THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY

RESOLUTION NO. 2022 - 115

A RESOLUTION ADOPTING THE STRATEGIC PLAN FOR SANTA FE COUNTY

WHEREAS, the process of strategic planning provides clear direction, focus, and accountability to an organization; and

WHEREAS, the Board of County Commissioners of Santa Fe County (Board) and the County Manager undertook the creation of a comprehensive county strategic plan in a work session that included County department and division leadership beginning in 2018 and again in 2019 (Strategic Plan); and

WHEREAS, in 2021, the County hired a Director of Strategic and Operational Planning to further develop and implement the plan, and County departmental and divisional leadership met with Commissioners and the County Manager in working sessions in March and June, 2022 to review, revise and refine the Strategic Plan.

WHEREAS, the Strategic Plan is intended to provide a systematic framework for directing, recording, and reporting progress toward goals and objectives; and

WHEREAS, the primary elements of the Strategic Plan are the Population Goals and Objectives; and

WHEREAS, the Population Goals of the Strategic Plan establish a foundation for the plan and are directly related to Santa Fe County's (County's) mission statement, "to provide a safe, sustainable, healthy community through a proficient, transparent and accessible government"; and

WHEREAS, the Objectives of the Strategic Plan outline the programs and services to fulfill the Population Goals and best serve the County; and

WHEREAS, the Strategic Plan is intended to be periodically reviewed and revised in collaborative work sessions with Commissioners, the County Manager, and County staff, to reflect County priorities, best practices, and the current environment; and

WHEREAS, the Strategic Plan provides transparency and accountability toward achieving stated goals and objectives established by the County with the community and stakeholders.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby adopts the Santa Fe County Strategic Plan, attached hereto as Exhibit A, which outlines the current Population Goals and Objectives and provides details regarding plans for achieving those Goals and Objectives.

SFC CLERK RECORDED 12/28/2022

BE IT FURTHER RESOLVED that the Board will, from time to time, update the Strategic Plan.

PASSED, APPROVED, AND ADOPTED ON THIS 13th DAY OF DECEMBER, 2022.

BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY

Anna T. Hamilton, Chair

Atharine E. Clark

ATTESTATION:

Santa Fe County Clerk

Approved as to form:

Jeff Young
Santa Fe County Attorney

Date:

mina.

Exhibit A



Strategic Plan

Santa Fe County Strategic Plan

Population Goal 1

Progress 1%

Provide a Safe Community.

Owner: Cindy McKee

Objective: 5

Strategy: 23

% Status Pending 95.65 22 Some Disruption 4.35 1

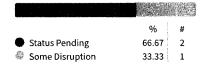
Objective 1.1

Progress 11%

Create an organizational structure to provide high quality and timely emergency and crisis response.

Owner: Cindy McKee

Strategy: 3



Strategy 1.1.1 💢

Jul 01, 2022 - Jun 30, 2023

Status Pending

Progress 0%

Develop a Public Safety recruitment and retention plan.

Owner: Cindy McKee

Strategy 1.1.2 💢

Ongoing - Jun 30, 2024

Status Pending

Progress 0%

Expand the Office of Emergency Management.

Owner: Cindy McKee

Strategy 1.1.3

Ongoing - Jun 30, 2023





Create and implement Communications and Outreach plan to address internal and external communications in Public Safety, including emergency communications and risk reduction and prevention.

Owner: Cindy McKee

Update provided by Cindy McKee on Dec 02, 2022 16:15:58

√Hire Public Safety Communications Coordinator/PIO

√Produce effective DWI prevention outreach campaigns

We also had covid!

Objective 1.2 Progress 0%

Provide high quality fire protection, prevention and suppression services.

Status Pending

% 100.0 6

Owner: Cindy McKee

Strategy: 6

Strategy 1.2.1 💢

Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Create a dynamic recruitment and retention plan for career and volunteer emergency responders.

Owner: Cindy McKee

Strategy 1.2.2

Ongoing - Ongoing

Status Pending

Develop an equipment sustainability plan to ensure up-to-date and operable equipment

Owner: Cindy McKee

Strategy 1.2.3

Ongoing - Ongoing

Status Pending

Maintain and equip year-round wildland program and develop programming to address increased wildland fire threats.

Owner: Cindy McKee

Strategy 1.2.4

Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Continuously review and improve ISO ratings countywide.

Owner: Cindy McKee

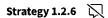
Strategy 1.2.5

Ongoing - Jun 30, 2024

Status Pending

Progress 0%

Utilize data to monitor coverage and improve response times countywide



Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Develop County-sponsored risk reduction programs.

Owner: Cindy McKee

Objective 1.3

Progress 0%

Provide high quality regional emergency communications.

Owner: Cindy McKee

Strategy: 4

Strategy 1.3.1 💢



Ongoing - Ongoing

Status Pending

Maximize use of data and technology to provide advanced emergency communications for members of the RECC.

Owner: Cindy McKee

Strategy 1.3.2 💢



Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Evaluate and modify staffing needs and schedules to attract a diverse applicant pool for communications specialists.

Owner: Cindy McKee

Strategy 1.3.3 💢



Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Integrate mobile crisis unit into emergency communications and response.

Owner: Cindy McKee

Strategy 1.3.4 💢



Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Review and revise Joint Powers Agreement with City of Santa Fe to provide effective emergency communication.

Objective 1.4	Progress 0%

Provide high quality law enforcement services to secure public safety and welfare.

Status Pending 100.0

%

6

Owner: Cindy McKee

Strategy: 6

Strategy 1.4.1



Ongoing - Ongoing

Status Pending

Serve as first responders including crime scene processing, auto accidents, and emergency response.

Owner: Cindy McKee

Strategy 1.4.2



Ongoing - Ongoing

Status Pending

Conduct thorough, expeditious criminal investigations.

Owner: Cindy McKee

Strategy 1.4.3 💢



Ongoing - Ongoing

Status Pending

Provide community support services, including court, recruiting, training, background investigations, outreach.

Owner: Cindy McKee

Strategy 1.4.4



Ongoing - Ongoing

Status Pending

Provide comprehensive animal control services.

Owner: Cindy McKee

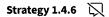
Strategy 1.4.5



Ongoing - Ongoing

Status Pending

Utilize data to monitor coverage and provide effective traffic and patrol services.



Status Pending

Provide records management and law enforcement administration services.

Owner: Cindy McKee

Objective 1.5

Progress 0%

Operate a secure and safe Adult Detention Center.

Owner: Cindy McKee

Strategy: 4

Strategy 1.5.1 💢

Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Enhance facility operations thorough technology for inmates and staff.

Owner: Cindy McKee

Strategy 1.5.2 🔍



Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Ensure the safety of detainees, employees and the public through review, revision, implementation, and quality assurance of best practices and compliance with accredited operating procedures.

Owner: Cindy McKee

Strategy 1.5.3 💢



Jul 01, 2022 - Jun 30, 2024

Status Pending

Progress 0%

Provide inmates with support and programs for successful reentry into the community.

Owner: Cindy McKee

Strategy 1.5.4 💢



Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Explore regionalization of adult detention facility services.

Owner: Cindy McKee

Status Pending

100.0



Owner: Cindy McKee
Strategy: 10





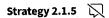
Increase Service to Tenants in Santa Fe County properites

Owner: Cindy McKee



Provide Planning/Finance/Administration services





Status Pending

Ensure efficiency and effective use of current resources

Owner: Cindy McKee

Strategy 2.1.6 💢



Status Pending

Improve technology, hardware and software for increased efficiency and customer service

Owner: Cindy McKee

Strategy 2.1.7



Ongoing - Ongoing

Status Pending

Create policies to improve customer service and tenant satisfaction

Owner: Cindy McKee

Strategy 2.1.8 💢



Ongoing - Ongoing

Status Pending

Foster a Dynamic and Positive Work Environment

Owner: Cindy McKee

Strategy 2.1.9 💢



Ongoing - Ongoing

Status Pending

Improve Public Housing Authority Communication and Outreach

Owner: Cindy McKee

Strategy 2.1.10 💢

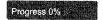


Ongoing - Ongoing

Status Pending

Achieve Organizational Excellence; Relative to HUD benchmarks, become a high performing agency

Objective 2.2



Mitigate Santa Fe County's contribution to climate change and increase equitable adaptation and response.

% Status Pending 100.0 14

Owner: Cindy McKee

Strategy: 14

Strategy 2.2.1



Ongoing - Ongoing

Status Pending

Increase capacity of the Office of Sustainability to implement the Climate Action Plan

Owner: Cindy McKee

Strategy 2.2.2 💢



Ongoing - Ongoing

Status Pending

Implement an integrated Countywide Climate Action Plan.

Owner: Cindy McKee

Strategy 2.2.3



Ongoing - Ongoing

Status Pending

Collaborate with Public Works and Growth Management to implement sustainable practices throughout SFC

Owner: Cindy McKee

Strategy 2.2.4



Ongoing - Ongoing

Status Pending

Update codes to encourage higher density development where water, sewer is available; to minimize driving and transportation needs (SMART Development)

Owner: Cindy McKee

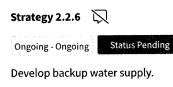
Strategy 2.2.5



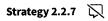
Ongoing - Ongoing

Status Pending

Protect and conserve water resources.



Owner: Cindy McKee



Ongoing - Ongoing

Status Pending

Implement domestic well metering and reporting.

Owner: Cindy McKee

Strategy 2.2.8 💢

Ongoing - Ongoing

Status Pending

Reduce greenhouse gas emissions countywide.

Owner: Cindy McKee

Strategy 2.2.9

Ongoing - Ongoing

Status Pending

Implement the Initiatives and Strategies from Federal, State, and Partners on Climate Programs

Owner: Cindy McKee

Strategy 2.2.10



Ongoing - Ongoing

Status Pending

Ensure the protection and enhancement of pollinator species and habitats

Owner: Cindy McKee

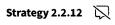
Strategy 2.2.11



Ongoing - Ongoing

Status Pending

Support energy efficiency upgrades and electrification, water conservation measures of the built environment throughout SF



Status Pending

Increase renewable energy access and usage throughout Santa Fe County.

Owner: Cindy McKee

Strategy 2.2.13

Ongoing - Ongoing

Status Pending

Increase compliance and enforcement of SLDC codes

Owner: Cindy McKee

Strategy 2.2.14

Status Pending Ongoing - Ongoing

Reduce single use plastics throughout Santa Fe County.

Owner: Cindy McKee

Objective 2.3



Incentivize Sustainable Economic Development

Owner: Cindy McKee

Strategy: 8

Strategy 2.3.1



Ongoing - Ongoing

Status Pending

Maximize use of Special Districts.

Owner: Cindy McKee

Strategy 2.3.2



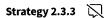
Ongoing - Ongoing

Status Pending

Leverage County-targeted economic development clusters.

Owner: Cindy McKee

Status Pending



Status Pending

Incentivize green economic development and sustainable job growth.

Owner: Cindy McKee

Strategy 2.3.4

Ongoing - Ongoing

Status Pending

Create an Arts and Culture Commission within the Economic Development division.

Owner: Cindy McKee

Strategy 2.3.5

Ongoing - Ongoing

Status Pending

Maintain or expand non-residential, mixed-use. and institutional zones.

Owner: Cindy McKee

Strategy 2.3.6 💢

Ongoing - Ongoing

Status Pending

Revise SLDC to allow for more affordable housing.

Owner: Cindy McKee

Strategy 2.3.7

Ongoing - Ongoing

Status Pending

Support workforce training and education programs.

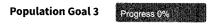
Owner: Cindy McKee

Strategy 2.3.8

Ongoing - Ongoing

Status Pending

Meet adequate public facilities requirements of the Sustainable Land Development Code (SLDC).



Support a Healthy Community.

Owner: Cindy McKee

Objective: 6

Strategy: 28

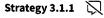
Objective 3.1

Progress 0%

Provide resources to address all Social Determinants of Health through the CONNECT network.

Owner: Cindy McKee

Strategy: 5



Jul 01, 2018 - Jun 30, 2023

Status Pending

Progress 0%

Increase the number of clients served through CONNECT.

Owner: Cindy McKee

Strategy 3.1.2 💢



Jul 01, 2018 - Jun 30, 2023

Status Pending

Progress 0%

Grow the CONNECT network with new community service partner organizations.

Owner: Cindy McKee

Strategy 3.1.3 💢



Jul 01, 2020 - Jun 30, 2025

Status Pending

Progress 0%

Increase and diversify CONNECT funding.

Owner: Cindy McKee

Strategy 3.1.4

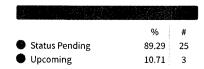


Jul 01, 2019 - Jun 30, 2023

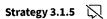
Status Pending

Progress 0%

Support efforts to increase resident enrollment in health insurance/Medicare/Medicaid



	%	#
Status Pending	100.0	5



Jul 01, 2018 - Jun 30, 2023

Status Pending

Progress 0%

Support programs to increase consumption of healthy foods.

Owner: Cindy McKee

Objective 3.2

Progress 0%

Support behavioral health needs of SFC residents.

Owner: Cindy McKee

Strategy: 10

Strategy 3.2.1



Jul 01, 2022 - Jun 30, 2024

Status Pending

Progress 0%

Increase public awareness of La Sala through outreach campaign.

Owner: Cindy McKee

Strategy 3.2.2 💢



Jul 01, 2022 - Jun 30, 2023

Status Pending

Progress 0%

Increase public awareness of La Sala through outreach and training to community stakeholders.

Owner: Cindy McKee

Strategy 3.2.3 💢



Jul 01, 2021 - Jun 30, 2023

Status Pending

Progress 0%

Monitor La Sala Crisis Center.

Owner: Cindy McKee

Strategy 3.2.4 💢



Jul 01, 2021 - Jun 30, 2023

Status Pending

Progress 0%

Fund detox and substance use programs at La Sala Crisis Center.

Strategy 3.2.5

Jul 01, 2022 - Jun 30, 2023

Status Pending

Progress 0%

Support LEAD-Santa Fe County program.

Owner: Cindy McKee

Strategy 3.2.6 💢

Jul 01, 2022 - Jun 30, 2023

Status Pending

Progress 0%

Fund behavioral health programming in Edgewood.

Owner: Cindy McKee

Strategy 3.2.7

Jul 01, 2019 - Jun 30, 2023

Status Pending

Progress 0%

Coordinate community-based stakeholders to establish comprehensive system of behavioral health services.

Owner: Cindy McKee

Strategy 3.2.8

Jul 01, 2021 - Jun 30, 2023

Status Pending

Progress 0%

Work with NAMI to support families of those with behavioral health needs.

Owner: Cindy McKee

Strategy 3.2.9 💢

Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Support evidence-based programming for adults with mental health needs.

Owner: Cindy McKee

Strategy 3.2.10 💢



Jun 01, 2022 - Jun 30, 2024

Status Pending

Progress 0%

Develop training to educate SFC employees on mental health support services for all county employees, inducing Public Safety and law enforcement.



Provide services to support youth population.

Owner: Cindy McKee

Strategy: 3

Strategy 3.3.1 💢

Jul 01, 2011 - Jun 30, 2023

Status Pending

Progress 0%

Reduce death and injury due to DWI.

Owner: Cindy McKee

Strategy 3.3.2 💢

.

Jul 01, 2011 - Jun 30, 2023

Status Pending

Progress 0%

Operate SFC Teen Court program to interrupt patterns of criminal behavior.

Owner: Cindy McKee

Strategy 3.3.3 💢

Jul 01, 2022 - Jun 30, 2023

Status Pending

Progress 0%

Increase youth well being through behavioral health support.

Owner: Cindy McKee

Objective 3.4

Progress 0%

Provide services to support aging population.

Owner: Cindy McKee

Strategy: 9

Strategy 3.4.1

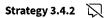
Jul 01, 2023 - Jun 30, 2024

Upcoming

Develop tool to identify geographical areas with service need gaps and current facility utilization.

		6.0
	%	#
Status Pending	100.0	3

	% :	#		
Status Pending	66.67	6		
Upcoming	33.33	3		



Jul 01, 2020 - Jun 30, 2023

Status Pending

Progress 0%

Navigate high risk seniors to appropriate resources.

Owner: Cindy McKee

Strategy 3.4.3

Jul 01, 2010 - Jun 30, 2023

Status Pending

Progress 0%

Increase healthy delivered and congregate meals through senior centers.

Owner: Cindy McKee

Strategy 3.4.4



Jul 01, 2022 - Ongoing

Status Pending

Increase enrollment of SFC seniors in county funded services.

Owner: Cindy McKee

Strategy 3.4.5



Jul 01, 2010 - Jun 30, 2023

Status Pending

Progress 0%

Operate senior centers.

Owner: Cindy McKee

Strategy 3.4.6 💢



Jul 01, 2022 - Jun 30, 2023

Status Pending

Progress 0%

Increase programming and services to Santa Fe County seniors.

Owner: Cindy McKee

Strategy 3.4.7



Jul 01, 2022 - Jun 30, 2023

Status Pending

Progress 0%

Build and improve Senior Center facilities based on needs assessment.

Strategy 3.4.8

Jul 01, 2023 - Jun 30, 2025

Upcoming

Develop staffing level guidelines for Senior Centers.

Owner: Cindy McKee

Strategy 3.4.9

Jul 01, 2023 - Ongoing

Upcoming

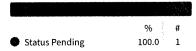
Expand transportation services.

Owner: Cindy McKee

Objective 3.5



Maintain and manage existing open space, trails, and parks to provide recreational amenities and access to the natural environment.



Owner: Cindy McKee

Strategy: 1

Strategy 3.5.1



Ongoing - Ongoing

Status Pending

Revise TDR Section in Chapter 12 of the SLDC to incentivize preservation of property in sending areas and to direct growth to receiving areas in SDA 1.

Owner: Cindy McKee

Objective 3.6

Maintain and operate community centers, fair grounds, and recreational facilities.

Owner: Cindy McKee

Population Goal 4



Be a Highly Skilled, Transparent, and Accessible Government.

Owner: Cindy McKee

Objective: 4

Strategy: 35

		3								Į
							%		#	
•	Statu	s Pend	ing			1	00.0) :	35	

%

100.0 12

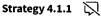
Status Pending



Ensure County's Long-Term Financial and Capital Stability.

Owner: Cindy McKee

Strategy: 12



Ongoing - Ongoing

Status Pending

Ensure County cash balances and investments are safe, liquid, and generating return.

Owner: Cindy McKee

Strategy 4.1.2 💢



Ongoing - Ongoing

Status Pending

Maintain highest bond rating to ensure affordable access to credit markets.

Owner: Cindy McKee

Strategy 4.1.3



Ongoing - Jun 30, 2023

Status Pending

Progress 0%

Amend Sustainable Land Development Code/Lodger's Tax Ordinance to regulate short term rentals.

Owner: Cindy McKee

Strategy 4.1.4



Ongoing - Ongoing

Status Pending

Develop sustainable solid waste fee structure that considers potential need for subsidy.

Owner: Cindy McKee

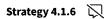
Strategy 4.1.5



Ongoing - Ongoing

Status Pending

Develop sustainable water and sewer rate structure.



Status Pending

Consider additional gross receipts tax increments in 2027.

Owner: Cindy McKee

Strategy 4.1.7



Ongoing - Ongoing

Status Pending

Review Reserve Policy annually.

Owner: Cindy McKee

Strategy 4.1.8 💢



Ongoing - Ongoing

Status Pending

Collect receivables owed to the County

Owner: Cindy McKee

Strategy 4.1.9 💢



Ongoing - Ongoing

Status Pending

Maintain roads, facilities, vehicles, and equipment to maximize service life

Owner: Cindy McKee

Strategy 4.1.10



Ongoing - Ongoing

Status Pending

Evaluate County projects for service life, best ROI, and energy efficiency.

Owner: Cindy McKee

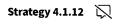
Strategy 4.1.11 💢



Ongoing - Ongoing

Status Pending

Improve County Risk Management efforts.



Status Pending

Explore fee increases to cover expenditures related to growth, including public safety, infrastructure, and open space.

Owner: Cindy McKee

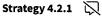
Objective 4.2



Recruit and Retain Highly Qualified Employees.

Owner: Cindy McKee

Strategy: 6





Ongoing - Ongoing

Status Pending

Develop, support, and maintain an equitable, diverse, and inclusive workplace.

Owner: Cindy McKee

Strategy 4.2.2 💢



Ongoing - Ongoing

Status Pending

Pay competitive, market-relevant compensation.

Owner: Cindy McKee

Strategy 4.2.3



Ongoing - Ongoing

Status Pending

Provide meaningful, relevant, and effective employee evaluation and performance management.

Owner: Cindy McKee

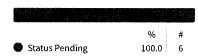
Strategy 4.2.4 💢

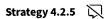


Ongoing - Ongoing

Status Pending

Support employee morale to increase retention.





Status Pending

Develop career ladders within compensation classes and opportunities for growth.

Owner: Cindy McKee

Strategy 4.2.6



Status Pending Ongoing - Ongoing

Develop a culture with a nimble, adaptable approach to work.

Owner: Cindy McKee

Objective 4.3



Implement solutions to continuously improve processes.

Owner: Cindy McKee

Strategy: 12

Strategy 4.3.1 🔍



Ongoing - Ongoing

Status Pending

Provide excellent customer service to external and internal stakeholders.

Owner: Cindy McKee

Strategy 4.3.2



Ongoing - Ongoing

Status Pending

Develop outreach campaigns (including social media) to communicate the services available from SFC and how to access them.

Owner: Cindy McKee

Strategy 4.3.3



Ongoing - Ongoing

Status Pending

Create systems and structures to encourage communication and collaboration.



Strategy 4.3.4 💢

Ongoing - Ongoing

Status Pending

Support County initiatives through efficient internal purchasing and procurement systems.

Owner: Cindy McKee

Strategy 4.3.5 💢

Ongoing - Ongoing

Status Pending

Modernize County banking processes.

Owner: Cindy McKee

Strategy 4.3.6 💢

Ongoing - Ongoing Status Pending

Streamline land development review process.

Owner: Cindy McKee

Strategy 4.3.7



Ongoing - Ongoing

Status Pending

Maintain current and correct property values.

Owner: Cindy McKee

Strategy 4.3.8 💢



Ongoing - Ongoing

Status Pending

Provide effective and efficient Human Resources services.

Owner: Cindy McKee

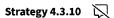
Strategy 4.3.9



Ongoing - Ongoing

Status Pending

Enhance performance-based budgeting.



Status Pending

Develop inter-departmental records and data management team.

Owner: Cindy McKee

Strategy 4.3.11



Ongoing - Ongoing

Status Pending

Create more effective vetting and prioritization of IT databases.

Owner: Cindy McKee

Strategy 4.3.12



Ongoing - Ongoing

Status Pending

Review and update Ordinances and Resolutions to reflect best practices.

Owner: Cindy McKee

Objective 4.4



Adopt a Strategic Plan and manage resources and decision-making accordingly.

Owner: Cindy McKee

Strategy: 5

Strategy 4.4.1



Ongoing - Ongoing

Status Pending

Complete capital projects on time and on budget through the Capital Improvement Plan (CIP) management process.

Owner: Cindy McKee

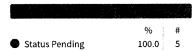
Strategy 4.4.2



Ongoing - Ongoing

Status Pending

Document and review business processes and procedures to reflect best practices.



Strategy 4.4.3

Ongoing - Ongoing

Status Pending

Develop department and division level strategic/operational plans.

Owner: Cindy McKee

Strategy 4.4.4

Ongoing - Ongoing

Status Pending

Implement online Strategic Plan and project management software to track county progress and efficiency.

Owner: Cindy McKee

Strategy 4.4.5

Ongoing - Ongoing

Status Pending

Develop Strategic Coordination Team and Process.

Owner: Cindy McKee

BCC RESOLUTIONS

COUNTY OF SANTA FE

STATE OF NEW MEXICO

PAGES: 27 55

I Hereby Certify That This Instrument Was Filed for Record On The 28TH Day Of December, 2022 at 12:58:37 PM And Was Duly Recorded as Instrument # 2003919

Of The Records Of Santa Fe County

itness My Hand And Seal Of Office Katharine E. Clar

County Clerk, Santa Fe, NM