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BOARD OF COUNTY COMMISSIONERS

SANTA FE, NEW MEXICO

SPECIAL MEETING

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I. INTRODUCTION

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The City of Santa Fe, with the participation of the County of Santa Fe, has initiated the development of a Culture, Arts, and Tourism Plan (CAT Plan) for the northern portion of Santa Fe County. The study area extends from Madrid and Galisteo in the south to the southern boundary of Espanola in the north, inclusive of the City of Santa Fe and the Pueblos of Tesuque, San Ildefonso, Pojoaque, and Nambe (see *Map 1*).

The purpose of the CAT Plan is to identify the Santa Fe region's artistic, cultural, natural, and heritage resources and to articulate the community's desired direction for the treatment of these resources in order to appropriately promote, preserve, and manage them. The CAT Plan is intended to develop actions for maximizing the social, economic, and environmental benefits of tourism, while minimizing adverse impacts on the local communities, local cultures, and cultural resources.

The planning process is divided into three phases. These are

- Phase I: An inventory of cultural resources and analysis of community needs,
- Phase II: Public involvement to create community visioning and goals, and
- Phase III: The development of an action plan.

In Phase I, an inventory of cultural resources was developed, along with an analysis of community needs, trends, and impacts. The CAT Plan Advisory Committee was established to guide the planning effort. This committee was comprised of representatives of cultural, arts, and heritage organizations and the business community (see Attachment 1). The balance of this Phase I report is comprised of the following sections:

- A description of stakeholder groups
- An inventory of cultural resources
- A discussion of factors that shape the cultural environment
- An analysis of community and regional issues and needs
- A presentation of tourism issues and trends
- A discussion of benefits and threats to Santa Fe's culture
- An initial analysis of opportunities and obstacles related to developing and protecting Santa Fe's culture and cultural resources

This Phase I report includes work developed by an earlier consultant, Santa Fe Planning & Research, as well as work developed by the Southwest Planning & Marketing (SPM) consultant team.

Phase II is comprised of a public outreach effort to better define community needs and test possible solutions. Phase II includes focus groups and public meetings, with continuing input from the CAT Advisory Committee. This work was previously initiated by Santa Fe Planning & Research.

During Phase III, strategies and actions were identified for managing tourism, maximizing its benefits, and minimizing adverse impacts on cultural resources. Responsible parties and an action timetable were identified for implementing the plan.

II. SANTA FE STAKEHOLDERS

In order to assess the impacts of tourism on Santa Fe's culture, it is necessary to identify the various groups who have a stake in tourism management. Each of these groups needs to be consulted in the development of the CAT Plan. Moreover, potential strategies need to be assessed in terms of their impacts on the various stakeholder groups. The following is a list of the various stakeholder groups in the study area. Some individuals will fall into more than one of these groups.

Residents of Tourism Attraction Zones
People who live in or near Santa Fe's tourism attraction zones are clearly impacted by tourism activities. Tourism attraction zones in the City (*Maps 2-3*) include the Business Capitol District (the BCD, which contains the downtown, State Capitol, Guadalupe Street, and Railyard), Canyon Road, the arts and crafts district along Old Santa Fe Trail (from Paseo de Peralta to Barcelona) and the Eastside museum complex. Parts of Cerrillos Road are tourism attraction zones, and Second Street and the Rufina Street area are emerging zones. County tourism attraction zones (*refer to Map 1*) include the four pueblos and rural communities that are tourism destinations (such as Madrid and Chimayo).

All Other Residents
Other residents of the study area are also important stakeholders. Although they do not live in tourism zones, they are affected by tourism when they work, shop, socialize, recreate, and travel.

Cultural Groups
Cultural groups become tourism attractions. Within the study area, this currently refers to Hispanics and Native Americans, whose arts, architecture, cuisine, and cultures are of interest to visitors. In time, however, other groups (e.g. Sikhs or African Americans) could also become tourism attractions.

Cultural Organizations
Many organizations are involved in presenting and/or preserving Santa Fe's culture and heritage. These include museums, non-profit arts organizations, government agencies, civic

and cultural societies, educational institutions, and preservation groups.

Artists
Artists are both objects of tourism and resources that draw visitors to Santa Fe. Artists who sell to tourists or perform for tourists have an economic stake in the tourism industry.

Tourism Businesses
Tourism businesses and their employees are important stakeholders whose very survival depends upon a healthy tourism industry. They include lodgers, restaurants, shops, galleries, recreation businesses (such as the Santa Fe Ski Area), guides, and transportation companies. Within Santa Fe, most lodging is concentrated in the BCD or along Cerrillos Road (see *Maps 4-5*). There are also three large facilities in the county (Bishops Lodge, Rancho Encantado, and Sunrise Springs), as well as a number of inns and bed and breakfast facilities.

Visitors
Finally, visitors are also a stakeholder group. They are seeking an enjoyable experience at a reasonable cost. If their needs are met, visitors will return again and also recommend Santa Fe to their friends. See the data on Santa Fe visitors in Section VI.

III. INVENTORY OF CULTURAL RESOURCES

In an earlier phase of this project, Santa Fe Planning & Research developed an inventory of Santa Fe's cultural resource facilities. The complete inventory document (*Santa Fe Culture, Arts, and Tourism Facilities Inventory*, Santa Fe Planning & Research, April 15, 1998) is available in the "one of a kind" files at the Planning Division of the City of Santa Fe. A list of the sites and facilities is included as Attachment 1 to this appendix.

For purposes of this report, we list the types of cultural resources that are available in Santa Fe. These resources provide identity to Santa Fe's cultural groups and serve to preserve Santa Fe's culture. They also are objects of tourism, which bring visitors to Santa Fe, providing employment and income for local residents. Some of these resources, which provide opportunities for education and entertainment, are heavily utilized, while others are underutilized.

Visual Arts and Crafts
Santa Fe is a major art center, with concentrations of Indian art, Hispanic art, and Western art, as well as realism, modern art, and international folk art. Art galleries and studios are concentrated in the BCD, along Canyon Road, along Second Street, in industrial areas near Siler Road, within the pueblos, and in the rural villages. Most of the rural villages have annual studio tours, e.g. the Pojoaque Valley and La Cienega studio tours. There are also flea markets where crafts are sold.

Museums and Monuments
Santa Fe has a wealth of museums (see *Map 6*). The following museums are located within the City:

- Museum of New Mexico (with its four branches)
- Wheelwright Museum
- Institute of American Indian Arts Museum
- Georgia O'Keeffe Museum
- Archdiocese of Santa Fe Museum
- El Museo Cultural
- Children's Museum
- Bataan War Memorial Museum

The following museums are located in the County:

- El Rancho de las Golondrinas (La Cienega)
- Old Coal Mine Museum (Madrid)
- Poeh Cultural Center (Pojoaque)
- San Ildefonso Pueblo Museum

There are also important monuments, such as the Cross of the Martyrs, Seton Village, and Glorietta Pass Battlefield.

Festivals and Special Events
A number of festivals and events are held throughout the year. Major festivals include

- Fiesta de Santa Fe
- Indian Market
- Spanish Market
- Feria Cultural
- Community Day in Santa Fe
- Rodeo de Santa Fe
- Pueblo feast days
- Earth Day
- Seasonal festivals at El Rancho de las Golondrinas
- Wine and Chile Festival
- Festivals in the rural communities (e.g. Los Cerrillos Fiesta and Madrid Blues and Jazz festivals)

Performing Arts
Santa Fe is also a major performing arts center, with opera, theater, symphony, chamber music, and dance. Many of the performances (46%) occur during the summer months, though performances are increasingly offered throughout the year. Plans are underway to convert the

Lensic Theater into a new performance space. And the City is studying the creation of a new smaller venue to be shared by local groups. See *Map 6* for locations of major performing art venues.

Historic and Archaeological Sites and Trails
Historic and archaeological sites abound throughout the City and County. *Map 7* shows the archaeological review districts in the city. The historic Santa Fe Trail and Camino Real also pass through the area.

Architecture and Streetscapes
Many structures and sites are included on national and state historic registers (see *Map 8*). There are also four National Historic Landmarks and four nationally registered historic districts within the City. Santa Fe's streetscapes have been preserved through the establishment of five historic districts (see *Map 9*) and fifteen townscape subdistricts within the BCD. Out in the County, there are the Galisteo, Madrid, and Otowi Historic Districts and Los Cerrillos Mining District.

Religious and Spiritual
There are a number of religious institutions and facilities in the City and County. Some are of historic significance. These include:

- El Santuario de Guadalupe
- Loretto Chapel
- St. Francis Cathedral
- Cristo Rey Catholic Church
- El Santuario de Chimayo

Others are more modern facilities, such as Santa Maria de la Paz Catholic Church. Still others are religious or spiritual communities, for example the Sikh Community just south of Espanola and the Light Institute in Galisteo.

Educational
A number of educational/research institutions are maintainers of culture. These include:

- St. John's College
- College of Santa Fe
- Santa Fe Community College
- Laboratory of Anthropology
- School of American Research
- Institute of American Indian Arts
- Poeh Cultural Center

Agricultural Products
Many traditional agricultural products are grown and processed within Santa Fe County. These

include chiles (which are often sold as decorative items), herbs, posole, fruit, and wine. Many of these products are sold at roadside stands and in Santa Fe at the Farmers Market. Some are featured at local restaurants.

Cuisine
Santa Fe's Hispanic, Native American, and Old West cuisines are manifestations of the local cultures. The Santa Fe School of Cooking teaches locals and visitors how to produce these cuisines. Santa Fe also has a rich international cuisine, which helps introduce locals and visitors to other cultures from around the world.

IV. FACTORS THAT SHAPE THE CULTURAL ENVIRONMENT

A number of factors shape the cultural environment of Santa Fe. This section addresses the following types of factors:

- Regulatory
- Physical
- Economic
- Social

Regulatory Factors
A number of regulatory factors shape the cultural environment. They are listed below:

- ***Land use plans.*** The City, County, and Extraterritorial General Plans, as well as community and neighborhood plans, impact the future physical form of the community.

- ***Open space and trails plans.*** City and County open space and trails plans afford recreational opportunities and also impact the future form of the community and its interconnectedness (see *Map 10*).

- ***Zoning ordinances.*** The City and County zoning ordinances impact the community in a more intimate way, affecting townscape, and building density, height, and setback. The zoning ordinance and other regulations may increase the cost of doing business, affecting entry into the local economy by those with limited resources.

- ***Historic Preservation Ordinance.*** The Historic Preservation Ordinance is even more specific than the zoning ordinance in controlling architectural style and preserving the historic fabric and materials.

- ***Archaeological Ordinance.*** The City has been divided into three archaeological review districts in which archaeological surveys must be completed prior to construction. The County also has an archaeological ordinance.

- ***Parking Ordinance.*** The parking ordinance controls the availability of parking, which in turn affects the economics of land use, especially in the BCD.

- ***Sign Ordinance.*** The sign ordinance affects community aesthetics and also the economics of land use.

- ***Tax regulations.*** The lodgers tax, gross receipts tax, and property tax affect the economics of land use and Santa Fe's competitiveness with other destinations. They also raise money for improving and preserving cultural resources. State and federal tax incentives are provided for qualifying historic properties.

Physical Factors

Several physical factors shape the cultural environment:

- ***Land use patterns.*** Land use patterns affect the maintenance of culture, e.g. through reinvestment, or the loss of culture, e.g. through gentrification.

- ***Transportation/parking.*** The transportation network affects the accessibility of cultural resources to both residents and visitors. Transportation and parking availability also affect property values. In 1995, a parking study identified a deficit of 1,100 parking spaces within the BCD, and a deficit of 167 spaces along Canyon Road (see *Map 11*).

- ***Signage.*** Both directional signs and commercial signs provide information about the availability of cultural opportunities. Their style and placement are elements of the cultural environment.

- ***Natural environment.*** Santa Fe's natural environment includes the land forms, vistas, open spaces, flora (including agriculture), and climate. These, in turn, provide a context for the evolution and preservation of our various cultures. The natural environment also provides many of the raw materials for the construction of our homes, the landscaping of our yards, and the food we eat.

- ***Location of cultural resources.*** The physical location of cultural resources affects property values, transportation needs, and the flow of residents and visitors. Many of Santa Fe's cultural resources are concentrated within the BCD and a few other locations. Others, e.g. petroglyphs and historic sites, are located in outlying areas. Map 12 illustrates the locations of murals and public art works.

Economic Factors

Economic factors also shape the cultural environment

- ***Economic development programs.*** Economic development programs can lead to new business opportunities related to cultural resources and reduce reliance on tourism.

- ***Job training.*** Job training can also lead to employment opportunities and new businesses related to cultural resources and in other sectors.

- ***Promotional efforts.*** Visitor promotion can increase demand for those businesses related to cultural resources.

- ***Gifts/donations.*** Gifts and donations by individuals (including visitors), businesses, and foundations support many of the non-profit cultural organizations in the community.

Social Factors
Finally, several social factors shape Santa Fe's cultural environment:

- ***Education.*** The degree of education of locals and visitors affects the relative interest in and understanding of cultural resources.

- ***Local activity patterns.*** Visitors are attracted to authentic examples of culture. Visitors tend to follow locals to observe them shopping, at work, and at play. If residents stop coming to the Plaza, the Plaza will become less interesting to visitors. On the other hand, a proliferation of visitors can also drive residents away.

- ***Number and type of visitors.*** An excessive number of visitors would have an adverse effect on the cultural environment. The type of visitor is also important. Visitors with an interest in cultural resources and a respect for different cultures are a better fit for Santa Fe than other types of visitors.

- ***Community organizations.*** Many community organizations preserve and display culture and Santa Fe's cultural resources.

- ***Volunteers.*** Volunteers provide a non-economic form of support to non-profit organizations, many of which are largely dependent on volunteers for manpower.

V COMMUNITY AND REGIONAL ISSUES AND NEEDS

Community and regional issues and needs related to tourism management, cultural preservation, and economic development are examined in this section. The economic benefits of tourism are explored more fully in Section VI, while the benefits and threats of tourism in relationship to culture are explored more fully in Section VII.

The issues and needs are clustered into four categories:

- Physical
- Economic

- Social/attitudinal
- Cultural organizations needs

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Cultural organizations needs, which are, to a large degree, economic, have been clustered into a separate section to present the information collected through an arts and cultural organization survey conducted by Santa Fe Planning & Research.

Phase II of this project reflects additional information on community and regional issues and needs through the public involvement process. Phase III focuses on strategies and actions to address the needs that have been identified.

Physical Issues

Five issues that are physical in nature have been identified.

- ***Tourism is concentrated in a few locations.*** Tourism is primarily concentrated in a few locations, especially in the BCD and Canyon Road tourism zones (see *Map 2*). It is also concentrated along the main street of Madrid and at certain rural destinations, such as the Pueblos. This creates crowding, traffic congestion, and a scarcity of parking for both residents and visitors. Tourism also tends to be concentrated during the summer months and a few other special events. For example, parking in City lots and garages (not counting monthly passes) varied from a low of 21,500 vehicles in January 1998 to a high of 46,169 in August 1998. Consequently, there is a need to better distribute tourists throughout the study area and throughout the year. There is also a need for more parking so long as the parking does not lead to more traffic or adversely impact the visual experience of residents and visitors. From this standpoint, peripheral parking combined with some centralized parking is ideal.

- ***Tourism flows are not well managed.*** Partly because of the concentration of visitors in a few locations, it is difficult to manage the flow of visitors. This difficulty is exacerbated by Santa Fe's narrow streets and lack of parking. Consequently, there is a need to restrict automobile and tourist bus movements and to get visitors out of their vehicles and into transit or onto sidewalks and trails. While Santa Fe is thought of as pedestrian friendly, a great deal could be done to improve sidewalks and trails. There is also a need for better signage for both drivers (directing them to destinations and parking) and pedestrians (encouraging them to walk more and drive less).

- ***Entryways and corridors are unattractive.*** Santa Fe's primary entryways give visitors their initial impression of the community (see *Map 13*). They are also part of the daily experience of residents and commuters. These entryways are becoming less and less attractive. This is particularly true of I-25 south of the Cerrillos Road interchange and of U.S. 84/285 between Santa Fe and Espanola. There is a need to work with the City, County, pueblos, and private land owners to create more aesthetic entries into the community. A project is underway to improve the attractiveness and functionality of Cerrillos Road.

- ***Sweeney is inadequate as a conference center.*** If Santa Fe is to spread visitors over more of the year, increasing the number of conferences, which bring visitors during the off-peak, is an important strategy. It has long been known that Sweeney is not adequate as a conference center. A feasibility study was conducted for a new center in 1988. More recently, the City's 4Cs Committee has recommended the construction of a new, larger (70,000 sq. ft.) conference center (with adequate parking). It is important that the City follow up on this recommendation for a new facility.

- ***The Railyard's future is still evolving.*** The City has acquired and developed a conceptual plan for the Santa Fe Railyard. This plan calls for considerable open space, a plaza and farmers market, preservation of the rail line and other existing tenants, and the development of a limited amount of new mixed-use space, including an arts district. Because of the Railyard's size and its location in the BCD, its development will have a significant impact on both local residents and the future of Santa Fe as a destination. It is important that the Railyard maintain an authentic character and architectural style (true to its historical roots). It should be developed as a pedestrian-friendly environment, with open space, mixed uses, a multi-modal center, and adequate parking.

Economic Issues

Several economic issues have been identified. Also see the next section for a discussion of the economic benefits of tourism.

- ***Local culture is at risk of being further commodified.*** Tourism can commodify local culture, i.e. turn cultural resources into objects and services to be bought and sold. While this process can create economic development opportunities, it can also trivialize customs and objects that have great significance, even sacredness, for local cultural groups. There is a need for education and sensitive promotion of Santa Fe's cultural resources.

- ***Local residents are being priced out of Santa Fe.*** Santa Fe's cost of living is 14.9% above the national average, while many jobs in Santa Fe pay little above the minimum wage. A 1993 survey of Santa Fe hotels by the New Mexico Hotel/Motel Association showed that the average wage was $6.51 per hour, and that the inclusion of tips and benefits brought this figure to $8.34 per hour. While this demonstrates that many tourism jobs do pay above the minimum wage, many entry level workers are, nonetheless, forced to commute from outlying areas such as Espanola, where housing costs are lower. Others leave the community to find better wages in areas with lower costs. There is a need for continuing attention to constructing affordable housing, where much progress has already occurred in recent years. There is also a need for job training and capital to assist locals in moving up in the tourism industry or in starting their own businesses, including value-added jobs such as those in processing agricultural products into specialty goods for visitors.

- ***Visitors create certain adverse economic impacts.*** While the economic impacts of tourism (see next section) are primarily positive, there are also certain negative impacts. These include the impacts of visitors (some of whom buy second homes) on the prices of

land and housing, the need to buy additional water rights, the cost of water and sewage treatment, road maintenance costs, other infrastructure costs, and the cost of providing public services, such as police protection during major events. (The economic and other impacts of visitation are summarized in a table in Section VII.)

Social/Attitudinal Issues

Three social/attitudinal issues have been identified:

- ***There is disrespect for differing cultures.*** Both residents and visitors are sometimes disrespectful to persons of differing cultures. There is a need for increased education and improved communication among cultural groups. Sensitive, well-trained guides and docents can also increase understanding and respect.

- ***The needs of some residents and visitors are not being met.*** There has long been concern in Santa Fe about a lack of activities for local youth. Similarly, there is a lack of activities for the children of visitors. Transit does not fully meet the needs of all residents. Finally, the tourism industry, by and large, is not set up to meet the needs of non-English speaking visitors.

- ***There is little regional cooperation in tourism promotion.*** Little has been done to create cooperation in tourism promotion among the communities within northern New Mexico (including Espanola, Los Alamos, Las Vegas, and Taos) and with the Northern Pueblos. A regional approach could lead to longer stays in all of the communities. There is a need to replace current competitive attitudes with cooperative attitudes.

Cultural Organization Issues

In an earlier phase of this study, a total of 92 surveys were distributed by Santa Fe Planning & Research to cultural organizations in Santa Fe. Ten were returned as address unknown, leaving a total of 82. Of these, 56 responded, for a 60.9% response rate. Eighty-nine percent of the respondents were non-profit organizations. Several issues were raised by respondents:

- ***Need for space: performance space, rehearsal space, exhibit space.*** The largest percentages of respondents identified their art form as music (42.9%) and theater (32.1%) (respondents were able to check off more than one art form). This is significant in that both of these art forms require a venue for performance. Many of the respondents specified the need for an adequate performance space as one of their most pressing needs. Many also identified a need for rehearsal space and the visual arts organizations stated a need for exhibit space. Several groups use public space such as the Plaza and Cathedral Park as temporary venues for certain events. Ten of the groups cited an expansion of their facilities (or a wish for expanded facilities) as a primary area of anticipated growth over the next three to five years.

- ***Other most pressing needs.*** Organizations are most in need of money, facilities, staff, and board development. There is a desire for greater support from the business community, more fundraising expertise, and additional funding for advertising, more

personnel, and bringing in guest artists. Space needs are specified above. Few organizations mentioned needs specific to the tourism industry, though several want to achieve better outreach.

- ***Tourist vs. resident audiences.*** Surveyed organizations do not seem to distinguish between activities that attract visitors versus those that attract residents. They see their productions, programs, and exhibits as offerings that are for both audiences, and that draw a mix. While 80% of respondents reported that they have an organizational plan, only 52% of those reported that their plan addresses linkages to the tourist industry. Very few had any data about demographic mix of audiences. The median marketing budget was $15,000.

  A previous survey of performing arts groups in the city (Feasibility Study for an Electronic Box Office for Santa Fe, 1993, by Southwest Planning & Marketing) determined that about a third (33.2%) of audiences for local performances were from out of the state, with 47.7% from Santa Fe County, and 19.1% from other parts of New Mexico. While Santa Fe is still primarily a summer cultural center, more organizations are presenting year-round activities, such as winter concerts and special events in the spring and fall. In the same earlier study, it was found that groups presented 46% of their performances during the summer months.

- ***Reaching out to the community.*** Many organizations stated an intention to reach out more into the community, particularly with programming directed toward youth. Several also said that they are interested in more networking with other local organizations, including other cultural groups and organizations that provide access to the public, such as schools and community groups.

VI. TOURISM ISSUES AND TRENDS

This section briefly discusses major tourism trends that are affecting Santa Fe as a destination. While not necessarily advocating for an increase in visitation, trends are illustrated that could contribute to a growth in tourism. This discussion is divided into four parts:

- International tourism
- National tourism
- Regional tourism
- Local tourism

International Tourism

Growth in international travel has made tourism the fastest growing industry in the world. Today, there are an estimated 48 million foreign visitors to the United States each year, according to the U.S. Travel Industry Association. Unless there are major increases in the cost of travel, international travel is expected to grow well into the 21st century, at approximately 4% per year. The development of travel markets in Asia (especially China) and Latin America will contribute to this growth. Cultural tourism and sustainable ecotourism are very important parts of the growth market in international tourism. The recent demise of the U.S. Travel Data Center (America's international promotion organization) could lead to a declining American market share in the face of stiff foreign competition for visitor spending.

Santa Fe is already a popular destination for visitors from Canada, Mexico, and western Europe. It provides a mix of Old World culture and New World adventure. However, Santa Fe is far from achieving the international visitation of the Grand Canyon or Disneyland. Because of the many Spanish speakers in the tourism industry, Santa Fe is well positioned to draw visitors from the growing Latin American market. Its major disadvantage is the lack of good international airline service into New Mexico, as well as a lack of services for non-English speakers.

The World Wide Web is being widely and increasingly used to promote and book international trips. Also, sales of art are increasing over the Web. This will have an impact on the marketing of both travel and art. With proper promotion on the Web, Santa Fe could gain international market share without a major financial outlay.

National Tourism

According to the Travel Industry Association, Americans take approximately 1.2 billion domestic trips per year. This number has been growing at about 3% per year. Nationally, there has been a decrease in the length of trips and an increase in the number of trips, as well as the number of trips taken outside of the peak summer months. Other important trends are an increase in the number of retirees traveling, and the aging of the boomer market, who make up the largest travel market segment.

Many American communities have experienced undesirable side effects associated with the growth of tourism. In response to concerns about tourism impacts in historic communities, the Historic Annapolis Foundation convened a forum on Managing Residential Life and Tourism in Historic Communities in November 1995. The forum, which was attended by four residents of Santa Fe, led to the development of four types of management strategies:

- Gather better data

- Strengthen communications among all interests
- Undertake formal tourism planning and management
- Adopt and enforce appropriate policies and ordinances

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Some communities have initiated efforts to better manage tourism. A good example is Charleston, South Carolina, which has established a tourism council and passed ordinances to control the movement of visitors and to require the training and certification of tour guides. Tourism management appears to be a more constructive approach than that adopted by the State of Colorado, which recently terminated all official promotion of tourism, leading to a significant drop in visitation.

In 1998, **The New Yorker** asked its readers (mostly Americans) what is important in choosing a vacation destination. The following table illustrates the top nine responses:

RANK	FACTORS IN CHOOSING DESTINATION	% RESPONDING
1	Historical and cultural perspective	85 %
2	Theater/arts/museums/cultural features	82%
3	Sights and attractions	73%
4	Restaurants	65%
5	Metropolitan areas	53%
6	Archaeological sites	48%
7	Wildlife/nature	45%
8	Beaches	42%
9	Shopping	38%

It can be seen that, with the exception of beaches, Santa Fe is well positioned to appeal to travelers.

According to the results of a survey by the Travel Industry Association of America, 65 million Americans visited a historic site or attended a cultural event within the last year. Historic/cultural travelers spend, on average, $615 per trip, compared to $425 for all U.S. travelers. These travelers are slightly older than other U.S. travelers (48 vs. 46) and are more likely to have post-graduate education.

The readers of **Conde Nast Traveler** recently rated Santa Fe as the third most popular vacation destination in the United States, behind San Francisco and New Orleans. This is the seventh consecutive year in which Santa Fe was rated in the top ten.

Based on inquiries with the Santa Fe Convention & Visitors Bureau, Santa Fe receives almost half of its domestic visitors from six states, listed below in descending order:

1. Texas
2. California

3. New York
4. Colorado
5. Illinois
6. Florida

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Santa Fe's major disadvantage as a destination is the lack of a major airport. However, with the low fares that Southwest Airlines (in particular) offers to Albuquerque and the good transportation between Albuquerque and Santa Fe, this does not seem to have significantly hampered tourism growth.

Regional Tourism

Tourism within the Southwest is greatly impacted by weather conditions. Good winter ski conditions, like those in 1997-98, can contribute to higher visitation. Summer drought in the region and forest fires can reduce visitation (as in 1996), while drought in Texas can increase visitation (as in 1998). The region experienced a decline in visitation in 1996 and has since been recovering.

There is increasing competition from other destinations within the region. Despite Colorado's decision to stop promoting the state as a destination, Santa Fe faces competition from many communities within the Four Corner states. Tribal enterprises are also emerging as players within the industry, with hotels, resorts, casinos, guide services, golf courses, restaurants, and museums. The verdict is not yet in on the impact of casino gambling. Casinos could bring more visitors into the state, increasing the size of the pie, or result in a redistribution of tourism dollars away from other businesses.

Snowboarding is emerging as an important winter sport for young people and families. The Santa Fe Ski Basin allows snowboarding, while Taos Ski Valley does not.

The Winter Olympics in Utah in 2002 will bring many domestic and foreign visitors into the western United States. This provides an opportunity for New Mexico and other states to benefit from this influx.

Local Tourism

Ten years ago, Santa Fe had a primary tourism season that extended from Memorial Day to Labor Day. Today, occupancy data show that the season has been extended to March through October, with a secondary peak during the Christmas vacation. The bulk of visitation (81%) is for vacations, with a lesser number of people in town on business, for conferences, or to visit friends and relatives, based on results of SPM's visitor survey conducted for the CVB.

The number of visitors has increased during the past decade along with the growth in hotel rooms. From 1990 to 1996, 1,065 rooms were added within the study area, according to figures from the Tourism Alliance. Several new hotels have been added since 1996, bringing

the total inventory of rooms to nearly 5,000. It is estimated by **TravelScope** that Santa Fe receives over 1.8 million visits per year.

In 1998, hotel occupancy averaged 69.0%. This was up from 65.5% in 1996. Occupancy was higher in the downtown properties (70.5%) than in the Cerrillos Road properties (66.2%). Average daily room rate (ADR) in 1998 was $112.68, up from $111.15 in 1996. ADR was considerably higher in the downtown hotels ($137.78) than on Cerrillos Road ($64.98). *Tables A* to *C* show occupancy rates and ADR by month for 1995 to 1998 for the City as a whole, downtown, and Cerrillos Road properties. It can be seen that, in 1998, occupancy varied from a low of 46.6% in January to a high of 89.2% in August. Thus, Santa Fe has nearly twice as many visitors in the summer as in the winter.

Tourism is a major force in the local economy. In 1997, 2,800 people were employed by lodging establishments in the Santa Fe Metropolitan Statistical Area (including three properties in Los Alamos); this was up from 2,400 employees in 1991. The U.S. Travel Data Center estimated that, in 1991 (the last year for which data is available), 6,400 people were employed in the overall tourism industry in Santa Fe County and that the related payroll was $58.4 million. Based on the growth of the lodgers tax from 1991 to 1998, SPM estimates that Santa Fe's tourism payroll is now approaching $90 million.

Tourism is also a major contributor of gross receipts tax and lodgers tax to the City and County. In 1997, tourism generated lodging revenues within the City of $95.8 million, on which $3.9 million was paid in lodgers tax (at 4%). Lodging revenues in the County were $7.6 million, on which $228,000 was paid (at 3%). *Table D* shows growth in lodging tax from 1990-91 to 1997-98. It can be seen that tax revenues grew significantly from 1990-91 to 1993-94, were flat through 1996-97, and resumed growth in the past year. One-fourth of City lodgers tax revenues are used to fund local arts organizations, while other portions of the revenues have been used to fund the Southside Recreation Center, the Santa Fe River Trail, and transit system operating deficits.

The full economic impacts (positive and negative) of tourism in Santa Fe are unknown. While SPM conducted a study for the City on the economic impact of the arts in 1993, such a study has not been conducted for the tourism industry.

In 1997, SPM conducted a telephone survey of 778 potential visitors who had requested information from the CVB. Of the 778 potential visitors, 412 had actually visited Santa Fe. The following information about Santa Fe visitors was gleaned from the survey:

- The median age of respondents was 51, with 79% of them being age 40 or over.
- The average travel party had 2.4 adults.
- 17% of the travel parties included children.

- The median household income of visitors was $77,000.
- The average length of stay was 3.7 days, down from 4.0 days in 1995.
- Average visitor spending was $1,150 per party, equivalent to $311 per party per day and $115 per person per day.
- The ten most important reasons for choosing Santa Fe as a destination were (in descending order):
  - ❖ scenic beauty
  - ❖ historic sites
  - ❖ Indian culture
  - ❖ museums
  - ❖ restaurants
  - ❖ architecture
  - ❖ art galleries
  - ❖ shopping
  - ❖ Hispanic culture
  - ❖ performing arts
- The healing arts and Indian casinos, while not in the top ten, are increasingly important reasons for visiting Santa Fe.
- The most popular destinations while in the Santa Fe area were (in descending order)
  - ❖ the Plaza/downtown area
  - ❖ Canyon Road
  - ❖ Guadalupe Street
  - ❖ historic communities/villages
  - ❖ Indian pueblos
- 42% of visitors were repeat visitors, and 29% of all visitors expect to visit Santa Fe again within the next year.
- 95% of visitors felt that they had received high quality service, and 94% found local people to be friendly.
- 79% of visitors felt that they received good value for their dollar.
- 98% of visitors would recommend Santa Fe as a place to visit to their friends.

These statistics demonstrate Santa Fe's popularity as a cultural tourism destination, particularly for relatively wealthy middle-aged couples, many of whom are repeat visitors.

VII. BENEFITS AND THREATS TO SANTA FE'S CULTURE

In earlier sections of this document, the positive and negative economic impacts of tourism on Santa Fe have been examined. In Section IV, it was illustrated that tourism creates a demand for land, water, infrastructure, and public services, such as police protection. In Section VI, the jobs and tax revenues generated by the tourism industry were examined. In this section, the focus is on the impacts of tourism on Santa Fe's culture and its cultural resources. The positive impacts of tourism on culture are examined, followed by the potential negative impacts.

Table E is a summary of the positive and negative physical, economic, and social impacts of tourism. It should be noted that certain types of impacts can be either positive or negative. For example, tourism can lead to the preservation of cultural resources or to their overuse. It can lead to preserving traditional skills or the commodification of traditional art. And tourism can lead to either acceptance of other cultures or to feelings of disrespect. Whether the impacts of tourism are to be positive or negative depends, to a certain degree, on the creation of an effective, proactive tourism management program, which is the intended result of developing this CAT Plan.

Positive Impacts

While there is concern about the negative impacts of tourism on culture, tourism also has positive cultural impacts that are sometimes overlooked.

- ***Preservation of culture.*** The commodifying of culture, discussed in Section II and further discussed below, is a two-edged sword. While tourism can turn cultural objects and ceremonies into commodities, this very process can help preserve the culture. Elders are more likely to make the effort to pass along traditional crafts and skills if there is a market for them, and young people are more likely to make the effort to acquire the necessary skills if they are saleable. Thus, by creating a market for cultural resources, tourism can actually help preserve culture.

- ***Job creation.*** Tourism creates a demand not only for waiters and maids, but also for management positions, artists, and craftsmen. In addition to gaining a livelihood from tourism and preserving traditional arts, artists and craftsmen are given an opportunity to stay in the community in which they were born. This is an important social benefit of tourism that also contributes to cultural preservation and continuity. Similarly, local people have an opportunity to move up in the tourism industry into management positions.

- ***Injection of capital.*** Tourism also creates a demand for good quality historic buildings. These buildings may serve as museums, shops, galleries, restaurants, or bed and breakfast inns. Thus, tourism leads to capital investment into buildings that might otherwise be

allowed to deteriorate or that might otherwise be replaced with more modern buildings.

- ***Cultural education and acceptance.*** Tourism provides an opportunity to educate visitors about cultures with which they are not familiar. This ultimately leads to greater understanding of and acceptance for other cultures. At the same time, tourism also exposes residents to people from a variety of cultures from throughout the United States and around the world. Finally, local people are able to learn more about their own culture through the institutions and services (e.g. museums) that were developed in part, to meet visitor needs.

- ***Cultural and consumer opportunities.*** Local people benefit from tourism because they are able to enjoy cultural opportunities (e.g. performing arts) and consumer opportunities (e.g. fine dining and shopping) that could not be supported by the resident population alone.

- ***Archaeological and historic research.*** Tourism leads to increased interest in local cultures and history and increased archaeological and historic research. This allows for better documentation and preservation of the historic record and the increasing of public awareness about that record.

- ***Environmental protection.*** Tourism development also leads to increased interest in preserving or restoring open space and native ecosystems. This enables visitors and residents alike to enjoy the natural environment as it was in the past, with native plants, acequias, and other landscape features.

Negative Impacts

In addition to the positive impacts on culture described above, tourism also leads to certain negative impacts on culture or at least the threat of negative impacts. These impacts are grouped into two categories: physical and socioeconomic. Many of these impacts are the opposite of the positive impacts described above. For example, exposing tourists to other cultures can lead to greater respect or to disrespect, if the native cultures are viewed as inferior. Also, tourism can lead to either preservation of cultural resources or their removal in the interest of "progress."

Physical Impacts. Five adverse physical impacts or threats are discussed below:

- ***Overuse of cultural resources***. Cultural resources can be damaged by tourism if they are overused. Overuse can manifest as too many people walking on ancient floors or touching ancient walls, too many cars passing by fragile buildings (potentially damaging the structures through vibrations), or too many people walking on delicate natural ecosystems.

- ***Neighborhood impacts***. Tourism frequently spills over from the identified tourism attraction zones into adjacent neighborhoods. This may take the form of people parking

on residential streets or trespassing into sacred or residential areas within a pueblo.

- ***Crowding.*** The sheer number of tourists leads to crowding, especially in downtown Santa Fe and along Canyon Road. Parking may not be available, and seats may not be available in popular restaurants. This tends to keep residents away from the Plaza and other tourism zones. The annual Fiesta de Santa Fe was moved from Labor Day weekend to a weekend when fewer visitors are in town in part to combat crowding.

- ***Second homes.*** Tourism often leads to the development of second homes. For example, many of the residents of Las Campanas live there only part of the year. While these people bring capital and energy to the community, there is also the danger that their transience will undermine the sense of community. Also, their demand for land and housing increases real estate prices, making housing less affordable for residents.

- ***Displacement of residents.*** The gentrification of neighborhoods, the development of new tourism businesses in residential areas, and the increase in property values can lead to a displacement of long-time residents from tourism zones. This has already occurred in some Eastside and Westside neighborhoods, where the next generation has had to move to a mobile home in the countryside.

- ***Environmental impacts.*** Tourism can lead to changes in the natural environment. In some cases, native vegetation has been replaced with exotic, water-intensive vegetation not native to the area. In other cases, rural infrastructure such as acequias have been removed or traditional viewsheds have been lost due to the construction of buildings or the planting of non-native trees. Tourism can also lead to overuse and destruction of habitat and environmental pollution.

Socioeconomic Impacts. Several socioeconomic impacts or threats are also associated with tourism development. Some of these were introduced earlier in Section IV, regarding issues and needs.

- ***Loss of privacy.*** The physical invasion of tourists into residential areas can result in a loss of privacy. There is also a danger that traditions and ceremonies will be shared in an inappropriate manner. Tourists use recreational areas and trails, resulting in a loss of solitude in areas long cherished by locals.

- ***Loss of community.*** Residents may feel a loss of ownership in their community or neighborhood when they witness an influx of visitors and the establishment of businesses to serve visitor rather than local needs. This is particularly true of the Plaza area, where many residents do not now feel welcome or comfortable. Fear has been expressed that the Railyard will experience the same fate and be lost to residents.

- ***Changes in values.*** Visitors bring new values into a community, particularly when some visitors ultimately move to Santa Fe. This can lead to a loss of respect for traditions and

values, which may be viewed as "primitive" or "quaint." The commodification of culture, discussed above, can also lead to a loss of respect for traditions and values. Tourists who later move to Santa Fe may attempt to alter long accepted elements of the community (e.g. to pave over dirt roads).

- ***Loss of institutions and businesses.*** With this change in values, traditional institutions (e.g. acequia organizations or social clubs) may disappear over time. Also, tourism brings an influx of national franchises, which can afford higher rents and tend to displace locally owned businesses.

- ***Loss of skills.*** With the loss of traditions and the institutions that supported them, deeply rooted cultural skills may also be lost.

VIII. OPPORTUNITIES AND OBSTACLES

Phase II of this project focuses on the development of resource preservation and tourism management goals and objectives through a public involvement process. Phase III entails the development of strategies and actions for achieving these goals and objectives

While the preservation and tourism management goals have not yet been defined, those goals are, to a certain extent, implicit in the needs, trends, and impacts analysis contained in this document. On the basis of this analysis, the following is a first pass at identifying opportunities and obstacles.

Opportunities

The following are opportunities that may be utilized to achieve preservation and tourism management goals.

- The CAT Plan itself, as a blueprint for tourism management efforts
- Potential commitment by the City and County to coordinate tourism management
- Regional promotion with other communities
- International interest in cultural tourism
- The Winter Olympics to draw visitors into the Western United States
- Promotion of healing arts as a draw
- The Railyard (as an arts/cultural venue, with mixed uses)
- Construction of a new conference center
- Existing cultural resources that are underutilized

- Education regarding attractions outside of the City of Santa Fe
- The Lensic Theater as a future performance space
- The rail line as a tourist attraction and means of transportation
- The State's Rio Grande Corridor study, identifying alternative transportation opportunities
- State tourism promotion funds
- Federal funding for historic trails
- Foundation moneys for preservation
- United World College as a partner to draw international visitors
- Sister Cities program as a partner to draw international visitors
- Business incubator to help startup businesses
- Vocational training programs in the arts and hospitality industries
- Increased analysis and understanding of the positive and negative economic impacts of tourism in Santa Fe

Obstacles

The following are obstacles that impede the achievement of preservation and tourism management goals:

- Disagreement about tourism management objectives
- Fragmentation of tourism management responsibilities
- Fragmentation of information needed to manage tourism
- Uncoordinated management efforts
- Neglect of education and training for arts and tourism jobs
- Fragmentation of business development efforts
- Competing uses for and opposition to potential conference center site

Subsequent phases of the CAT planning process involve developing strategies that build on the above opportunities and mitigate the obstacles identified during this phase.

Attachment 1: Culture, Arts, and Tourism Plan Advisory Committee

Jean Berinati, Neighborhood Network, Historic Guadalupe Neighborhood
Jim Bradbury, Santa Fe Tourism Alliance, General Manager La Fonda
Miguel Chavez, City of Santa Fe Occupancy Tax Advisory Board
Charlotte Jackson, Santa Fe Chamber of Commerce Tourism Committee
John Pen LaFarge, Neighborhood Network, Historic Neighborhood Association
Al Lucero, Restaurant Association
Sarah Melton, Old Santa Fe Association
Randy Randall, New Mexico Tourism Commission, General Manager Eldorado Hotel
Russ Roundtree, Impressions Advertising
Ben Serber, County of Santa Fe Lodger's Tax Advisory Board
Laurel Seth, Gallery Owner, member of Santa Fe Historic Design Review Board and Arts Commission
Lois Snyderman, Historic Santa Fe Foundation
Nadine Stafford, Santa Fe Opera
Edson Way, New Mexico Office of Cultural Affairs Director

Attachment 2 : Culture, Arts, and Tourism Plan Facilities Inventory Summary

As part of Phase I of the Culture, Arts, and Tourism Plan, an inventory of various facilities in the project area was prepared. The inventory focused on structures and sites in the region that are the subject of or provide cultural programming, or have the potential to do the same. The primary purpose of undertaking the inventory was to identify potential alternative locations for artistic and cultural events and programs with the goal of diversifying location options and providing a means for distributing such events throughout the project area. Using heritage structures to house such programs and events also provides a means for educating the using public about such structures through interpretation. Geographic distribution of events will result in a decrease in the physical impact on the commonly-used locations and the neighborhoods in which they stand.

In undertaking the inventory, the consultant prepared a field checklist so as to ensure consistent information gathering. This checklist [attached] allowed for the recordation of facility location, physical description and capacity, historic and cultural significance, accessibility, and contact people at each facility. The complete document [*Santa Fe Culture, Arts, and Tourism Facilities Inventory*, Santa Fe Planning & Research, April 15, 1998] is available in the "one of a kind" files at the Planning Division of the City of Santa Fe.

What follows is a list of those sites and facilities that are included in the inventory:

1. The Plaza
2. St. Francis Cathedral, 213 Cathedral Place
3. Palace of the Governors, 107 E. Palace Avenue
4. The Roundhouse, 491 Old Santa Fe Trail
5. Santa Fe County Courthouse,102 Grant Avenue
6. Fray Angelico Chavez History Library and Photo Archives, 120 Washington Ave.
7. Santa Maria de la Paz Catholic Church, 11 College Way
8. Our Lady of Light Chapel [at Loretto Chapel], 211 Old Santa Fe Trail
9. San Miguel Mission, 401 Old Santa Fe Trail
10. Oldest House in the USA, 215 E. De Vargas Street
11. La Fonda Hotel, 100 E. San Francisco Street
12. Institute of American Indian Arts [IAIA], 108 Cathedral Place
13. Museum of Fine Arts, 107 W. Palace Avenue
14. Georgia O'Keeffe Museum, 217 Johnson Street
15. Santa Fe Playhouse, 142 E. De Vargas Street
16. Lensic Theatre, 215 W. San Francisco Street
17. Sweeney Convention Center, 201 W. Marcy Street
18. Archdiocese of Santa Fe Museum, 223 Cathedral Place
19. AT&SF Railroad Depot, 410 S. Guadalupe
20. Tomasitas [NM Central/Denver and Rio Grande Railroad Depot, 500 S. Guadalupe
21. Sanbusco Market, 500 Montezuma Avenue
22. El Santuario de Guadalupe, 417 Agua Fria

23. Farmer's Market, Railyard Property Paseo de Peralta
24. Railyard Performance Center, 430 W. Manhattan
25. SITE Santa Fe, 1606 Paseo de Peralta
26. Stage Left Theater Company [Drama Club], 125 N. Guadalupe
27. Warehouse 21, 1614 Paseo de Peralta
28. El Zaguan, 545 Canyon Road
29. Sena Plaza, 125 E. Palace Avenue
30. First Ward School, 400 Canyon Road
31. Cristo Rey Catholic Church, 1120 Canyon Road
32. Randall Davey House [Audobon Center], 1800 Upper Canyon Road
33. Bishop's Lodge, Bishop's Lodge Road
34. Archbishop Lamy's Chapel [at Bishop's Lodge], Bishop's Lodge Road
35. Bataan War Memorial Museum, 1050 Old Pecos Trail
36. New Mexico School for the Deaf, 1060 Cerrillos Road
37. Santa Fe Indian School, 1501 Cerrillos Road
38. Paolo Soleri Amphitheater, 1501 Cerrillos Road
39. James A. Little Theater, 1060 Cerrillos Road
40. Scottish Rite Temple, 463 Paseo de Peralta
41. School of American Research, 660 Garcia Street
42. Wheelwright Museum, 704 Camino Lejo
43. Laboratory of Anthropology, 710 Camino Lejo
44. Museum of Indian Arts and Culture, 710 Camino Lejo
45. Museum of International Folk Art, 706 Camino Lejo
46. Armory for the Arts Theatre, 1050 Old Pecos Trail
47. Children's Museum, 1050 Old Pecos Trail
48. Temple Beth Shalom [Old Synagogue], 205 E. Barcelona
49. Plan B, 1050 Old Pecos Trail
50. Santa Fe Opera, Taos Highway
51. College of Santa Fe Fine Arts Gallery, 1600 St. Michaels Drive
52. Greer Garson Theater, 1600 St. Michaels Drive
53. St. John's College Great Hall, 1160 Camino de la Cruz Blanca
54. St. John's College Art Gallery, 1160 Camino de la Cruz Blanca
55. Rodeo de Santa Fe, 2801 Rodeo Road
56. Theaterwork, 1336 Rufina Circle
57. Hyde Memorial State Park, Hyde Park Road
58. Glorieta Conference Baptist Center, Glorieta
59. Cañoncito Parish Church, Old Las Vegas Highway, Cañoncito
60. La Cienega Community Center, CR 50F, Cienega
61. San Isidro Church, Agua Fria Road
62. Rancho de los Golondrinos, 334 Los Pinos Road, Cienega
63. Coal Mine Museum and Engine House Theater, Highway 14, Madrid
64. Camp Stoney, 7855 Old Santa Fe Trail, Cañada de los Alamos
65. Santuario de Chimayo, Chimayo

Sites that were inventoried for the interpretation potential included:

1. Santa Fe Drinking Water Treatment Plant, Upper Canyon Road
2. Two Mile Dam, Upper Canyon Road at Cerro Gordo Road
3. Rosario Chapel and Cemetery, 499 N. Guadalupe Street
4. Bridge of the Hidalgos, Grant Avenue at Rosario Boulevard
5. Commemorative Walkway/Cross of the Martyrs, Paseo de Peralta near Otero St.
6. Santa Fe National Cemetery, 501 N. Guadalupe Street

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FIELD CHECKLIST

Facility Name _____

Location
- o city limits
- o county limits

Address of Facility _____
Town _____

Date Surveyed _____

Facility Category
- o ecclesiastical
- o historic structure
- o government/school
- o museum
- o public works/park
- o arts/performance

Facility Description _____

Contacts

Ownership Category
- o public
- o private
- o ecclesiastical
- o social organization/non-profit
- o Indian

Owner _____
Telephone of Facility _____
Contact _____

Physical Description

Indoor Area (approx. s.f.) _____
Site Size (approx. s.f.) _____

Structural Condition
- o excellent
- o good
- o fair
- o poor

Cosmetic Condition
- o excellent
- o good
- o fair
- o poor

Context

Nearby Cultural Sites _____

Foodservice
- o on site restaurant
- o restaurant within 1/2 mile
- o restaurant within 5 miles
- o restaurant farther than 5 miles

On-Site Kitchen
- o yes
- o no

Lodging
- o on-site
- o within 1/2 mile
- o within 5 miles
- o farther than 5 miles

Surrounding Uses
- o rural
- o rural industrial
- o industrial
- o commercial/retail
- o tourist-oriented commercial/retail
- o single family residential
- o multi-family residential
- o motorist services

Access

Distance from the Plaza
- o on the Plaza
- o within downtown area
- o within 5 miles
- o farther than 5 miles

Transportation Types (within 1/2 mile)
- o vehicular - interstate or highway
- o vehicular - arterial or collector
- o bike path
- o bus stop
- o railroad
- o scenic highway or tourist route

On-Site Parking
- o yes
- o no

spaces _____

Comments _____

_____

Accessibility

- o fully accessible
- o minor work required
- o major work required
- o beyond repair

Use Characteristics

Hours of Operation _____

Potential Activities

- o exhibit - art/sculpture
- o festival
- o classes/workshops
- o conferences
- o dance performance
- o musical performance
- o dressing room
- o sound/lights
- o other

_____

Adjacent Available Land

- o yes
- o no

_____

Significance

Remodeling

- o almost all original material/minimal remodeling
- o most original material/minor remodeling
- o some original material/extensive remodeling
- o almost no original material/major remodeling

National Register

- o yes
- o no

State Register

- o yes
- o no

Historic District

- o yes
- o no

_____

Threats

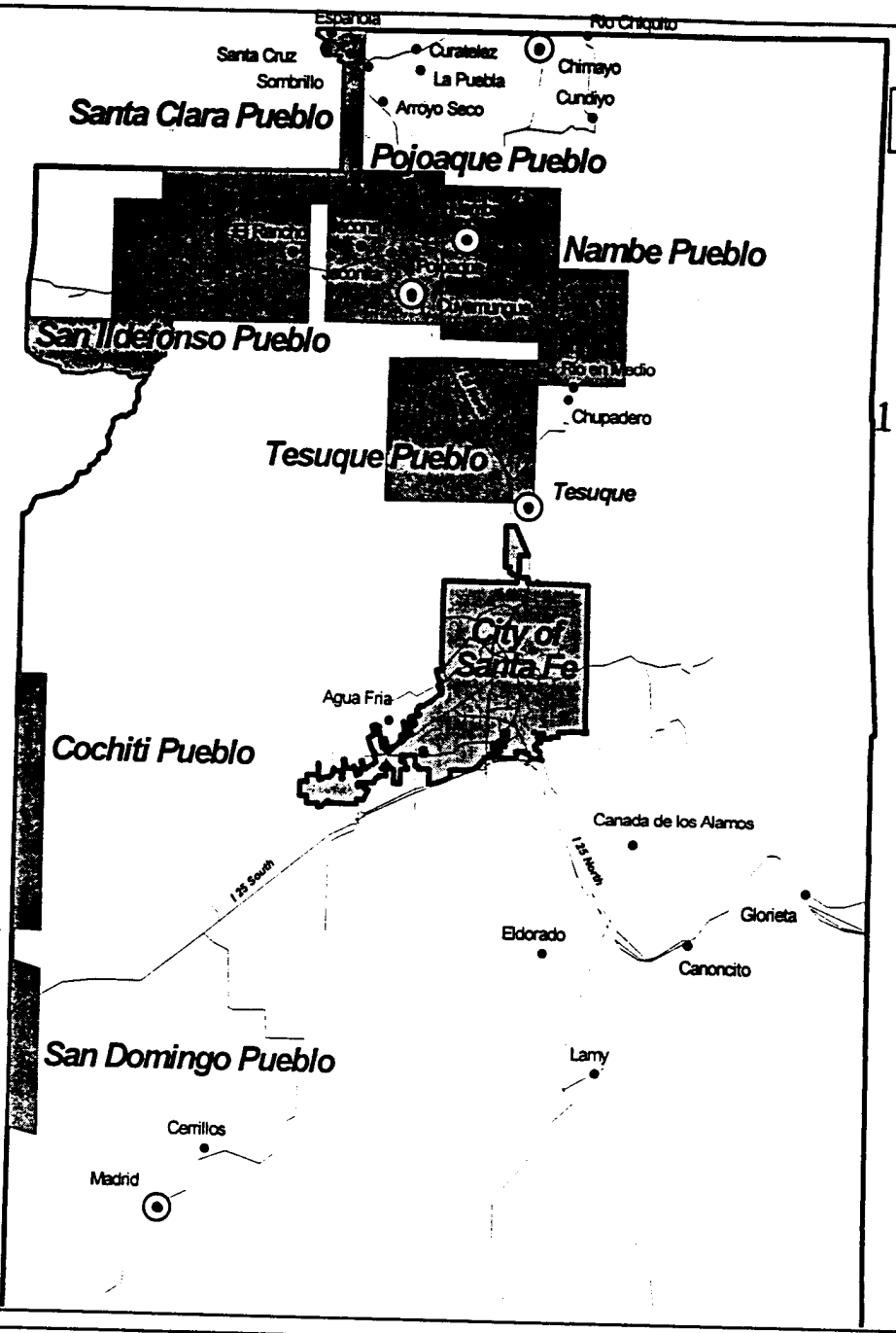
- o none
- o minor damage
- o major damage
- o demolition

source:

_____

ATTACHMENT 3: Maps Referenced in Phase I Report

Map 1:	CAT Plan Study Area
Map 2:	Downtown Tourism Attraction Zones and Visitor Information Locations
Map 3:	City-Wide Tourism Attraction Zones
Map 4:	Downtown Lodging
Map 5:	Lodging Outside the Immediate Downtown Area
Map 6:	Performing Arts and Museum Venues
Map 7:	Archaeological Review Districts
Map 8:	City of Santa Fe Historic Places
Map 9 :	City of Santa Fe Historic Districts
Map 10:	Parks; Trails, and Open Space
Map 11:	Municipal Parking
Map 12:	Murals and Public Art
Map 13:	Primary Entryways and Visitor Information Locations



Map No. 1

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City of Santa Fe
New Mexico

Study Area

Culture, Arts and Tourism Plan

SANTA FE COUNTY

⊙ Areas of High Tourist Visitation

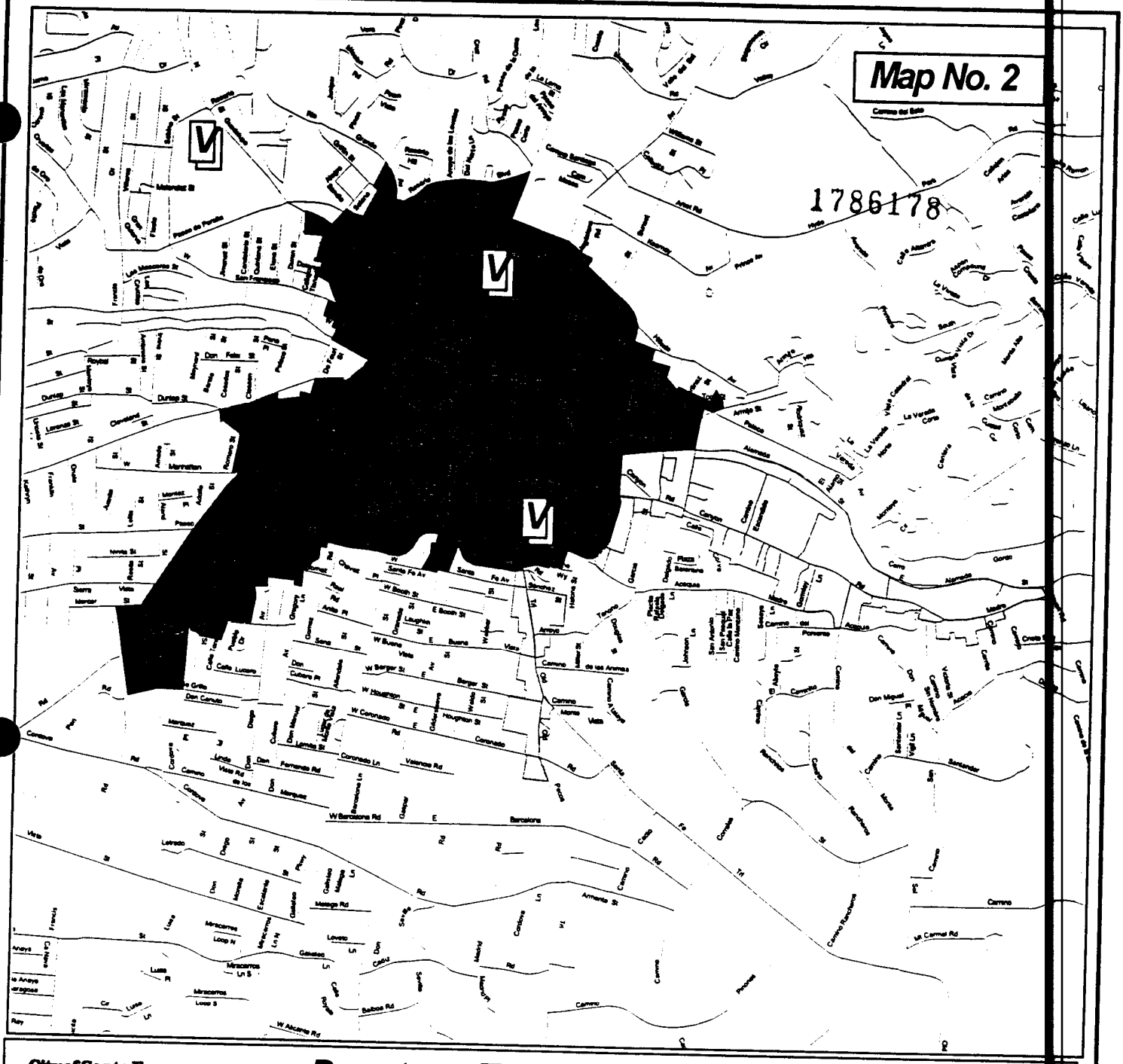
Santa Fe City Boundary

Santa Fe County Boundary

Pueblo Boundaries

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While many communities may experience visitation by tourists, those identified on this map have demonstrated an interest in providing attractions, services, and infrastructure for vistiors, and also are more greatly impacted by tourism.



City of Santa Fe
New Mexico

Downtown Tourism Attraction Zones and Visitor Information Locations

Culture, Arts, and Tourism Plan

SANTA FE COUNTY

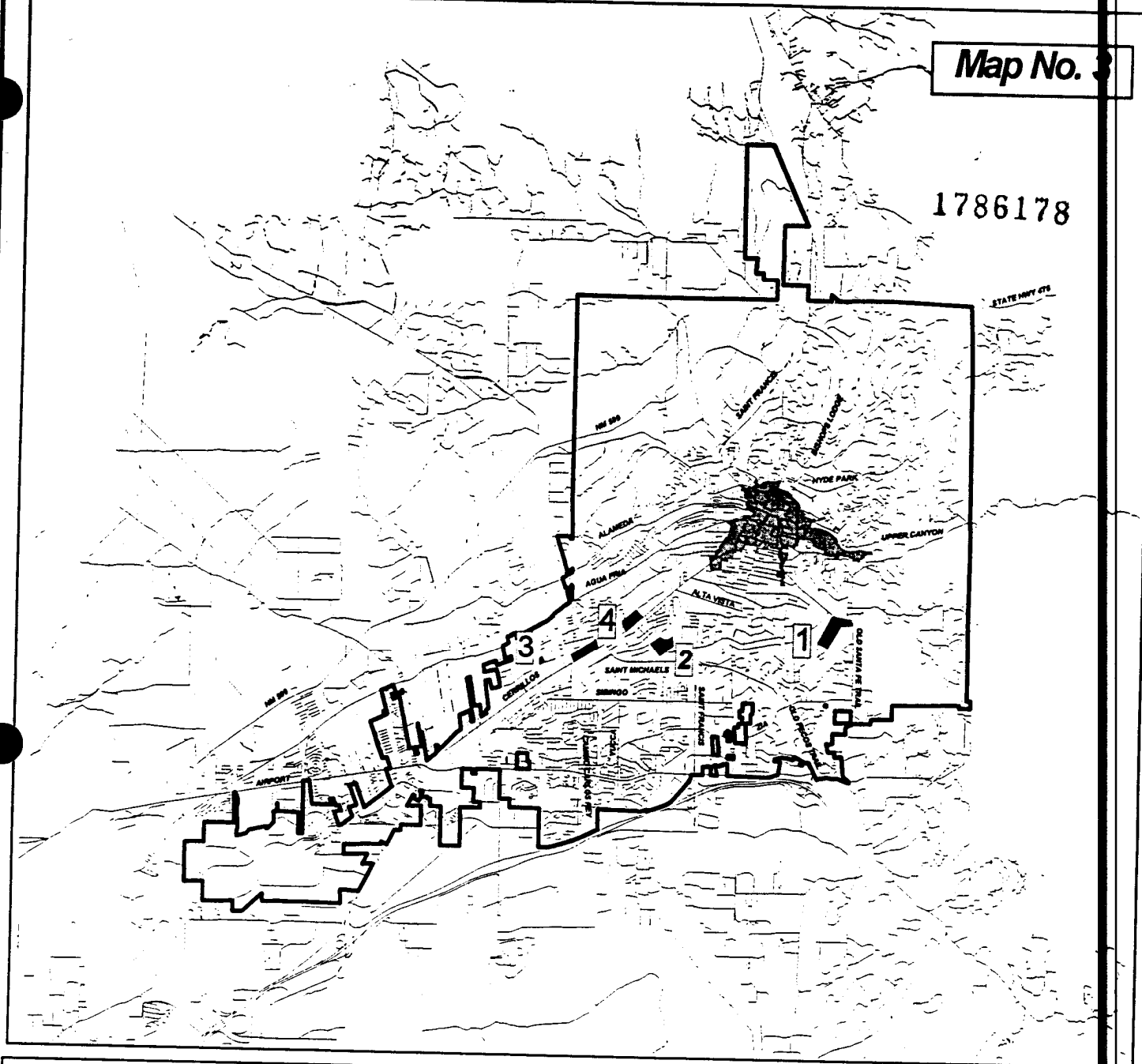
Visitor Information Center
Business Capital District
AC/RAC Zoning

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Tourism Attraction Zones are areas within the city that are highly impacted by tourism activities. Within the central part of the city, these areas include the Business Capital District (the BCD, which contains the immediate downtown, State Capitol area, Guadalupe Street, and Railyard), Canyon Road, and the residential arts and crafts district along Old Santa Fe Trail.

Map No. 3

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City of Santa Fe
New Mexico

City-Wide Tourism Attraction Zones

Culture, Arts, and Tourism Plan

SANTA FE COUNTY

1 *East Side Museum District*
2 *Second St. Commercial Area (emerging)*
3 *Rufina St. Alternative Warehouse-Arts Area (emerging)*
4 *Cerrillos Road Hotel Corridor*
Downtown Tourism Attraction Zones (see Map 1)

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This map shows the outlying and emerging Tourism Attraction Zones (TAZ) within the city: the Eastside museum complex, the Second Street area, the Rufina Street warehouse area and the Cerrillos Road hotel corridor. The Second Street and Rufina Street areas are anticipated to be growing as attraction zones for visitors, and are designated as emerging TAZs.

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City of Santa Fe
New Mexico

Downtown Lodging

Culture, Arts, and Tourism Plan

SANTA FE COUNTY

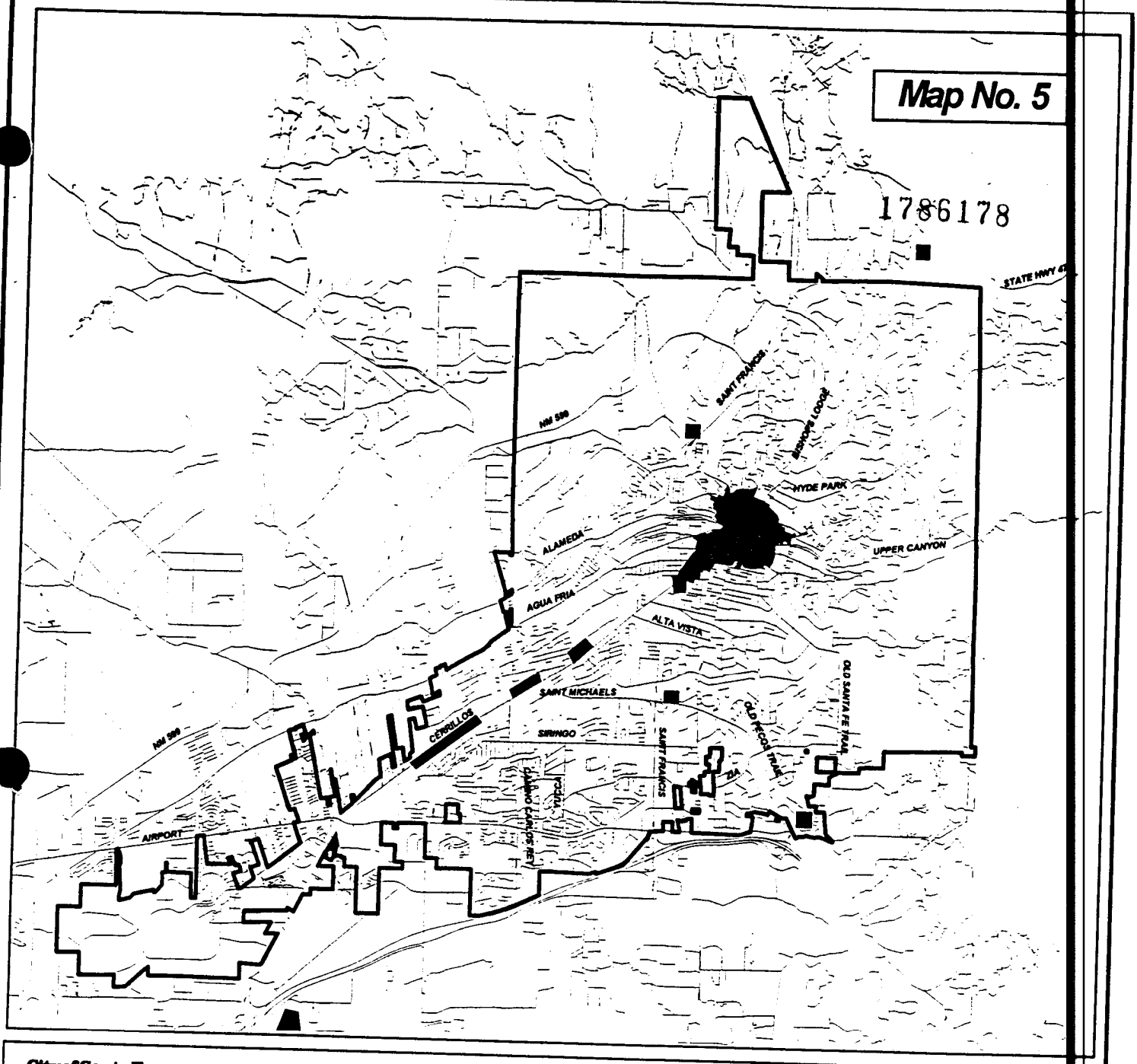
* B&B / Hotels with less than 50 Beds

* Hotels with less than 100 Beds

* Hotels with greater than 100 beds

N
W E
S

The map depicts hotels, motels, and B&B's within the BCD and indicates that most of the larger hotels are within a few blocks distance from the Plaza and the Sweeney Center. Others are dispersed, with several smaller hotels and B&B's closer to or located in residential areas.



City of Santa Fe
New Mexico

Lodging Outside the Immediate Downtown Area

Culture, Arts, and Tourism Plan

SANTA FE COUNTY

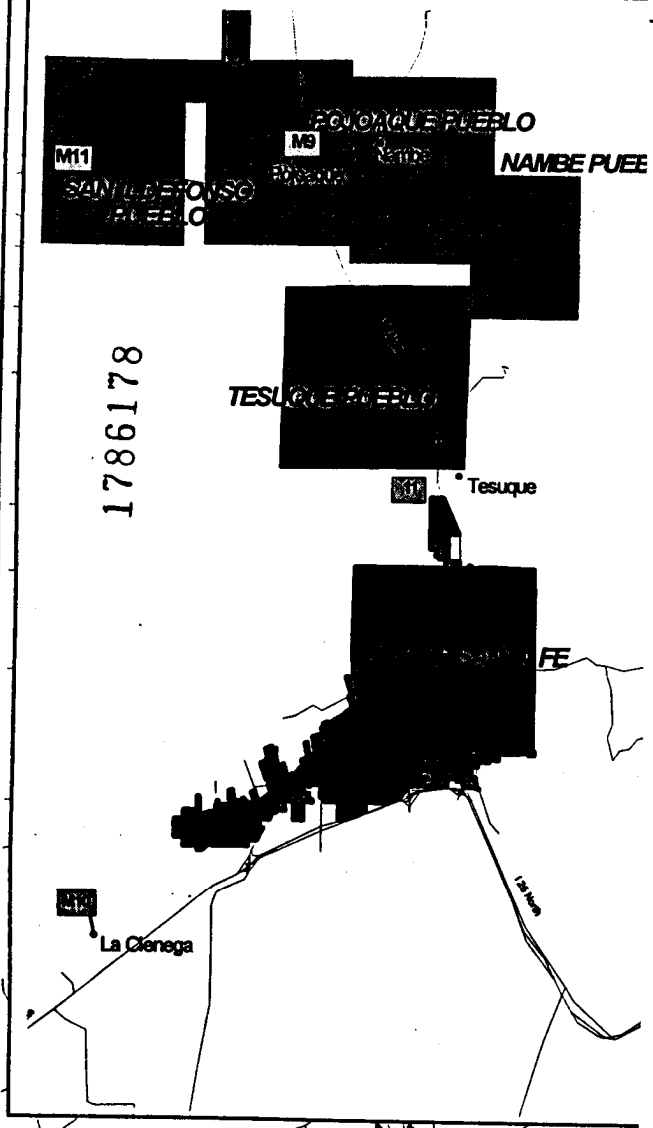
Non-Downtown Hotels

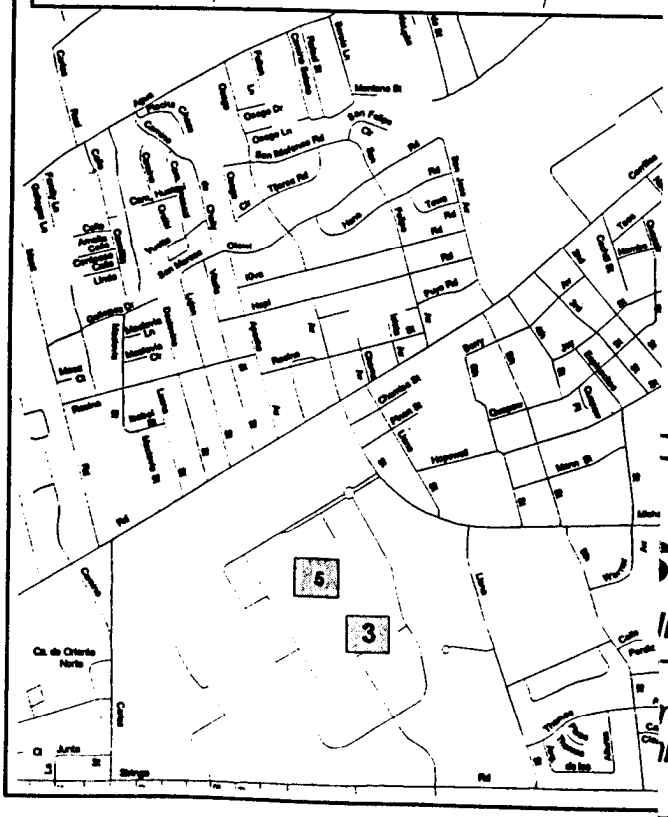
Business Capital District

Santa Fe City Boundary

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The map depicts areas of clustered hotels outside of the BCD, most of which are located on Cerrillos Road. Hotels outside of the immediate downtown tend to be located along or near the entryways into the city. These hotels are not, however, serviced by shuttlebusses from the airport or shuttle transportation into the city, though the Santa Fe Trails transit system does run along Cerrillos Road.





Map No. 6

Performing Arts Venue

1 Armory for the Arts
2 Plan B / Center for Contemporary Arts
3 Greer Garson Theater
4 Guadalupe Church
5 James A. Little Theater
6 Lensic Theater
7 Maria Benitez Room, Radison Hotel
8 Paolo Soleri Amphitheater
9 Railyard Performance Center
10 Santa Fe Playhouse
11 Santa Fe Opera *
12 Saint Francis Auditorium
13 Sweeney Convention Center

Museums

M1 Museum of Fine Arts
M2 Palace of the Governors
M3 Georgia O'Keeffe Museum
M4 Institute of American Indian Arts Museum
M5 Museum of Indian Arts and Culture
M6 Museum of Int'l Folk Art
M7 Wheelwright Museum of the American Indian
M8 Santa Fe Children's Museum
M9 Poeh Cultural Center (Pojoaque)*
M10 El Rancho de los Golindrinas (La Cienega)*
M11 San Ildefonso Museum *
M12 Archdiocese of Santa Fe Museum (at Cathedral)
M13 Bataan War Memorial (Old Santa Fe Trail)
M14 Site Santa Fe

* Shown on Insert

Venues

...rism Plan

...ring arts venues are ...hin the BCD.

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APPENDIX B

CULTURE, ARTS, AND TOURISM PLAN

PHASE II REPORT

PUBLIC INVOLVEMENT

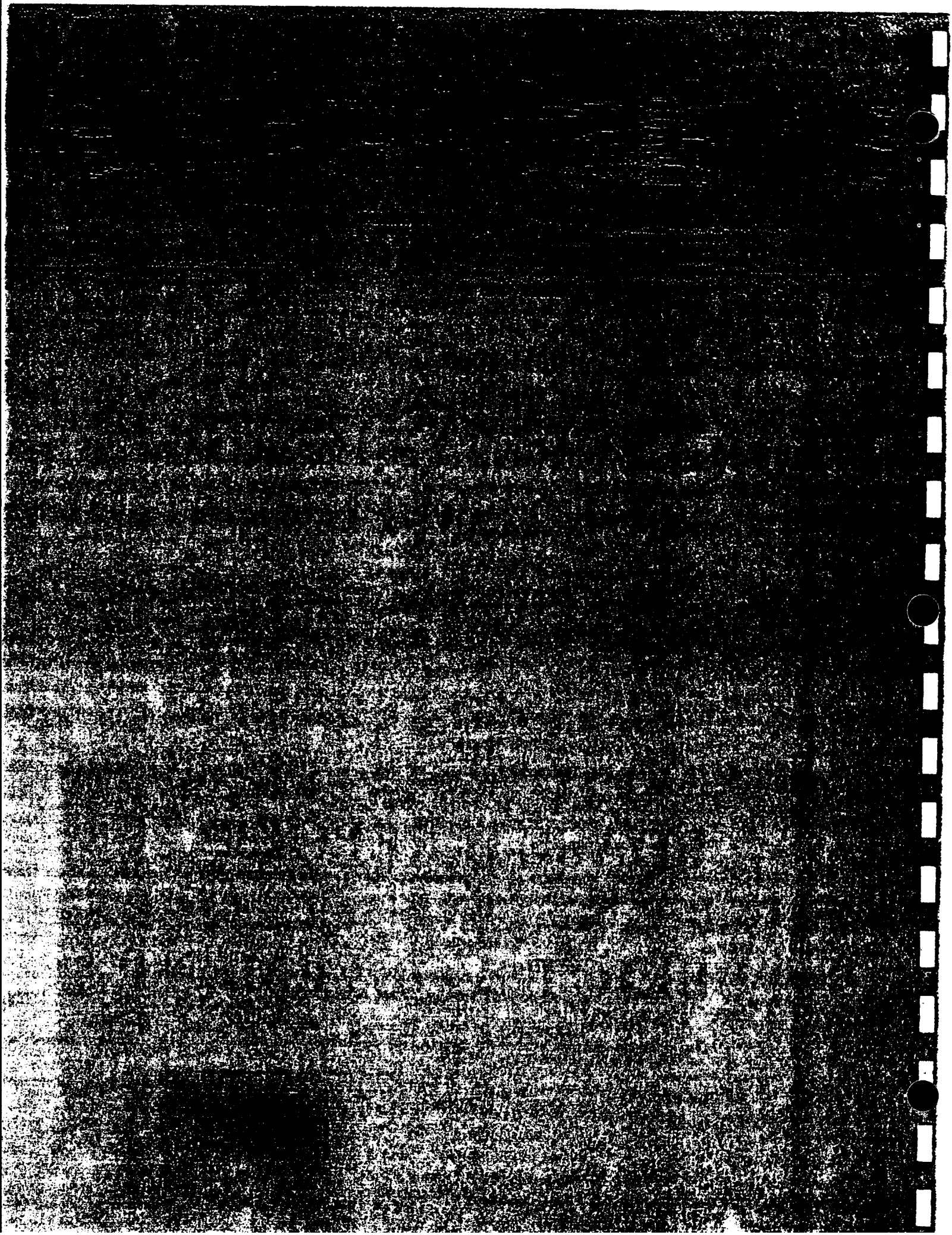


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- Tourism Industry 23
- Neighborhood Associations 28
- Arts Organizations 34
- Downtown Businesses 42

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I. INTRODUCTION

This appendix presents the findings of the Culture, Arts, and Tourism Plan (CAT Plan), Phase II: Public Involvement.

Phase II is the second of three phases within the CAT planning process. Phase I included the development of an inventory of cultural resources and an analysis of community needs, trends, and impacts. Phase III focuses on the development of an action plan, with strategies for managing tourism in the context of preserving the cultural richness of Santa Fe. The Phase III action plan is based largely on the public input which is articulated in this report.

Methodology. The central activity for gathering public comment for Phase II was a series of six focus groups conducted in various locations in Santa Fe around a variety of topics related to culture, arts, and tourism. In addition, a follow-up public meeting was conducted at SITE Santa Fe. These meetings resulted in the articulation of seven primary goals and two dozen overall strategies. A summary of the goals and strategies is detailed in this report, in section II.

The six focus groups conducted were:

- Heritage / Natural Resources
- Rural and Tribal Representatives
- Tourism Industry Representatives
- Neighborhood Representatives
- Arts Organizations
- Downtown Businesses

Each group was composed of 8-15 community members who were carefully selected to represent a range of opinions and expertise. The exception was the Arts Organizations group, which was conducted as a special meeting of the Santa Fe Arts Commission's *Arts Network*, with about 30 people participating. Participants in the smaller focus groups were selected based on suggestions from the city and county staff team, the CAT Plan Advisory Committee, and consultant experience. Notes from each of the focus groups are included in this report, both in summary form and in an ongoing record of the dialogue, in Section IV.

The public meeting was designed as a way to bring a larger group together to reflect on the issues raised in the focus groups. The meeting was widely advertised through newspaper ads, guest editorials, radio PSAs, and direct mail invitations. More than 65 community members attended the session. Participants were presented with the focus group findings and were asked to form smaller workgroups to look more deeply at particular issues that remained unresolved. They developed detailed strategies around six issues:

1) Visitor center with shuttle
2) Promotion of Santa Fe as a tourist destination
3) Career tracks for youth

4) Protection of neighborhoods and communities
5) Pedestrian strategies
6) Downtown traffic management

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A seventh group worked together to articulate an overall vision or philosophy around tourism in Santa Fe.

The results of the seven workgroups are detailed in this report, in Section III.

The CAT Plan Advisory Committee met twice during Phase II: once early in the process to assist in defining focus group topics, questions, and participants; and again to review the focus group report and prepare for the public meeting. Their comments and suggestions have been incorporated into the goals and strategies in this report.

Three additional public meetings were conducted early in the CAT Plan process by the previous consultant. These meetings were held in San Ildefonso Pueblo, Cerrillos, and Santa Fe. The findings were used to assist in the process of determining focus group topics and questions.

Phase III. This report points the way toward Phase III: Action planning. The two dozen overall strategies recommended by the public form the blueprint for actions which will be developed in Phase III, with timelines and recommended parties for implementation. While we intend to rely heavily on this public input in developing final strategies, some of the suggestions may be eliminated from the action plan, in order to maintain a focus on areas which will most maximize tourism benefits, minimize negatve effects of tourism, have the highest ability to be implemented, and the most opportunity for protecting Santa Fe's cultural richness.

Several of the strategies may require more detailed analysis and planning (e.g., building a community consensus about closing streets near the Plaza). We will work initially with the Advisory Committee to test for an agreement which represents a range of community views. It is likely, however, that more or wider input will still be necessary; in this case, the action plan will recommend more research, a task force, or another form of ongoing public process.

II. Public Input Summary: GOALS and STRATEGIES

WHAT SANTA FEANS VALUE ABOUT OUR COMMUNITY:

History
Historic buildings and distinct architectural style
Authenticity
Cultural mix and integration of neighborhoods
Combination of culture and setting
European, old-world feel
Ecological diversity
Sky and views
The river
Viable, active downtown

GOALS:

I Include local community needs in developing tourism management plans.

II Coordinate planning and develop infrastructure to manage tourism in a way that minimizes its negative impacts and maximizes benefits in both the City and County.

III Maintain the authenticity of Santa Fe as the basis of the visitor experience.

IV Attract and educate "heritage tourists" and "cultural tourists."

V Reduce cars and traffic congestion downtown.

VI Create a future for youth in Santa Fe's culture and tourism industries.

VII Cultivate better job opportunities, both within the tourism sector and through diversifying the economy, creating less reliance on low-paying tourism jobs.

STRATEGIES:

<u>Infrastructure</u>

1. Create a comprehensive Visitor's Center with satellite parking and shuttle service.
   (See workgroup session notes for parameters)

2. Build more parking downtown and near downtown.
   (will be addressed through other concurrent planning efforts focusing on parking)

3. Disperse tourists through better traffic flows, signage, linking areas of visitor interest, and a unique form of mass transportation
   a) *Interdependent relationship between closing streets, better parking, traffic flows, shuttle services, and pedestrian strategies - if streets are closed, the plan must offer a <u>better</u> way for locals to feel that the Plaza is still theirs (e.g., free parking for locals, open on Sundays for cruising??)*
   b) *See traffic management work session for public recommendations about street closings.*
   c) *Expand "downtown" by creating linkages to Guadalupe, Canyon Road areas; improve intersections and signage to encourage pedestrian traffic.*
   d) *Move tourists around with an interesting and culturally-specific form of transit (stagecoach, narrow gauge railroad, etc.)*
   e) *Signs should direct traffic away from the Plaza*
   f) *Get people here without using a car*

4. Promote Santa Fe as a walking city
   a) *Develop interpretive materials and promotion for Acequia Trail, Rail Trail, Santa Fe Trail, and other walking routes*
   b) *Trails are linkages for walking routes around the city*
   c) *Link the River development with other lateral trails throughout the City*
   d) *Establish an ordinance giving pedestrians the right-of-way at crosswalks*
   e) *Develop good maps for self-guided walking tours*
   f) *Tasteful way of marking walking routes, such as metal markers in the sidewalks*
   g) *"You are here" signs in strategic places showing locations of major attractions - made interesting and culturally vital through public art program?*
   h) *Better signs, more specific*
   i) *Standardize streetscape infrastructure (furniture, lightposts, etc.)*
   j) *Improve sidewalks, reduce clutter*
   k) *Shuttle service drop-offs link with walking tours*
   l) *Close off Burro Alley*

5. Protect the viability of downtown
   a) *Find more ways to attract locals, including parking and activities*
   b) *Allow musicians and hands-on art demos on the Plaza*
   c) *Limit large vehicles downtown (RVs, tour busses, delivery trucks)*
   d) *Install public restrooms in the vicinity of the Plaza*
   e) *Raise police profile (and maximize a tourist attraction) by bringing back the mounted police and bike police*
   f) *Encourage live/work spaces downtown*
   g) *Encourage local businesses to initiate cooperative ventures to bring locals downtown (e.g. 10% off for locals on one Saturday a month)*
   h) *Limit weekend arts and crafts shows on the Plaza, which tend to bring in artists from other places and make the Plaza look shabby*
   i) *Use small vehicles for shuttle services*

6. Channel funds for visitor infrastructure development into rural and tribal areas.
   a) *County areas need public toilets, parking, signage, drinking water, maps*
   b) *Consider a portion of City OTAB funds for County tourism improvements*
   c) *Gross receipts taxes collected in rural areas for rural tourism improvements*

7. Enhance entryways into the city
   a) *Establish interpretive / artistic collaborations with Hwy Dept and SFAC*
   b) *Obtain ISTEA funds? Scenic byways funds?*

Tourist Education/Information

8. Ensure consistent, culturally oriented, high-quality information for tourists about the City, County, and Pueblos
   a) *Improve quality and make consistent - esp. heritage information*
   b) *Develop a central visitor's center with a visitor education component (see Strategy #1 and workgroup session notes)*
   c) *Develop a comprehensive interpretive program including material about archeological sites, natural trails, historic buildings, arts experiences, public art, etc. (funded through OTAB $$?)*
   d) *Optional $1 hotel surcharge to support heritage/cultural preservation initiatives*
   e) *Comprehensive day-trip guide to Santa Fe County*
   f) *Heritage education in conjunction with County Open Space and Trails Committee about the cultural significance of public open space areas*
   g) *Educate tourists about authenticity in traditional crafts*
   h) *Educate visitors to respect neighborhoods*

9. Facilitate education and dialogue among the tourism and arts/cultural sectors and for front-line people who interface with tourists
   a) *Certification program for guides developed by the guides association (and promote the city as a place with good guides)*
   b) *Tourism info fair*
   c) *Police as ambassadors - provide customer service training*
   d) *Special CVB-hosted lunches for informal tourist interface people, such as newspaper sellers, Plaza vendors, police, retailers*
   e) *Free training about local cultural resources (as is currently offered by the BLM and by some tour guides)*

10. Create an "official" arts guide to Santa Fe
    a) *Put official comprehensive calendar on-line through NM Culture Net - link NM Culture Net with tourism industry*
    b) *Work toward year-round cultural events*

11. Involve locals more in the citizen pride of hosting visitors
    a) *Button: "Ask me about Santa Fe"*

b) Retiree docent program

Planning/Coordination

12. Coordinate better linkages between the tourism and arts/cultural sectors and among City and County planning entities.
    a) Establish independent (de-politicized) CVB for continuity in planning efforts
    b) Formalize linkages between arts and tourism sectors, to enhance promotion, provide better information about cultural activities, and initiate opportunities for collaboration (i.e. organized studio tours to meet artists, targeted arts marketing to specific convention guests)
    c) Hire an arts-specific cultural tourism person for the CVB staff
    d) Consider more cooperative efforts between OTAB and LTAB including City money for County promotional efforts

13. Protect neighborhoods through code enforcement and neighborhood driven design standards.
    a) Enforce zoning and existing ordinances
    b) Prohibit short-term tourist rentals in neighborhoods
    c) Restrict tour busses and RVs in residential areas
    d) Enact "Neighborhood Conservation Districts," in which neighborhoods develop definitions of boundary and character which become overlays onto zoning ordinances.

14. Initiate community-specific tourism planning efforts in the County.
    a) Speed up the permitting process for tourism-related improvements (e.g. parking)
    b) County should support rural communities efforts to obtain state and federal funding for initiatives (i.e. Hwy 14 as national scenic highway)
    c) Individual village plans should address tourism management issues

15. Involve the public more in decisions about tourism planning
    a) Continue CAT Plan Advisory Committee as ongoing policy task force
    b) Solicit ongoing community input about conference center (will be addressed through Mayor's Tourism Task Force)
    d) Update survey of local attitudes towards tourism

Tourism Promotion

16. Involve the tourism industry and the public more in CVB marketing planning.

17. Target cultural/heritage tourists interested in authenticity and repeat visitors
    a) Educate tourists before they get to Santa Fe through targeted articles in national press (e.g. New York Times arts and culture section)
    b) Promote year-round cultural activities
    c) Feature contemporary arts in tourism promotion

18. Market the downtown as a cultural district
    a) *Encourage artisan demonstrations in public areas*

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Community Benefits

19. Provide more information about tourism benefits to the community.
    a) *Develop quantifiable information about costs and benefits of tourism*
    b) *Post a plaque on the Southside Recreation Center and the River Trail stating that funds were provided through the lodgers tax*

20. Tourism industry gets involved with local community to improve natural environment

21. Build stronger alliances between the arts sector and the community at large
    a) *Site the SFAC office in the railyard, with a meeting space for community groups*
    a) *Focus arts programming toward the local community - people come because of the richness of what is happening here, not for events specifically for tourists*

22. Find ways for tourism revenues to go back into services which directly benefit the local community (police, reducing drop-out rates, community services)[1]

23. Create career-track training, mentorship, and apprenticeship programs for youth, both in the arts industry and the tourism industry.
    a) *Work with the local high schools and colleges to develop internship, mentorship and apprenticeship programs*
    b) *SFCC program in tourism industry careers to help locals enter industry at higher levels of employment and/or advance in careers through continuing education*
    c) *Use some of the 25% of OTAB funds for youth arts development programs*
    d) *Employ youth to digitize cultural resource information for Web sites.*

24. Assist in development and marketing of traditional crafts by local artists
    a) *Demonstrations in schools of traditional arts*
    b) *Certificate of authenticity self-generated by artisan associations*
    c) *Craft incubator with apprenticeships open to the public*

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[1] Contrary to current State statutes authorizing expenditure of Lodgers Tax funds

III. *RESULTS OF CAT PLAN PUBLIC MEETING - 4/29/99*

GENERAL COMMENTS in plenary:

- **Goals: Stress quality and sustainability, not growth.** Modify goals statement to address jobs outside of tourism (diversification). Invest tourism revenues to diversify economy.

- **Several issues are interdependent and strategies should be linked.**
  - Pedestrian/traffic/shuttle issues are linked.
  - Drop off shuttle should link with walking tours in outlying areas.
  - Information sharing/education/economic development are linked.

- **Guiding Principles / Vision.** Vision and philosophy drive everything, especially promotion. Design systems that work for locals and also serve visitors (no us vs. them). Emphasize authenticity and respect. Develop our identity and we will naturally attract the right people.

WORK GROUPS - suggestions for Strategies

(major points made by groups):

Vision and philosophy:

- Define Santa Fe's identity/image (this is hard because of diversity).
- Philosophy should drive promotion.
- Santa Fe is not a theme park.
- We should attract cultural heritage visitors interested in authenticity.
- Continue dialogue indefinitely beyond this study.

- Unite culture and tourism; tourism industry to work with the community.
- Educate visitors around our community values.
- Is there a maximum number of visitors that we want?

- Protect natural resources.

- Issues need to be seen as interconnected.

1. Visitor Center with Shuttle:

- Make it a cooperative effort of CVB, Chamber, State.

- Make it accessible to freeway, downtown, and hotels.
- Locate at I-25/St. Francis or near Chamber at DeVargas North.
- Put shuttle route on Paseo.

- Make it safe and fun/worthwhile to use.

- Provide free bus passes and discounts at museums, etc.(passport)
- Include Supervised parking.
- Child care and care for animals.
- Provide regional information, how to behave, 30-minute video.
- Complete, concise guide to hotels, activities, services
- Reservation service.

2. Promotion of Santa Fe as a tourist destination:

- Attract Europeans, affluent visitors, and repeat visitors (good customer service).
- Preserve uniqueness.
- Focus on arts.
- Ensure that all constituencies are represented in designing promotions.
- Market less and more will come.

- Collaborative marketing (e.g. with pueblos and arts)
- Web sites.
- Educate community about what we have and educate visitors

- Better transportation to Santa Fe.

- Expand Festival Santa Fe (add ballet)

3. Career Track for Youth:

- Mentorships and internships
  - in movies, theater, crafts, tourism industry
  - foundation dollars for a pilot
- Training facilities at convention center.
- Youth to create an electronic cultural information data base.

- Provide information links between employers and prospects.
- Industry associations to do job fairs and in-class presentations.

- Place to market smaller artistic goods throughout the year, e.g. at convention center.
- Connect Children's Museum to local culture.

4. Protection of neighborhoods and communities:

- City/County to improve record keeping and enforcement of existing codes and ordinances.
- Meet differing needs of each neighborhood and include all in tourism planning.

- Provide more local services in downtown, neighborhoods, and communities (e.g. lunch counter, pharmacy, medical)

- Protect pedestrians through right of way, education, traffic calming, enforcement.
- Limit tour bus routes and size based on street widths and reduce pollution.
- Educate visitors to respect neighborhoods.

5. Pedestrian strategies:

- Walking tour is more than map and markers; it's about education and learning.
- Develop brochures for walking tours and link via transit.

- Need "you are here" signage and unobtrusive trail markers.
- Mark routes with line like the Liberty Trail in Boston.
- Improve sidewalks and reduce clutter (e.g. newspaper boxes).
- Standardize street furniture and low-level lighting.
- Paving patterns as design features.
- Provide more attractions to encourage walking, e.g. musicians and maybe vendors.
- Use artists for surprises along walking trails ala Portland.

- Provide public restrooms downtown.
- Make police visible.

- Trails as linkages.
- Close off Burro Alley.

6. Downtown traffic management:

- Close downtown core streets (e.g. San Francisco from Sandoval to Santa Fe Trail, plaza, Lincoln and Washington to Marcy) and have special traffic rules, e.g. limited delivery hours and access for trams and hotel guests.
- More one-way streets to improve traffic flow.

- Provide free circular shuttle and peripheral parking.
- Provide kiosk maps and signage.
- Rent mopeds or provide free bicycles and bike lanes.
- Improve transit to outlying areas.

- More commercial airlines to Santa Fe and better shuttle service to Albuquerque and Santa Fe airports.

IV. *FOCUS GROUP REPORTS*

Heritage / Natural Resource Management Focus Group

March 8, 1999

Sam Baca, Cornerstones
Lois Snyderman, Historic Santa Fe Foundation
Connie Eichstad, SW Cultural Tours
Dave Mensing, BLM Outdoor Recreation Planner
Tom Livesay, Museum of New Mexico
Oscar Palacios, Heritage Architect
Steven Post, MNM Office of Archeological studies
Mike Bremmer, SFe National Forest, archeologist
Laurel Seth, gallery owner, International Folk Art Foundation
Ellen Bradbury Reid, Recursos

Major Themes:

- **Provide better heritage education for visitors.** This creates a stronger cultural context for their visit, increases appreciation for Santa Fe, and leads to more sensitivity. The quality of information available from City, State, County, and private sources must be improved, made consistent, and be centrally available and easy to find. Through education, we can structure the way we want tourists to experience the city.

- **Insist on standards of heritage education for tour guides.** The vision is that Santa Fe has a reputation for highly informed and inspiring tour guides who can help visitors fully understand the culture and history. The group was mixed in opinions about requiring certification, but agreed on a principle of requiring the use of local guides by out-of-town tour companies.

- **Begin heritage education in the schools.** Local children can be proud of the history and traditions of Santa Fe. An early heritage education prepares them later for employment skills in the cultural tourism industry.

- **Promote historic and walking trails.** The Old Santa Fe Trail is an authentic historic and cultural resource that is unrecognized. It needs interpretation, marking, access to the places where it is walkable. Other trails (Atalaya, rail trail, downtown walking trails) should be including in promoting Santa Fe as a pedestrian town. Several of the group members supported closing downtown streets.

- **Construct a full-service Visitors Center away from downtown.** The facility should provide educational materials, an interpretive video, adequate parking for RV's and cars, and frequent transportation to the Plaza and other areas of interest.

Suggested sites include the Rodeo Grounds, the Santa Fe Women's Club, the Elks Club, or someplace else on the edge of downtown.

➠ **Entryways are important in creating a cultural context for Santa Fe.** Collaboration is needed with the planning and highway departments to ensure that roads leading into the City maintain an aesthetic appeal. This is also important to residents in the way we feel about the city as we enter. A suggestion was made for a moratorium on development at the city's entryways, and another to create an educational historic focal point at the entry on Old Pecos Trail.

Focus Group Minutes:

1) **What do you value about our culture in Santa Fe? What is important that must be honored and maintained?**
   - Our long history and the cultures that have been maintained, mixed, and integrated
   - Historical Architecture
   - History, traditions of people, authenticity
   - Authenticity
   - Defining what is important about Santa Fe - local resident input
   - Viable living and sense of belonging
   - Combination of culture and setting - identification and protection of cultural, historic themes
   - Cultural setting important to linking the past with present cultures
   - People and place - including ecological diversity, and maintaining real community

2) **Which of these things (esp. heritage and natural resource preservation) are benefited or enhanced by tourism? How?**
   - Tourism brings in money
   - Heritage tours that provide education give more context and sensitivity to tourists.
   - Local art and culture can continue to be produced because of tourism market
   - Kids are proud of being in a place where people want to come - they need heritage education in the schools to help them know about their own place

3) **How does tourism create a negative impact upon maintaining heritage and/or natural resources? What specific heritage or natural resources are most fragile or are truly in danger of being lost?**
   - Danger of big hotels or outside interests coming in and seeing SFe as a commodity instead of a community
   - Loss of community services in stores on the Plaza.
   - Homogenization of tourist experience - i.e. casinos - that is making SFe be like any other place where tourists go.
   - Tourism is not the enemy - the issue is that we're not PLANNING for tourism adequately. Define the Themes that determine what Santa Fe is. Narrow the focus.

CULTURAL HERITAGE questions:

4) **Many people talk about the need to maintain the "authenticity" of Santa Fe. What does that mean to you? What are some strategies for ensuring authenticity? How do we maintain and share Santa Fe's "living culture?"**

- Teaching children about the heritage of this place in school --makes them proud of who they are and their own traditions. Also prepares them to represent the place later, employment skills, etc.
- Story being told about SFe is different from different guides - much wrong info is being presented, though the more professional outfits (mentioned Frank Montano's group) are very good.
- Groups come from other places with their own guides who don't know the area - we could require that groups from out of town use local, certified guides.
- BLM offers training seminars for free to river outfitters that they permit. They all come because the market is competitive. Offer free training and education for guides.
- Santa Fe would benefit by being known as a place where you can come and get really excellent well-trained tour guides, with stories
- Make sure that the development of tourist activities doesn't make SFe be like any other place people go - promoting the casinos and "Sun Valley" like aspects makes SF lose its authenticity
- Our problems have come from trying to create an image instead of just being who we are, a living place where people live with tradition and are real. Authenticity comes from being who you are and being a real community.

Should we <u>require</u> certification for tour guides? (to ensure that the stories they tell are true). If so, who should certify them?

- Some feel that tours should only be given by licensed and certified guides; others were not sure.
- 3/4 of members of guides assoc. are certified, and this has been an area of discussion. Some people feel that guide tests are not focused enough on the arts. The certification may be for their own purposes.
- Testing doesn't get to the really special aspects of the skill - you might know the date that SFe was founded, but it is the special stories that carry the meaning.
- Hesitation - some people have expertise who may not have taken guides test, and they may be the most appropriate person to lead a particular group. For example, a gallery owner might be the best guide for an arts-related group.

5) **Ideas about providing education for tourists about Santa Fe's culture, natural resources, and history:**
What important heritage and natural resource concepts need to be understood?

- Need comprehensive interpretive program with good materials about arch sites, natural trails, historic buildings, etc., to enhance tourist experience.
- Make comprehensive guides available everywhere
- Historic and cultural resources are equally important to residents as to visitors.
- Tourists must be educated about the need to conserve water.

How and where should this education/interpretive activity happen?

- PERA State tourism office is inadequate - no parking there, no help. Also no help or parking at CVB center. Tourists have no place for getting materials
- Chamber of Commerce should have better materials.
- People look on the web - all these sites should be linked to each other
- Improve quality of information at City and State information sites, and make them consistent, centrally located, and easily found
- Get all the visitors centers and parties providing information to tourists together to agree on what information to provide and how to support each other.
- Education is happening thorough the promotion that draws people in - what kind of information is the City putting out? Is this the right message? people stand around on the Plaza with a glazed look on their faces - "what is this?"
- Look to Portland, LA for models about cultural tourism outreach and education. Target the people you want to bring in. While attracting people toward "living culture," communicate reality that people can't intrude on others lives and privacy.
- Ellen B. Reed has contact for people working on cultural tourism definitions and guidelines.

How do we best communicate Santa Fe's character through entryways and streetscapes? How can we ensure that these streetscape and entryway motifs are maintained ?(regulatory enforcement? neighborhood pressure?)

- Everything about SFe is communicated to tourists - Cerrillos, Plaza stores, how people enter the town. - in midwest, people had billboards "the friendliest town in the midwest"
- Direct people so they are not brought in on Cerrillos Road - use the entryways to tell the story of SFe and create a context.
- Work through planning departments at city and county - the new highway on 285 has ruined one of the last view areas on the north side of town. - ugly road equipment sited on the Old Pecos Trail entryway... move it somewhere else. Planning authorities have to be included in the tourism dialogue, because they impact how the city looks at its entryways.
- Suggest moratorium on development on entryways into the city.
- Important for locals, too, and how we feel about our community as we enter.

6) **(Give examples of some existing city and county heritage preservation programs - Historic districts, archeological ordinances, mountain ordinance, escarpment ord.)**
Do these programs appropriately support cultural preservation? What social and economic forces that interface with the cultural environment need more attention?

- Ordinance about historic preservation is working, and there is a stipulation to help local residents stay in their traditional homes.
- The base of the economy must be diversified so the people who grew up here can stay. Expand tourism industry to create jobs that really benefit people, not just $8/hour subsistence jobs

How can residents be supported in maintaining the cultural integrity of historic areas and open spaces in the face of economic and social forces toward development or "selling out?" What can the City or County do to support this?

- Grandfathering in property taxes to allow people to stay in family homes.
- The real economic pressures come from visitors who come here and stay.

7) **Do we need to better communicate to tourists where the attractions are (both to keep them in certain areas and to keep them out of certain areas?) How could signage be improved without compromising the historic character or authenticity of tourist related areas? What other means besides signage could be employed?**

- Small signs on East Zia about SFe Trail Crossing. This is good and appreciated - both for locals and tourists. Ties into Old Pecos Trail entrance into city.
- There is still land to add signage that interprets the history of SFe at Old Pecos Trail entryway - create permanent entrance with historic focal point at this gateway. Also explore northern entrance at Pojoaque.

NATURAL RESOURCES / ENVIRONMENTAL RESOURCES

8) **What environmental management or preservation efforts are currently underway that are successful? Where are there gaps? What additional environmental protection measures are needed to preserve our community's natural resources?**

- Hilltop and escarpment ordinances are good.
- River needs to be cleaned up - it is a mess and an embarrassment. It would be great to have water in it.
- Historic trails. Santa Fe Trail is one of our greatest resources - an authentic historic and cultural resource that hasn't been recognized. It needs interpretation, access, marking of it, allowing people to walk along it where it is walkable. Lots of agreement on this.
- Cross of the martyrs has an endangered indigenous species of cholla - needs to be better protected and promoted.
- Promote Santa Fe as a walking town - direct people to historic trails, rail trail , Atalaya trail, etc. Provide good natural resource info to visitors at welcome centers.
- Get funding from OTAB for grants to local nonprofits to develop materials about trails.

9) **How can the City and County open space and trails systems be better promoted? If it is to be promoted, what should be established to be sure open space and trails are protected?**

- Hard to figure out what is going on with SFe trails systems. Need small signage or better promotion for people to understand where they are.
- With cultural resources and sensitive ruins, don't direct people right to the site - mention that they are there, but protect resource by limiting intense traffic.

GENERAL

10) **Describe any practices from other communities that might be useful for protecting and maintaining culture in Santa Fe.**

- Charleston is very similar to SFe - narrow streets, historic community, buildings out to the sidewalk - city choking to death on itself. Converted train station to orientation center - place for parking RV's, cars, kids, pets. & minute orientation video of what Charleston is about. Board shuttle there that loops around historic district.
- Ellen will get cultural tourism plans form other cities that are working on this.

11) **There have been proposals for the City to build a major visitors center with parking and shuttle service to the Plaza and other tourist areas. Would you support this? Where would you like to see it?**

- Yes, general consensus about having a place where people can park and be shuttled to the downtown area.
- Open space on Rodeo Road at Rodeo Grounds suggested as parking place and visitors center - esp parking for RV's. Halfway between Cerrillos and St. Francis. Near BLM Lands info center. Run spur of rail trail out to the site.
- Two possible closer sites - SFe Women's Club and Elk's Club.
- Possibly use old Hospital building, but not enough parking.
- Tom Livesay says about the Museum hill; "Well, it's there"
- RV's need water and electrical outlets.
- Find a place on the edge of downtown - not in center of downtown - for parking, education, low-fee shuttle service that is year-round and frequent. Investigate whether there are any streets or dedicated lanes that can be just for shuttle service - image of a light rail or metro type of service.
- Shuttle busses should drop people on the outer ring of the historic district and promote pedestrian traffic, or offer golf cart shuttle or something else for those who can't walk.
- This would serve locals by solving a lot of the traffic and congestion and parking problems that people complain about.

12) **Closing downtown streets?**

- 9 people say close the Plaza, one says no.
- Local resident: lots of thought would have to go into how to make provisions for local people who live there to get around. We talk about authenticity, but closing streets doesn't seem authentic.
- Palace of the Governors and other historic buildings are severely damaged by bus and truck traffic.

13) **Do you have any additional thoughts or comments about maintaining our heritage and natural resources within a growing community dependent on tourism?**

- Structure the way you want tourists to experience the city
- Desirable tourists are those who come here with something to do - i.e. people coming to Indian Market, Spanish Market, etc. Also disagreement - Plaza events close the Plaza on 14 weekends and that disrupts life for locals and merchants

- Everyone says heritage and natural resource tourism is important to the city, but there is no real commitment from the city to follow-through -- in actually, this city is driven by growth pressures. They want to move development permits and projects through the system quickly. There isn't really money behind tourism planning.
- Value of heritage tourism. People expect to come and pay for hotels and meals, but not pay for heritage experience. We have to start charging fees that allow us to maintain the resources -- people need to be educated about the value and expect to pay when they come, and tell them about how their "investment" goes back to support training, maintenance of buildings, etc.

Rural/Tribal Representatives Focus Group

March 8, 1999

John Gonzales, Artist, San Ildefonso Pueblo
Cliff Cato, Mine Shaft Tavern complex, Madrid
Scott Hicks, Shidoni Foundry, Tesuque
Diana Johnson, Johnson's of Madrid, Madrid
Amrit Khalsa, Gallery owner, Sombrillo
Lucy Lippard, Writer, Galisteo

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Major Themes:

- **Tourism impacts in rural areas are closely tied to overall growth issues.** Small towns are becoming more crowded. Water quality and quantity is an issue. Traffic is increasing. Traditional livelihoods are replaced by tourism jobs, but the cultural context is lost.

- **Increasing tourist flows into the County is OK, but must be accompanied by controls and infrastructure improvements.** Rural areas need improved parking, signage, toilets, drinking water, and interpretive maps to handle the increase in tourists. These supports have been provided primarily by private businesses. Funding and support is needed. More cooperation must come from the County and State in expediting permitting processes and supplying signage and public toilets along roadways. Also, traffic and speeding regulations should be enforced in heavy tourist areas.

- **City OTAB funds should be used for tourism-related improvements in the county.** County attractions keep visitors in the area staying at Santa Fe hotels for extended stays. Some of this lodgers tax revenue should be channeled back into rural areas. The City and County should jointly produce a comprehensive guide to the County, with day trips, maps, protocols about behaving on private or Pueblo lands, and heritage education.

- **Gross receipts taxes collected in rural communities and Pueblos should be directed back into those communities.** Tourism-related tax revenues should be channeled back to support the tourism infrastructure, such as parking, signage, and public facilities. Rural communities feel little County support for road repairs and infrastructure that is essential to effective tourism management.

- **Local communities want to develop their own tourism plans.** The County should not produce a general plan for tourism without local input and individual approaches for each community.

- **Sponsor a "Tourism Activity Information Fair" to educate concierges and guides.** Santa Fe tourism industry personnel do not know enough about County attractions. Bring the trade together at Sweeney Center for a day of education and networking.

Focus Group Minutes:

1) **What are the beneficial effects of tourism in your communities?**
   - Supports businesses in Madrid - jewelry shops, galleries, restaurants. Local economy is dependent on people coming through from Alb to SFe.
   - Tesuque's tourist commerce has replaced agriculture as primary industry. Most of Tesuque's industry is as a bedroom community to SFe. Shidoni offers a cultural center, jobs, business, etc.
   - Supports preservation of the traditional arts in San Ildefonso. Pottery making has grown significantly as tourism has grown in Santa Fe. Positive economic benefit in Pueblo.

2) **What are the adverse impacts of tourism?**
   - Increase in traffic - most of this is due to people who have moved here, many of them former tourists.
   - Madrid has lots of traffic problems from tourists and from tour busses. No place for busses to park.
   - Ignorance of tourists, who come into community and think every house is a shop. Privacy has been compromised.
   - Growth has changed rural communities into bedroom communities and expanded development and intrusions in rural areas.
   - Land-based wealth of rural communities is not a reality anymore. Poverty and substance abuse increases are related to this displacement. Family lands are sold off to development. Tourism generates business and jobs, but it doesn't easily transfer to people who are displaced.
   - Growth makes places like Galisteo less special, as they get absorbed into the sprawl and become less of a "place"
   - Overall connection between tourism and growth -- rural impacts have a lot to do with the growth that NNM is experiencing. A huge influx of people wanting a decent place to live.

3) **Is there a desire among rural and tribal residents to increase the tourist flow into your communities? If so, what sites or activities would you want them to be directed toward?**
   - Artists in rural areas and pueblos want to see more tourists come through, but controls have to be implemented.
   - In Madrid, the business people want more tourism under a controlled situation, but the bedroom community people feel already that there is too much tourism.
   - People want the benefits of tourism without the negative impacts.

4) **Strategies are being developed to help move tourist out of the Plaza area of Santa Fe and into other places around Santa Fe County. What tourism management practices should be established to ensure that the dispersal of tourists into rural areas is a good thing?**
   - **infrastructure improvements?**
   - **tourist facilities?**
   - **parking?**
   - **signage?**
   - **better maps of rural areas?**
   - **management of tourist flows?**

- **restrictions or encouragement of tour busses?**
- **organized activities or tours?**

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MADRID:

- Management of tour busses in Madrid - want tour companies to notify someone in the community who can park a bus and give some advance warning that they are coming.
- More cooperation from County and State to help communities - takes too long to get permits to enlarge areas for parking; signage providing accurate information about attractions (garden of the gods, etc. - signs get vandalized and removed but not replaced).
- No public restrooms along Hwy 14. If County is promoting rural areas, need to have restrooms and water available along the way.

TESUQUE:

- Restrict large busses from Bishop's Lodge road - it's not safe and they are intrusive for residents
- Porta-potties: rural private businesses are concerned about water usage and septic waste

GALISTEO:

- We need speed bumps

GENERAL:

- The biggest problem is enforcement of traffic regulations and speeding. Madrid has people coming through at 65 mph.
- Most tourist supports (maps, parking, toilets, etc.) come from local private businesses in the area. If City and County are working to disperse tourism, they should contribute funding for the tourism supports.
- City should pay for some of this infrastructure and tourist supports because it keeps people in the area and staying at local hotels for longer.
- Request that County support the Turquoise Trails Assoc.'s effort for Hwy 14 to be a national scenic highway or all-American byway by installing composting toilets and info areas along Hwy 14.
- Physical directing of tourists to lead them to the places that are appropriate for them to go (signage).
- Information published on maps that also tells tourists about where it is appropriate for them to go, proper behavior on private or pueblo property, historic information, areas of interest in the County, etc.
- County/City could publish and sell a guide to SFe county - listing all day trips, protocols, history, etc.
- Being alerted in rural areas about when tour busses are going to come. A central information center that is called to register bus trips that then alerts the rural people that the busses are coming. This clearinghouse could also share information about what is happening in the rural areas.

COUNTY ISSUES:

5) **What strategies do you recommend for more cooperation between the City and County regarding tourism promotion and management?**

- Want to see each community be able to determine their own tourism plans, not have the county determine a general plan for tourism that affects local areas.
- City and County should develop a day trip map promoting regional resources.
- Promote a mini-bus service to bring tourists on day trips into the County.
- County arts groups cannot apply for SFAC 1% for arts lodgers tax monies. This should be re-examined, particularly since County won't allow Madrid to build hotel, so the people who re attracted to Madrid are staying in Santa Fe.
- Cooperation to influence the state around gross receipts tax laws. Should enforce laws so that everyone gets taxed - in-state and out-of-state people. Shidoni taxes its sales and some customers say that in Santa Fe they don't have to pay GRT if the package is shipped to them. Also, rural communities that collect GRT should be able to get appropriations of those taxes to support the infrastructure that helps to generate the tax revenues.

6) **Do you want promotion of local events to encourage visits from outside people? (i.e. Pueblo dances, local festivals, etc.) What should be promoted, what not?**
- Yes, all say that events should be promoted to bring in tourists. That is the best way to bring tourists into the communities, and it is preferable to them just coming into towns and hanging around. Most small communities don't have the resources to advertise their events.
- Use county OTAB funds to promote these events.

7) **Ideas for educating local tour guides and concierges about rural destinations?**
- Private businesses spend lots of money each year for promotion and distribute to hotels. They feel little return on this investment, few recommendations of day trips to hotel guests. Feel that there is a Santa Fe hotel clique.
- City and County could sponsor a joint "job fair"-type event promoting activities that concierges and tour guides can recommend for their visitors. A 3-4 hour event with booths, free tickets, samples, etc., to educate guides.
- Misunderstandings happen between concierges and Indian people, out of ignorance... Older Indian people don't understand tipping; this leads to ideas that hotel people have about Indians that is then communicated to visitors. Cultural education must happen both ways.
- Concierges can be a good source of education about pueblo etiquette.

8) **Is there a potential for local villages to coordinate efforts among themselves and with tribes to attract and manage tourists? What would it take?**
- It could happen more. Each rural village has to overcome issues about working with each other.
- Sombrillo has been working with Espanola and Santa Clara around its historic designation status. The thing that will bring it all together is water.

9) **Is there friction between residents and visitors? How can this be reduced?**
- Tourists are tolerated at San Ildefonso. People walk on top of sacred shrines without knowing it. Sacred places are easily trampled. People don't read the materials about regulations and etiquette that are given to them.

- People with California plates are cursed at - perceived as invading NM space.
- Reduce through better demarcation of where tourists can go and where they should not. It can be done elegantly. The art of leading people to the place where you want them to go.

TRIBAL ISSUES:

10) **We all know that Native American culture is one of the major draws for visitors to the region, and also that Native American communities receive little of the economic benefits of tourism. Given that understanding, do you have suggestions about better ways to promote NA culture, and to extend the benefits into Native communities? (ask about State's role?)**

- Gross receipts taxes collected at Pueblos should be funneled back to tribes, for their own benefit and to support tourism infrastructure needs at pueblos.
- Similar feelings from other county residents. They generate lots of gross receipts taxes and property taxes, but feel that they don't get much benefit from County or state, such as road repairs, etc. The only good service is snow removal.
- Study what tribal leaders have been advocating for decades.
- Using casino income and promoting casinos as pat of tourism

11) **Would you like to see Tourists be more educated about cultural etiquette before coming to the Pueblos? How would you recommend that?**

- Not necessary to educate them before they get there, but they should understand that it is their own responsibility to be respectful and learn what is respectful behavior.
- They can be educated through hotels and good materials.

13) **Do you have any additional thoughts or comments about increasing the benefits of tourism in rural areas without bringing negative impacts?**

- Heritage education in collaboration with new County open space and trails efforts to share information about the history and significance of those public open space areas.

Tourism Industry Focus Group

March 9, 1999

Lynda Foshie, Director, Columbine Gallery
Karan Ruhlen, Owner, Karan Ruhlen Gallery and President of Gallery Association
Charlotte Sliva, General Manager, Inn of the Governors
Bob Sarr, President and CEO, Santa Fe Southern Railway
Mike Cerletti, Owner, Rancho Encantado, and former Director, N.M. Department of Tourism
Alan Jordan, Owner, Aboot About Walking Tours
Randy Randall, General Manager, El Dorado Hotel, and member of N.M. Tourism Council
Inger Boudonis, Concierge, St. Francis Hotel
Tom Morris, Marketing Director, Santa Fe Opera

Major Themes:

- **The Tourism industry needs better cultural/historic information.** Employees need better training, but it is hard with turnover. The City should produce a short book and orientation video of Santa Fe's culture and history, both to educate tourism employees and to show in hotels and visitor center. Train local volunteer docents could as information resources.

- **More parking and better transportation are needed to meet visitor and resident needs.** Create outlying lots for employee parking. Build a Visitors center with shuttle service to downtown. Create an innovative shuttle service (open-air tram, stagecoach) for transportation to Plaza, museums, art hubs. Most of the participants felt that more streets should be closed to traffic around the Plaza.

- **Improve visitor information signs.** Signs should be more specific (not just "museums," but which museum?). Signs should be posted around town on pedestrian routes. Paint lines on the sidewalk to identify walking trails.

- **Involve tourism industry more in CVB marketing planning.** Distribute draft plan to industry for review. Elicit public involvement in the planning process and in ongoing feedback and revisions to the City's advertising campaign.

- **Improve targeting and coordination of CVB promotional efforts.** Target cultural tourism visitors and repeat visitors. Expand cultural offerings to include year round events. Coordinate promotion and funding between OTAB and the SFAC. Establish an independent and de-politicized CVB for continuity in promotional efforts.

- **Create more linkages between the tourism and arts industries.** Emphasize the arts, especially contemporary arts, more in promoting Santa Fe. The Opera isn't even mentioned in Santa Fe advertising. Encourage more studio tours and opportunities for visitors to interact with artists. Get better arts information to tourism professionals.

➠ **Establish training and internship programs with the schools to establish a tourism career track for young people.** Provide more information on job availability. The industry should make the career track clear and acknowledge locals who are doing well. A better educated work force is needed from within the community.

➠ **Tension between residents and the tourism industry could be reduced through better promotion and understanding of the benefits of tourism to the community.** The CVB should throw a big party and invite the community. Acknowledge industry contributions to the Southside Recreation Center and the River Trail, as well as the overall economic impacts of tourism within the community. Industry should get involved with the community in efforts to preserve the local natural environment.

Focus Group Minutes:

1) **What visitor needs are not being met?**
   - Transportation from hotels to art hubs.
   - Parking with a shuttle service. Need for a high level of customer service.
   - Peripheral parking for downtown and Canyon Road workers to free up parking for visitors.
   - More competition for service from Albuquerque airport, e.g. a Super Shuttle service.
   - Better bus service, especially within BCD and along Cerrillos.
   - More visitor information about what to do, including year round activities. A central, accessible place(s) for visitor information, near the Plaza and out Cerrillos; link to parking and shuttle service, but don't try to force everyone out of their vehicles.
   - Create more sense of safety, through more visibility of police (but don't overdo it either). Mounted police work (also a tourism attraction); use them year round.
   - Public toilets (consensus item), trash cans, park benches.

2) **What is the role of the tourism industry in ensuring that a) visitors receive an authentic cultural experience and b) cultural resources are protected?**
   - Industry needs to provide better historic/cultural information. Staff turnover is a problem. Santa Fe Smiles is helpful program, but not enough. Alan Jordan provides free lectures and walking tours to anyone in the tourism industry and City staff.
   - An annual information fair would be helpful, but, due to turnover, it would need to happen more often than annually; it would also be hard to get the right people (employees, as well as owners) to attend. Push employees to get informed. Idea to certify front desk people. They need to love what they do, i.e. serving visitors.
   - City should provide a short information book about Santa Fe that could be given to all employees in the industry. Also an information video to show new

employees. A similar video should be developed for visitors to show at visitor centers and on TV at the hotels (consensus item).

- Develop a docent program, especially among retirees, to provide professional training about the community to share with visitors; docents would wear ASK ME buttons, similar to Aspen Ambassadors program.
- Mention was made of a program being developed, Service Leaders, a terminal with computerized information about Santa Fe (at hotels, banks, etc.) about those businesses who buy a listing.

3) What could be done to encourage pedestrian/bicycle/transit use by visitors?

- Improve frequency of transit service, especially in BCD and along Cerrillos.
- Limit Canyon Road to pedestrians.
- Close more streets around the Plaza (considerable support).
- Santa Fe is not a bike friendly town; it's not safe.
- Shuttle service from visitor center. Free buses for visitors. Make buses uniquely Santa Fe in appearance. Horse and buggy?
- Sell passes for 1 to 7 days on open air tram that goes to galleries (stagecoach look?).
- Promote Santa Fe as a walking town; repair the sidewalks.
- Put a line on the sidewalk to mark the major walking tour routes (as done in Boston).
- Provide good maps for self-guided walking tours (as per Savannah).

4) How adequate is signage for visitors: both drivers and pedestrians?

- Street signs are good.
- Visitor information signs are inadequate. Need a special shape, color, and font, done tastefully.
- Signs should provide more specific information, not just "Museums," but which museums.
- Post maps throughout town showing location of major attractions.

5) Are you familiar with how Santa Fe is being promoted to visitors?

- Three said they were "very familiar" and six said they were "somewhat familiar."
- They would like more information about the CVB's marketing program; perhaps the CVB could mail copies of the marketing plan out to tourism businesses.
- Also, they would like more information at CVB networking meetings about advertising content and schedules.
- And they would like to provide more input to the CVB on marketing.

6. What do you think of the way in which Santa Fe is being promoted to visitors?

- The galleries and even the Opera are often left out of promotions. Contemporary art is not emphasized enough. Off season events (e.g. Winter Spanish Market and skiing) should be promoted more.
- The original intent of the 25% of OTAB money for the arts is not being fulfilled. The intent was to promote major events that bring in visitors. Now the money is distributed to many smaller events, some of which are not arts-

related or do not bring in many visitors. There was great concern over the lack of criteria for distributing those moneys and that organizations could apply to both the Arts Commission and OTAB. There was a strong desire for a clear policy on distributing funds and for centralizing all promotional funds in one place, to get the most impact from the spending.

- The City could establish a co-operative advertising program (like that of the State) in lieu of a give-away program.
- There was also considerable support for privatizing the CVB, to take out the politics and provide consistent direction from one administration to the next.

7) **Is Santa Fe being promoted to the right type of visitor?**
- We need to do a better job of targeting and not promote Santa Fe to everyone.
- Target the historic "value" customer.
- Stop putting out conflicting images in our marketing.

8) **What cooperative efforts could be made to promote rural destinations in the County?**
- Obtain County funding for promotion.
- Combine OTAB and LTAB.
- Work with casinos in promotion, but don't promote Santa Fe as a casino destination.

9) **Do you think visitors would be interested in meeting local artists in their studios?**
- Very much so (consensus). Visitors miss the contact that they used to be able to get with artists in their studios.
- Someone ran a van program to 5 studios, with lunch, that was successful.
- Keep it informal (an open house), with posted hours and dates.
- Lynda is willing to help set up such a program.
- Provide monthly studio tours in Santa Fe, like in rural areas. Although some artists might not want to participate, others would welcome the exposure.

10) **How well are tourism industry needs being met?**
(Question was met with laughter and several "thumbs down" signs.)
- Need better educated work force.
- Need more City support for unusual businesses, e.g. the excursion railroad.
- There is a need for an inclusive (not just advertising) City-sponsored tourism resource directory.
- Affordable housing is still a work-force related issue.
- Need more recognition of the value of tourism.

11) **How can friction be reduced between residents and visitors?**
- The CVB should hold a big party and invite the community.
- The Tourism Summit was divisive and damaging.
- Tourism issues need to be separated from more general growth management issues.
- The industry needs to educate and include the community, but it's hard to get locals involved, as was learned in the Be a Tourist in Your Home Town program.
- Locals need to view themselves as hosts.

- Good leadership in City Hall is key to reducing friction; things are much better now than they were, but could worsen again, due to latent anger.
- Need to update a poll of local attitudes toward tourism.
- Some conflict is inherent to the differences among our cultures; we should acknowledge and respect our differences.
- The industry should be positive, inclusive, and sensitive.

12) **What can be done to provide more good jobs in the tourism industry to local residents?**

- Locals need to take more responsibility for qualifying themselves and working their way up the ladder. They may need to leave Santa Fe to gain experience and then return.
- The industry should make the career track clear and acknowledge locals who are doing well.
- Need more training/internship programs, in partnership with the schools.
- Provide more information on job availability.

13) **What should be done to educate residents about the value of the tourism industry?**

- Many residents don't appreciate the value of tourism, though a majority have a limited appreciation of its value (consensus).
- The industry fails to promote its positive economic/fiscal impacts and its giving to non-profits.
- Signs on site are needed to recognize the contribution of tourism to the new recreation centers and the river trail.
- The newspaper should do a series of articles on tourism.
- We should publicly thank visitors for coming here (e.g. Thank you Texas) and contributing to the economy.
- The industry is intangible and hard to appreciate.
- Residents complain about not being able to get into restaurants crowded with tourists, but without the tourists, the restaurants wouldn't be there.

14) **Do you have any other suggestions about how the public and/or private sectors could better meet the needs of residents and visitors?**

- The industry should get involved in preserving the local environment in partnership with the community; this is a win/win issue.
- We should learn from the experience of other destinations, e.g. Aspen, Bermuda, New Orleans.

Neighborhood Associations Focus Group

March 16, 1999

Andy Douglas, Northeast Neighborhood Association
Neil Nott, Agua Fria Assiociation
Cynthia Welch, Rodeo Road Association
Judy Klinger, Pueblos del Rosario
Fred Flatt, Las Acequias
Barbara Morin, Barrio la Canada
Joe Martinez, Casa Alegre
Barbara Fix, Baca Street
Karen Heldmeyer, South Capital
Alison Dillinger, Baca St, Neighborhood Coalition
Sue Ripley, Arelia St
Pen LaFarge, Historic East Side

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Major Themes:

- **Maintain "neighborhoodness" of neighborhoods.** As tourism takes over the downtown, commercial activity is moving outward into residential areas. Restrict activities such as home-based businesses, Bed & Breakfasts, and short-term tourist rentals. Ensure adequate parking in commercial and tourist areas. Restrict tour busses and RV's from residential areas. Encourage diversity in housing styles and "neo-traditional" approaches to new developments. Encourage residential living downtown (over stores) to create an authentic living city center.

- **Enforce existing codes and ordinances.** This includes zoning , traffic laws, historic styles, overbuilding ordinances and others that protect neighborhoods.

- **Enact "Neighborhood Conservation Districts."** Neighborhoods develop their own definitions of boundaries and character, which become overlays onto zoning laws and enforced as law.

- **Create a Visitors Center with satellite parking and transportation.** Suggested sites include north DeVargas Center, the Highway Department site, the South Capital offices site, and the Old Pecos Trail interstate exit, which was recommended by residents in that neighborhood. Use small vans to transport people, rather than larger busses which crowd streets.

- **Friction between tourists and residents could be reduced through better tourism management.** This includes adequate parking, signage, and traffic regulation enforcement. Friction is created when tourists clog traffic by driving around with no sense of where to go, or walk into the middle of the streets around the Plaza. Good parking near the Plaza would solve a lot of the downtown traffic issues. Also, downtown businesses are perceived as being discourteous to locals.

- **Neighborhood representatives want more meaningful participation in City decision-making.** Residents need a formal process for being involved in

planning and decisions that affect their neighborhoods. Also, most of the group felt that the community should have a chance to vote on the issue of a convention center, and help to determine whether, where, and how big it should be.

➠ **Use OTAB money for community improvements.** Participants questioned whether we need to keep drawing more tourists. They wanted to see funds used for increased police protection, afterschool programs, the river development, and other things that improve the community, which would benefit locals as well as tourists.

Focus Group Minutes:

1) **What do you value about our culture in Santa Fe? What is important to us that must be honored and maintained?**

Old Camino Real as historic route
Historic churches
Keeping the downtown available, active, participatory for residents (not just for tourists)
Combating class and racial divisions - neighborhoods mixed with rich and poor
Hispanic culture
Eclectic neighborhoods
Preserving neighborhoods as neighborhoods
Distinct architectural style
Self-sufficiency (i.e., people building their own homes)
Distinct ethnic groups
Maintaining narrow streets to discourage excess traffic
Open feel of natural surroundings - access to open space
European old world feel of Santa Fe
Sky and views - limit building heights
Our river
Artistic and intellectual character of city

2) **How does tourism benefit or enhance any of these aspects of our culture?**

- Creating a market for artisans - the traditional craftsmen
- Fabulous museums, wonderful restaurants
- Cultural tourism helps to maintain these things

3) **How does tourism negatively impact our culture?**

- Low wages makes people unable to live in the area in which they grew up.
- Downtown as a central tourist area has forced commercial development into other areas, creating excess traffic in residential areas, changing residential areas into offices.
- Neighborhoods experiencing pressure around office rentals, B&Bs, part-time residences.
- Traffic
- Santa Fe becoming hot destination has brought in lots of wealthy people and gentrified neighborhoods. We are losing the character of mixed neighborhoods and the acceptance of diversity that comes with living side by side.

4) **What maintains the "neighborhoodness" of neighborhoods? Is there a role for the City in protecting this?**

- City and County take proactive role in preservation of neighborhoods through enforcing existing ordinances, and enacting new ones - nuisance ordinances, overbuilding, preventing industry in neighborhoods
- Enforce zoning and existing ordinances that protect neighborhoods (came up several times)
- City can enact new zoning laws - cottage industries in homes makes all of SFe a commercial area. Some should be kept as purely residential areas. Parking is a problem all over town - business should be required to supply parking for employees.
- City should invite neighborhood assoc.'s to participate meaningfully (Mayors forum was announced with one days notice...makes the neighborhood people feel unimportant)
- Enact "Neighborhood Conservation Districts" - neighborhoods define their own boundaries and character - becomes overlays onto zoning laws - enforced with the force of law
- Diversity of housing styles in neighborhoods. Newer homes are all built from the same blueprints, and this impacts neighborhoods.
- Encourage neighbors to consult each other before doing expansion project - fits conservation district. Also allow neighbors to select from a variety of patterns for public works projects (sidewalks don't HAVE to be a certain width and both sides of street, etc.)

5) **For people who live downtown... What do you need to maintain the quality of your residential neighborhoods? How to keep downtown alive as a neighborhood? (ask about ordinances, zoning restrictions, things the City can do to mitigate negative tourist impacts)**

- Create satellite parking and adequate transportation system
- Enforcement of regulations prohibiting short term tourist rentals in neighborhoods
- Regulate tourist busses - keep them small, keep them on certain streets, don't let them stand with motors running
- Closing of Old Taos Hwy as pass-through has created more traffic. No one asked us
- Have Plaza events for local people
- Ask citizens about convention center (whether, where, how big) through referendum
- Suggestion of rent control for downtown businesses that are locally owned
- Make it possible for people living in downtown area, over shops, etc. - that is more attractive to tourists, too, who want to come to interact with a living city
- Sensitivity from city - things are enacted without asking us or thinking through resident interests

6) **For people who live in historic districts... how are you affected by the City regulations to maintain physical and visual character? Are regulations overly restrictive? Are there ways that they could be improved to better suit the community's needs?**

- Height ordinance has been a huge improvement - change zoning to reflect that in areas where needed. Problem is in areas where someone has built one three story home and that set the level.
- Emphasis should go back to preservation - bigger is not necessarily better.

7) **For people who live in other areas... What tourist impacts are you experiencing in your neighborhoods? (parking? privacy issues? traffic? tour busses?)**
- Barrio area - 20 year old covenants, but realtors don't know them. They sell house without telling people about the covenants that restrict renovations, etc.
- Winnebagos and RVs on Agua Fria - restrict use
- Need more coordination between city and county
- Build new developments as neo-traditional villages, where people can walk to their offices and commercial areas -- especially in new development areas such as airport road and south side of town.

8) **How to reduce friction between residents and visitors? What causes it? Can you suggest specific ways that the tourism industry can "give back" to the community?**
- Downtown business are not welcoming toward local people - especially Hispanics. Also others who don't look "rich." Downtown shops should be courteous to locals and provide things that locals will want to buy or come downtown to see.
- Teach visitors about traffic etiquette - tourists stand in the middle of the streets downtown.
- Post signs - no walking in the streets, use sidewalks
- Hard to park
- Enforce traffic laws, speed laws, signal use laws... tourists imitate the haphazard driving that they see
- Put good signs in places where tourists will be and are likely to become confused (i.e. junction of Old Pecos Trail and Old Santa Fe Trail)

9) **How are youth affected by the tension/opportunities that exist in interplay of culture and tourism? What are their needs?**
- 40% school dropout rate is connected with viability of the city and the ability to attract tourists
- Apprenticeships in tourist industry - Give youth the message that they can have a real life in this city, living here is not a dead end.
- SFCC program in tourism industry should prep students to enter at higher levels of employment
- Suggestion to make convention center double as a youth activity center
- Afterschool programs in the schools to keep kids occupied - use lodgers tax money
- Have a place near the Plaza where kids can go - this is their town, too.

TRIAL BALLOONS

10) **There have been proposals for the City to build a major visitors center with parking and shuttle service to the Plaza. Would you support this? Where would you like to see it?**

- Yes, all support...though some say put the resources into things that make the community better for us, and stop attracting more tourists. Use OTAB money.
- DeVargas mall as lot with shuttle service
- Need one each side of the Town.
- Someplace near College Plaza
- South capital office building
- Highway dept.
- Old National Guard site
- Neighbors suggest the Old Pecos Trail I-25 exit site
- Put "Convention and visitors center" out of the downtown area - pull people away from downtown
- Consider using smaller vans instead of busses for the shuttles - will clog the roads less

11) **How do you feel about closing downtown streets around the Plaza?**

- Several favor it, if there is a park and ride shuttle option.
- Some Hispanics see closing downtown streets as the final nail in the coffin.
- Sends a message to local people that the plaza is owned by the tourists.
- If other parking issues were addressed, it would solve a lot of the Plaza traffic issues. Tourists drive around the plaza gawking and trying to see things.

12) **Thoughts about the SFe River development**

- Use lodgers tax for river development
- Concern about safety issues
- Recycle the greywater and put the flow back into the river.
- Eastside is in favor - include lights, openness, proper signage
- Historic Guadalupe neighborhood concerned about transients, gangs, drug use -- don't want to extend existing problems into other neighborhoods

13) **Do you have any additional thoughts or comments about how we can maintain viable neighborhoods and maximize the benefits of tourism?**

- High crime rates need more funds - more police funded through the lodgers tax - it is a tourist issues, and will create benefit for local people
- When are enough tourists enough? We tolerate aspects of our community that aren't working because tourism brings money in... but are the tourist dollars really affecting our community positively? How can we use the money to reduce crime, dropout rates, etc.
- Citizens are being discouraged from talking to City Counselors (quasi-judicial) - this must be resolved and changed.
- We need a formal mechanism for neighborhoods in the vicinity of a development to be brought into the discussion before decisions are made - Community Impact Statement Ordinance was an attempt
- Lots of talk about the city not listening to neighborhood people around development, zoning, convention center, etc.

- Water issues - we're going to be asked to do without in order to serve newcomers and tourists
- Attract heritage tourists, those who are interested in our culture and likely to tread more lightly

- Site city hall either at existing site or the Old Hospital
- DON'T site convention center at PERA site - it will disturb neighborhoods in that area, and further commercialize residential areas.
- Suggest Convention center on the Paseo at the site of the Post office - get rid of the Post Office (ugliest building in town)
- No broad support for convention center - How Big? keeps getting asked. People want more information from the city about what is truly being proposed, and a chance to have public input and a chance to vote on it.

- Immigration problem of people moving to SFe from Mexico and having an impact which changes SFe - enforcement problem in neighborhoods - renting single family homes to 15 people.

- DON'T expand airport
- Encourage alternatives to Shuttlejack

- Santa Fe as a viable city is a major part of the tourist attraction - maintain the living parts of SFe for residents, don't infiltrate community areas with tourist stuff. Development in and of itself might bring in quick money, but not support the sustainability of the community

- Improve police protection - we need more police, better trained. SFe is getting reputation for not being safe. This hurts tourist business and hurts locals.

Arts Organizations Focus Group

March 17, 1999

(Arts Network meeting)
Jesse Bopp, NM Office of Cultural Affairs
Bob Sinn, The Torch Bearers
Gloria Weisberg, The Torch Bearers
Susan McGarry, McGarry Media Group
Heather Liston, Santa Fe Opera
Phillip Karshis, Poeh Arts
Lynda Foshie, Santa Fe Gallery Association
Alan Silow, Santa Fe Chamber Music Festival
Larry Ogan, Santa Fe Council for the Arts
Nadine Stafford, Santa Fe Opera
Greg Heltman, Santa Fe Stages
Tom Maguire, Santa Fe Chamber Music Festival
David Olson, Theaterwork
Janey Potts, Shakespeare in Santa Fe
Linda Krauss, Santa Fe Performing Arts
Leonrdo Roybal, El Teatro Popular de Santa Fe
Alex Traube, NM Culture Net
Tom Morris, Santa Fe Opera
Nat Dean, A.R.T.S.
Trish Roque, American Women Artists
Margaret Grant, SITE Santa Fe
Anders Richter, NM Dance Coalition
Richard Block, independent theatre director
Guy Cross, THE Magazine
Ellyn Feldman, Santa Fe Children's Museum
Dorothy Perron, Seniors Reaching Out
Sophie Martin, Elizabeth Martin, PR (also O'Keeffe)
Eleanor Eisemenfer, 20th Century Unlimited
Zane Fischer, Plan B

Major Themes:

- **Promote Santa Fe to target cultural tourists and repeat visitors.** This will attract people who understand and appreciate Santa Fe. Education of tourists starts long before they arrive, through articles in the New York Times or other major publications. Tell the story about the diversity of the arts here - Santa Fe is not just fine arts or western or Native American arts.

- **Market the downtown as a cultural district.** Develop and promote walking tours around the Plaza and the railyard areas. Make this relevant for locals, too, so they see the benefits of the arts for the whole community.

- **Create an "official" arts guide to Santa Fe.** There are too many publications and calendars for organizations to provide complete information to all of them. The Santa Fe Arts Commission should be the keeper of the

"official" calendar, which is used to coordinate scheduling among groups and to provide the best information to concierges and tourists. Publish the official guide over the NM Culture Net website, and link with all cultural, arts, and tourism websites.

➠ **Improve information sharing between the arts community and the tourism industry.** Arts organizations need better linkages with concierges, tour operators, and convention planners. Information needs to be shared both ways to maximize benefits. An official central calendar would help (see above). Hire an arts-specific cultural tourism person for the CVB.

➠ **Maintain OTAB funding for the arts.** Ensure that OTAB money continues to be used to draw visitors here; the lodgers tax is important in drawing people to spend additional money which generates gross receipts tax revenues. Aim to increase the percentage beyond 25% for arts organization funding.

➠ **Build stronger alliances among the arts community and the larger community of Santa Fe.** Place the SFAC at the Railyard. Put attention on the vibrancy of the local community, rather than focusing on tourists. Visitors want to come to a place where the community is engaged with itself. In order to expand the Santa Fe cultural market beyond a summer resort focus, the benefits of culture need to be relevant to and understood by the whole community.

➠ **Work proactively with youth to create apprenticeships and career opportunities in the arts.** Youth are an important and unrecognized resource in the community, and the arts are a vehicle for their expression and self-worth. The next generation of arts professionals should be cultivated from within the community. This is also important for building links with the larger community, which will ensure the appreciation and continued funding of the arts in Santa Fe.

Focus Group Minutes:

1. **How can tourism's benefits be maximized and expanded to benefit more artists?**
   - Important to improve the experience that the visitor has - customer service and price/value relationship must be improved. Parking and shuttle. Word of mouth creates repeat visitors - one bad experience makes a huge impact.
   - Let people know about number and diversity of organizations involved with the arts in SFe. Magnificent that we are all representing an aspect of the arts. Story to tell about the diversity of the arts that are represented, and how we all work together
   - Broaden season beyond being summer tourist destination - keep business up year round by targeting visitors that come throughout the year.
   - Expand tourism throughout the week and so expand performance opportunities throughout the week - disperse tourists through the week, so

organizations can feel safe putting performance on a Monday night or Tuesday night, and so have less conflicting schedule problems

- Put our attention and resources toward the local arts community instead of developing programming specifically for tourists - people come because of the richness of what is happening here, not for things designed just for tourists.
- Maximizing benefits requires involving the community in proactive ways - (see ideas about youth intern program below)

career track for young people in the arts

- Disconnect between "culture" represented here and the average citizen of SFe - especially young people. How do we proactively bring young people into this and address their needs? Intern program to foster cultural work among youth - work with high schools and colleges. Within 5 years, whole staff of Palace of Governors will retire, but there is no program to recruit young local people into that career track.
- Mentoring programs with youth - Teatro Popular de SFe links kids with theater mentors. Working with at-risk kids

who are we attracting? repeat tourists

- Repeat tourists are important because they know about the community and respect the community. They don't need to go through that learning curve.
- Must understand what SFe tourism is - attract people who want to come because of what SFe is - and who come and return over and over
- Also continuing influx of new visitors - some audiences 60% new each year (Opera) - who are we trying to maximize benefits for?

2. How does tourism impact negatively on arts and cultural resources?

- Tension between SFe as a resort community and an indigenous year-round community. Disconnect prevents us from moving forward on infrastructure, customer service (underlying resentment). Helpful to realize that as a resort community, we are competing with other places that have rich summer season - such as Aspen
- Negative to position ourselves as a seasonal community. What is exciting about SFe - year round arts community.

COLLABORATIONS WITH THE TOURISM INDUSTRY

3. How can better linkages be made between artists and arts/cultural groups with tourists, in order to maximize benefits for artists and give tourists a richer experience?

- Education and access to cultural richness before they get here, while they're here and afterward
- Sense that people come and say there's nothing to do, while there may be 6 things going on a Sunday in March.

Information

- Effective coordination in scheduling events. Also Advertising and PR coordination. Issue of booking events at same time as other organizations. Want master list of what's going on - only effective if people fill out forms and submit information

- Better linkages with concierges - people don't get the info from them that they need. The concierges need to be better informed, and they need to get info out better.
  Georgia O'Keeffe museum invites concierges to their events - encourage them to speak from their own experience about what is great that is happening.
- They need valid info that they can count on
- Need "official" SFe arts guide - listing of events and happenings as resource for everyone - prevents having to do calendars so many times. Need one central place.
  Need consensus that it is official - can't be dependent on one person with energy. Can this be an activity of the City or the SFAC? - work closely with NM Culture Net? Arts groups as info source.
- We need to develop our own resource information efforts independent of city and county. We know what is important.
- NM Culture net as website with interactive database calendar on it - *link tourism with NM Culture Net.* Put individual schedules onto NMCN website
- Need to provide information very early - travel agents and tour people plan activities far in advance - labor intensive to do it and keep it complete, but it is so important
- *web opportunity : local groups collaborate with each other; tour arrangers and concierges get accurate and complete info to tourists*
- Recommendation to expand SFAC to take on more of the official info role
- Need to change perception that SFe is only fine arts... there is so much more here.

4. **There has been concern expressed at other focus groups about the use of Lodgers Tax monies to support the arts. The original intention was to use 25% for the large organizations that draw in tourists. It's evolved to include spreading the funding around to include many smaller groups that are more oriented toward community arts programming. What are your thoughts about the best way to use Lodgers Tax money to support the arts?**

- Bed tax as political football - city council finds loopholes to use it however they want. Original purpose to use 25% to promote the arts, and it has been used for operations of the arts. That is OK - has gained community support for the arts. The real money lost is when city council uses it to pay for police overtime, bus system, community center, etc. That is what should be stopped. There is no money in the till left. CVB should use that money to promote tourism.
- Bed tax is important to bring tourists here so they buy things and generate gross receipts tax revenues - that is the big payoff. If bed taxes don't go to tourism promotion, we'll see a drop in visitors and the GRT they generate, which will reduce local services.
- Use some of the 25% to invest in artists of the future - use money for youth development programs
- Target conventions to come here in the off-season,. These people have disposable income and time to spend on going to galleries, etc.
- Groups can call CVB and be on mailing list to receive info about confirmed conventions in the city.

- *Get info from the CVB out to arts groups - let community know who is coning in advance, so arts organizations can plan around that.*
- 25% of lodgers tax is MINIMUM that we want to see go toward the arts. Recommend changing the ordinance so that more money goes toward the arts.
- Use some of the lodgers tax money to hire an arts-specific person for the CVB, Director of Cultural Tourism.
- Need to keep stimulating smaller groups because they all feed each other and create a cultural climate. It is blind and erroneous to only use arts money for the larger groups.
  Trickle up theory - start with smaller groups - unknown artists pass the word and attract larger artists.

5. **What types of collaboration can be developed among local arts groups toward maximizing tourist revenues (i.e. Festival Santa Fe). How can we do more of that? Opportunities for off-season collaborations? (winter Spanish market and jazz festival)**
   winter fiesta:
   - Increase activities during winter fiesta - and increase coordination and outreach/info to draw more people and inform them during the winter.
   - Issue of venues for winter events - Some perform outside and have no winter space
   - Special program for winter fiesta - info organized in an easy way
   - Arts Commission is the best voice we have in the community

INCREASING TOURISM MARKETS FOR THE ARTS

6. **What do you know from your own work about cultural tourists that might be useful in developing cultural tourism markets -- what do they want? What do they respond to? How to present Santa Fe as a cultural destination?**
   - Banners hanging from light posts with names of events happening - opera, symphony, art shows - to inspire people about what is happening - people immediately have a tickler about things of interest to be expected
   - Develop new products unique to the culture of SFe. People are drawn to new opera house, new O'Keeffe museum, new Gerald Peters museum
   - City and county need to work together to promote tourism
   - Cooperative advertising for cultural tourism with thematic approach - use city and county funds
   - Also state tourism does not work with City - State advertising thinks that SFe take care of itself - they leave out Opera, Chamber music, etc. Need more coordination.
   - Need to define what cultural tourism is for Santa Fe - what are we trying to attract them toward?
   - Targeted marketing toward specific interest areas of national and international newspapers - going to music editor and promoting the opera. Not just travel pages of the publications.
   - Cultural tourist looking for educational experience - it starts long before they come. They want to learn before they come, and learn more when they get here, and take more home with them.. Our visitors guide doesn't do that. Go to

arts editors and say, this is why you should write this article. You have to know a year or two in advance.

- Gallery association is telling story abut SFe being a place to come back to experience contemporary arts - unifying message: if you think you've seen al there is to se in SFe in the arts, you have no idea what has been happening in the past few years.
- Baby boomers are driving heritage and cultural tourism movement in this country. They want to have an interactive experience, so they can relate to the place they are visiting.
- Most arts groups in SFe have a component of their programming that is interactive. Is that info getting out there to the cultural tourists?
- Market downtown as a cultural district - present ways to spend the day in walking tours seeing different thematic sites - walking tours through Guadalupe area, IAIA museum, cathedral, Lensic theater, etc. We have highest arts experiences per square foot in downtown. Help visitors and locals perceive this.
- Don't necessarily need to create more an better experiences -- important to get the info out there and coordinate what is already happening organically.
- Cultivate younger travelers - younger people pass through because it is perceived as a resort community. They want to see a community that is engaged with itself.
- Focus on programming - doing what it is we want to be doing. Then people come here to see the community interacting with itself, which maintains the real culture.

7. **People from the tourism industry believe that visitors would welcome opportunities to meet artists in their studios. Are you interested in this? What parameters or support systems would make a program like this be of mutual benefit?**

- NMA planning studio tours in surrounding rural areas - should be marketed on website
- Suggestion to put together day trips - combine studio tours with scenic trips in county.
- Santa Fe Council for Arts (SFCA) advertises studio tours in town - works in outlying areas; doesn't work in Santa Fe. Most artist studios are not in the cool part of town - people don't want to go out there. Organized activities competing with gallery openings, museums. SFCA has tried many years, but artists were disappointed with the turnout. Hotels thought it would be great, but visitors didn't.

and...

8. **What else do you see as viable ways for visitors to experience the arts more directly**
   - take art classes?
   - demos in hotels or on Plaza by local artists?
   - organized transportation to studios or alternative arts spaces?
   - Open rehearsals for performances?
   Would you want to participate in any of these activities?

- Ambivalence about Corazon - it doesn't come from the groups themselves. They are interested in things that they can all come together on that they know for sure are happening.

INFRASTRUCTURE AND SPACE

We know that there has been a great need for performing arts space and visual arts space in Santa Fe, and another study about facilities development is getting underway through SFAC. Because of time constraints, we will defer the research about these space needs to that effort.

9. **The railyard conceptual plan indicates that the community wants to develop a cultural district at the railyard. What ideas do you have about implementing that plan? What actions need to be taken to ensure that the community has permanent art spaces (reference Plan B and SITE SFe's impermanence)?**
   - Put SFAC at the railyard - have a public meeting space there. This will create opportunity for community gatherings that have a cultural component, and will build bridges between the arts community and the larger local population.

10. **Any other comments or ideas about maximizing the benefits of tourism for the arts and maintaining what is important about our culture in Santa Fe?**

Tourism/residents tension:

- Us vs. them - residents frustrated about not getting parking spaces, not being able to access downtown - need infrastructure improvements in terms of parking, shuttle services.
- Tourism plan should be pitched to the community before release - we don't see ads running elsewhere to know how the city is marketed. This is important. More citizen input on how SFe is promoted. Gets locals involved in citizen pride of hosting visitors . Button: ask me about Santa Fe.
- Locals don't want to be in circus - they want to be side by side with visitors
- Culture is a living thing, bubbling and changing in the places where people live. The culture in SFe places a lot of emphasis on the family - how can we work there?
- Emphasis on tourism services disregards the reality of the normal people in Santa Fe - the guy who works at MVD. This underlies our big problem - the inability to get more funding, our inability to build a convention center, etc. The benefits of culture needs to be made apparent to SFe citizens at large. That's why people raid the tourist money
- Community perceives arts as being fringe. We need to be more of a part of the larger community. If we want more $$ for the arts, we need to get the whole community caring about it. Perception (and truth) is that arts are run by white people but the community is Hispanic and Indian. We need to do programming that genuinely appeals to the diversity of the community.
- Identify people in community who are left out. Have MVD employees day at the museum of fine arts.
- Bed tax money brings tourists here, who generate GRT revenues that fund local services. Don't raid the lodgers tax to pay for local services (rec center) because it is the GRT that is the big money.

- Involve council members in arts dialogues.

1786178

Youth:

- Infrastructure within public schools around music and arts programs so youth see opportunities to pursue the arts and create a career.
- Reach young people though their homes and families. Sometimes we get them into our programs, but that isolates them from their families.
- Bring young people into the cultural and arts industry in a broad way, so in 20 years they are leading cultural organizations.
- Need to educate community about all that we have - make tickets available to local youth. Investing in youth awakens the community.
- Look at young people as generators of cultural information and activities - NMCN is putting poetry journal on-line.
- Lots of local kids have never been to the plaza. We have to go out to the local community and bring them into programming that is relevant to them. Hold arts programs in Southside recreation center. And allow things to spring out of the community that is there - it doesn't always have to be us that does the programming

Signage:

- Hard for visitors to find things here. Can we have better signs? Get locals involved through AIPP program in creating signage that is distinctly SFe

Transportation:

- Move people around the city in an appealing way - not a bus, but a stagecoach or tram of some sort. There just is no parking downtown. (train?) Narrow gauge railroad?

Downtown Businesses Focus Group

March 18, 199

Cheryl Jamison, Friends of Farmers Market
Cliff Mills, Plaza vendor, artist
John Barker, Barker Management, downtown property management
Katie Lindell, store manager, The Gap
Carol Hempfling, manager, Banana Republic
Ed Berry, retailer, The Christmas Shop
Joe Rich, Sotheby Realty
Caroline Sederbaum, retailer, Capt Kid Toys

178617

Major Themes:

- **Improve parking!** This was a major issue throughout the discussion. The group recommends building several parking structures downtown, both to reduce tourist impacts and to bring local residents back downtown. Sites for structures include Water Street, behind Sweeney, at the old Hospital building, and behind the Roundhouse on Don Gaspar. Prohibit motorhomes from the downtown Plaza , and provide parking for them outside of the central area. Adequate, well-marked parking was seen as a way to reduce much of the traffic congestion near the Plaza, because people drive around and around seeking parking.

- **Develop a new Convention and Visitors Center with parking at Sweeney.** Move City Hall to the old Hospital building and use the current Sweeney/City hall complex for an upgraded Convention and Visitors center.

- **Spread tourists around and create linkages between tourist areas.** Tourists should be dispersed around the central area of town, which includes Guadalupe and Canyon Road, as well as into other outlying areas. Currently, people are hesitant to venture to Canyon Road or Guadalupe and need to be drawn there through better signage and visual linkages. Draw people to Guadalupe by improving the intersection at Alameda Street. A suggestion was made for a narrow gauge railroad to connect the railyard, downtown, Canyon Road, and back around Paseo. Locals would use it, too.

- **Improve signage and other infrastructure throughout the downtown area.** Currently all traffic coming from the north is directed to San Francisco Street, which creates instant congestion downtown. Better signs would move people away from the Plaza. Use flags on lightposts to help people identify where they are. Build attractive public restrooms near the Plaza. Parking, parking, parking.

- **Keep a vibrant mix of local and national businesses downtown.** The Gap and other such national chains are good to bring people downtown for "real" shopping. They can afford the rents and improve historic buildings that may otherwise be empty. Encourage second story dwellings over downtown shops. There were mixed opinions about closing downtown streets - very strong opinions in both directions.

➠ **Supply downtown retailers with information to provide to tourists.** Shopkeepers are on the front line of tourist interface and information. They want accurate, up-to-date, easy to share information about activities, events on the Plaza, and things for tourists to do. They would welcome a chance to attend a "tourist activity information fair" as suggested by the Rural/Tribal group.

➠ **Raise police profile on the Plaza.** Police patrols have been reduced and transient populations are increasing. Bring back the mountain bike cops and the horse mounted patrols.

Focus Group Minutes:
TOURISM - DOWNTOWN AND AROUND
What is important to maintain about Santa Fe's culture?

- Farmers market is still a vibrant, mixed part of Santa Fe's culture - appeals to locals as well as tourists who are looking for something real, also supporting agriculture supports maintenance of acequia systems and traditional farming
- SFe as an arts center
- Architecture
- Quietness of the community, also lot to do if you want it
- Hispanic and Native American cultures and the beauty they bring to our lives
- History of the region - Palace of the Governors as a source
- Pueblo and Native American culture
- Perceived to be uninhabited - still a small town. Knowing when to ask a customer... "You're from out of town, aren't you?" because I know my customers.

1) **What is "downtown?" --- does it include the Railyard? What linkages are needed, both for visitors and locals? How does the river corridor fit in?**

- Entire central core - BCD - Plaza area, Guadalupe, maybe Canyon Road
- Inside Paseo de Peralta + Canyon Road
- Yes, linkages are needed - tourists need to be lured there, need parking
- There is parking - or the perception of parking - in Guadalupe area
- Better signs would help people move into other areas
- Flags on lightposts to direct people or to help people identify where they are
- Create linkages from downtown to Guadalupe - paint the streets, create walking tours, etc. Or trees and landscaping to make the walk more attractive. Intersection behind the Hilton toward the church is dangerous and traffic filled.
- Bring the train back to cross the river on Guadalupe - narrow gauge railroad from railyard to tourist center at Sweeney and loop around Paseo de Peralta. Locals would use it too. Everyone loves trains.

2) **How to distribute the benefits of tourism more throughout the city and county? Would this be advantageous? Transportation linkages from downtown to other areas?**

- Have booth at Plaza bank talk up activities going on in other places
- Give people places to go that are away from the city

3) **Infrastructure to support and manage visitors:**

Need for improved signage for visitors? Where? What information?

- Have tourists put up signs - we already know where things are
- Lightpost flags
- Maps that are more tourist -friendly... they are even hard for us to read
- Improve signage to direct people away from the Plaza --The only sign toward downtown for people coming from the north directs people right onto San Francisco Street. Clogs up. Then, they still have no direction toward parking.

Public restrooms

- YES!
- Bathrooms on the Plaza (or near) with facilities like in San Francisco (self-contained, look European, put in money, automatically washes itself out when you leave)
- Put bathrooms in all new parking garages
- There will be new public restrooms in new wing of Palace of the Governors

Need for new parking facility - where?

- 3 parking places: water street - 3 stories (camouflaged like La Fonda's); behind Sweeney; 4 story lot at Old Hospital
- Parking would serve locals and bring locals back downtown
- Collaboration with the State to build parking garage behind capital building on Don Gaspar near Paseo (Ed Berry is chairing Parking Commission discussing this currently)
- Valet parking on the Plaza sponsored by the City

Visitor center (away from downtown) with parking and shuttle? Where?

- Keep it close to downtown
- Railyard
- State office buildings
- Build tourist center on Sweeney site with parking in conjunction with 4C's. Move city hall to the hospital or railyard or Devargas mall
- People won't use it - they all drive downtown, they won't want to take a bus (others disagree)
- San Francisco has lots of transportation, and a central place for people to park their motor homes and stay in them

How about providing loaner bikes and bike racks?

- No interest in loaner bikes.
- Bike racks would be good.

4) **Street closings - additional? year round vs. summer only**

- No consensus
- Many feel that San Francisco St. should be left open - keep all the traffic moving. Flow of traffic is part of the scene. More dangerous for pedestrians to channel all the people around that corner on Don Gaspar - people get killed there. Consider having Lincoln in front of the bank be two ways. Traffic will be improved by having more options
- Closing whole Plaza area will turn it into a ghost town

- On weekends, people need the leeway to go out and wander in the streets
- Plaza vendor: More and more traffic every year - more noise, more pollution
- Some want to close off the Plaza in the summer - let people wander around in the streets without worrying about being hit.
- Eliminate tour busses, RV's , Motor homes from downtown - all agree to this Create parking area for motorhomes, with good signage to get there

LOCALS NEEDS

5) **How to bring locals downtown? Feedback on "Corazon" and other programs?**

- Parking lots downtown - lack of parking is the major obstacle. Put parking there and let people know that they can come back to the plaza and park
- Saturday nights for locals on the Plaza - events for locals
- Those who experienced Corazon had just stumbled into it. Little publicity - flyers should be available in stores downtown. It didn't help business - so businesses may be hesitant to sponsor again.
- Parks & Rec does things downtown, but doesn't inform local businesses.
- Build on Farmers Market draw of locals to railyard -- downtown and Guadalupe businesses can have special Saturday morning promotions for locals (open early, special deals for locals, etc.)

6) **Opportunities for locals to benefit more from tourists?**
Hands on arts demos on the Plaza? - yes
Music performances on the Plaza? - yes
Housing/studios in downtown area? - yes, within existing buildings (don't add third floor)... but there are City regulations which prohibit changing downtown buildings without providing parking (change the ordinance). Barker has 16 spaces he'd like to make into lofts, restore the old feeling of Canyon road.

7) **How to reduce friction between residents and visitors? What causes it?**

- Locals feel that they lose the Plaza from May till Oct
- Bad traffic habits, especially during rush hour.
- Hassle of visitors with their RV's
- Much could be solved by good tourism management - parking, signage, etc.
- Courtesy training for downtown businesses so they treat locals well.

8) **Youth needs and impacts. How is the situation on the Plaza? Are there constructive opportunities for youth?**

- Kids always say there's nothing to do
- Can't keep employees because they always want to leave SFe
- Also many of the kids are not hire-able - poor communication skills, not responsible, no preparation for job interviewing, etc.
- Kids feel that it isn't their town anymore -only for tourists. Doesn't help that they get hassled for lowriding - they need something for them to draw them downtown.
- Encourage more young local people to get involved in the tourism industry.
- Several years ago - Kids worked with Parks dept. with signs saying "welcome to SFe" - they had a blast and felt like part of the community

OTHER DOWNTOWN ISSUES

9) **Preferred location for City hall and convention center (PERA favored, but unavailable. Hospital became possibility for City use. Railyard ruled out by community planning)**

- Use current Sweeney/City Hall block for a convention center and visitors center with a parking garage. Put City Hall at the old Hospital site.

10) **What kind of information do you share with visitors? Where do you get your info?**

- Visitors ask what to do - send them to Museums, Bandelier
- I go around and learn everything I can - personal experience
- Realtors would love to have materials about arts events and tourist activities to send out to prospective home buyers - they send out a lot of info. Would love a good packet. Give stores info about weekend events - updated.
- Trial balloon - tourist info fair for concierges -- downtown businesses would go, too, to find out what is happening that they can share with visitors. Let them know with enough warning. Suggest to do it quarterly
- People want to know what is going on at the Pueblos

11) **Thoughts about national retail chains coming into downtown**

- Ed: Welcome them.. They have the resources to take these old buildings and fix them up. They are good neighbors, blend in with local merchants. Keep out the trinket shops that are ripping off the tourists
- Stores like the GAP bring people downtown for "real" stuff to buy.
- Good to have strong mix of quality chains and local businesses.
- Potential problem that Gap and Banana Republic can pay higher rents, so it raises rates for local businesses.
- Don't subsidize rents for locals - if more tourists are attracted to Guadalupe and other areas, it will equalize the rents downtown - supply and demand. Good landlords work with local businesses to keep them viable

12) **Any other comments or thoughts about how to keep the downtown as a vital place for both locals and visitors?**

- Arts and crafts shows should be banned - they bring in artists from other places, make the Plaza look unattractive, etc. City should find an alternative way for those nonprofits to raise money.
- Do art shows downtown with local artists - youth artists, etc.- will draw locals downtown to see their friends and family's art - esp. youth shows. Limit to northern NM or Santa Fe artists
- Cathedral Park, River Park, or Guadalupe area as sites for local artist exhibitions
- Quality of Life on the Plaza - Cecil not there much, and many transients collect there
- Raise police profile on the Plaza - bicycles and horse mounted police patrols - keep police on the Plaza year round.
- Cheap bandstand on the Plaza with Coke signs is embarrassing - put back the gazebo or a more attractive bandstand.
- Requests to be involved in decisions about where city advertising is placed - why are we never in Travel and Leisure or Sunset, etc.?
- Create things for families - at this point SFe doesn't offer much for families.

SANTA FE COUNTY

SPECIAL MEETING

BOARD OF COUNTY COMMISSIONERS 1776169

May 23, 2000

This regular meeting of the Santa Fe Board of County Commissioners was called to order at approximately 10:30 a.m. by Chairman Joe S. Griñé, Jr., in the Santa Fe County Commission Chambers, Santa Fe, New Mexico.

Roll Call preceded the Pledge of Allegiance and indicated the presence of a quorum as follows:

Members Present:	Members Absent:
Commissioner Joe S. Griñé, Jr., Chairman	None
Commissioner Richard Anaya	
Commissioner Paul Duran	
Commissioner Javier Gonzales	
Commissioner Marcos Trujillo	

APPROVAL OF AGENDA

Upon motion by Commissioner Duran and second by Commissioner Anaya, the agenda was unanimously approved as published.

ADMINISTRATIVE ITMES

A. Extraterritorial Zoning Authority - Appointment

Commissioner Gonzales mentions that he will have a difficult time appearing at EZ Authority meetings during this next session and suggest rotating, by meeting, the attending commissioners.

COMMISSIONER DURAN: We have a real good point of concern. If we have a rotating appointment of a Commissioner it would seem that the community would perceive that when hard issues came up, that some of the Commissioners would get away from addressing those hard issues and already the community is saying or insinuating that the decisions that are hard are being circumvented by the Commission. And it would give the wrong impression to the community if we would have this rotating appointment in the Commission. Because essentially the perception would be a hard issue is on the agenda, one

of the Commissioners does not want to address it, he's not there, somebody else goes in. And I have a concern with the continuity of rotating the Commissioners on the EZA. Those are my concerns and Commissioner Anaya brought it up yesterday and I agree with that.

COMMISSIONER ANAYA: Also to elaborate a little bit further on that as to how City Hall, for example, would be opinionated on this, whether they would want to rotate their kind of EZA staffing or rather EZA membership. So there's all kinds of little facts that come into this scenario that are of concern to me. I'm a firm believer that we were elected to make votes and sometimes you have to bite the bullet and do the best you can, whether you're right or wrong, or whatever. So you either like something or you don't.

COMMISSIONER DURAN: I don't know -- I see it, I can see both sides of this issue. But I think the fact of the matter is that as elected officials I know for myself that I haven't run away from making a tough decision on anything. And my feeling is that we were all elected by our constituents to represent the County and if rotating the Commissioners, I think rotating the Commissioners would allow some fresh input, some new ideas on a continuing basis. I can also see the perception that the citizens have that we might be running away from making a tough decision and there may not be continuity. So I don't know, both sides of the issue are valid. I don't not sure which way to go on this.

COMMISSIONER GONZALES: I'm not advocating that we go one way or another or not, I'll be happy to stand in the EZA and stay serving my term. When it comes down to me I would make a decision of being out of town or here, I have to make that decision. So I don't mind staying on this. The reason that we brought up the issue of the rotating was simply because of the fact that everyone is very busy. It was intended, and I was telling Commissioner Trujillo it's certainly not intended to evade voting on difficult issues because of the body we need to represent and assure that we have proper representatives on that board. So I'll be happy to go which ever route. I'll I'm saying is that I know we're all very busy and there may be times that someone can't show up and it would be nice if there was a mechanism in place for someone to substitute for the individual so that the Commission, as a body, is fully represented on the EZA. If we want to state how things are going, that's all that's well, I'm glad to honor the commitment that I asked for a month ago and stay serving the EZA if the Commission would like. But I've just noted that there are some conflicts that exist in my schedule that may prevent me from being in town when the EZA meets and I don't even know what issues are coming up that would be difficult but it's certainly not for the that reason that I would be a witness for them.

COMMISSIONER TRUJILLO: I think that in a situation like this when it's a long-term action and it's brought before the public and before the commission, I think that we could discuss it and replace that individual that's going to be gone for a 3 month or 4 month time period. So that someone will have voice on the Board. I don't see that that will be a problem with the community. If a unique, one of a kind situation should happen, once or twice a year, but rotating Commissioners on a regular basis, I don't agree with that.

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COMMISSIONER DURAN: Let me make a suggestion. What if we just, instead of rotating, then had a provision where we could substitute one, the one that's been appointed. And what's happened in the last couple of days is that I've been accused of getting off the EZA because of the Highway Corridor Plan that's coming forward. Because they think that it's some kind of political hot potato that I don't want to deal with. And I wouldn't mind, Commissioner, if you feel you're going to be gone for the next 4 months to continue my membership on the EZA until such time that you find, that your schedule allows you to go on it and at that time we could have another meeting and adopt a policy or maybe we can adopt it tonight. That if any of the Commissioners on the EZA determine that they can't make it to a meeting, there would be someone, maybe some other designated person that would be the backup. But actually it would be the other Commissioners.

CHAIRMAN GRIÑÉ: Why don't you make that in form of a motion to have a substitute availability process.

COMMISSIONER DURAN: Okay, well then I guess my motion is that I would like to make a motion that I go back on the EZA until such time as any of the Commissioners that are not on the EZA want to come on board and I would -- because I've been on it almost my entire term here. And I would go off it whenever one of the other Commissioners wanted to go on it and at that time make the motion that we would have a substitute Commissioner be available to take the place of whatever Commissioner can't make it to that meeting.

CHAIRMAN GRIÑÉ: Is that fine?

COMMISSIONER GONZALES: That will work.

CHAIRMAN GRIÑÉ: Go ahead and I need a second.

COMMISSIONER GONZALES: Second.

CHAIRMAN GRIÑÉ: That's a long motion Commissioner Duran, I won't repeat it. Got a motion to approve to allow Commissioner Duran to go back on the EZA and allow with a substitution clause that in case of whatever the reason may be that we can still allow a substitute to come on the EZA just on his own.

COMMISSIONER DURAN: Just for the clarification, that that substitute could be any of the commissioners that aren't on the EZA.

CHAIRMAN GRIÑÉ: Okay.

COMMISSIONER GONZALES: That will work.

CHAIRMAN GRIÑÉ: And I've got a second by Commissioner Gonzales. Do you want to say anything Barbara, before we vote?

BARBARA MULVANEY (Deputy County Attorney): Commissioner, Mr. Chairman, Commissioners, I have checked through the documents, through the JPA, through the EZA and the rules of the different organizations, I found nothing that precludes send a substitute and it looks fine to me.

The motion was approved by unanimous voice vote.

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V. Staff and Elected Officials

A. Matters from the County Manager

1. Request Authorization to Enter into an Amendment Number 2 to the Operating Agreement with Cornell Corrections for an Inmate Work Detail Program.

SAM MONTOYA (County Manager): Mr. Chairman, members of the Board, good morning. As the members will recall the administrative staff was given a directive to work with Cornell to find a method of utilizing the incarcerated inmates for public benefits in terms of having them work on public projects during the course of a regular work day. Mr. Chairman, we have been working with Cornell to strike an amendment to the existing contract that would allow for this project to get off the ground.

In anticipation of bringing the amendment to the Board of Commissioners we also executed a procurement of a van that would carry approximately 20 individuals and that vehicle is now in the County yard. Mr. Chairman, what you have before you is an amendment to the operating agreement. If you would please look on page 3, under the payment section, I think the relevant issues relative to the financial relationship is laid out for you simply on this case.

Mr. Chairman, in order for this project to work and what we are envisioning here are 2 teams of 10 inmates that would go out and work on public projects and these would include working with the Public Works Department to possibly do shore pruning on public roads where some of these branches or shrubs are cutting into the view of the drivers and/or on the school bus routes where some of these branches are protruding out and creating property damage, not only to personal vehicles, but to school bus contractors to their buses. And also to work on drainage projects such as development of and siding of gambian baskets for drainage where take a metal basket and fill it with rock and help on some of the drainage corridors that we have, or on any of the public projects where labor intensive work is required. We might also use them to clean up public parks, to clean up trash along the County roadways. A whole myriad of work projects that could benefit the public.

Mr. Chairman, what this amendment will do is to provide this project to commence as soon as the Commission endorses it's execution and I wanted to point out the cost that is relative to this operation. On page 3, under section 5, Payment, you'll note that we are looking for a 40-hour work week from the inmates. And the fee would require that the County would pay the correctional officers a rate of $12.29 per hour. These are the individuals that drive the inmates out to the locations and supervise their work and basically make sure that there are no breaches in terms of people leaving the site. In relation to that Mr. Chairman, on Point 2, we are paying the inmates for their labor, $.45 per hour. There's an additional $.05 per hour for clothing allowances. And on any given month that this project is underway, we pay a one time monthly fee of $250.00 to the operator who is Cornell. So, Mr. Chairman, the overall expense including the payment to the inmate and

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the supervision of the correctional officer is a total of $12.79 plus gross receipts tax. Mr. Chairman, and as I mentioned earlier, we do have the van available and there will be an additional fueling cost and oil cost relative to that but that should be minor.

Mr. Chairman, we believe that this project is a good thing for Santa Fe County and it will utilize a lot of labor possibilities and allow these people to come out and get some fresh air and at that same time do some good work for the public and at the same time earn some salary. Although it is minimal, it is a combination of utility of incarcerated people for public purposes and we would recommend this amendment to the Board and I will stand for any questions, Mr. Chairman.

CHAIRMAN GRIÑÉ: Thank you Sam, any questions of Sam?

COMMISSIONER TRUJILLO: I have one question from an operation standpoint. The County is a big area, how are we going to prioritize and there's a lot of need throughout Santa Fe County. How would we prioritize for these will be dedicated?

MR. MONTOYA: Mr. Chairman, Commissioner Trujillo, that's a very good question. We've not crossed that bridge yet but my initial reaction to your question would be that we do have many road projects that are currently on the table, that the Public Works Director is moving ahead and we would principally focus on those projects and some of the projects that have been brought to my attention by the Board of Commissioners, such as the pruning teams for protruding trees and shrubs. And then I'm sure we have plenty of work but we would most definitely put together a program and share it with the Commission for any input that you might have on any areas that need consideration, but we would also take it to the Senior Staff level, ask people for any projects that they have coming up so that we can schedule these people in a very organized fashion. But no lack of work, Mr. Chairman, and we would certainly reach out to the Commissioners and to the Senior Staff for their recommendations and the elected officials as well.

COMMISSIONER DURAN: Sam, no where in this agreement does it state the type of inmates that is going to be allowed to participate in this program and I'm sure that you've thought about that. But I would think that we would want to make sure that in this document we've incorporated some language that would prevent Cornell from allowing the wrong type of individual to go there. Because I'm sure they're not going to be -- it's not a chain gang, is it?

MR. MONTOYA: It is not a chain gang.

COMMISSIONER DURAN: So if one escapes, we want to make sure that that person is a minimal risk to the community.

MR. MONTOYA: Mr. Chairman, Commissioner Duran, thank you very much for that. I think you're absolutely right. It is our assumption here and we'll make very sure that it is explicit that the people participating in this program are not in of any violent nature. And most certainly Cornell Corrections is in a better position to oversee the classification of those individuals. But most certainly we'll delivery that message and make sure, through legal counsel, that that is clear in this agreement.

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COMMISSIONER DURAN: It would seem to me that those inmates that have a short -- those inmates that would a short period of time left on their sentence, what's the maximum time that someone can be at our county jail?

MR. MONTOYA: I think it's 365 days or something like that.

COMMISSIONER DURAN: So they're all pretty much short-term anyway, right? If they escape, what is the added sentence?

MR. MONTOYA: That I do not know about, escapes, but Mr. Chairman, in talking to the warden at the facility, his indication to me is that the people that will be utilized for this project are anyone that is serving a term of 6 months or less.

COMMISSIONER DURAN: Oh, okay. That's good. And a lot of them aren't -- I mean, they're not murders or real bad guys are they?

MR. MONTOYA: Mr. Chairman, Commissioner Duran, no, our intention is to use individuals that are non-violent and are basically serving a short term.

COMMISSIONER ANAYA: Thank you, Mr. Chairman. Sam it's imperative that that is followed through because ranged in mind, you know what happened in Taos County just recently when that escapee went out on a work furlough and committed two murders up there. You know, the multi-liable, itself, is looking into that for support, so, it is imperative that that particular provision be highly, highly endorsed.

MR. MONTOYA: Mr. Chairman, Commissioner Anaya, it's duly noted and we'll make certain that that language is included in this agreement.

COMMISSIONER DURAN: Just one last comment, Mr. Montoya, I really don't want to get too --about this but maybe a psychological evaluation of those that are going to go out there. I guess all I want to say is that it really needs to be scrutinized and the community needs to be protected and I'm sure that you'll do that.

MR. MONTOYA: Mr. Chairman, I want to point out for Commissioner Duran's information also that -- you will note that the City of Santa Fe and the State of New Mexico utilize these same work teams and we're going to utilize the same style and same regulatory conditions so that we reduce any potential risk to the Santa Fe County.

COMMISSIONER DURAN: I just have visions of Cool Hand Luke, you know.

CHAIRMAN GRIÑÉ: Any other questions of staff or discussion? If not, let the motion come forward.

Commissioner Duran moved for approval of the Request Authorization to Enter into Amendment Number Two with Cornell Operations, with one amendment that the contract would have some language specifying the type of inmates that will participate in the program. Commissioner Anaya seconded and the motion passed by unanimous voice vote.

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2. Fiscal Year 2001 Budget Hearings.

CHAIRMAN GRIÑÉ: Sam, Katherine.

MR. MONTOYA: Mr. Chairman, thank you very much for the opportunity to present to the Board of Santa Fe County the most important public policy document of the year, Mr. Chairman, the 2001 Fiscal Year Budget. I want to preface the presentation with a few remarks, Mr. Chairman, and then I want to turn the microphone over to Ms. Miller, and then we will be sharing different components of the presentation. Mr. Chairman, but as a preface, we want to point out to the Board the scenario of how we intend to present the budget today.

First of all, Mr. Chairman, we are going to review with the Board the projections for revenues. We're going to go over the 2000 revenue picture, which is the existing budget, and then we want to go over the projective revenues for 2001 which is the budget beginning in July 1 and go over the revenue differentials there, Mr. Chairman, and go through a thorough explanation of the expenditures that are also projected for expenditures after we have reviewed the revenue picture.

Next Mr. Chairman, we want to talk about some budgetary considerations that the Board of County Commissioners need to make and they are, in a nutshell, the differences between revenues and expenditures, the shortfalls and we will go through that presentation.

Then Mr. Chairman, the third component of the presentation today will be the budget as a whole which is incorporates, not only the General Fund, but also all of the special funds, the enterprise funds and all the special funds.

And the fourth component of the budget will be to look at the capital expenditures, what is available to expend there, and what we are recommending to you in terms of how that Capital Package should be expended.

Mr. Chairman, we have asked the elected officials and the department heads to be here so that when we go through each of these 4 different components of the budget, if you have any specific questions of them, that they would be available here, through a representative or the elected officials themselves, to respond to your queries.

Mr. Chairman, that is our intention as to how we will present the budget to you today, I also want to point out that we are utilizing the screen to make the lion?? share of the presentation today in hopes that it is clear and in sync to you and we will stop at any point that the Commission has any questions and I'll at this time if there are no questions, at this juncture, call on Ms. Miller to present the first component which is the revenue picture for the coming year.

CHAIRMAN GRIÑÉ: Thank you Sam. Any questions of Sam?

MR. MONTOYA: Okay, it's all yours Katherine.

KATHERINE MILLER (Finance Director): Mr. Chairman, Commissioners, the way that this is set out, just so that you -- in case you start to have a question about the expenditures, we will get to that. First, we're going to start out with the General Fund

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revenues and then the General Fund expenditures associated with those revenues. And then we will go to, in detail, on the variances from last year's budget to this year's budget by department. So that you will have a change to ask your questions about the individual departments.

First of all, I'd like to bring your attention to the General Fund revenues projected from this year to next fiscal year.

Local Tax Effort is all of our property tax. We're anticipating a increase of a $177,500.00, that's a net increase. There were some adjustments to prior years. There were some adjustments to our prior year estimated revenues for back taxes. And so those offset the increases that we anticipate for current year.

Gross Receipt Taxes. We're estimating a 4 percent growth on all of our gross receipt taxes that go into the General Fund for a net increase of $738,000.00.

Taxes Shared With the State. Those are things like the Motor Vehicle Tax. That will be coming into the General Fund. And last year it went into the Road Fund. So that's why you see such a large increase there.

Miscellaneous Revenues. We anticipate those to be fairly the same. Those are things like franchise fees, permit fees, all the individual fees throughout the different departments that go into General Fund.

Inter-Government Grants. Those are things like the Region III and DWI, those type of grants.

Now our total estimated recurring revenues are $30,018,866.00, which is an increase of $1.6 Million over last year.

Then we have non-recurring revenues and these are essentially cash that's re-budgeted, either from grants or from General Fund cash, that's left over from this year's budget.

The Inter-Governmental Grant that's $200,000.00, that's a Solid Waste grant that we had this year and we're transferring that into -- or moving it into next year because we have not spent that yet.

Then transfers in Fund 370 is the Facility Fund that is the Bond Fund for the Subordinate Bond to the jail bond and we're anticipating moving in about $224,000.00 of that into General Fund.

Then transfer in for Fund 214, $15,000.00, that's the Lodgers' tax.

Facility Fund. That's to augment he County Fair Board budget.

And then cash balance budgeted from General Fund, that's the cash fall out that we anticipate from our current year budget of $2.5 million.

For a total General Fund revenue of $33,008,000.00.

COMMISSIONER GONZALES: Katherine, is Fund 370 or is one of those transfer in funds are they coming from the, what we commonly refer to as the, Excess Indigent monies? Or is any of that --

MS. MILLER: No, that is not -- there actually that is up in the, Alfred, did

you combine that in the Miscellaneous Revenues, the transfer. Oh, it's into Gross Receipts. I'm sorry. It's gross receipts, it's combined in that gross receipts tax number.

COMMISSIONER GONZALES: Okay, what I just want to make sure, and I think we talked about this last week, next week when we notice the actual vote on the budget hearing that we do properly have is if there is going to be an increase or a change, another change in use for those funds that we notify it as a public hearing, as the ordinance states that any time the commissioners are going to use this for a public health and safety project, there's a process that we need to follow and I just want to make sure that we go through that process. And I believe it's on new expenditures. It's not expenditures that we're currently spending. Or were we going to have public hearings like EMS where basically we had a public hearing on that last year and found that it was a proper use of the funds and you know, this year I know that we've talked about using the funds for some other areas that are health related. I just want to make sure that when we notice next week's meeting that the public is given ample notice that there will be a use of these funds in some other health related areas. And if they want to come speak to that issue that they can come speak to the Commissioners.

MS. MILLER: Mr. Chairman, Commissioner Gonzales, actually when we do get to the expenditure portion of the Special Funds, we're going to point out where we anticipate expending that EMS Health Fund money. But we can also notice it, in addition to, the regular budget if you'd like.

COMMISSIONER GONZALES: I'm not sure exactly what the ordinance calls for. I just want to make sure that we do get a chance to go back and review the ordinance and make sure that we are in compliance with in any time we use those monies.

MS. MILLER: Okay, we'll make sure that we do that.

COMMISSIONER GONZALES: Thank you.

COMMISSIONER DURAN: Excuse me, Katherine, so is that form someplace in this package that we have?

MS. MILLER: Would you like a copy of the presentation. We were going to go through it, side by side, but I can have them give you a copy of it.

COMMISSIONER DURAN: We don't have a copy of that in here?

MS. MILLER: We have them right here.

COMMISSIONER DURAN: Yeah, I would like to have a copy. It's to hard to read that from here.

MS. MILLER: To turn to the next sheet in the presentations, and that is just a percentage of the General Fund revenues by sources so you could see that the main source of our revenues of the property tax which amounts to about 53 percent and gross receipts is about 20 percent to 21 percent.

MR. MONTOYA: Just a quick issue on the lessons learned that Mr. Chairman, Katherine, on our anticipation of the local tax effort we are adjusting for revenues that we would not collect normally. I mean we're not anticipating 100 percent revenues

collected to be collected, is that right.

MS. MILLER: Correct, it's about 94 percent and that's based upon a 5-year collection rate. We do a moving average of the 5 years. Also on the gross receipts we do a 3 to 5- year moving average to be what our anticipated increase in gross receipts would be.

COMMISSIONER GONZALES: Just briefly, does the treasurer have a program that actually focuses on that 6 percent difference or are they continuously trying to close that gap or to collect monies and have we been tracking that to over what period of time it takes us to collect 6 percent money coming here.

MS. MILLER: Commissioner Gonzales, actually for the first time this year, we've reconciled the receivables for the tax for the last 5 years and I don't know that that had previously been done, but the finance staff and treasurer have worked very hard to get an absolute, accurate number to the penny of what that is for the last 5 years and who those individuals are. And there is an effort by the Treasurer's Office to collect on them.

COMMISSIONER GONZALES: So, just two questions, real briefly, just so that we know what this 6 percent is. What is the amount of the 6 percent that we don't anticipate to collect and then, do we have a number, and I know Matt's sitting behind you, but we have a number of total outstanding property taxes due to the Santa Fe County from the past, do you have that number available from past history?

MS. MILLER: We do have it and I don't have it right here but we can go get it. Actually, some of the years were, I want to say about 98 percent, 99 percent collected. We looked at 5 years to get to 99 percent but we do get very close to 100 percent. But it runs at about 5 years.

COMMISSIONER GONZALES: Okay, thank you.

MS. MILLER: The next slide is the FY 2001 Budgeted General Fund Expenditures by department. If you look we've got that compared to the adjusted budget of this year and in a couple of slides we'll actually get to what those variances are, what the major variance for each department is. Transfers out, and there's also a slide on the individual transfer out, but in total, we have an estimated expenditure of $33,590,000.00 with an increase of $2,116,000.00. This takes into account all the reviews done by the County Manager and the two meetings that we have had with the Commissioners and their recommendations and suggestions.

COMMISSIONER DURAN: Excuse me, Katherine, where are you reading from the expenditures?

MS. MILLER: The third line.

COMMISSIONER DURAN: Okay.

MS. MILLER: The next line is just how that is broken out on a percentage basis just so that you can see the major areas of our expenditures. They are the two major areas of the Sheriff's Department and the transfers out which predominantly the jail and the Road Maintenance Fund.

COMMISSIONER DURAN: You're talking about the $458,638.00 to the Sheriff?

MS. MILLER: Yeah that transfers, transfers back to the -- if you look in the previous sheet, the Sheriff's budgeted expenditures at this point, the proposed budgeted expenditures of $5,479,000.00 and that number if 17 percent of our General Fund budget.

COMMISSIONER DURAN: Would you do me a favor, when you move from one page to the next, would you let me know. I'm have a hard time following.

MS. MILLER: Yes I will, Commissioner.

COMMISSIONER DURAN: Thank you.

MS. MILLER: So right now we're on the pie charge and we're moving to the next slide that is the 2001 General Fund Transfers Out By Department. The Transfers Out, the Jail Enterprise Fund actually last year we budgeted about, we transferred out about $4.1 Million, that now is $3.6 Million. The Road Fund, which is the Road Maintenance Fund, we did not do a transfer last year out of General Fund because we had a cash balance in there of a couple Million so, this is a transfer that we had previously done every year of about $1 Million, $785,000.00 of that transfer is salary. It's for the Road Maintenance Crew.

COMMISSIONER DURAN: What did we transfer out of the jail fund last year?

MS. MILLER: This is from General Fund into the Jail Fund to cover the care of inmates and any portion of Debt Service and juveniles. And last year we transferred $4.1 Million and our inmate population has held these steady this year around 285 inmates. We're anticipating an inmate population for Santa Fe County around between 285 to 305 inmates. And that's why we budgeted $3.6 Million. Also our juvenile inmates have gone down.

COMMISSIONER GONZALES: That's for the reason for the half a million dollar decreases because of what?

MS. MILLER: Because of a lower anticipated population, based upon a full year of what we've had this full year, plus the electronic monitoring program, that takes 15 to 20 inmates down at a much lower rate than we pay for a full care of an inmate. Also anticipating revenues that based upon this year's average. We have a little bit more history to go on.

COMMISSIONER GONZALES: Just briefly, still on that discussion, just so we keep, so I understand things in perspective, to understand the perspective of the jail. The $3.6 Million includes the Debt Reserve, is that correct? Not the Debt Reserve, but the debt paid on the facility, the large facility?

MS. MILLER: The way that we calculate the budget for Jail Fund is to look at anticipated revenued, based upon the history that we have, less the contract expense, including the care of our own inmates and essentially the difference between the end and also Debt Service offers that.

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COMMISSIONER GONZALES: Okay, so the Debt Service, though, is not $2 Million?

MS. MILLER: Yes, it's $1.950 or 60, something like that.

COMMISSIONER GONZALES: So care of inmates is about $1/7 Million is what we're anticipating, just to do a difference between what we're budgeting and --

MS. MILLER: Yes, if you want to break it down that way, actually the way that the budget is calculated, we take total revenues, then we look at the contract and we say, for instance, 640 inmates at the jail, based upon the contract rates that we currently have in place, then we say, okay, of that 285 on average of 300 are inmates. The contractual rate that we have to pay with the way that the contract reads with the moving average, we actually anticipate that -- let's say revenues are $10 Million, then we have a contract payment based upon 1 inmate, 1 day and 640 of them in there, we pay Cornell for that inmate, and it fluctuates depending on the population, but let's day it's $38.00, we pay that on every inmate and you subtract that off of the revenues and that's probably about $8 Million. Then you have Debt Service of another $2 Million, you know, and so you'd say, now I'd have a $5 million deficit I'd need to pump in $5 Million from General Fund.

COMMISSIONER GONZALES: I was trying to think of it a little bit more, see the lack of experience on our side, but I was thinking about it this way and see if this is proper. There's $1.7 million that we say is going to be available for care of Santa Fe County inmates that we're budgeting. Is it as simple as taking the $1.7 Million, dividing it 365 days, knowing what the costs is going to be to the Santa Fe County daily and then dividing it by an average daily population to know what our per diem rate will be on average?

MS. MILLER: No it isn't, because when somebody pays us $65.00 a day and we pay Cornell $38.00 a day, then there's a portion of that revenue that offset the cost of one of our inmates.

COMMISSIONER GONZALES: If we wanted to get the net, the true net of what we're paying --

MS. MILLER: I'd actually have to show you. If you were to just take our inmates times $40.00 a day, that would be like $5 million, $6 million a year. But we have revenues that offset that.

COMMISSIONER GONZALES: So the program of why it was originally set up to actually manage the costs, it seems that we're finally moving to that point where the jail's actually managing a lot of the costs for the Santa Fe County and keeping the costs down, is that correct?

MS. MILLER: Yes, Commissioner Gonzales, based on the history since we've had a full fiscal year of our inmate population plus beds that we have sold, it does give us a much better picture of how that will play out and that some of those revenues do offset the cost of the care of our inmates and if we were to take 300 inmates and house them at some other facility and pay $40.00 a day, that would cost the county $5 Million, $6

Million a year. We actually do receive revenue from the jail that offsets that cost to us down to $3.6 Million.

COMMISSIONER TRUJILLO: Well if I understand correctly, Mr. Chairman, the jail is at 40 percent self-sufficiency now approximately?

MS. MILLER: I don't know that that would be a it's hard to state it that way. It's not that -- the best thing were to be to give a total picture and I actually have my staff to go get a full budget from the revenues and the expenditures so you could see exactly how that is budgeted and follow it through. That would probably be the best way for you to get a picture of how the jail budget works.

COMMISSIONER GONZALES: Well, I think it would be helpful, also, somewhere down the road, it doesn't have to be presented here in this budget and we've talked to someone else is, as what is county debt per diem rate is, given all the facts and we're having said contribute to having a facility and compare that to a county similar to our size. And to think that would be real helpful case to know whether you know, and I want to bet that we're going to be lower than what most counties are paying to care for their inmates but I think it'd be more helpful if we had a staff generated analysis that actually showed what cost of care is for other counties as opposed as to what it is for ours, in the program that we're running now.

MS. MILLER: Commissioner Gonzales, you could take just as a cursor example of that $3.6 Million and take 300 inmates for 365 days and you could get a real good idea of what that is per day, per inmate.

COMMISSIONER GONZALES: $14.00.

MS. MILLER: Is it $14.00, that's very well. Because we be -- we charge other counties anywhere from $45.00 to $65.00.

COMMISSIONER GONZALES: Thank you.

MS. MILLER: They're going to go get a copy of the breakdown of actually how we established that budget and when we get to the Special Funds, we'll have a better look at how that actually camped out.

The next slide, Commissioner Duran, we're moving to the next slide. Now we've got it back on the screen here as well. This slide was to give you an indication of where the change, the program changes and where we see increases or decreases in a department budget. The primary move that caused that increase or decrease most, as stated it our previous budget hearing, most department kept their operating budgets flat. And where they had increases overall was the 3 percent salary increase that was approved by the Commission in December. That causes everybody's salaries base to go up by 3 percent. But some of the departments made changes either by the restructuring that we did earlier this year. That caused our budget to go down even though there was a 3 percent across the board wage increase.

In the County Manager's Office, essentially they offset their 3 percent increase with some salary savings in different positions. But then we did add a policy analyst and that's

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the predominate increase to their budget.

Then in Legal, they stayed flat in all areas except for the insurance. The insurance is budgeted in their budget and they have no control of that. That is set by the Association of Counties, that rates that we're charged. So then the actual increase to their budget, even though they went down in some areas, the increase to their budget is $114,000.00.

Under Finance, Finance's budget stay flat as well. The only increase, the ASFCME contract that goes, the increase that comes in January, midway through the year, that money is budgeted in Finance. We do a budget adjustment and move that out to the departments after the increase goes into effect. So that's reflected in Finance's budget. However, it's not an operating increase to our budget.

Community Health. There budget was actually went down due to the reorganization that took place earlier this year and some of the program responsibilities of staff shifted elsewhere. Otherwise their General Fund budget stayed flat.

Land Use. They had an increase, they have a deputy now, but they did take the hydrologist and split the hydrologist salary between Utilities and Land Use. So that offset some of the cost of the deputy and it's merit plan increase that they give merit increases throughout across the Land Use staff. Also there's an increase in the Community Planning Effort. And that budgeted in the Open Space Management is budgeted in there.

COMMISSIONER DURAN: Katherine, this isn't dependant of that $100,000.00 from the Regional Planning Authority, right?

MS. MILLER: Correct, that's in the Capital Package.

COMMISSIONER DURAN: Okay.

MS. MILLER: Then Public Works, they had a large increase but they had the largest number of employees. So the 3 percent, like I said, is in there and then these are some of the other areas that they had increases: the gas and oil prices, that affects them substantially because they have so many vehicles. Then they had some lease equipment purchases that Fund issue that the leases went into effect, we take on those lease payments next year; traffic signal lighting, these aren't major increases, they're just to note that those were some of the areas that they had increases. And the engineering and design of road construction projects, that was probably the largest increase and that was about $100,000.00.

COMMISSIONER DURAN: Katherine, one of the things that I'd like to know before we approve the budget, we have a shortfall of money in the General Fund to pay for the budget that you're proposing right now, right?

MS. MILLER: Yes we do and in a couple of slides we'll actually get to that and ask for your direction, not in a resolution form but essentially to how you want us to either cut or adjust the budget.

COMMISSIONER DURAN: Because one of the things that I want to be aware of, is equipment purchases that maybe, if we could wait another year before we acquire that equipment. I's just like to be able to cut some of those so that we can meet the budget and with out knowing what they are, it's hard to do that. I guess I've talked to you

about that before but -- so are you going to, when you ask us, are you going to show us a capital of projects?

MS. MILLER: Yes, Commissioner Duran, this portion of the budget is operating, it is not capital purchases. This portion where this shows up as an increase for leases, those were leases approved this year and they just needed to build those payments into next year's budget. But when we get to the Capital Package, that's where all the department's equipment requests and vehicles, everything is in there, and you will have the opportunity to go through that by department, by item.

COMMISSIONER DURAN: Ok, thank you, I'll leave you alone?

MS. MILLER: Resource Development. Their increases are mainly in our telephone costs and then in maintenance agreements for computer software and hardware support. And also the restructuring and the 3 percent salary increase affects their budget because they have a fairly large staff.

Fire. They held their budget flat in operating except we did have to increase the salaries in not just the 3 percent but with the base hours, that's a 24 hour, 7 day a week operation that's run. Instead of having like all of our other departments, a base of 20 - 30 hours, it's actually 3,160 hours to cover them on holidays and double time for those types of shifts. And also they have an increase in their gas and oil. Prices in that is dues to things outside of our control, as you know the pumps, gas and oil's gone up substantially over last year's budget.

Due to the Clerk, the Clerk held her budget flat. We did build in one of her request for half of an FTE for the registration clerk based upon the hearings that we had earlier.

The Treasurer held his budget flat and actually went down. He donated a portion of an FTE to Resource Development to assist in time the Treasurer's, Assessor's and Finance computer issues together. So for tax billing and assessing and all that, there's actually a position to try and make sure those module all talk to each other and we don't have problems with the tax bills or with what hits the general ledger.

The Assessor's, there's actually a reduction there. What we did is switched employees between the Valuation Fund and the General Fund and their appraisers are coming out of the Valuation Fund and then all other employees come out of the General Fund.

The Sheriff, the increase in the Sheriff is largely due to the CWA contract negotiation that took place last fall. There's a 3 percent increase that comes into effect in July for all their staff under CWA and AFSCME. There's also PERA which is up 9 percent, our contribution. Their health benefits for their AFSCME is up 3 percent and gas and oil, which is a large portion of their budget, all at a total at about close to a 10 percent increase to their budget.

And them Probate actually went down by $32.00.

The next slide is the Santa Fe County Service Schedule. This is just to give you an idea on Debt Services what bonds we have out, what we're still paying on and how that's distributed across our revenue sources.

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This GRT Revenue Bond that's the purple on the left-hand side of this chart, is the Facility Bond that was the Subordinate Bond to the Jail Bond. And the Debt Service on that is $421,000.00 a year.

The Fire Revenue Bond that was issued a few years back, that's $542,000.00 a year.

All the General Obligations Bonds that we have for like the road and utilities bond, it was issued in "97", that's $1.8 Million.

The Environmental Gross Receipts Bond, that we use for the solid waste facility awhile back, that's $168,000.00.

The equipment run from Pojoaque, if you recall last year we actually paid our portion of this loan off. And this is just what's left that we hold the loan with Pojoaque but they pay for that.

And then the Jail Revenue Bond. So this year's Debt Service for the Jail Revenue Bond is $1.9 Million.

The next slide is a summary of the picture that we just gave you the General Fund and it goes to address Commissioner Duran's question about our revenues being less than our expenditures and where we're looking for some guidance from the Commissioners.

I'd like to turn this portion of the presentation to Sam.

SAM MONTOYA: Thank you, Mr. Chairman, this is an important juncture in the process and I don't know if we'd like to call Commissioner Duran back up or if he can hear from where he's sitting in the back. I just want to be able to follow with this because it is a very important juncture in the budget process. Mr. Chairman, we have attempted to create a flow chart here which hopefully will help you follow the complexity of the issues that are before use at this particular juncture.

I'd like to start with the first box which is basically right in here. We're talking about the 2001 Projected Revenues. This was the first particular slide that Ms. Miller went through where we talk about the fact that we are going to be projected approximately about $33,000,000.00 in revenue from the sources that are listed there, the Local Tax Effort, the Gross Receipts, Shared Taxes, other sources and the total revenue being $33,000.000.00. Now that number is important to keep in mind. Then we go to the box on the left-hand side next, which talks about Budget Adjustments from Year 2000. These are the numbers that we went through with you just a few slides earlier. When we talk about the fact that we needed to put in $1,047,000.00 into the budget because of areas that were under-budgeted or some of the areas that were not expected to be high cost centers.

And those include the Public Safety Complex for the Debt Service. You'll note that we had not included that in the previous budget.

The Fire Regions and I think Ms. Miller went through the hourly rate change that brought forth an additional expense.

We talked about the Sheriff's wage base being under-budgeted. That goes back towards the Union negotiations where we needed to increase those budgets starting in September of 99.

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The Road Maintenance Fund, this was a transfer that is required from the General Fund now to the Road Fund simply because the -- where we needed to include some additional monies and some of the positions that were available and the budget did not have the appropriate benefit package included into the budget so they were basically left out.

We have some department overtime that goes across the board in some of our emergency service areas. The Sheriff, Fire, other places.

And the Land Use and Assessor's merit packages, those total $1,047,000.00.

then Mr. Chairman if we look at the next box which would be the box in the center here, these are the projects that the Commission has asked us to basically consider incorporating into the 2001 Budget. They include:

1. adequate funding for the County Fair Board;
2. the Congressional Lobbyist, continuing that initiative to bring us some federal dollars back into Santa Fe County;
3. Commission programs which include special funding of a myriad of different programs that the Commission has brought forth;
4. open space maintenance, this talks about the planner that would work specifically on open space issues, the issues that include how we are going to manage these properties procuring. You will recall, just last evening, you had a very good discussion on the second phase of Acquisition of Properties.
5. then we go to Economic Development, how the Santa Fe County proposes to participate in the economic development scenario. Those are issues that we need to talk with you about.
6. and then we have the Regional Planning Initiative, which is the $100,000.00 brought before us my Commissioner Duran in his other comments. 7. request for Student Aides during the summer months which is important, not only to the students where we try to mentor them and important offices and departments.
8. the Policy Analyst that the Commission requested; and
9. Land Use positions which basically includes the restructuring in that department.

The Mr. Chairman, we look at the third box which is a right-hand box and these are increases that are basically not going to be able to go without. In other words, they are operational expenses that cannot be left without the appropriate resources. And they include:

1. the multi-line and this is 25 percent increase over a couple of years and we have a strategy to reduce that impact, Mr. Chairman, we will share that with the Board at a later time;
2. the gas and oil prices have increased over 30 percent over. We see that that's going to be a continual issue.
3. the ASFCME and CWA contract negotiations will require a 3 percent wage, 3 percent PERA in the coming year;
4. the 75 percent para-match for the Sheriff's CWA contract; and you might also

know or read in the paper that we're anticipating some heavy health insurance premium increases due to the fact that we do participate in the State health program that is available to other local government.

So that, Mr. Chairman, is an additional $1,183,000.00. You add those 3 boxes together, Mr. Chairman, and we come down to the next line which would be right here in this area. You will see that we have recurring revenues of $30,000,000.00 cash budgeted of approximately $2,989,000.000 for a total of $33,000,000.00 We look over at the box in this corner which talks about expenditures for 2001 right in here. You'll see that recurring expenditures of $31,000,000.00, non-recurring expenses of $2,400,000.00 which shows a total expense of $33,590,000.00. That' takes us to the center box here, Mr. Chairman, which shows recurring revenue shortfall of $1,085,000.00 but offset by cash balances of $504,000.00, which basically leaves a shortfall of $581,000.00 that we need to come up with. So Mr. Chairman, this is the important juncture that we talked about.

Knowing now that we have looked at our revenues, we've looked at expenses that have been left out of the budget that absolutely need to be included, we've looked at the new programs that the Commission wants to incorporate and we have looked at operating expenses that are totally beyond our control, at this point, that need to be incorporated. So that brings us to this number of a shortfall of $581,000.00.

So Mr. Chairman, we have two options at this juncture then that the administration can see. First the issue would be that -- the first option could be that we could go back and have another round of cuts. We would have to cut approximately $581,000.00 out of the existing budget that we are presenting to you and the areas that would be cut would include and these are the logical areas of cutting because these are the ones that have been incorporated in, would be:

1. the County Fair;
2. the Road Maintenance Base Core Project;
3. the Congressional Lobbyist;
4. Economic Development initiatives;
5. the Commission's Special Interest list;
6. the Open Space Maintenance Planner;
7. Public Works overtime;
8. Student aides;
9. the employee training;
10. the FTE reduction which basically would require us to go back in and cut a few of the new positions we've put in;
11. the Land Use Merit Plan; and
12. the Merit Plan.

That would total $581,000.00. That's Option 1. That's this box. The second option, Mr. Chairman, members of the Board, is in the box to the right. We have .5 of a property mill available to the Santa Fe County that the Santa Fe County could impose. Mr. Chairman,

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if the Santa Fe County commission see's fit to impose this .5 property tax mill, it would generate $1,500,000.00 in revenue per annum. Which basically would all us to take care of the shortfall and would also allow us to roll over some of that additional money into the Capital Package that is going to be one of the areas of discussion as we roll along in this process. So, Mr. Chairman, I want to point out some of the justifications which in this box here for having you consider the .5 property tax increase.

COMMISSIONER DURAN: I just want to ask on question of staff. If we decide to do this, is it possible just to implement a mill increase that would cover the $581,000.00? Do we have to go all the way to 1/2 a mil? Can't we do like two-thirds of a half?

SAM MONTOYA: Hold on one second.

MS. MILLER: Commissioner Duran, we could do a portion, say we could do a quarter of a mill which would generate about $750,000.00, but one of the things I'd like to point out in that center box where it talks about revenues versus expenditures. If you notice, our recurring revenue shortfall is $1 Million, almost $1.1 Million. And which means we are actually eating into our cash reserves by not matching our recurring expenditures without recurring revenues. So anything less than $1 Million of revenue or whatever that percentage of property mill that would get us there will still jeopardize our cash reserves in the future. And so from a good fiscal policy standpoint, it would be prudent to impose enough to cover a recurring expenditure.

COMMISSIONER DURAN: From a good -- in representing our constituents out there, why would we want to generate another $500,000.00, tax that probably come out another $500,000.00, that we don't actually need right now or that in the budget that we're reviewing, we have no place to allocate it?

CHAIRMAN GRIÑÉ: Commissioner Duran, DFA requires you to have some reserves though, Commissioner.

COMMISSIONER DURAN: I understand that, but if we only need $1.1 Million, why don't we just do enough to cover the $1.1 Million.

SAM MONTOYA: I think a partial answer to Commissioner Duran's question is in the final box where you look at the justifications. Mr. Chairman, but before we go over those reasons and that rationale, I do want to point out that over the last several years, the Santa Fe County has been going back into it's reserve, into it's case reserve, and taking amounts to make the budget whole. And we've done that over maybe a 5-year period to where the reserves now are borderline adequate for cash reserve. So if we continue to do that, if you'll note there the $1,985,000.00, that we're talking about, we have recurring expenses and no recurring revenue for it, if we continue to do that, at some point in time and sooner than later probably in the next year or two, there will be a need for additional revenue period.

So, Mr. Chairman, what we're asking you to do is first of all, stem the dipping into the cash fund to fund recurring revenues and basically to impose the .5 that's left. And the

other part of the justification, Mr. Chairman, is in the box. And if I could just simply go over those for your information. Mr. Chairman:

1. we have a major issue relative to law enforcement whereby we're losing many of our deputies to the City and to other entities because of the fact that our salary scale is not competitive. So this is one of the issues that would be resolved by the $1.5 Million
2. we want to fund Regional Planning which is the $100,000.00 that is included there.
3. we want to support the Open Space Planning and Maintenance, that's another program that would be incorporated under the $1.5 Million.
4. we have the Community Planning issues, many communities are now coming to bring their respective plans to you and we are going to require additional help in the planning department through contractual services to come to you with these plans.
5. we are looking at what we are calling a Community Infrastructure Initiative Fund, which total at this point $300,000.00, that can be allocated by the Board of County Commissioners for projects within your districts. That money is sitting there with no particular expense lined directly to it at this point.
6. we are looking to match recurring revenues with recurring expenditures to preserve the required cash balance which is something that we've already mentioned.
7. we want to keep from cutting existing services any further.
8. We want to retain the lobbying presence for federal dollars.
9. We want to continue our Economic Development presence and maybe enhance it in the community.
10. And we want to fund the Fire position that the Chief has requested that that, I think, will streamline his operation.

So, Mr. Chairman, we are asking the Board of County Commissioners to consider these two options that are before you. First, Mr. Chairman, I would think that the .5 Mill is an appropriate consideration at this point and, Mr. Chairman, I understand that it is always a difficult issue to bring before the Board when we're talking about property tax increases. But I want to point out that the Commission has been in this, both before. A quarter of the half was put in place for the Solid Waster Project a few years ago and was taken back when we found that this source of revenue was not required. So you have put them in and taken them out as the course goes.

But, Mr. Chairman, we feel that this juncture, we're seeking the guidance of the Board of County Commissioners because we want to be able to prepare the budge either without the $581,000.00 that is shortfall here, and/or with the $1.5 Million that would allow us to have all of the projects that have been listed in the 3 boxes that come across in this category here so that we can bring you a final budget next Tuesday, because we need to deliver it to DFA by Wednesday the 31st. So Mr. Chairman, I would stand for any questions and I'm sure the Board has some.

COMMISSIONER GONZALES: Mr. Chairman, just a couple of comments

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and I apologize to what I have to catch a flight at 1:00 so I'm going to have to excuse myself, but, Mr. Chairman I rise in support of the increase and I know that it is difficult, all of you to increase taxes. However, I can assure the Commission that our peers across the State and certainly across the Country are facing the same dilemma and many are having to raise taxes to cover existing services that are being, not only required, but demanded by constituency and I would just want to, at this point, compliment the Commission and certainly the Staff when you consider what's happened over the past year under the existing budget with increase and the EMS, full-time paramedics, with the fact that we've gone to a Solid Waste program that allows for free use of our solid waste facilities or for the most part, free use of the solid waste facilities.

And in fact, when you look at this budget, there's only a request for 1.75 increase in FTE's. I don't think that we are being foolish in the way we're spending the public's money. I might also point, you know, in congratulating the Staff and certainly at the Commission, when you look at what's happened in addition over the past year. The fact that that narrative that we used stated that since the day that myself and Commissioner Trujillo took office, that would allot Commissioner Anaya to increase wages for employees.

In the Sheriff's Department we've finally been able to really make a serious and honest commitment and since September, I believe, we've actually, hopefully with the approval of the Sheriff's Computation Package that's before us, would have increased our deputies' salaries from their base pay at 16 percent which is hopefully gets us to where we need to be to retain some of the good deputies that we have, to attract good deputies and to put us in line with competing with other agencies that are out there, so when I look at this request from the Staff for an increase, you know, I think there's a track record of this commission and of this staff that speaks for itself and basically a tract record that has acted very prudently. We've tried to operate on basically very little budget. When you look at the departments, there really isn't an increase. Certainly the elected officials have really done their share of trying to streamlining the costs of doing government.

So, I agree with the manager when he says that this increase is going to go to help us stay up with the need for additional services to maintain a healthy cash reserve which is absolutely needed in case of those rainy days.

And certainly again, as we've all committed to continue to honor our commitments to law enforcement officers of this Santa Fe County, by raising their compensation package so that they can truly find a career here with the Santa Fe County and continue to service people.

So, Mr. Chairman, I rise in favor of this, I know it's difficult but I do think that's something that, again, position this County to just be in a better situation to serve the community.

I also worked yesterday with the Staff in trying to reduce some of the capital equipment requests that some of the staff has made and we basically, and I'm probably going to be gone when the staff goes over that request, but I've asked the staff to present to this

Commission is basically a cut in capital requests across the board. And I know that that is difficult because the staff is having to do, as the elected officials and the department heads are having to do, without an increase in FTE's and now the Commission supports what I've asked that support would have to do without, in the Sheriff's instance, half the cars that they had requested, the Clerk's instance, you know half the voting machines, although she's indicated that they may be a problem legally and at that point we had that discussion she could offer input on that. The resource development had $75,000.00 for additional computers which I asked that the staff, that the finance staff remove that, and increase the repair budget or the maintenance upgrade budget for them. But, that's all in an effort, Mr. Chairman, to hopefully create a community infrastructure fund that we could use to address issues like low river crossings that we know this year are going to be in hugh demand and just a multitude of community-wide projects that we know are constituents have asked us to provide for them.

And so I hope that we could reduce some of this capital requests to allow for more community projects. I appreciate and had an opportunity to talk with the undersheriff a little bit and I know it's tough because it just seems every year the Sheriff's having to pull back on their request for the cars and he certainly indicated that to me and it may be that we find if this is granted that we need to increase our maintenance budget because I guess there's several cars, over 20 cars that have over 100,000 miles, is that right. So I think there's a reality to pulling or reducing the number of equipment that people are asking for and I guess we need to be prepared to handle the fact that possibly, mid-year, if the maintenance costs are so high that we may end up needing to look at reducing these community infrastructure projects and going ahead and in purchasing additional vehicles. But I just want the flexibility to be able to give money back into these communities that we know are in need of county assistance on many community project.

I guess, I just ask really brief again, in part of me leaving, I talked to Mr. Duran about this and I missed it yesterday and I guess it relate to the Valuation Fund to the Assessor. I know that the Assessor's requesting from the Valuation Fund to pay for a couple of vehicles and some computer upgrades and he's also asking the Commission to pay for the $75,000.00 for ortho-photography. And I guess my question is why would he not pay for the ortho-photography out of his Valuation Fund and forego, basically, like everyone else is, the additional vehicles. Because I know the Assessor has multiple vehicles, but forego those vehicles and use the Valuation Fund to pay for the ortho-photography and clean up another $75,000.00 that could actually go into -- I mean if I had my choice either going to either buying another couple more deputies cars or going back out into the community for community projects.

MS. MILLER: Commissioner Gonzales, what I can say, I can't speak for the Assessor as to whether he would want to make that trade but the request for the ortho-photography came out of the resource development and GIS. So that's where it is built in the Capital Package and that's something that perhaps the Commission could ask the

Assessor.

COMMISSIONER GONZALES: Okay, that's fine. If it's an issue that we're all using or if it's a piece of equipment, I guess, or software that we'll using, then that's a different story. Sam, are you staying on the Assessor's thing.

MR. MONTOYA: Mr. Chairman. I was going to make a different point but we can --

COMMISSIONER GONZALES: I just wanted to ask you, what is the justification for the 2 vehicles?

MS. MILLER: Mr. Chairman, it's replacement similar to the Sheriff, high mileage but in relation to the revenue picture, I did want to mention just one caveat there that I think is important. Based on the directive of the Commission, we did try to find other revenue sources as the Commission is very keenly aware.

We were looking at this prison/jail issue that would have brought $2.5 Million to the budget and would have allowed us to do all these things without even considering any increases and would have even left a bit of a balance, I think. But Mr. Chairman, that was not a possible project to conceive so we were not able to bring that to the table. But I did want to mention that as part of the overall comprehensive picture of how we looked at the revenue picture.

Bringing in the .5 Mill to the table, Mr. Chairman, these are the last 2 alternatives that we could think of and that's why they're before you today.

COMMISSIONER TRUJILLO: I think Commissioner Gonzales referred to staffing and it's been brought to my attention and in the initial deliberations that we did regarding the County Clerk's Office that we decided to approve or act we as with her request regarding the records manager, it's not in the budget. I'm wondering what happened.

MS. BUSTAMANTE: I would also like to explain that, Mr. Chairman. I gave up $14,000.00 in poll -- election and poll officials, my budget had been $64,000.00. I gave up $14,000.00 for that. And I made the commitment that we would make sure that I wouldn't increase that unless with the 2000 census and that would change. I made that commitment. I'm really disappointed that this morning we did not -- I certainly as an elected official, was not informed that that was not going to be funded. That is a funded position right now. I gave up again, $14,000.00 and now it's not in the budget. I'm informed by Finance that they just decided to cut it out. So in an essence you have decreased by budget and I find that very disappointing.

First of all not to have learned about it until right now. But I thought the commitment has been with when we went to our budget hearing that that would be funded if I gave up my $14,000.00 in election and poll workers. I guess I'm really disappointed right now because we, I'm sorry, Mr. Chairman, did I say something that's funny, I think that this is really serious because as an elected official, when I came in 3-1/2 years ago, you have increased your staffing by 70 people. That is a unscientific survey that I have done by keeping the list of people who were on that first month that I came in on telephones and as

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of today. And the 70 increase, those salaries have been very high compared to the salary that I have on my staff. The deputies and my staff make less than some of the administrative assistants in this there's no equity in the deputies and the elected officials offices as opposed to the other ones.

And I think we have tried in every which way to work and to learn today that a commitment that was made is very disappointing to me. I have gone out and got grants, as you know, I just got, last week, another grant for $18,780.00, written grants to augment the kind of work that needs to be done in our office. We've asked for a vehicle every 4 years and we haven't gotten one. Yet, today I learn that a position that is vital to my office, that has been, is not in the budget for next year and it's very disappointing to me when I gave up $14,000.00 to fund it. And just to learn about it right now is also very disappointing. If I have to give up the extra clerk position that you were going to fund, to keep that temporary position, I'll have to do that. But that position that is right now funded, I need it. It's a person who has taught everyone of my people in my office, computers, they're all computer literate, they didn't before, the kind of things that we've done in this, in our office has been because of that person and it's extremely important that I get that funded.

COMMISSIONER DURAN: How much was that?

MS. BUSTAMANTE: Well, I gave up $14,000.00, it's about $17,800.00. Now again, they did budget it in at, they said, 32 percent. But this person does not take any insurance, this insurance doesn't take any of the benefits at all.

COMMISSIONER DURAN: How much is it?

MS. BUSTAMANTE: I would be about, well, it's funded about $18,000.00, $19,000.00 because you took away $14,000.00 but you didn't put it back anywhere.

COMMISSIONER DURAN: So if it's $19,000.00 that you need?

MS. BUSTAMANTE: I believe that's what I need, yes.

CHAIRMAN GRIÑÉ: What is that, Katherine, can you address that issue?

MS. MILLER: Mr. Chairman, and Commissioners, may I just explain something briefly regarding the Clerk's concern.

COMMISSIONER DURAN: I think rather than an explanation, can you just try to find $19,000.00 for the Assessor.

MS. BUSTAMANTE: Clerk.

COMMISSIONER DURAN: I mean the Clerk.

MS. MILLER: Commissioner Duran, it would be more than $19,000.00. The individual person she's talking about and the cost for that salary is more like $36,000.00.

MS. BUSTAMANTE: It's not $36,000.00 since it's only a part-time position. It's only part-time and Mr. Chairman, I gave up $14,000.00.

CHAIRMAN GRIÑÉ: Becky, just one moment, give us your reposition from staff and then I'll let somebody else respond.

MS. MILLER: The $14,000.00 that the Clerk is referring to is a reflection

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of this year's reduction in budget for her poll workers in which the savings was used towards an FTE which has help her office tremendously in bringing them up to speed in certain computer software, training, etc.

When the budget was presented that position was then asked for as a permanent or part-time to be refunded for the new year, as well as, a request for a voter registration clerk, of which we did build the voter registration clerk, a .5 FTE into the budget, we did not build the programmer analyst position into the budget. So the increase that we see in the Clerk's budget of $13,000.00 is a reflection of the .5 FTE voter registration clerk.

COMMISSIONER TRUJILLO: But it doesn't make any sense to do away with an existing that's adding value to the organization. And I remember correctly we agreed to fund that other position in the initial budget deliberations because the Clerk gave up $14,000.00 of her budget. We did not, by any stretch of the imagination make a decision to do away with this existing position that's contributing to her organization.

On the other hand, we agreed that she needed another position in that office.

CHAIRMAN GRIÑÉ: What is your assessment, Katherine?

MS. MILLER: Mr. Chairman, Commissioners, I think there's a little bit of a confusion, cause there in this year was the understanding that there was a term position. And then the request of a programmer analyst, I don't know that that was associated, that these were the same positions, as well as, two half FTE's. So there may be some confusion between Finance and the Clerk as to exactly what position are what. And it was not an intention to cut anything out of the Clerk's budget or to -- other than a term position that we understood was going to go away anyway. Because there were 2 half FTE's requested and a full-time FTE. When we had the previous meeting, it was our understanding that just one half FTE was recommended by the Commission. We can go back and analyze this again and see exactly which positions because there seems to be 3 that have been added and maybe there's some of those in this year, if then were requested for permanent positions next year and that might be part of the confusion. But I'm having trouble following exactly which positions are which.

CHAIRMAN GRIÑÉ: Sam, can you explain that us please.

MR. MONTOYA: The $18,000.00, I think that's being talked about by the Clerk or the number that's being mentioned is exactly half of $36,000.00 which is the full-time hit. So I think for clarity's sake, we want to make sure that when we talk temporary that we're talking somebody that would expend a total of $18,000.00 through a whole 12 month calendar.

MS. BUSTAMANTE: That's correct.

MR. MONTOYA: So, we're talking about not a full time position at $36,000.00 but a temporary that would take up a total of $18,000.00. If that is the amount, Mr. Chairman, I think I follow what Commissioner Duran is saying.

COMMISSIONER DURAN: Sam, is there any problem just to come up with $18,000.00 for this part-time?

MR. MONTOYA: We'd have to go back and make an adjustment somewhere, but, if that's the directive then we will.

COMMISSIONER DURAN: I just have a question. Becky this person that we're trying to -- this position we're trying to fund --

MS. BUSTAMANTE: Is only working 20 hours a week.

COMMISSIONER DURAN: Is someone that comes in and is it training type position.

MS. BUSTAMANTE: Well, we're doing everything, we're putting everything on computers.

COMMISSIONER DURAN: Could this be contract laborers?

MS. BUSTAMANTE: No, it's a half time position that I need. They only work 20 hours a week and that's commitment we made in our budget. But I gave up $14,000.00 in my reoccurring fund.

COMMISSIONER DURAN: I know that. I heard all that. So $19,000.00 will include any benefits they that they might --

MS. BUSTAMANTE: They might. This person doesn't get any benefits. I mean, she doesn't take any insurance or any of participates in the PERA or anything like that.

COMMISSIONER DURAN: I know half-time employees doesn't have benefits, none of that.

CHAIRMAN GRIÑÉ: People I don't think we need to go any further. I think the direction of Sam is let's just find $18,000.00 somewhere, Sam.

COMMISSIONER DURAN: I agree.

CHAIRMAN GRIÑÉ: Yeah.

COMMISSIONER ANAYA: I was going to say that, Mr. Chairman, that I agree with Commissioner Trujillo and the Clerk and I think Commissioner Duran is leaning in that direction that we should honor that commitment and find $18,000.00 to help out the County Clerk.

MR. MONTOYA: We'll do that Mr. Chairman.

CHAIRMAN GRIÑÉ: Sam can cover it somewhere.

MR. MONTOYA: We'll find it.

CHAIRMAN GRIÑÉ: Anyway, what else do we have here Katherine or Sam.

MR. MONTOYA: Mr. Chairman, I'm still at this juncture here, Mr. Chairman, where we would like to get some guidance on either Option B or Option A, here.

CHAIRMAN GRIÑÉ: Which is A?

MR. MONTOYA: A is going back to cut $580,000.00.

CHAIRMAN GRIÑÉ: I would say go --

MR. MONTOYA: Option B is to impose the entire .5 Mill that would generate $4.5 Million.

COMMISSIONER ANAYA: I think I can support Option B, of course, you

know, but I need a little bit more clarification as to the balance, the money, the $581,000.00 that's needed today, this budget and what's the usage, again, for the remainder?

MR. MONTOYA: Mr. Chairman, if you look at your flow charts in this box here, you will see that we are taking $1,085,000.00 from basically our reserves. And Mr. Chairman, right, what we're talking about here, in that box, you're looking at $1.5 Million, because you're looking at $1,085,000.00 that is recurring, that is -- we have no revenue to cover.

And then we've got the packages that we've been discussing about you about putting in what are these three here, basically takes up the $1.5 Million. So your comments earlier, Commissioner Duran, about not necessitating the entire $1.5 Million, Mr. Chairman, we do need the $1.5 Million to stop taking from the revenue, from our cash revenues and to fund recurring expenses with recurring revenues. And to have a Capital Package, which is something you want.

COMMISSIONER DURAN: Okay, Mr. Chairman, let's go with Option B, i can support, we've heard Commissioner Gonzales already that's in support of it and I think all we need is a consensus of the Commission and move forward.

MR. MONTOYA: If I remember correctly, Mr. Chairman, last year we rescinded 1/4 Mill Levy that was funding the Solid Waste Program and we significantly brought down the Solid Waste Fees. That's another out-of-pocket savings to the constituents. And this past Legislature, Representative Ben Lujan introduced legislation on the property tax. So that's another saving of property tax for our constituents. I don't see any problems in going forth with the half a Mill, Option B. I think it's status quo, it level, it's not a major impact on the community.

COMMISSIONER DURAN: I'm not opposed to the Mill increase, but I would like to have a little bit more information. It would seem to me it's our responsibility to try to decrease that to make sure that this Mill increase it doesn't have as large as impact as it needs to. And I'd like to know a couple of things. I'd like to know about cutting the congressional lobbyist, the economic development expense, the open space maintenance, and those are the things that I'd like to know how much all of those are going to cost.

COMMISSIONER ANAYA: What's this again, Commissioner Duran.

COMMISSIONER DURAN: Well the Congressional Lobbyist, I'm not sure how effective those people have been and I know that it all takes time to do that but I'd still like to know for my own benefit what the cost of that is, what's the projected cost of that, the economic development individual because there have been some discussions as to whether or economic -- is this

MR. MONTOYA: Can I respond to that?

CHAIRMAN GRIÑÉ: No, let Commissioner Duran finish.

COMMISSIONER DURAN: The economic development individual, I know there's been some discussion about that, that whether or not senior staff or other people in the Manager's Office can deal with economic development issues. And then I thought we

had some discussion about the open space maintenance which we don't even -- it doesn't even need open space, it doesn't even need maintenance at this point and I'm wondering why can't we allocate that next year. So I guess all I'm trying to do is find out what these amounts are, how effective are they, are they necessary this budget year so that maybe we can chip that $581,000.00 down to $200,000.00.

MR. MONTOYA: Okay, Mr. Chairman, to answer your question Commissioner Duran, the congressional lobbyist is budgets at 125, the economic development initiative which is money that usually goes out to the incubator to trade as an example. I think we have a total of $85,000.00 in that pocket.

COMMISSIONER DURAN: And does that include -- are we still talking about getting an FTE to do the --

MR. MONTOYA: Well, that's a decision that I think the Commission needs to make.

COMMISSIONER DURAN: Is that part of the $85,000.00.

MR. MONTOYA: Right now, it is not allocated to any particular source. So we could get an internal FTE or you could send the money out to one of the economic development.

COMMISSIONER DURAN: But in our budget right now, have you budgeted the economic development --

MR. MONTOYA: No, an FTE, no.

COMMISSIONER DURAN: Okay, thank you.

MR. MONTOYA: Mr. Chairman, and then on top the other question was the open space is $62,000.00 so that would equal to $272,000.00.

COMMISSIONER DURAN: $272,000.00? See we just decreased that by $272,000.00.

MR. MONTOYA: Mr. Chairman, and then in addition to that we had $25,000.00 for actual maintenance of open space so that brings it to $300,000.00 approximately.

COMMISSIONER DURAN: See we don't need $200,000.00 -- for this year. We can let the weeds grow for a year.

COMMISSIONER ANAYA: We still need the half percent Mill Levy to augment the --

COMMISSIONER DURAN: I'm not saying I oppose to that but dealing with the budget, you know, I still think that because we're going increase the Mill Levy that it doesn't mean that we can't be more prudent and try to cut out the things that we don't really need.

MR. MONTOYA: Mr. Chairman, if the Commission gives us guidance to impose the .5 Mill increase that bring you an additional $1.5 Million. And it does not mean that you have to spend for these cost centers that we're recommending to you. If you still want to go back and cut and save that $300,000.00, that's absolutely fine. We just need to

give due notice to the entities that have requested it, like the Incubator and other people, if you make those cuts.

Or the other issue relative to the congressional question, the lobbyist, Mr. Chairman, it takes a whole year to determine what comes out at the other end because the congressional cycle takes a whole year. So we cannot basically ascertain what our product will be unless we give it another five months.

COMMISSIONER DURAN: I'd just like to tell you that federal lobbyist side, right now Senator Dominici's staff has just assured us that we have passed probably one of the biggest hurdles in trying to get $2,080,000.00 for the infrastructure from the Community College water line to the El Dorado Community. And just about 2 weeks ago he calls and assured us that we could at least break, it's not a sure thing, but at least break the news that we made the first hurdle because we made the first cut in the Senate Finance Committee by Senator Dominici.

COMMISSIONER GONZALES: Well, that's great. But how come you're the only one that knows that. How come I don't know about it?

COMMISSIONER DURAN: Well, that's my district.

COMMISSIONER GONZALES: So.

COMMISSIONER DURAN: Well, I just broke the news to you.

MS. MILLER: I'm on the Board and I didn't know that either.

COMMISSIONER GONZALES: Well, it would be nice to know that then I wouldn't be saying these guys aren't doing a good job for us.

MR. MONTOYA: Mr. Chairman, I might add that there's a quarterly report coming from the lobbyist probably at the end of this week, early part of next week, so lot's of that information will be in the report, Mr. Chairman.

CHAIRMAN GRIÑÉ: Yeah there is like 4 or 5 other projects that are on line too. Okay, are we done, Katherine?

MR. MONTOYA: Mr. Chairman, we would like some guidance on Option A, which is to cut to Option B.

CHAIRMAN GRIÑÉ: We just said B, we said B already.

MR. MONTOYA: Didn't hear that clear so I just wanted to make sure. Very good.

CHAIRMAN GRIÑÉ: Are we done?

MR. MONTOYA: We would like to go through the overall budget, if you'd like that review and then the 4th component is the Capital which I think we really need to go through with you. And I'll come back to visit with you on the Capital and I'll let Ms. Miller do the General Budget.

CHAIRMAN GRIÑÉ: Alright, there's no action item today, no. This is just a review. Okay Katherine.

COMMISSIONER DURAN: Let's go spend some money.

MS. MILLER: Ok, that takes care of the hard part, the General Fund, that's

probably the one with the most request from all the departments and the issues. But I'd like to give you a picture of our overall budget. The total County picture because the General Fund only makes about 1/3 of that. And if you look at the next slide the Santa Fe County FY 2000 went over our budget, you'll see: 1) General Fund, of the $33,000,000.00; 2) then we have Road Fund, that's Road Maintenance Fund and the Road Budget Fund of $6,000,000.00. A lot of that is appropriations from the state plus cash balances on projects that we're currently working on; 3) Special Revenue Funds and then well get to a breakdown of what all of those are but that's $19,000,000.00; 4) Capital Projects, that's all the different funds and bond funds included for like the Public Safety Facility; 5) the General Obligation Bonds for utilities, those Capital projects that fall into that category, the open space is also in there;

Debt Service, earlier we looked at all the Debt Service expenditures; 6) And then the Enterprise Fund which is housing in the jail, and utilities.

If you'll notice, essentially we still have that variance turn in the General Fund, but the rest of the funds we budgeted cash balances anticipated plus the revenues that we anticipate coming into those funds so there are no deficits in all the other funds.

The next one is just a chart of how the percentages break down for a total budget of $93,000,000.00. And the one more slide, this is the Special Funds Budget. I just kind of want to go through those briefly. These are the revenues but we budget all the revenues that we anticipate: 1. Correction Fund. That goes into the Jail Fund, that $125,000.00 that comes in; 2) Property Valuation Fund. We have $416,000.00. There's a column, FY 2001 is actually missing, do you have the right slide for that? Actually there's a column missing and it was there earlier, I don't know where it went. But it's missing and I don't know if on your, the FY 2001 on the slides that you have. FY 2001. I don't know where the column went. That slide I had this morning had that column on it, so I apologize. But essentially I'll go through the funds, the different funds and you can see the variances on and that essentially that's how the FY 2000 budget is going to be adjusted.

3) Emergency Medical Services. That money comes in from the State; 4.) Farm and Range. Tt a real small fund that we receive funds from the State on; 5) Fire Protection Fund. That's the same way.

COMMISSIONER DURAN: I was going to ask you, so the adjusted FY 2000, is $1.6 Million, the variance is $929,000.00 there was a decrease in what we did last year?

MS. MILLER: Well, if you had the column it showed the FY 2001, I don't honestly know where that -- what happened to that slide. But there is a decrease. But I'd like to explain what it is, is we start out with what we know the State is going to give us and then we budget impact fees and cash balance later in the year. You'll see, we start out this year with about $787,000.00 somewhere in that range and then it will -- Fire will come forward with the cash balances and the impact fees as those come in and budget them throughout the year and that happens every year. We take the conservative view of it

knowing exactly what we're going to receive and then budget as we receive the other revenues and determine our cash balances.

COMMISSIONER DURAN: So Katherine, but tell me, what is the significance of the number in parenthesis, what is that significance of that relative to the adjusted 2001 year budget.

CHAIRMAN GRIÑÉ: You want to let Sam explain that?

MS. MILLER: The problem is the slide, Commissioner Duran, it's missing a column and I --

COMMISSIONER DURAN: What's the column that's missing, what's that column called?

MS. MILLER: 2001 budget, the one that we're actually discussing.

CHAIRMAN GRIÑÉ: Just get us good xerox copies so we don't --

MS. MILLER: They're going to bring a new set.

COMMISSIONER DURAN: But without that slide, what is the significance of that --

MS. MILLER: Of the decrease?

COMMISSIONER DURAN: Yeah. The variance.

MS. MILLER: The variance is the difference between the prior year budget, the current year, and next year's proposed budget. And the FY 2000 Adjusted Budget is what the budget is right now for the current year in that fund. And we start out the year budgeting only the revenues that we know we're going to receive, which for next fiscal year, we know we're going to receive from the State around $700,000.00, $800,000.00 for the Fire Protection Fund. Then we also receive revenues throughout the year in impact fees and also cash. When we end the year we look back and see how much cash do we end the year with and we budget that. You will see over the year, over the fiscal year, next year that will probably be $1.6 Million plus by the time we get to this point next year. The Fire Department takes a conservative look in only budgets what they know they're going to receive from the State and then budget the fees as they receive them.

COMMISSIONER DURAN: It seems to me that it's time that we start doing that. What just came to mind is that there's a lot of lots out there that are being subdivided, created and there really is no impact imposed on those lots, or for the developer of those lots. And they do have an impact on our traffic, on services and I would just like, since we have a few moments here, to remind Sam that when we're through this budget, in your space time, if we could kind of put some effort into figuring out how we might be able to adopt some kind of impact that would generate more revenues for us.

CHAIRMAN GRIÑÉ: Paul, I think staff has already sent out a letter to certain utility companies and all that, and I kind of put it on hold because I've got the whole south side of residents just plowing on me. And I just told him to just wait to maybe a little later this year.

COMMISSIONER DURAN: Well, I don't care how many people call

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CHAIRMAN GRIÑÉ: Well, I got letters and petitions coming in from the south side.

COMMISSIONER DURAN: Well, what's wrong with paying your payment this year.

CHAIRMAN GRIÑÉ: Well I'm not saying there's nothing wrong. I just told him to put it in a slow pace.

MS. MILLER: Mr. Chairman, Commissioner Duran, the staff has met with the City. The City was doing a study on impact season hired as contractor from outside the State to look at impact fees in it's whole area and I know that all the department met the corresponding departments at the City earlier this year to look at in part season so that we didn't overlap on the same season and put work together at structuring and tied fees through the City and the Santa Fe County that were compatible with each other.

COMMISSIONER GONZALES: I recall and I'll get off this real quick, but I recall that we gave direction with that regard and Chairman Griñé, you told them to put a stop on it.

CHAIRMAN GRIÑÉ: I didn't say a stop. I told him to put it on a slow pace.

COMMISSIONER DURAN: Well, I think that's a -- so they're working on it, right?

CHAIRMAN GRIÑÉ: Yes.

MS. MILLER: Ok, now that you actually have the handout where the proper column are on there, to continue down that: 6) EZ Law Enforcement Protection Fund. That's essentially going to stay the same. It will go up a little bit; 7) Environmental Gross Receipts. We are budgeting, last year it was anticipated a $500,000.00 revenue. That's is, I believe, an 8 percent county wide. We're participating $620,000.00 most of that we'll move into General Fund to cover Solid Waste issues and also utilities and service; 8) Lodgers' Tax. You'll see a large decrease in both Lodgers' Tax, Facility Fund and advertising. That's due to the fact that our main sources of Lodgers' Tax revenue is Bishop's Lodge and Rancho Encantado. Rancho Encantado was closed due to a change of ownership and then Bishop's Lodge is going to be closed during some renovations. And we're factoring that into not having some of that revenue next year.

9. Recreation Fund. That's pretty stand amount that we receive. That's currently budgeted for Pojoaque School and Moriarty School programs.

10. Indigent Fund. There's about $3.4 Million worth of new revenue coming in and then the remainder of that budget is cash balance that's going to be budgeted.

11. Fire Tax 1/4 percent. It's approximately the same after adjustments to this year's budget. But we are anticipating about a 3 percent growth in that revenue.

12. Economic Development. That's the grant that we received from that Regional Development Commission or whatever. We're just rebudgeting the cash balance on that grant.

13. Section 8 Voucher Fund and Section 8 Certificate Fund. You'll notice there's a difference. There's been a change in the program, a slight change in the program and it just is a difference in the way the vouchers versus the certificates are being done where one is increasing, the other is decreasing.
14. Housing Special Revenue. It has actually gone down a little bit, in budgeted revenued and expenditures.
15. Developers' Fees. That's the Las Campanas money that we have it and it's just all cash balance being rebudgeted.
16. EMS Health Care Fund. We're anticipating, that's the second half of the third 1/8th that was diverted last year, that is we're anticipating a $1.7 Million in revenues.
And Commissioner Gonzales touched on it earlier that this year we had budgeted a $500,000.00 transfer to cover the 4 fire regions. We are requesting that be increased to $750,000.00 because the 4 regions to staff those costs quite a bit more than that and there was a miscalculation in the base but we had talked about before. We don't anticipate doing this over the long term. We just wanted to do that to help get a balanced budget for next year and then we're going to work to reduce that transfer over subsequent years.
17. Community Block Grant. That's just cash. We do not receive a community development block grant. This year, this is just the remaining balance on the La Familia Medical Center and the Teens Project. We also should be receiving some more money into that project fund, I believe it's a federal grant that was received. But that has not been budgeted yet.
18. Housing Capital Improvements. That's just a cash balance forward and then there will also be another addition to that budget later in the year when it's determined what that amount will be.
19. State's Special Appropriations. That's existing appropriations that are going forward into next. We have not added all of the ones that we received from the State on the projects. They are added into the Road Fund, but not on the Special Appropriations for the State Project.

So that's kind of general overview of all the special funds. I don't know if you have any questions.

CHAIRMAN GRIÑÉ: Okay, any questions of Katherine?

COMMISSIONER TRUJILLO: Katherine, if you go back to page 3, on the handout that you gave us. I just want to understand the variance for the elected officials. I see that here that the Treasurer's Office has $4224, that's below last year's office. And the Assessor's Office at 226 hundred 83, below last year's budget, the variance. I just want to understand what's going on there.

MS. MILLER: Mr. Chairman, Commissioner Trujillo, in the Treasurer's budget, the Treasurer actually gave up one of his FTE's. It was the position that Matt has had to do. We did some restructuring and he gave a portion of that position out to the MIS staff and so did the Assessor in order to fund one position that would on time, the computer

modules and the reporting between the assessed tax value, the tax bill and then what hits the general ledger. That position already exists and there's a lot of improved communication between the 3 offices and how that information flows through the system. And that was a contribution on all 3 departments to put that together.

COMMISSIONER TRUJILLO: So that was at the discretion of the elected officials. I just wanted to make sure that we're not handicapping their ability to perform their job.

MS. MILLER: Yes, Commissioner Trujillo, that was all they voluntarily that they offered to do that to help fix the problem that we've had.

COMMISSIONER DURAN: I understand the importance of tapping into cash reserves. But I'm wondering what is the minimum amounts or what is the maximum amount that we have to have in cash reserves to meet the DFA requirements?

MS. MILLER: Well, it's 3/12 of your General Fund budget, not including your transfers out which actually comes up to about $8 Million just to give you a rough idea.

COMMISSIONER DURAN: How much do we have in there now?

MS. MILLER: We anticipate at the end of June, having about $12 Million, but, there will be close to $2 Million of encumbrances from this fiscal year that roll over into the next year. Those have to be funded with cash. So that's $2 Million right of the top. Then your Capital Package is another $2 Million. And that takes you right down to the $8 Million. And without the property tax for this year, actually we may not make it.

COMMISSIONER GONZALES: Ok, but with this tax increase we're on safer ground?

MS. MILLER: Correct, cause we don't have to use as much of our cash to fund recurring expenditures in our current budget.

COMMISSIONER DURAN: The reason I ask is that if this increase, this tax mill increase, is successful, we approve it, it seems to me that it would be foolish for us to go back because I know there's been a lot of cuts from a other departments, the Assessor's, the Treasurer's, everybody. And if we do have some additional funds that are available to us then it would be allocable fact that those divisions to find out if it may -- I mean if there's an opportunity for us allow them to make their departments work more effective, if they determined to making this budget work we would have some extra money. I'll like you first to give that consideration.

MR. MONTOYA: Mr. Chairman, the only -- well there's 2 issues relative to the capital outlay package and that is that I can understand Commissioner Duran's direction, I think we could go back when we go to the capital fund you'll see that there is a $300,000.00 Community Infrastructure Fund that is at discretion of the County Commission and you could incorporate some of those projects in there, but we're recommending to you that they be one time purchases and that they're not be any recurring considerations placed into that budget.

Secondly, any savings that we don't expend, I want to keep remind the Board that

one of the principle initiatives that we should have in this budget is protect the existing revenues, the cash revenues and to build on them if we can in any way, shape or forms. So if we also have some restraint in not doing capital, that those funds would to go the cash reserve to build it as well. Those are my two comments, Mr. Chairman.

COMMISSIONER TRUJILLO: I agree with Commissioner Duran that if there's any monies that are excess that we should spread the wealth. And I think the elected officials should also get a portion of what we have left over.

MR. MONTOYA: Mr. Chairman, Commissioner Trujillo, I want to point out that there are really no excess monies. The only thing we did is we cut from the original capital budget that we are going to present to you in a few minutes and created a Community Infrastructure Fund of $300,000.00 which is where you can go and make considerations to areas you think should have a second look. That's what will be available. I'll make that clear as we go through the Capital Package.

COMMISSIONER TRUJILLO: My understanding is that we're trying to augment the cash reserves, right, or not tap into cash reserves for recurring expenses. Is that correct?

MR. MONTOYA: That's correct, Commissioner Duran.

COMMISSIONER TRUJILLO: We're going to have a $1.5 Million more in the existing budget.

MR. MONTOYA: Mr. Chairman, we are facing --

COMMISSIONER TRUJILLO: Well, not $1.5 Million, we're facing a half a million override, so approximately $1 Million.

MR. MONTOYA: That's correct and we want also to utilize one of the new revenues to not cut into the cash fund. So you're right in that we are bringing new revenues to take care of recurring expenses. That's correct.

COMMISSIONER TRUJILLO: But we don't have to do it all in one year. We can inject maybe half a Million Dollars to the cash reserves and use the other half maybe in dollars to help the county, to help the elected officials, to help us provide for services that we need to provide.

MR. MONTOYA: We can Mr. Chairman, and that's why we're saying that this $300,000.00 that is in the Capital Fund, you can use it either for community projects or to go back to the cash balance. But we don't have a lot of wiggle room is the bottom line. And prudency in the expenditures is, I think, the issue we need to underline in red and creel.

COMMISSIONER DURAN: So then after this budget has been approved, is it possible that somewhere they can give us the heads-up on where we are in the budget and it would just be nice. And we never deal with until several months before but it would be nice to know where we're going so that if there are some possibilities and budget adjustments and if we had a heads-up on where we are, then the budget would go faster if the revenues have changed somewhat, decrease or even increase.

MS. MILLER: Commissioner Duran, I can like a quarterly report, if you like, so that it's a regular report after administrative meetings to let you know where we stand. Or if you want them done at the end of every month, we actually do a revenue -- actual revenue versus projected and budgeted report every month.

COMMISSIONER DURAN: I think every month would be great. We won't spend a lot of time on but just so we could look at to formulate some kind of format that we could review and read to understand it all.

MS. MILLER: Sure we can do that. It will always be the month previous but we can do that at the end of October for the first quarter, you know, for September and then November through October, that's not a problem at all. I'd also like to add that the issue with the cash reserves is we need to build -- this year the tax increase is not imposed, we would not meet our cash reserve requirement. So we have to fix that and then build the cash reserves so that we need it next year and we not safe with cutting next year and it's more than a one time plan. It's actually building that cash reserve and we need that requirement and you're not safe with this same issue next year. Because that cash reserve is always 3-12 of our budget and every year that we eat into the cash, we jeopardized being able to meet that at the end of the following year.

COMMISSIONER DURAN: The only reason I ask is that I know that the Assessor is making certain efforts to go out there and assess properties that may have been assessed as vacant land. And it seems that if we know that he increased the budget by $100,000.00 or whatever, we'd be able to see that in this report -- find that there's some bit of what we have budgeted based on growth that's been projected.

MR. MONTOYA: Very good, Mr. Chairman, and we'll incorporate that budget report into the regular administrative function. Mr. Chairman, if there are no other questions of Ms. Miller, I'd like to go into the Capital Package which is the last component of the budget.

CHAIRMAN GRIÑÉ: That's fine go ahead.

MR. MONTOYA: And take your questions and comments. Mr. Chairman, the Capital Package, I believe, in the second --page 4 of your --

CHAIRMAN GRIÑÉ: Is it the second to the last page on our package?

MR. MONTOYA: Page Break 4 in your -- go to the 4 and --

CHAIRMAN GRIÑÉ: Is it the last page, Sam? Santa Fe County Capital Outlay, is that what you're talking about?

MR. MONTOYA: Yes sir, Mr. Chairman.

CHAIRMAN GRIÑÉ: It our last page.

MR. MONTOYA: It starts with Public Works?

CHAIRMAN GRIÑÉ: Yes.

MR. MONTOYA: Ok, Mr. Chairman, you'll see 2 columns there, one that says Fiscal Year 2001 and County Manager's Recommendation, on the left column.

CHAIRMAN GRIÑÉ: No, we don't have that.

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MR. MONTOYA: I want to make sure you find the right spot. Give me 2 minutes.

??: Mr. Chairman, we need one for the Public Record and we don't have one.

MR. MONTOYA: Mr. Chairman, first of all we have asked every elected office and every department director to prioritize their capital requests for this year. In other words, to give us a 1, 2, 3 list and because of the limited funding, we wanted to at least consider maybe the top 2 projects in their department and hopefully fund them. But obviously, Mr. Chairman, there are many more requests than the first 1 through 3 and you'll note that.

Let me start with the Public Works Department, Mr. Chairman, you'll see on the right-hand column that on the first grouping of requests, the first 2 computers that were requested, we are making no recommendation to fund any of those. If you'll look at the County Manager's column.

Now going to the second grouping, they requested a software update and analyzer for the [inaudible] project which is $600.00. We recommended that we buy that one Mr. Chairman, and the third grouping --

CHAIRMAN GRIÑÉ: Sam?

MR. MONTOYA: Yes sir.

CHAIRMAN GRIÑÉ: You made -- are these your recommendations by them prioritizing their items, right?

MR. MONTOYA: Yes, Mr. Chairman, we went through this list and -

CHAIRMAN GRIÑÉ: Well then why are we going through it then if that's their request?

MR. MONTOYA: Well, Mr. Chairman, I didn't know exactly how much detail you wanted. But I want to point out to you that under the -- well, let's just go to the bottom line figure on Public Works Department, Mr. Chairman, we're recommending that the Capital Package fund $1,099,600.00. And the line share of that expenditure is going to be in the Solid Waste Fund. You'll see, Mr. Chairman, that we have $800,000.00 set aside for improvements to El Dorado, La Cienega, and Jacona. Also another $200,000.00, if you'll look further down at almost the tail end there, for the Jacona Landfill, Mr. Chairman, we have had some serious accidents at some of the solid waste sites and we do have a matching grant from the State of New Mexico. They're going to give us approximately $200,000.00 if we match the project. And that is why the $800,000.00 there for the El Dorado, La Cienega, Jacona is important to keep in. The Jacona Project, Mr. Chairman, is an important project as well. I think we want to move ahead and get these projects updated and we'll move away, 1) from a liability problems and 2) establish a very nice facility where we'll have long term use. Those are the major issues where have a $30,000.00 appropriation mill for some open top containers that were requested by Solid Waste as well. So the line share of the Public Works Department budget, Mr. Chairman,

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goes to solid waste. There was an additional request that we had funded originally but we took out just recently which was the tractor, if there's any possibilities of funding that 5th wheel, down the road, Mr. Chairman, that is very important to the functionality of the Solid Waste Project. But we do not have it included in this point. But for Public Works, $1,099,600.00. Any questions on that Mr. Chairman?

COMMISSIONER DURAN: Mr. Chairman, I wonder if there might be a little bit more effective way using our time today. In that rather than go through line by line we could take each section and if there's any questions from the Commissioners then.

MR. MONTOYA: Ok.

COMMISSIONER DURAN: I see that you have with your request what your recommendation was then.

MR. MONTOYA: Very good Mr. Chairman.

COMMISSIONER DURAN: Then we just go do it that way, just a brief overview of it and if there's any questions that we have we could make them.

MR. MONTOYA: Very good Mr. Chairman, that's fine.

COMMISSIONER DURAN: I have one question. Can't we take $125,000.00 to restructure the county admin building out and then try and do it next year?

MR. MONTOYA: Mr. Chairman, that is a totally different question. If I can answer your question, right now, Mr. Chairman. There's no questions on Public Works then, we can move down to the next grouping.

COMMISSIONER DURAN: Oh, did I skip a section? Let's go on.

MR. MONTOYA: Okay, Mr. Chairman, if you'll note there under resource development, the next 3 groupings on the bottom of the page there, there's a total of $212,029,600.00 and $10,000.00 that are on the County Manager's column. Many of those go to building improvements. I want to mention to you, Mr. Chairman, that the $212,029,600.00 and the $10,000.00 come from the Projects Improvement Bond, the Facilities Improvement Bond. So it does not come out of the Capital Project. Although they are improvements, these come out of the bond that was floated so it does not impact the bottom line on the Capital Package.

CHAIRMAN GRIÑÉ: I agree with Commissioner Duran. You guys just want to review the remainder of the list and see if there are any questions or -- but as far as I'm concerned, Sam, either, if you sat down with all your staff and elected officials, I mean I don't see why we should go line item by line item.

COMMISSIONER DURAN: Just as we approach them we could look at them.

CHAIRMAN GRIÑÉ: Unless the elected officials or even staff wants to make a comment, Becky?

BECKY BUSTAMANTE (County Clerk): Yes I would. I hadn't seen that today. The vehicle for $32,000.00, I had requested but at the budget hearing, I was informed that we had, that Representative Coll got some monies that the Secretary of State

will allow me $65,000.00 do a comprehensive voter registration of which we need, which will put us in with the rest of the state. So I said I would give up the $32,000.00 if could just buy the hardware. So I would like to substitute that vehicle for hardware to do this voter registration.

COMMISSIONER DURAN: What section are you on, Becky?

MS. BUSTAMANTE: Under mine, under clerk.

COMMISSIONER DURAN: Oh, we haven't got there yet, have we?

CHAIRMAN GRIÑÉ: Page 2, no we haven't got there yet.

COMMISSIONER DURAN: Well, can we do that when we get to that page?

MS. BUSTAMANTE: Oh, I thought that Mr. Chairman had said if any elected official wanted to speak.

MR. MONTOYA: We're still on Resource Development, Mr. Chairman, we're going to page 2 on Resource Development. The total recommended is $528,800.00, Mr. Chairman, and that would include some computer upgrades for the $400, for pc replacement for the 2000 office suite upgrades for licenses and servers and it also has $75,000.00 for ortho-photography, Mr. Chairman. Any questions on that section?

CHAIRMAN GRIÑÉ: No.

MR. MONTOYA: Okay, Mr. Chairman, the second section on this page is Land Use Department. I'm recommending $166,200.00, Mr. Chairman, out of this category. Mr. Chairman, the line share of the money here goes to the Regional Planning Effort of $100,000.00 and $60,000.00 to the Community Planning Initiative. Any questions.

COMMISSIONER DURAN: I just have one, Mr. Chairman. We're talking about the $166,200.00?

MR. MONTOYA: Yes sir.

COMMISSIONER DURAN: Is it actually under the total Resource Department?

MR. MONTOYA: Yes sir. No. that's -- no, that is under Land Use.

COMMISSIONER DURAN: Oh, cause on mine it shows the Land Use -- oh, I'm sorry. Okay, thank you.

MR. MONTOYA: Yes sir. Any questions on that column? Okay, Mr. Chairman, we go to the column which is the County Clerk. I'm recommending $47,500.00 here Mr. Chairman, and the Clerk has brought the issue of the software. We have funded for her 8 voting machines at $44,000.00 and a heavy-duty shredder at $3,500.00 for a total of $47,500.00. She's also talked to me about the software package which she just brought up to you which is an additional $25,000.00 request. That Mr. Chairman, is not incorporated but we can keep that in mind as we keep going down to another section of the program where the Commission can make some adjustments.

COMMISSIONER TRUJILLO: We need to have the Clerk articulate what she meant.

MS. BUSTAMANTE: I'm sorry, I didn't hear you Commissioner Trujillo.

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COMMISSIONER TRUJILLO: Would you like to represent what you meant by saying that you saved $32,000.00, it looks like it's approved here.

MS. BUSTAMANTE: Well, I didn't know it was approved. I thought, again, we didn't find out these things weren't approved until this morning and right now. When we went to our first budget hearing and then when we met recently, we just assumed we were going to get it. I didn't know until this morning that we weren't. I just think that it's a really important thing for Santa Fe County. Max Coll went and he got $650,000.00 from the Legislature this year to see if we could get all counties in the State of New Mexico on a statewide voter information so everybody could talk to each other. The Secretary of State has agreed that they would give us or Santa Fe County, $65,000.00 to buy the software if would could come up with the hardware which I believe shouldn't cost more than $25,000.00. And that's what I presented at the budget hearing and that to give up the vehicle cause I think this is really important for Santa Fe County. I think it's important for Max Coll because Max Coll is our representative and he went and got the money and it would be kind of embarrassing to say, "well, Santa Fe County is not going to participate."

CHAIRMAN GRIÑÉ: Sam, I guess we could keep this in mind as we go through rest of the --

MR. MONTOYA: Yes, but I also want to point one thing out. That if you look at the third page, we have $4,100,000.00 worth of requests from every department and we're only able to fund $2,400,000.00. So Mr. Chairman, we did have to cut and I know that every department has to leave something on the table, including the elected officials and sometimes it doesn't bode very well with the departments or the elected officials but it's very hard for us to also keep them apprised of every cut we make because we're doing it on a daily basis, almost every hour there's something different. And I apologize to these people that feel that they should know everything spontaneously but it's impossible, Mr. Chairman, to do that. We're trying to do our best. In fact, we're trying to fund, as I said, the top 2 priorities for everyone. At sometimes taking other considerations into place where there are matching grants and I think the Clerk has a good point here that if we can put some money up, we might get additional dollars in. Those are the kinds of things we're looking for, Mr. Chairman, and as I said we have another opportunity to revisit that and I'll bring that up when we get to the point.

CHAIRMAN GRIÑÉ: Thank you.

MR. MONTOYA: Okay, Mr. Chairman, nothing else on Land Use or the Clerk. We'll go down to Community Health. Mr. Chairman, I'm recommending $60,962.00 be budgeted here. The $50,000.00 would go to the Fair Board, Mr. Chairman, $15,000.00 of that coming from the Lodgers' Tax.

COMMISSIONER DURAN: Out of the $50,000.00?

MR. MONTOYA: Yes sir. So $35,000.00 from the Santa Fe County side. Mr. Chairman, and then I have a desk and a hutch there for $662.00, refrigerators, freezers and gas griddle for the senior programs around the county which total $10,300.00. So I'll

stand for any questions on that $60,000.00, Mr. Chairman.

COMMISSIONER DURAN: So Sam, $15,000.00 of the $60,962,00 is coming from the Lodgers' Tax?

MR. MONTOYA: That's correct.

COMMISSIONER DURAN: And the other $35,000.00 is coming out of the General Fund?

MR. MONTOYA: Yes sir.

COMMISSIONER DURAN: And that is going to the County Fair?

MR. MONTOYA: Correct.

COMMISSIONER DURAN: For their operation?

MR. MONTOYA: Yes Mr. Chairman.

COMMISSIONER DURAN: What did we fund them last year?

CHAIRMAN GRIÑÉ: $75,000.00.

COMMISSIONER DURAN: Okay.

CHAIRMAN GRIÑÉ: They requested less this year.

MR. MONTOYA: Thank you, Mr. Chairman, for the help there. Okay, Mr. Chairman, we have a comment from the Fair Board Chair that Mr. Anaya would like to deliver to the Board.

ROBERT ANAYA: Mr. Chairman, Commissioners, I just wanted to add that the Fair Board met last month and did express their appreciation and the Chairman, wanted me and the Fair Board wanted me to express appreciation to the Commission for providing this funding if approved and considering for future appropriations, ongoing funding, since it is a wing of the Santa Fe County.

MR. MONTOYA: Mr. Chairman, the next category is the Sheriff's Department. Mr. Chairman, I'm recommending $157,680.00 for the total Sheriff's Department. And if I could go back, Mr. Chairman, we have 10 walkie talkies requested at $3,680.00, we have $154,000.00 set aside for a total of 7 patrol vehicles and that incorporates the Sheriff's Capital Package. Mr. Chairman, I had originally put in 12 patrol vehicles and in our cutting we took a major cut out of the patrol vehicles here. Mr. Chairman, this is something that possibly the Commission might want to come back and revisit as well. I'll stand for any questions here.

CHAIRMAN GRIÑÉ: So far we have two items, for the Clerk and for the Sheriff.

RAY SISNEROS: Mr. Chairman, I understand, of the original request on the number of cars, we have are, I believe there's 16 that are over 100,000 at the time in March when this request was put together. I can tell you right now that even if we put in at the 12, as Sam had earlier mentioned, the maintenance line item for the maintenance of the vehicles is under-funded in that area right now. If it's cut down any further, it's going to be further under-funded. Also as you know, the overtime line item is also under-funded and we will easily go in the red on that. And as you know -- I will let you know that it will hurt. Line

1 for now but it is in the red. I can say that, but the vehicles are that far down that the maintenance line item be increased.

CHAIRMAN GRIÑÉ: thank you Ray. You know, Sam, so far we just have one request from the Clerk's for $32,000.00 and now the Sheriff's, you know we cut his vehicles down to by 5. Can we keep those 2 items in all seriously for that money that we were talking earlier that $300,000.00.

MR. MONTOYA: Absolutely, that's what I'm talking about that out of the $300,000.00 you could go back and revisit this, Mr. Chairman.

CHAIRMAN GRIÑÉ: Is that okay with the Commissioners?

COMMISSIONER DURAN: Yeah.

MR. MONTOYA: Mr. Chairman, I do want to point out that the Sheriff and Undersheriff Montano have been very gracious in helping us work through these numbers and they know we have a tough job ahead of us and they've been patient and I hope that at the end we'll be able to deal with some of their issues.

COMMISSIONER TRUJILLO: Sam, understanding the emphasis that the Sheriff Department has rendered during this process, we also are concerned with the multi-line, the premium that we're having to come up with and that's having to do with mostly some issues, some situations of things that are happening in the Sheriff's Department. So I'd like to impress on the Sheriff that we need to sensitize the work force, their staff, to try to be more receptive, if you will, to dealing with the community and driving the vehicles in the appropriate manner because $125,000.00 is a significant amount of money that we have to pay as a result of increases in the insurance because of situations that have happened in the Sheriff's Department. And I'm sure they understand that but I think that I need to say that because it's taxpayers money.

MR. MONTOYA: Mr. Chairman, Commissioner Trujillo, thank you very much. I think that's very important. We want to work with the Sheriff and the Undersheriff to talk about some performance standards, performance measures, if you will, not only in their department, but in all county departments. But we do want to reduce our losses in the multi-line pool, the law enforcement coverage, we have had some serious losses there and I'm sure the Sheriff and the Undersheriff are very aware of those things. They have a 3 year impact on us because the losses for 3 year grouping is what calls the premium and as Commissioner Anaya knows and Commissioner Duran know, they both serve on the multi-line, or have, it's very tough to pay those premiums when we're paying out over $1 Million in insurance premiums that could stay here to buy cars and to pay salaries. So Mr. Chairman, we do want to talk to all departments about performance measures before this budget cycle is over and that's one of the issues we want to cover.

CHAIRMAN GRIÑÉ: Thank you. Ok, now we'll talk about the Manager's Office.

MR. MONTOYA: Mr. Chairman, under the County Manager's Department, I'm recommending to you, $422,000.00. What we have under this package, Mr. Chairman,

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is we have $42,000.00 for computer requests and this is a countywide group that most definitely, Mr. Chairman, as we go through the calendar year, we'll have requests from different departments, either from new staff positions or computer that need to be replaced. This will be the computer pool, if you will. There is an $80,000.00 allocation for a low water crossing, $84,000.00, Mr. Chairman.

COMMISSIONER DURAN: Where's that?

CHAIRMAN GRIÑÉ: We're under the Manager in finance.

MR. MONTOYA: In the northern sector of the County, Mr. Chairman.

COMMISSIONER DURAN: That's in Nambe?

MR. MONTOYA: In Nambe. Mr. Chairman, and the final allocation is $300,000.00 allocation which is called the Community Infrastructure Fund. This is the fund, Mr. Chairman, that the County Commissioners can direct for community projects. One of the saleable points in imposing the .5 mill property tax was that we figured that it would be easier for the Commission to be able to impose that if you were able to say that there was a pocket money that would go back in projects to the communities and such as low water crossings that Commissioner Gonzales saluted to earlier. And this is also the fund, the $300,000.00 where some of the other shortfalls that have been brought to your attention, during the course of this afternoon, could be incorporated into and funded from. So you could either fund the Clerk's request, the additional cars out of this potential pocket of money and any other projects that are relevant and important to the County Commission. That is the 422 under the County Manager's budget. I stand for any questions?

COMMISSIONER DURAN: I think it is important that I bring this up at this juncture because I have had discussions with several, well with David Wolf, who was the County Manager prior to you Sam and I've had conversations with you and with Katherine about this and it's relative to the San Isidro Crossing and for the public, I need to put this into the public record, when we were negotiating the ingress and egress and access easements and easements for the San Isidro Crossing and sewer, there was a commitment made to those property owners that the improvements that were shown by the Corp of Engineers were, it was true that they were inadequate and a commitment from the County Manager, and I have this discussion before with other Commissioners, was that we essentially agreed to continue that riff-raff so that it didn't degrade the properties along the river which could affect parts of private property adjoining this project. And in order to not jeopardize the funding from the Corp of Engineers, the property owners agreed to the extension of the easement, and the creation of this easements and I know it keeps on falling through the cracks. All I want to make sure of is that we honor the commitment that we made to those property owners in the process and I'd like to see it come up, come in the line items someplace. I see that we're doing something there on the low water crossing and County Road needs of 4G.

MR. MONTOYA: Mr. Chairman, Commissioner Duran, if you would like -

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COMMISSIONER DURAN: It was $30,000.00.

MR. MONTOYA: If you'd like to include that project, Mr. Chairman, the appropriate place would be in that Community Infrastructure Fund in that $300,000.00. That money is not appropriated to any particular project and is allowed for these types of projects exactly. So in order words, Mr. Chairman, Commissioner Duran, there's $270,000.00 left.

COMMISSIONER DURAN: Okay.

MR. MONTOYA: Okay, Mr. Chairman, no other questions? Ok, Mr. Chairman, that last department is the Finance Department. We have 2 computers requested and one was funded at $2,500.00. Mr. Chairman, that will total the General Fund Capital Package at $2,485,242.00 with $224,000.00 coming in from Fund 370 and $15,000.00 coming from the Lodgers' Tax Fund 214 for a total of $2,245,442.00. Mr. Chairman, I might point out to you that you might go back and revisit some of the areas of concern you have on the $270,000.00 that's left or you can do that at a later time, once you have a bit of time run off the clock, maybe in August, you could maybe take another look.

CHAIRMAN GRIÑÉ: The question I have, Sam, is what is the price of a patrol car?

MR. MONTOYA: $22,000.00, Mr. Chairman.

CHAIRMAN GRIÑÉ: $22,000.00. So we're talking about -- we cut 5, right?

MR. MONTOYA: Correct.

CHAIRMAN GRIÑÉ: That's $110,000.00.

MR. MONTOYA: That's $110,000.00, yes.

CHAIRMAN GRIÑÉ: And then the Clerk wants $32,000.00.

MS. BUSTAMANTE: Actually I need $25,000.00.

CHAIRMAN GRIÑÉ: $25,000.00, the Clerk wants $25,000.00 and $110,000.00 patrol cars and then $30,000.00 for Commissioner Duran's request on the crossing at San Isidro. How much does that leave us left?

MR. MONTOYA: That's a total of $165,000.00. So that would leave you about $130,000.00 left.

CHAIRMAN GRIÑÉ: Okay, then, is that okay with the Commissioners?

MR. MONTOYA: So you'd like to add those in?

CHAIRMAN GRIÑÉ: Yes.

COMMISSIONER DURAN: I have a question if the commission agrees. Representative Ben Lujan funded $75,000.00 for the Slomen Lane Project.

CHAIRMAN GRIÑÉ: Solmen Lane that's over at Pinon Hills that's an aberrated health and safety issue. That will pave about 1/2 of mile in roads. The community has requested if it could extend a little bit more, maybe 3/4 or a quarter of a mile more, to make it a total of 3/4, I'm requesting $25,000.00 to extend that paving project and I'd like to support --

MR. MONTOYA: $25,000.00?

CHAIRMAN GRIÑÉ: $25,000.00 for Slomen Lane. That's fine.

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MR. MONTOYA: That takes us to $190,000.00 which leaves $110,000.00 and I would also like to ask that you have a little consideration for Commissioner Gonzales since he's not here and I know he did have some projects he wanted included. Just for the record, Mr. Chairman.

COMMISSIONER DURAN: Just for the record, we had made a commitment at the last of year for the Youth and Family Shelters to fund them $20,000.00 for the homeless, teenagers that get thrown out of their homes or whatever, and then you don't need to make that commitment now because Commissioner Gonzales is interested in allocating some of these funds. But as we go forward, I'd like the Commission to consider monies to help those teenagers.

CHAIRMAN GRIÑÉ: What was Commissioner Gonzales's project?

MR. MONTOYA: Mr. Chairman, he had a low water crossing that he mentioned to me. Possibly Mr. Martinez would know exactly where.

CHAIRMAN GRIÑÉ: How much is the total of funds for that?

MR. MONTOYA: It was in a sub-division, I don't remember --

CHAIRMAN GRIÑÉ: It was just one.

MR. MONTOYA: One that he mentioned to me.

CHAIRMAN GRIÑÉ: That's fine.

MR. MONTOYA: And I'm not sure but that leaves $110,000.00, Mr. Chairman, and at least we can come back and revisit that and there might be another project also.

COMMISSIONER DURAN: So how about if we just leave $90,000.00 in there?

CHAIRMAN GRIÑÉ: That's fine.

COMMISSIONER DURAN: Can we get $20,000.00 for that effort and then $20,000.00 to Youth and Family Shelters and $20,000.00 earmarked from that $90,000.00?

MR. MONTOYA: I want to point out that Commissioner Duran's request on the Youth Shelters is taken care of. We have that in the Commission Budget.

COMMISSIONER DURAN: We have already?

MR. MONTOYA: Yes we do.

COMMISSIONER DURAN: Oh, okay.

COMMISSIONER TRUJILLO: If we're talking about projects, there's a little community in northern Santa Fe County by the name of Cundiyo. They don't have county roads, they don't have any county services and they pay property taxes. What the community has asked me to request is, for a meeting room, to attache to the existing community center. So they've asked me request between $40,000.00 -$50,000.00 for a small meeting room where the community can meet and have their meeting decide what direction they want to take the community. Again, they don't get any benefits from the property taxes that they pay and I think it would behoove us to render some help to them.

MR. MONTOYA: Mr. Chairman, you have $110,000.00 left.

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CHAIRMAN GRIÑÉ: At least we can look into that. Anyway, are we done Sam?

MR. MONTOYA: Mr. Chairman, that concludes the General Fund. WE also have Capital Outlay for the special projects but those are funded from special sources and I don't know if you want to go through that list.

COMMISSIONER DURAN: Other special sources out of the General Fund? It doesn't affect our General Fund?

MR. MONTOYA: Mr. Chairman, I'm sorry. Commissioner Duran?

COMMISSIONER DURAN: The next section has no impact on our General Fund?

MR. MONTOYA: No, it does not.

COMMISSIONER DURAN: They're funded by the state?

MR. MONTOYA: Yes, grants, bonds, different sources.

CHAIRMAN GRIÑÉ: Okay fine. I don't care to go through that, do you?

COMMISSIONER DURAN: Can you just give us a few minutes to look through it?

CHAIRMAN GRIÑÉ: Go ahead, Commissioner Duran.

COMMISSIONER TRUJILLO: I just want to compliment the staff on a great job on a very hard process here. The budget is not any easy thing to do. And this is an open discussion, the elected officials are here and getting the opportunity to participate. I think it's a great job and I want to commend the County Manager and staff for putting their best foot forward in this process, thank you.

MR. MONTOYA: Thank you, Mr. Chairman, and we sincerely appreciate the guidance and the leadership that the County Commission has given us today. And I think you'll find that this public policy instrument that we're putting together on your behalf that we'll bring to you on the 30th is a very good tool for the community of Santa Fe County. Thank you.

COMMISSIONER DURAN: Just one thing. Mr. Anaya, at the next commission meeting can you give us an update on that project, where we are and --

ROBERT ANAYA: Mr. Chairman, Commissioner Duran, we have on the agenda a presentation for that purpose.

COMMISSIONER DURAN: Okay, I don't have any other questions.

CHAIRMAN GRIÑÉ: Any other questions of staff or comments? We stand to adjourn.

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ADJOURNMENT

Chairman Griñé declared this meeting adjourned at approximately 1:20 p.m.

Approved by:

Board of County Commissioners
Joe S. Griñé, Jr., Chairman

Respectfully submitted:

Karen Farrell, Commission Reporter

ATTEST TO:

Marcella M. Salazar for:
REBECCA BUSTAMANTE
SANTA FE COUNTY CLERK

COUNTY CLERK
REBECCA BUSTAMANTE
SANTA FE COUNTY NEW MEXICO

COUNTY CLERK
REBECCA BUSTAMANTE
SANTA FE COUNTY NEW MEXICO

1119526
COUNTY OF SANTA FE) SS
STATE OF NEW MEXICO)
I hereby certify that this instrument was filed for record on the 14 day of June, 20 00, at 8:01 o'clock a.m. and was duly recorded in book 1776 page 169 of the records of Santa Fe County.

Witness my Hand and Seal of Office
Rebecca Bustamante
County Clerk, Santa Fe County, N.M.
Marcella Salazar
Deputy

SANTA FE BOARD OF COUNTY COMMISSIONERS

COMMISSION CHAMBERS COUNTY ADMINISTRATION BUILDING

SPECIAL MEETING

May 23, 2000 - 10:30 A.M.

Notice of Special Meeting & Amended Agenda

Notice is hereby given that the Board of County Commissioners of Santa Fe County will hold a Special Meeting on Tuesday, May 23, 2000, at 10:30 a.m. in the Commission Chambers at the County Administration Building, 102 Grant Avenue, Santa Fe, New Mexico to discuss the following items:

I. Call to Order
II. Roll Call
III. Approval of Agenda
IV. Administrative Items:
    A. Committee Appointments:
        1. Extraterritorial Zoning Authority
V. Staff and Elected Officials Items:
    A. Matters from the County Manager, Samuel O. Montoya
        1. Request Authorization to Enter into Amendment Number Two to the Operating Agreement with Cornell Corrections for an Inmate Work Detail Program
        2. Fiscal Year 2001 Budget Hearings
VI. Adjournment

The County of Santa Fe makes every practical effort to assure that its meetings and programs are accessible to the physically challenged. Physically challenged individuals should contact Santa Fe County in advance to discuss any special needs (e.g., interpreters for the hearing impaired or readers for the sight impaired).

SANTA FE BOARD OF COUNTY COMMISSIONERS

COMMISSION CHAMBERS **COUNTY ADMINISTRATION BUILDING**

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A. Matters from the County Manager, Samuel O. Montoya
1. Request Authorization to Enter into Amendment Number Two to the Operating Agreement with Cornell Corrections for an Inmate Work Detail Program
2. Fiscal Year 2001 Budget Hearings
V. Adjournment

The County of Santa Fe makes every practical effort to assure that its meetings and programs are accessible to the physically challenged. Physically challenged individuals should contact Santa Fe County in advance to discuss any special needs (e.g., interpreters for the hearing impaired or readers for the sight impaired).

Strategy #7: Coordinate better linkages between the tourism and arts/cultural sectors and among City and County planning entities

***The public involvement** portion of this planning effort revealed that many recommended programs to maintain culture, cultivate the arts, and maximize the benefits of tourism are currently underway. However, complete linkages and thorough coordination among parties is lacking. Arts groups and hospitality businesses typically serve much of the same visiting public but have little formal means of collaboration. Such links would improve the visitor experience as well as offer greater exposure to artists and non-profit arts groups.*

Action 7.1

Create a Cultural Tourism Planner (CTP) position within the CVB focused on cultural tourism coordination and outreach

Several cities that share Santa Fe's interest in attracting cultural tourists support this focus with a dedicated staff person to coordinate cultural tourism activities and marketing. Santa Fe would benefit greatly from having such a position. The CTP will hold the primary responsibility for coordinating the implementation of the CAT Plan, ensuring the necessary linkages among the range of implementors cited in this action plan. Additionally, this person will continue to identify and develop opportunities for ensuring authenticity and respect for local culture as part of the visitor experience in Santa Fe and will help promote cultural tourism

Action Steps	Implementor	Implem. Phases I	II	III	Notes
7.1.1 Research Cultural Tourism Planner positions in other cities	CVB, City and County Planning	✓			*Los Angeles and Pittsburgh have Cultural Tourism Coordinators on staff*
7.1.2 Obtain funding for position	CVB, City Council, County Commission	✓			
7.1.3 Advertise and fill position	CVB, LTAB	✓			

Action 7.2

Convene bi-monthly meetings between arts organizations and the tourism industry (especially concierges) to enhance promotion, provide more thorough information about cultural activities, and initiate opportunities for collaboration

(see description in 6.1, regarding dialogue between tourism and arts sectors)

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 7.3

Organize localized studio tours to allow visitors to meet artists

Experience has proven that in order to be effective, studio tours within the City need to be localized within a neighborhood or among studios that are in walking distance to each other. They must also be managed on a regular schedule, so that guides and concierges will readily recommend this activity to their guests. Studio tours within the City are intended to supplement the annual rural studio tours, not to replace them.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
7.3.1 Identify interested artists within walking or easy driving proximity to each other	TRADE, SFCA, SWAIA, Gallery Association	✓			*TRADE currently organizes rural studio tours*
7.3.2 Coordinate studio tours in conjunction with hotels and Gallery Association	TRADE, SFCA, SWAIA, Gallery Association, Hotels		✓		*Some artists may also want to offer hands-on art-making opportunities*
7.3.3 Promote studio tours through the Visitors Guide, arts web guide, brochures, concierges, and targeted articles in national newspaper art sections	Above, plus CVB		✓		
7.3.4 Support TRADE in their ongoing work to organize studio tours in the County	County Planning, CVB, NM Arts	✓			*Subject to tourism management land use planning, see 4.3*

Action 7.4

Target arts/cultural events marketing to specific convention guests

Often, convention planners select Santa Fe as a location because their group has an interest in heritage, design, or certain aspects of the culture. Information about these groups and their specific interests would help arts and cultural organizations market activities that these visitors would appreciate, such as tours of woodworkers studios for a group that is interested in traditional furniture arts. Likewise, convention planners and the CVB need to know what cultural activities may be available for their groups. This is a natural collaboration that has been under-realized.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
7.4.1 Inform meeting planners of cultural activities	CVB Convention Services Mgr	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

7.4.2	Distribute marketing materials outlining activities of interest to specific convention audiences	SFAC, Arts and heritage organizations, CVB		✓		Ongoing

Action 7.5

Explore opportunities for cooperative efforts between OTAB and LTAB

Communities in the County draw increasing numbers of visitors, yet lack the infrastructure and services to adequately support tourism. The majority of the region's lodging is located within the City; subsequently the majority of the lodgers tax revenues are collected by the City and distributed through OTAB. Village representatives argue that a portion of these taxes are generated by visitors staying in the area longer to see County attractions, and that funding for visitor improvements should be available to the County from the larger OTAB resource.

Action Steps		*Implementor*	*Implem. Phases* I	II	III	*Notes*
7.5.1	Investigate the feasibility of cooperative efforts using LTAB/OTAB resources for infrastructure improvements in the region; implement if feasible	CVB, City and County Attorneys		✓		
7.5.2	Explore joint tourism promotion by the City and County	LTAB, CVB		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #8: Protect neighborhoods through code enforcement and neighborhood driven design standards

***As tourism has become the major industry** in the downtown area, commercial activity has expanded outward into residential areas, threatening the quality of neighborhoods. There are existing zoning codes and ordinances designed to protect neighborhoods, but residents feel that better enforcement is needed to restrict activities such as short-term tourist rentals, commercial ventures in residential areas, and parking infringement. Additional ordinances may also be necessary to restrict tour busses and RVs in residential areas.*

***The City General Plan has provisions** for the establishment of Neighborhood Conservation Districts, in which neighborhood associations define their own boundaries and design standards that would become overlays onto zoning ordinances. These should be implemented through a public process.*

Action 8.1
Enforce zoning and existing ordinances

Action Steps	*Implementor*	*Implem. Phases* I	II	III	*Notes*
8.1.1 Identify zoning, parking, traffic, signage, short-term residential restrictions, and other ordinances that are not being enforced.	City building inspectors, Parking Division, businesses, neighborhood associations	✓			*The restriction that now stands provides that rentals of less than one month are not legal in residential districts. It is hard to enforce under the usual methods.*
8.1.2 Improve enforcement; develop improved processes for enforcement	City building inspectors, Parking Division, businesses, neighborhood associations		✓		*Ongoing*
8.1.3 Inform and educate likely offenders about the existing restrictions	City Planning and Parking Divisions, with building inspectors, businesses, neighborhood associations		✓		*Ongoing*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 8.2

Restrict tour busses and RVs in residential areas

Action Steps	Implementor	Implem. Phases I	II	III	Notes
8.2.1 Identify existing tour bus routes	Tour bus operators, City Planning and Traffic Div., businesses, neighborhood and community associations	✓			
8.2.2 Meet with tour companies and impacted neighbors to investigate needs and concerns	City Traffic and Planning Divisions, County Planning	✓			
8.2.3 Identify appropriate routes and bus sizes	City Traffic and Planning Divisions		✓		
8.2.4 Study feasibility and legality of RV restrictions, drafting restrictions if feasible	City Traffic and Parking Divisions, City Attorney		✓		*Such an ordinance has been previously proposed. See also 3.7.1, re: limiting large vehicles in the BCD*

Action 8.3

Enact "Neighborhood Conservation Districts," in which neighborhoods develop definitions of boundary and character which become overlays onto zoning ordinances

By establishing an ordinance to allow for Neighborhood Conservation Districts, the City will be creating a protection option for historic neighborhoods which don't want to be designated as Historic Districts, with all of the accompanying restrictions. The ordinance creates a flexible tool which neighborhoods can use to initiate grassroots efforts to specify their own planning parameters. Provisions for Neighborhood Conservation Districts have been outlined in the City's General Plan.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
8.3.1 Create and adopt Neighborhood Conservation District ordinance	City Planning	✓			*A draft ordinance is already complete*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

8.3.2 Prepare a detailed analysis of overall neighborhood characteristics	Neighborhood associations		✓		*City Planning will assist neighborhoods in their grassroots initiatives*
8.3.3 Develop and adopt neighborhood district plans	Neighborhood associations and City Planning			✓	*Ongoing. Planning Commission and City Council will adopt plans*

Action 8.4

Establish museum overlay district for the Museum Complex area on the Eastside

Such a district is needed to allow for reasonable expansion of internationally recognized museum and National Park Service uses. The Museum of New Mexico and the Spanish Colonial Arts Society have plans for expansion and renovation of facilities in this area. These uses are currently non-conforming in this residential neighborhood. This plan supports such uses, but only in the context of neighborhood compatibility.

Action Steps	***Implementor***	***Implem. Phases*** I	II	III	***Notes***
8.4.1 Define boundaries of museum district	City Planning, museums, neighborhoods		✓		
8.4.2 Evaluate existing R-1 zoning district	City Planning		✓		
8.4.3 Revise zoning as needed	City Planning		✓		*This should involve considerable public input*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action8.5

Monitor the need for and establish other overlay districts

Emerging Tourism Attraction Zones (TAZs) were identified *in Volume 1 of this plan (the Second Street area and the Rufina Warehouse District). These zones should be monitored as they develop, to ensure compatibility with adjacent neighborhoods.*

In addition, there may be a need for environmental protection districts *to preserve natural resources in specific areas. Environmental groups and neighborhood associations should be centrally and collaboratively involved in determining the needs and specifications around such districts.*

Action Steps	Implementor	Implem. Phases I	II	III	Notes
8.5.1 Identify and map potential overlay districts	City Planning, neighborhood associations, tourism and arts businesses, natural resource organizations		✓		*Focus on emerging Tourism Attraction Zones and potential environmental protection districts*
8.5.2 Work with businesses and neighborhood associations in emerging TAZs to design services and infrastructure for meeting visitor needs as well as to identify restrictions to protect neighborhoods	City Planning, neighborhood associations, tourism and arts businesses		✓		*For example, areas could be designated for parking, shuttle stops, etc.*
8.5.3 Work with natural resource groups and neighborhood associations in potential environmental protection districts to establish parameters for environmental protection, neighborhood protection, and user access	City Planning, neighborhood associations, natural resource groups		✓		*Sites could be established for parking, trails, restrooms, maps*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #9: Involve the public in tourism planning and marketing

***Although the CVB invites tourism industry participation** in developing its annual visitor guide, there is interest within the broader community in participating in the development of the messages and images that will represent Santa Fe to the world. There is also industry interest in being in more frequent dialogue with the CVB regarding specific placements and initiatives.*

Action 9.1
Investigate the establishment of an independent CVB

There is considerable industry support for an independent CVB that would be less political and more stable from one administration to another. About 90% of CVBs in cities the size of Santa Fe are private. Such a CVB would still receive the same amount of lodgers tax funds through the City of Santa Fe and would have to remain responsive to the City Council.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
9.1.1 Study the pros and cons and the possible structure and funding sources	CVB and contractor	✓			*An independent study would be better received by the City Council and community*
9.1.2 Educate the community and City Council about the pros and cons	CVB		✓		
9.1.3 Bring issue to the City Council for decision	CVB		✓		

Action 9.2
Continue the CAT Plan Advisory Committee to provide oversight in implementation of this plan

As members of the public, the CAT Plan Advisory Committee can fulfill a crucial role in ensuring that this plan is implemented. Some new members may need to be appointed to ensure proper representation of stakeholders, particularly if some members do not wish to be re-appointed. Support from the staff liaison team is vital to the Advisory Committee's success.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
9.2.1 Define responsibilities of committee	CAT PT	✓			
9.2.2 Ask Mayor to appoint ongoing committee	CAT AC	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

9.2.3	Make appointments	Mayor, City Council, County Commission	✓			
9.2.4	Establish subcommittees to work on implementation issues	CAT AC	✓			*Staff/project team support is vital*

Action 9.3

Solicit community input regarding issues related to tourism and management of cultural and natural resources

There are two citizen bodies that have been established to provide oversight and advice around tourism issues: the Mayor's Tourism Advisory Task Force has a specific focus on the convention/conference center and issues around tourism promotion; the CAT Advisory Committee has a broader scope as identified in this plan.

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
9.3.1	Use Tourism Advisory Task Force and CAT Plan Advisory Committee to identify issues needing public input	Mayor, Council, TATF, and CAT AC	✓			*This is an ongoing activity*
9.3.2	Determine best methods for involving public and using public input	TATF and CAT AC	✓			
9.3.3	Solicit public input	CTP	✓			

Action 9.4

Involve public and industry in tourism marketing efforts on an ongoing basis

The CVB should invite the public and industry to periodic meetings to provide input on and to learn about marketing activities

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
9.4.1	Involve community in annual marketing plan	CVB	✓			*Expand outreach efforts*
9.4.2	Involve community in CVB's planning for promotional efforts	CVB	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 9.5

Conduct survey of community attitudes about tourism

While a great deal of public sentiment around tourism issues has been gathered through this planning process, there is still a need for quantifiable baseline data regarding public attitudes in order to measure changes as this plan is implemented over the next 10 years. A survey of community attitudes should be conducted as soon as funding can be made available and periodically updated to assess the beneficial impacts of implementing this plan.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
9.5.1 Obtain funding for survey	CVB	✓			*Cost is about $10,000 to $12,000*
9.5.2 Conduct survey	CVB		✓		*This work may be conducted by a contractor*
9.5.3 Report findings to community	CVB		✓		
9.5.4 Repeat in several years to monitor changes in attitudes	CVB			✓	*Use results to update or revise plan as necessary*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #10: Disperse visitors throughout the City, County, and Pueblos

Traffic congestion, parking problems, and the loss of the downtown *as a viable place for residents were cited in community meetings as significant threats to Santa Fe's quality of life. Residents perceive tourism benefits as being limited to owners of downtown galleries and the hospitality industry. Visitors and their vehicles are currently concentrated in the vicinity of the Santa Fe Plaza and a few other locales. It would reduce traffic congestion and parking problems and better distribute the benefits of tourism if visitors were more effectively dispersed to attractions throughout the City, County, and Pueblos.*

Action 10.1

Provide unique form(s) of transportation for visitors

An appropriate form(s) of mass transportation would better distribute visitors and reduce congestion. This transportation should be linked to the new visitor center (see 5.1, re: regional visitors center) and should include routes in the downtown Tourism Attraction Zone (Plaza, Canyon Road, Guadalupe areas) as well as in the less centralized parts of the City and County. Residents would benefit from this system as well. Vehicles should be culturally appropriate, i.e., small in scale, with an aesthetic that is complementary to Santa Fe's historic character. Existing tour companies may want to offer a "step on-step off" tour, in which passengers could enter and leave vehicles at various points and would be educated as they are transported. In addition, visitors who arrive by air should be encouraged to use public transportation rather than renting a vehicle.

Action Steps	*Implementor*	*Implem. Phases* I	II	III	*Notes*
10.1.1 Determine responsibilities (public and/or private) and designate Lead Entity	City, County, and private sector partners	✓			*Santa Fe Trails or existing tour busses could offer this service*
10.1.2 Identify appropriate vehicle type, per narrative above	Lead Entity with input from CAT AC		✓		
10.1.3 Determine routes and vehicle and staffing needs	Lead Entity		✓		
10.1.4 Obtain financing and launch system	Lead Entity			✓	*The system should charge low fares*
10.1.5 Develop script for drivers	Lead Entity with input from CAT AC			✓	*This should be educational and entertaining*
10.1.6 Promote system	Lead entity, City, County			✓	*System maps should be provided*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 10.2

Use signage to disperse visitors

Better signs are needed for several purposes: Dispersing visitors throughout the Tourism Attraction Zones; routing vehicles toward parking and away from the more densely trafficked areas; providing directions toward restrooms and other facilities; identifying walking tours and trails; identifying RV parking, etc. A plan should be developed which establishes a design model for signage in Santa Fe and identifies ways to provide the best quality of information with minimal visual disturbance.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
10.2.1 Create a subcommittee of the CAT AC, in association with the Downtown Action Planning Committee, to identify comprehensive regional signage needs and develop plan	CTP		✓		*Mayor will be appointing the Downtown Action Planning Committee*
10.2.2 Create logo and signage model for attractions, walking tours, directions toward vehicle and RV parking, and general information	CAT AC Subcommittee, DAPC, in association with SFAC and local artist		✓		*Signs should use international symbols in a way that is locally standardized, culturally appropriate, and attractive. Parking information Coordinator is working on a Trailblazer signage system*
10.2.3 Implement comprehensive regional signage plan	City and County Planning, City and County Public Works, Pueblos		✓		*County signs should be compatible with City signs*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 10.3

Encourage visitors to arrive without vehicles

It is desirable to decrease the number of vehicles driven into the community. Fewer vehicles would relieve traffic congestion and allow Santa Fe to be more fully experienced as a pedestrian city. This should be accomplished without adversely impacting noise levels near the Santa Fe Airport. Increased utilization of the SF Airport will increase revenues to the City

Action Steps	Implementor	Implem. Phases I	II	III	Notes
10.3.1 Monitor quality of shuttle service from Albuquerque Sunport and advocate for changes as needed.	CVB	✓			
10.3.2 Provide more air service into Santa Fe Airport, subject to noise abatement measures	City Public Works and Chamber of Commerce		✓		*Airport Advisory Committee is currently working on an airport master plan*
10.3.3 Coordinate hotel shuttle service to and from Santa Fe Airport	Airport, CVB, Hotels		✓		*Work with NMPRC to amend regulations as needed*
10.3.4 Promote rail service to Lamy, connecting to Santa Fe via Santa Fe Southern	Amtrak, CVB, LTAB		✓		
10.3.5 Promote ways and value of experiencing Santa Fe without a vehicle	CVB, Hotels		✓		*Promote Santa Fe as a walking city (see Strategy #2) and use of Santa Fe Trails*

Action 10.4

Promote cultural and recreational areas outside of the downtown

See also 4.6 regarding agri-tourism.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
10.4.1 Ensure that new transportation system (see 1.1) includes City destinations such as the outlying museums (e.g., Santa Fe Children's Museum), Second Street, Rufina Arts/Warehouse District, etc.	Lead Entity			✓	*Encourage continued development of arts/cultural activities along these routes*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

10.4.2 Provide more information in Visitor Guide on outlying and rural destinations in Santa Fe County	CVB, LTAB and County Planning	✓			*County should identify areas seeking more visitors; Utilize site inventory developed as part of this project (see appendix)*
10.4.3 Create more day trip itineraries within Santa Fe County and promote in the Visitors Guide	CVB, pueblos, and LTAB		✓		*Some day trips now take visitors out of the county*
10.4.4 Create comprehensive maps and day trip guides	CVB, pueblos, and LTAB		✓		
10.4.5 Develop a pocket guide to Santa Fe County visitor destinations	LTAB		✓		
10.4.6 Inform concierges and tour guides about visitor opportunities in the County	CVB, LTAB, and Concierge Society		✓		*Ongoing*
10.4.7 Provide signage for outlying and rural destinations	County Public Works		✓		*This relates to Action 1.2, re: improved signage*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #11: Encourage tourism industry to support the community and to promote industry contributions

***The public involvement process** for this plan demonstrated that many residents feel that the tourism industry receives huge benefits from Santa Fe without an adequate return to the community. This has created divisiveness and resentment. This strategy includes two aspects: for the tourism industry to better support the community and for the industry to better communicate the contributions that it makes. Such support and communication will increase the understanding and acceptance of tourism in Santa Fe.*

Action 11.1
Encourage industry to contribute to community

Although the tourism industry already provides many direct and indirect benefits to the community, the industry could do even more to visibly contribute to community well-being.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
11.1.1 Create an annual party, sponsored by the tourism industry for the local community	CVB and tourism industry	✓			*Ongoing*
11.1.2 Work more closely with the local community to support important local initiatives (e.g. environmental protection, apprenticeships, summer youth programs)	Tourism industry		✓		
11.1.3 Showcase local artists on walls or in window space of local businesses	Chamber, DRA, SFAC, Turquoise Trail Association		✓		*This could be an expansion of the Windows Project see action 12.3*

Action 11.2
Encourage industry to promote its contributions to the community

A portion of lodgers tax revenues, which are a direct result of visitation and hotel stays, contribute directly to funding local arts organizations and the Santa Fe Trails bus system. In addition, visitor spending generates significant gross receipts taxes, which go into the City's general fund to support a variety of public services. Additionally, tourism industry businesses make charitable contributions directly to local organizations. All of these benefits need to be promoted more visibly within the community.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
11.2.1 Plaques should show where lodgers taxes have been used (e.g. on Santa Fe RiverTrail)	OTAB		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

11.2.2 Industry should annually report to the community on tax revenues and charitable contributions	Tourism industry		✓		

Action 11.3

Conduct study on the economic and social benefits and costs of the tourism industry in Santa Fe County

While such a study was previously conducted for the arts, it has never been conducted for the local tourism industry.

Action Steps	*Implementor*	*Implem. Phases* I	II	III	*Notes*
11.3.1 Obtain funding for study	CVB, CSD		✓		*Cost would be $50,000 to $100,000*
11.3.2 Issue RFP and select contractor	CVB, CSD		✓		
11.3.3 Conduct study	CVB, CSD, Contractor		✓		
11.3.4 Report findings and recommendations to City Council and community	CVB, CSD		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #12: Strengthen alliances between the arts sector and the community at large

***While visitors comprise a large segment** of the Santa Fe art market and audiences, the local community will always be key to maintaining a flourishing art center in which the community is engaged with itself. In order to expand beyond a summer resort focus, Santa Fe must continue to develop its cultural offerings to the benefit of the local community. Such efforts should continue to be supported through coordination, promotion, and through the development of the Community Arts and Cultural Center facility (CACC), as identified in the Railyard Community Plan and the Arts Audience and Facilities Development Plan.*

***The next generation of arts professionals and arts audiences** should be cultivated from within the community. Youth internships and apprenticeships in the arts are recommended as a way to support young people in their own development and to ensure that the future vitality of the arts industry is deeply interwoven within the community.*

Action 12.1

Develop a Community Arts and Cultural Center, including space for performances and arts activities for local groups, as determined through the *Arts Audience and Facilities Development Plan (A&FDP)*

Building a Community Arts and Cultural Center has been identified as a priority in the SFAC Long-Range Plan (1994), the Railyard Community Plan (1997), and the Arts Audience and Facilities Development Plan (1999). This CAT Plan supports the development of this facility within the BCD as a way to ensure the viability of Santa Fe's cultural resources for local residents and to provide access to the arts for Santa Fe's youth and adults. At the time of this writing, the A&FDP has identified three possible sites for this facility: the Railyard Arts District, the Archives building on Guadalupe Street, and a portion of the old St. Vincent's Hospital building on Palace Avenue.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
12.1.1 Review findings from the *Audience and Facilities Development Plan* to determine the extent of arts facilities recommended, options for siting, and potential sources of funding	SFAC	✓			
12.1.2 Implement recommendations about facilities and audience development from *Audience and Facilities Development Plan*	SFAC		✓		
12.1.3 Site the Santa Fe Arts Commission office within the new CACC	SFAC		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 12.2
Expand and promote free or low-cost cultural events and programs for the local community

Action Steps	*Implementor*	*Implem. Phases* I	II	III	*Notes*
12.2.1 Continue and expand outreach programming that arts and cultural organizations offer to schools and the public	SFAC, with nonprofit partners	✓			*Currently offered through SFAC's "greater access projects," the Museum of New Mexico's free Sundays and Friday evening programs, and others*
12.2.2 Establish and promote a "locals performance program" to coordinate arts groups in offering regular programming that is low-cost or free for local audiences	SFAC, with SFPAA		✓		*Existing discounts and special programs are in place; this would expand and coordinate these offerings on a regular night and/or as a full season*
12.2.3 Bring arts groups together to schedule and promote a performance series on the Plaza	SFPAA, arts groups, DRA Chamber, P&R	✓			*Past examples are Corazon and Summerscene; arts groups organize planning the season to ensure interest and high quality*
12.2.4 Work with local press to assemble and publish information about free arts events	SFAC, newspapers	✓			
12.2.5 Insert a quarterly calendar in City water/sewer bills listing free and low-cost cultural events for children and adults	SFAC, CYF, CVB	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 12.3

Work with businesses to devote wall or window space to local artists

Action Steps	*Implementor*	*Implem. Phases* I	II	III	*Notes*
12.3.1 Establish ongoing program as a collaboration among artists and businesses	Visual arts orgs. (SFCA or SFSA), Chamber, DRA	✓			*Could be an expansion of the Windows Project, an annual month-long event in which art is created for windows of downtown businesses*
12.3.2 Coordinate and promote regular schedule of rotating shows	Visual arts orgs. (SFCA, SFSA), Chamber, DRA	✓			*Some banks already host such shows*

Action 12.4

Create a mentoring program for youth in the arts industry

See Action 13.1, describing this strategy

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #13: Strengthen career-track training, mentorship, and apprenticeship programs for youth in the arts, cultural, heritage, and tourism industries

Work is being done, primarily through *the Santa Fe Education and Apprenticeship Network (SFEAN), to link youth with professionals in a variety of fields. With arts/culture and tourism being two of the most significant elements of Santa Fe's economy, this plan recommends that partnerships be developed toward a specific focus on apprenticeships in these areas, as well in the fields of heritage preservation and archaeology. Interest is evident within these industries, but focus and coordination must be established.*

While there are some national programs *providing internship and apprenticeship opportunities in the hospitality industry, a locally focused effort would provide opportunities for residents to build viable career paths. Coordination would involve working with educational institutions, developing career track opportunities, and providing links between employers and youth. This CAT Plan should include youth in its implementation efforts whenever possible.*

Action 13.1
Continue to work with the local high schools, colleges, and employers to develop internship, mentorship and apprenticeship programs

Action Steps	*Implementor*	*Implem. Phases* I	II	III	*Notes*
13.1.1 Support the work of the Performing Arts Association to develop internships and mentorships for local youth	CSD, SFPAA, SFAC, CYF, SFEAN	✓			*Coordinate efforts through the Santa Fe Education and Apprenticeship Network (SFEAN)*
13.1.2 Strengthen and coordinate internship and mentorship opportunities for residents in local museums and heritage organizations	SFAC, SFEAN, museums, heritage organizations	✓			"
13.1.3 Strengthen and coordinate internship and mentorship opportunities for residents in the tourism industry	CVB, SFEAN, Restaurant Assoc., Lodgers Assoc.	✓			"

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 13.2

Work with higher education institutions to develop/promote programs in tourism industry careers, to help residents enter industry at higher levels of employment and/or advance in careers through continuing education

Action Steps	*Implementor*	*Implem. Phases* I	II	III	*Notes*
13.2.1 Identify and review existing tourism industry programs at colleges and universities (SFCC, UNM, Highlands, NMSU, etc.)	CVB, CAT AC	✓			
13.2.2 Increase visibility of tourism education opportunities	CAT AC		✓		
13.2.3 Establish a scholarship program for Santa Fe residents who want to pursue tourism careers	CAT AC, SFEAN, Restaurant Association, Lodgers Association		✓		
13.2.4 Create more opportunities with local employers	CAT AC		✓		

Action 13.3

Establish career tracks in the tourism, arts, and heritage industries

Action Steps	*Implementor*	*Implem. Phases* I	II	III	*Notes*
13.3.1 Establish and articulate career development opportunities	CAT AC, NMGA Restaurant Assoc., Lodgers Assoc., Gallery Assoc., Heritage industry		✓		
13.3.2 Raise visibility of tourism education opportunities	CAT AC, NMGA, Restaurant Assoc., Lodgers Assoc.		✓		
13.3.3 Industry associations offer job fairs and in-class presentations	CVB, NMGA, Restaurant Assoc., Lodgers Assoc., Chamber		✓		*An example is the Chamber's Success at Work program, where business people instruct about their industries and life skills for success*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

13.3.4 Train employees for advancement	Restaurant Assoc.,Lodgers Assoc., Gallery Assoc.		✓		

Action 13.4 **Involve youth in implementing the CAT Plan through cooperative alliances**					
Action Steps	***Implementor***	***Implem. Phases*** I	II	III	***Notes***
13.4.1 Work with SFEAN and SER (Service Education Resource) Jobs for Progress program to identify areas in which youth could be involved	CAT AC, CAT PT, SFEAN, SER, other non-profits	✓			
13.4.2 Work with the Communication Action Team, which involves youth in public policy and local government issues	CAT AC, CVB, SFEAN, SER		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #14: Assist in development and marketing of locally produced arts and crafts

***The cultural and economic viability** of northern New Mexico is maintained in large part through the authentic practice of traditional and contemporary arts, including crafts, fine arts, and performance. This viability is supported through education of both artisans and audiences/consumers, as well as through the cultivation of appreciative markets. With the popularization of Southwest art and style around the world, New Mexico's characteristic designs are being produced abroad, a trend that compromises authenticity and threatens our communities both culturally and economically. City and County governments should partner with others to support the continuing vitality of the region's cultural arts.*

Action 14.1
Strengthen heritage education in grades K-12

Interest, talent, and appreciation should be cultivated early through local youth initiatives

Action Steps	Implementor	Implem. Phases I	II	III	Notes
14.1.1 Work with the Museum of New Mexico and El Museo Cultural to develop curriculum which includes traditional arts, language, and history	CAT AC, SFPS	✓			*The Historic Santa Fe Foundation has a program called "Isn't it Great to Live in Santa Fe"*
14.1.2 Coordinate hands-on demonstrations of traditional arts in schools	CAT AC, SFPS, with Spanish Colonial Arts Society and Poeh Center	✓			*Ongoing; include a variety of traditional arts. An example is the Silla Project at Atalaya Elementary School*
14.1.3 Provide opportunities for school groups to assist in archaeological digs in public areas of the City and County	SFPS, archaeologists	✓			*Many archaeological sites exist in the area and are often exposed during construction projects*

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 14.2

Support artisan associations in establishing a program to certify authentic crafts

Certification programs are of highest quality and participation when they are self-regulated within an industry. See also 5.4, educating visitors regarding authenticity and traditional arts

Action Steps	Implementor	Implem. Phases I	II	III	Notes
14.2.1 Research "certification of authenticity" programs in other states	CSD	✓			
14.2.2 Encourage associations to establish self-certification programs	CSD, with artisan associations		✓		*Associations such as the Spanish Colonial Arts Society, Woodworkers Association, and SWAIA*
14.2.3 Establish a city resolution to support authentic locally-produced crafts by promoting the official certifications of traditional arts associations	CSD		✓		*City Council needs to adopt*
14.2.4 Educate visitors on the value of authentic crafts	CVB, cultural groups, guides		✓		

Action 14.3

Develop cooperative studio space and marketing space for artisans

Several models are possible as ways to support artisans, particularly traditional craftspeople, in affordably producing and marketing their work. Options to be considered include a combined studio and marketing facility in one of the Tourism Attraction Zones; two separate spaces, with a production facility in a warehouse district and marketing outlets in the BCD; or a craft incubator, which would include business support services. These options and others should be studied by a planning task force. The facilities should be open to the public and programs should include apprenticeship opportunities.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
14.3.1 Convene interested parties to spearhead planning and develop a model and plan	CAT AC, SFAC, CSD, TRADE, SFe Business Incubator		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

14.3.2 Identify a site or sites	Planning Task Force		✓		*Consider such areas as the railyard, Burro Alley, the proposed new conference center, the CACC, or other sites in the TAZs or emerging TAZs*
14.3.3 Secure funding	Facility users		✓		
14.3.4 Implement plan	Facility users		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

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APPENDIX A

CULTURE, ARTS, AND TOURISM PLAN

PHASE I REPORT

BACKGROUND RESEARCH

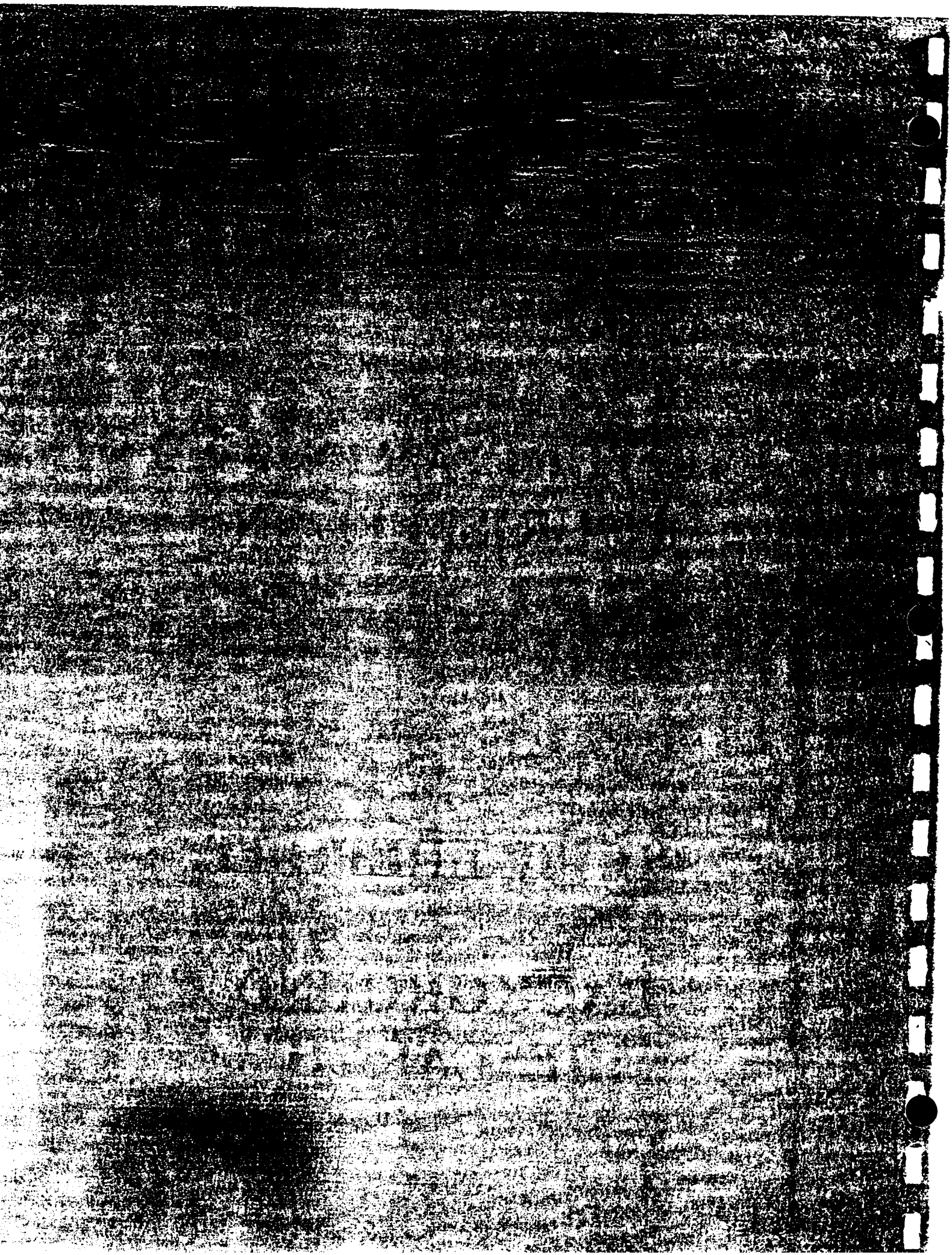


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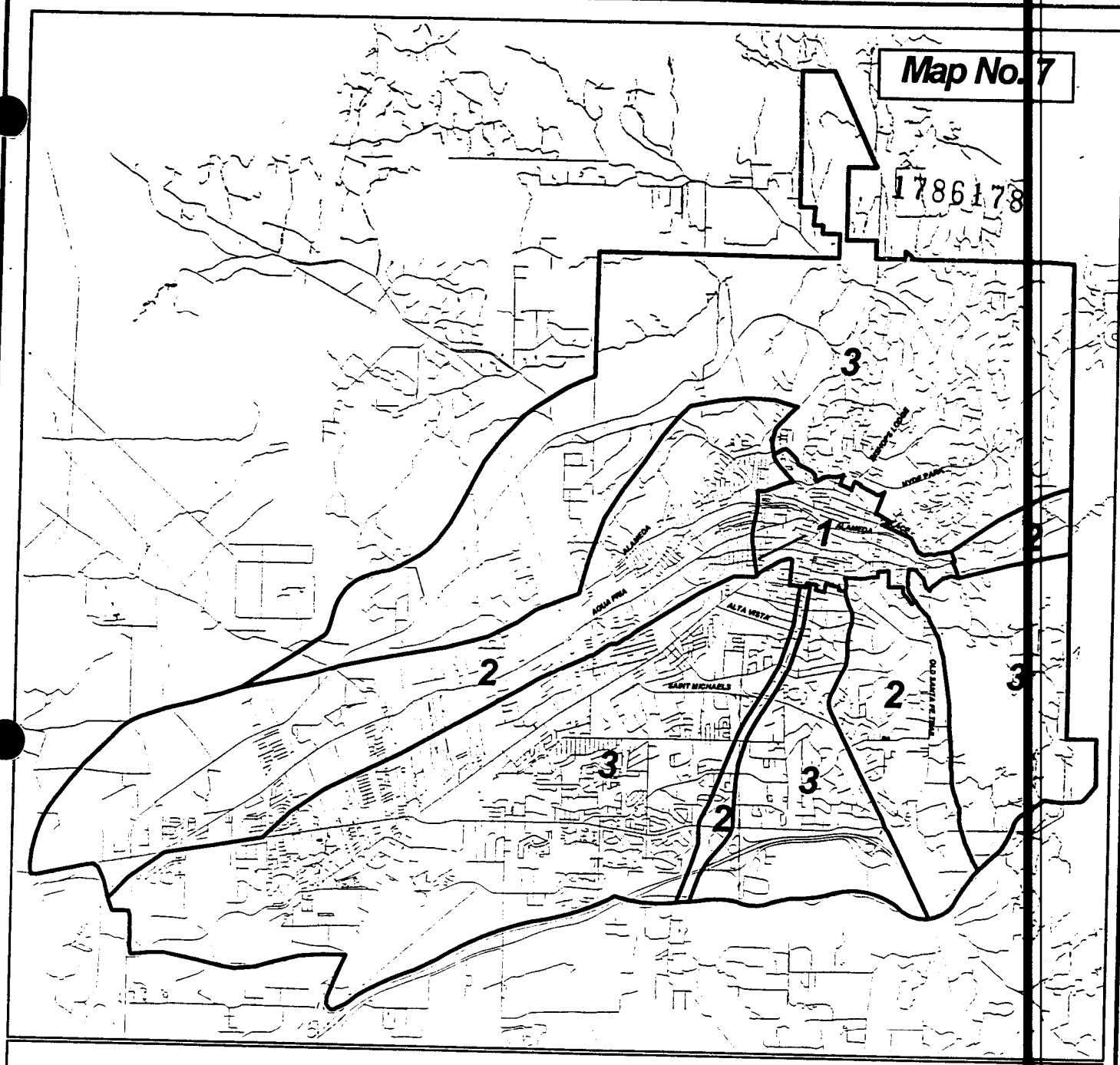
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City of Santa Fe
New Mexico

Archaeological Review Districts

Culture, Arts, and Tourism Plan

SANTA FE COUNTY

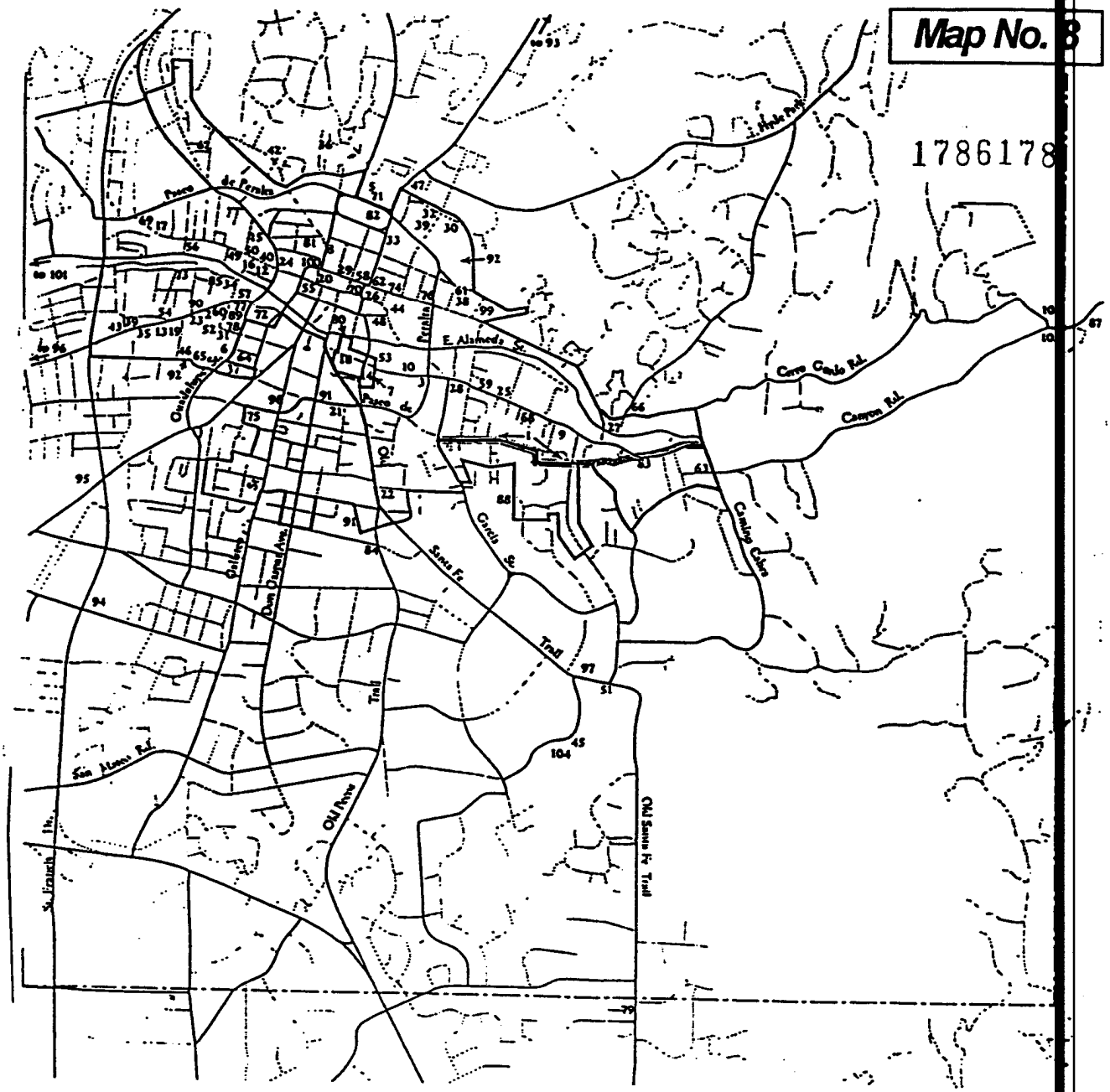
1 *Historic Downtown Archaeological Review District*
2 *River & Trails Archaeological Review District*
3 *Suburban Archaeological Review District*

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Three archaeological review districts comprise the entire city limits, as well as lands in the county within the city's urban area boundary. Archaeological research and survey is required to occur in these areas depending upon the size of proposed development. The County of Santa Fe has similiar requirements in place.

Map No. 8

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City of Santa Fe
New Mexico

City of Santa Fe Historic Places

Culture, Arts, and Tourism Plan

SANTA FE COUNTY

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There are more than 100 sites within the city listed on the National Register of Historic Places and the State Register of Cultural Properties. Many of these sites are within the Tourism Attraction Zone and could be included in educational tours.

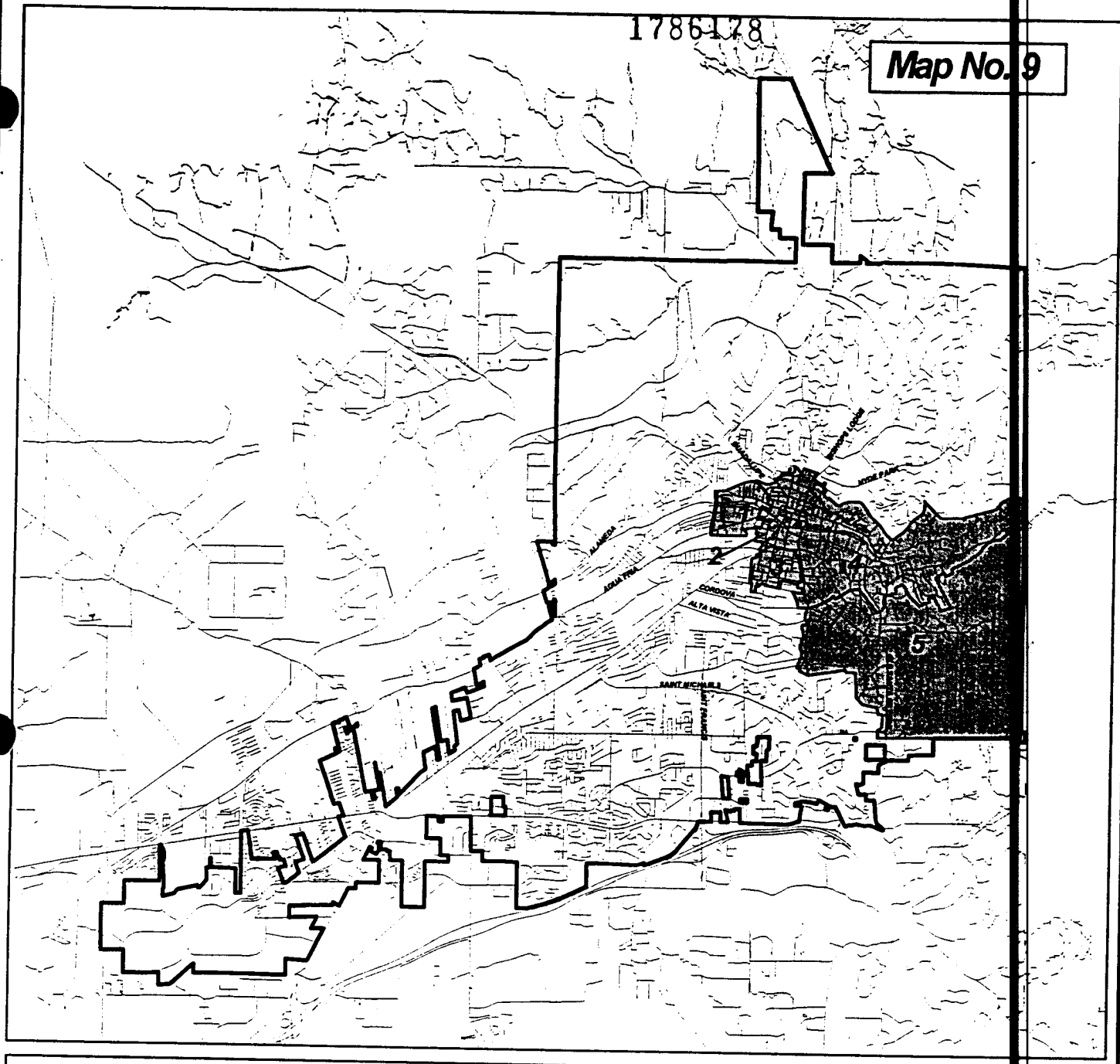
(see next page for site listing)

National Register of Historic Places and State Register of Cultural Properties Sites and Districts in Santa Fe

1. Acequia Madre-Camino Cabra to Garcia Street
2. Agua Fria Street,-532-538 Agua Fria Street
3. Alarid, Jose House -338 East De Vargas Street
4. Alarid, Ricardo House-534 Alarid Street
5. Allison Dormitory-433 Paseo de Peralta
6. AT & SF Railway Depot-Garfield Street at RR Tracks
7. Barrio de Analco Historic District-Old Santa Fe Trail and East De Vargas
8. Bergere, A.M. House-135 Grant Avenue
9. Borrego House-724 Canyon Road
10. Boyle House-327 East De Vargas
11. Bridge of the Hidalgos-Grant & Rosario Blvd.
12. Calles Apartments-406 West San Francisco Street
13. Catanach House-722 Agua Fria Street
14. Chapel of San Miguel-401 Old Santa Fe Trail
15. Chavez, Trinidad House-425 West San Francisco Street
16. Conklin Estate-434-436 West San Francisco
17. Coriz Residence-635 1/2 West San Francisco Street
18. Crespin, Gregorio House-132 East De Vargas Street
19. Davidson Residence-714 Agua Fria Street
20. Delgado, Felipe House-124 West Palace Avenue
21. Digneo-Valdez House-1231 Paseo de Peralta
22. Dorman House-707 Old Santa Fe Trail
23. Dudrow House-548 Agua Fria Street
24. El Patio Building-117 Guadalupe Street
25. El Zaguan-545 Canyon Road
26. Federal Building, Old-Cathedral Place
27. Field Residence-2 Cerro Gordo Road
28. First Ward School-400 Canyon Road
29. Fort Marcy Officer's Residence-116 Lincoln Avenue
30. Fort Marcy Ruins-Kearney Avenue
31. Fullerton Property-418 Montezuma-S
32. Gallegos, Hilario House-332-334 Otero Street
33. Gallegos, Padre House-227-237 Washington Avenue
34. Garcia, Eva Residence-508 Alto Street
35. Gutierrez, Marcos & Nicolasa-738 Agua Fria Street
36. Hayt-Wientge Mansion-620 Paseo de la Cuma
37. Hesch House-324 Read Street
38. Hinojos, Francisco House-355 East Palace Avenue
39. Holmes, Juan House-300 Otero Street
40. Jefferson Place-110 Guadalupe Street
41. Kam, Leo House-733 Agua Fria Street
42. Kopp, Andreas House-501 Rio Grande Blvd.
43. Larragoite Residence-803 Agua Fria Street
44. La Conquistadora Chapel (Cathedral of St. Francis)-Cathedral Place
45. Laboratory of Anthropology-708 Camino Lejo
46. Lewert, Philip House-701 West Manhattan
47. Lobato, Roque House-311 Washington Avenue
48. Loretto Chapel-200 Old Santa Fe Trail
49. McNair, Mela Residence-450 West San Francisco Street
50. Montoya, Adolfo Residence-447 West San Francisco St.
51. National Park Service-1100 Old Santa Fe Trail
52. Santa Fe Builder's Supply-500 Montezuma Avenue
53. Oldest House, The-215 East De Vargas Street
54. Ortiz Apartments-719 Dunlap
55. Ortiz, Nicholas and Antonio Jose House 306-322 West San Francisco Street
56. Ortiz y Ortiz Residence-573 West San Francisco Street
57. Our Lady of Guadalupe Church-100 Guadalupe Street
58. Palace of the Governors-North Side of Plaza
59. Prada, Juan Jose-519 Canyon Road
60. Perry, Tom House-518 Agua Fria Street
61. Preston, George Cuyler-106 Faithway Street
62. Prince Plaza-107-117 East Palace Avenue
63. Reredos of Our Lady of Light (Cristo Rey Church) Canyon Road & Cristo Rey
64. Read, Benjamin M. House-309 Read Street
65. Rio Grande Depot-500 Guadalupe Street
66. Rodriguez, Juan House-Cerro Gordo & Gonzales Road
67. Rosario Chapel & Cemetery-Guadalupe Street at Paseo de Peralta
68. Rush, Olive Studio-630 Canyon Road
69. Sandoval House-673 West San Francisco Street
70. Santa Fe Plaza
71. Scottish Rite Temple-463 Paseo de Peralta
72. Second Ward School-312 Sandoval Street
73. Sena, Jose D. House-606 Alto Street
74. Sena Plaza-127 East Palace Avenue
75. Shonnard House-1411 Paseo de Peralta
76. Speigelberg-Spitz House-327 East Palace Avenue
77. Stone Warehouse-316 Guadalupe Street
78. Supreme Body Shop-326 Guadalupe Street
79. Sol y Sombra-4108 Old Santa Fe Trail
80. Tudesqui, Roque-129 East De Vargas Street
81. Tully, Pinckney R. House-136 Grant Avenue
82. United States Courthouse-Federal Place
83. Van Dresser, Peter House-1002 1/2 Canyon Road
84. Vierra, Carlos House-1002 Old Pecos Trail
85. Vigil, Donaciano House-518 Alto Street
86. Wood, Professor J.A. House-511 Armijo Street
87. Davey, Randall-Upper Canyon Road
88. Camino Del Monte Sol Historic District Camino Del Monte Sol
89. Dendahl House-318 Guadalupe Street
90. Roybal, Jose Rafael House-541 Agua Fria Street
91. Don Gaspar Historic District-Don Gaspar Avenue
92. Santa Fe Historic District-Santa Fe
93. Archbishop Lamy's Chapel-Bishops Lodge Road
94. AT & SF Railway Locomotive-Salvador Perez Park
95. NM School for the Deaf-1060 Cerrillos Road
    - Connor Hall
    - Hospital Building
    - School Building No. 2
    - Superintendent's Residence
96. Bruce Cooper House and Shop-near jntersection of Agua Friaand Lopez Lane
97. Dorothy S. McKibbin House-1099 Old Santa Fe Trail
98. Ortiz y Pino House-504 Galisteo Street
99. 525 East Palace Avenue
100. Santa Fe County Courthouse-102 Grant Avenue
101. Santa Fe River Archaeological Sites-vicinity of airport
102. Santa Fe Waterworks Reservoir (Two-mile Dam & Reservoir) Upper Canyon Road
103. Spanish Log Cabin-Upper Canyon Road
104. Wheelwright Museum of the American Indian-704 Camino Lejo

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Map No. 9



City of Santa Fe
New Mexico

City of Santa Fe Historic Districts

Culture, Arts, and Tourism Plan

1. *Westside-Guadalupe Historic District*
2. *Historic Transition District*
3. *Don Gaspar Historic District*
4. *Downtown and Eastside Historic District*
5. *Historic Review District*

Historic Districts

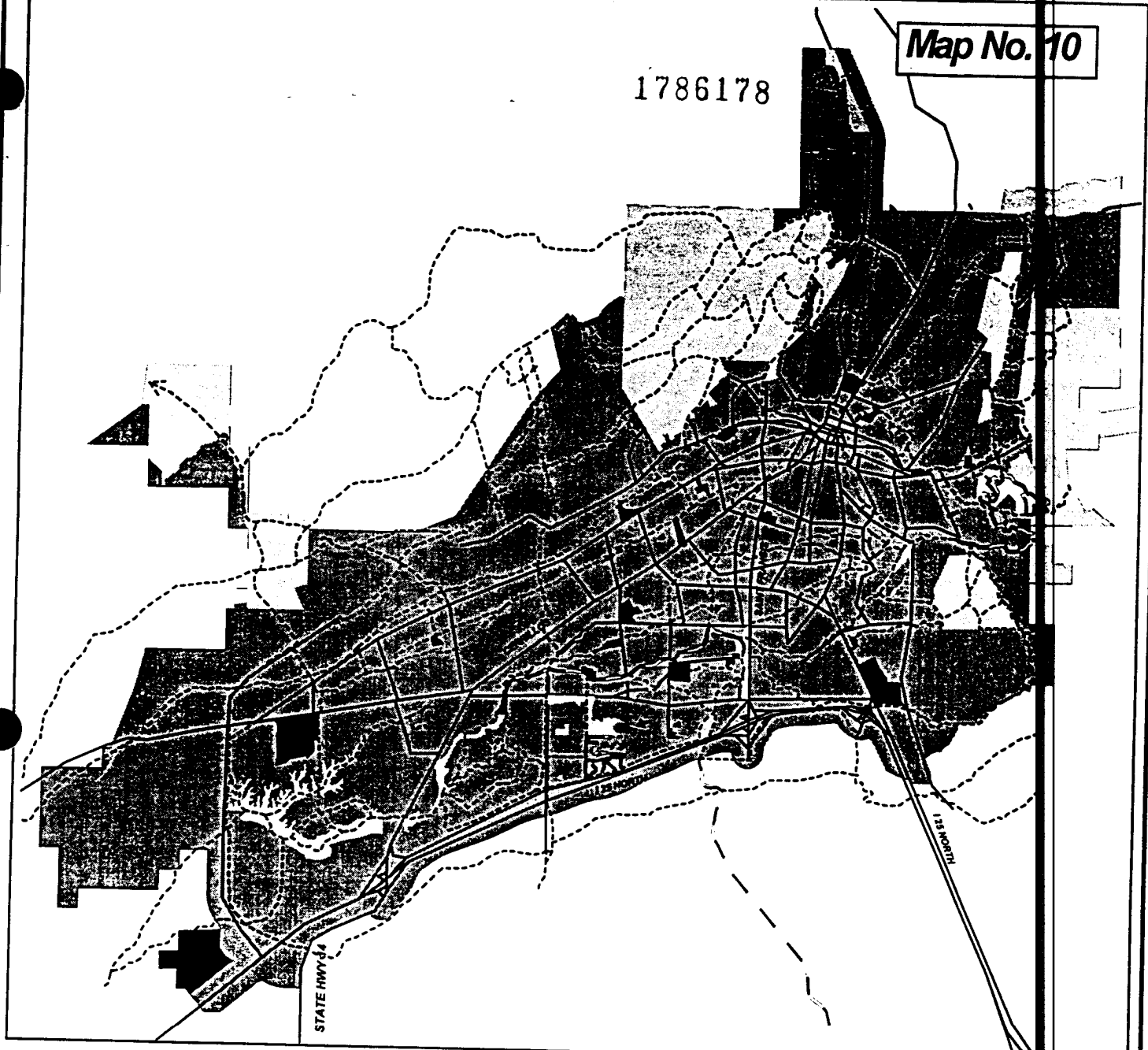
Santa Fe City Boundary

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There are several registered historic districts within the City of Santa Fe, located primarily in the central and eastern parts of the city. These districts are protected by restrictions on building and development to maintain their historic and visual character.

Map No. 10

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City of Santa Fe
New Mexico

Parks, Trails & Open Space

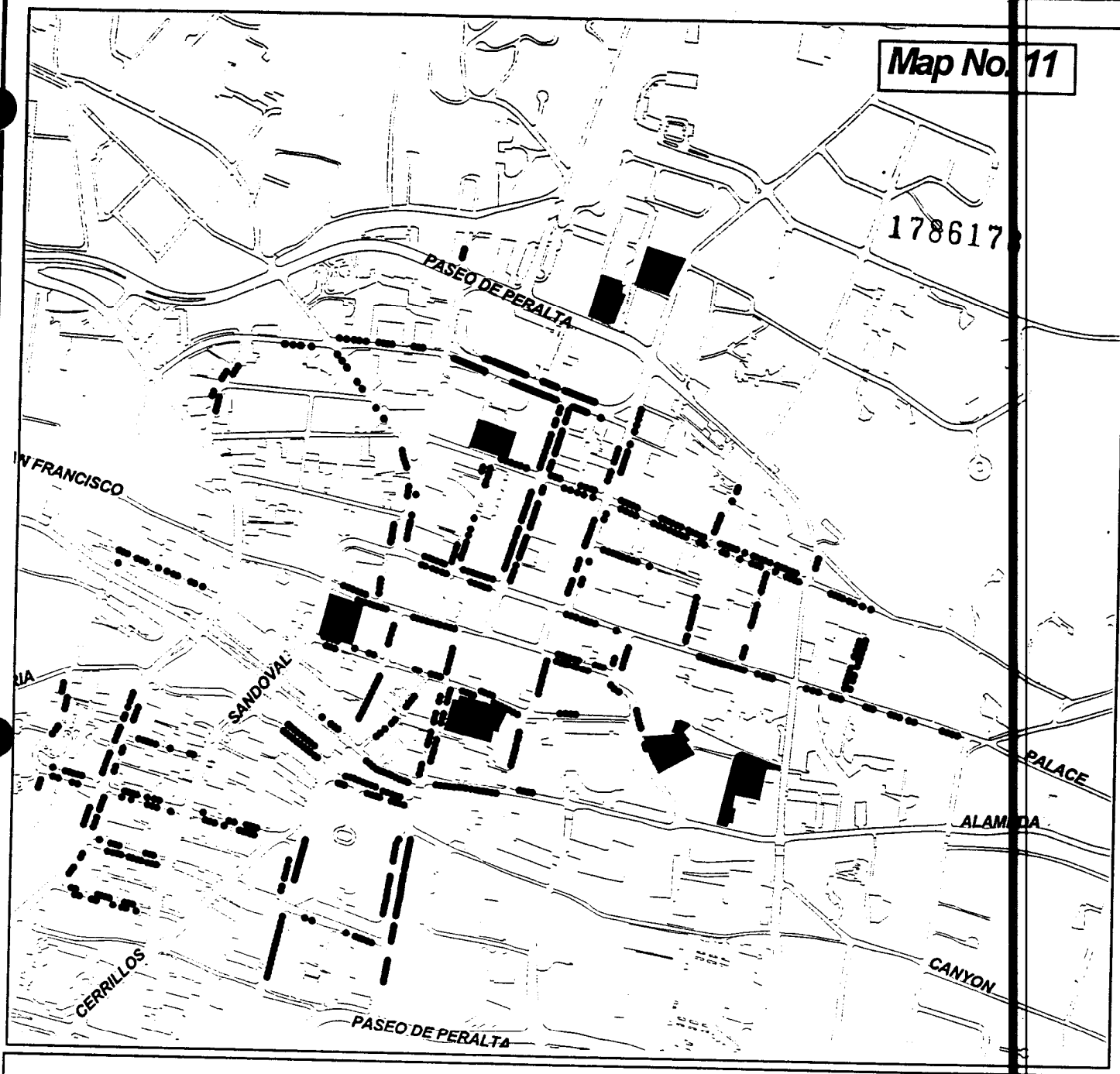
Culture, Arts and Tourism Plan

SANTA FE COUNTY

- Santa Fe Open Space
- Santa Fe Parks
- Urban Area Boundary
- Trails - Existing
- Trails - Proposed
- Major Roads

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Numerous trails of historic significance link up open spaces in or near the city. A proposed trail network would provide walking access for residents and visitors throughout the city and into the county.



City of Santa Fe
New Mexico

Municipal Parking

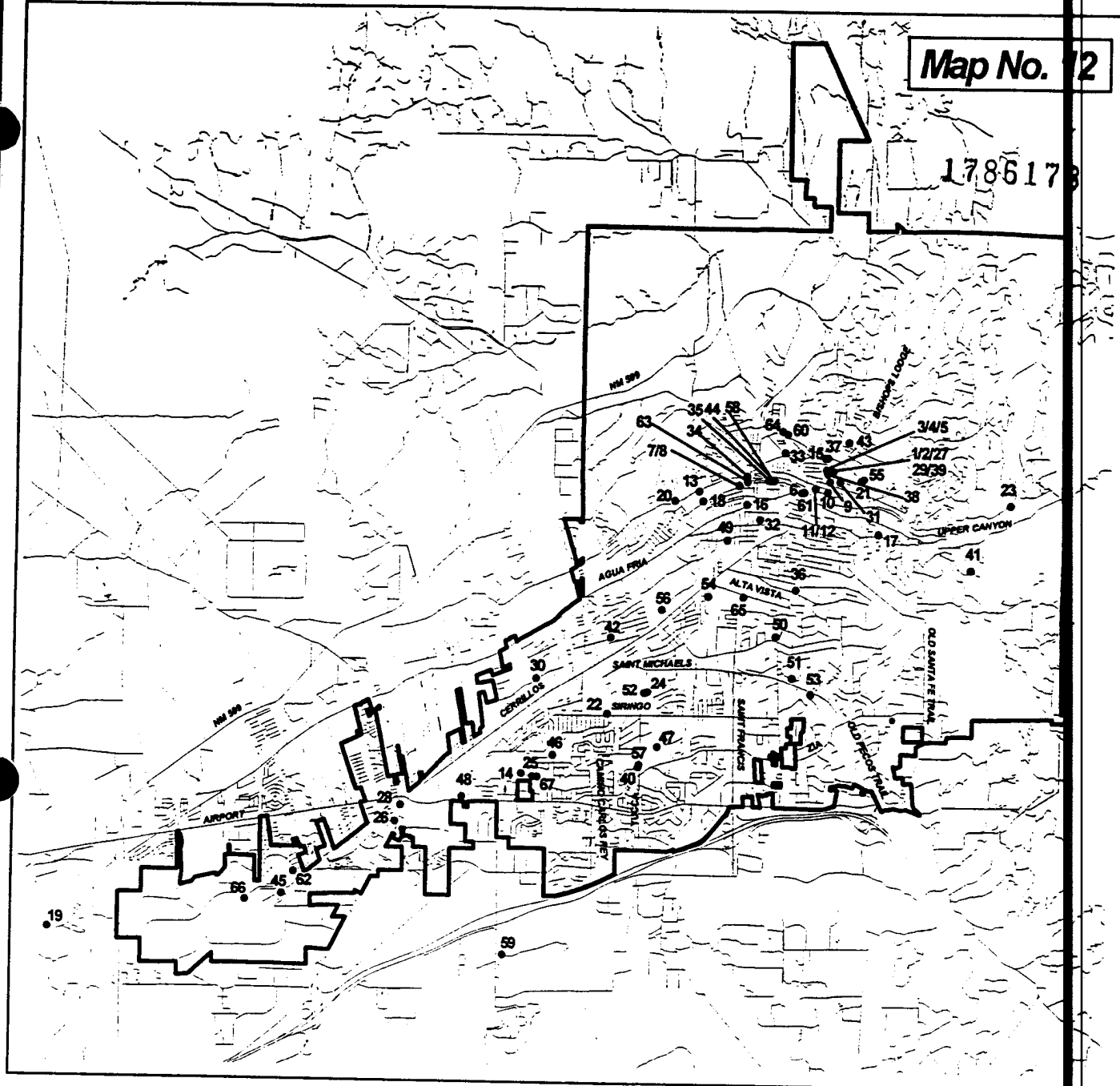
Culture, Arts, and Tourism Plan

SANTA FE COUNTY

- Parking Meters
- Parking Lots

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With only seven parking lots and limited on-street parking, the BCD is severely limited in its capacity to serve resident and visitor parking needs. In 1995, there was a deficit of 1,100 parking spaces within the BCD and an additional deficit of 167 spaces along Canyon Road.



City of Santa Fe
New Mexico

Murals and Public Art

Culture, Arts, and Tourism Plan

SANTA FE COUNTY

- Location of Public Art
- Roads
- Santa Fe City Boundary

Public art is a significant feature of the urban environment. Through the Art in Public Places Program, the city commissions artists to make site specifc works and accepts donations of art (map sites #1-31). Since 1995, the Community Youth Mural Program has paired professional artists with young people to create murals (map sites #32-67). The City of Santa Fe is committed to public art because it contributes to a sense of place and our cultural identity.

Murals and Public Art

Art #	Title	Artist	Art Type
1	"San Francisco de Asis"	Andrea Bacigalupa	Sculputre/Bronze
2	"The New Mexico Calendar"	Carol Patterson	Painted Wood
3	Untitled, Tri-cultural Sculpture	Charles Southard – Jerry R. West	Metal
4	Untitled	Margaret Favour	Three Panel Tapestry
5	"Up"	T.C. Hicks	Sculpture/Steel
6	"Children's Fountain"	Linda Strong	Bronze Sculpture/Fountain
7	"Remedios"	Glen Strock	Mural/Acrylic on Plaster
8	"Mother and Child"	Tim Klabunde	Sculpture/Steel
9	"Artist Walk of Fame"	Vladan Stha	Plaques/Bronze
10	"Fountainhead Rock"	Thomas Lipps – George Gonzales	Sculpture,Fountain,Stone Work
11	"Mesa"	Rudlof Hunziker	Stucco Frieze
12	"Homage to the Burro"	Charles Southard	Sculpture/Steel
13	"Po'e Gae"	Don Messec and Charlene Teters	Earthwork
14	"Santa Fe Home Sweet Home"	Antonio Mendoza	Painting/Oil on Canvas
15	"The Founding of Santa Fe"	Dave McGary	Bronze Monument
16	"Sueños de Juventud"	Sam Leyba	Mural/Tile Mosaic
17	"Acequia Madre"	Frederico M. Vigil	Fresco Mural
18	"Recuerdos del Pasado"	Jerry R. West	Mural
19	"Don Pedro de Peralta"	Sonny Rivera	Bronze Maquette
20	"El Torreon de El Torreon"	E. Pedro Romero	Sculpture/Stone, Ceramic Tile
21	"El Diferente"	Mac Vaughn	Sculpture/Bronze

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Art #	Title	Artist	Art Type
22	"Four Rooms on Siringo"	Barbara Grygutis	Sculpture/Concrete, Tile, Stone
23	"St. Francis"	Ben and Pete Ortega	Sculpture/Bronze
24	"New Mexico Quilt"	Janet Maher with Marie Stewart	Painted Tile
25	"life Moves"	Walter Kravitz	Acrylic Paint on Polycarbonate
26	"Taos Grand Gorge"	Antonio Mendoza	Painting/Oil on Canvas
27	"Recuerdos y Sueños de Santa Fe"	Jerry R. West	Mural
28	"Judicial History of Santa Fe"	Zara Kriegstein	Four Panel Mural/Acrylic
29	"Flower Garden", "Church"	Tommy Macaione	Paintings/Oil on Canvas
30	"Hands/Santa Fe Trails"	Bobbe Besold	Photo Mural/Five Panels
31	Santa Fe Public Library	Various	30 donated works on display
32	Untitled	Chrissie Orr and students	Mural
33	"Duality and the Fifth Sun"	Sam Leyba and students	Mural
34	"Learning"	Sam Leyba and students	Mural
35	Untitled	Carlos Cervantes with George Cervantes & students	Mural
36	"Symbols, Choices, Changes"	Bobbie Fleming and students	Mural
37	"Iberian Peninsula"	Frederico Vigil and students	Mural
38	"The Tree of Life"	Toni Truesdale and students	Mural
39	"The Spiritual Warrior Within"	Bernadette Vigil and students	Mural
40	"Spray Paint Options"	Victor Aleman and students	Mural
41	"Atalaya Communicates"	Pamela Messer and students	Mural
42	"Sharing Our Stories"	Toni Truesdale and students	Mural
43	"Signs of the Times"	Sam Leyba and students	Mural
44	"Family Life"	Glenn Strock and students	Mural

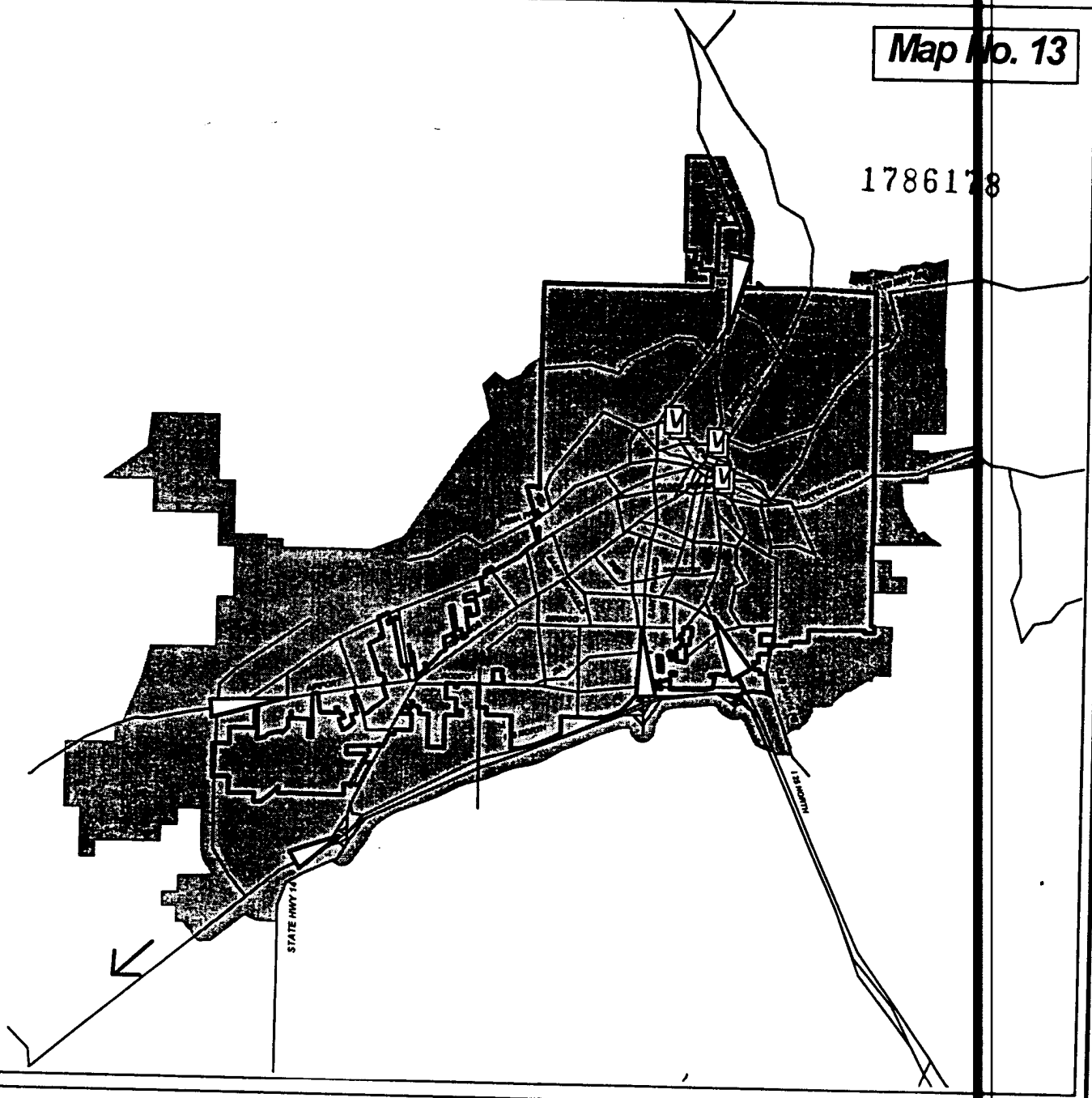
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Art #	Title	Artist	Art Type
45	"Cruisin' Through a Jaguar Fantasy"	Julia Coyne and students	Mural
46	Untitled	Margaret Henkels and students	Mural
47	Untitled	Chrissie Orr,Ken Wolverton and students	Mural
48	"AIDS Elegy Mural",	Rebecca Cook and students	Mural
49	"Peacemaker Mural"	Toni Truesdale and students	Mural
50	"Rural New Mexico"	Bernadette Vigil and students	Mural
51	Fused Glass Mural Sculpture	Deborah Brink and students	Mural
52	"Its Only a Book Away"	Julia Coyne and students	Mural
53	"Women To Look Up To"	Pamela Markoya and students	Mural
54	Untitled	Pamela Messer and students	Tile Mural
55	"Garden"	Pamela Markoya and students	Mural
56	"All Things Are Connected"	Toni Truesdale and students	Mural
57	"May the Forest Be With You"	Monika Steinhoff and students	Mural
58	"A Time In A Child's Life"	Juliette Stavely, Suzi Sirl and students	Mural
59	"1479 Aztec Mandala Mural"	Sam Leyba and students	Mural
60	"Express Yourself With Tiles"	Pamela Messer and students	Mural
61	"Labor Mural"	Pamela Markoya and students	Mural
62	"Ortiz Mural"	Chrissie Orr and students	Mural
63	"Rivers"	Arlene Burke and students	Mural
64	"Feast day of San Lorenzo;1680"	Toni Truesdale and students	Mural
65	"Alta Vista Walkway"	Pamela Markoya and students	Mural
66	"Animals of the World"	Teresita Hamman and students	Mural
67	Genoveva Chavez Memorial Mural	Sam Leyba and students	Mural

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Map No. 13

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City of Santa Fe
New Mexico

Primary Entryways and Visitor Information Locations

Culture, Arts and Tourism Plan

SANTA FE COUNTY

Entryways
Major Roads
Urban Area Boundary
Santa Fe City Boundary
V Visitor Information Center
→ Towards La Bajada Visitor Info. Center

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There are five primary entryways into the city: from the South and Interstate 25, visitors enter from either the Cerrillos Road, St. Francis Drive, or Old Pecos Trail entryways. From the North visitors enter along Highway 285 and onto St. Francis Drive. Additionally, visitors enter from the airport and follow Cerrillos Road into the city. The aesthetic appeal of these entryways, particularly those that use Cerrillos Road, has been neglected, giving visitors a less than optimal first impression. The La Bajada Visitor's Information Center that is operated by the State of New Mexico offers an opportunity for tourists to collect information and plan itineraries for their stay.