which provide for the safekeeping of public funds, shall be documented in writing;

6. a pro-rata reimbursement for workforce reduction or closure if the business fails or relocates; and

7. the provisions for adequate security of each investment of public money, equal to the value of the investment, such as letter of credit, cash or certificate of deposit, or surety bond.

VIII. LIMITATION. No proposed economic development project shall be approved where the total amount of public money expended and the value of credit pledged in the fiscal year in which that money is expended by the County for an economic development project or projects pursuant to this Ordinance exceeds ten percent (10%) of the annual general fund expenditure of the County in that fiscal year as specified in NMSA 1978, Section 5-10-4(B) (2009), except for the value of any land or building contributed to any economic development project pursuant to a project participation agreement, revenue derived from the county infrastructure gross receipts tax act for furthering or implementing local economic development plans and projects as defined in the Local Economic Development Act (provided that no more than the greater of fifty thousand dollars (\$50,000) or ten percent (10%) of the revenue collected shall be used for the promotion of any such economic development plan as approved by this Ordinance), the proceeds of a revenue bond issue to which the county infrastructure gross receipts tax revenue is pledged, or funds donated by private entities to be used to defray the cost of the project, all as specified in NMSA 1978, Section 5-10-4(B).

IX. PROJECT FUND. If the County generates revenue for an economic development project or projects to which the limits of Article V of this Ordinance do not apply, then the County shall create an economic development fund into which such revenues shall be deposited. The economic development fund and income from the economic development fund shall be deposited as provided by law. Money in the economic development fund may only be expended as provided in the Act and this Ordinance. For every special fund established pursuant to this

Article, the County shall provide for an annual independent audit of each special fund in accordance with the Audit Act, NMSA 1978, Section 12-6-1 *et seq.*

X. SEVERABILITY. Should any provision of this Ordinance be found invalid or unlawful, all other terms and provisions shall remain in full force and effect.

XI. TERMINATION. The County may terminate this Ordinance and the Plan and any or all project participation agreement undertaken and approved under this or previous ordinances only as specified in NMSA 1978, Section 5-10-12. Any unexpended and unencumbered balances remaining in any project fund or account upon repeal of a plan and termination or dissolution of a project may be transferred to the general fund.

XII. EFFECTIVE DATE. This Ordinance shall become effective thirty (30) days after it is recorded in the Office of the County Clerk.

PASSED, APPROVED AND ADOPTED THIS ____ DAY OF ____, 2014.

THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY

By: _____
Chair

ATTEST:

County Clerk

APPROVED AS TO FORM:



County Attorney



Santa Fe County Economic Development Plan Strategic & Action Plans

May, 2014

Prepared By David Breecker Associates

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 Item V of Economic Development Ordinance 2014- 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 Item VI of Economic Development Ordinance 2014- 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 Item V of Economic Development Ordinance 2014- 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 Item VII of Economic Development Ordinance 2014- 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 Item VII of Economic Development Ordinance 2014- 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 Item VII of Economic Development Ordinance 2014- for an explanation.
 - (7) Identify revenue sources, including those of local or regional government, that will be used to support economic development projects-
 - 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 Item V of Economic Development Ordinance 2014- 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 Item V of Economic Development Ordinance 2014- 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 Item VII of Economic Development Ordinance 2014- 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-

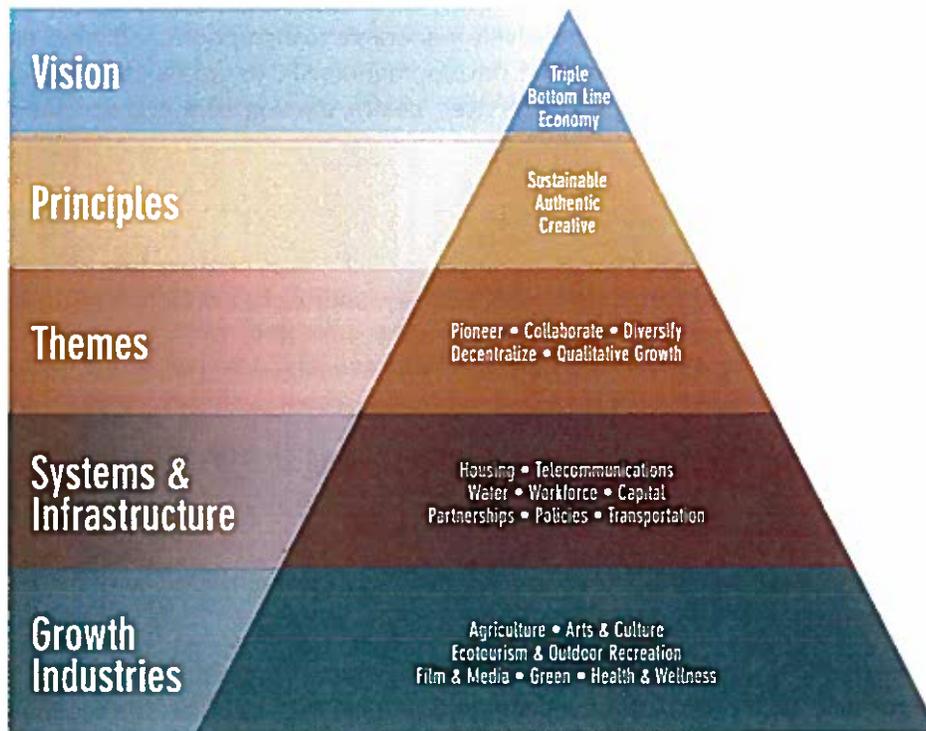
- Santa Fe County is not a regional government.

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 (pre-date United States history) 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

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

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 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 non-governmental organizations (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.

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

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.

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 artisans, 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.

At the present rate of utilization, County Affordable Housing funds are expected to zero out in approximately 3-4 years without additional capitalization. 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 creating immediate jobs for construction workers and helping sustain or create homeownership opportunities for Santa Fe County’s workforce. If combined with the Green Building target industry objectives as “Green Affordable Housing,” the economic and environmental impacts will be magnified while supporting this Plan’s strategic objectives.

Workforce Development & Education

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

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

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. Similar to the education/workforce training model that was developed in Albuquerque in collaboration with Sandia National Labs, SF County should work with local high schools and colleges (both 2 and 4-year), and Los Alamos National Laboratory to develop a technical curricula that meets current and future high tech workforce training needs. This would create a clear pipeline for high school and college graduates to immediately receive employment in high tech and high wage jobs. Additionally, partnerships with Northern Area Workforce Development Board and the SER Jobs For Progress present opportunities for workforce training and development.

SF County must also consider the quality of education generally, and the performance of all of its schools and students, as vital precursors of effective economic development. Students who fail to graduate from high school, or who do so lacking basic employment skills, will prevent the County's economy from reaching its potential, and discourage companies and entrepreneurs from establishing operations here. Therefore, staff should be working with all County public education districts to improve their performance.

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. The County has also successfully used LEDA (Local Economic Development Act) to implement economic development initiatives, though expenditures are capped at 10% of the General Fund per LEDA requirements. 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. Currently, SF County is engaged in ongoing broadband discussions with the City of Santa Fe, SF Community College, IAIA, SF Indian School, UNM GigaPop, and several other public and private sector organizations, to explore how best to serve the County business, educational, and residential communities with affordable and high speed broadband. In particular, SF County is interested in exploring ways to reach rural parts of the County that are currently under-served in broadband availability.

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.

Railways

Amtrak rail service represents an important economic development opportunity for Santa Fe County and for NM in general. New Mexico boardings/alightings on the Southwest Chief, the train that passes through Northeast NM, Albuquerque, and Gallup on its way from Chicago to Los Angeles, account for nearly one-third of all boardings/alightings on the entire route, or 129,304 in total. Of those, boardings/alightings at the Lamy station, which is the depot used for Santa Fe, are nearly 13,000. These boardings/alightings represent valuable tourist dollars brought into the economy. Additionally, the owner of the track, BNSF, pays Santa Fe County approximately \$230,000 per year in property taxes. Santa Fe County should support efforts to keep the Southwest Chief on its existing route, and in particular, support efforts in the NM Legislature to study the legal and financial needs for maintaining the track, as well as specific legislation that appropriates funding for track maintenance.

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

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

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. For economic development purposes, SF County partners, formally and informally, with a wide variety of organizations and institutions, ranging from public to private, and including, but not limited to: the City of Santa Fe (and Convention and Visitors Bureau), Regional Development Corporation, NM Partnership, Estancia Valley Economic Development Association, native American tribes, City of Espanola, Rio Arriba County, Los Alamos County.

Policies

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

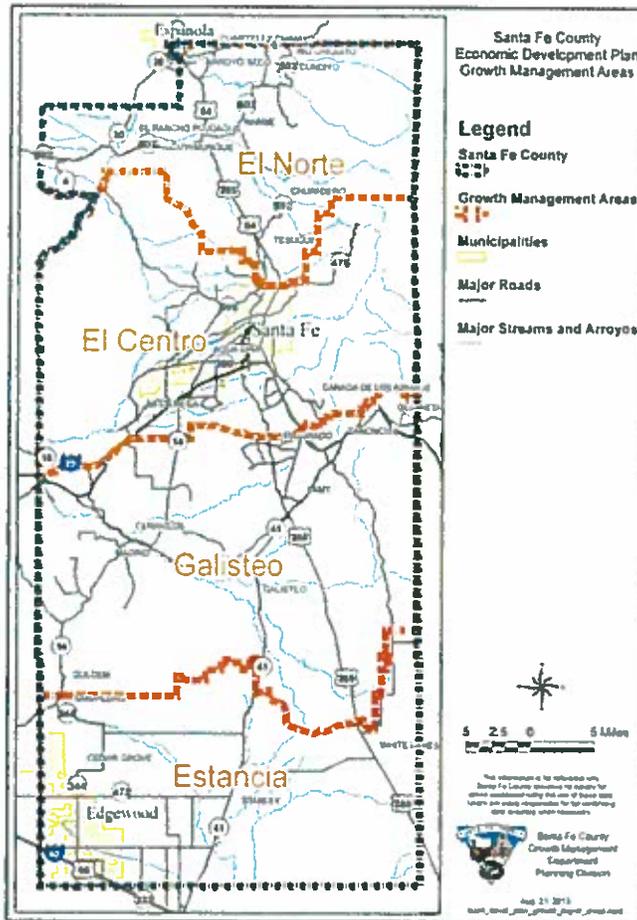
This section presents basic information on the County as a foundation for economic development analysis. For planning and management purposes, the County is divided into four Growth Management Areas (GMAs), based on geographic, political and land use boundaries: El Norte, El Centro, Galisteo, and Estancia.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

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.

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 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. Despite this, many local artists are not able to find markets to sell their product, and would benefit from more proactive support. 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

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

¹³ BBER Study

¹⁴ BBER Study

Several major challenges affect the sector. Access to affordable housing is a significant impediment to growth, as is affordable shop/studio space. A lack of guest facilities in the County prevents visitors from spending as 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. The County could do more to co-promote events and activities, as well as a cottage industry resource directory that lists artists, crafts, and individuals.

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, including a poster contest and a "hand-made" branding campaign. Similar to the Farmers Market, a "coop" model could be developed that would enable shared display and sales space
- **Recognize and celebrate indigenous creativity in all forms:** Find opportunities to showcase SFC's long history of artisanal skills, hand-made crafts, 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. La Bajada Mesa is a significant entry point for Santa Fe, and consideration should be given for this area as part of a larger scenic and cultural Corridor between Albuquerque and Taos. The SGMP contains multiple references in Chapter 5 to protecting scenic viewsheds and byways, as well as listing La Bajada Mesa as a potential gateway Corridor.
- **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. With the addition of the Santa Fe River Trail (SF Greenway Project), and the possibility of a new Camino Real trail (in collaboration with the National Park Service), the ecotourism opportunities for the region are enhanced.

The equestrian industry is an important component of the SF County economy, with over 500 members represented in the Santa Fe County Horse Coalition. Horse facilities, trails, and training grounds provide a robust infrastructure for clinics, agritourism, and overall health/wellness for SF County residents and tourists alike.

Additionally, wedding tourism has emerged as an important element of the tourism economy of Santa Fe, and in particular, same sex marriages. Santa Fe County is by orders of magnitude the most popular County for same sex marriages in New Mexico, and according to the County Clerk's office, almost half (305) of same sex marriage licenses issued for late 2013-early 2014 are issued to out-of-state residents, which leads to increased GRT.

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:

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.

- **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 and equestrian activities. 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 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.

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

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

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.
- **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

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.

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

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

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.

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/Background/5-2-NMGreenJobsCabinetReport.aspx

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

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	Update BBER study
		Support artists County-wide in unincorporated areas	
Ecotourism/ Outdoor rec	Support growth of recreational experience and equipment companies	Explore joint efforts and potential combined marketing efforts between City and County	Better way-finding for trails and open space
		Promote SFC as year-round destination with shoulder season event(s)	
		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	Apply Qualified Energy Conservation Bond ED investments in renewables
		Promote utility-scale renewable generation, transmission	
		Phase 2 funding for Microgrid Systems Laboratory	
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, defined as an increase in small business startups, 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. A "hand-made" branding campaign could help local artists and craftsmen.

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: Work with SF County Procurement staff to explore any additional innovative means to support County businesses with local preferences.***

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, Santa Fe Conservation Trust, NM Land Conservancy, Santa Fe Watershed Association, 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, Santa Fe Conservation Trust, NM Land Conservancy, Santa Fe Watershed Association, Forest Guild, 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 County-wide 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, as an export component.

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, 24.5, 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

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

in water conservation research and entrepreneurial activity. This recommendation is highly correlated to SGMP economic development goals and those articulated in this Plan.

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 QECB'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: QECB 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.

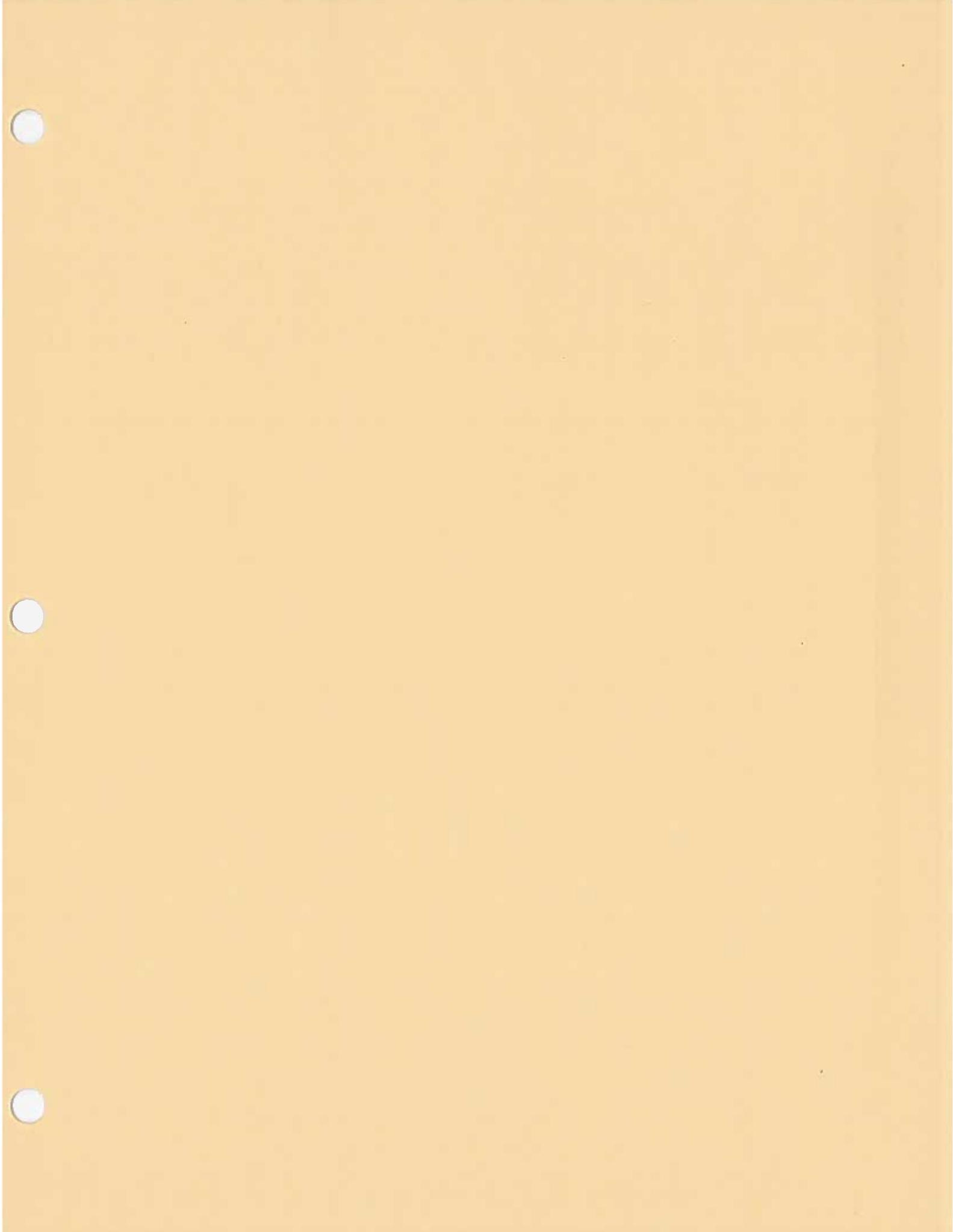
Strategy 14.1: Spearhead identification of key focus group members and goals, facilitate proceedings.

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

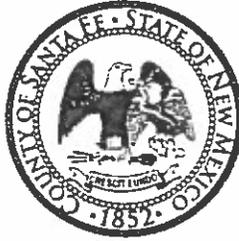
Metric for Success: Explicit conclusions reached, ideas generated for implementation.



Daniel "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

DATE: *April 29, 2014*

TO: *Board of County Commissioners*

FROM: *Adam Leigland, Public Works Director* *ML 4/29/14*

VIA: *Katherine Miller, County Manager* *KM*

ITEM AND ISSUE: *BCC Meeting May 13, 2014*

REQUEST APPROVAL OF AN ORDINANCE NO. 2014-_____, AN ORDINANCE ESTABLISHING A TWENTY-SIX (26) TON WEIGHT LIMIT ON OLD LAMY TRAIL-COUNTY ROAD 33 (FIRST PUBLIC HEARING) (PUBLIC WORKS/ROBERT MARTINEZ)

BACKGROUND AND SUMMARY:

Public Works contracted Geo-Test Inc., to core the existing asphalt surface of Old Lamy Trail-County Road 33 and conduct a pavement impact assessment. The assessment has determined that the bearing capacity of the sub-grade combined with the thickness of base course and asphalt is insufficient for this road to endure a standard pavement life cycle of 20 years. Staff has reviewed the assessment and is recommending a weight limit of twenty-six (26) tons. The proposed weight limit will restrict vehicles over twenty-six (26) tons, except for those that are delivering goods or services to residents and businesses of the community, provided it is not of a continuous repetitive daily nature. Emergency vehicles and County road maintenance equipment are not affected by this proposed weight restriction.

The BCC authorized Public Works staff to publish title and general summary of the proposed ordinance at the April 8, 2014 BCC meeting and required staff to conduct two public hearings. The title and general summary of the proposed ordinance was advertised on April 29, 2014 in the Albuquerque Journal. This will be the first public hearing with the second hearing to take place at the June 10, 2014 BCC meeting.

ACTION REQUESTED:

Public Works requests the BCC to conduct the first public hearing regarding the proposed ordinance.

**THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY**

ORDINANCE NO. 2014-__

**AN ORDINANCE ESTABLISHING A 26 TON WEIGHT LIMIT ON OLD LAMY
TRAIL-CR 33**

**BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF
SANTA FE COUNTY, NEW MEXICO.**

Section 1. Short Title. This shall be known as the “Old Lamy Trail Weight Restriction Ordinance”

Section 2. General Provisions. The governing body of Santa Fe County has determined that:

- A. Old Lamy Trail, which extends from US 285 into the community of Lamy, is an access road to a historic residential area and a rail road station for Santa Fe Southern Railway and Amtrak.
- B. The Board of County Commissioners has determined, based on an engineering study, that Old Lamy Trail may be seriously damaged or destroyed unless vehicles exceeding 26 tons are prohibited.
- C. Old Lamy Trail is not a designated commercial route, and the community of Lamy is a historic rural community and is not a center for commercial activity.
- D. Old Lamy Trail is not designed nor constructed to accommodate heavy truck traffic in excess of 26 tons, based on a pavement engineering evaluation conducted by GeoTest in February of 2014.

Section 3. Purpose. The purpose of this ordinance is to restrict heavy truck traffic, which exceeds the allowable weight the asphalt pavement of the road will support, by imposing a maximum weight limitation of 26 tons for all vehicles, except for emergency services apparatus, County road maintenance equipment and those that are delivering goods or services to residents and businesses of the community of Lamy provided it is not of a continuous repetitive daily nature.

Section 4. Requirements. Upon passing of this Ordinance:

- A. The Public Works Department shall place appropriate weight limitation signs describing the restrictions on Old Lamy Trail and on adjoining streets whose sole access is from Old Lamy Trail.
- B. The public works department shall transmit a copy of this Ordinance to the New Mexico Department of Public Safety, Motor Transportation Division and the Santa Fe County Sherriff's Office.

Section 5. Penalty. Violation of this ordinance shall be a misdemeanor and the penalties for violation shall be those imposed by 66-8-116.1 "Penalty assessment misdemeanors; oversized load." NMSA 1978. (2013 or most current Supplement)

ADOPTED BY THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY THIS ____ DAY OF _____, 2014.

THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY

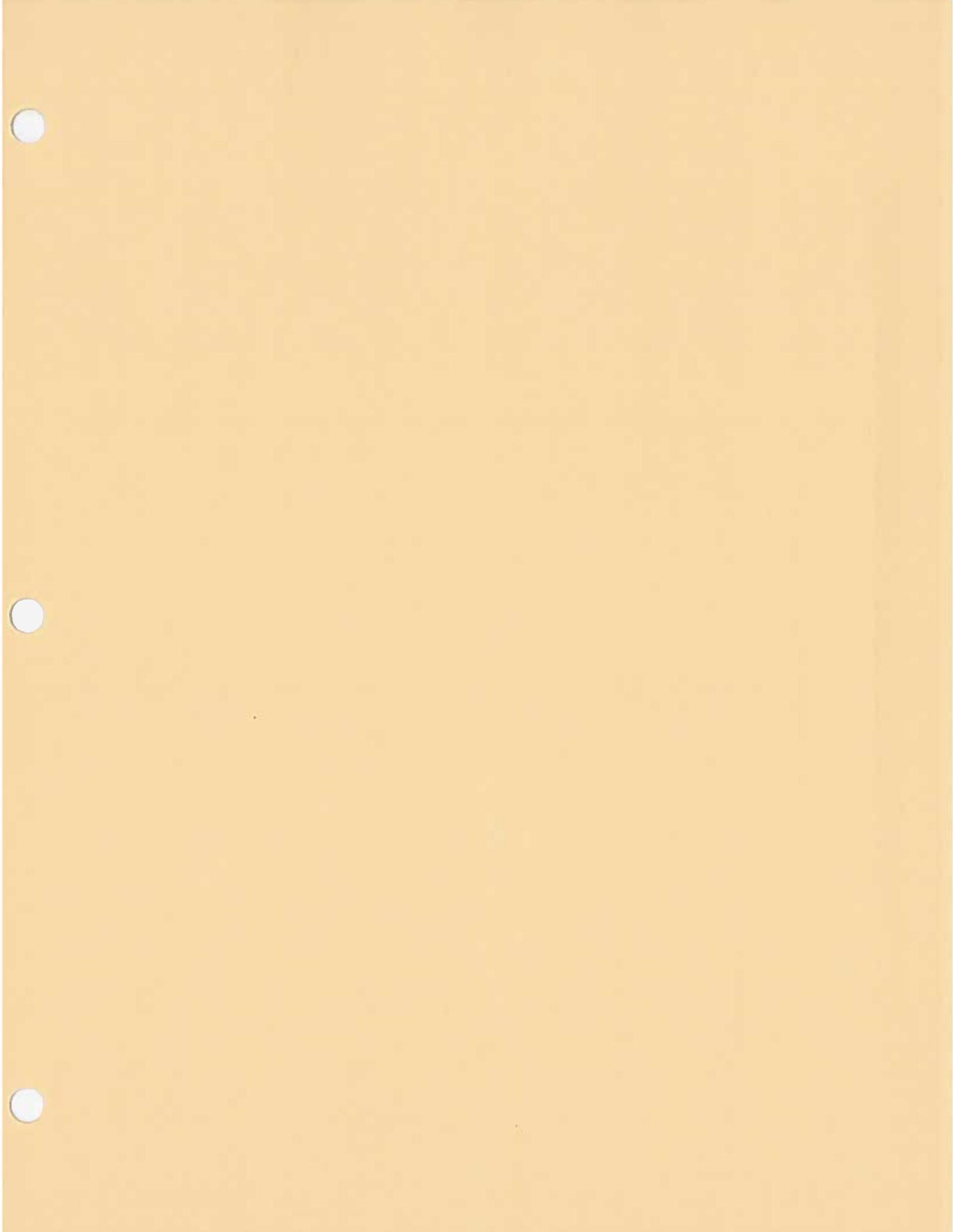
By: _____
Daniel W. Mayfield, Chair

ATTEST:

Geraldine Salazar, County Clerk

Approved as to form:

Stephen C. Ross, County Attorney



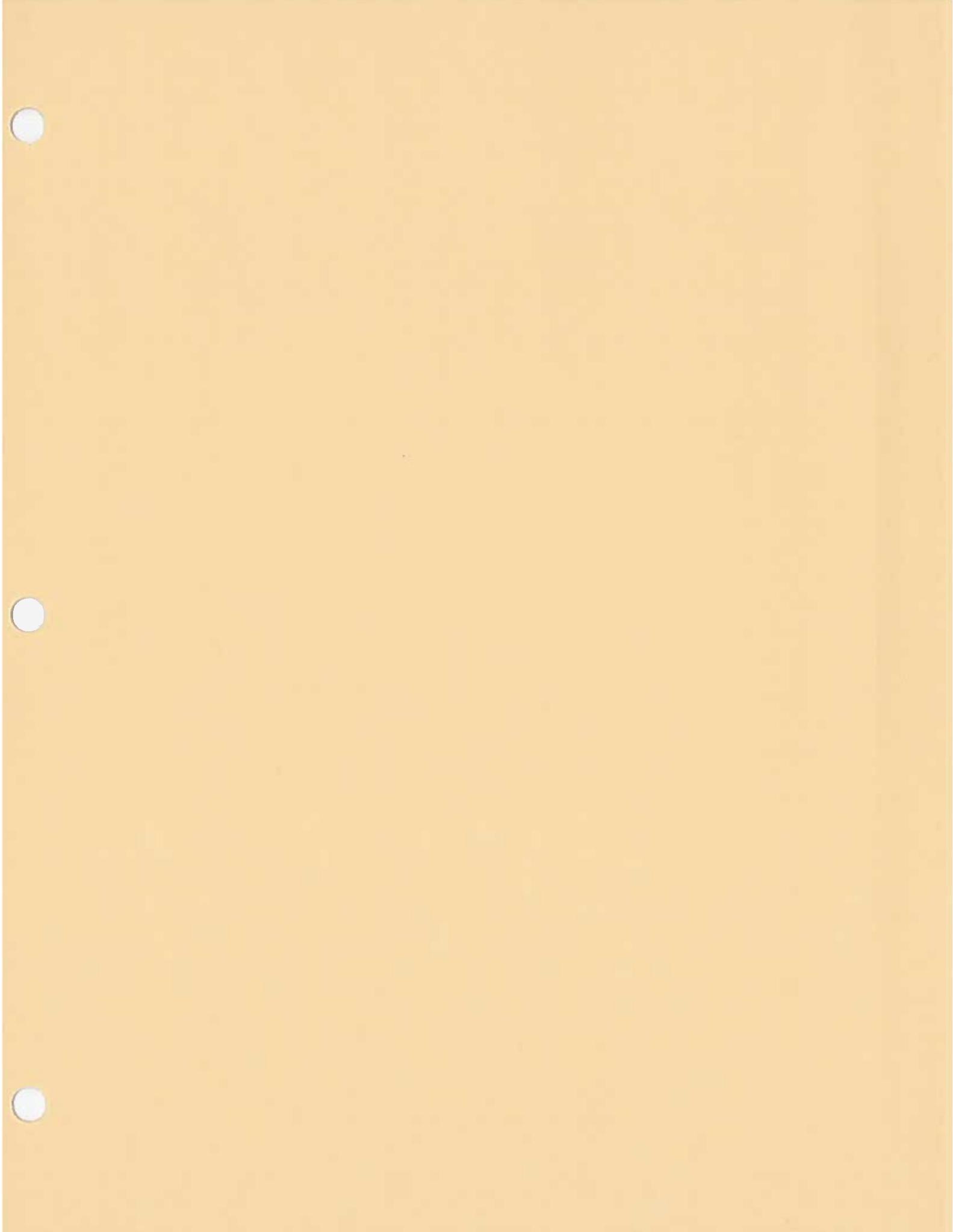
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Santa Fe County Proclamation

TO RECOGNIZE MAY 18 – MAY 24, 2014 AS

NATIONAL PUBLIC WORKS WEEK

WHEREAS, public works facilities and services are of vital importance to sustainable communities and to the health, safety, and well-being of the residents of Santa Fe County; and

WHEREAS, such facilities and services could not be provided without the dedicated efforts of public works professionals, engineers, managers, and employees in both government and the private sector, who are responsible for and who design, build, operate and maintain the transportation network, water supply water treatment systems, solid waste system, public buildings, parks and open space, and other public works facilities; and

WHEREAS, it is in the public interest for citizens, young people and civic leaders in Santa Fe County, the State of New Mexico, and the United States of America to become informed and appreciate the importance of public works and public works programs in their respective communities; and

WHEREAS, the year 2014 marks the 54th annual National Public Works Week sponsored by the American Public Works Association, with the theme of "Building for Today, Planning for Tomorrow."

NOW THEREFORE, the Board of Santa Fe County Commission of Santa Fe County hereby proclaims that we recognize:

May 18 - May 24, 2014 As

National Public Works Week

Citizens and civic organizations across the County are called upon to acquaint themselves with the issues involved in providing public services and to recognize the contributions that public works officials make every day to our health, safety, comfort, and quality of life.

APPROVED, ADOPTED AND PASSED ON THIS ____ DAY OF _____, 2014.

Daniel W. Mayfield
Chair, Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Liz Stefanics
Commissioner, District 5

Approved as to Form by County Attorney:

Robert J. ...

Robert A. Anaya
Vice-Chair, Commissioner, District 3

Kathy Holian
Kathy Holian
Commissioner, District 4

Katherine Miller
Katherine Miller
County Manager

Attest by County Clerk Geraldine Salazar:



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: May 7, 2014
To: Santa Fe Board of County Commissioners
From: David Sperling, Fire Chief *MS*
Through: Pablo Sedillo, Public Safety Director
Katherine Miller, County Manager
Re: National Emergency Medical Services Week, May 18 – 24, 2014

The Santa Fe County Fire Department requests your support in recognizing and honoring our Fire Department Emergency Medical Technicians (EMTs) during National Emergency Medical Services week scheduled for May 18 – 24th, 2014.

EMTs in Santa Fe County and across this country traditionally have served as the safety net for America's health care system. It has been demonstrated that access to quality emergency health care dramatically improves the survival and recovery of those who experience sudden illness or injury. The Emergency Medical Service providers for Santa Fe County Fire Department are volunteers and paid career staff who are well trained and dedicated professionals. These Fire Department professionals strive everyday to provide high quality emergency medical care and safe transport services to hospitals in Santa Fe County and throughout our region.

The Santa Fe County Fire Department is proud to recognize our Emergency Medical Technicians during National EMS Week.

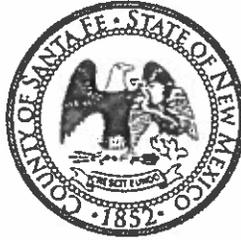
Thank you.



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: April 30, 2014

TO: Board of County Commissioners

FROM: Rachel O'Connor, Community Services Department Director

VIA: Katherine Miller, County Manager 

RE: Presentation Recognizing the Students from the Early College Charter High School Masters Program for their Contributions in Restoring and Beautifying Santa Fe County Public Lands

Background and Summary:

The Santa Fe County Community Services and Public Works Department together with the Early College Charter High School Masters Program teamed up in 2014 to restore and beautify Santa Fe County public lands.

Throughout a 12 week time period, the Masters Program completed seven different projects in various public lands in Santa Fe County. Projects consisted of trail building and maintenance, erosion control by the building of dams, identification and removal of non-native trees, building and repairing fences, and fire prevention through the removal of dead brush and clearing the acequias.

We wish to express our thanks for the work done by the Masters Program and their instructor, Jodi LeFevers.

