

**SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS**

RESOLUTION NO. 2024 - 175

**A RESOLUTION UPDATING THE STRATEGIC PLAN FOR SANTA FE COUNTY BY
REPEALING AND PLACING EXHIBIT A TO RESOLUTION 2023-133, A
RESOLUTION ADOPTING THE STRATEGIC PLAN FOR SANTA FE COUNTY**

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

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

WHEREAS, in 2021, the County hired a Director of Strategic and Operational Planning to further develop, manage, and implement the plan, and implement an online plan management software to make the plan accessible and valuable to all stakeholders; and

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

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

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

WHEREAS, Objectives are statements of the County's values and indicate mid- to long-term ambitions; and

WHEREAS, Strategies are the methodology and programming for accomplishing the Objectives; and

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

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

SFC CLERK RECORDED 12/10/2024

WHEREAS, in December of 2023, the Board formally approved an annual update to the strategic plan for the County, through adoption of Resolution 2023-133; and

WHEREAS, Resolution No. 2023-133 required that the Board, from time to time, update the Strategic Plan; ad

WHEREAS, Exhibit A to this Resolution is an updated strategic plan, proposed to replace the Strategic Plan adopted by Resolution No. 2023-133.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby updates the Strategic Plan adopted by Resolution No. 2023-133, by repealing Exhibit A to Resolution No. 2023-133, and replacing it with Exhibit A to this resolution, which outlines the current Population Goals, Objectives, and Strategies.

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

PASSED, APPROVED, AND ADOPTED ON THIS 9th DAY OF DECEMBER, 2024.

**SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS**

By: *Hank Hughes*
Hank Hughes, Chair



ATTESTATION:

Katharine E. Clark
Katharine E. Clark
Santa Fe County Clerk

Date: 12/9/2024

Approved as to form:

[Signature]
Santa Fe County Attorney

COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

BCC RESOLUTIONS
PAGES: 19

I Hereby Certify That This Instrument Was Filed for Record On The 10TH Day Of December, 2024 at 02:11:49 PM And Was Duly Recorded as Instrument # 2048552 Of The Records Of Santa Fe County



Deputy *[Signature]* Witness My Hand And Seal Of Office
Katharine E. Clark
County Clerk, Santa Fe, NM

SFC CLERK RECORDED 12/10/2024

Population Goal 1 Progress: 40%

Provide a Safe Community.

Owner: Elias Bernardino

Objective 1.1 Progress: 6%

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

Owner: Elias Bernardino

Strategy 1.1.1

Nov 20, 2023 - Jun 30, 2027 Progress: 0%

Align emergency communications planning and protocols to ensure that they are consistent and well-coordinated.

Owner: Elias Bernardino

Strategy 1.1.2

Nov 20, 2023 - Jun 30, 2025 Progress: 0%

Develop and update a comprehensive emergency telecommunications plan and procedures that address the evolution of risks, capabilities, and technologies across the emergency communications ecosystem.

Owner: Elias Bernardino

Strategy 1.1.3

Nov 20, 2023 - Jun 30, 2025 Progress: 0%

Conduct workplace and facility capacity planning for the Public Safety Department

Owner: Elias Bernardino

Objective 1.2 Progress: 51%

Provide high quality fire protection, prevention and suppression services.

Owner: Jacob Black

Strategy 1.2.1

Jun 30, 2024 - Jun 30, 2027 Progress: 27%

In FY26, update and execute the volunteer staffing plan as called for by Santa Fe County Resolution 2022-087, including an update of the plan presented in Resolution 1997-11.

Owner: Jacob Black

Strategy 1.2.2

Jun 30, 2024 - Jun 30, 2026 Progress: 50%

In FY26, develop a comprehensive plan to ensure the optimal performance of the Santa Fe County Fire Department's operational equipment and apparatus with a focus on maintaining a complete inventory, preventative maintenance, and a replacement schedule.

Owner: Jacob Black

Strategy 1.2.3

Nov 20, 2023 - Jun 30, 2025 Progress: 33%

Improve resilience against escalating wildland fire hazards by developing and implementing targeted programming, engaging external stakeholders, conducting community exercises, planning, and outreach initiatives.

Owner: Jacob Black

SFC CLERK RECORDED 12/10/2024

Strategy 1.2.4

Nov 20, 2023 - Jun 30, 2025 Program 1.2.1

Achieve and maintain optimal ISO rating across the county through ongoing review and improvement efforts.

Owner: Jacob Black

Strategy 1.2.5

Nov 20, 2023 - Jun 30, 2025 Program 1.2.1

Extend the reach of Fire and Life Safety Education and Outreach Programs by 25% including three new risk reduction programs.

Owner: Jacob Black

Strategy 1.2.6

Nov 20, 2023 - Jun 30, 2025 Program 1.2.1

Develop and expand the Mobile Integrated Health Program to address the evolving needs of Santa Fe County.

Owner: Jacob Black

Objective 1.3 Program 2.0.1

Provide high quality regional emergency communications.

Owner: Roberto Lujan

Strategy 1.3.1

Nov 20, 2023 - Jun 30, 2026 Program 2.0.1

Reimagine a new governance and funding structure to support and improve the RECC operations.

Owner: Greg Shaffer

Strategy 1.3.2

Nov 20, 2023 - Jun 30, 2025 Program 2.0.1

Develop a disaster recovery and continuity of operations plan for the RECC.

Owner: Roberto Lujan

Strategy 1.3.3

Nov 20, 2023 - Jun 30, 2025 Program 2.0.1

Implement a plan to enhance operational effectiveness and technology optimization at the RECC.

Owner: Roberto Lujan

Strategy 1.3.4

Oct 01, 2024 - Jun 30, 2025 Program 2.0.1

Monitor 988 data, track trends, and communicate with RECC, CSD, CMO, and the BCC.

Owner: Elias Bernardino

Objective 1.4 Program 2.0.1

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

Owner: Adan Mendoza

Strategy 1.4.1

Nov 20, 2023 - Jun 30, 2025 Program 2.0.1

Analyze Santa Fe County population trends and staffing levels to meet FBI and DOJ national staffing standards to ensure adequate community safety.

Owner: Ken Johnson

Strategy 1.4.2

Nov 20, 2023 - Jun 30, 2026 Progress: 25%

Increase capacity in specialized units to respond to critical incidents with minimal delay.

Owner: Ken Johnson

Strategy 1.4.3

Nov 20, 2023 - Jun 30, 2025 Progress: 0%

Conduct needs assessment and feasibility study concerning 24-hour animal control service.

Owner: Ken Johnson

Strategy 1.4.4

Nov 20, 2023 - Apr 01, 2025 Progress: 50%

Provide security at First Judicial Courthouse and mitigate risks to judicial proceedings.

Owner: Ken Johnson

Strategy 1.4.5

Nov 20, 2023 - Apr 01, 2025 Progress: 60%

Increase capacity to provide Public Records Management and Law Enforcement Administration services.

Owner: Ken Johnson

Objective 1.5 Progress: 80%

Operate a secure and safe Adult Detention Center.

Owner: Derek Williams

Strategy 1.5.1

Nov 20, 2023 - Jun 30, 2025 Progress: 100%

Enhance facility operations through technology for inmates and staff.

Owner: Derek Williams

Strategy 1.5.2

Nov 20, 2023 - Jun 15, 2027 Progress: 0%

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

Owner: Derek Williams

Strategy 1.5.3

Nov 20, 2023 - Jun 30, 2025 Progress: 70%

Provide inmates with support and programs for successful re-entry into the community with implantation of Project READY.

Owner: Derek Williams

Objective 1.6 *Emergency*

Implement recommendations concerning the structure, staffing, and responsibilities of the Santa Fe Office of Emergency Management.

Owner: D. Brad Call

Strategy 1.6.1

Sep 30, 2024 - Sep 30, 2026 *Progress: 0%*

Develop the structure and staffing necessary to stand up a comprehensive Santa Fe County Office of Emergency Management.

Owner: D. Brad Call

Strategy 1.6.2

Sep 30, 2024 - Sep 30, 2025 *Progress: 0%*

Complete all necessary emergency planning for Santa Fe County, including a LEPC, EOP, and COOP/COG.

Note to be deleted: Include evacuation planning in work plan based on 2024 strategic planning summit feedback.

Owner: D. Brad Call

Strategy 1.6.3

Sep 30, 2024 - Sep 30, 2025 *Progress: 0%*

Plan and develop emergency communications protocol in collaboration with SFC Sheriff's Office, Fire Department, Risk Management Division and CMO Communications Team.

Owner: D. Brad Call

Population Goal 2 Progress: 24%

Promote a Sustainable and Equitable Community.

Owner: Paul Olafson

Objective 2.1 Progress: 32%

Provide affordable housing.

Owner: Paul Olafson

Strategy 2.1.1

Nov 20, 2023 - Jun 30, 2029 Progress: 35%

Operate the Housing Authority to meet all HUD requirements and benchmarks and be a "High Performing Agency".

Owner: Joseph Jordan Barela

Strategy 2.1.2

Nov 20, 2023 - Jun 30, 2029 Progress: 35%

In FY25, complete the LIHTC applications and additional funding applications for 4% and 9% projects.

Owner: Joseph Jordan Barela

Strategy 2.1.3

Nov 20, 2023 - Jun 30, 2025 Progress: 6%

Fully implement the remaining application and tracking processes for pending affordable housing programs (Developer Assistance, Down Payment Assistance, Inclusionary Zoning).

Owner: Joseph Jordan Barela

Strategy 2.1.4

Nov 20, 2023 - Jun 30, 2027 Progress: 80%

Create and implement the programs identified in the affordable housing plan.

Owner: Joseph Jordan Barela

Strategy 2.1.5

Nov 20, 2023 - Jun 30, 2025 Progress: 6%

Develop formal, written procedures for affordable multi-family project development.

Owner: Joseph Jordan Barela

Strategy 2.1.6

Nov 20, 2023 - Jun 30, 2028 Progress: 40%

Coordinate with community providers and funders to strategically develop affordable and supportive housing.

Owner: Paul Olafson

Objective 2.2 Progress: 4%

Mitigate Santa Fe County's contribution to climate change and increase equitable adaptation and response through active implementation of the Countywide Climate Action Plan.

Owner: Jacqueline Beam

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Strategy 2.2.1

Oct 21, 2024 - Jun 30, 2026 [Program 101](#)

Develop an EV and electric equipment and fleet policy by June 30, 2026 based on the 2024-25 EV Transition Plan.

Greenhouse Gas Emissions Inventory (2017-2018)

Owner: Jacqueline Beam

Strategy 2.2.2

Oct 21, 2024 - Jun 30, 2030 [Program 101](#)

Evaluate funding opportunities to support strategies through federal, state, and other partners on climate programs and submit a minimum of two grant applications that are consistent with the objectives of Santa Fe County .

Owner: Jacqueline Beam

Strategy 2.2.3

Oct 21, 2024 - Jun 30, 2026 [Program 101](#)

Ensure the protection and enhancement of pollinator species and habitats through policy, NBCS programming and mapping of pollinator corridors.

Owner: Jacqueline Beam

Strategy 2.2.4

Oct 21, 2024 - Jun 30, 2030 [Program 101](#)

In accordance with the Paris Agreement 2015 Goals: 60% of the built environment throughout Santa Fe County will be upgraded or improved through electrification, energy efficiency and water conservation measures.

Owner: Jacqueline Beam

Strategy 2.2.5

Oct 21, 2024 - Jun 30, 2030 [Program 101](#)

In accordance with the Paris Agreement 2015: Increase renewable energy access and usage by 60% throughout Santa Fe County.

Owner: Jacqueline Beam

Strategy 2.2.6

Oct 21, 2024 - Jun 30, 2030 [Program 101](#)

Reduce single use plastics throughout Santa Fe County by 60% through educational outreach and incentive programs.

Owner: Jacqueline Beam

Strategy 2.2.7

Nov 20, 2023 - Ongoing

Increase compliance and enforcement of Sustainable Land Development Codes.

Owner: Alexandra Ladd

Strategy 2.2.8

Ongoing - Ongoing

Net Zero Development?

Owner: Cindy McKee

Objective 2.3 [Program 101](#)

Protect and conserve water resources.

Owner: Jacqueline Beam

Strategy 2.3.1

Nov 20, 2023 - Jun 30, 2025 Progress: 61%

Implement domestic well metering and reporting.

Owner: Brian Snyder

Strategy 2.3.2

Oct 21, 2024 - Jun 30, 2026 Progress: 61%

Implement demonstration gardens throughout County facilities and informational guides to encourage the development of rain gardens countywide.

Owner: Jacqueline Beam

Strategy 2.3.3

Nov 20, 2023 - Jun 30, 2025 Progress: 25%

Investigate and develop wastewater cooperation opportunities between the County and other potential public, private, tribal, and nonprofit partners by July 2025 in order to increase efficiencies and promote a circular economy.

Owner: Brett Clavio

Strategy 2.3.4

Oct 21, 2024 - Jun 30, 2025 Progress: 6%

Collaborate on the revision of the SLDC to incentivize water conservation throughout Santa Fe County.

Owner: Jacqueline Beam

Strategy 2.3.5

Nov 20, 2023 - Jun 30, 2026 Progress: 18%

In FY 26, Public Works will execute agreements between the Water 2100, Return Flow Pipeline, and Pojoaque Basin Regional Water System to create a countywide back up water supply.

Owner: Brian Snyder

Strategy 2.3.6

Dec 09, 2024 - Jun 30, 2025

Evaluate the feasibility and take appropriate action on the potential establishment of a joint water authority with the town of Edgewood that would serve the town and surrounding county residents.

Owner: Brian Snyder

Objective 2.4 Progress: 64%

Support economic development consistent with the Population Goals of the County.

Owner: Juan Torres

Strategy 2.4.1

Nov 20, 2023 - Jun 30, 2025 Progress: 41%

Maximize use of economic development tools, programs, and special districts.

Owner: Juan Torres

Strategy 2.4.2

Nov 20, 2023 - Jun 30, 2025 Progress: 62%

Implement and enhance County-targeted economic development industry clusters.

Owner: Juan Torres

Strategy 2.4.3

Nov 20, 2023 - Jun 01, 2025 *Priority: High*

Incentivize green economic development and sustainable job growth.

Owner: Juan Torres

Strategy 2.4.4

Nov 20, 2023 - Jun 30, 2025 *Priority: High*

Develop a council and programming to support the arts.

Owner: Juan Torres

Strategy 2.4.5

Nov 20, 2023 - Jun 30, 2025 *Priority: High*

Support workforce training and education programs.

Owner: Juan Torres

Strategy 2.4.6

Nov 20, 2023 - Jun 30, 2025 *Priority: High*

Develop comprehensive broadband plan.

Owner: Juan Torres

Population Goal 3 Progress: 100%

Support a Healthy Community.

Owner: Anne Ryan

Objective 3.1 Progress: 81%

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

Health Action Plan 2024

Owner: Anne Ryan

Strategy 3.1.1

Sep 30, 2024 - Sep 30, 2025 Progress: 0%

For the term September 2024 to September 2025, CSD Will increase the number of individuals served through CONNECT by 10%.

Owner: Jennifer Romero

Strategy 3.1.2

Nov 20, 2023 - Sep 30, 2025 Progress: 20%

For the term September 2024 to September 2025, CSD will work with the Purchasing Division to issue a solicitation for a qualified consultant to determine Medicaid/Medicare reimbursement as an option for eligible SFC residents.

Owner: Anne Ryan

Strategy 3.1.3

Sep 30, 2024 - Sep 30, 2025 Progress: 50%

For the term September 2024 to September 2025, CSD will participate in a minimum of 5 health insurance enrollment events and increase the number of individuals enrolled through CONNECT by 15%.

Owner: Jennifer Romero

Strategy 3.1.4

Sep 30, 2024 - Sep 30, 2025 Progress: 71%

For the term September 2024 to September 2025, CSD will work to reduce food insecurity of SFC residents across the age spectrum by adding at least three new food providers to the CONNECT network and will increase meals provided to seniors by 15%.

Owner: Jennifer Romero

Objective 3.2 Progress: 43%

Support behavioral health needs of SFC residents.

Behavioral Health Strategic Plan (2019-2024)

Owner: Anne Ryan

Strategy 3.2.1

Sep 30, 2024 - Sep 30, 2025 Progress: 0%

For the term September 2024 to September 2025, the CSD Behavioral Health Services Manager will work with the Behavioral Health Leadership Council to develop a viable plan that identifies gaps in local behavioral health services and devises an action plan to address those gaps.

Owner: Alex Dominguez

SFC CLERK RECORDED 12/10/2024

Strategy 3.2.2

Sep 30, 2024 - Sep 30, 2025 Progress 75%

For the term September 2024 to September 2025, CSD will work with Christus St. Vincent to pilot a Behavioral Health ER case manager dedicated exclusively on the adult population, mirroring the new program recently established for youth.

Owner: Anne Ryan

Strategy 3.2.3

Jan 01, 2024 - Dec 31, 2024 Progress 80%

For the term September 2024 to September 2025, engage will increase program participant census by 50% and a Lived Experience subcommittee of engage Policy Coordinating Committee will be established.

Owner: Elizabeth Peterson

Strategy 3.2.4

Sep 30, 2024 - Sep 30, 2025 Progress 50%

For the term September 2024 to September 2025, CSD Behavioral Health and related staff will meet with staff from the Adult Detention Facility at least once per month to develop plans that align and leverage resources, partner on areas of overlap, and provide expanded pathways to link existing detention services and external services.

Owner: Anne Ryan

Objective 3.3 Progress 100%

Provide services to support the youth population.

Owner: Anne Ryan

Strategy 3.3.1

Sep 30, 2024 - Sep 30, 2025 Progress 75%

For the term of September 2024 to September 2025, the DWI Prevention Program will work to reduce DWI recidivism of DWI offenders in SFC by 5% through multifaceted initiatives, including saturation patrols, checkpoints, youth prevention campaigns, and community outreach events, and the Take A Ride on Us program.

2023-2026 DWI Strategic Plan

Owner: Chanelle Delgado

Strategy 3.3.2

Sep 30, 2024 - Sep 30, 2025 Progress 100%

For the term of September 2024 to September 2025, Teen Court staff will develop and begin implementation of a restorative justice model for the program.

Owner: Chanelle Delgado

Strategy 3.3.3

Sep 30, 2024 - Sep 30, 2025 Progress 100%

For the term of September 2024 to September 2025, CSD will increase youth well-being by planning and initiating a public/private Youth Behavioral Health Center, and will hire a new Youth Services Coordinator.

Owner: Chanelle Delgado

Objective 3.4 Progress 100%

Provide services to support aging population.

Senior Services Strategic Plan 2016-2020

Owner: Anne Ryan

Strategy 3.4.1

Sep 30, 2024 - Sep 30, 2025 Progress: 26%

For the term of September 2024 to September 2025, CSD will contract with UNM's Center for Applied Research and Analysis (CARA) to conduct a needs assessment of Seniors residing in Santa Fe County.

Owner: Anne Ryan

Strategy 3.4.2

Sep 30, 2024 - Sep 30, 2025 Progress: 0%

For the term of September 2024 to September 2025, Senior Services will increase wellness programming to SFC Seniors by offering at least two new wellness-related classes at each Center.

Owner: Matilda Byers

Strategy 3.4.3

Sep 30, 2025 - Sep 30, 2026

Build and improve Senior Center facilities based on the the results of the UNM CARA Needs Assessment.

Owner: Phillip Montano

Strategy 3.4.4

Sep 30, 2025 - Sep 30, 2026

Develop staffing level guidelines for Senior Centers based on the results of the UNM CARA Needs Assessment.

Owner: Matilda Byers

Strategy 3.4.5

Sep 30, 2024 - Sep 30, 2025 Progress: 50%

For the term of September 2024 to September 2025, Senior Services will expand transportation services in the Edgewood and Cerrillos areas by hiring and training two new drivers for each area.

Owner: Matilda Byers

Objective 3.5 Progress: 28%

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

2022 Open Space, Trails, and Parks Annual Report

2023 Open Space, Trails, and Parks Annual Work Plan

Owner: Adeline Murthy

Strategy 3.5.1

Sep 30, 2024 - Dec 31, 2025 Progress: 53%

Revise the open space property acquisition process to align with capital planning and budget cycles and create a procedure for the disposition of open space properties.

Owner: Adeline Murthy

Strategy 3.5.2

Oct 01, 2024 - Jun 30, 2026 Progress: 0%

Develop a long range plan for the Open Space Ranger program.

Owner: Adeline Murthy

Strategy 3.5.3

Jun 30, 2025 - Jun 30, 2026

In FY25, Public Works will complete a facilities assessment and safety assessment to make operational, maintenance, and capital project recommendations for the next five years.

Owner: Phillip Montano

Strategy 3.5.4

Nov 20, 2023 - Jun 30, 2025 *Prague Park*

In FY25, Public Works will complete a facilities assessment and safety assessment to make operational, maintenance, and capital project recommendations for the next five years.

Owner: Brian Snyder

Strategy 3.5.5

Nov 20, 2023 - Jun 30, 2025 *Trinidad Park*

Collaborate with the BLM and other agencies to support a safe shooting range.

Owner: Leandro Cordova

Strategy 3.5.6

Jul 31, 2026 - Aug 31, 2029

Develop a plan for La Bajada Ranch property.

Owner: Alexandra Ladd

Population Goal 4 Progress: 32%

Be a Highly Skilled, Collaborative, Transparent, and Accessible Government.

Owner: Greg Shaffer

Objective 4.1 Progress: 17%

Ensure County's long-term financial and capital stability.

Owner: Greg Shaffer

Strategy 4.1.1

Nov 20, 2023 - Jun 30, 2030 Progress: 10%

Based on a cost of service/rate study/reserve funds/rate stabilization study to be conducted by Public Works in 2025, a revenue and staffing plan for the Utilities Division will be developed.

Comprehensive Water and Sewer Rate Study (2018)

Owner: Brian Snyder

Strategy 4.1.2

Nov 20, 2023 - Jun 30, 2027 Progress: 0%

The County will develop a five-year expenditure and revenue forecast, beginning with FY2027, to identify and plan for foreseeable budget shortfalls aiming to ensure the County is able to maintain services and respond to future economic challenges.

Owner: Greg Shaffer

Strategy 4.1.3

Nov 20, 2023 - Jun 30, 2025 Progress: 9%

Review Reserve Policy annually.

Owner: Yvonne Herrera

Strategy 4.1.4

Nov 20, 2023 - Jun 30, 2026 Progress: 6%

Evaluate and enhance the County's accounts receivable policies.

Owner: Yvonne Herrera

Strategy 4.1.5

Nov 20, 2023 - Jun 20, 2025 Progress: 25%

Maintain County roads to maximize service life.

Owner: Brian Snyder

Strategy 4.1.6

Jan 01, 2024 - Jun 30, 2025 Progress: 55%

Improve County Risk Management efforts.

Owner: Melinda Jagles-Moquino

Strategy 4.1.7

Nov 20, 2023 - Dec 31, 2025 Progress: 2%

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

Owner: Alexandra Ladd

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Strategy 4.1.8

Nov 20, 2023 - Mar 31, 2025 [Program 4.1](#)

Maintain County facilities to maximize service life.

Owner: Brian Snyder

Strategy 4.1.9

Nov 20, 2023 - Jun 30, 2025 [Program 4.1](#)

Maintain County vehicles and equipment to maximize service life.

Owner: Brian Snyder

Strategy 4.1.10

Dec 03, 2024 - Jun 30, 2025 [Program 4.1](#)

Revisit with the Board of County Commissioners Scoring Criteria Used to evaluate Projects as Part of the Capital Planning Process.

Owner: Greg Shaffer

Objective 4.2 [Program 4.2](#)

Recruit and Retain Highly Qualified Employees.

Owner: Valerie Park

Strategy 4.2.1

Jan 01, 2024 - Jun 30, 2026 [Program 4.2](#)

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

Owner: Greg Shaffer

Strategy 4.2.2

Jan 01, 2024 - Jun 30, 2026 [Program 4.2](#)

Conduct competitive market study bi-annually (in odd numbered years) to ensure that the County pays competitive, market-relevant compensation.

Owner: Valerie Park

Strategy 4.2.3

Jan 01, 2024 - Jun 30, 2026 [Program 4.2](#)

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

Owner: Valerie Park

Strategy 4.2.4

Feb 06, 2024 - Jun 30, 2025 [Program 4.2](#)

Support employee morale to increase retention.

Owner: Greg Shaffer

Strategy 4.2.5

Nov 20, 2023 - Dec 31, 2025 [Program 4.2](#)

Develop career ladders within compensation classes and opportunities for growth as part of the 2025 competitive market study.

Owner: Valerie Park

Strategy 4.2.6

Nov 20, 2023 - Jun 30, 2025 [Program 4.2](#)

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

Owner: Greg Shaffer

Objective 4.3 Progress: 100%

Implement solutions to continuously improve processes, services, and outcomes.

Owner: Cindy McKee

Strategy 4.3.1

Oct 01, 2024 - Jun 30, 2026 Progress: 0%

Revise the Sustainable Land Development Code (SLDC) to ensure alignment with the Sustainable Growth Management Plan and the priorities of the Board of County Commissioners.

Owner: Alexandra Ladd

Strategy 4.3.2

Nov 20, 2023 - Jun 30, 2029 Progress: 5%

Implement a new, cloud-based ERP (Enterprise Resource Planning) system.

Owner: Greg Shaffer

Strategy 4.3.3

Nov 20, 2023 - Jun 30, 2025 Progress: 4%

Develop a Countywide data analytics and program performance evaluation function.

Owner: Greg Shaffer

Strategy 4.3.4

Nov 20, 2023 - Dec 30, 2024 Progress: 30%

Conduct periodic space assessments, space need projections, and establish maintenance and operations standards.

Owner: Phillip Montano

Strategy 4.3.5

Nov 20, 2023 - Jun 30, 2025 Progress: 40%

Conduct periodic staffing assessments and maintenance and operations standards.

Owner: Greg Shaffer

Strategy 4.3.6

Nov 20, 2023 - Jun 30, 2025 Progress: 5%

Increase County grant identification, application, and management capacity.

Owner: Greg Shaffer

Strategy 4.3.7

Nov 20, 2023 - Jun 30, 2025 Progress: 80%

Provide excellent customer service to external and internal stakeholders.

Owner: Cindy McKee

Strategy 4.3.8

Nov 20, 2023 - Jun 30, 2025 Progress: 25%

Develop an organizational culture of cross-departmental collaboration and communication.

Owner: Greg Shaffer

Strategy 4.3.9

Nov 20, 2023 - Jun 30, 2025 *Program 4.3.9*

Support County initiatives through efficient internal purchasing and procurement systems.

Owner: Bill Taylor

Strategy 4.3.10

Nov 20, 2023 - Jun 30, 2027 *Program 4.3.10*

Optimize County's cash receipt and disbursement processes.

Owner: Yvonne Herrera

Strategy 4.3.11

Nov 20, 2023 - Dec 31, 2025 *Program 4.3.11*

Accelerate the land development review process by implementing GeoCivix to provide online permit application management.

Owner: Alexandra Ladd

Strategy 4.3.12

Nov 20, 2023 - Ongoing

Provide effective and efficient Human Resources services to optimize human capital.

Owner: Valerie Park

Strategy 4.3.13

Nov 20, 2023 - Jun 30, 2027 *Program 4.3.13*

Minimize the gap between budgeted resources and expenditures.

Owner: Yvonne Herrera

Strategy 4.3.14

Nov 20, 2023 - Jun 30, 2025 *Program 4.3.14*

Develop inter-departmental records management team.

Owner: Naomi Solomon

Strategy 4.3.15

Jan 02, 2024 - Jun 30, 2025 *Program 4.3.15*

Create an effective screening and implementation system for information technology solutions.

Owner: Daniel Sanchez

Strategy 4.3.16

Nov 20, 2023 - Dec 31, 2024 *Program 4.3.16*

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

Owner: Phillip Montano

Strategy 4.3.17

Nov 20, 2023 - Jun 30, 2025 *Program 4.3.17*

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

Owner: Cindy McKee

Strategy 4.3.18

Nov 20, 2023 - Jun 30, 2025 *Program 4.3.18*

Maximize use of Envisio software to communicate with the public and manage operational plans, performance data, and progress monitoring.

Owner: Cindy McKee

Strategy 4.3.19

Dec 28, 2023 - Dec 31, 2025 Progress: 0%

Create an effective system for identification of, and response to, information technology security concerns.

Owner: Daniel Sanchez

Strategy 4.3.20

Dec 03, 2024 - Jun 30, 2026 Progress: 0%

Complete the implementation of the Short-Term Rental (STR) regulation, registration and licensing ordinance, and monitor its impact.

Owner: Alexandra Ladd

Objective 4.4

Establish effective and collaborative partnerships with other governments and community organizations.

Owner: Greg Shaffer

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