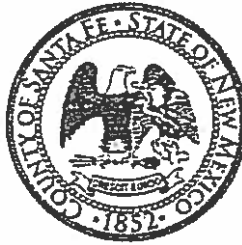


Daniel "Danny" Mayfield
Commissioner, District 1

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

CASE NO. MIS 10-5361
ST. FRANCIS SOUTH MASTER PLAT AUTHORIZATION
VEGAS VERDES, LLC., APPLICANT

ORDER

THIS MATTER came before the Board of County Commissioners (hereinafter referred to as "the BCC") for hearing on January 14, 2014, on the Application of Vegas Verdes LLC., (hereinafter referred to as "the Applicants") for Master Plat Authorization. The BCC, having reviewed the Application and supplemental materials, staff reports and having conducted a public hearing on the request, finds that the Application is well-taken and should be granted, and makes the following findings of fact and conclusions of law:

1. The Applicants are requesting authorization to proceed with a Master Plat for the creation of up to twenty-two (22 mixed use lots on 69 acres more or less)
2. The property is located at 199 Rabbit Road, via St. Francis Drive, within Section 11, Township 16 North, Range 9 East.
3. Before seeking Master Plat approval, the developer must file a petition with the Board requesting that it be permitted to obtain approval pursuant to Article V, Section 5.6.1. If the Board approves the petition, the Application will be reviewed by the CDRC and the Board for Preliminary and Final Plat approval which will then be referred to as the Master Plat.

4. The Application is in compliance with Article V, Section 5.6, Administrative Approval of Lot Layout.

5. In support of the Application, the Applicants state that they will sell lots to purchasers whose needs are as yet unknown. Therefore, in order to ensure flexibility for potential buyers and to expedite the development process, it is necessary to allow the Land Use Administrator to administratively approve lot line adjustments and consolidation as may be necessary to accommodate the needs of future users.

6. There were two members of the public who spoke, one in favor of the application and one objecting to the lack of information available to area residents regarding the development.

7. After conducting a public hearing on the request and having heard from the Applicants, their representatives and the public, the Board of County Commissioners hereby recognizes the need of Applicant to adjust lot lines to accommodate the needs of buyers and therefore approves the Application for Master Plat Authorization. The motion to approve passed by a 5-0 vote.

IT IS THEREFORE ORDERED that the Application is approved.

I certify that the Application was approved unanimously by the Board of County Commissioners on this _____ day of _____, 2014.


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

By: _____
Daniel W. Mayfield, BCC Chair

ATTEST:

Geraldine Salazar, County Clerk

APPROVED AS TO FORM:



Stephen C. Ross, County Attorney



[The Commission recessed from 5:53 to 6:06.]

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7. **PUBLIC HEARINGS**

a. **Land Use Cases**

- iii. **BCC Case # MIS 10-5361 Saint Francis South Master Plat Authorization. Vegas Verdes, LLC, Applicant, Requests Authorization to Proceed with a Master Plat for the Creation of Twenty-Two (22) Mixed-Use Lots on 69 Acres More or Less. The Property is Located on Rabbit Road, via St. Francis Drive, within Section 11, Township 16 North, Range 9 East (Commission District 4)**

CHAIR MAYFIELD: Commissioners, thank you. We are going to convene our public hearing and we had two earlier cases that were tabled.

VICENTE ARCHULETA (Case Manager): Thank you, Mr. Chair. Vegas Verdes, LLC, Applicant, requests master plat authorization for the St. Francis South Large-Scale Mixed-Use Subdivision, which was approved by the Board of County Commissioners at their meeting of December 14, 2010. Approved uses include a combination of office, community service, retail, warehouse and residential.

The proposed request is for up to twenty-two parcels ranging in size from 1.0 acre to 5.45 acres, with an average size of 2.23 acres. The project will be developed in four phases of approximately five to six lots per phase to be developed over a period of 8 to 10 years. The County Land Development Code provides a process that allows an applicant the option of submitting a master plat instead of a standard subdivision that specifically defines the lot and road layout.

Article V, Section 5.6.1 of the Code states, In commercial, industrial or high density residential subdivisions which are to be developed in phases or in cases where a condominium proposes to convert to a subdivision, the Board may delegate authority to the Land Use Administrator to administratively approve a specific lot layout plan when it determines that due to the size, scale or marketing requirements that approval of a plat with a specific lot layout is in the best interest of the County and developer.

Before seeking master plat approval, the developer must file a petition with the Board requesting that it be permitted to obtain approval pursuant to this Section. If the Board approves the petition, the application will be reviewed by the CDRC and the Board for preliminary and final plat approval which will then be referred to as the master plat.

The applicant states: The master plat authorization is requested to allow the Land Use Administrator to administratively approve lot line adjustments and consolidations as may be necessary to accommodate the needs of future users.

Growth Management staff has reviewed this Application for compliance with pertinent Code requirements and finds the project is in compliance with County criteria for this type of request.

Approval sought: Authorization to proceed with a master plat for the creation of

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twenty-two mixed-use lots on 69 acres for the St. Francis South Large-Scale Mixed-use Subdivision. Thank you, Mr. Chair.

CHAIR MAYFIELD: Thank you, Mr. Archuleta. Are there any questions of staff and I have Commissioner Chavez, please.

COMMISSIONER CHAVEZ: Thank you, Mr. Chair. Mr. Archuleta, I have in the packet some language that is a little confusing to me or doesn't quite line up as far as the use. On page 2 of your summary it states that the code allows for commercial, industrial or high density residential subdivisions which are to be developed in phases and then it goes on to say in the cases where a condominium proposes to convert a subdivision. So the language I'm focusing on or concerned with is the commercial, industrial, or high density subdivision in this summary, and then if you go to Exhibit 3 the language changes slightly and it says that the applicant is requesting master plan and zoning approval for a mixed-use subdivision, and then in parentheses it reads, commercial, residential and community service. So how do you reconcile those two permitted land uses – commercial, industrial or high density residential, versus commercial, residential and community service?

MR. ARCHULETA: Mr. Chair, Commissioner Chavez, I think maybe Vicki can answer that question.

VICKI LUCERO (Building & Development Services Manager): Mr. Chair, Commissioner Chavez, because there is a commercial component and a large-scale or a high density residential component to this application staff felt that it did meet the intent of the code section to allow for master plat authorization.

COMMISSIONER CHAVEZ: But why the different language then? It would have been better for me if the language would have been more consistent, I guess, in the two documents.

MS. LUCERO: Mr. Chair, Commissioner Chavez, the language in Exhibit A is what the applicant was proposing as part of their master plan request, which was approved back in 2010 so it is slightly different from the exact language in the code but it does both refer to high density residential and commercial developments.

COMMISSIONER CHAVEZ: So if I refer to Exhibit 3 is that – would that be more accurate, with those conditions and those permitted uses be more accurate? Or would they apply more than the language on page 2?

MS. LUCERO: Mr. Chair, Commissioner Chavez, the language in Exhibit 3 is exactly what was approved as part of the master plan request.

COMMISSIONER CHAVEZ: Okay. So what's changing – what will change today then with this request?

MS. LUCERO: Mr. Chair, Commissioner Chavez, the request before you is just it's basically a procedural request. Rather than to submit an application for preliminary and final development plan and plat to the BCC the applicant is requesting that the BCC basically grant the final authority to the Land Use Administrator in order to adjust lot lines so it doesn't have to keep coming back to the Board every time a new buyer comes in with a different lot configuration.

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COMMISSIONER CHAVEZ: So then I could point to these specific land use uses, commercial, residential and community service? Those would be the parameters that we will be discussing for tonight.

MS. LUCERO: Mr. Chair, Commissioner Chavez, yes. The use list was actually approved as part of the master plan application in 2010, so this is just a procedural issue as to how they want to have their plat approved.

COMMISSIONER CHAVEZ: Okay. Thank you.

CHAIR MAYFIELD: Thank you, Commissioner Chavez. Commissioner Stefanics.

COMMISSIONER STEFANICS: Thank you, Mr. Chair. Thank you for the presentation. Is the applicant aware of the northeast connector plans that are going forward?

MR. ARCHULETA: Mr. Chair, Commissioner Stefanics, yes, they are.

COMMISSIONER STEFANICS: Thank you very much.

CHAIR MAYFIELD: Commissioner Holian, I apologize for the oversight. Commissioner Holian.

COMMISSIONER HOLIAN: Thank you, Mr. Chair. Vicente, how long does master plat authorization last? In other words does it ever expire, like master plans can?

MR. ARCHULETA: Mr. Chair, Commissioner Holian, I don't believe that they expire. I think they can continue as long as the process is going through.

COMMISSIONER HOLIAN: Okay. And the other question I have is about the water supply for the development. It was mentioned in here that it would become part of the County utility. Has that line been installed out there on Rabbit Road?

MR. ARCHULETA: Mr. Chair, Commissioner Holian, no it hasn't. That's part of the – that will be coming up with the development at a later date.

COMMISSIONER HOLIAN: So the development will not proceed until the utility line is installed?

MR. ARCHULETA: Mr. Chair, Commissioner Holian, I believe so.

COMMISSIONER HOLIAN: Okay. Thank you. Thank you, Vicente.

COMMISSIONER CHAVEZ: Mr. Chair.

CHAIR MAYFIELD: Commissioner Chavez.

COMMISSIONER CHAVEZ: Thank you. We all have a letter here [Exhibit 4] and I'll just – I'm not going to read the whole letter but I think this is where sometimes the land use cases are maybe not understood or just divisive at some times. But this is writing to urge in the strongest possible terms to prohibit any retail establishments on Rabbit Road. And I'll just leave it at that because it talks to the permitted uses and if the master plan is already permitted for those uses it's really hard to argue against them even though there may not be complete support for that and so the only thing I can think is that we communicate to the residents that the project is in compliance with what's allowed and they're not getting anything that is outside of the zoning and land use requirements that we have in place now. And I don't know who would communicate that. Will there be any meetings as you move forward with this project?

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MR. ARCHULETA: Mr. Chair, Commissioner Chavez, the applicant is going to speak a little bit about this. At this point this is irrelevant. This will be relevant when the preliminary plan is approved with the master plan. And when they come in with their development plan these issues can be addressed at that time, I believe.

COMMISSIONER CHAVEZ: Okay. Well, I just bring that up now because I think sometimes even though the master plan has already been approved it's not always generally accepted, because of the time that's gone by or whatever. And so it says that we always have to revisit that and re-educate ourselves about what's been approved, why and what the parameters are. So I just wanted – since this was before us I wanted to address it now and then we'll be discussing it as we move forward. Thank you, Mr. Chair.

MR. ARCHULETA: Thank you, Mr. Chair. The applicant is going to speak a little bit about the uses also so at this point I would like to defer any questions to Jennifer.

CHAIR MAYFIELD: Yes, applicant please be prepared to add and I don't know if you're an attorney so if you would be sworn please be sworn.

[Duly sworn, Jennifer Jenkins testified as follows:]

JENNIFER JENKINS: My name is Jennifer Jenkins, with Jenkins Gavin Development and Design, 130 Grant Avenue, Suite 101 in Santa Fe, 87501. Good evening, Chairman Mayfield, Commissioners. I'm here this evening on behalf of Vegas Verdes, LLC in request for master plat authorization for the St. Francis South project. And just as a little bit of background, as Vicente mentioned, St. Francis South received master plan approval in December 2010 with a list of permissible uses that were commensurate with that master plan.

We have now – we are moving forward, which is very exciting for the county. This was always seen as a real economic development driver. That's really the key and opportunity that rests with this project for Santa Fe County. We have submitted a preliminary development plan and a preliminary subdivision plat application to Santa Fe County for showing the 22 lots that is consistent with what is reflected in the master plan, and that – those applications will be going before the CDRC in March and probably coming back before this body, I would expect probably in May of this year.

And that preliminary plat and development plan really addresses infrastructure. So for example, Commissioner Holian, this development plan application that the County is currently processing addresses water, addresses wastewater, road improvements, the whole nine yards. So once we have a preliminary development plan, a preliminary subdivision plat approval this spring then we will proceed with final development plan and then proceed with actually constructing the requisite infrastructure to serve the initial phase of the project.

Tonight the master plat, the sole purpose of this is for a project like this we don't know who all the users are going to be and what their needs are going to be, so we may have a little cluster, say, of four two-acre lots and somebody says, well, I need eight acres, so I want all four of those lots, but we need to consolidate them into one parcel. So with this master plat that enables us to go to staff and say, okay, we're moving forward with this section of the project with this user, whatever that may be, an office building, for example. But we need to consolidate those lots.

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The only thing this master plat does is gives staff the authority to say, okay, we can consolidate those administratively without spending more time, using this body's time for something like that. Or we need to adjust a lot line between a couple of lots. Somebody needs – there's a three-acre lot; they want a four-acre lot, so we'll make the lot next door a little smaller. So it just allows us the opportunity for marketing purposes as the project develops over time that we can accommodate the needs of the individual users.

So that is really our sole purpose here this evening. The master plat authorization, again, runs with the project, but we have submitted a formal preliminary subdivision plat already and so that is again, that is being reviewed by staff right now. And with respect to the permitted use list it covers everything from residential to office to community services and very limited retail. Maximum size of a building could be 5,000 square feet. And the vision really was is that the potential retail uses that could serve the users in that development, maybe a small, little PakMail that would serve the people who are there, or a small, little copy center or something like that. So we currently at this point have had no inquiries for potential retail users. It's not really a retail site; it's really not what this property is and what its highest and best use is.

And so we would just – and I think it's also really important to point out is that the proposed – every single one of our permissible uses that were approved by this body in 2010, virtually all of them are also permissible under the Sustainable Land Development Code under the proposed commercial zoning for this parcel. So not only is our proposal today and the development plan that is being reviewed right now by staff, not only are we consistent with our own master plan approval that this body approved but we also dovetail quite seamlessly with the Sustainable Land Development Code. So with that I'd be happy to stand for any questions. Thank you very much.

COMMISSIONER HOLIAN: Thank you, Mr. Chair. Thank you, Ms. Jenkins. When do you plan to start with Phase 1? And have you done any marketing for that yet?

MS. JENKINS: Oh, absolutely. The project is being marketed actively right now and we have a lot of inquiries. We actually have some letters of intent going back and forth which is very exciting, and that's why we have submitted our preliminary development plan because we need to be ready. And so we are moving at as quick of a pace as the County process will allow and we do anticipate that we would like to have the proverbial shovel in the ground out here on infrastructure here this fall, is our ideal picture.

COMMISSIONER HOLIAN: But what about water supply? Is the water main going to be ready?

MS. JENKINS: Well, that's part of putting the shovel in the ground. That's part of that process. As we're building and doing all that – that's probably the first thing we're going to do is build the water line.

COMMISSIONER HOLIAN: What about the wastewater treatment?

MS. JENKINS: We have two options with respect to wastewater and we've been working closely with the Public Works Department on this and we are pursuing a connection across I-25 so the County is asking the City to accept the effluent. There is already a sleeve under I-25 that was put there intentionally years ago and so there is access to the wastewater infrastructure that is in Rodeo Business Park on the north side of I-25. That's

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Option A and that is of course our first option, and I think it makes a huge amount of sense and it's gravity, they're downstream from us so that is our hope. That is the direction we're going. But in the alternative we – per our master plan approval we have the option – we have the space, frankly, to do onsite wastewater treatment should that become necessary.

COMMISSIONER HOLIAN: Okay. It does seem like Option A is the preferred option.

MS. JENKINS: Yes. Absolutely. I'm right there with you. So, yes, we are pursuing that actively, working through the Public Works Department.

COMMISSIONER HOLIAN: And the other thing I wanted to ask you about is the trail that goes – that sort of allows people not to have to walk along Rabbit Road. And then when this was considered in 2010 there was talk about in order to get to the Rail Trail you needed to cross a couple of other private properties. Have you done any investigation about working with those properties?

MS. JENKINS: We actually are in the process of doing that right now. There's only one property owner between our property and the railroad right-of-way, so that's good. There's a lot of terrain in there, so we have a variety of issues. We have approached those landowners about would they be willing to grant some easement so we can keep – it's a very short stretch where the trail would have to dip down into the right-of-way. Thankfully, it's a short stretch but I know it's not ideal. So we are in dialogue with those homeowners to see if they a) are they willing to consider granting a trail easement, and b) is there really a feasible path to get from point A to point B, because there's quite a bit of terrain in there.

So when we come back this spring with the review of the preliminary development plan and preliminary plat before CDRC and then before this body, we will have that resolved.

COMMISSIONER HOLIAN: Okay. Great. Thank you, Ms. Jenkins.

MS. JENKINS: You're welcome.

CHAIR MAYFIELD: Are there any other questions of the applicant? This is a public hearing. Do we have anybody from the public wishing to comment on this case? Sir, please come forward and state your name for the record.

[Duly sworn, Baron Wolman testified as follows:]

BARON WOLMAN: My name is Baron Wolman and I live on Vereda Serena. I came and spoke against this development in 2010. I didn't like it then; I don't like it now. The question really is the effect this enormous development is going to have on really the entire area, thousands of people, hundreds of families, and not many people know about it. So I'm wondering, is there some kind of study that can be done or is it typical that a study is available that will show the effect of such an enormous – this is so out of scale with what's already there – upon the people who live in the area. Does the County do that? Can they ask for something like that prior to granting all kinds of – I understand what's being granted already but prior to letting this thing begin can the rest of us really find out how it's going to affect us somehow?

CHAIR MAYFIELD: Thank you. Mr. Ross, I know you're not in your chair, but the impact studies have all been complied with. Correct? Are there additional studies that the County typically requests?

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MR. ROSS: Mr. Chair, Vicki tells me they've complied with all requirements of the code, in terms of there's a number of things that are requested in connection with developments. So all that stuff is in.

MR. WOLMAN: I understand that they have complied with – it's a small area that had to be notified of what was going on, and they did that and they're in compliance and I'm not saying that they aren't. But really, the effect of this upon everybody from Rainbow Village to Campo Conejo in every direction is going to be enormous and it seems as if many people aren't aware of it, number one, and since they aren't aware of it they're not here talking about it. And this is of course perhaps not the time, again, to argue against something that's already been approved. But it would be nice if we all had a sense of the entire area that's going to be affected, had some kind of sense of what this is going to mean to our lives which is going to be a radical, radical, radical change. Trust me, I know. I live there and I know what's going to happen.

So my request, really is is there such an opportunity for the County to ask for that in advance of providing the next step for them to develop?

CHAIR MAYFIELD: Thank you, sir. Is there anybody else from the public wishing to provide – or any more comments?

[Duly sworn, Don DeVito testified as follows:]

DON DEVITO: Good evening. Don DeVito. I live in the area as well and I don't have a problem with the master plan, master plat going through. I think you'll find me commenting during the development plan as well as a lot of other people about concerns of potential uses out here. Two comments tonight that I wanted to bring out. One is this has historically been a rural residential area. Rabbit Road, up until four years ago was a dead-end road with 500 cars a day. Now we're the main artery between St. Francis and Richards Road with a car count of over 6,000, and there's been no road improvements or traffic calming measures done since this has happened.

So I would ask that before construction begins on Phase 1 or any of this that the road improvements and traffic calming measures the County requires are in place, and I'm sure they will be but I want to bring it up.

Second point tonight, we are a rural residential area. We do enjoy some night skies. We've already suffered from significant light pollution from headlights in the traffic count. So I would ask going forward that the applicant think about mitigating some of this light pollution. And one of the things in the order of December 14, 2010 was the idea of a turnabout, a turnaround, to mitigate the traffic at St. Francis and Rabbit Road. I think this is a good idea, as opposed to more signal lights or something like that. Because with a turnabout you can at least do some mitigation for headlight splash and that kind of thing. We're just trying to maintain some of the character of this area as this project goes through. Thank you.

CHAIR MAYFIELD: Thank you, Mr. DeVito. Is there anybody else wishing to provide public comment at this time? Seeing none, this part of the public hearing is closed. I'm going to still ask the applicant to still come forward, please.

MS. JENKINS: Thank you very much. I just wanted, as just a follow-up, something I actually intended on covering when I spoke earlier but neglected to do so. When

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we were moving forward with the master plan, over three years ago – it was probably four years ago now, we had a series of two neighborhood meetings to discuss the project. We talked a lot about uses, we talked a lot about traffic, we talked about all the various items that get discussed at such things. This project of course was vetted through staff, it was vetted through the CDRC and then obviously through this body. We over-notified. Within 100 feet of this property is like five landowners so we went above and beyond, recognizing that our neighborhood was far beyond the landowners within 100 feet of our property line. So we notified residents in the neighborhood on the east side of St. Francis, that whole residential neighborhood there. Of course we notified our neighborhood to the south. We notified neighbors to the west so we were very vigilant about our community interactions. We notified everybody prior to them receiving notice of this hearing we also notified everybody that we were proceeding with the preliminary plat and development plan, strictly related to our infrastructure needs. We notified everybody of that. We offered to meet with anyone who had questions and made ourselves available and we received nothing in return on that. So it's important for the Commission to know that we have made concerted efforts to make sure we were keeping our neighbors informed. So thank you. With that I'll stand for questions. Thank you.

CHAIR MAYFIELD: Thank you.

COMMISSIONER HOLIAN: Mr. Chair.

CHAIR MAYFIELD: Vice Chairman Anaya.

COMMISSIONER ANAYA: Mr. Chair, I just have a comment. Respecting that a prior Commission granted the approval and this is part of the process and respecting the recommendation of staff, there's always an opportunity as things progress to continue an open dialogue with the surrounding neighborhood so I appreciate that there's been prior efforts but there always needs to be continued efforts and communication as the process progresses. So that's my comment, Mr. Chair. Thanks.

CHAIR MAYFIELD: Thank you, Commissioner Holian.

COMMISSIONER HOLIAN: Thank you, Mr. Chair. Ms. Jenkins, have you given any thought in your development to the night skies issue?

MS. JENKINS: Oh, absolutely. Obviously, right now we're not proposing any particular new construction, aside from infrastructure, but we recognize that this parcel is a very interesting transitional parcel. We are sandwiched between an interstate, which is a very intense use, and like they said, a rural residential neighborhood and we're very, very cognizant and sensitive to that. So we think it's incredibly important that as projects come in the door that lighting is key and we're very mindful of where we are. And so that is – and obviously, the County's ordinance is very – it's pretty strict in terms of requirement of downward and shielding and foot-candles and all of that and we would like to go above and beyond that even, as far as how individual projects are lit.

COMMISSIONER HOLIAN: Thank you.

CHAIR MAYFIELD: Commissioner Stefanics.

COMMISSIONER STEFANICS: Thank you, Mr. Chair. I just wanted to point out that the northeast connector is already under engineering plans. The State Department of

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Transportation is funding that. That is going to change Rabbit Road forever. And that has been considered by the Metropolitan Planning Organization several years back. There's been several public meetings about this and the entire nature of that connector is changing the neighborhood. So if I lived there I would be going, well, I'm not going to be in rural residential much longer. You already aren't, because of the 500 to 6,000 cars. But with the northeast connector that goes along the highway between Richards Avenue, Rabbit Road and St. Francis it is changed. And that decision was made and funded by the County and the state a few years back and work is in progress.

So that has nothing to do with our prior approval but I just wanted to say as a message to the community, there are other things besides this development that are going to change the character of Rabbit Road. Thank you very much, Mr. Chair.

CHAIR MAYFIELD: Thank you, Commissioners. Commissioner Chavez, Commissioner Anaya, anything else? Commissioner Holian.

COMMISSIONER HOLIAN: Mr. Chair, I'm ready to make a motion.

CHAIR MAYFIELD: Sure. Motion please.

COMMISSIONER HOLIAN: Mr. Chair, well, first I'd like to make a couple of comments and that is I recognize that the area adjacent to Rabbit Road was historically rural but bit by bit, more development is occurring in that area and as Commissioner Stefanics mentioned also, Rabbit Road is going to become the northeast connector. I feel that the developers have given a lot of thought to how to develop in a responsible way. It's well designed. There are consistent design standards in the development, and I would also like to note that what we're voting on tonight is just really procedural, master plat authorization. Master plan was approved in 2010.

So I would like to move for approval of BCC Case MIS #10-5361, St. Francis South Master Plat Authorization.

COMMISSIONER STEFANICS: I'll second.

COMMISSIONER CHAVEZ: For discussion.

CHAIR MAYFIELD: Commissioner Chavez.

COMMISSIONER CHAVEZ: On page 11, under recommendation, Commissioner Holian, there are 11 conditions of approval.

COMMISSIONER HOLIAN: Commissioner Chavez, are you referring to the master plan?

COMMISSIONER CHAVEZ: Yes.

COMMISSIONER HOLIAN: Those have already been approved.

COMMISSIONER CHAVEZ: So then, would those stay in place then?

COMMISSIONER HOLIAN: I assume so.

COMMISSIONER STEFANICS: That was part of an earlier decision, Mr. Chair.

COMMISSIONER CHAVEZ: Okay. So then you're approving – but you're approving –

COMMISSIONER HOLIAN: The master plat authorization.

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COMMISSIONER CHAVEZ: Right. And that would include – then I'm assuming that that would include those recommendations. Okay. I just want to be sure.

CHAIR MAYFIELD: I'm just going to defer to our County Attorney here or to Ms. Lucero.

MR. ROSS: Mr. Chair, Commissioner Chavez, the master plan that was approved, master plan zoning was approved a number of years ago had a number of conditions and those of course are applicable to the master plan. But there are actually no conditions recommended on the master plat approval.

COMMISSIONER CHAVEZ: Okay.

MR. ROSS: Obviously the conditions that were applicable way back when will continue.

COMMISSIONER CHAVEZ: Okay.

CHAIR MAYFIELD: We have a motion and second on the floor. No further questions?

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

6. MATTERS FROM THE COUNTY ATTORNEY

a. Executive Session

i. Discussion of Pending or Threatened Litigation

1. *New Mexico Gas et al. v. BCC*
2. Global Litigation Review
3. BIA Notice to Show Cause

MR. ROSS: Mr. Chair, we need a closed executive session to discuss primarily the BIA notice in order to show cause and the global litigation review. The New Mexico Gas matter is not ready at this meeting; it won't be ready till the next meeting. As far as I know we don't have any limited personnel issues or land or water rights issues or contract negotiations under the procurement code unless you are aware of something.

CHAIR MAYFIELD: County Attorney Ross, I believe there might be an issue on litigation that Commissioner Anaya may want to discuss.

MR. ROSS: Yes. We're going to go over all the current litigation that the County is engaged in if you have time. So what Commissioner Anaya is interested in is part of that list.

CHAIR MAYFIELD: Thank you. And just for our listening audience I don't believe there's any other matters to come before this Commission tonight. We really don't have anybody else in our audience tonight. We have County Attorney Rachel Brown with us, so this Commission will be concluding business after. We will come on and publicly do that, but if there's any other staff here, I don't think we have a need for any other staff members either. So thank you, Commissioners. With that can we have a roll call please going into executive session. Motion first.

COMMISSIONER CHAVEZ: Motion to go into executive session.



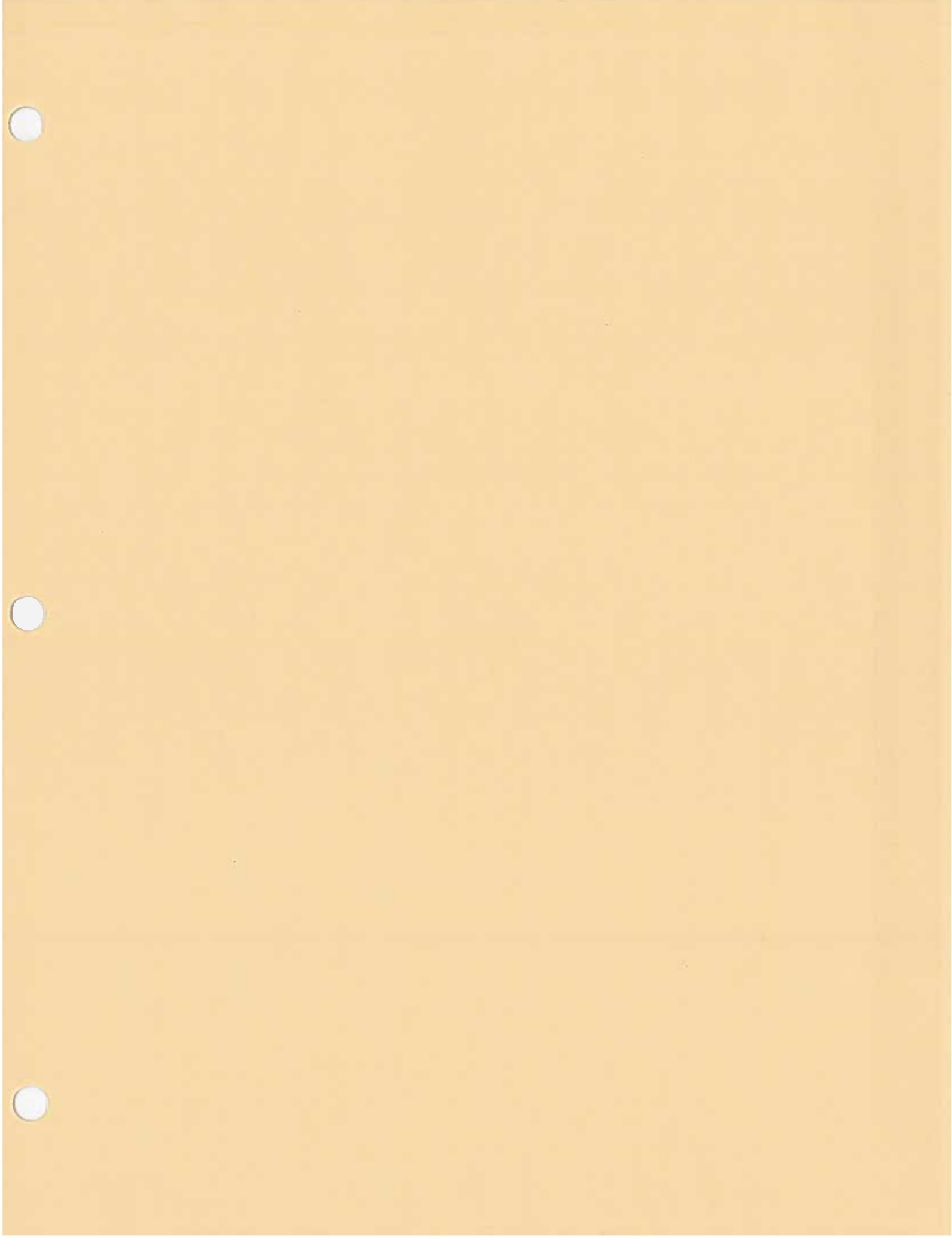
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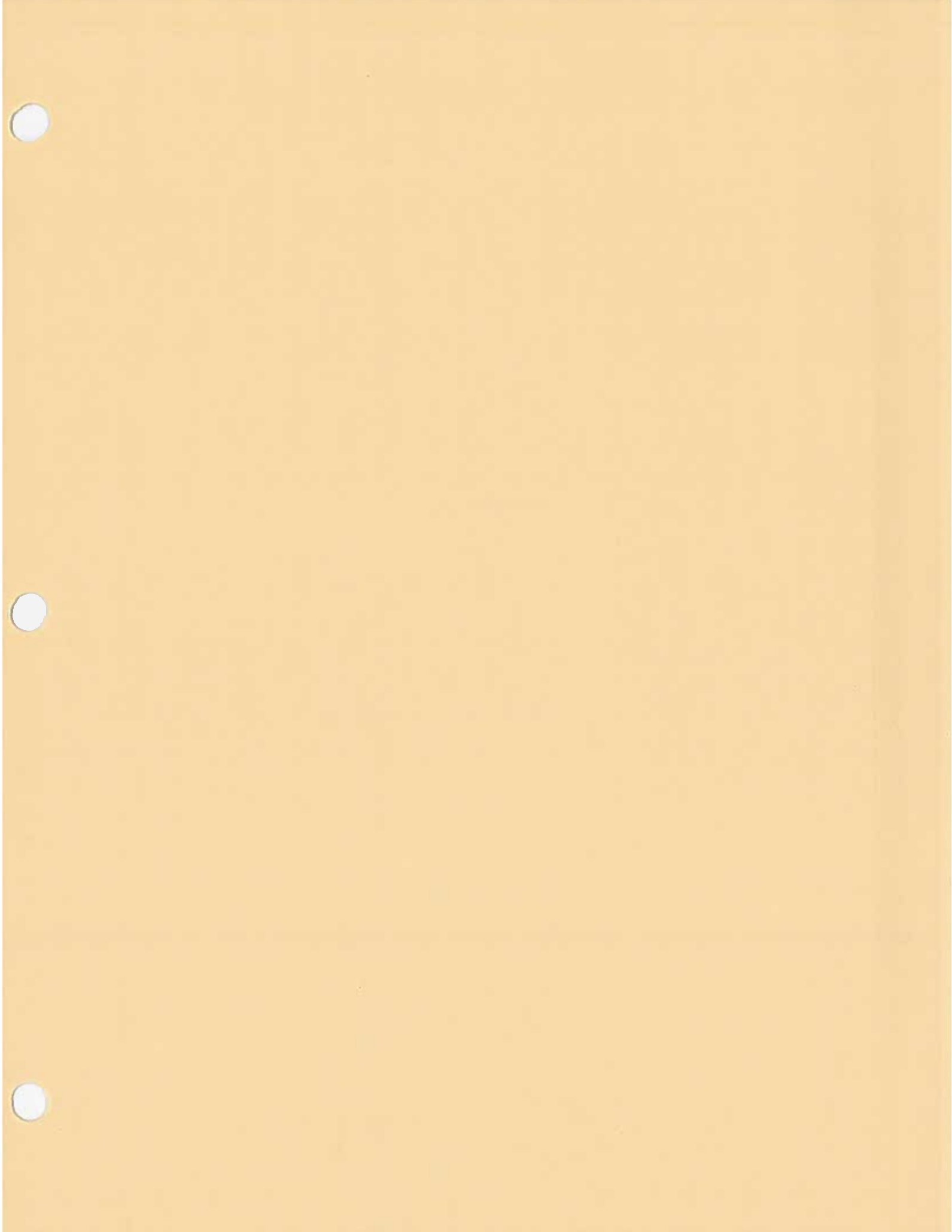
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Daniel W. Mayfield
Commissioner, District 1

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

Pablo Sedillo, III
Public Safety Director

To: Santa Fe County Board of County Commissioners
From: Frank Susman
Chair, Corrections Advisory Committee
Via: Katherine Miller *KM*
SFC County Manager
Date: 1/15/14
Re: SFC Corrections Department – Corrections Advisory Committee Bi-annual Report

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

All staff receive critical intervention technique training (CIT).

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

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

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

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

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

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

Reintegration:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Respectfully submitted,

Frank Susman, Chair

EXHIBIT A

Report On Medical Care to Corrections Advisory Committee.

October 1, 2013

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

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

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

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

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

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

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

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

Steven S. Spencer, MD

EXHIBIT B

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

8:30 a.m. -- Welcome Judge Michael E. Vigil, Judge Mary Marlowe-Sommer, Moderator. Carlos Gonzales
CASE STUDY

9:00-9:30 a.m. -- Law Enforcement -- Law Enforcement is the first point of contact for those involved in the criminal justice system. The intent of this presentation is to have a better understanding of what the city and county officers respond to and deal with on a daily basis. It will express the strengths and the challenges that an officer faces in the line of duty that reduce his/her effectiveness. *Sgts. Jose Rodriguez and Mark Lewandowski*

9:30-10:00 a.m. -- Santa Fe County Adult Detention Center -- Once a person has been arrested and booked into the Santa Fe County Adult Detention Center. The intent of this presentation is to provide the judicial system, law enforcement, and mental health agencies insight on the day-to-day jail operations. The ADC would like to develop a networking relationship with identified agencies for inmate referrals as well as support with jail operations. The jail has many strengths and challenges that it will present. *Warden Mark Gallegos and Tina Sanchez*

10:00-10:15 a.m. -- Break

10:15-10:45 am. -- Magistrate and District Court Process-This presentation will focus on the basic mechanics of how a case proceeds through the Magistrate/District Court. Special attention will be paid to the different processes by which a felony case progresses, as compared to a misdemeanor case. It will highlight times when the legal system intersects with the treatment system. There will also be an overview of the strengths and challenges of the magistrate court process. *Petra B. Schwartz, Ethan Nissani and Joseph Walsh (.5 CLE)*

10:45- 11:15 a.m. -- Civil Competency Process/Criminal Competency Process-Unfortunately and often, criminal defendants come into the criminal justice system with serious mental health conditions. This will be an overview of civil and criminal commitment procedure. Topics of discussion will include: Ways in which civil and criminal commitment proceedings originate; rights of persons during civil and criminal commitment proceedings; criteria for civil and criminal commitment; appointment of treatment guardians; and extension of civil and criminal commitments. *Sydney West (.5 CLE)*

11:15-11:45 a.m. -- Adult Probation and Parole-This is an introduction and an overview of Probation/Parole, Regions and Districts, Offenders Initial Intake, Case Open, Judgment and Sentence, Probation and Parole Conditions, Dual Offenders, Standard Supervision, Community Corrections, Intensive Supervision, Gender Specific , Sex Offender, Interstate Compact and Supervision while an Offender is in Drug/Treatment Court, Parole Violations and Revocation Hearings. *Daniel Barela, Marcella Armijo, Melanie Martinez and Nadine Salazar-Ulibarri*

11:45 a.m.-1:00 p.m. -- LUNCH

1:00-1:30 p.m. The Life Link -- The Life Link is a major provider of mental health, substance abuse, case management, housing, employment, and a variety of other services for homeless and indigent clients in

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

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

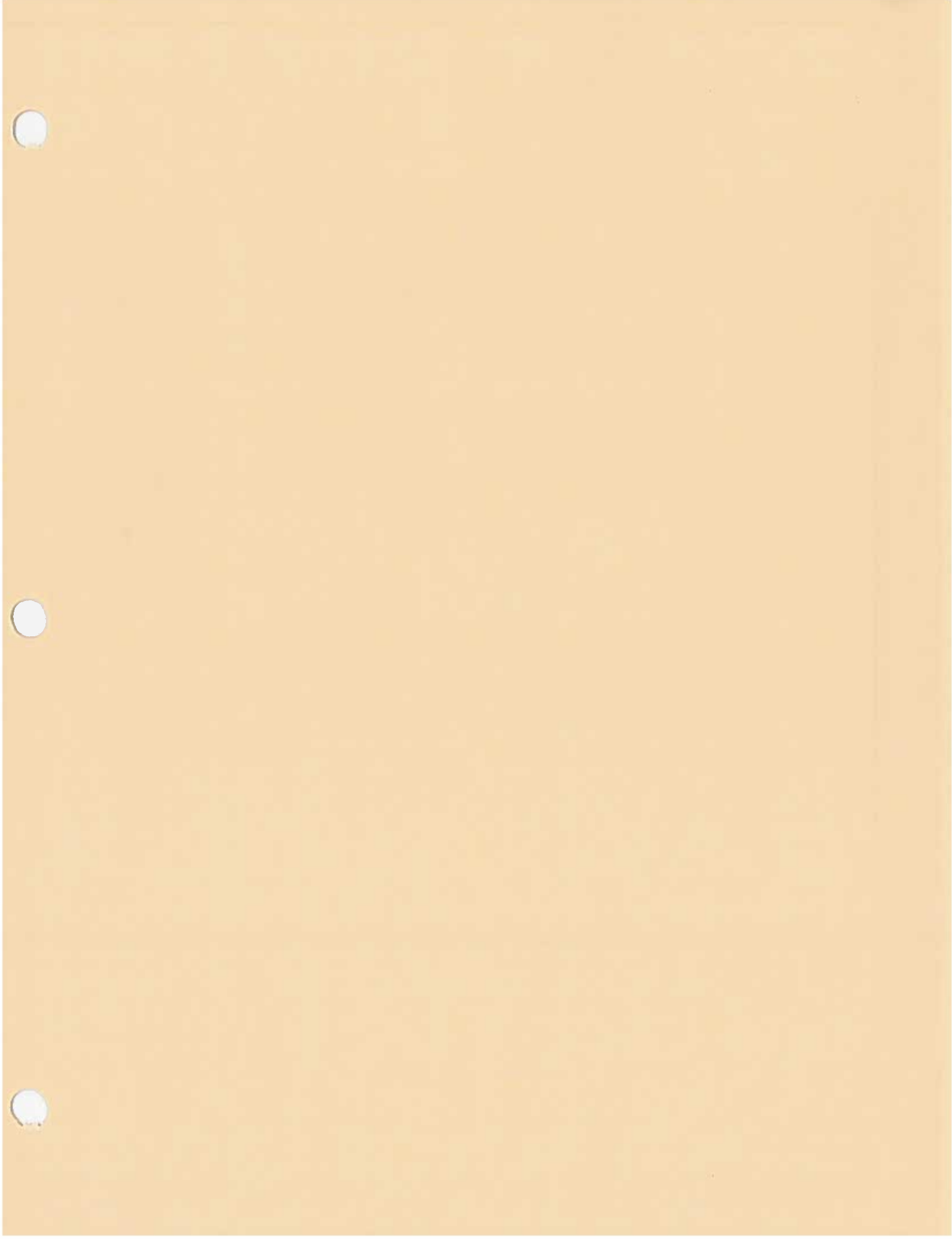
2:00-2:30 p.m. Santa Fe Community Guidance Center-PACT -- The clinical director of the SFCGC will present on Program of Assertive Community Treatment of SFCGC-PMS from referral through treatment, highlighting a CASE STUDY Jonnie. Mark is the clinical director of various treatment providers throughout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

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

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

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

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



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: February 11, 2014
TO: Board of County Commissioners
VIA: Katherine Miller, County Manager
FROM: Kathy Holian, Santa Fe County Commissioner, District 4
RE: A Presentation On The Draft Plan, For Planning Santa Fe's Food Future
By Erin Ortegoza. (Commissioner Holian)

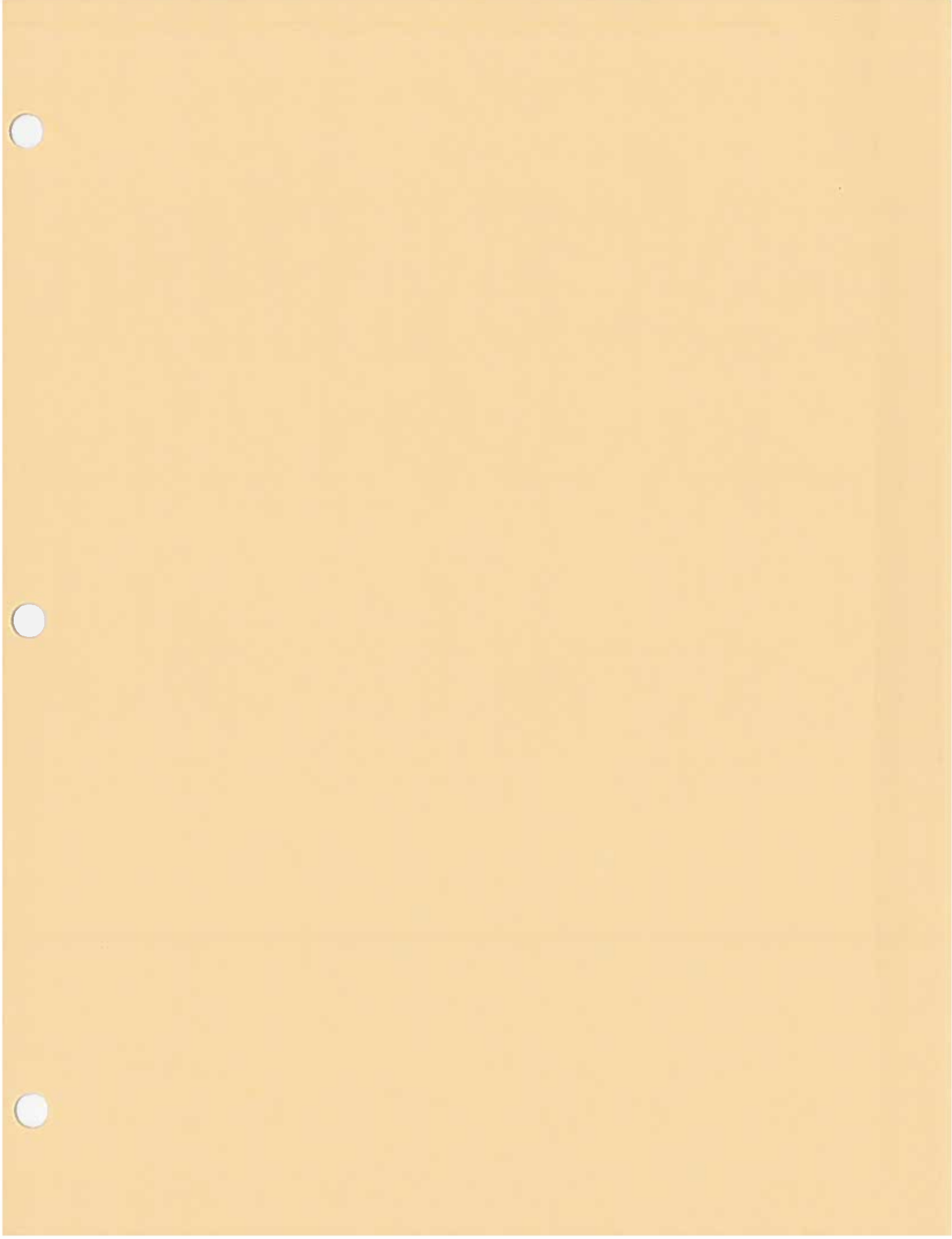
Issue:

On the February 11th agenda, under Proclamations and Presentations:

A Presentation on Planning Santa Fe's Food Future, draft plan prepared by the Santa Fe City and County Advisory Council on Food Policy ("Food Policy Council"). (Susan Perry, Chair, and Erin Ortegoza and Alena Paisano, Food Policy Council staff)

The Santa Fe Food Policy Council, as an advisory body to Santa Fe County, has an active interest in promoting a future of local food security for residents across Santa Fe County. These collaborative efforts aim to ensure access to healthy and local food, as well as protect agricultural activity, skill sets, and resources necessary for maintaining our agricultural heritage.

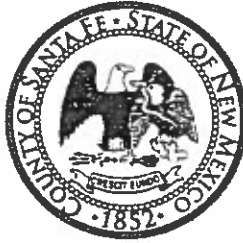
Over the past few years, the Santa Fe Food Policy Council has, in partnership with numerous stakeholders throughout the community, embarked on a community research process to assess our local food system. This effort represents a major step on our collective journey toward building a local, healthy, and prosperous food system for Santa Fe County. In October 2013, a draft of the first ever Food Plan for Santa Fe region, "*Planning for Santa Fe's Food Future: Querencia, a Story of Food, Farming, and Friends*," was released. The document highlights several goal areas and policy action items, focusing on how our community accesses, produces and shares knowledge about food.



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 

Via: Katherine Miller, County Manager 

RE: Draft Economic Development Plan and Presentation

DATE: February 11, 2014

Background

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

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

Process

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

Highlights

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

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

Public Review:

The draft Economic Development Plan will be posted on the County website and public comments will be accepted through February 21~~st~~th.

Recommendation

There is no action required at this time. A Resolution to adopt the Economic Development Plan will be submitted to the Board for adoption on March 11. Please review the draft Economic Development Plan and presentation and provide any feedback to David Griscom by Feb. 21 so that the final Economic Development Plan can be submitted for adoption on March 11.



DRAFT

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

December, 2013

Prepared By David Breecker Associates

Draft Santa Fe County Economic Development Plan

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ECONOMIC DEVELOPMENT STRATEGIC PLAN

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

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

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

Previous Economic Development Successes

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

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

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

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

LEDA

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

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

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

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

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

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

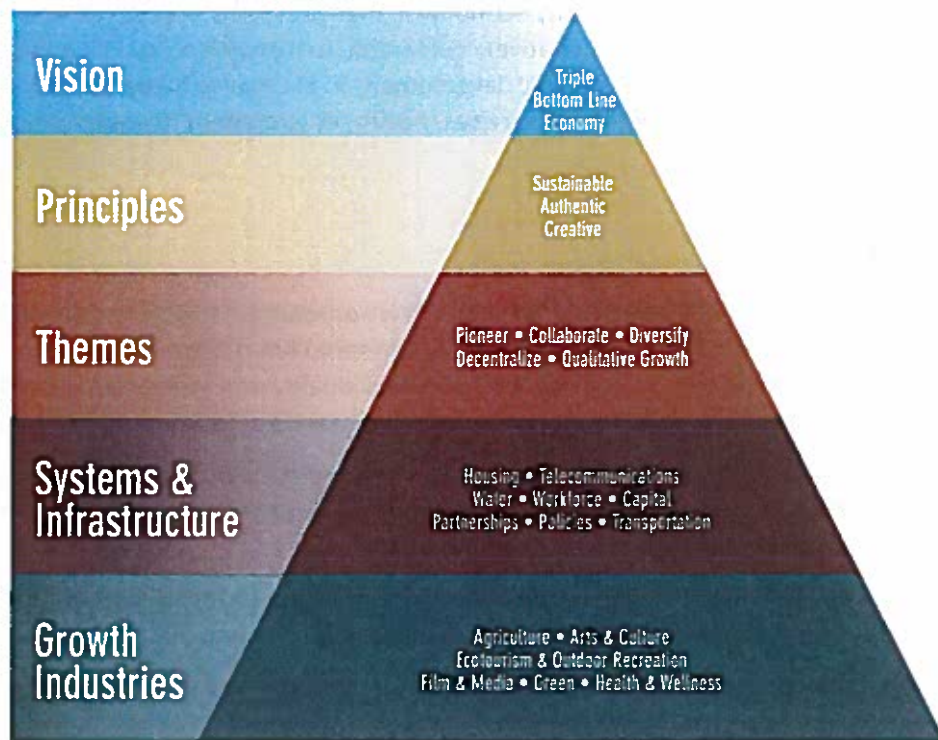
- Santa Fe County is not a regional government.

Economic Development Plan Structure

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

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

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



VISION & MISSION

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

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

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

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

PRINCIPLES

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

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

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

THEMES

Strategic Factors

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

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

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

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

Major Exogenous and Competitive Factors

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

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

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

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

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

Pioneer Opportunities

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

The Missing Research University

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

SYSTEMS & INFRASTRUCTURE

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

Property and Land

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

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

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

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

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

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

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

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

Affordable Housing

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

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

Workforce Development

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

Finance and Funding

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

Telecommunications

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

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

Transportation

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

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

Water

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

Partnerships

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

Policies

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

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

SANTA FE COUNTY OVERVIEW

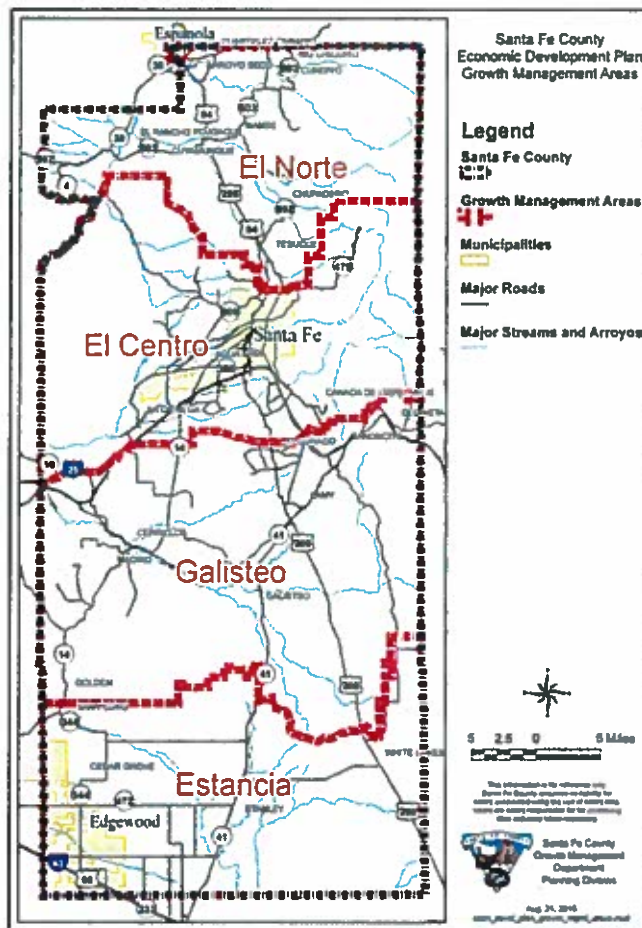
This section presents basic information on the County as a foundation for economic development analysis. For planning and management purposes, the County is divided into four Growth Management Areas (GMAs), based on geographic, political and land use boundaries: El Norte, El Centro, Galisteo, and Estancia.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

Table 1 Demographic Data

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

Source: United States Census Bureau

Map 1



Map of Santa Fe County Growth Management Areas

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

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

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

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

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

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

GROWTH INDUSTRIES

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

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

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

Agriculture

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

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

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

Key Directions for Sector Progress

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

¹¹ *ibid*

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

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

Arts & Culture

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

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

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

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

¹³ BBER Study

¹⁴ BBER Study

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

Key Directions for Sector Progress

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

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

Ecotourism and Outdoor Recreation

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

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

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

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

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

Key Directions for Sector Progress

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

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

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

¹⁶ *ibid*

¹⁷ *ibid*

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

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

Film and Media

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

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

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

Key Directions for Sector Progress

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

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

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

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

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

Green Industries

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

Building

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

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

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

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

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

Energy

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

²² HERS www.energy.ca.gov/HERS

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

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

²⁵ United States Census Bureau:

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

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

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

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

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

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

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

Water Efficiency & Conservation

²⁷ Greenforall.org

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

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

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

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

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

Key directions for progress in this sub-sector are:

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

Health and Wellness

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

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

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

Key Directions for Sector Progress

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

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

ECONOMIC DEVELOPMENT ACTION PLAN

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

METHODOLOGY

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

Portfolio Approach

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

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

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

The portfolio mix is summarized in the tables below:

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

Arts & Culture		Support development of Cultural Corridor	Update BBER study
		Support artists 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 in Santa Fe County is a key to economic diversification and a reduced dependence on the traditional economic drivers such as Los Alamos National Laboratory, Tourism, and government. It is a foundational activity of economic development efforts by the County.

This is supported by:

- SGMP Goal 8, Policy 8.5

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

This is supported:

- SLDC Chapter 10, Sec. 10.6

Action Needed: Legislation

Time Frame: Short

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

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

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

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

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

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

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

Capital Needed: Low

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

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

This is supported by:

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

Action Needed: Collaboration

Time Frame: Medium

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

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

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

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

Capital Needed: Low

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

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

This is supported by:

- SGMP Strategy 10.2.1

Action Needed: Collaboration, Investment

Time Frame: Long

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

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

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

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

Capital Needed: Low

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

Additional recommendations supporting this goal:

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

This is supported by:

- SGMP Policy 12.2

Action Needed: Legislation

Time Frame: Short

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

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

Action Needed: Collaboration

Time Frame: Short

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

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

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

This goal is supported by:

- SGMP Goal 12, Policy 12.1

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

This is supported by:

- SGMP Policy 12.1

Action Needed: Statutory Legislation
Medium

Time Frame:

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

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

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

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

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

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

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

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

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

This is supported by:

- SGMP Policy 8.6 and 12.1

Action Needed: Legislation

Time Frame: Medium

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

Strategy 2.2.1: Facilitate efforts by seeking expert input

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

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

Capital Needed: Low

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

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

This is supported by:

- SGMP Goal 11 and 12, Policy 12.1, 11.2

Action Needed: Legislation/Other

Time Frame: Long

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

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

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

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

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

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

Metric for Success: Identify feasible sources of supplemental funding.

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

This is supported by:

- SGMP Goal 12, and Policies 12.2 and 12.4

Action Needed: Investment

Time Frame: Short/Medium

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

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

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

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

Capital Needed: Low

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

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

This is supported by:

- SGMP Goals 8-13

Action Needed: Investment

Time Frame: Medium

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

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

Strategy 2.5.1: Dedicate budget allocation.

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

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

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

Capital Needed: Low

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

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

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

This goal is supported by:

- SGMP Goal 13, Policies 13.1, 13.2, 13.3

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

Action Needed: Other

Time Frame: Short

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

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

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

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

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

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

Capital Needed: Low

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

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

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

This goal is supported by:

- SGMP Goal 9

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

This is supported by:

- SGMP Policy 9.1, Strategy 9.1.1

Action Needed: All

Time Frame: Medium

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

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

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

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

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

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

Capital Needed: High

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

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

This is supported by:

- SGMP Policies 8.1, 8.2, 8.3, 13.1

Action Needed: All

Time Frame: Medium

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

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

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

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

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

Capital Needed: High

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

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

This is supported by:

- SGMP Goal 9, Policy 9.2

Action Needed: Facilitation, Investment

Time Frame: Medium/Long

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

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

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

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

Capital Needed: Medium

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

Other recommendations that support this goal:

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

Action Needed: Other

Time Frame: Medium

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

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

Target Industry Recommendations

Agriculture

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

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

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

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

This goal is supported by:

- SGMP Goals 14, 15, 16

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

This is supported by:

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

Action Needed: Collaboration

Time Frame: Medium

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

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

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

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

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

Capital Needed: Low

Metric for Success: Number of new farmers markets established.

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

This is supported by:

- SGMP Goal 19

Action Needed: Facilitation**Time Frame: Long**

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

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

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

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

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

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

Capital Needed: Low

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

Arts and Culture

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

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

This goal is supported by:

- SGMP Policy 10.2

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

This is supported by:

- SGMP Strategy 10.2.1

Action Needed: Collaboration

Time Frame: Medium

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

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

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

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

Capital Needed: Low

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

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

This is supported by:

- SGMP Strategy 10.2.3

Action Needed: Collaboration, Investment

Time Frame: Medium

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

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

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

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

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

Capital Needed: Low

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

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

This is supported by:

- SGMP Policy 10.2

Action Needed: Investment

Time Frame: Short

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

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

Resources Needed: Funding

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

Capital Needed: Low

Metric for Success: Completed Update

Ecotourism and Outdoor Recreation

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

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

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

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

This is supported by:

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

Action Needed: Collaboration

Time Frame: Medium

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

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

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

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

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

Capital Needed: Low to medium

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

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

This is supported by:

- SGMP Strategy 9.2.1, 10.2.1

Action Needed: Collaboration

Time Frame: Short

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

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

Resources Needed: Staff time.

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

Capital Needed: None beyond existing resources.

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

Other Recommendations that support this Goal

Policy 7.3 ***Quick win: Improve way finding along trail networks, interconnectedness 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 in water conservation research and entrepreneurial activity. This recommendation is highly correlated to SGMP economic development goals and those articulated in this Plan.

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

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

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

Key Collaborators: Training Center Corporation, SFCC, private sector

Capital Needed: Low to Medium

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

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

This is supported by:

- SGMP Policy 24.8, Strategy 24.8.1

Action Needed: Legislation

Time Frame: Medium

Description: SFC can spur economic development by allocating its 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.

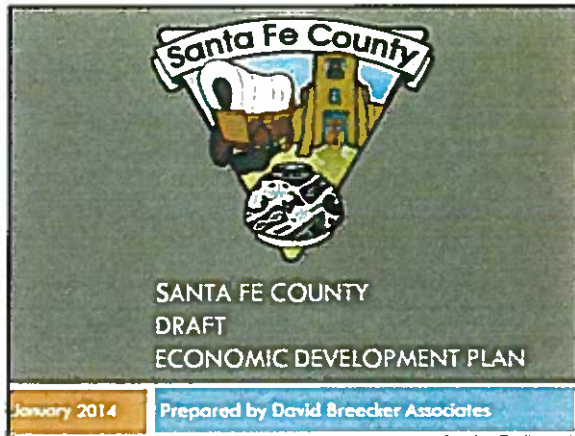
Strategy 14.1: Spearhead identification of key focus group members and goals, facilitate proceedings.

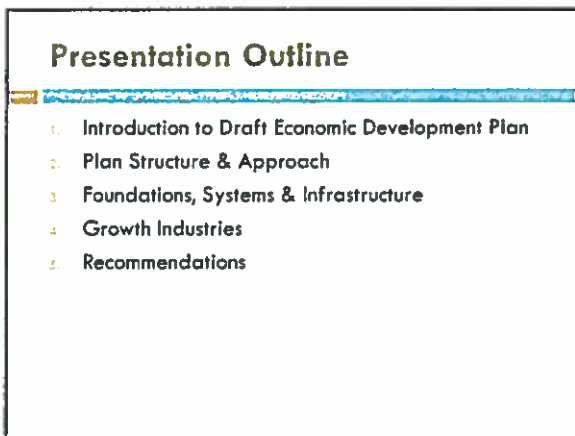
Resources Needed: Staff time, coordination, and support in tourism efforts.

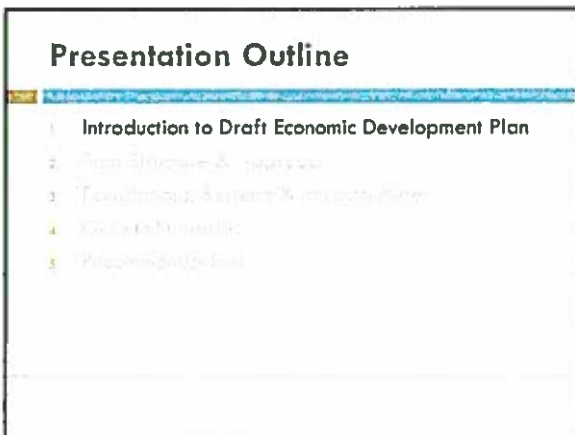
Key Collaborators: Practitioners and providers of conventional, alternative, and traditional medicine, and support systems and facilities; regulators.

Capital Needed: Low

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







Intro to Draft Econ Dev Plan

Plan Focus

Place-based
20 year time horizon

Builds on what already exists

SGMP, earlier ED Plans
Prior successes in SFC

Methodology

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



Presentation Outline

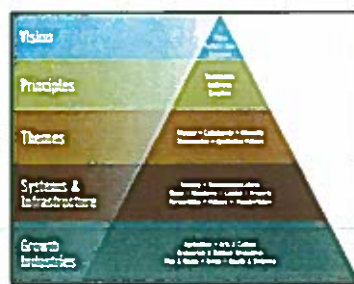
1. Introduction to Draft Economic Development Plan
2. Plan Structure & Approach
3. Foundation, Systems & Strategy Map
4. Implementation
5. Vision, Goals & Metrics

Plan Structure & Approach

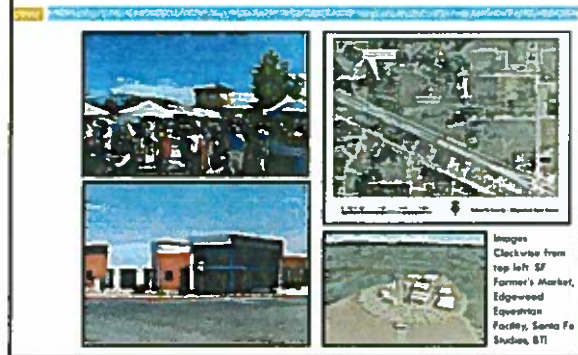
Plan Structure

1. Strategic Plan
2. Action Plan

Approach



Prior Successes



Presentation Outline



Foundations

Geography
Demographics
Data

Basic Demographic Data	County	City	State
Population 2012 (est)	146,375	49,204	2,062,338
Land area in sq miles/2010	1,909	46	121,294
Pop density (persons / sq mile)	76	1,478	17
Total Households	40,584	31,344	762,002
Number of Families	36,012	16,276	501,796
Homeowner rate	71%	61%	70%
Employment (est)	71,394	34,667	886,637
Per capita income (2011 \$)	\$22,680	\$34,943	\$22,337
Unemployment rate	7.9%	7.5%	8.2%

Data 2011, unless noted

Systems & Infrastructure

Housing
Telecommunications
Water
Workforce
Capital
Partnerships
Policies
Property
Transportation



Presentation Outline

1. Introduction to the City of San Antonio
2. City of San Antonio Overview
3. Growth Industries
4. Growth Industries
5. Growth Industries

Growth Industries

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

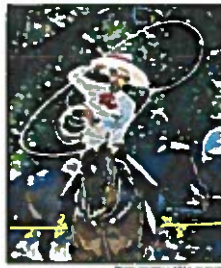
1. Agriculture

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



2. Arts & Culture

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



3. Ecotourism & Outdoor Recreation

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



4. Film & Media

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

Sector Needs

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



5a. Green Industries: Building

Abundant assets, expertise here

Lots of local businesses in the sector

Sector Needs

- Access to financing
- Supportive County codes & enforcement
- Lead by example

SFC Green Construction
Administration Building, Public Entry



Photo courtesy Architects Designers Contractors Network

5b. Green Industries: Energy

Political support w/in SFC, City of Santa Fe
High growth potential, fast-growing segment
Carbon avoidance

Sector Needs

- Leadership
- More financing options
- Continue existing efforts
- Research & innovation
- Supportive regulatory efforts



5c. Green Industries: Water

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



6. Health & Wellness

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



Presentation Outline

1. Introduction
2. Overview of the Region
3. Key Findings from the Study
4. Recommendations

Recommendations

Methodology

- 200+ Ideas collected
- 10 criteria for scoring
- Portfolio approach: basket for diversity
 - Quick Win
 - Capacity Building
 - Game Changer
- SFC staff input & review
- All goals fit w/ SGMP goals & policies

Systems & Infrastructure

1. Stimulate entrepreneurial activity in Santa Fe County



Photo courtesy Robert Graham

Systems & Infrastructure

1. Stimulate entrepreneurial activity in Santa Fe County

Example:
Streamline
business licensing
& registration
processes



Photo courtesy Robert Graham

Systems & Infrastructure

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

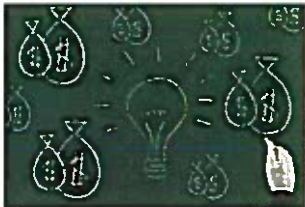


Systems & Infrastructure

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

Example:

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



Systems & Infrastructure

3. Maintain a strong workforce to attract and retain businesses



Systems & Infrastructure

3. Maintain a strong workforce to attract and retain businesses

Example:

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



Systems & Infrastructure

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



Systems & Infrastructure

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

Example:

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



Agriculture

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



Agriculture

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

Example:

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



Arts & Culture

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



Photo courtesy of Ramona de los Angeles

Arts & Culture

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

Example:

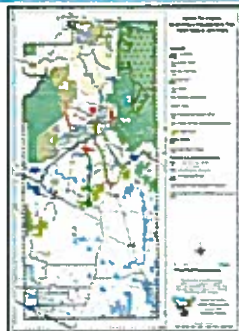
Map the arts sector.
Partner with Creative Santa Fe, City of Santa Fe to update BBER study on Arts & Culture, conducted in 2004



Photo courtesy of B. Sanchez, MFA San Geronimo

Ecotourism & Outdoor Rec

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

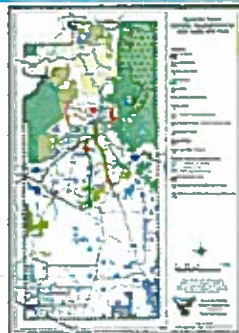


Ecotourism & Outdoor Rec

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

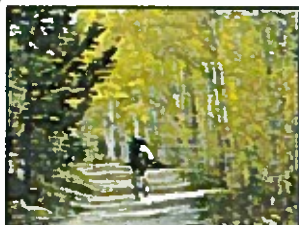
Example:

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



Ecotourism & Outdoor Rec

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



Ecotourism & Outdoor Rec

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



Example:
Support growth of recreational experience and equipment companies

Film & Media

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



Film & Media

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

Example:

Facilitate development of local post-production capabilities



Green Industries: General

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



Photo courtesy Living Off Grid

Green Industries: General

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

Example:

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



Photo courtesy Living Off Grid

Green Industries: Building

11. Reduce energy footprint of SFC building stock

SFC Judicial Complex



Photo courtesy: Jimmy Davidson

Green Industries: Building

11. Reduce energy footprint of SFC building stock

SFC Judicial Complex



Photo courtesy: Jimmy Davidson

Example:

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

Green Industries: Energy

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



Green Industries: Energy

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

Example:
Support SFCC's Training Center Corporation energy programs



Green Industries: Water

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



Photo courtesy Robert Schmitt

Green Industries: Water

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

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



Photo courtesy Robert Schmitt

Health & Wellness

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



Photo courtesy: Wanderlust

Health & Wellness

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

Example:

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



Photo courtesy: Wanderlust



Q&A
THANK YOU!

November 2013

David Brecker Associates
david@breckerassociates.com • 505-885-4991



Daniel "Danny" Mayfield
Commissioner, District 1

Miguel Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

MEMORANDUM

DATE: *January 30, 2014*

TO: *Board of County Commissioners*

FROM: *Adam Leigland, Public Works Department Director* *ML*

VIA: *Katherine Miller, County Manager* *2/4/14*

ITEM AND ISSUE: *BCC Meeting February 11, 2014*

UPDATE ON PUBLIC OUTREACH REGARDING SANTA FE COUNTY OLD JUDICIAL COMPLEX FEASIBILITY STUDY AND REQUEST FOR DIRECTION FROM BCC ON NEXT STEPS FOR THIS PROJECT. (Public Works / Adam Leigland)

BACKGROUND AND SUMMARY:

Santa Fe County contracted Studio Southwest Architects, Inc. (SSA) to conduct a feasibility study of options for potential future uses of the former First Judicial Courthouse Complex located at 100 Catron Street in downtown Santa Fe. The County owns the approximately 56,000 square foot facility which served as the First Judicial District Courthouse until the courts were relocated to the new facility in June 2013.

The results of the feasibility study were presented to the Board of County Commissioners (BCC) on November 12, 2013. The feasibility study provided a recommendation that the County consider demolition of the existing building and the construction of a new administrative building on the site. One of the primary goals of this recommendation is to create a downtown County administrative complex which would include the new building and the existing administrative building located at 102 Grant Ave., along with adequate parking facilities for the public and staff.

The BCC has directed staff to solicit public input on the recommendations of the feasibility study with a specific focus on asking the general public whether the County should consider keeping the administrative functions of the County in the downtown area or move these services elsewhere, out of the downtown area. To collect feedback, staff developed an on-line survey and distributed paper surveys to various County offices located downtown (A copy of the survey is attached with this memo). Additionally, staff conducted a public "Town Hall" meeting on January 8, 2014 to solicit feedback on the question of a public desire for a downtown location. A brief summary of the results of the survey and public meeting follows.

The on-line and paper surveys were released on November 27, 2013. As of mid-JanuaryTo date, staff had received 326 responses to the survey.

Survey Summary:

- The survey results indicate that the main purpose for constituents to access County services is for property related services of the Clerk, Assessor, Treasurer and Land Use.
- The survey also indicates that the lack of adequate parking (60.29% of respondents) is a hindrance for constituents to access services.
- When asked if it is important to keep the services downtown, approximately 40% responded that it is not important while a combined approximately 57% responded that it is important or very important.
- When asked if parking were adequate for the public to access services downtown, 61.34% responded that services be kept downtown while approximately 38.66% responded that services should be moved elsewhere.

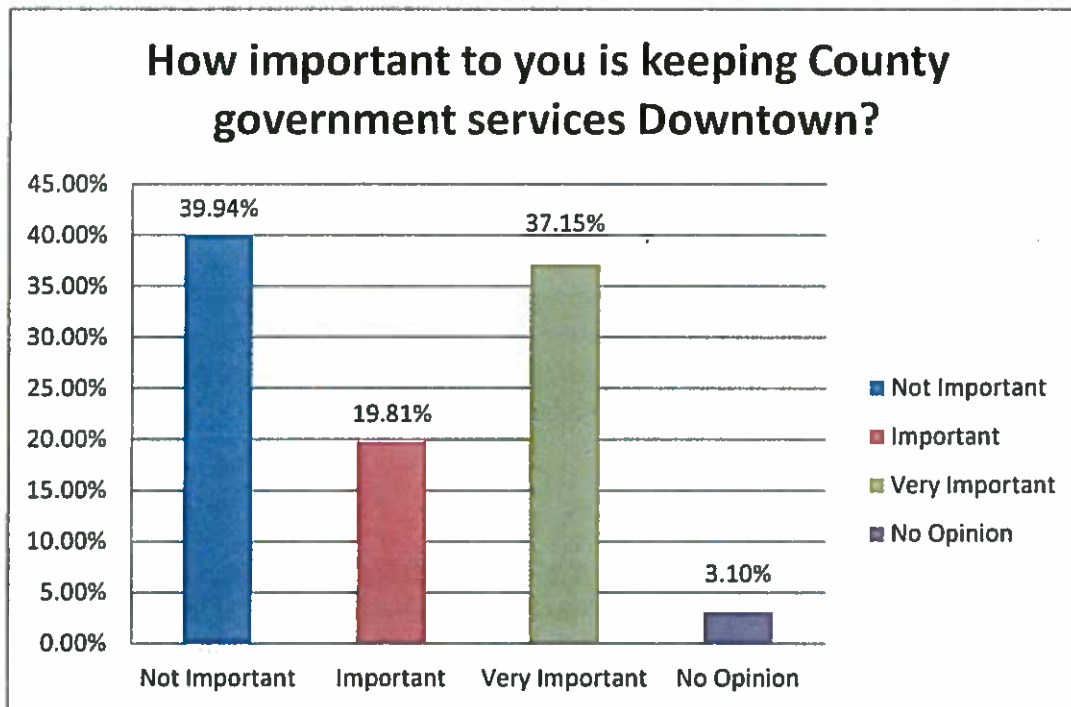
The survey asked respondents to indicate the type of County services that they typically access by coming to the downtown offices. A summary of the survey results included:

Assessor's office	61.25%
Clerk's office	76.82%
County Commissioners/County Manager's Office	32.53%
GIS	26.99%
Growth Management/Land Use	44.98%
Public Meetings	42.21%
Treasurer's office	56.40%

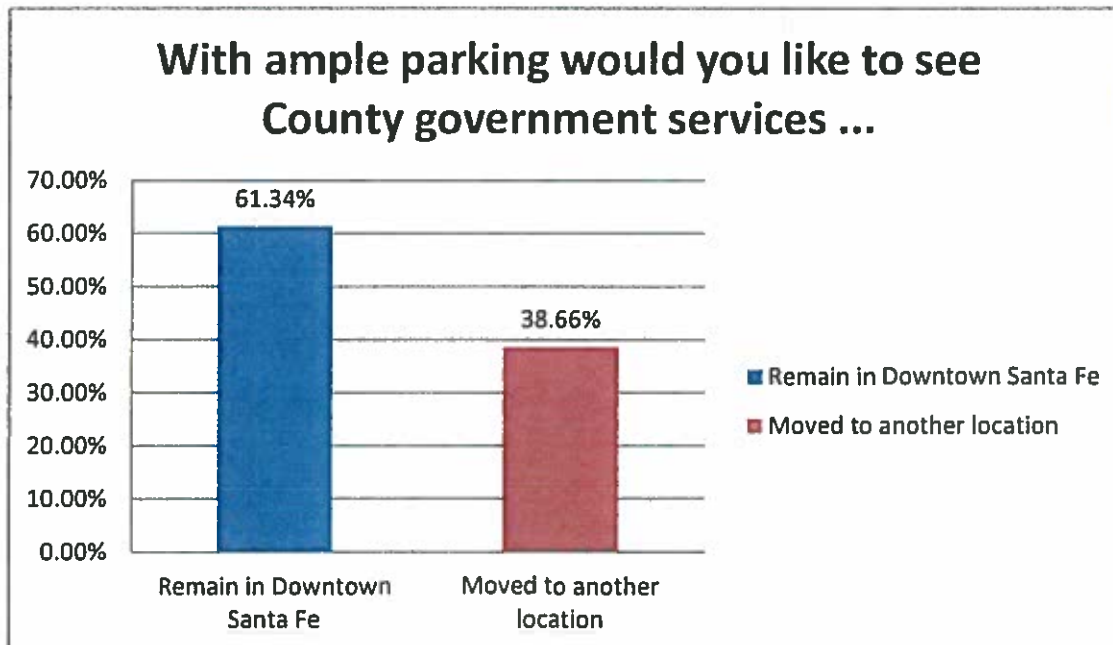
The survey also asked why people did not come downtown to access county services. A summary of the survey results included:

No need	33.82%
Utilize satellite offices	8.09%
Inconvenient / lack of parking	60.29%
Access services by phone or internet	13.97%

Additionally, the survey asked the public to assess the importance of keeping County Government Downtown and if adequate parking were available, should County services remain downtown. The results of these questions are depicted in the graphs below.



Note: 3 respondents skipped this question



Note: 13 respondents skipped this question

Town Hall Summary:

- The "Town Hall" meeting was held in the BCC chambers on January 8, 2013. Approximately 22 members of the public attended.
- Staff presented an overview of the feasibility study and facilitated a group conversation with questions from the public.
- An informal straw poll, by show of hands, indicated that all but one of the members of the public would prefer that County services remain in the downtown area.
- Many of the participants spoke in favor of keeping the services in the downtown area. Many participants agreed that adequate parking is an important need in providing access for the County services available to the public. Many of the participants who spoke in favor of keeping the County services downtown also indicated that they were affiliated with the First Presbyterian Church, which is located directly adjacent to the site.

Potential Next Steps:

With over 300 responses, the results of the survey and the Town Hall meeting provide a reasonable view of community input on the feasibility report and recommendation to reutilize the old court site for county services. Based on the results of the feasibility study and the public input process, staff has prepared the following outline of potential next steps that can be pursued if so directed by the BCC.

- Obtain direction from BCC to commit to build out the downtown campus as a part of the SFC three campus model (Downtown, Public Works, Public Safety)
- Using information from previously completed feasibility study, develop programming for downtown administrative complex – 30 days
- Conduct RFP process to select architectural firm for project design – 90 days
- Project design process – 9 months
- Facility construction process – 18 to 24 months

ACTION REQUESTED:

Please give direction on the next steps described above.



Daniel "Danny" Mayfield
Commissioner, District 1

Miguel Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4


Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

MEMORANDUM

DATE: *January 31, 2014*

TO: *Board of County Commissioners*

FROM: *Adam Leigland, Public Works Department Director* 

VIA: *Katherine Miller, County Manager*

ITEM AND ISSUE: *BCC Meeting February January 11, 2014*
INFORMATIONAL UPDATE REGARDING NORTHEAST AND SOUTHEAST ALIGNMENT AND CORRIDOR STUDY. (Public Works / Adam Leigland)

BACKGROUND AND SUMMARY:

In June 2006, a cooperative agreement was made between New Mexico Department of Transportation and the County of Santa Fe in which the Federal Highway Administration (FHWA) provided, through the Metropolitan Planning Organization (MPO), \$500,000 to conduct a Northeast & Southeast Connector Alignment & Corridor Study, to study the construction of a new road or roads in the Richards Avenue/Rabbit Road area. The alignment study is to study options to provide additional access to the Santa Fe Community College District and surrounding areas, and relieving traffic to an already- stressed Richards Avenue. At present Richards Avenue is currently experiencing 12,000 vehicles per day. The intent of the Alignment & Corridor Study is to provide alternatives for the Northeast and Southeast connectors. A detailed study was conducted by Santa Fe County examining the County's existing road network capacity and projected future growth within the Santa Fe Community District and projected traffic conditions in the County's urbanizing area. The study concluded that over the next ten years there will be a need to remediate congestion on Richards Avenue, provide improved public safety access to the Community College District and reduce heavy dependence on Richards Avenue by providing multiple, alternative and more direct links between the City of Santa Fe and the Community College District destinations. This project will accommodate the unmet travel demand and improve the performance of the region-wide road network and substantially increase the carrying capacity for the priority growth areas within the Community College District road network by dispersing and thinning out travel across the networks arterial and collector roadways, and reduce the travel times to and from the district.

The New Mexico Department of Transportation (NMDOT) has promulgated a 3-step Location Study Procedure that the County is following. Santa Fe County contracted OCCAM Consulting

Engineers Inc., to perform this study, and at present the County is completing Phase A of the NMDOT study procedure. Estimated completion date for the overall study is May 2, 2014. The County budgeted \$5 million in 2012 GRT for the design and construction of whatever alignment of the Southeast Connector is ultimately selected. The NMDOT has agreed to fund the Northeast Connector.

Next Steps:

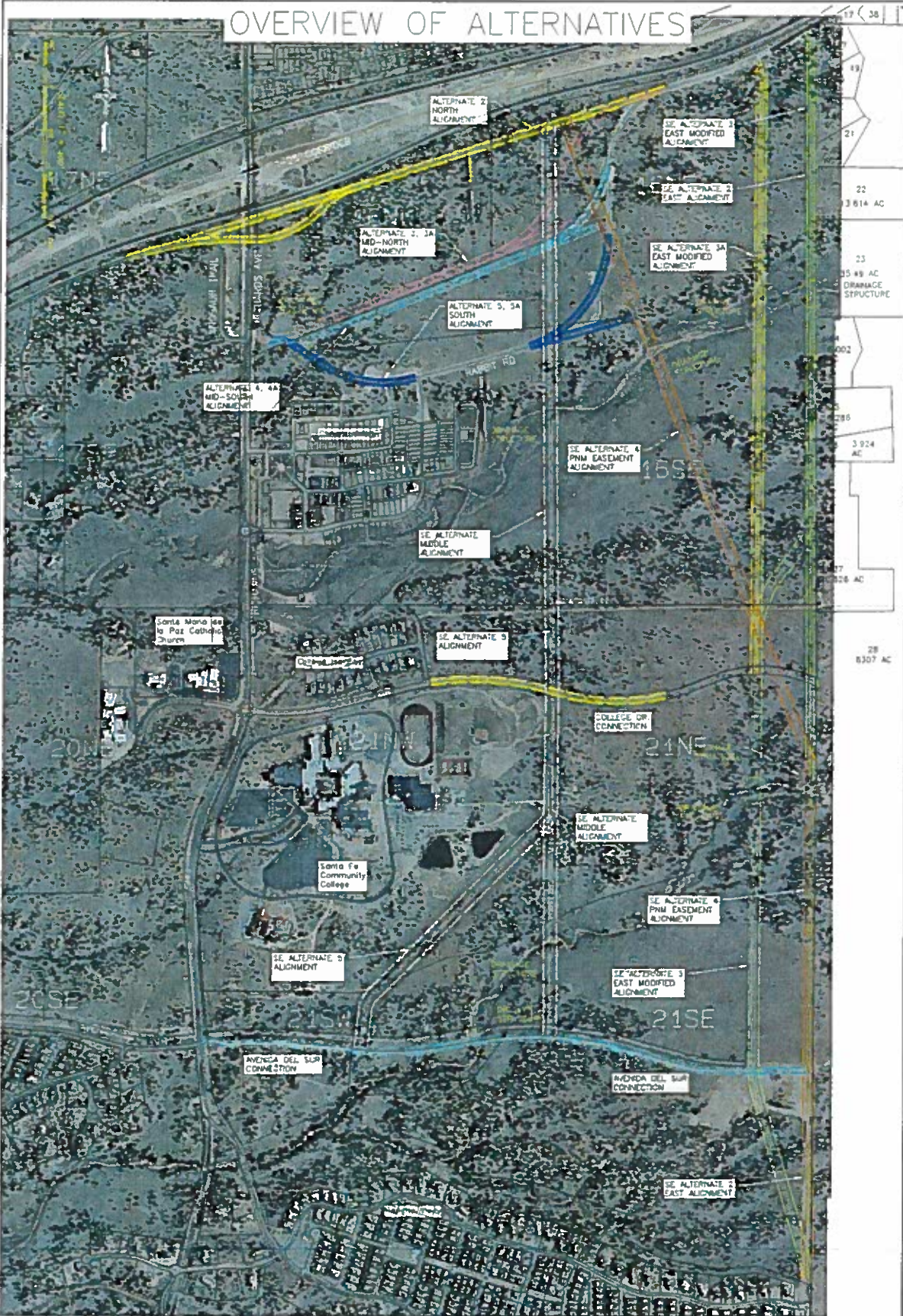
- Complete alignment study
- Present results of study to MPO
- Begin design and acquire ROW as needed
- Construction

Attached to this memo are maps depicting the alignment alternatives.

ACTION REQUESTED:

This is a presentation and no action is requested.

OVERVIEW OF ALTERNATIVES



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 APPROVED: [Signature]

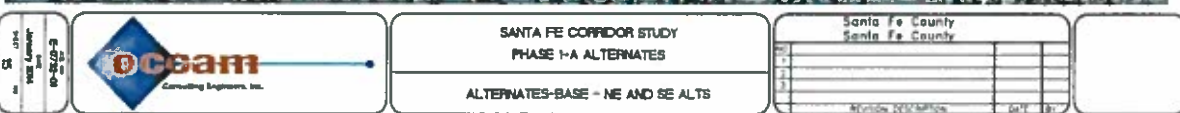


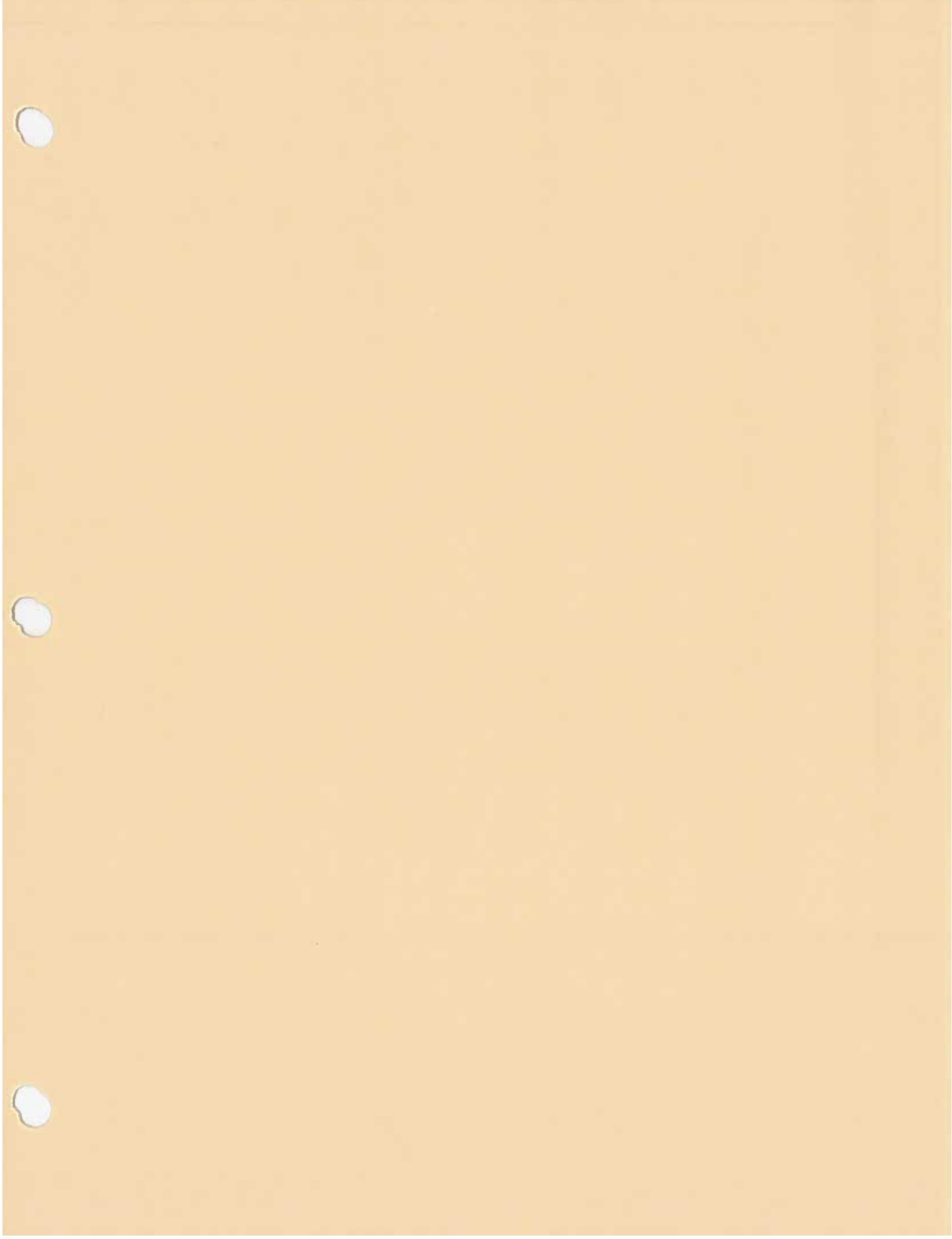
SANTA FE CORRIDOR STUDY
 PHASE I-A ALTERNATES
 ALTERNATES-BASE - OVERALL

Santa Fe County Santa Fe County	
NO.	
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 APPROVED: [Signature]

U.S. GOVERNMENT PRINTING OFFICE: 1975-0-275-011





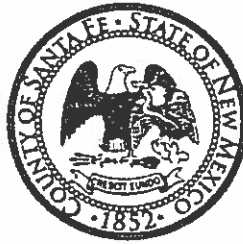
NO PACKET MATERIAL FOR THIS ITEM



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: February 11, 2014

To: Board of County Commissioners

From: Rudy N. Garcia, Legislative Liaison Project Manager
Tony Flores, Assistant County Manager

Via: Katherine Miller, Santa Fe County Manager

Subject: Legislative Update

Background

At the time of this writing, the 51st Legislature has convened for its thirty (30) day session. In an effort to keep the Board of County Commission abreast of the issues that affect Santa Fe County, the legislative team will provide bi-weekly formal updates on the following legislative matters.

Legislation

Through January 29, 2014, four hundred one (401) bills have been submitted by legislators for introduction. Of those a vast majority have yet to be ruled germane and have not been formally introduced. The following is a summary of the introduced legislation the Legislative Team is tracking:

SENATE LEGISLATION

Bill: SB11

Sponsors: Papen (D38)

Title: REGIONAL HOUSING AUTHORITIES OVERSIGHT GF APPROPRIATION

Summary: (Endorsed by the Mortgage Finance Authority Act Oversight Committee) Appropriates non-reverting \$250,000 (GF) to DFA for FY2015 oversight of regional housing authorities by the Mortgage Finance Authority.

SFC relation: SFC local housing authority related

Bill: SB20

Sponsors: Campos, P. (D8)

Title: CAPITAL OUTLAY REVIEW AND MONITORING PROCESS

Summary: (Nearly identical to 2013 SRC substitute for SB507) Overhauls the capital outlay review and monitoring processes in state government.

SFC relation: SFC requests would be subject to processes proposed in legislation

Bill: SB53

Sponsors: Cisneros (D6)

Title: 2014 GENERAL OBLIGATION BOND CAPITAL PROJECTS

Summary: Authorizes the issuance and sale of 10-year general obligation bonds to cover capital expenses for senior citizen facility improvements and acquisitions, for library acquisitions, and for improvements and acquisitions at institutions of higher education, state special schools and tribal schools. Imposes an ad valorem property tax levy for the payment of principal, interest and costs related to the bonds. Requires voter approval at the 2014 General Election.

SFC relation: Funding for senior centers statewide

Bill: SB48

Sponsors:

Title: Timothy M. Keller (D17)

Summary Establishes a Health Impact Assessment Program within the New Mexico Environment Department. Requires certain types of construction or development project obtain a "Certificate of Health Impact" prior to undertaking project. In addition bill requires the Department of Health to establish "Health Indexes" by county which shall be utilized in the evaluation of the Certificates of Health Impact application.

SFC relation: None

Bill: SB87

Sponsors: Neville (R2)

Title: GRT DISTRIBUTION AND LOCAL GOVERNMENT HOLD HARMLESS GRT CHANGES

Summary: Swaps a new distribution of the gross receipts tax to municipalities and counties for the existing food and medical hold-harmless distributions; reduces the amount of municipal or county hold harmless gross receipts tax that may be imposed and provides conditions for when the tax may be imposed.

SFC relation: related to hold harmless elimination to take place beginning 2015 per 2013 HB641

Bill: SB 268

Sponsors: Rodriguez (D24)

Title: REPLACING SOLE COMMUNITY PROVIDERS WITH QUALIFYING HOSPITALS

Summary: In the wake of changed federal regulations regarding sole community provider hospitals, revamps the system for caring for indigents under the Indigent Hospital and County Health Care Act and how indigent care is paid for.

SFC relation: Santa Fe County Sole Community Provider. Under SB 268, counties would dedicate the equivalent of a 1/16th increment of county gross receipts tax to the state safety net care pool fund to be used to obtain federal matching funds for designated hospitals.

HOUSE LEGISLATION

Bill: HB12

Sponsors: Lundstrom (D9)

Title: PUBLIC PROJECT LOAN AUTHORIZATIONS

Summary: (For the New Mexico Finance Authority Oversight Committee) Authorizes the New Mexico Finance Authority to make the following 125 public project loans:

SFC relation: SFC projects including Agua Fria MDWC, Eldorado AWSO, Greater Chimayo MDWCA

Bill: HB15

Sponsors: Bandy (R3)

Title: TOBACCO PRODUCTS AND E-CIGARETTE ACT

Summary: (For the Tobacco Settlement Revenue Oversight Committee) Expands and renames the existing Tobacco Products Act to include e-cigarettes within the Tobacco Products and E-Cigarette Act. Prohibits the sale of e-cigarettes to minors in person or via the internet; specifies ID requirements and penalties.

SFC relation: related to SFC resolution 2013-140

Bill: HB16

Sponsors: Trujillo, C. (D46)

Title: LIQUOR EXCISE TAX DISTRIBUTION INCREASE

Summary: Increases the present distribution of the state Liquor Excise Tax to the Local DWI Grant Fund of 41.55 percent over the next three fiscal years respectively as follows: FY 2016, 50.55 percent; FY 2017, 59.50 percent, and FY 2018, 68.50 percent.

SFC relation: Liquor Excise Taxes

Bill: HB26

Sponsors: Wooley (R66)

Title: AFFIDAVITS ON SALE OF NONRESIDENTIAL PROPERTY

Summary: (Related to 2013 SB117) Expands the requirement for filing of affidavits with the county assessor to include the sale of nonresidential property. The affidavit is to contain the names of all transferors and transferees and their addresses, the legal description of the property, the full consideration and the value and description of any personal property included in the sale price. The sale of land used primarily for agricultural purposes is excluded from the requirement.

SFC relation: related to SFC resolution 2013-99

Bill: HB28

Sponsors: Gonzales (D42)

Title: GF: REGIONAL HOUSING AUTHORITIES OVERSIGHT APPROPRIATION

Summary: (Same as prefiled SB11) Appropriates \$250,000 (GF FY2015) to DFA for funding oversight of the Regional Housing Authorities by the Mortgage Finance Authority.

SFC relation: SFC local housing authority related

Bill: HB29

Sponsors: Gonzales (D42)

Title: REGIONAL HOUSING AUTHORITIES OVERSIGHT CHANGED TO DFA

Summary: Transfers from the Mortgage Finance Authority to Department of Finance and Administration (DFA) all matters pertaining to the oversight of Regional Housing Authorities.

SFC relation: SFC local housing authority related

Bill: HB40

Sponsors: Cote (D53)

Title: AFFORDABLE HOUSING TAX CREDIT CURTAILED FOR LOCAL GOVERNMENT

Summary: Proposes to amend the Affordable Housing Tax Credit Act by removing counties and municipalities from the definition of "person," and thereby disallowing the tax credit to be claimed by counties and municipalities.

SFC relation: SFC local housing authority related

Bill: HB55

Sponsors: Trujillo, J. (D45)

Title: 2014 WORK NEW MEXICO ACT

Summary: Cited as the 2014 Work New Mexico Act, authorizes the issuance of severance tax bonds and appropriates bond proceeds together with other funds and balances for a multitude of capital projects. Imposes time deadlines for the use of appropriations; otherwise, proceeds revert to the funding source within specified time periods, i.e., Severance Tax Bonding Fund, General Fund, and Other State Funds . Except for appropriations to the Capital Program Fund, the use of funds for indirect project costs is prohibited.

SFC related: capital outlay projects bill

Bill: HB57

Sponsors: Trujillo, J. (D45); Sanchez, M. (D29)

Title: TAX REFUND DESIGNATION TO EXPAND SENIOR SERVICES

Summary: Creates a method to provide supplemental funding for services to the elderly. By amending the Income Tax Act, taxpayers would have the option to designate a portion of their tax refund for senior services. Revenue would be paid to the North Central New Mexico Economic Development District—a State Planning District and Council of Governments that serves as the Non-Metro Area Agency on Aging—to provide supplemental senior services throughout the state.

SFC relation: Potential supplemental funding for Senior Services Program

Bill: HB71

Title: TRADITIONAL HISTORIC COMMUNITY QUALIFICATIONS

Summary: Amends the qualifications for becoming a historic community to make them apply only to the already existing Agua Fria community in Santa Fe County and to a community in Taos County seeking that designation.

SFC related: relates to Agua Fria historic community

Bill: HB77

Sponsors: Trujillo, J. (D45)

Title: ABOLISHES DUPLICATE RECORDING OF INSTRUMENTS WITH COUNTY CLERK

Summary: Relates to the recording of duplicate instruments with the office of the county clerk.

Gone is the provision in existing law which authorizes that a duplicate of an instrument of writing duly acknowledged (notarized) may be filed and recorded to the same extent as the original.

SFC relation: proposed legislation would apply to all County Clerk Offices

Bill: HB81

Sponsors: Tripp (R49); Hall, J. C. (R28); Gallegos, David (R61); Salazar, T. (D70)

Title: APPROPRIATION: LOCAL PRODUCE IN SCHOOLS

Summary: (For the Water and Natural Resources Committee) Provides a \$1,440,000 (GF, non-reverting) appropriation to the Public Education Department for expenditure in FY 2015 and subsequent fiscal years to distribute to school districts and charter schools for the purchase of New Mexico-grown fresh fruits and vegetables for use in school meal programs.

SFC relation: related to SFC resolution 2013-121

Bill: HB89

Sponsors: Martinez, Rudolpho (D39)

Title: DELINQUENT PROPERTY TAX RECEIPTS RETAINED BY COUNTY TREASURER

Summary: (For the Revenue Stabilization and Tax Policy Committee) Clarifies lines of authority between the Taxation and Revenue Department and county treasurers over the collection and deposit of monies derived from the payment of delinquent property taxes.

SFC relation: related to SFC resolution 2013-89

Bill: HB90

Sponsors: Salazar, N. (D40)

Title: SENIOR SERVICES FUNDING

Summary: Provides a \$5,330,250 (GF) appropriation to the Aging and Long-Term Services Department to fund the following services:

SFC relation: funding for County's Senior Services Program

Bill: HB114

Sponsors: Lundstrom (D9)

Title: EXEMPTS CERTAIN MUNICIPALITIES FROM HOLD HARMLESS PHASE-OUT

Summary: Simplifies the structure of last year's phase-out of the food and medical gross receipts tax hold harmless distributions for large municipalities and allows certain large municipalities to retain the distribution.

SFC relation: related to hold harmless elimination to take place beginning 2015 per 2013 HB641

Bill: HB116

Sponsors: Gonzales (D42); Salazar, T. (D70)

Title: SOUTHWEST CHIEF RAIL SERVICE FUND

Summary: Appropriates \$4,000,000 (GF) to the newly created Southwest Chief Rail Service Fund for expenditure in FY 2015 and thereafter for acquisition of rights of way or planning, design, engineering, construction or improvement of the railroad track and infrastructure within New Mexico used by the Amtrak Southwest Chief train.

SFC relation: related to SFC resolution 2012-60

102 Grant Avenue · P.O. Box 276 · Santa Fe, New Mexico 87504-0276 · 505-986-6200 · FAX:
505-995-2740 www.santafecountynm.gov

Bill: HB132

Sponsors: Harper (R57)

Title: ADJUSTS THE FOOD AND MEDICAL HOLD-HARMLESS DISTRIBUTIONS AND TAXES

Summary: Makes detailed adjustment of local option hold harmless gross receipts taxes and the hold harmless distribution amounts distributed to municipalities and counties during the 15-year phase-out of those distributions.

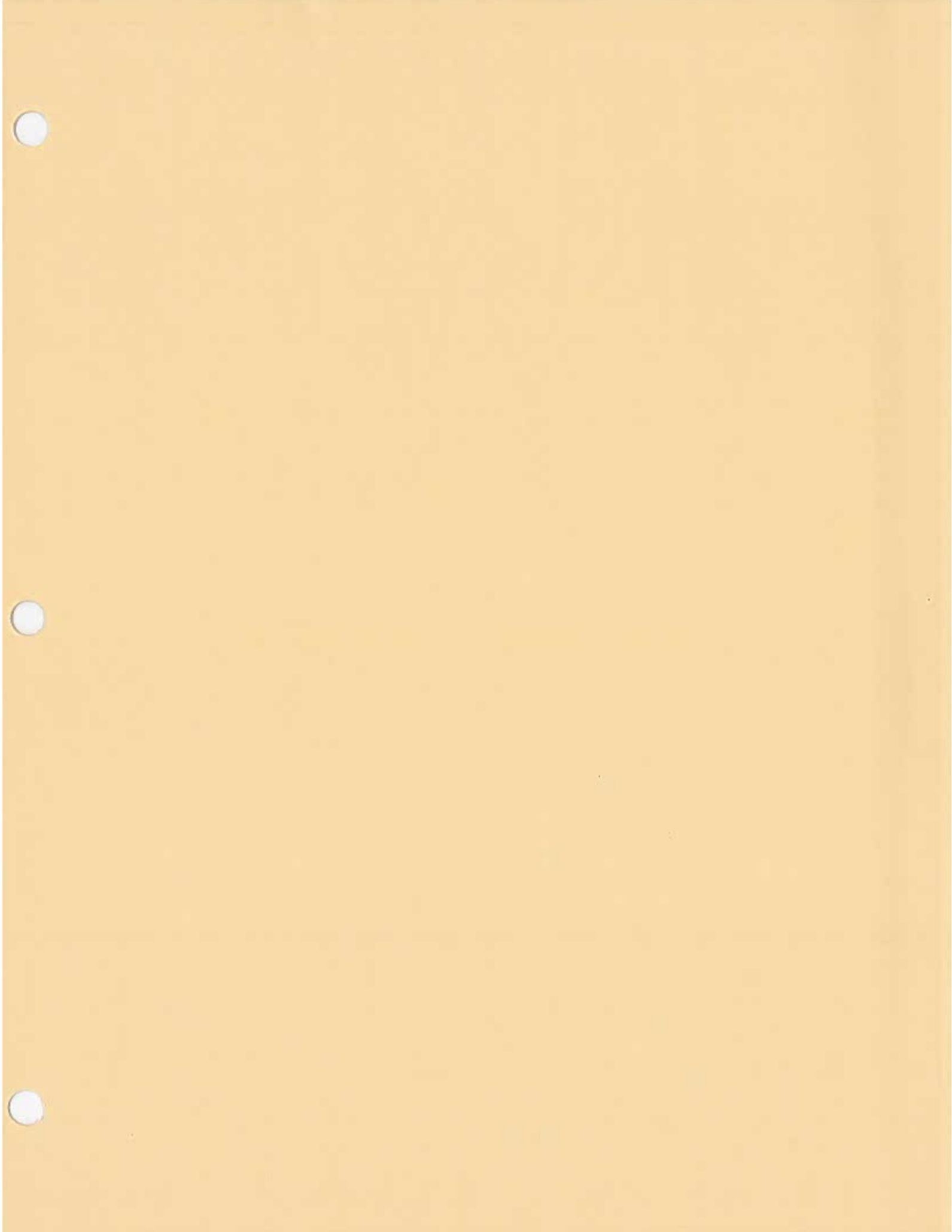
SFC relation: related to hold harmless elimination to take place beginning 2015 per 2013 HB641

Capital Outlay

Utilizing the capital outlay projects prioritized by the Board of County Commission (Resolution 2013-101), the legislative team has met with each delegation member to review individual capital outlay requests and has prepared and submitted the necessary Capital Outlay Request Forms.



NO PACKET MATERIAL FOR THIS ITEM



NO PACKET MATERIAL FOR THIS ITEM

EXECUTIVE SESSION



Daniel "Danny" Mayfield
Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

DATE: January 28, 2014

TO: Board of County Commissioners

FROM: Miguel "Mike" Romero, Development Review Specialist Senior (MP)

VIA: Katherine Miller, County Manager *4-14*
Penny Ellis-Green, Land Use Administrator *PED*
Vicki Lucero, Building and Development Services Manager *VL*
Wayne Dalton, Building and Development Services Supervisor *WD*

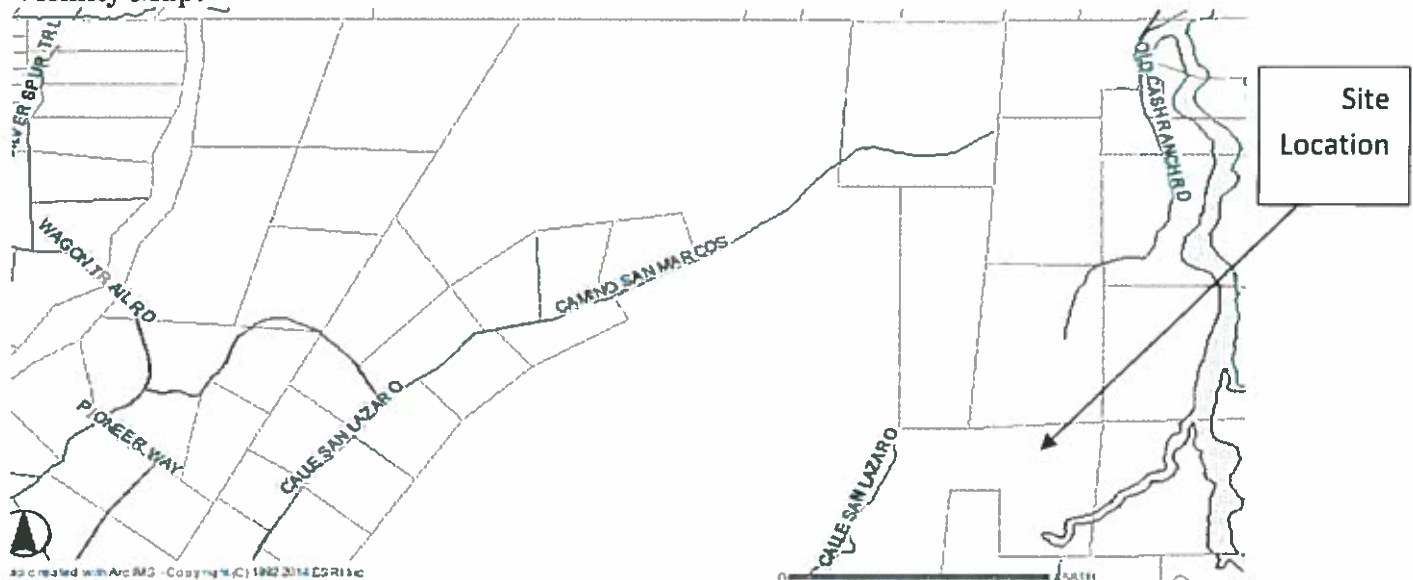
FILE REF.: BCC CASE # PCEV 13-5370 Thomas Neff & Mary Lyndon Haviland Vacation of Easement

ISSUE:

Thomas Neff & Mary Lyndon Haviland, Applicants, Rick Chatroop, Agent, request approval to vacate a platted fifty foot (50') wide private utility and access easement on 1,279.30 acres.

The property is located at 300 Old Cash Ranch Road, within Section 12, Township 13 North, Range 8 East, (Commission District 3).

Vicinity Map:



SUMMARY:

The subject property (Lot 3-A) is a legal lot of record, which was created through a Lot Line Adjustment in July of 2012. The subject property is currently vacant.

The Applicant intends to vacate a fifty foot (50') wide private access and utility easement on Lot 3-A that lies East to West then proceeds North to South on Lot 40. The Applicant will relocate this portion of the fifty foot (50') wide easement on two other parcels, which he owns, Tract 2A-2 and Lot 8, as shown on Exhibit 4. The relocation of the easement will be identified on the proposed plat. The Applicant also intends to vacate the fifty foot (50') wide portion of Calle San Lazaro and Vista De Santa Fe private access and utility easement that lies North to Southeast within Lot 3-A. This portion of the easement was already relocated and plated in 2012. The Applicants claim no other party will be adversely affected by vacation of the easements.

Article V, § 5.7.1 (Cause) states any Final Plat filed in the office of the County Clerk may be vacated or a portion of the Final Plat may be vacated if:

- a) The owners of the land proposed to be vacated sign an acknowledgment statement, declaring the Final Plat or a portion of the Final Plat to be vacated, and the statement is approved by the Board; or
- b) The Board finds that a plat was obtained by misrepresentation or fraud and orders a statement of vacation to be prepared by the County.

The Applicants state that they are the only ones affected by this easement. Therefore, per Article V, § 5.7.7 a. the Applicants are requesting approval to vacate the fifty foot (50') wide private access and utility easement.

Article V, § 5.7.2 (Action) states action shall be taken at a public meeting. In approving the vacation of all or a part of a Final Plat, the Board shall decide whether the vacation will adversely affect the interests of persons on contiguous land or of persons within the subdivision being vacated. In approving the vacation of all or a portion of a Final Plat, the Board may require that roads dedicated to the County in the Final Plat continue to be dedicated to the County.

Article V, § 5.7.3 (Filing) states the approved statement declaring the vacation of a portion or all of a Final Plat shall be filed in the office of the County Clerk.

Article V, § 5.7.4 (Utilities) the rights of any utility existing before the total or partial vacation of any Final Plat are not affected by the vacation of a Final Plat.

This Application was submitted on November 27, 2013.

Growth Management staff have reviewed this Application for compliance with pertinent Code requirements and finds the project is in compliance with County criteria for this type of request.

APPROVAL SOUGHT: Approval to vacate and relocate two platted fifty foot (50') wide private access and utility easements on one lot totaling 1279.3 acres.

GROWTH MANAGEMENT AREA: Galisteo, SDA-3

HYDROLOGIC ZONE: Homestead Hydrologic Zone, minimum lot size per Code is 160 acres per dwelling unit. Lot size can be further reduced to 40 acres per dwelling unit with signed and recorded water restrictions.

FIRE PROTECTION: Turquoise Trail Fire District.

WATER SUPPLY: Domestic Well

LIQUID WASTE: None

VARIANCES: None

AGENCY REVIEW:	<u>Agency</u>	<u>Recommendation</u>
	None	

STAFF RECOMMENDATION: Approval to vacate and relocate two platted fifty foot (50') wide private access and utility easements on one lot totaling 1,279.30 acres.

If the decision of the BCC is to approve the Applicants request, staff recommends imposition of the following conditions:

1. The Applicant shall file the portion of the Final Plat (Lot 3-A) affected by the vacated easements and reflecting the new easement on Tract 2A-2 and Lot 8 with the County Clerk's Office (As per Article V § 5.7.3).

EXHIBITS:

1. Letter of request
2. Article V, § 5.7 (Vacations of Plats)
3. Site Photographs
4. Site Plan/Survey Plat
5. Aerial of Site and Surrounding Area
6. Letter of Support

November 26th 2013

Board of County Commissioners
Santa County
Land Use Division

Dear Staff and Commissioners:

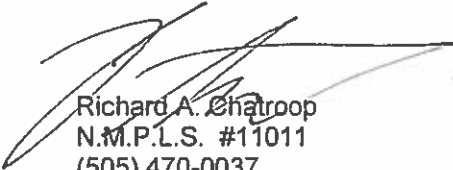
On behalf of Thomas M. Neff and Mary Lyndon Haviland (Lot 3-A owners), I am requesting a variance to vacate an existing 50 foot access and utility easement as shown on the attached "Easement Relocation Plat Thomas M. Neff & Mary Lyndon Haviland" for review and approval by the Board of County Commissioners at their next meeting. This easement lies on Lot 3-A #300 Old cash Ranch Road within the Ortiz Mine Grant projected Sections 2 & 11 and Sections 1 & 12, T13N, R8E, NMPM, Santa Fe County, New Mexico. The Lot 3-A owners and the adjoining property owner Ken Rice the beneficiary of the existing easement have agreed to relocate this easement to the location shown on the attached plat and vacate the former location. The current easement location has not been developed and the terrain is undisturbed and in a natural state.

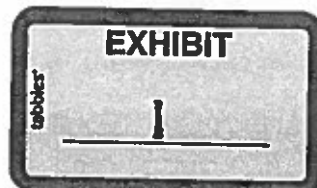
Rick Chatroop NMPLS#11011 on behalf of Neff/Haviland

Attached please find:

- "Easement Relocation Plat Thomas M. Neff & Mary Lyndon Haviland"
- Owner's deed
- Proof of taxes paid
- Recorded survey plats (proof of legal lot)
- Development application
- Vicinity map
- Other information as requested by county staff

Thank you for your consideration.


Richard A. Chatroop
N.M.P.L.S. #11011
(505) 470-0037



5.7 Vacation of Plats

- 5.7.1 Cause. Any final plat filed in the office of the County Clerk may be vacated or a portion of the final plat may be vacated if:
- the owners of the land proposed to be vacated sign an acknowledged statement, declaring the final plat or a portion of the final plat to be vacated, and the statement is approved by the Board; or
 - the Board finds that a plat was obtained by misrepresentation or fraud and orders a statement of vacation to be prepared by the County.
- 5.7.2 Action. Action shall be taken at a public meeting. In approving the vacation of all or a part of a final plat, the Board shall decide whether the vacation will adversely affect the interests of persons on contiguous land or of persons within the subdivision being vacated. In approving the vacation of all or a portion of a final plat, the Board may require that roads dedicated to the County in the final plat continue to be dedicated to the County.
- 5.7.3 Filing. The approved statement declaring the vacation of a portion or all of a final plat shall be filed in the office of the County Clerk
- 5.7.4. Utilities. The rights of any utility existing before the total or partial vacation of any final plat are not affected by the vacation of a final plat.

5.8 Requirements Prior to Sale, Lease or Other Conveyance

It is unlawful to sell, lease, or otherwise convey land within a subdivision before the following conditions have been met:

- Final plat approval. The final plat shall be approved by the Board and shall be filed with the County Clerk. If a subdivision lies within more than one county, the final plat shall be approved by the Board of each county in which the subdivision is located and shall be filed with the County Clerk of each county in which the subdivision is located.
- Relevant documents. The subdivider shall furnish the Board a sample copy of sales contracts, leases and any other documents that will be used to convey an interest in the subdivided land.
- Permanent markers. All corners of all parcels and blocks within a subdivision shall be permanently marked with metal stakes in the ground and a reference stake placed beside one corner of each parcel.

5.9 Succeeding Subdivisions

Any proposed subdivision may be combined and upgraded for classification purposes by the Board with a previous subdivision if the proposed subdivision includes:

- Part of a previous subdivision that has been created in the preceding seven (7) year period; or
- Any land retained by a subdivider after creating a previous subdivision when the previous subdivision was created in the preceding seven (7) year period.

History. Section 5 was updated and revised by Ordinance 1996-8 for the purpose of clarification and to bring this Section into compliance with the NMSA.



Thomas Neff

PCEV 13-5370

12-19-2013



Thomas Neff

PCEV 13-5370

12-19-2013



Thomas Neff

PCEV 13-5370

12-19-2013

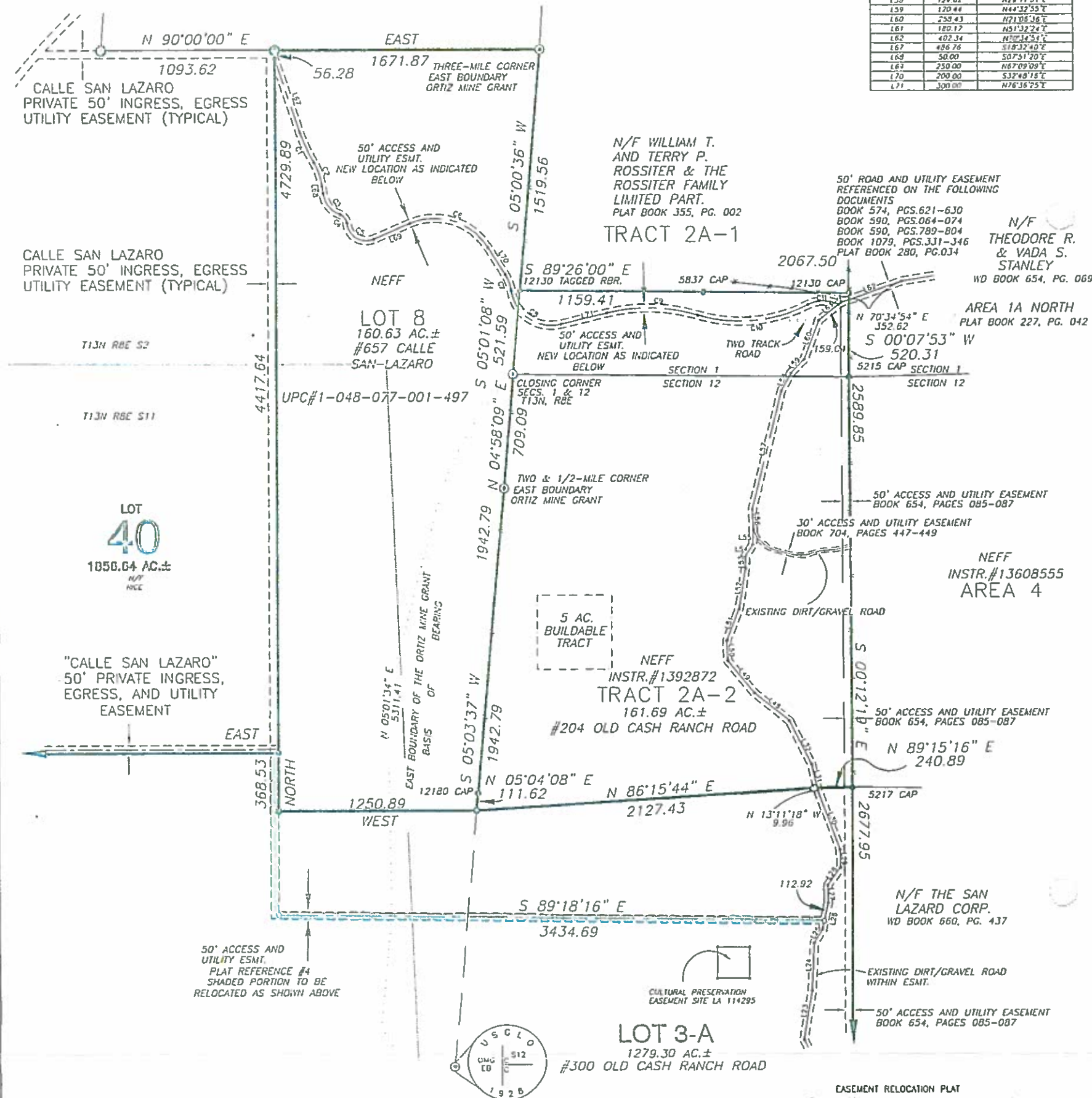


CURVE TABLE EASEMENTS				
CURVE	ARC	RADIUS	CHORD	DELTA
C1	206.87	962.33	524.42°05"E	206.43
C2	155.73	387.83	118°21'25"W	154.68
C3	171.49	161.76	517°04'44"E	169.79
C4	74.02	65.85	118°06'02"W	70.18
C5	226.56	121.30	55°22'28"E	195.07
C6	557.51	391.07	172°49'34"W	513.27
C7	109.51	257.02	N2°35'53"E	108.63
C8	424.97	258.59	S5°51'32"E	377.93
C9	577.27	1108.17	N8°28'34"W	570.24
C10	209.31	935.33	N84°50'15"E	691.53
C11	200.57	218.91	S4°24'42"W	193.67

SANTA FE COUNTY PUBLIC NOTICE

THE SANTA FE COUNTY LAND USE ADMINISTRATOR HAS NOT REVIEWED THIS PLAT OF SURVEY BEFORE ITS FILING IN THE OFFICE OF THE COUNTY CLERK. THIS PLAT IS NOT BEING FILED FOR THE PURPOSE OF CREATING A SUBDIVISION OR NEW LOTS, ALTERING THE BOUNDARIES OF ANY EXISTING LOTS OR FOR THE PURPOSE OF "DEVELOPMENT" AS DEFINED IN THE SANTA FE COUNTY LAND DEVELOPMENT CODE, EXTRATERRITORIAL ZONING ORDINANCE OR EXTRATERRITORIAL SUBDIVISION REGULATIONS. THIS STATEMENT DOES NOT IN ANY WAY REPRESENT OFFICIAL COUNTY APPROVAL OF THIS PLAT.

LINE TABLE EASEMENTS		
LINE	LENGTH	BEARING
L23	319.09	N02°18'28"E
L24	303.78	N02°34'13"E
L25	704.39	N10°08'57"E
L26	168.12	N12°55'10"E
L27	111.67	N01°21'32"W
L28	134.65	N18°40'00"E
L29	113.20	N01°14'47"W
L30	401.35	N20°24'23"W
L31	167.49	N1°11'18"W
L32	301.63	N76°59'04"W
L48	281.56	N50°52'13"W
L49	760.71	N39°37'36"W
L50	126.61	N07°44'51"W
L51	211.92	N01°18'20"E
L52	265.87	N08°58'40"E
L53	81.56	N01°10'19"E
L54	68.10	N10°18'18"E
L55	96.66	N02°51'13"E
L56	130.26	N02°49'12"W
L57	758.13	N1°14'22"E
L58	124.82	N20°11'51"E
L59	120.44	N44°32'55"E
L60	259.43	N71°05'36"E
L61	180.17	N51°32'24"E
L62	402.34	N70°34'54"E
L67	486.76	S18°32'40"E
L68	50.00	S07°51'50"E
L69	250.00	N67°09'08"E
L70	200.00	S32°48'18"E
L71	300.00	N76°36'25"E



LEGEND AND NOTES

- DENOTES POINT FOUND (11011 CAP UNLESS OTHERWISE NOTED)
- DENOTES POINT SET THIS SURVEY
- DENOTES POINT CALCULATED
- DENOTES BRASS MONUMENT
- DENOTES EDGE OF EASEMENT
- - - - - DENOTES FENCE LINE

1. BASIS OF BEARING IS FROM "LAND DIVISION OF TRACT A FOR SANTA FE JOINT VENTURE BY RICHARD A. CHATROOP, N.M.P.L.S. #11011 AND FILED IN THE OFFICE OF THE SANTA FE CO. CLERK IN PLAT BK.246, PG.026

2. THIS PLAT IS SUBJECT TO ANY EASEMENTS, RESTRICTIONS AND COVENANTS OF RECORD.

SURVEYORS CERTIFICATE

I HEREBY CERTIFY THAT THIS PLAT AND THE NOTES HEREON ARE AN ACCURATE DELINEATION OF A FIELD SURVEY COMPLETED BY ME OR UNDER MY DIRECTION ON OCT. 4TH, 2013, AND ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF, AND MEET THE STANDARDS FOR PROFESSIONAL LAND SURVEYORS PRACTICING IN NEW MEXICO.

RICHARD A. CHATROOP N.M.P.L.S. #11011S13



COUNTY OF SANTA FE
STATE OF NEW MEXICO
I HEREBY CERTIFY THAT THIS INSTRUMENT WAS FILED
IN RECORD ON the _____ day of _____ A.D. 20____
and was duly recorded in _____ of the County of Santa Fe County, New Mexico.

EASEMENT RELOCATION PLAT THOMAS M. NEFF & MARY LYNDON HAVILAND

LYING WITHIN PROJ. SECTIONS 2 & 11,
& SECTIONS 1 & 12 T13N, R8E, N.M.P.M.
AND WITHIN THE ORTIZ MINE GRANT, SANTA FE COUNTY, NEW MEXICO.

RICK CHATROOP
PROFESSIONAL LAND SURVEYOR
NEW MEXICO REGISTRATION NO. 11011
(505) 470-0037 110 YACON TRAIL RD. CERRILLOS, NM. 87501

THOMAS M. NEFF & MARY LYNDON HAVILAND
LYING WITHIN PROJ. SECTIONS 2 & 11,
& SECTIONS 1 & 12 T13N, R8E, N.M.P.M.
AND WITHIN THE ORTIZ MINE GRANT, SANTA FE COUNTY, NEW MEXICO.



CURVE TABLE CALLE SAN LAZARO					
CURVE	LENGTH	RADIUS	CHORD BRG	CHORD DIST	DELTA
C1	879.81	894.79	S61°49'54"E	844.80	56°20'12"
C2	2660.38	1151.86	S80°10'14"W	2107.27	132°19'56"
C3	541.87	300.00	S37°44'23"E	471.15	103°29'20"
C4	449.81	300.00	N46°31'51"W	408.84	85°54'25"

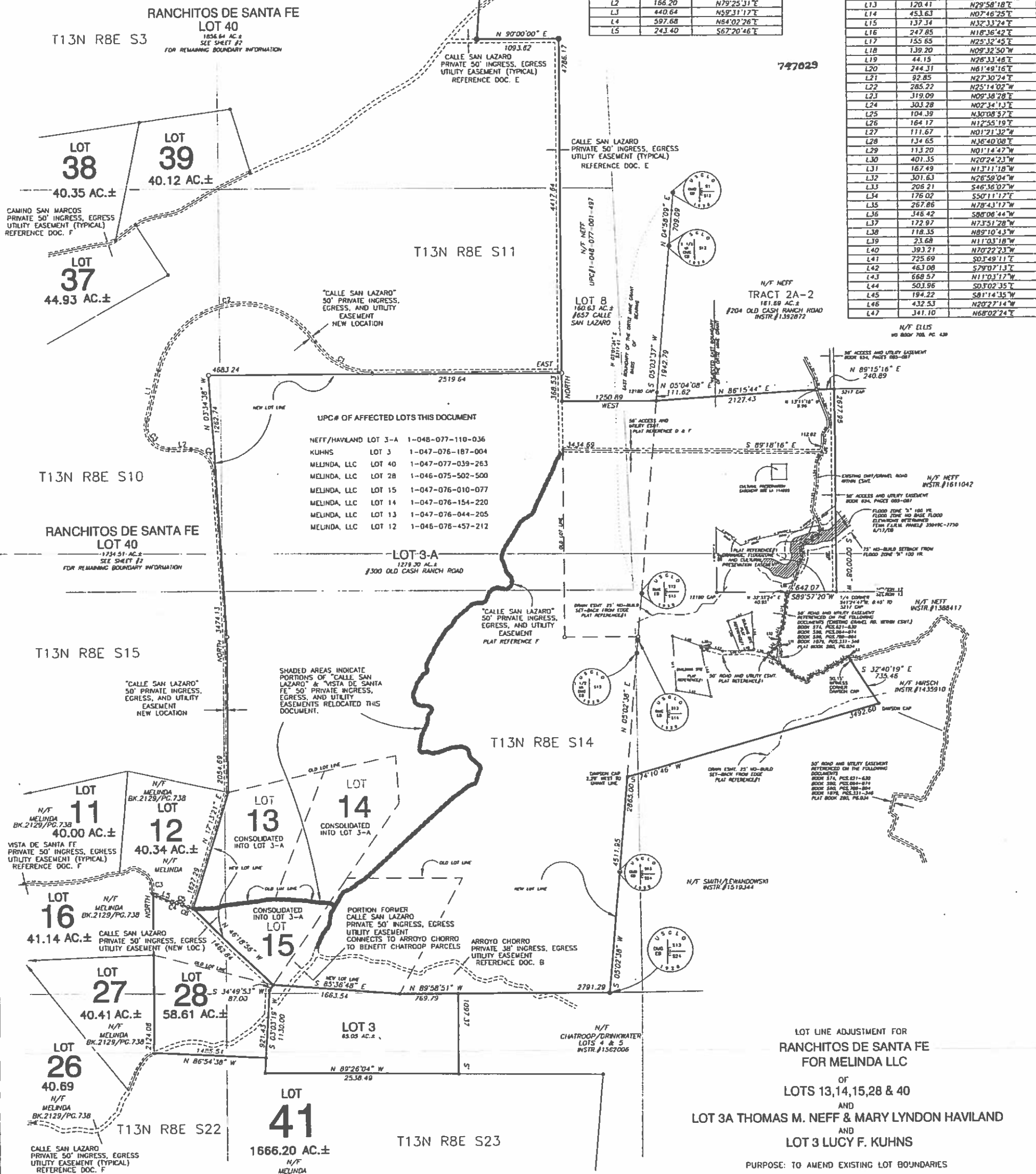
LINE TABLE CALLE SAN LAZARO		
LINE	LENGTH	BEARING
L1	689.90	S14°00'17"W
L2	293.18	S87°29'03"E

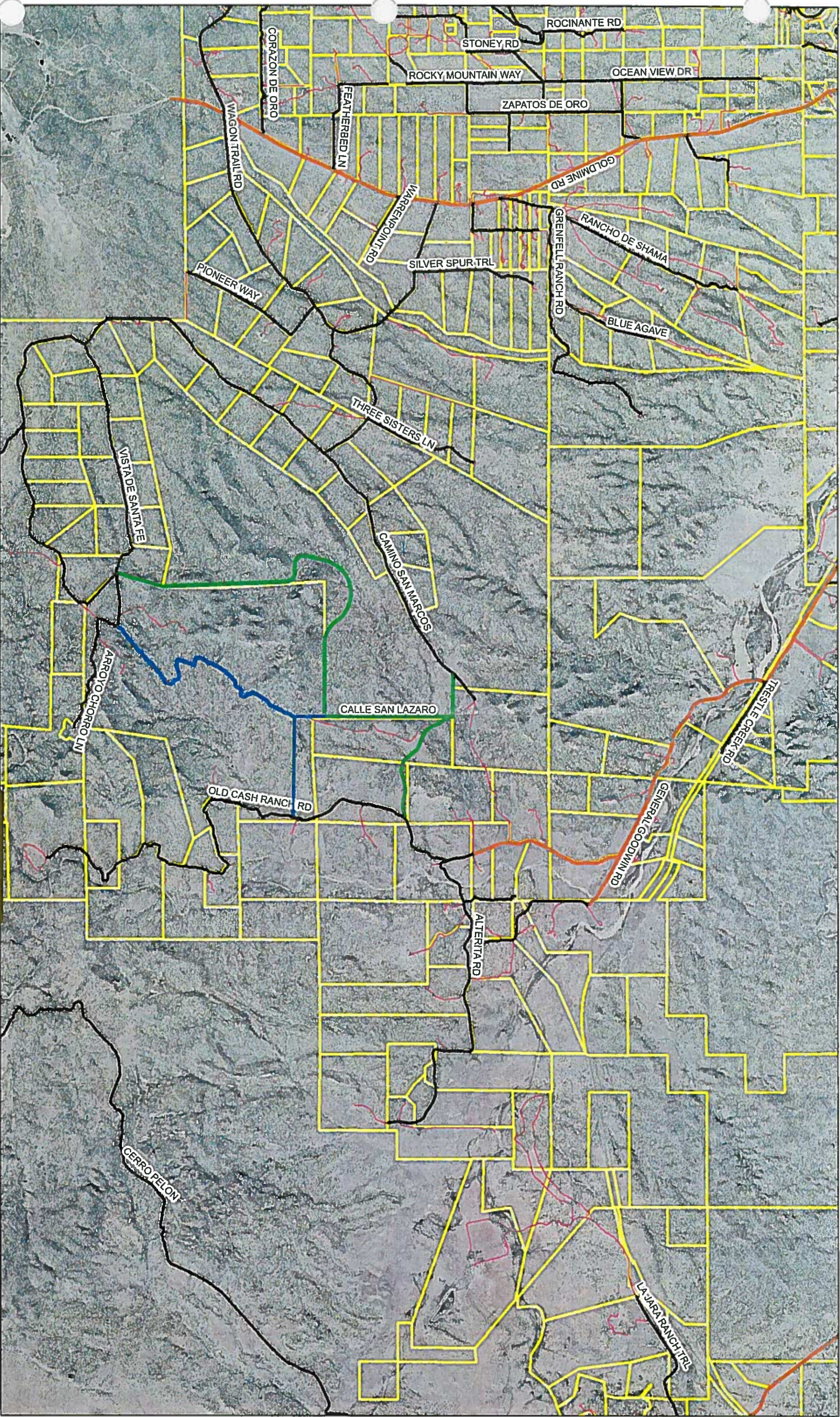
T13N R8E S2

CURVE TABLE LOTS					
CURVE	LENGTH	RADIUS	CHORD BRG	CHORD DIST	DELTA
C1	172.14	481.10	S63°30'35"W	171.23	20°30'04"
C2	163.98	497.51	N69°58'59"E	163.24	18°53'04"
C3	30.33	66.15	S54°12'41"E	30.06	26°16'10"
C4	61.27	125.01	S82°25'15"E	60.65	28°04'48"
C5	73.56	92.52	N73°41'02"W	71.64	45°33'14"
C6	161.39	290.90	S66°48'02"E	159.33	31°47'14"

LINE TABLE LOTS		
LINE	LENGTH	BEARING
L1	141.52	N75°40'53"E
L2	166.20	N79°25'31"E
L3	440.64	N59°31'12"E
L4	597.68	N64°02'26"E
L5	243.40	S67°20'46"E

LINE TABLE EASEMENT LOT 3A		
LINE	LENGTH	BEARING
L1	135.92	N83°43'11"W
L2	10.42	N83°43'11"W
L3	159.80	S58°48'45"W
L4	91.44	S68°12'44"W
L5	130.44	S55°12'25"W
L6	162.13	S77°20'30"W
L7	121.48	S33°43'29"W
L8	170.27	N64°37'24"W
L9	293.71	N50°11'17"W
L10	220.70	N05°09'22"E
L11	34.96	N08°34'33"W
L12	108.65	N08°34'33"W
L13	120.41	N29°58'18"E
L14	453.63	N07°46'25"E
L15	137.34	N32°33'24"E
L16	247.85	N18°36'42"E
L17	155.65	N25°32'45"E
L18	139.20	N09°32'50"W
L19	44.15	N26°33'46"E
L20	244.31	N61°49'16"E
L21	92.85	N27°30'24"E
L22	265.22	N25°14'02"W
L23	319.09	N09°38'28"E
L24	303.28	N07°34'13"E
L25	104.39	N30°08'52"E
L26	164.17	N12°55'19"E
L27	111.67	N01°21'32"W
L28	134.65	N36°40'08"E
L29	113.20	N01°14'47"W
L30	401.35	N20°24'23"W
L31	167.49	N13°11'18"W
L32	301.63	N26°59'04"W
L33	206.21	S56°36'02"W
L34	176.02	S50°11'12"E
L35	267.86	N28°43'12"W
L36	346.42	S88°06'44"W
L37	172.97	N73°51'28"W
L38	118.35	N89°10'43"W
L39	23.68	N11°03'18"W
L40	393.21	N07°22'23"W
L41	725.69	S03°49'11"E
L42	463.08	S29°07'13"E
L43	668.57	N11°03'12"W
L44	503.96	S03°02'35"E
L45	184.22	S81°14'35"W
L46	432.53	N20°27'14"W
L47	341.10	N68°02'24"E





- Relocated Easement
- Easement to be Vacated
- County Maint.
- Other

WARNING:
Two (2) foot contour data sets are
NOT SUITABLE FOR ENGINEERING WORK.
These data are appropriate for
PLANNING PURPOSES ONLY.

tabbles

EXHIBIT

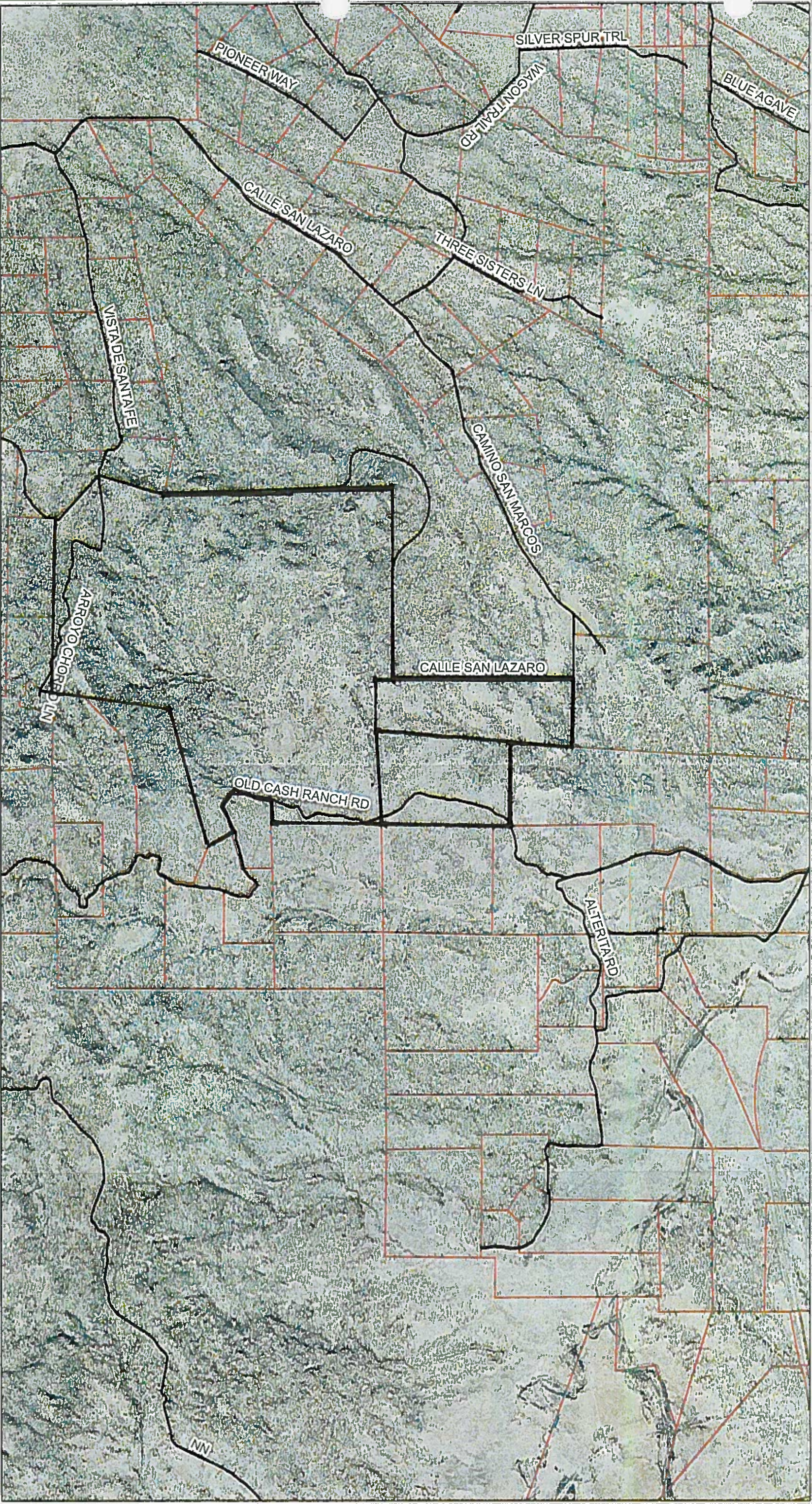
5

Contour Interval: 2 Feet
Santa Fe County assumes
no liability for the use of these data.
Engineering data accuracy.



January 28, 2014





Legend

ROADS

Parcels

1:26,793

1 inch represents 2,232.78897 feet

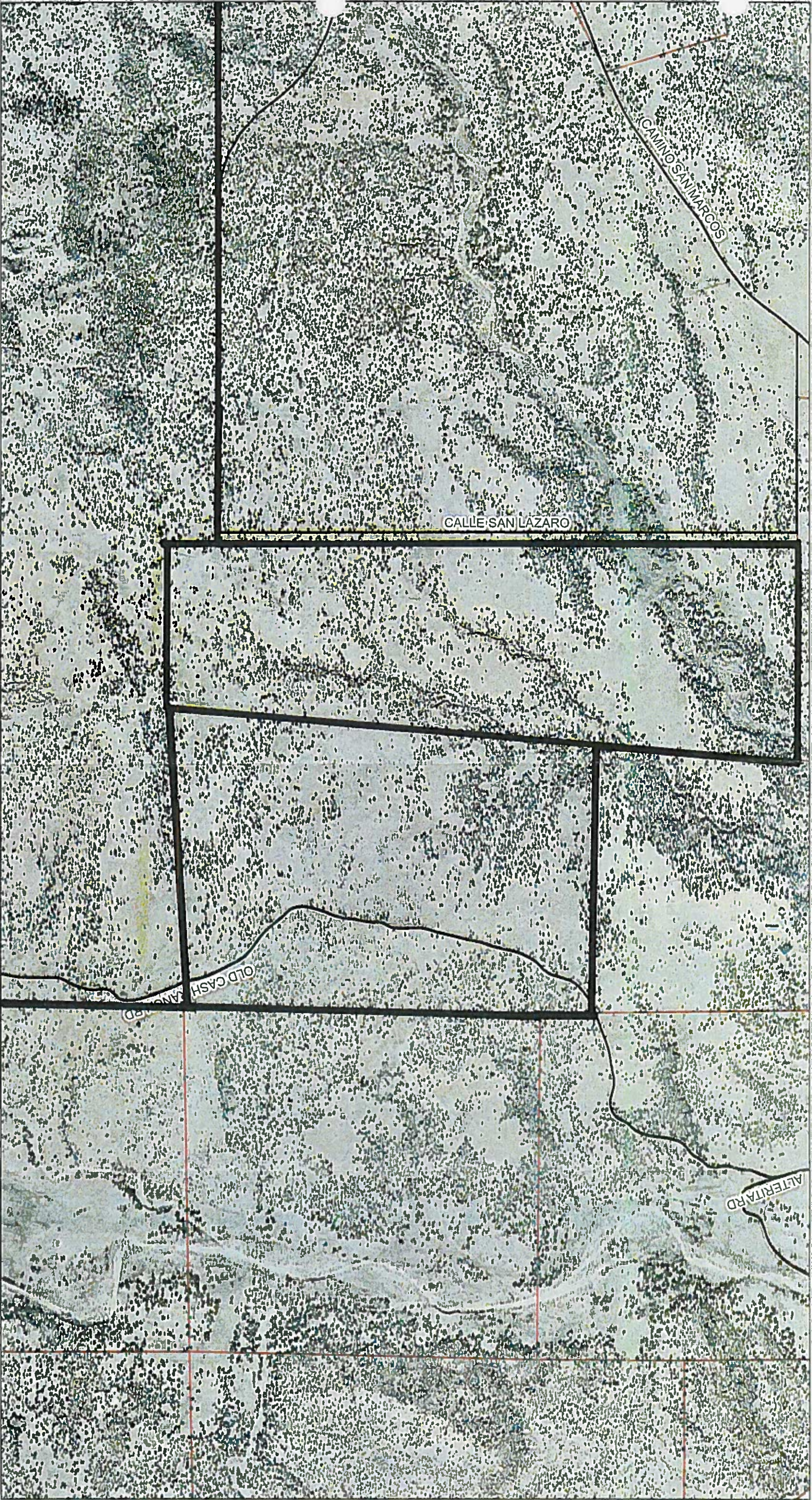


2008 Orthophotography
2 FOOT CONTOURS

This information is for reference only.
Santa Fe County assumes no liability for
errors associated with the use of these data.
User are solely responsible for
confirming data accuracy.



December 18, 2013



Legend

ROADS

Parcels

1:8,390

1 inch represents 699.156142 feet



2008 Orthophotography
2 FOOT CONTOURS

This information is for reference only.
Santa Fe County assumes no liability for
errors associated with the use of these data.
User are solely responsible for
confirming data accuracy.



December 18, 2013

November 26th 2013

Board of County Commissioners
Santa County
Land Use Division

Dear Staff and Commissioners:

On behalf of Ken Rice the adjoining property owner and the beneficiary of the existing easement. Mr. Rice is in agreement to relocate this easement to the location shown on the attached plat and vacate the former location. The new easement location will serve Mr. Rices property as effectively as the former location and will allow less disturbance of the existing terrain and shorten access to the benefited property.

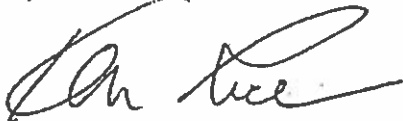
Rick Chatroop NMPLS#11011 on behalf of Ken Rice

Attached please find:

- "Easement Relocation Plat Thomas M. Neff & Mary Lyndon Haviland"

Thank you for your consideration.

Richard A. Chatroop
N.M.P.L.S. #11011
(505) 470-0037



Ken Rice owner West Adjoining property





Daniel "Danny" Mayfield
Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

DATE: January 27, 2014

TO: Board of County Commissioners

FROM: Wayne Dalton, Building and Development Services Supervisor WD

VIA: Katherine Miller, County Manager KM
Penny Ellis-Green, Land Use Administrator PEL
Vicki Lucero, Building and Development Services Manager VL

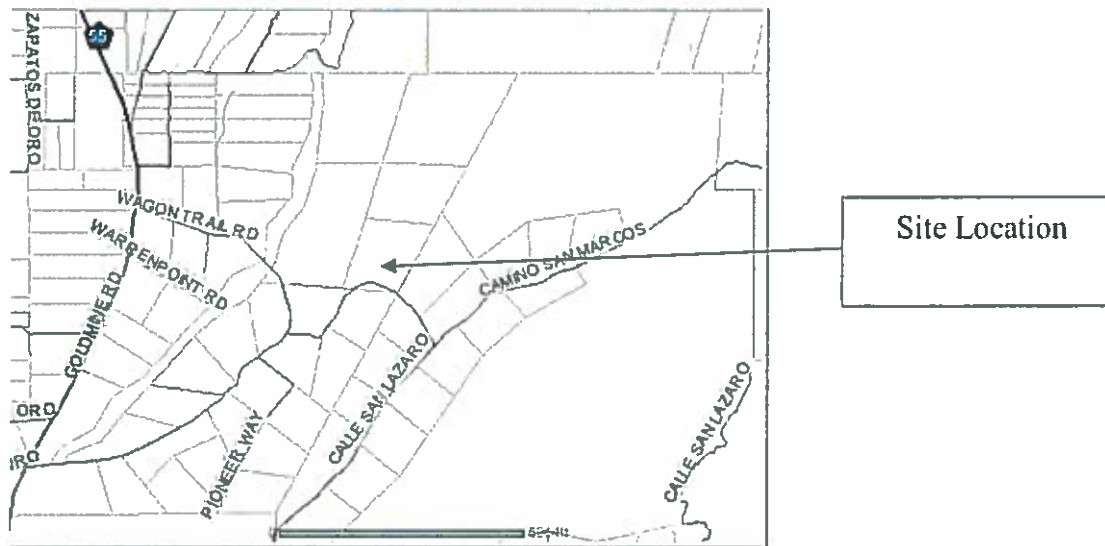
FILE REF.: BCC CASE # PCEV 13-5250 Thomas Wagner Vacation of Plat Note

ISSUE:

Thomas Wagner, Applicant, requests vacation of a Plat note that requires roadway improvements on Lots 2A-1 and 2A-2 prior to development of the property.

The property is located at 67 Camino San Marcos, Off Goldmine Road (CR55), within Sections 3, 4, 9, & 10, Township 13 North, Range 8 East, (Commission District 3).

Vicinity Map:



REQUEST SUMMARY:

The Applicant requests removal of a Plat note that requires roadway improvements on Lots 2A-1 and 2A-2 prior to development of the property. The subject lot consists of 40.01 acres and was created on September 2, 2009, by way of Family Transfer for Sharon Thams Carter. Tract 2A-2 was deeded to Sam Carter Jr. on September 2, 2009, and was then sold to the Applicant on October 23, 2009. The property is currently vacant.

At time of Plat recordation, a note was placed on the Plat which states: "Prior to issuance of Development Permits for dwellings on lots 2A-1 and 2A-2, Camino San Marcos roadway and drainage crossing within lot 2A-2 shall be upgraded to County all-weather standards". Camino San Marcos crosses a drainage easement on the subject property. The drainage easement is not a FEMA designated Special Flood Hazard Area and the all-weather requirement is not relevant as there is no floodplain crossing and the note referenced on the Plat is related to a floodplain.

The Applicant states he is requesting removal of the Plat note due to him not being in a position to upgrade Camino San Marcos to County all-weather standards. The Applicant also states that he has received an Engineer's cost estimate for the improvements and it would be in excess of \$50,000, a cost which is prohibitive for what he considers to be his driveway. At this time the Applicant simply wishes to use the road as-is for access to his future residence.

Article 5.7.1 (Cause) states any Final Plat filed in the office of the County Clerk may be vacated or a portion of the Final Plat if:

- a) The owners of the land proposed to be vacated sign an acknowledgment statement, declaring the Final Plat or a portion of the Final Plat to be vacated, and the statement is approved by the Board; or
- b) The Board finds that a plat was obtained by misrepresentation or fraud and orders a statement of vacation to be prepared by the County.

Article V, Section 5.7.2 (Action) states action shall be taken at a public meeting. In approving the vacation of all or a part of a Final Plat, the Board shall decide whether the vacation will adversely affect the interests of persons on contiguous land or of persons within the subdivision being vacated. In approving the vacation of all or a portion of a Final Plat, the Board may require that roads dedicated to the County in the Final Plat continue to be dedicated to the County.

Article V, Section 5.7.3 (Filing) states the approved statement declaring the vacation of a portion or all of a Final Plat shall be filed in the office of the County Clerk.

Article V, Section (Utilities) the rights of any utility existing before the total or partial vacation of any Final Plat are not affected by the vacation of a Final Plat.

This Application was submitted on August 21, 2013 and amended on December 17, 2013.

Growth Management staff have reviewed this Application for compliance with pertinent Code requirements and finds the project is in compliance with County criteria for this type of request.

APPROVAL SOUGHT: Approval for the removal of a Plat note that requires roadway improvements on Lots 2A-1 and 2A-2 prior to development of the property.

GROWTH MANAGEMENT AREA: Galisteo, SDA-3

HYDROLOGIC ZONE: Homestead Hydrologic Zone, minimum lot size per Code is 160 acres per dwelling unit. Lot size can be reduced to 40 acres per dwelling unit with signed and recorded water restrictions.

ACCESS: The property is accessed from, Wagon Trail Road which connects to Camino San Marcos. These are private roadways, Wagon Trail Road and Camino San Marcos range from 18 to 24 foot wide base course driving surfaces. Camino San Marcos crosses a drainage easement on the subject property. The drainage easement is not a Special Flood Hazard Area.

FIRE PROTECTION: Turquoise Trail Fire District.

WATER SUPPLY: Domestic Well

LIQUID WASTE: Conventional Septic System

AGENCY REVIEW:	<u>Agency</u>	<u>Recommendation</u>
	County Fire	Denial

STAFF RECOMMENDATION: Approval of the removal of a Plat note that requires roadway improvements on Lots 2A-1 and 2A-2 prior to development of the property subject to the following conditions.

1. The Applicant shall re-file the Family Transfer Land Division Plat for (Sharon Thams Carter of Tract C Lot 2-A) without note # 15 with the County Clerk's Office (As per Article V § 5.7.3).
2. The Applicant shall comply with all Fire Prevention Division requirements at time of Development Permit Application (As per 1997 Fire Code and 1997 Life Safety Code).

EXHIBITS:

1. Letter of request
2. Review Agency Comments
3. Article V, Section 5.7 Vacation of Plats
4. Survey Plat
5. Site Photographs (Drainage Easement)
6. Aerial of Site and Surrounding Area

Wayne Dalton

From: Thomas Wagner <twagner@kurma.com>
Sent: Thursday, December 12, 2013 9:15 AM
To: Wayne Dalton
Subject: BOC meeting and PLAT modification for 67 Camino San Marcos
Attachments: twagner.vcf

Dear Mr. Dalton,

Please let me know if e-mail is ok for the request or if you need a letter.

I would like to remove the road upgrade restriction on the PLAT for 67 Camino San Marcos, instrument number 1576049 recorded 2 September 2009 in Book 207 page 30.

I request a hearing of the BOC to allow me to refile the plat for my land without this restriction. I wish to to apply for a development permit to construct a residence on this land.

Respectfully,

Thomas Wagner

45 Aventura Rd
Santa Fe, NM 80508-8745

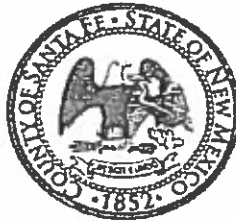
310-387-4929



Daniel "Danny" Mayfield
Commissioner, District 1

Miguel Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Hollan
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

Santa Fe County Fire Department Fire Prevention Division

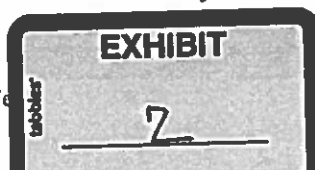
Official Development Review

Date	September 26, 2013		
Project Name	Wagner, Thomas		
Project Location	6 Camino San Marcos		
Description	Variance of Ordinance #2008-10	Case Manager	Wayne Dalton
Applicant Name	Thomas & Sigrid Wagner	County Case #	13-5250
Applicant Address	2115 Belmont Lane Redondo Beach, CA 90279	Fire District	Turquoise Trail
Applicant Phone	310-387-4929		
Review Type:	Commercial <input type="checkbox"/>	Residential <input checked="" type="checkbox"/>	Sprinklers <input type="checkbox"/> Hydrant Acceptance <input type="checkbox"/>
	Master Plan <input type="checkbox"/>	Preliminary <input type="checkbox"/>	Final <input type="checkbox"/> Inspection <input type="checkbox"/> Lot Split <input type="checkbox"/>
	Wildland <input type="checkbox"/>	Variance <input checked="" type="checkbox"/>	
Project Status:	Approved <input type="checkbox"/>	Approved with Conditions <input type="checkbox"/>	Denial <input checked="" type="checkbox"/>

The Fire Prevention Division/Code Enforcement Bureau of the Santa Fe County Fire Department has reviewed the above submittal and requires compliance with applicable Santa Fe County fire and life safety codes, ordinances and resolutions as indicated (Note underlined items):

Summary of Review

- The existing 50' access and utility easement for the subdivision road Camino San Marcos does not meet the minimum County standards for fire apparatus access roads within this type of development. As shown on the submitted plat, the area where the road crosses the arroyo is a designated drainage easement that could potentially flood and create a situation where emergency vehicles could not respond. Point # 15 on the Plat notes indicate Camino San Marcos through Lot 2A-2 shall be upgraded prior to issuance of building permits for dwellings on Lot 2A-1 and 2A-2. Drainage improvement requirements are also on special building conditions notes on plat. (page #2)
- Driveway, turnouts and turnarounds shall be County approved all-weather driving surface of minimum 6" compacted basecourse or equivalent. Minimum gate and driveway width shall be 14' and an unobstructed vertical clearance of 13'6". (page #2)
- No building permits shall be granted until such time as the driveway/access has been inspected and approved by the Santa Fe County Fire Marshal. (page #2)



- Prior to acceptance and upon completion of the permitted work, the Contractor/Owner shall call for and submit to a final inspection by this office for confirmation of compliance with the above requirements and applicable Codes. (page #4)

Fire Department Access

Shall comply with Article 9 - Fire Department Access and Water Supply of the 1997 Uniform Fire Code inclusive to all sub-sections and current standards, practice and rulings of the Santa Fe County Fire Marshal

- **Fire Access Lanes**

Section 901.4.2 Fire Apparatus Access Roads. (1997 UFC) When required by the Chief, approved signs or other approved notices shall be provided and maintained for fire apparatus access roads to identify such roads and prohibit the obstruction thereof or both.

- **Roadways/Driveways**

Shall comply with Article 9, Section 902 - Fire Department Access of the 1997 Uniform Fire Code inclusive to all sub-sections and current standards, practice and rulings of the Santa Fe County Fire Marshal

No building permits shall be granted until such time as the driveway/access has been inspected and approved by the Santa Fe County Fire Marshal.

The existing 50' access and utility easement for the subdivision road Camino San Marcos does not meet the minimum County standards for fire apparatus access roads within this type of development. As shown on the submitted plat, the area where the road crosses the arroyo is a designated drainage easement that could potentially flood and create a situation where emergency vehicles could not respond. Point # 15 on the Plat notes indicate Camino San Marcos through Lot 2A-2 shall be upgraded prior to issuance of building permits for dwellings on Lot 2A-1 and 2A-2. Drainage improvement requirements are also on Special Building Conditions notes on plat.

Driveway, turnouts and turnarounds shall be County approved all-weather driving surface of minimum 6" compacted basecourse or equivalent. Minimum gate and driveway width shall be 14' and an unobstructed vertical clearance of 13'6".

The driveway shall incorporate a turnaround area for emergency vehicle purposes such as a cul-de-sac or K-type or hammerhead type turnaround conforming to the access and turnaround requirements and dimensions of the Santa Fe County Fire Department.

- **Street Signs/Rural Address**

Section 901.4.4 Premises Identification (1997 UFC) *Approved numbers or addresses shall be provided for all new and existing buildings in such a position as to be plainly visible and legible from the street or road fronting the property.*

Section 901.4.5 Street or Road Signs (1997 UFC) *When required by the Chief, streets and roads shall be identified with approved signs.*

Properly assigned legible rural address shall be posted and maintained at the entrance to the individual lot or building site within 72 hours of the commencement of the development process.

- **Slope/Road Grade**

Section 902.2.2.6 Grade (1997 UFC) *The gradient for a fire apparatus access road shall not exceed the maximum approved.*

The driveway shall not exceed 11% slope and shall have a minimum 28' inside radius on curves.

- **Restricted Access/Gates/Security Systems**

Section 902.4 Key Boxes. (1997 UFC) *When access to or within a structure or an area is unduly difficult because of secured openings or where immediate access is necessary for life-saving or firefighting purposes, the chief is authorized to require a key box to be installed in an accessible location. The key box shall be of an approved type and shall contain keys to gain necessary access as required by the chief.*

To prevent the possibility of emergency responders being locked out, all gates on a public way shall be operable by means of a key or switch, which is located in a Knox Lock entry system, keyed to the Santa Fe County system. Details, information and forms are available from the Fire Prevention Division

Fire Protection Systems

Automatic Fire Protection/Suppression

Due to its remote location and the possibility of this residence being made inaccessible due to inclement and various other conditions, for life safety and property protection this office highly recommends the installation of an Automatic Fire Suppression system meeting NFPA 13D requirements. . It is also highly recommended that the homeowners check with their insurance providers to find their requirements. Assistance in details and information are available from the Fire Prevention Division.

General Requirements/Comments

- **Inspections/Acceptance Tests**

Shall comply with Article 1, Section 103.3.2 - New Construction and Alterations of the 1997 Uniform Fire Code, inclusive to all sub-sections and current standards, practice and rulings of the Santa Fe County Fire Marshal

Prior to acceptance and upon completion of the permitted work, the Contractor/Owner shall call for and submit to a final inspection by this office for confirmation of compliance with the above requirements and applicable Codes.

▪ **Permits**

As required

Final Status

Recommendation for Development Plan approval with the above conditions applied.

Tim Gilmore, Inspector


Code Enforcement Official

10-1-13
Date

Through: David Sperling, Chief

File: DevRev/TT WagnerCamSanMarcos 093013

Cy: Buster Patty, Fire Marshal
Wayne Dalton, Land Use
Applicant
District Chief
File

→ 5.7 Vacation of Plats

5.7.1 Cause. Any final plat filed in the office of the County Clerk may be vacated or a portion of the final plat may be vacated if:

- a. the owners of the land proposed to be vacated sign an acknowledged statement, declaring the final plat or a portion of the final plat to be vacated, and the statement is approved by the Board; or
- b. the Board finds that a plat was obtained by misrepresentation or fraud and orders a statement of vacation to be prepared by the County.

5.7.2 Action. Action shall be taken at a public meeting. In approving the vacation of all or a part of a final plat, the Board shall decide whether the vacation will adversely affect the interests of persons on contiguous land or of persons within the subdivision being vacated. In approving the vacation of all or a portion of a final plat, the Board may require that roads dedicated to the County in the final plat continue to be dedicated to the County.

5.7.3 Filing. The approved statement declaring the vacation of a portion or all of a final plat shall be filed in the office of the County Clerk

5.7.4. Utilities. The rights of any utility existing before the total or partial vacation of any final plat are not affected by the vacation of a final plat.

5.8 Requirements Prior to Sale, Lease or Other Conveyance

It is unlawful to sell, lease, or otherwise convey land within a subdivision before the following conditions have been met:

- a. Final plat approval. The final plat shall be approved by the Board and shall be filed with the County Clerk. If a subdivision lies within more than one county, the final plat shall be approved by the Board of each county in which the subdivision is located and shall be filed with the County Clerk of each county in which the subdivision is located.
- b. Relevant documents. The subdivider shall furnish the Board a sample copy of sales contracts, leases and any other documents that will be used to convey an interest in the subdivided land.
- c. Permanent markers. All corners of all parcels and blocks within a subdivision shall be permanently marked with metal stakes in the ground and a reference stake placed beside one corner of each parcel.

5.9 Succeeding Subdivisions

Any proposed subdivision may be combined and upgraded for classification purposes by the Board with a previous subdivision if the proposed subdivision includes:

- a. Part of a previous subdivision that has been created in the preceding seven (7) year period; or
- b. Any land retained by a subdivider after creating a previous subdivision when the previous subdivision was created in the preceding seven (7) year period.

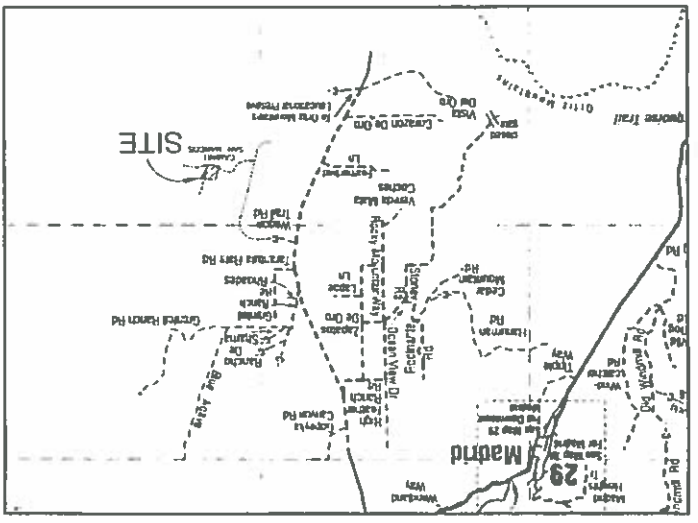
History. Section 5 was updated and revised by Ordinance 1996-8 for the purpose of clarification and to bring this Section into compliance with the NMSA.

EXHIBIT

3

V - 17

10



SANTA FE COUNTY APPROVAL, NOTES AND CONDITIONS:

APPROVALS
COUNTY LAND USE ADMINISTRATION
DATE 3/31/09
RURAL ADDRESSING

1. MAINTENANCE OF ACCESS ROADS AND UTILITY EASEMENTS IS THE RESPONSIBILITY OF THE LAND OWNERS UNLESS OTHERWISE MAINTAINED BY THE SANTA FE CO. PUBLIC WORKS DEPT.
2. LANDS SHOWN HEREON OR THE JURISDICTION OF THE COUNTY ARE SUBJECT TO THE ZONING ACT AND TO THE ZONING ORDINANCES OF THE COUNTY OF SANTA FE.
3. PURSUANT TO THE SANTA FE COUNTY LAND DEVELOPMENT CODE, THE SITE RATING ON THIS PROPERTY IS DESIGNATED AS BEING MODERATE TO SEVERE REGARDING LIMITATIONS TO SETBACK TAKES POTENTIAL DRAINAGE/STILLING OF THIS PROPERTY SHOULD MODERATE TO SEVERE REGARDING LIMITATIONS TO SETBACK.
4. EXISTING NATURAL DRAINAGEWAYS WILL NOT BE MOVED OR IMPROVED WITHOUT THE WRITTEN APPROVAL OF THE LAND USE ADMINISTRATION OR COUNTY HYDROLOGIST. DEVELOPMENT SHALL NOT IMPAIR HISTORIC FLOW PATTERNS OR PATTERNS TO OR FROM THESE LOTS.
5. THE APPROVAL OF THIS PLAT DOES NOT CONSTITUTE THE APPROVAL OF ANY FURTHER DEVELOPMENT INCLUDING BUILDING PERMITS.
6. THE PARCELS AS PLATTED HEREON ARE SUBJECT TO ARTICLE VII, SECTION 3 AND ORDINANCE 2008-10 OF THE SANTA FE COUNTY TERRAIN MANAGEMENT REGULATIONS AT THE TIME OF ANY DEVELOPMENT.
7. THE LANDS HEREON ARE WITHIN THE PLANNING AND PLATTING JURISDICTION OF THE COUNTY OF SANTA FE.
8. THESE LOTS ARE SUBJECT TO SANTA FE COUNTY FIRE AND RESCUE EMERGENCY SERVICES AS SHOWN ON THE PLAT.
9. THE LOTS ARE SUBJECT TO THE TIME OF APPLICATION FOR BUILDING PERMIT.
10. BUILDABLE AREAS SHOWN (HATCHED) ARE DESIGNATED AS DRAINAGE EASEMENTS. THESE LOTS ARE LESS THAN 100' AND THERE ARE NO DRAINAGEWAYS OTHER THAN THOSE SHOWN AS DRAINAGE EASEMENTS.
11. THESE TRACTS CREATED BY FAMILY TRANSFER.
12. WATER USE/WELL WITHDRAWAL ON THESE TRACTS IS RESTRICTED BY COVENANTS FILED IN THE OFFICE OF THE COUNTY CLERK AND RECORDED AS DOCUMENT NO. 1576.050.
13. THESE TRACTS ARE SUBJECT TO THE REQUIREMENTS OF THE FIRE MARSHAL AFFIDAVIT FILED IN THE OFFICE OF THE COUNTY CLERK AND RECORDED AS INSTRUMENT NO. 1576.051.

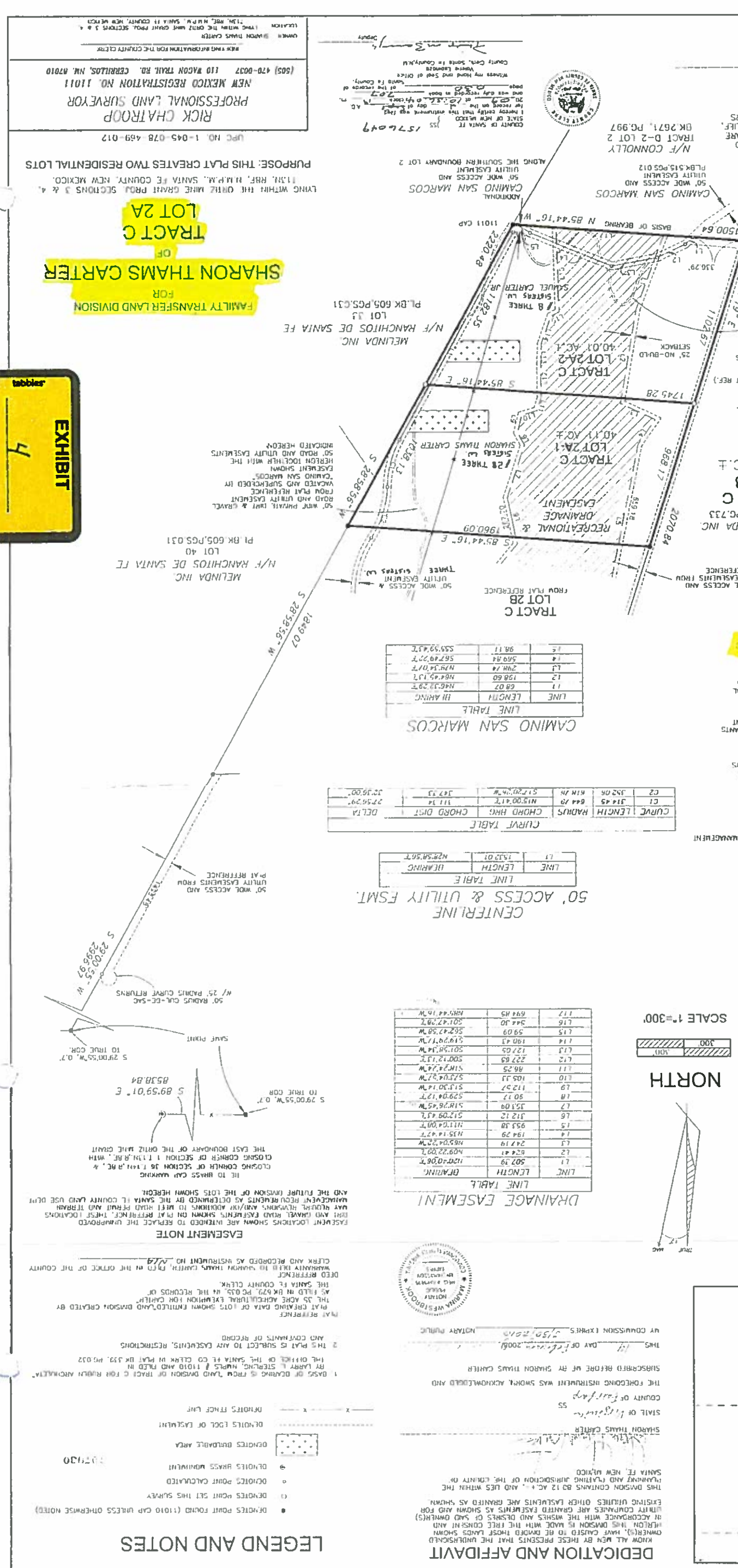
SPECIAL BUILDING PERMIT CONDITIONS
DEVELOPMENT PERMITS FOR BUILDING CONSTRUCTION WILL NOT BE ISSUED UNTIL REQUIRED IMPROVEMENTS FOR ROADS, FIRE PROTECTION AND DRAINAGE ARE COMPLETED AS APPROVED BY STAFF.

15. PRIOR TO ISSUANCE OF BUILDING PERMITS FOR TRACT C AND LOT 2A-1, CANINO AND N/F MELINDA INC. MUST PROVIDE A DRAINAGE EASEMENT TO LOT 3 WITHIN LOT 2A-1 SHALL BE UPGRADABLE TO COUNTY "ALL WEATHER" STANDARDS.

SURVEYORS CERTIFICATE

I HEREBY CERTIFY THAT THIS PLAT AND THE NOTES HEREON ARE AN ACCURATE DELINEATION OF A FIELD SURVEY COMPLETED BY ME OR UNDER MY DIRECTION ON SEPTEMBER 25TH, 2008, AND ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF. I AM A LICENSED SURVEYOR FOR PROFESSIONAL LAND SURVEYORS PRACTICING IN NEW MEXICO.

RICHARD A. CHATROOP
N.M.P.S.#11011



RICK CHATROOP
PROFESSIONAL LAND SURVEYOR
NEW MEXICO REGISTRATION NO. 11011
(505) 420-0037 110 MACON TRAIL RD. CERRILLOS, NM. 87010
WITH THIS INFORMATION FOR THE COUNTY CLERK
COUNTY OF SANTA FE, NEW MEXICO

UPC NO. 1-045-078-469-012
PURPOSE: THIS PLAT CREATES TWO RESIDENTIAL LOTS Lying within the Santa Fe County, New Mexico.

SHARON THAMS CARTER
FAMILY TRANSFER LAND DIVISION
FOR
TRACT C
LOT 2A
OF
TRACT C
LOT 2A

EXHIBIT 4

LEGEND AND NOTES

DRAINAGE EASEMENT

CURVE TABLE

LINE TABLE

NOTARY PUBLIC

DEDICATION AND AFFIDAVIT



EXHIBIT
5

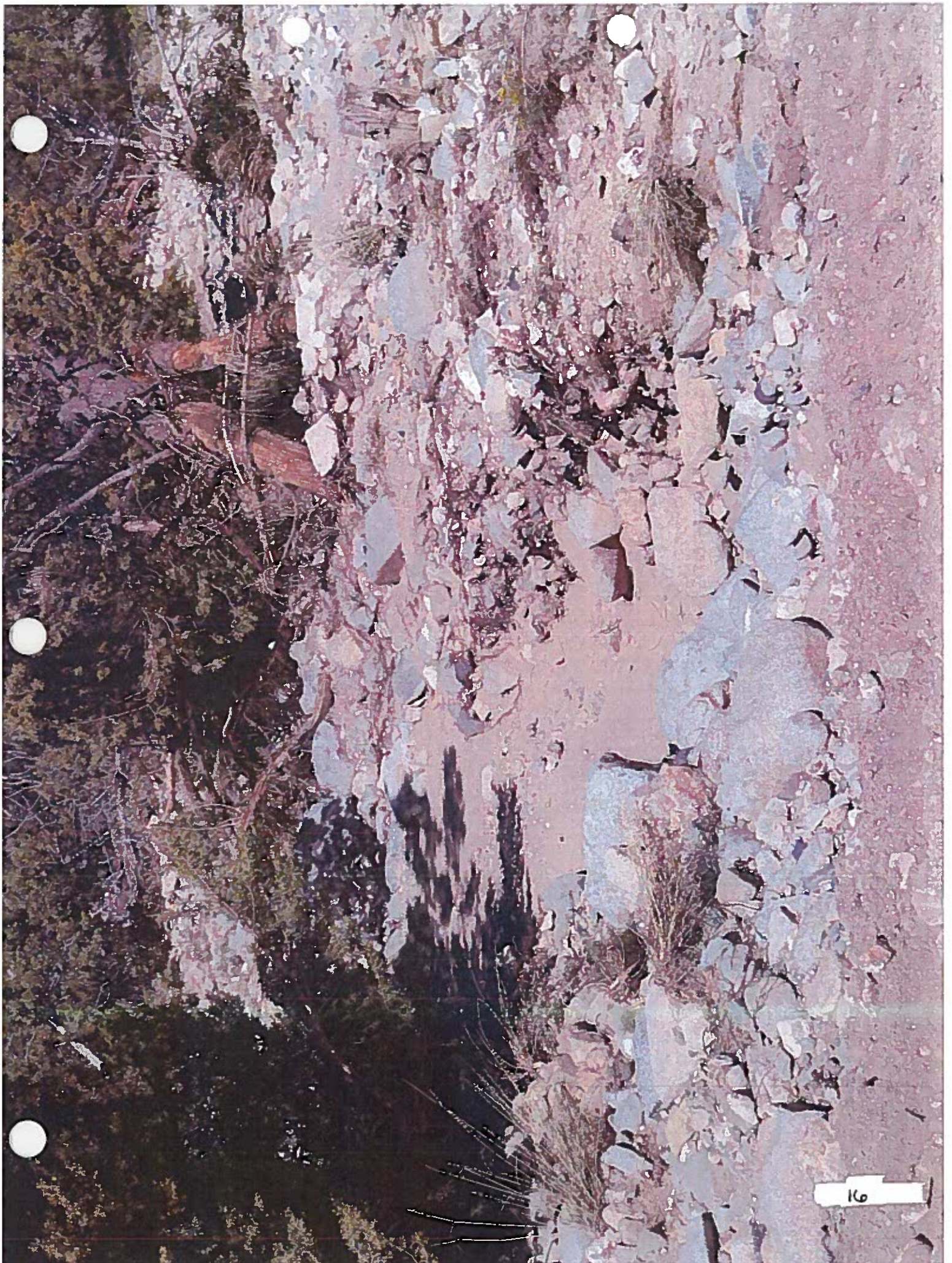
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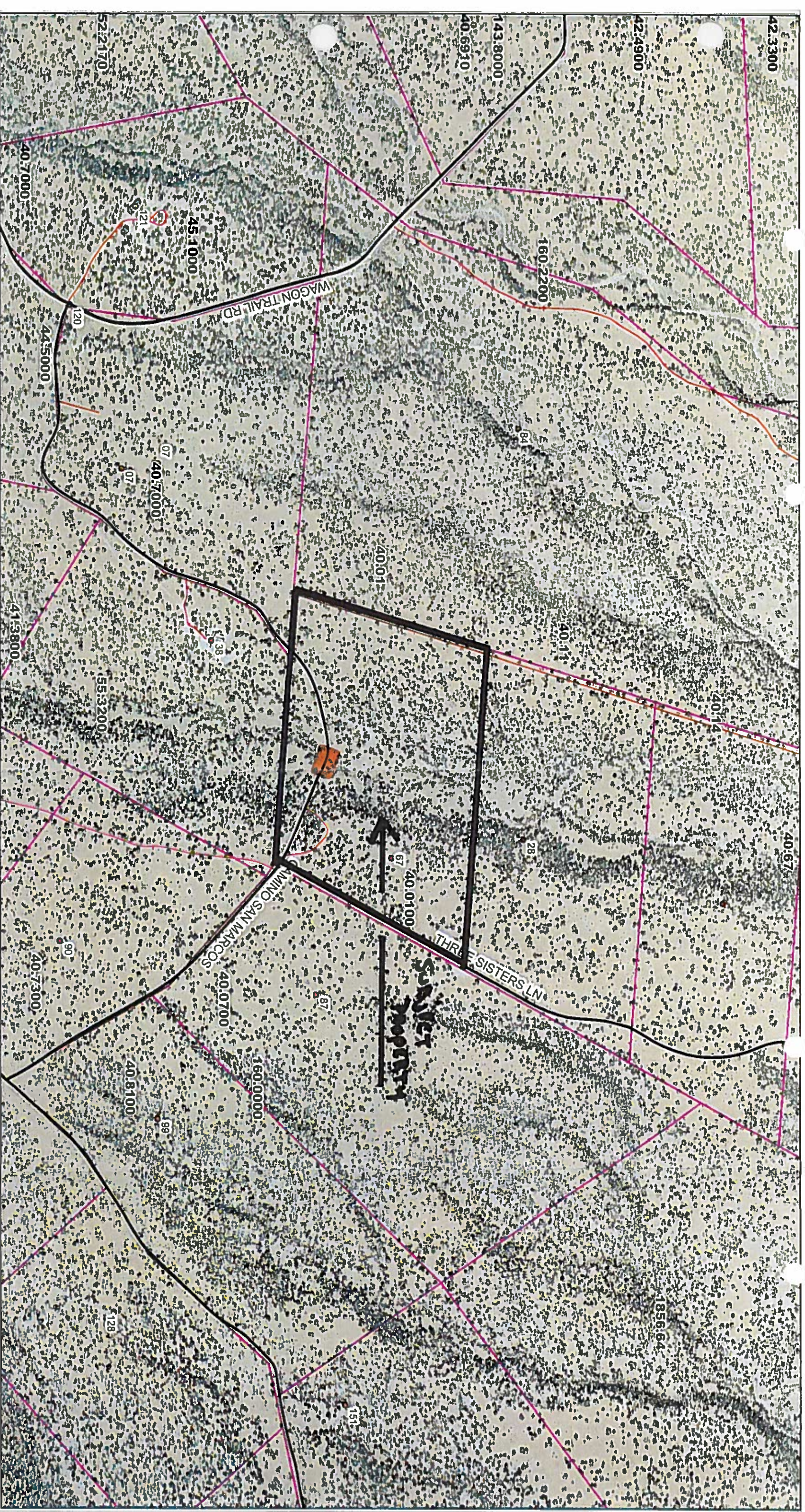












Legend



1:6,000
1 inch represents 500 feet

DRIVEWAYS

Parcels

EXHIBIT

6

2008 Orthophotography
2-FOOT CONTOURS

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confirming data accuracy.



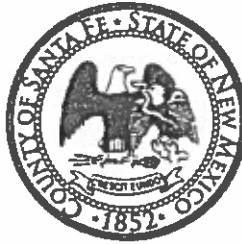
October 4, 2013



Daniel "Danny" Mayfield
Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

DATE: January 30, 2014

TO: Board of County Commissioners

FROM: Jose E. Larrañaga, Development Review Team Leader *VEL*

VIA: Katherine Miller, County Manager
Penny Ellis-Green, Land Use Administrator *PEG*
Vicki Lucero, Building and Development Services Manager *VL*
Wayne Dalton, Building and Development Services Supervisor *WD*

FILE REF.: BCC CASE # MIS 13-5061 Robert and Bernadette Anaya

ISSUE:

Robert and Bernadette Anaya, Applicants, William Sutherland (Sutherland Law Firm), Agent, request reconsideration of conditions imposed by the BCC for Master Plan Zoning approval.

The property is located at 2253 Ben Lane, within the Traditional Community of Agua Fria, within Section 31, Township 17 North, Range 9 East, (Commission District 2).

SUMMARY:

This case is being tabled, at the request of the Applicant, so that the parties can work towards a resolution of this matter.



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: February 4, 2014

TO: Board of County Commissioners

FROM: Julia Valdez, Constituent Services Liaison, Manager's Office

VIA: Katherine Miller, County Manager 

ITEM AND ISSUE: BCC Meeting February 11, 2014

An Ordinance Establishing A Living Wage Within Santa Fe County; Specifying Employers Subject To The Living Wage; Making Findings As To The Necessity Of A Living Wage; Establishing A Prohibition On Retaliation For Reporting Violations Of The Living Wage; Providing For Remedies And Penalties; Specifying Enforcement Officers; Providing The Process To Be Employed Upon Complaints Of Violation; Establishing Severability; And Providing An Effective Date.
Second Public Hearing And Possible Action (Commissioners Stefanics and Chavez)

This packet includes two proposed amendments. One is from Commissioner Holian and the other is from Commissioner Mayfield.

BACKGROUND

There is a large overlap between the poverty population and the people who would be benefited by the minimum wage increase.

Santa Fe County supports low income residents through taxpayer-funded social services – i.e., healthcare, public housing, affordable housing, behavioral health services, emergency services and other social services.

Creating a minimum wage in the unincorporated area of the county at \$10.50 could help lift residents of Santa Fe County out of poverty and reduce the ranks of our poor.

Section 1 declares the authority for Santa Fe County to enact this ordinance.

Section 2 establishes the boundaries and identifies who is affected and/or not affected by this ordinance.

Section 3 identifies the findings as to why this ordinance is brought forth.

Section 4 outlines the requirements of paying a minimum wage. It establishes rates and yearly adjustments.

Section 5 ensures there is no retaliation or circumvention of this ordinance.

Section 6 defines penalties and remedies of violation of this ordinance.

Section 7 claims this ordinance not to be in conflict with the New Mexico Constitution.

Section 8 states that if any provision or part of the requirement is held to be invalid by legal jurisdiction, the remainder of the ordinance will continue to be enforced.

Section 9 businesses in Santa Fe County must post that it is compliant with this ordinance.

Section 10 outlines the procedure for violations.

Section 11 states the effective date of this ordinance.

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

ORDINANCE NO. 2014-____

**AN ORDINANCE ESTABLISHING A LIVING WAGE
WITHIN SANTA FE COUNTY; SPECIFYING EMPLOYERS SUBJECT TO THE
LIVING WAGE; MAKING FINDINGS AS TO THE NECESSITY OF A LIVING WAGE;
ESTABLISHING A PROHIBITION ON RETALIATION FOR REPORTING
VIOLATIONS OF THE LIVING WAGE; PROVIDING FOR REMEDIES AND
PENALTIES; SPECIFYING ENFORCEMENT OFFICERS; PROVIDING THE
PROCESS TO BE EMPLOYED UPON COMPLAINTS OF VIOLATION;
ESTABLISHING SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

**BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF
SANTA FE COUNTY:**

SECTION 1 – AUTHORITY.

This Ordinance is enacted pursuant to the authority in NMSA 1978, § 4-37-1 (1975) (as amended) to make and publish any ordinance to discharge the powers not inconsistent with statutory or constitutional limitations placed on counties and to exercise powers that are necessary and proper to provide for the safety, preserve the health, promote the prosperity and improve the morals, order, comfort and convenience of the County's inhabitants, and NMSA 1978, § 4-37-3 (1993) (as amended) which permits prosecution of violations of County ordinances in any court of competent jurisdiction.

SECTION 2 – APPLICABILITY.

A. This Ordinance shall be effective within the exterior unincorporated boundaries of Santa Fe County.

B. Santa Fe County government shall pay a living wage as established by this Ordinance to all permanent workers employed by the County. However, the provisions of this sub-section are expressly limited by and subject to union negotiations, as appropriate.

C. As of the effective date of this ordinance, contracts entered into by Santa Fe County government for services, including construction services, shall require the contractor to pay the living wage established by this Ordinance if the total contract amount of the contract is, or by way of amendment becomes, equal to or greater than thirty thousand dollars (\$30,000).

D. Businesses who undertake an economic development project and execute a project participation agreement with Santa Fe County shall pay the living wage established by this Ordinance for the duration of the project.

E. Businesses required by Santa Fe County Ordinance to have a business license from Santa Fe County shall pay the living wage established by this Ordinance.

F. For purposes of identifying who shall be paid the living wage established by this Ordinance, all individuals employed by or providing work to an employer identified in subsections A through E above, whether on a part-time, full-time or temporary basis, shall be considered to be an employee for purposes of this Ordinance. Also considered an employee for purposes of this Ordinance are contingent or contracted workers, and persons working through a temporary service, staffing or employment agency or similar entity. However, the following shall not be considered employees entitled to the living wage established by this Ordinance:

(1) An individual employed by the United States, the state or any political subdivision of the state other than Santa Fe County;

(2) An individual engaged in the activities of an educational; charitable, religious or nonprofit organization where the employer-employee relationship does not, in fact, exist or where the services rendered to such organizations are on a voluntary basis;

(3) Apprentices in a registered apprentice program recognized by the State of New Mexico Apprenticeship and Training Committee or the Federal Bureau of Apprenticeship and Training. Apprentices are those bound to serve another for a specified time in order to learn some art, trade, profession, or business and must qualify as an apprentice under a federal or state approved apprenticeship program;

(4) G.I. bill trainees while under training;

(5) Temporary employees of an educational, charitable or religious youth camp or retreat where room and board is provided to the employee, or if a day camp, where board only is provided. To qualify under this exemption the employer must hold a valid certificate issued annually by the director of the labor relations division of the workforce solutions department of the State of New Mexico pertaining to exemption of seasonal employees;

(6) Any employee that is the parent, spouse, child or other member of the employer's immediate family; for purposes of this subsection, the employer shall include the principal stockholder of a family corporation;

(7) Interns working for a business for academic credit in connection with a course of study at an accredited school, college or university;

(8) Persons working for a business in connection with a court-ordered community service program; and

SECTION 3 – FINDINGS.

A. The Board of County Commissioners (hereinafter referred to as "the Board") finds that the public welfare, health, safety and prosperity of citizens of Santa Fe County requires that citizens be paid a living wage sufficient to ensure a decent and healthy life;

B. The Board finds that establishing a mandatory minimum hourly wage will promote the public welfare, health, safety and prosperity by ensuring that citizens can better support and care for their families through their own efforts;

C. According to the United States Census Bureau:

(1) The average earnings per capita in Santa Fe County is twenty-three percent (23%) below the national average and the cost of living is eighteen percent (18%) above the national average; and

(2) Fifteen and six-tenths percent (15.6%) of residents in Santa Fe County lived below the poverty level between 2007 and 2011;

D. The Board finds that housing costs in Santa Fe County are higher than in most other parts of New Mexico, and low income workers spend a disproportionate percentage of their income sheltering themselves and their families;

E. The Board finds that when businesses do not pay adequate wages, the community bears the cost in the form of increased demand for taxpayer-funded social services;

F. Santa Fe County developed an affordable housing program that requires developers to include affordable homes in each subdivision, down payment assistance, assistance with roof repairs and other housing-related benefits;

G. The Board finds that it has expended public funds to provide summer programs for children residing in the County and to fund medical care for indigent residents; and

H. The Board finds that it is in the public interest to require that employers benefiting from the opportunity to do business in Santa Fe County pay employees a living wage that is adequate to meet the basic needs of living in Santa Fe County.

SECTION 4 – LIVING WAGE PAYMENT REQUIREMENTS.

A. The living wage paid to an employee shall be \$10.50 per hour. Beginning January 1, 2015, and each January 1 thereafter, the minimum wage shall be adjusted upward based on the percentage increase, if any, as of August of the immediately preceding year over the level as of August of the previous year, of the Consumer Price Index for the Western Region for Urban Wage Earners and Clerical Workers, U.S. City Average for All items. Santa Fe County shall post the living wage on the Santa Fe County website after this Ordinance becomes effective and prior to each adjustment of the living wage.

B. An employee who customarily and regularly receives more than thirty dollars (\$30.00) a month in tips shall be paid at least a base wage of five dollars and twenty-five cents (\$5.25). The employer may consider tips and commissions as part of wages, but the tips and commissions combined with the employer's cash wage shall not equal less than the living wage as provided in subsection A of this section. In the event an employee earns insufficient tips combined with the base wage to receive a cash wage at least equal to the living wage, the employer shall make up the difference to ensure the employee receives a cash wage equal to the living wage. All tips received by such employee shall be retained by the employee, except that nothing in this section shall prohibit the pooling of tips among employees. Where employees practice tip pooling or splitting (as where staff give a portion of their tips to bus persons), only the amount actually retained by each employee shall be considered part of that employee's wages. Beginning January 1, 2015, and each January 1 thereafter, the base wage shall be adjusted upward based on the percentage increase, if any, as of August of the immediately preceding year over the level as of August of the previous year, of the Consumer Price Index for the Western Region for Urban Wage Earners and Clerical Workers, U.S. City Average for All items. Santa Fe County shall post the base wage on the Santa Fe County website after this Ordinance becomes effective and prior to each adjustment of the base wage.

SECTION 5 - PROHIBITION AGAINST RETALIATION AND CIRCUMVENTION.

It shall be unlawful for any employer or employer's agent or representative to discharge, demote, deny promotion to or in any way discriminate against an employee in the terms or conditions of employment in retaliation for the person asserting a claim or right pursuant to this Ordinance or assisting another person to do so.

SECTION 6 – REMEDIES AND PENALTIES.

A. A person violating this Ordinance shall be guilty of a misdemeanor and, upon conviction, may be punished in accordance with NMSA 1978, Section 4-37-3 (1975)(as amended). A person violating any of the requirements of this Ordinance shall be guilty of a separate offense for each day or portion thereof and for each worker or person as to which any such violation has occurred. This Ordinance may be enforced by a duly authorized code enforcement officer.

B. The County, any individual aggrieved by a violation of this Ordinance, or any entity whose members have been aggrieved by a violation of this Ordinance, may bring a civil action in a court of competent jurisdiction to restrain, correct, abate or remedy any violation of this Ordinance and, upon prevailing, shall be entitled to such legal or equitable relief as may be appropriate to remedy the violation including, without limitation, reinstatement, the payment of any wages due, an additional amount as liquidated damages equal to twice the amount of any wages due, injunctive relief, and reasonable attorney's fees and costs.

C. The remedies provided in this Ordinance are not exclusive, and nothing in this Ordinance shall preclude any person from seeking any other remedies, penalties, or relief provided by law.

SECTION 7 – PROSPECTIVE APPLICATION.

Nothing in this Ordinance shall be deemed to nor shall be applied in such a manner so as to have a constitutionally prohibited effect as an *ex post facto* law or impairment of an existing contract within the meaning of New Mexico Constitution, Article II, §19.

SECTION 8 – SEVERABILITY.

The requirements and provisions of this Ordinance are severable. In the event that any requirement, provision, part, subpart or clause of this Ordinance, or the application thereof to any person or circumstance, is held by a court of competent jurisdiction to be invalid or unenforceable, it is the intent of the Board that the remainder of the Ordinance be enforced to the maximum extent possible consistent with the objective of ensuring a living wage.

SECTION 9 – NOTICE POSTING.

Any holder of a Santa Fe County business license shall, as a condition of obtaining or holding a Santa Fe County business license, post and display in a prominent location next to its business license a notice, in English and Spanish, that the business is in compliance with the provisions of this Ordinance and shall include the text of Sections 2 and 4 of this Ordinance. Failure to comply with this Section shall be construed as a violation of this Ordinance and, in addition, shall be considered grounds for suspension, revocation, or termination of the business license.

SECTION 10 – PROCEDURE.

Violations of this Ordinance shall be investigated and prosecuted consistent with the process employed concerning alleged violations of the Sustainable Land Development Code, as amended. A complaint form for use in reporting violations of this Ordinance shall be available on the County webpage for use in reporting violations.

SECTION 11 – EFFECTIVE DATE.

This Ordinance shall become effective sixty (60) days after its adoption by the Board.

PASSED, APPROVED AND ADOPTED this ____ day of ____, 2014.
THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY

By: _____
Daniel W. Mayfield, Chair

ATTEST:

Geraldine Salazar, Santa Fe County Clerk

APPROVED AS TO FORM:



Stephen C. Ross, County Attorney

Living Wage
Proposed Amendment
From Commissioner
Holian

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

ORDINANCE NO. 2014-____

**AN ORDINANCE ESTABLISHING A LIVING WAGE
WITHIN SANTA FE COUNTY; SPECIFYING EMPLOYERS SUBJECT TO THE
LIVING WAGE; MAKING FINDINGS AS TO THE NECESSITY OF A LIVING WAGE;
ESTABLISHING A PROHIBITION ON RETALIATION FOR REPORTING
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SECTION 4 – LIVING WAGE PAYMENT REQUIREMENTS.

A. The living wage paid to an employee shall be ten dollars and fifty-one cents (-\$10.501 per hour. In computing the wage paid for purposes of determining compliance with the living wage, the value of health benefits and childcare shall be considered as an element of wages. In the event the City of Santa Fe increases its living wage above ten dollars and fifty-one cents (\$10.51) per hour prior to March 1, 2015, the living wage set forth in this Ordinance shall automatically increase to the amount of the new City of Santa Fe living wage. Beginning March 1, 2015, and each year thereafter, the living wage shall be adjusted upward by an amount

~~corresponding to the previous year's increase, if any, in the consumer price index for the western region for urban wage earners and clerical workers. Beginning January 1, 2015, and each January 1 thereafter, the minimum wage shall be adjusted upward based on the percentage increase, if any, as of August of the immediately preceding year over the level as of August of the previous year, of the Consumer Price Index for the Western Region for Urban Wage Earners and Clerical Workers, U.S. City Average for All items.~~ Santa Fe County shall post the living wage on the Santa Fe County website after this Ordinance becomes effective and prior to each adjustment of the living wage.

B. An employee who customarily and regularly receives more than thirty dollars (\$30.00) a month in tips shall be paid at least a base wage equivalent to sixty percent of the living wage. ~~Initially the base wage rate shall be of six five-dollars and thirtv-onetwenty-five cents (\$56.2531).~~ That wage will increase simultaneous with each living wage increase. ~~—In computing the wage paid for purposes of determining compliance with the living wage, the value of health benefits and childcare shall be considered as an element of wages.~~ The employer may consider tips and commissions as part of wages, but the tips and commissions combined with the employer's cash wage shall not equal less than the living wage as provided in subsection A of this section. In the event an employee earns insufficient tips combined with the base wage to receive a cash wage at least equal to the living wage, the employer shall make up the difference to ensure the employee receives a cash wage equal to the living wage. All tips received by such employee shall be retained by the employee, except that nothing in this section shall prohibit the pooling of tips among employees. Where employees practice tip pooling or splitting (as where staff give a portion of their tips to bus persons), only the amount actually retained by each employee shall be considered part of that employee's wages. ~~Beginning January 1, 2015, and each January 1 thereafter, the base wage shall be adjusted upward based on the percentage increase, if any, as of August of the immediately preceding year over the level as of August of the previous year, of the Consumer Price Index for the Western Region for Urban Wage Earners and Clerical Workers, U.S. City Average for All items. Santa Fe County shall post the base wage on the Santa Fe County website after this Ordinance becomes effective and prior to each adjustment of the base wage.~~

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SECTION 6 – REMEDIES AND PENALTIES.

A. A person violating this Ordinance shall be guilty of a misdemeanor and, upon conviction, may be punished in accordance with NMSA 1978, Section 4-37-3 (1975)(as amended). A person violating any of the requirements of this Ordinance shall be guilty of a separate offense for each day or portion thereof and for each worker or person as to which any

such violation has occurred. This Ordinance may be enforced by a duly authorized code enforcement officer.

B. The County, any individual aggrieved by a violation of this Ordinance, or any entity whose members have been aggrieved by a violation of this Ordinance, may bring a civil action in a court of competent jurisdiction to restrain, correct, abate or remedy any violation of this Ordinance and, upon prevailing, shall be entitled to such legal or equitable relief as may be appropriate to remedy the violation including, without limitation, reinstatement, the payment of any wages due, an additional amount as liquidated damages equal to twice the amount of any wages due, injunctive relief, and reasonable attorney's fees and costs.

C. The remedies provided in this Ordinance are not exclusive, and nothing in this Ordinance shall preclude any person from seeking any other remedies, penalties, or relief provided by law.

SECTION 7 – PROSPECTIVE APPLICATION.

Nothing in this Ordinance shall be deemed to nor shall be applied in such a manner so as to have a constitutionally prohibited effect as an *ex post facto* law or impairment of an existing contract within the meaning of New Mexico Constitution, Article II, §19.

SECTION 8 – SEVERABILITY.

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

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

By: _____
Daniel W. Mayfield, Chair

ATTEST:

Geraldine Salazar, Santa Fe County Clerk

APPROVED AS TO FORM:

Stephen C. Ross, County Attorney

Living Wage
Proposed Amendment
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The requirements and provisions of this Ordinance are severable. In the event that any requirement, provision, part, subpart or clause of this Ordinance, or the application thereof to any person or circumstance, is held by a court of competent jurisdiction to be invalid or unenforceable, it is the intent of the Board that the remainder of the Ordinance be enforced to the maximum extent possible consistent with the objective of ensuring a living wage.

SECTION 9 – NOTICE POSTING.

Any holder of a Santa Fe County business license shall, as a condition of obtaining or holding a Santa Fe County business license, post and display in a prominent location next to its business license a notice, in English and Spanish, that the business is in compliance with the provisions of this Ordinance and shall include the text of Sections 2 and 4 of this Ordinance. Failure to comply with this Section shall be construed as a violation of this Ordinance and, in addition, shall be considered grounds for suspension, revocation, or termination of the business license.

SECTION 10 – PROCEDURE.

Violations of this Ordinance shall be investigated and prosecuted consistent with the process employed concerning alleged violations of the Sustainable Land Development Code, as amended. A complaint form for use in reporting violations of this Ordinance shall be available on the County webpage for use in reporting violations.

SECTION 11 – EFFECTIVE DATE.

This Ordinance shall become effective sixty (60) days after its adoption by the Board.

PASSED, APPROVED AND ADOPTED this ____ day of ____, 2014.
THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY

By: _____
Daniel W. Mayfield, Chair

ATTEST:

Geraldine Salazar, Santa Fe County Clerk

APPROVED AS TO FORM:

Stephen C. Ross, County Attorney

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): An Ordinance Establishing a Living Wage Within Santa Fe
Reviewing Division(s): Growth Management/Finance
Person Completing FIR: Julia Valdez
Date: 1/6/2014 Phone: 986-6202

Section B. Summary

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

This ordinance establishes a \$10.50 living wage 60 days after enactment.

Beginning January 1, 2015 and each January 1 thereafter, the minimum wage will be adjusted upward based on the percentage increase of the Consumer Price Index.

Section C. Fiscal Impact

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

- 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.
- 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:

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

Exp. Classification	FY 14	"A" or "N"	"R" or "NR"	FY 15	"A" or "N"	"R" or "NR"	Funds affected
Salary and Benefits				\$52,416	N	R	General
Maintenance							Select or type...
Other Operating				\$2,000	N	NR	General
Contractual Services							Select or type...
Capital Requirements				\$28,735	N	NR	General
Total	\$0			\$83,151			

*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:

- To indicate new revenues and/or
- Required for costs for which new expenditure budget is proposed above in item 1.
- Please provide additional fiscal impact information for years 3 and 4 in the Expenditure/Revenue Narrative.

Type of Revenue	FY 14	"R" or "NR"	FY 15	"R" or "NR"	Funds Affected
				Select..	Select or type...
Total	\$0		\$0		

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.

If approved, this ordinance will require the approval of a new FTE by the board of county commissioners. The FTE classification is that of a Code Enforcement Officer. The new requirement will increase the support required of the General Fund annually by \$52,416. One-time costs include training, laptop and a vehicle totaling \$27,685.

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.

None

2. Consequences of Not Enacting This Ordinance/Resolution:

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

Establishing a mandatory minimum hourly wage will promote the public welfare, health, safety and prosperity by ensuring that citizens can better support and care for their families through their own efforts.

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.

None. This is a new ordinance.

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.

According to the United States Census Bureau:

The average earnings per capita in Santa Fe County is twenty-three percent (23%) below the national average and the cost of living is eighteen percent (18%) above the national average; Fifteen and six-tenths percent (15.6%) of residents in Santa Fe County lived below the poverty level between 2007 and 2011.

Housing costs in Santa Fe County are higher than in most other parts of New Mexico, and low income workers spend a disproportionate percentage of their income sheltering themselves and their families.

It is in the public interest to require that employers benefiting from the opportunity to do business in Santa Fe County pay employees a living wage that is adequate to meet the basic needs of living in Santa Fe County. Creating a minimum wage in the unincorporated area of the county at \$10.50 could help lift residents of Santa Fe County out of poverty and reduce the ranks of our poor.

 No file attached  No file attached  No file attached

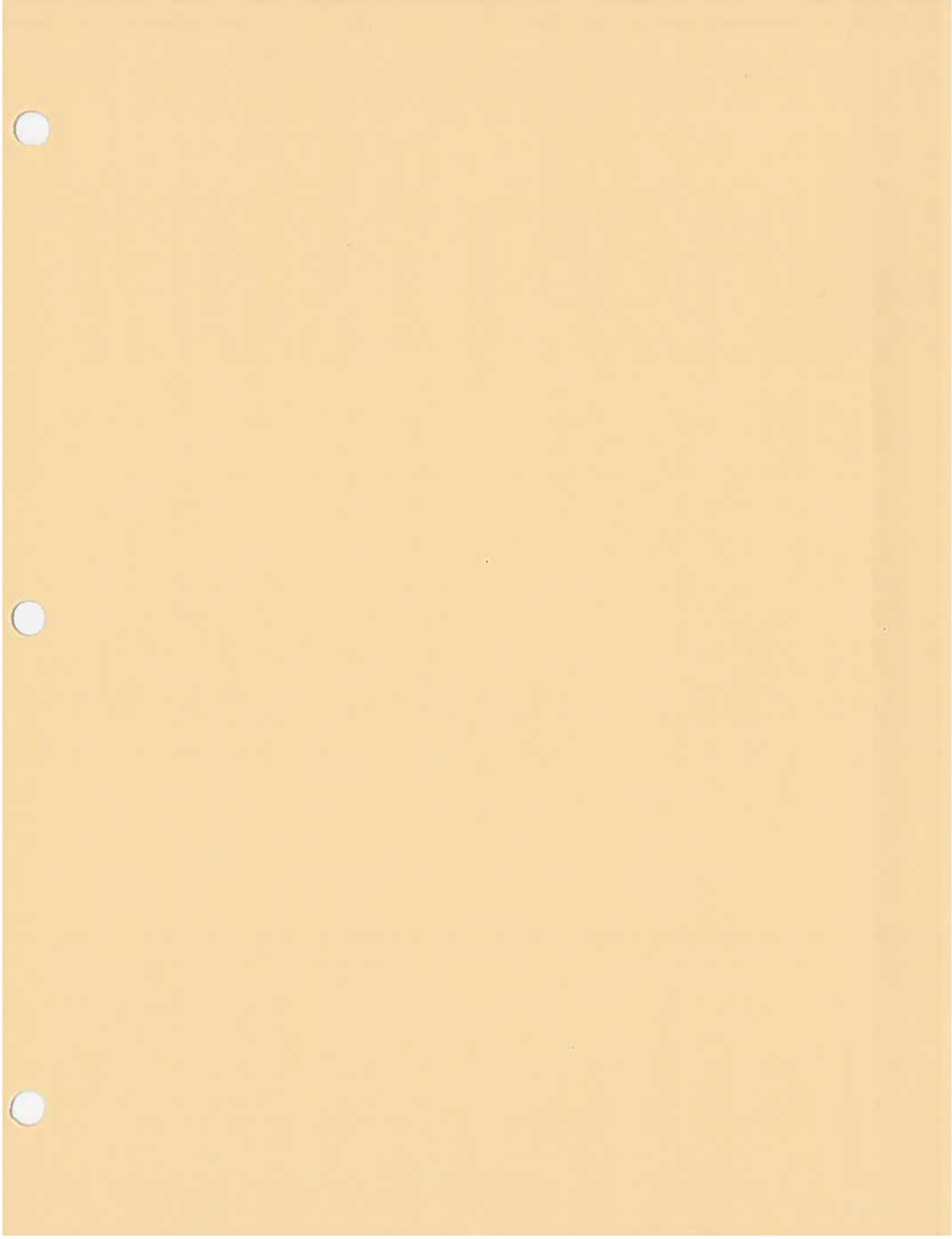
 Valid signature - Signed by Julia Valdez
Tuesday, January 07, 2014 10:54:00 AM

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100. 101. 102. 103. 104. 105. 106. 107. 108. 109. 110. 111. 112. 113. 114. 115. 116. 117. 118. 119. 120. 121. 122. 123. 124. 125. 126. 127. 128. 129. 130. 131. 132. 133. 134. 135. 136. 137. 138. 139. 140. 141. 142. 143. 144. 145. 146. 147. 148. 149. 150. 151. 152. 153. 154. 155. 156. 157. 158. 159. 160. 161. 162. 163. 164. 165. 166. 167. 168. 169. 170. 171. 172. 173. 174. 175. 176. 177. 178. 179. 180. 181. 182. 183. 184. 185. 186. 187. 188. 189. 190. 191. 192. 193. 194. 195. 196. 197. 198. 199. 200. 201. 202. 203. 204. 205. 206. 207. 208. 209. 210. 211. 212. 213. 214. 215. 216. 217. 218. 219. 220. 221. 222. 223. 224. 225. 226. 227. 228. 229. 230. 231. 232. 233. 234. 235. 236. 237. 238. 239. 240. 241. 242. 243. 244. 245. 246. 247. 248. 249. 250. 251. 252. 253. 254. 255. 256. 257. 258. 259. 260. 261. 262. 263. 264. 265. 266. 267. 268. 269. 270. 271. 272. 273. 274. 275. 276. 277. 278. 279. 280. 281. 282. 283. 284. 285. 286. 287. 288. 289. 290. 291. 292. 293. 294. 295. 296. 297. 298. 299. 300. 301. 302. 303. 304. 305. 306. 307. 308. 309. 310. 311. 312. 313. 314. 315. 316. 317. 318. 319. 320. 321. 322. 323. 324. 325. 326. 327. 328. 329. 330. 331. 332. 333. 334. 335. 336. 337. 338. 339. 340. 341. 342. 343. 344. 345. 346. 347. 348. 349. 350. 351. 352. 353. 354. 355. 356. 357. 358. 359. 360. 361. 362. 363. 364. 365. 366. 367. 368. 369. 370. 371. 372. 373. 374. 375. 376. 377. 378. 379. 380. 381. 382. 383. 384. 385. 386. 387. 388. 389. 390. 391. 392. 393. 394. 395. 396. 397. 398. 399. 400. 401. 402. 403. 404. 405. 406. 407. 408. 409. 410. 411. 412. 413. 414. 415. 416. 417. 418. 419. 420. 421. 422. 423. 424. 425. 426. 427. 428. 429. 430. 431. 432. 433. 434. 435. 436. 437. 438. 439. 440. 441. 442. 443. 444. 445. 446. 447. 448. 449. 450. 451. 452. 453. 454. 455. 456. 457. 458. 459. 460. 461. 462. 463. 464. 465. 466. 467. 468. 469. 470. 471. 472. 473. 474. 475. 476. 477. 478. 479. 480. 481. 482. 483. 484. 485. 486. 487. 488. 489. 490. 491. 492. 493. 494. 495. 496. 497. 498. 499. 500. 501. 502. 503. 504. 505. 506. 507. 508. 509. 510. 511. 512. 513. 514. 515. 516. 517. 518. 519. 520. 521. 522. 523. 524. 525. 526. 527. 528. 529. 530. 531. 532. 533. 534. 535. 536. 537. 538. 539. 540. 541. 542. 543. 544. 545. 546. 547. 548. 549. 550. 551. 552. 553. 554. 555. 556. 557. 558. 559. 560. 561. 562. 563. 564. 565. 566. 567. 568. 569. 570. 571. 572. 573. 574. 575. 576. 577. 578. 579. 580. 581. 582. 583. 584. 585. 586. 587. 588. 589. 590. 591. 592. 593. 594. 595. 596. 597. 598. 599. 600. 601. 602. 603. 604. 605. 606. 607. 608. 609. 610. 611. 612. 613. 614. 615. 616. 617. 618. 619. 620. 621. 622. 623. 624. 625. 626. 627. 628. 629. 630. 631. 632. 633. 634. 635. 636. 637. 638. 639. 640. 641. 642. 643. 644. 645. 646. 647. 648. 649. 650. 651. 652. 653. 654. 655. 656. 657. 658. 659. 660. 661. 662. 663. 664. 665. 666. 667. 668. 669. 670. 671. 672. 673. 674. 675. 676. 677. 678. 679. 680. 681. 682. 683. 684. 685. 686. 687. 688. 689. 690. 691. 692. 693. 694. 695. 696. 697. 698. 699. 700. 701. 702. 703. 704. 705. 706. 707. 708. 709. 710. 711. 712. 713. 714. 715. 716. 717. 718. 719. 720. 721. 722. 723. 724. 725. 726. 727. 728. 729. 730. 731. 732. 733. 734. 735. 736. 737. 738. 739. 740. 741. 742. 743. 744. 745. 746. 747. 748. 749. 750. 751. 752. 753. 754. 755. 756. 757. 758. 759. 760. 761. 762. 763. 764. 765. 766. 767. 768. 769. 770. 771. 772. 773. 774. 775. 776. 777. 778. 779. 780. 781. 782. 783. 784. 785. 786. 787. 788. 789. 790. 791. 792. 793. 794. 795. 796. 797. 798. 799. 800. 801. 802. 803. 804. 805. 806. 807. 808. 809. 810. 811. 812. 813. 814. 815. 816. 817. 818. 819. 820. 821. 822. 823. 824. 825. 826. 827. 828. 829. 830. 831. 832. 833. 834. 835. 836. 837. 838. 839. 840. 84

Range: 16 **Hourly Range:** 13.9038 - 20.8557

Other Associated Costs:

1400.



NO PACKET MATERIAL FOR THIS ITEM

8. Concluding Business

a. Announcements

b. Adjournment

