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SANTA FE

BOARD OF COUNTY COMMISSIONERS

SPECIAL MEETING

November 15, 2006

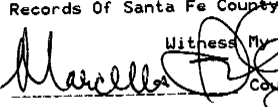
Harry Montoya, Chairman
Virginia Vigil, Vice Chair
Paul Campos [Excused]
Jack Sullivan
Michael Anaya



COUNTY OF SANTA FE)
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This regular meeting of the Santa Fe Board of County Commissioners was called to order at approximately 10:10 a.m. by Chairman Harry Montoya, in the Santa Fe County Commission Chambers, Santa Fe, New Mexico.

Following the Pledge of Allegiance and State Pledge, roll was called by County Clerk Valerie Espinoza and indicated the presence of a quorum as follows:

Members Present:

Commissioner Harry Montoya, Chairman
Commissioner Virginia Vigil, Vice Chairman
Commissioner Jack Sullivan
Commissioner Mike Anaya [late arrival]

Members Absent:

Commissioner Paul Campos

V. INVOCATION

An invocation was given by Finance Director Teresa Martinez.

VI. APPROVAL OF THE AGENDA

County Manager Roman Abeyta presented no changes. Commissioner Sullivan moved to adopt the agenda as published and Commissioner Vigil seconded. The motion carried by a 3-0 voice vote. [Commissioner Anaya was not present for this action.]

VII. PRESENTATIONS

A. Employee of the Quarter

TERESA MARTINEZ (Finance Director): The Finance Department was very pleased that Sharon Vigil Ramirez was selected as Employee of the Quarter. Sharon has been employed with the Santa Fe County for 13 ½ years. She began her career in the Assessor's

office and then moved into Finance where she worked with Accounts Payable and Purchasing, Fixed Assets and then found her home in the budget unit.

Sharon is a joy to work with and is always willing to assist. As per her supervisor, Sharon is very highly respected by the County departments for her knowledge of the budget and for her ability to address our budget needs in regard to hiring issues, capital expenditure requirements and other purchasing needs. She stands as an anchor in an uneasy time for Finance in the County at large to maintain the ongoing budget process with great respect. Sharon has had little form of recognition for the status that she has built in dealing with the budgets and the County departments, and an Employee of the Quarter designation is well deserved for her hard work.

The Commissioners congratulated Sharon Vigil Ramirez, calling her a behind-the-scenes employee and exemplary in what she does.

SHARON VIGIL RAMIREZ (Budget Division); Thank you, Commissioners. I'd just like to thank Teresa and Paul, they're both great supervisors, and to all the Finance staff who work extremely hard for Santa Fe County and they are just a great group of people to work with. Thank you to everybody.

[Commissioner Anaya joined the meeting.]

B. Retirement for Victor Romero

Frank Jaramillo, Head of the Operations Division of the Project Facilities and Management Department pointed out that one could walk anywhere in the County buildings and find the handiwork of Victor Romero. He lauded his talent and 15 years experience with Santa Fe County. Dennis Hernandez, also from PFMD called Mr. Romero "one talented individual and we learned a lot from him."

VICTOR ROMERO (PFMD): Commissioners, thank you very much. I especially want to thank my supervisors. Thank you guys for being there for me and I just want to thank God for giving me the time to be here. Thank you very much.

The Commissioners added their thanks and congratulations. Commissioner Anaya said "Victor left his mark here at Santa Fe County."

C Outline, a community-based graffiti removal program that can be cost-saving, beautify, and maintain property values in Santa Fe County, by Lawrence Medina (Montoya) [Exhibit 1:Information Packet; Exhibit 2:Proposed Activities]

LAWRENCE MEDINA: Thank you, Commissioners, for allowing me to come and share with the community about opportunities to address issues that you are faced with. Just real quick, I'm with Zia Community Services. I'm a full-time consultant, originally from Mora, New Mexico, but I've done a lot of work as a community activist, dealing with community development issues, economic development and strongly focused on youth issues. I'm currently working in Colorado, New Mexico and Alabama.

What prompted me to contact the chair of the Commission was that I read a newspaper article regarding the issue of graffiti and I wanted to come and share a story and some of the concerns and the risks associated with graffiti. It may not be a big problem but there's some underlying issues that you all need to be aware of.

In the different communities, all the way from Boston, Oakland, LA, Colorado, Denver, Pueblo, Colorado and here in New Mexico, I've worked on many different community development projects, and one in particular was Pueblo, Colorado, with a population similar to Santa Fe, that there came to become a problem with graffiti. A lot of the stakeholders at the time said, well, I remember when I was in love and painted my girlfriend's name on a rock so everybody can see it and that looks good. And the guy said he even got married and said, It works, I guess. He got his message across.

But as it goes on with the problem, when it starts hitting community members, business owners and government economically, such as defaced business signs through high volume traffic areas, billboards, trains, something that's real popular is dumpsters going from construction sites. The community that I worked with, they estimated through a survey that over a million dollars was spent on graffiti removal from random acts of vandalism. This is again, the same number of population as Santa Fe County. What really became a problem, it really was costing them a lot and it was affecting the image of the community. So therefore a group of stakeholders made up of government, local, state, business owners and taxpayers came together to address the issue of graffiti.

They wanted to take it in a systematic approach. Based on that, confronting this issue was just not painting over graffiti, because graffiti is just a symptom of the problem. And their first line of business was that they were going to educate themselves on the problem of graffiti and what risk factors are associated with that, and looking at rather than being reactive to this situation they were going to be more proactive.

The different types of graffiti that you have, the ones that stick out that are consistent throughout the country that we're dealing with is taggers. Taggers love recognition of their name and if the graffiti is not removed within 72 hours they've met their goal; they've got their message across. Graffiti could be looked at as a billboard; it's an underground communication amongst young people. That's how they communicate. When I was learning this, a lot of

adults, we were very surprised about this form of communication, especially when it came into gang problems, when gangs were marking their territories, they were challenging other gangs, and other forms of communication to promote violence within the community. And then worst of all of course is drug dealers. Drug dealers – we've heard of the K-Mart blue light special? It's been known that drug dealers, through graffiti use it as a billboard to let them know that they're open for business.

This is research that I've done over the years in different communities, and it all came out to the end when you're looking at a high crime rate in communities. A lot of drive-by shootings. A lot of community members that I've seen, and we've been a part of, well, it's not a problem until it becomes a problem. And a lot of time in communities where we're dealing with drive-by shootings, where there's elderly people in harm's way is that how many lives is it going to take for us to address this issue.

There's some other costly things that are coming around with glass etchings, or what you see in the bathrooms of businesses or windows of businesses. With this is again, looking at graffiti as only the symptom, and there was a study conducted by Cosgrove and Hopkins, *Mobilizing Communities* was the book, and they talked about risk and protective factors. And these protective factors identified through surveys of youth about how they felt about their community. One risk factor was low neighborhood attachment and community disorganization. And the other was lack of commitment to school that stuck out. These are now we're getting more to the root of the problem with youth, and maybe graffiti is a form of a way that our children are crying out for attention.

The protective factors of this study talk about getting youth involved in the community services and involved youth in drug-free activities. Through this evidence-based modality that is proven by engaging young people that it's more outcome-based, that it's not just painting over graffiti. It's a way to engage them in some civic activity promoting civic pride and at the same time with the overall goal, as was mentioned by the chair was beautifying our community, maintaining property values and it impacts a lot, but getting back to youth.

Based on the information provided I was proposing a community-based graffiti removal program at a low cost. The way I've seen it work is that in the spirit of collaboration that sometimes a lot of counties will fund non-profits for different programs. But through that partnership that perhaps a non-profit could lead this initiative in terms of a graffiti removal program. Very simple, of creating a graffiti hotline and able to respond within 24 to 72 hours to remove that graffiti. Through a lot of Community Development Block Grant money, that's how to fund these type of programs, especially in low-income neighborhoods where you see a lot more of it.

Also utilizing volunteers, not only just youth but adults, and then another good resource to engage is the community service, juveniles and adults that need to fulfill community service. And it's a way to keep the cost down and address this issue as a community. Other fun projects that we used to do in the summer is we would have Graffiti Awareness Week where we would do a whole week of graffiti removal and we not only got youth but we got businesses. Employers promoted that to let their employees come out and do a graffiti sweep. We had a

nice picnic and it was a good way to keep the awareness of graffiti and not only beautifying our community but also allowing the community to be a part of the solution in a proactive manner.

We also engaged in mural projects, as I see the beautiful mural here. In the neighborhoods where there were garages that were heavily hit, we engaged kids from that neighborhood to participate. We would get an artist. They would sketch it out in one day and then the kids would come back the next, and it's kind of like paint by numbers. But it was very educational because it was nice because the artist was able to share with them about what the mural represented. And a lot of time it was about *cultura*, it was about a lot of these kids getting away from their culture and understanding. So it's an educational activity and it's proved to be very successful.

What I'm presenting, based on the information as a citizen of New Mexico, the information with an outline on a graffiti removal strategic plan. And if you have any questions on that I'll be happy to answer and any other questions. But again, I would ask the Commission and the community to look at graffiti as not just ugly markings on a wall. It's a message from the youth saying that they're crying out for help. Before it gets worse, maybe we could all look at this in a proactive manner and address it. And with that, thank you for allowing me to share my experiences.

CHAIRMAN MONTOYA: Thank you, Lawrence. Commissioner Vigil.

COMMISSIONER VIGIL: Thank you, Mr. Medina, I really appreciate that, and perhaps we'll be keeping you in the loop. I actually, for the benefit of the other Commissioners, have been meeting with our Sheriff, Public Works, our constituent services and other key Santa Fe County staff people. The Legal Department has a sample ordinance, that's an anti-graffiti removal ordinance, and I was interested in getting Santa Fe County catapulted in addressing that. The one component that I know is necessary for this is what you've addressed today, and that's partnerships with the community, partnerships with engaging youth for that.

And actually, I would even go a further step in saying how critical it is we address graffiti. There's an excellent book called *The Tipping Point* that addresses the concept of small things making a big difference. In the 1970s, New York had the lowest crime rate that it ever had. And New York's crime rate has always been up there. And what they attributed the low crime rate to was the fact that there was a graffiti removal program. The subways were being graffitied daily. And the graffiti removal program, if the subway, if the car got graffitied from one end there was a graffiti removal group of people tasked to remove it. So there were never visible graffiti on the subways. That in fact was the tipping point that effected New York having one of the lowest crime rates it ever had had.

It is the smaller things that make a big difference, and certainly in our community and in each one of our districts we've all had to deal with graffiti. One of the biggest challenges that I face as an elected official and that we do in government is graffiti occurs on private property quite a bit and it becomes problematic for the government to step in and help there. This particular ordinance that we're running through allows for notification and then the ability for the government to come in after an appropriate amount of notification.

Now, this is still in legal review so I don't even know if we as a not home rule government entity can do that. I know Bernalillo, Albuquerque City does it and the City of Santa Fe has also done this. I think that we try to be as responsive as we possibly can to government buildings and government owned graffiti. I think we need to create a focus for that. I know with the signs for roads and things of that nature - there are currently signs that have layers to keep graffiti from. We're trying to stay updated on most of that. But I think you address a particular critical component that and that's engaging the youth.

We also have murals throughout the county so we've adopted that alternative, and they work, in some cases. In some cases they haven't. But I think possibly what the plan here is is to process that ordinance and bring in the stakeholders, and then perhaps through that process incorporate a community component to it. I do believe that communities do provide a benefit through becoming the watchdog for graffiti, although I'm told from our Sheriff that those who tag have lookers to make sure the tagging can be done. There are so many barriers that enforcement can only handle. I think I agree with you; it is a community problem and a community response is required. Thank you, Mr. Chairman.

CHAIRMAN MONTOYA: Okay. Any other questions? Lawrence, one of the things that I've experienced, and I kind of undertook some of the same with the exception of trying to implement an ordinance, but undertaken the same sorts of efforts to try to eradicate some of the graffiti that's been occurring in the northern part of my district. Unfortunately, there hasn't been much follow-through with the Sheriff's Department and it kind of fell by the wayside after about a year. So I guess the question that I have, without an ordinance, with still the community willing to want to do something, trying to find some support and direction, how did you do it in Pueblo with minimal resources? Really relying on human resources to try and eradicate some of what's going on. I know Ron Sandoval is over here. We're constantly removing graffiti from the El Rancho Community Center, from Bennie Chavez Community Center, walls up and down the corridor there in the Pojoaque and Española area, Chimayo and that area.

So I guess the question is, because it's kind of fallen through the cracks and what we need is some sort of effort that's going to sustain it. We're not just relying on County personnel to go out there and remove it. What thoughts do you have in getting that sort of an effort in El Rancho and the Pojoaque Valley, for example?

MR. MEDINA: Yes, sir. One of the things that we looked at in terms of efficiency and effectiveness is taking a systematic approach, which is also data-driven. We created some systems that we started from the graffiti hotline and we broke the community down by quadrants. The non-profit youth had achieved to take out the kids on a van, which we addressed all the risk management and everything, and through these systems we were able to respond to removing graffiti.

One of the nice things, again, and I share Pueblo, Colorado because the population is very similar. We collected 30,000 gallons of paint, donated by the business community for free. Not oil-based; it was water-based because we did not want to expose our kids to oil-based paints. So the water-based latex, we received 30,000 gallons of paint and then we got really

good at mixing. Our supervisors and the kids, we would contact, we would leave a letter or contact the homeowner saying that we're going to be removing your graffiti at no charge. Kind of getting their permission, and they liked it.

Then with businesses, if they didn't want us to paint it, perhaps they provided a gallon of paint or the paint that matched their business so that it could be done right. But it's all systematic, it's real basic. Coming from a grassroots organization, we developed a basic database that we were able to track graffiti and also provide that information to law enforcement so that both entities were working together and if we knew there was an area being heavily hit then law enforcement could monitor that.

And then simultaneously in dealing with ordinances and even all the way of legislation was that not only having the graffiti ordinance but we found it to be productive to create an ordinance that businesses that sold markers or spray paint cases had to be locked, or they had to show ID. And they put some more internal controls in how they sold those items. Because that was big. That was – and it decreased the amount of our graffiti. So we attacked it at different ways. But as a low budget, it's just a matter of systemizing and what I shared with the chair of the Commission is that rather than reinventing the wheel and these programs, now that I'm here in New Mexico is that these are models that I'm willing to share because it's just collecting dust. You don't have to reinvent the wheel. It could be low cost, it could be efficient, it could be effective.

The other nice thing with the jails, working with the jails and engaging inmate labor was a very effective way too in certain areas, but again, systemizing, it could be low cost.

CHAIRMAN MONTOYA: Okay. Lawrence, thank you and we'll see what can be done so that we can get this rolling because both Commissioner Vigil and I have a real strong interest in trying to do something about this graffiti problem.

MR. MEDINA: I'm available for any assistance. Thank you.

CHAIRMAN MONTOYA: Thank you.

D. Support of the Santa Fe Clubhouse for the severely mentally ill by Catherine Hebenstreit (Vigil)

COMMISSIONER VIGIL: Mr. Chairman, if I might just briefly introduce this project, and I know Catherine will be able to give you more information. Catherine has presented this proposed project to our Health Policy and Planning Commission. She will give you some background information in terms of how it's being supported currently, both legislative, federally and through private funding. One of the options for this clubhouse – and I'm not sure – she'll probably have more of an update, is to bring funding in and have Santa Fe County be the recipient of funds through the legislature in order to make this clubhouse happen.

When she was at the Health Policy and Planning Commission I think the consensus was, and Catherine, correct me if we got different interpretations, is that really if this issue

should come to the Board of County Commission that in fact the Board of County Commission would be able to best decide whether or not our Projects and Facilities Management is at a place where they could handle a project of this caliber. The need for it is founded and with that, I'll turn it over to Catherine and let her speak to it.

CATHERINE HEBENSTREIT: Thank you, Mr. Chairman, Commissioners. With your permission I'd like to, my assistant would like to approach the bench and give you some information that we've brought. Included in this is a magazine that came out recently in Santa Fe called *Sustainable Santa Fe* and there's an article in that magazine about the clubhouse. It's on page 48. It's written on the front of it.

My name is Catherine Hebenstreit and I'm the lead person for a group of people who are bringing in a program called the Clubhouse Model, which is a model for people with severe - who are recovering from severe mental illness. I'd like to introduce my assistant, Jim Fisher. He's become crucial to this program. He joined me in June and has been responsible for organizing or drawing in a number of people who are in recovery from severe mental illness. We already have a membership for our clubhouse. It's around 25 now. I want Jim to introduce who he is a little more.

JIM FISHER: I'm a person living in recovery from mental illness. I'm a long-time mental health advocate with NAMHI, and I'm member of the board of the Santa Fe Clubhouse.

MS. HEBENSTREIT: The way I got involved in this is I have a son who about five years ago, it became clear that he was very, very ill. So I brought him into my home. I'm single and was semi-retired at that time. Brought him into my home and worked with him for about two years before we found a medication that really stabilized his symptoms and he's doing amazingly well now. He has a job and he's completely independent. He has a completely normal life now.

But because of that I have a personal and intimate understanding of what mental illness is and what the misconceptions are about mental illness. I really want to address what the misconceptions are, because the media sensationalizes this. They tell you stories about a person who goes in and shoots everybody in a restaurant. Or they make movies about it. That's the sensationalization of the media. That is a gross misrepresentation of this community.

I don't have the statistics on this but it is a tiny, tiny percentage of people with mental illness who are actually violent and/or a danger to anybody else. They are a danger to themselves. They most often internalize what is happening in their minds and they are - one in ten are likely to commit suicide. Other than that they might injure themselves in some way because of the nature of what's going on in their minds. Medications have greatly, greatly improved over the years. The medication is no longer just sedating these people. They're working with refined neurotransmitters in the brain and they're equalizing the brain chemistry in such a way that it's really providing an opportunity for them to live normal lives.

However, for them to do this, when the - typically - this is not everybody, but typically, when somebody has a breakdown it has similarities to a stroke. There is something that goes so completely out of whack in their brains that once they come out of the hospital,

once they've found a medication and they're stabilized, and they come out, they have to do literally almost everything. Their brain has been so disrupted that it's quite a process. And I want Jim to talk a little bit about his personal experience.

MR. FISHER: That's a really good analogy. I lived all my life with mental illness. I had childhood onset and usually I thought I could handle it. But in '95 when I had my really bad breakdown and became disabled in '97, it was like parts of me were shutting down. I was unable to care for myself. I was unable to take care of my daily hygiene. I was unable to work anymore. I had been a bank teller for many years. I had been in charge of compliance monitoring. I did important tax reporting. I was unable to do math anymore. I was unable to do finite math, higher functioning things. I was unable to ride a bus. It was like parts of my brain that I had relied upon, parts of my social functioning, just shut down.

I had to take classes to learn how to care for myself. I had to go to psycho-social rehab classes to learn how to cook for myself. I had to go through things like special ed students in junior high school would take. I had to have a one-on-one counselor to teach me how to relate to my parents and my wife and my son. It's very much like parts of your brain shut down. You can think and you can act and you can pretty much figure some things out, but there are other things that you just shut off from you. It's very, very much like a stroke only it's like an emotional stroke. It's like a barrier in your mind that closes things off to you and after years, after ten years of gradually going through this process, I come off pretty functional, pretty normal. Most people don't even know I have this illness.

But there are still times when some things are very hard for me and I still don't function as well. So this is what it's like.

MS. HEBENSTREIT: I really want to thank you for being so open. So it's really important for the stigma around this illness to be dealt with, because in addition to the fact that these people – they have incredible potential and a percentage of them can come all the way back out into the workforce and contribute to the community. The rest of them are – they need to have a place to go. They need to have a way of relearning how to socialize, relearning how to talk to other people and have the relationship and interact, relearning how to do basic life skills, and a place where they can be productive, yet not making art projects. Not basket weaving and pottery. They need a place where they contribute to a community, and that's what we are bringing into the community.

This is a model that is simply called the Clubhouse Model. The reason it has the name clubhouse is because it gives them ownership. They are members of the clubhouse and it's their clubhouse. They run the clubhouse themselves, and the way that's done is a job that normally one person would do – and we're talking about billing for Medicaid or billing for fees for service for vocational rehab, VDRs or a fee for service for the indigent fund, a job that normally one person would do is broken down into component parts and each one of them takes a piece of that and it's broken down to a level that they can do and as soon as they do something productive, and it may be shredding paper. It may be the simplest, simplest little thing, as soon as they do something that's productive that feels good, they're motivated and inspired to continue to expand their horizons.

Jim and I just came back from a three-week training in South Carolina within a clubhouse that's been in existence for 22 years. We were in total immersion in a clubhouse. We were in this clubhouse for three weeks. It's a day program. It's not a residential program. It happens between nine and five and the purpose for that is to orient them back into the workplace, nine to five, to help them expand their concentration and their stamina, to be able to stick with a task for a longer and a longer period of time.

These clubhouses and every one I've been to visit, they are incredibly healthy, active, productive places. The relationship between the members is so touching because they support each other in a very, very loving way to help them to come in. Because this is a group of people that it's hard for them to get out of bed, much less get out their front door. And to go someplace where there's people is really, really a challenge for them. So the clubhouse calls them up, will go pick them up. Does everything to begin to come to the clubhouse. As soon as they start coming, they love it. It's so wonderful for them. Their entire life changes. They have hope. They find hope in their life, and that's what this is about. It's giving people hope.

So it's important to know - and let me just say that this clubhouse model which has been around for 60 years, there are now over 400 of them worldwide and in the United States there's over 200 of them in 32 states. Massachusetts has 32 of these clubhouses alone because they recognize the value and when they see something that works, they support it. The state supports all of these clubhouses.

Currently in Santa Fe, and this is really typical, when someone comes out of the hospital, there are no programs. There's no place for them to go. They really are trapped in their apartments or their homes or if they're homeless, they're out in the street, or they end up in the prison system. There's one program in Santa Fe, the Guidance Center that Presbyterian Medical Services is exclusively for the Guidance Center. There isn't anything that is for the general public.

So I'd like to direct you to the handout. The first page is a description of the program itself, and the population served is pretty much described. The Clubhouse Program description is it's a place to belong, a respectful and a dignified environment, meaningful relationships, meaningful work, ownership and responsibility, being accepted each day, being wanted at the clubhouse, and being needed at the clubhouse.

The clubhouse is organized around a concept that's called the work ordered day. And what that is is members commit to being in a work unit. It may be the kitchen work unit. It may be an office work unit. It's wherever they choose because it's their clubhouse. They might want to have a horticulture unit so that they can plant plants and everyone of these work units is job training for a job out in the community.

So in the kitchen unit they prepare their lunch. Now, typically, there's 40 people in a clubhouse so they're preparing a lunch for 40 people. That is a really huge undertaking and they do it. They are waiters. They serve at the tables. They do the bussing. They prepare the food. They serve the food. They clean up afterwards. It's all job training for restaurant service. And it's only the people who are interested in that who do that type of work.

In the office unit they're doing office work. They're doing data entry. They're writing a

newsletter. They're doing the regular activities for running the clubhouse itself in the office unit.

MR. FISHER: I would just like to add, when they told me I was going to be disabled for the rest of my life, I didn't believe them. Everything I can do to be useful and that gives me work and activity outside the isolation I exist in, makes me believe that someday I will work again. And in the environment it gives me a chance to look forward to working again. The clubhouse is what I look forward to everyday and a lot of disabled people don't really believe they're going to be disabled forever. And the clubhouse gives those people like me hope that we will work again.

MS. HEBENSTREIT: And I lot of those people do believe they're going to be disabled forever because that's what the medical model has told them and that's the way they are treated and that's kind of the prevailing attitude. When they come into the clubhouse and really, the attitude towards them then is we don't even want to know what your mental illness in. We have that in our documentation, when they come in. But as far as the everyday activity, this isn't about illness. It's about you are just normal people. You have some challenges and there's stuff you can do and there's ways that you can grow and it's actually fun, because they do it as a team. They all do it together.

I don't know about you but I have discovered where I do work in a team with other people it's not like work anymore; it's really fun to do that because it's a social activity. And we all like connecting with each other. What they need, because this is for people with severe mental illness. We're talking about people who have had really serious breakdowns. They need a way of taking tiny, tiny little incremental steps that are do-able for them, but also feel good, that inspire them to keep going. And it is amazing how far they will go. I know how far they can go.

Now, one of the things that the clubhouse does, and this is what makes this particular model unique and really brilliant. It's a brilliant thing. The clubhouse partners with businesses in the community, and we already have three businesses that are interested in doing this. Typically there will be 20 to 40 businesses that will do this. They will make a job, an entry level job available that the clubhouse actually owns. So in a restaurant it might be bussing tables or even washing dishes or serving, although serving takes a skill level that they would have to work up to. In an office it might be mail delivery within the office system or data entry or running copy machines. There's really lots of jobs out there that are entry level jobs.

The clubhouse owns that job so that members can rotate through that job for about six months and then they come back and someone else is there. They haven't had to compete for that job, plus a staff member goes in with them, trains them on the job, stays with them until they feel completely secure. Leaves them - if anything happens, if they can't go to work a staff member goes in and does that job. So it is guaranteed to these employers that there is no absenteeism. And what they are finding in the other cities where this is happening is that employers love this. They start volunteering more jobs for this because it is really good for them to have this kind of security in their employment.

What it does for the people with mental illness, it provides them a way for them to find

their footing out in the community, to be in a place where stigma doesn't exist, where all the judgment about what's wrong with them and who they are and whether they're normal or not, just doesn't exist. And then they can try out lots of different jobs to find out where they want to go. If they're going, the clubhouse will support them in the next level of employment which is just called supported, where they go out and they compete for the job with everybody else. There's no guarantee of absenteeism. The staff doesn't come in. So they're functioning higher at that point.

The employer knows about the clubhouse so they can call on staff at the clubhouse to come in and help with anything that happens. And then the final level is independent employment where they go out and the employer doesn't even know about the clubhouse. But the member can come back to the clubhouse to get support, just to help them to stay in that job. So I think what's really amazing to know is that there's research that's been done on this system and people who get jobs who are members of clubhouses have longer tenure than even your average job out in the community. They are amazingly successful because of the clubhouse.

There's research that shows – well, in Santa Fe, a hospital stay, a typical hospital stay for a psychiatric patient is 12 days, which would cost around \$12,000. The research shows that there is a 67.6 [percent] drop in recidivism. Clubhouse members are not going back to the hospital. And if they do go back to the hospital, there is a 97.5 percent drop in the length of stay. It costs about \$3,000 a year for one clubhouse member. So compare that to a 10-day stay in the hospital. There's huge savings for the community.

There was a recent report out by the Justice Department that said that 50 percent of people in jails and prisons have a diagnosable mental illness, and only one third of them are getting treatment. The cost at the state penitentiary for one day is \$81. The cost at the Santa Fe County jail is \$71 for one day. The cost for someone to go to the clubhouse is \$8. There's this huge savings for the community. You have a program in place for people with mental illness.

If you look at the next page, the charts, these are all of the organizations and providers in Santa Fe that the clubhouse is teaming up with. The top part of this is funding streams and you'll notice that we have the County down there for the indigent funds. This is one of the things that we're hoping to get from the County, and then down below there are providers who will refer clients to the clubhouse. At the rate we're going we have 25 clients now, members. Typically, in a town the size of Santa Fe there will be about 150 active members. Those are people who show up once a month, but out of that group, the average daily attendance is about 40 people.

So it's something that – the way the clubhouse works, it makes all the other programs for behavioral health work better. Medication works better when someone has a program and a way to address their daily needs and the daily issues that come up before them. The medication works much, much better. So all of the other programs that you have in the community will work better. This is kind of a glue that will hold the whole system together.

So we've included in your packet our budget projections and we applied – we submitted a proposal for the Community Benefits fund. It didn't say on that proposal how much money was available so you'll see on our projection that we put in an amount. I really don't

know how much is available and how much we'll get from that. We're hoping we will get something. That's something we're depending on you. The second page of that budget is just the detail on the expenses that are summarized on the front page. And then the third page of that is our start-up equipment that we need to have to run the program. So that would be kitchen equipment and office equipment, primarily.

And then the last page is the request that we're asking from the County. Commissioner Vigil already mentioned that we are working with the legislature right now. The Speaker of the House, Ben Lujan, is going to carry a bill to appropriate money for the clubhouse for 2008, and also to appropriate capital outlay for the purchase of buildings that we're interested in buying. Senator Mary Kay Papen is going to carry those two bills in the Senate, so we are hoping to get capital outlay to purchase some buildings that we're looking at, specific buildings. And so we're asking that the County receive that money to purchase the buildings, the remodeling that needs to be done and help us with the management of that. I'm not exactly how all this works. But then also manage those buildings, making them available with a lease of some kind with the clubhouse.

I've been talked to Steve Shepherd who's helping me to understand how all of this works. The second request is to consider contributing to our process, to this clubhouse. We do have the proposal in for the Community Benefits fund. I don't know what other funds the County has, but in starting up, we need a lot of funds as you can see from our budget. I don't know if the County has any spaces available that we could use temporarily while we're waiting for the remodeling on this building that we want to buy, but that's another thing that we would like to look into. The fourth thing is to recommend that the County be involved with the clubhouse through your indigent funds, which my understanding is it's a service for every indigent, for every person who doesn't have insurance and doesn't have the means, that the County would support us through that fund.

And then the final thing is I have sent an e-mail to all of you a couple of months ago that included a draft resolution. It's actually the same resolution that I submitted to the City and I actually have copies of that here if you would like to see it. So we were hoping to get a resolution from the County. Thank you.

CHAIRMAN MONTROYA: Okay. Thank you, Catherine. Any questions? I guess the only thing that I would recommend, Catherine, in terms of I think this is a good concept in terms of what needs to be done, is that you meet maybe with Joseph Gutierrez regarding this request so that we make sure that we get it on our Infrastructure Capital Improvement Plan, so that when it goes through the legislature we can follow it and monitor it as well. And then he can talk to you about - I'm not sure if we have any temporary space available. Joseph is familiar with all of our space throughout the County. If Commissioner Vigil wanted to bring forth a resolution, I don't see why we wouldn't be able to consider that. And then have you talked to Steve Shepherd?

MS. HEBENSTREIT: Yes. I have been talking to him.

CHAIRMAN MONTROYA: Okay. So he would be able to help you then with the indigent healthcare assistance.

MS. HEBENSTREIT: Okay.

CHAIRMAN MONTOYA: Commissioner Sullivan.

COMMISSIONER SULLIVAN: Just – thank you for your presentation – just one suggestion when you're dealing with the legislators. We have, unfortunately, an overabundance of jobs for our staff to do and the situation like you're suggesting here, which is certainly an important one, we're currently for example doing a similar type of cooperative program with Women's Health Services where they received funding from the legislature to purchase a building. It requires negotiations. It requires legal time and effort. It requires sometimes our own County staff to go out and do audits and building repairs and modifications. You need to be certain that the legislation that your sponsor puts together provides that funds from that legislation can be used by the County for County staff and expenses. Otherwise we have no way to pay the legal costs, to pay the appraisal costs, to go through the public bidding process or whatever may be necessary to construct whatever needs to be constructed.

As I said, very often we do it ourselves. You might want to pay a visit, for example, to the sobering center and the CARE Connection. Have you been there?

MS. HEBENSTREIT: No.

COMMISSIONER SULLIVAN: This is a facility that we constructed on Galisteo Road near St. Vincent Hospital where we process people who have a number of problems, substance abuse problems, alcohol and drug, substance abuse problems, and we're just opening, hopefully tomorrow, the sobering center where we actually bring in people who have been picked up off the street by the Sheriff's Department or the Police Department and we have a place for them for up to three days, rather than throwing them in jail.

The majority – that was designed, redesigned by an architect at some cost. It was constructed by a private contractor and overseen by our own staff. So to get a feel for the process, you might talk to Mary Justice over there, her name is, and have her explain to you what's involved in the County being a partner in remodeling a building and so forth. And as I say we're currently starting a similar process with Women's Health Services, which is a long, complicated process. So the point I'm making is it's very expensive for the County. If we don't have funds in the legislation – sometimes the legislation only says for construction. We have to take general fund money from something else. So we would ask you, where would you like us to take the money from? LifeLink? Women's Health Services? Where would you like us to take the money from in order to assist in constructing this facility? That's like Sophie's choice – very hard to do.

So just a suggestion in dealing with the legislators and crafting the legislation – you're certainly welcome to work with our legislative team that we have during this session, and Gerald Gonzalez is one of the folks that is overseeing our legislative lobbying process for the session. So you can get him involved. And be sure that the legislation, if it's supported and passed, includes that ability. Otherwise, our hands are tied. We have no fiscal resources to implement what the legislature wants us to do. We sometimes have to go back and get the legislation recertified or get the language changed – although we don't change the dollars, we change the language, just to clarify.

You can avoid a lot of time delays by getting that legislation crafted so that if you want Santa Fe County to be your partner, that we have some mechanisms to pay these costs.

MS. HEBENSTREIT: Mr. Chairman, Commissioner Sullivan, we did a presentation for the CARE Connection and I will definitely go talk to Mary Justice to get more information on that. I am taking a builder into these buildings next week to give me an estimate on what their remodeling will cost, because I had it included in the money we're asking for capital outlay to cover the remodeling costs. And I'll have to include in that administrative costs for the County.

COMMISSIONER SULLIVAN: Administrative, legal and as a caveat I would just remind you that the old adage of remodeling, which I'm sure you may have heard, and that is whatever costs you get for remodeling, the cost is double and the time is triple. Whatever number in all good faith you receive from that contractor, immediately double it and ask them for a time estimate and immediately triple it. Then we'll be close. Otherwise, we get halfway through a project and we're not done and we're out of money. And now what do we do? So it's the old prior planning. And the more prior planning, which you seem like the type of person that can do that very well, that goes into the legislative request and the thinking out of the budgetary cycle, the more rapidly the program can be implemented.

MS. HEBENSTREIT: Thank you very much.

CHAIRMAN MONTOYA: Commissioner Anaya.

COMMISSIONER ANAYA: Thank you, Mr. Chairman. Catherine, I want to thank you for your presentation and I especially want to thank Jim for coming forward and sharing his personal experience with us. I know it's probably not easy to do, but thank you. Thank you, Mr. Chairman.

CHAIRMAN MONTOYA: Okay. So we have at least some direction and I think Commissioner Sullivan does bring up a really good point and if you can stick around we're actually going to be talking about some of our countywide projects in our next presentation. It will kind of give you an indication of where we're at and what we're doing and kind of the pitfalls, if you will, in terms of some of the - money can be a blessing and also a curse. So that's kind of where we're at in terms of some of the projects that we're working on. But certainly follow up with Joseph and Steve Shepherd and thank you both, Catherine and Jim. Thank you. Appreciate your presentation this morning.

MS. HEBENSTREIT: Thank you, Mr. Chairman, Commissioners.

**E. Update on the Countywide Projects [Exhibit 3: Information on Capital Projects;
Exhibit 4: Flow Charts]**

JOSEPH GUTIERREZ (PFMD Director): Mr. Chairman, PFMD's project team is very happy and excited to be here today to give you a presentation on where we are on projects. I just wanted to start off that a year and half ago when I first took this position I appeared in front of this Commission and it was a very exciting experience and one thing I took

away from this Commission at that point on the projects side -- Commissioner Anaya was chairman at that point and his direction to me was let's take action on this item, so I hope that you'll see that we have taken actions on some of the projects in terms of what we have in projects right now, we have a little over 60 projects with a value of about \$88 million if you throw the judicial complex in there.

In order to facilitate that process we looked internally what resources we had and we know that a couple of individuals could not do this on their own. So we formed a projects team way back when and that is who is sitting behind me today. And I just want to introduce them real quickly and what their role is.

At the end we have Pam Lindstrom who handles all the finances for the projects. We have Shelley Dimas who's an administrative assistant and has a hand in everything. She supports all the projects. Frank Jaramillo, who is director of operations, facilitates the remodel of projects and that's been a great asset to us. Behind them, Agnes Lopez who is the deputy of the department. Agnes brings to the team a real mindset in terms of process and facilitation and she had a successful operation in one of the projects. We have Paul Olafson who has taken the lead in overall management of the projects and open space and has really kind of jump-started this process. Next to him we have Ron Sandoval who is a project manager. Ron is in the field on a daily basis, dealing with the construction manager, with the architect, and Ron has been an extreme asset because he has a gift for follow-up and documentation that's been a great asset to the team. Right behind me, last but not least, is Rudy Garcia who is pretty much the founding member of this project team and as a project manager, Rudy is out there, out in the field working with the architect and the contractor. In addition to that, Rudy's been facilitating processes through Construction Industries, through our Land Use Department.

What we're going to do today is demonstrate a new tool that we have and it's a database that's helping us track the process. We have a handout for you and we'll cover those processes at the end. I'm going to turn it over to Paul to let him facilitate this database for us.

PAUL OLAFSON (Community Projects Director): Thank you, Mr. Chairman, Commissioners, We have developed a database and we're still developing it. Basically it's a tracking tool for us to follow our projects, including budget and timeline, and we're in the process of building this out. We want to make this available to the Commission as well. It can be -- it's a relational database. You can sort through it for different topics. You can go by your district, you can go by other budget categories, etc.

But what we're trying to do here is create a tool whereby we internally are following our work and also make it available to the Commissioners to help follow the projects that might be in your district or of interest to you. So far we have 59 projects on the list. It's still growing. We anticipate after this year's legislative session we'll probably have even more and we're going to just do a brief summary of some of the highlighted projects and those are those projects with the asterisks, all the projects are on the list as well and that list at the end of your handout have some more detailed information on that.

I want to briefly start off with introducing some of the projects and we'll start with the Vista Grande Senior Center and I have Ron Sandoval to come up and talk to this.

RON SANDOVAL (Project Manager): Good morning, Mr. Chairman, members of the Commission. Basically what we have here is the Vista Grande Senior Center/Ken & Patty Adam Community Center. This is in Eldorado and it is a facility that has approximately 4600 square feet. The facility will be adjacent to the existing library. It will utilize the existing driveway to avoid additional curb cuts along Avenida Torreon Street. The facility consists of entry, reception area, with office and workroom, community room, full-size kitchen, small kitchenette, living room, game room, arts and crafts room and exercise room.

The mechanical system will be evaporative cooling with gas-fired heat. We've got water reclamation storage tanks will be located on the site with cistern functions to allow for landscaping uses. There's also a security system on this facility. The facility is about 80 percent complete. We've actually gone out and requested the contractor to go ahead and add on some alternates that were not included in the original bid. So that is actually the exercise room and arts and crafts room that we're talking about.

The project budget is approximately \$1,480,000. We've got expenditures, approximately \$1,380,000, and we've got a balance of about \$100,000. There are still a couple items that we're still addressing out there and basically, that's where we're at. We anticipate the facility to be completed by the end of December, maybe a little sooner. They're working closely with the senior committee out there and we're very excited about this facility. In fact we've got some pictures up here and that first picture actually shows them at the site, and I hate to say this but basically they're a little giddy about what they're seeing and they were like almost on their toes, just jumping around, very excited with what they're seeing.

Again, like I say, the full kitchen that we're talking about is actually a commercial kitchen. We're hoping to partner up with the City to have them manage it. Again, that depends on future funding, of course. At this point I think that's it. If there's any questions?

CHAIRMAN MONTOYA: Any questions? Okay.

COMMISSIONER SULLIVAN: Mr. Chairman, everyone is excited about that facility and really, I've gotten a lot of positive comments about the staff's tenacity and Ron's ability to keep things moving and dealing with the alternates and dealing with the architect and so this has been a tough baby to birth but we're almost there.

CHAIRMAN MONTOYA: Thank you, Ron.

MR. OLAFSON: The next item is youth shelters and I'll ask Rudy to come up and speak to that. I just wanted to point out to the Commissioners too, there are pictures scrolling down behind you. I don't know if you can see them on your internal screen.

CHAIRMAN MONTOYA: Yes, we can. Are we going to go through all 60?

MR. OLAFSON: No.

CHAIRMAN MONTOYA: Give me a pillow and some popcorn.

COMMISSIONER SULLIVAN: Just the important ones, Mr. Chairman, in order of presentation.

RUDY GARCIA (Projects Manager): Mr. Chairman, Commissioners, the youth shelters phase 2 - about three to four years ago, Santa Fe County, this is probably our first non-profit organization group that we actually had to deal with about three to four years

ago when we built the youth shelter, phase one, which roughly consists of about 2400, 2700 square feet. It actually houses youth that are homeless or get placed there from a court order. Somebody that's left out on the streets. They can only be there for 30 days.

Recently we started construction of phase 2. Phase 2 is roughly about 5600 square feet. It's the administrative component of the Youth Shelter Family Services that will actually assist with the office of the Youth Shelter Family Services for counseling rooms and so on and so forth. This is one of our projects that I think needs to be brought to the Commission's attention where we did receive some funding, about \$800,000 or \$900,000. We were ready to move forward on it. Unfortunately the bids came in too high so we had to go back to the legislature the following year and get some additional funding that we did receive and now we did go out to bid and like these pictures show, it is under construction, but we need to emphasize to the Commission that we do have projects that have been sitting there for a while because they come in over budget and this is one of those projects. But it's under way and the Youth and Family Shelters board is very happy that it's moving forward.

CHAIRMAN MONTOYA: Rudy, are you aware, did the youth shelters shut down some services recently?

MR. GARCIA: Mr. Chairman, I have no idea. I'm not aware of that.

CHAIRMAN MONTOYA: Somebody was telling me or I read in the paper - did anyone else -

MR. OLAFSON: Mr. Chairman, I believe that was a facility that was located in the downtown area and I'm not sure if it was the youth shelter that was running it, but I believe that was an outreach or a branch office. But this facility I don't think is the same as what was in the paper.

CHAIRMAN MONTOYA: Okay.

MR. OLAFSON: And moving on, next we have the Agua Fria Community Center, and I'll ask Ron to come back.

MR. SANDOVAL: The Agua Fria Community Center/Nancy Rodriguez Community Center is on #1 Prairie Dog Loop. That's off County Road 62. The facility is about approximately 3200 square feet. The Agua Fria Community Center will be the first building in a small campus of County buildings in the Village of Agua Fria, which is in the Agua Fria Community Park on County Road 62.

The primary use of the building will be a meeting space for community-based groups, including the Agua Fria Water Users Association, Agua Fria, Village Association, Agua Fria Acequia Association, Agua Fria Planning Group, and Agua Fria Volunteer Fire District, as well as for private functions. The facility will also be used for the public as part of the Camino Real Scenic Byway Project along the Santa Fe River to the south.

The community center includes an office, lobby, public restrooms, a break room, and actually has a facility, a room that will actually split into two for two community rooms. That way we can have activities in two different areas at the same time. Project budget, \$883,000. Expenditures, approximately \$861,000. We've got a balance of approximately \$21,000 on this one. This facility is actually 99 percent complete. We're actually having some issues with our

water. So we're in the process of hopefully getting a contractor on board. We've actually received a proposal. It looks like that number is going to work for us; it's just a matter of going through a procedure right now. Thank you.

MR. OLAFSON: Okay, next we have Bennie J. Community Center and Frank will speak to that.

MR. JARAMILLO: Mr. Chairman, Commissioners, this project, it's actually three different projects. There are two separate projects that are completed. We have completed a very much needed 5-foot by 100-foot 8" CMU retaining wall. The purpose of the retaining wall was to control erosion and flooding behind the New Mexico State Police Substation. The cost of that retaining wall came in at \$8,376. Also, the parking lot was completed, which was 9100 square feet. We also striped it and installed the bumpers. That cost came in at \$42,000. We are working on the renovation of the kitchen. The senior services in the community have outgrown the kitchen. We also need to bring the kitchen up to code and modern standards.

We would also like to renovate the restrooms and make them easier to access and more functional for the seniors. We have \$62,000. We are going out to A & E now. We are in the process of trying to get A & E on that now. Thank you.

MR. OLAFSON: The next project we have is the San Ysidro River Restoration. It's an approximately \$1.2 million project located on the Santa Fe River between San Ysidro Crossing and the bridge at Lopez Lane, and we have been working with the community and watershed association and various other groups for a couple of years now to get this in place. We are currently about 80 percent complete on the project. We'll be looking at restoration and building a trail in the near future. The project is focused on rechanneling the path of the river to avoid erosion which you see in this picture. This is below Lopez Lane. This is what the project site used to look like and the rest of the pictures are showing what we've done to cut back the bank, let the river slow down, let it percolate, and recharge the aquifer, as well as provide an amenable park site that's free of debris and mining and junk. So that's a short one on that one.

COMMISSIONER VIGIL: Paul, I have a question. The Santa Fe River Restoration project, the open space and trails right next to the San Ysidro that was purchased, is this that very same project?

MR. OLAFSON: yes.

COMMISSIONER VIGIL: The owner of the landscaping firm across the street from there had wanted to work with us on planting trees. Were we able to work with him on that?

MR. OLAFSON: We still have his name and number. We're going to do some initial revegetation to just get groundcover on the ground to stop erosion, and then the longer term effort is we're going to have to do a community-wide kind of effort for the broader vegetation. We have minimal revegetation within the plan for cost issues, but on the long term we'd like to work with anyone we can. This nursery as well as other nurseries to revegetate it. I think that will be a two or three year process. But we do have that contact and it's still in our memories.

COMMISSIONER VIGIL: Okay. Thank you.

CHAIRMAN MONTOYA: Excuse me, Paul. Which is the one that I just missed. I had a phone call that I needed to take.

MR. OLAFSON: The Bennie J. Community Center.

CHAIRMAN MONTOYA: What was the update on that one?

MR. OLAFSON: I'll let Frank give it.

CHAIRMAN MONTOYA: I apologize. I had to take that call. It's my wife.

MR. JARAMILLO: Mr. Chairman, Commissioners, the Bennie J. Chavez Community Center, what we did is we went in and we did a retaining wall, which was 104 lineal feet. That came out to \$8376, and the reason for that retaining wall was because the State Police substation was getting flooded and we had to do it for erosion control also. The parking lot, 9100 square feet, that came out to \$42,000. We striped that and we also put bumpers in place. And the kitchen, we are in the process of trying to get A & E now to renovate the kitchen with the City. The City has given us \$49,000 and we had \$22,000 that were remaining from the parking lot and the retaining wall. So we're in the process now of getting A & E to move forward. And also we would like to renovate the restrooms, Commissioner, because we need to make them more accessible to ADA and bring them up to code.

CHAIRMAN MONTOYA: Okay. Thank you. Good job on that parking lot. It looks really nice.

MR. OLAFSON: Our next project is the coordinated health complex, which is also the sobering center just mentioned, and that's Agnes.

AGNES LOPEZ (Deputy PFMD Director): Mr. Chairman, Commissioners, this was the renovation of the coordinated health complex, approximately about 3300 square feet to accommodate the sobering center and again this program is an alternative to sending intoxicated people to the jail. There's about eight beds for male visitors and four for female visitors. The project was approximately \$695,000 for construction. It was a joint project between the City and the County and it worked really well. We had some project managers from the City that helped us with this project.

COMMISSIONER VIGIL: When is it scheduled for opening day ceremonies?

MS. LOPEZ: I believe it's tomorrow, as Commissioner Sullivan said.

COMMISSIONER SULLIVAN: Not the ceremony, no.

MS. LOPEZ: Oh, ceremony.

COMMISSIONER VIGIL: I thought they were having one.

COMMISSIONER SULLIVAN: They are but the idea is they want to get it operational first, particularly to allay any neighbor concerns that it's operation and functioning and so that they can document the low impact on the neighborhood. And they also talked to the legislators. It's not during the session but it's so hard to get legislators out during the session that they may do it after that. But I would point out too on that sobering center that they did spend a lot of time in Albuquerque, going through the details of the Albuquerque sobering center, and that's the only other one in the state of New Mexico. So they've learned a lot. For example, I saw some pictures of the bathrooms in there. Some of the bathrooms – not this one, I think this one is conventional, but one of them, I think it's the women's has a tub in it and

they learned that people coming off of heroin and cocaine that soaking helps. And so just to take a bath is a restorative thing to do and so that helps in deciding how to furnish some of these areas. So there's been a lot of attention even how to tint the windows for privacy. That chain-link fence that you saw, it looks kind of ominous. Of course this is a voluntary facility. It looks kind of ominous but what that is that - of course all Santa Fe buildings are non-smoking facilities and it's very hard to prevent people from smoking, so that allows them to walk outside the building to smoke, to visit or whatever, and to just take a break. And the fence is just so they don't wander away. Again, this is a voluntary facility. If they want to leave, they leave. But that gives the staff some control over their movements in that it has that awning over it so that if the weather is inclement they can still step out and take a smoke and so forth.

Now we're not promoting smoking, but the point of fact is that we want to deal with one addiction at a time here and I'm not saying which is worse. Either one will kill you. But nonetheless, this facility is not to deal with the smoking addiction; it's to deal with the others. So I just want to point out there was a lot of attention in the planning process to what you see there and it took a long time but I'm really excited about what's going on. I was over there last week when they were starting their training for the staff. They've been doing two weeks of training to get them ready to know how to deal with these people and how to interact with them and these people - them is us. It's all part of our community.

I just wanted to point out a few things like that and emphasize that just like in our other facilities that, as a very famous architect once said, God is in the details.

CHAIRMAN MONTOYA: Yes, it certainly came out nice. I went out there to see it. Great job.

MR. OLAFSON: And I think, Commissioner Sullivan, you're right, that it just shows there's a great deal of complexity in all these issues and all these projects and it's not just four walls and a window.

MR. OLAFSON: Moving on next is the Eastern Regional Hondo Fire Station. Rudy will speak to that.

MR. GARCIA: Just for a matter of time I'll just go short on this because you all were there for their wet-down. It's a very nice facility. It's like \$1.5 million that was actually out of gross receipts tax. This is a 24/7 operation. This is the first responders to anything that happens in that area as well as any accidents along I-25. This is just, from my personal and also possibly Ron's also, I learned a lot on this project. I wish people knew what it took to actually build a project. It's not just about getting money or designing a project. That's the easiest thing about a project in my personal opinion. Once you get out there, you start putting in concrete, rebar, framing, dealing with the contractor, dealing with the architect, they don't get along. It's just - projects are a lot harder than people actually out there realize and I learned a lot on this project and I'm glad to have been involved in this project and once again, just for a matter of time, you've been out there and it's a very nice facility.

CHAIRMAN MONTOYA: Good job on that, Rudy. It came out nice.

MR. OLAFSON: The next project is the Edgewood Senior Center.

MR. JARAMILLO: Mr. Chairman, Commissioners, this project will include

the renovation and addition of approximately 1740 square feet. The project includes an additional dining room area, offices and an entry portal, construction of new handicap ramp and the demolition of the existing ramp. It also includes renovation work of the existing fire truck bay. Approximate construction budget for the work is \$450,000. Last year we were unsuccessful in getting any money from the session. We're hoping that this year we can get some money. We're \$350,000 short. We now have \$150,000. This contract was awarded. It was awarded to Soleil West. Soleil West is an architect out of Albuquerque. We awarded it to him for \$24,000, and we do have a set of drawings.

Commissioner Anaya, did you see those drawings?

COMMISSIONER ANAYA: Yes. Yes, they're nice. Thank you.

CHAIRMAN MONTOYA: Thank you, Frank.

MR. OLAFSON: Our next project is Esperanza Shelter, and that project as well as the one Frank just talked about are another example of how projects sometimes get funded over multiple years and it may be several years to get into a project. But I'll let Agnes speak to this one.

MS. LOPEZ: Mr. Chairman, Commissioners, this is Esperanza Batter Women's Shelter Services, for their administrative services building. They received \$1.6 million from the legislature to build administrative services. This is their current location right here and their lease has expired and that is the urgency to find another site. We've identified a piece of land that the City owns that they'd like to relocate on it, which is this picture right here.

So we're currently working with the City to secure a lease for that land for Esperanza. This project is actually working with Comark Builders, which is a pre-made building company out of Texas to design a building for them. This is a \$1.6 million project.

COMMISSIONER VIGIL: Agnes, where are we in regard to the lease from the City?

MS. LOPEZ: I believe we made some changes. The lease is at the City right now and they're reviewing our changes, and we're also working on the lease between Esperanza and the County for the space that they will lease. So we're working on that as well.

COMMISSIONER VIGIL: And is it fully funded or will they need more funds?

MS. LOPEZ: They will probably need more funds and I think they intend to go back to the legislature this year. We have them on our ICIP for about \$300,000.

COMMISSIONER VIGIL: Okay. Thank you.

MR. OLAFSON: Okay. The next project is First Judicial, but the issue with Esperanza is that again, this is another example of multiple years of funding, multiple agencies, multiple partners and users in the complexity of some of these projects. And speaking of complexity, I'm going to ask Joseph to talk about the new courthouse.

MR. GUTIERREZ: We probably don't have enough time to speak to the judicial courthouse and in anticipation of that, Roman Abeyta has asked me to put this on the agenda for the 28th to give you more of an update. But I can sum it up in terms of last Wednesday when all of these people walked into the office with their eyes very wide and

realized that now we were going to be moving forward with this project. The voters approved \$25 million. In terms of A & E we have two finalists. The committee has scored them and we're at the point to negotiate with the highest rated offeror. Our goal is possibly to bring this contract forward to you and have the successful architect make the presentation in the December meeting. If we don't make that meeting we will definitely be no later than January and at that point we'll start the design on this project.

Our goal is really to maximize the Count's finances and one way to do that is that we will probably move forward to sell the bonds, the \$25 million bond issue that was approved to fund the architectural services and also the purchase of the Blue Monkey property. The other half of the financing, which is the 1/16 GRT, leave that on tap at this point and let the cash flow maximize the County until we actually have to come in and leave that.

One factor in this whole project that I think that we know and I don't want the Commission to lose sight of this is that the second phase of this is that we start moving forward with the other plan to look at the existing courthouse in terms of how we can expand the County operation and what opportunities we have there in terms of office space and parking and what it's going to cost to fulfill that project.

CHAIRMAN MONTOYA: Any questions for Joseph? Okay.

MR. OLAFSON: We've just got a couple more projects. Next one is the La Puebla Park and Basketball Court and I'll ask Ron to speak to that.

CHAIRMAN MONTOYA: Okay. Joseph, I just have one quick question regarding the Blue Monkey. Are we negotiating with them still?

MR. GUTIERREZ: Mr. Chairman, that process is in Legal and Legal has a contract attorney working on that. It's my understanding that they're waiting for an appraisal and when that appraisal comes in then they'll move forward with that negotiation.

CHAIRMAN MONTOYA: Okay. Thank you.

MR. SANDOVAL: What we have here now is the La Puebla Park basketball court improvements. What we did is we received a grant for \$30,000 this last legislative session. That was to address the court itself. When we did the court we installed – and actually this picture gives a good view of what we really did. We put the fencing on three sides. That's kind of helping these folks that were playing basketball and the ball was rolling off too far into the drainage that we have. We've also included shorter baskets for some smaller children to be able to reach. We put in a couple of bleachers. We put in a protection and weed barrier. What we did here is we spent approximately \$18,000 of the \$30,000 with the remaining \$12,000 we're looking at putting some type of solar light out there.

The original proposal she was hoping for, meaning the committee out there, was to get some swings, but being that the verbiage was incorrect on the grant itself, we had to focus on the court itself. What you're also looking at here, and I'd really like for you folks to see that very first picture. This is actually what the park looks like. There's a lot of improvements. In fact Commissioner Montoya and a few other folks were out there when we did the grand opening and it is a nice place. In fact the views are just awesome. At this point, thank you very much.

CHAIRMAN MONTOYA: Good job on that, Ron. The residents truly appreciate that.

MR. OLAFSON: The next project we have is the new Public Works building. I'll do this one very briefly again. The Public Works building is approximately 23,000 square feet of total space. We're building - there you see the pictures - there's an admin facility on the right hand side. Behind that will be a service area for all the vehicles and maintenance on vehicles. Behind that is a small building that will be a wash bay for the vehicles and this will serve both large equipment as well as the regular County vehicles. Then on the back left of that, there's a storage area for materials as well as car parking areas. There's parking in the front. The green areas are bermed areas that will help do some screening from 599. There will also be a gas pump out there for the facility.

We have a pre-bid meeting tomorrow at 10:30. The bids are due for this on December 21st and we'll be screening them. Hopefully it will get to you all in mid-January to get this project moving. Just a few more pictures of the site. I'm sure you all know it's out there on 599, if you're coming south on - it's just prior to crossing the river. Thank you.

CHAIRMAN MONTOYA: Good job.

MR. OLAFSON: The next project is El Rancho Community Center. This is our last one and Frank will speak to this one.

MR. JARAMILLO: Mr. Chairman, Commissioners, this project was put out for A & E two separate times and we never once got a response, so we put it out for the third time and we were fortunate this time. It was awarded to Alice Browning. They will be doing the A & E. This project consists of approximately a 700 square foot building behind the existing building. The addition is going to be used for the seniors for the arts and crafts program. The arts and crafts program consists of weaving, tin works, ceramic work. We'll also be moving the kiln from the existing building to the new addition.

The project includes an entry portal, construction of a new handicap ramp, new electrical service. The project will be put out to bid the first week of December and we will put it out for two weeks. After the project is awarded, we figure it will be approximately five months before it's complete. The cost on this is \$270,000. That is including A & E. Also, at El Rancho Community Center, we also paved 5100 square feet. That came out to \$18,000, so that project is coming on pretty good. Thank you.

CHAIRMAN MONTOYA: That came out good also, the pavement there, Frank. In regards to - and this isn't the only project. In regards to us getting any bids for A & E from some of the projects that we put out there, and this goes back to what Commissioner Sullivan was mentioning on the previous presentation, we typically don't have those funds or can't utilize that until we put it out for bid or have someone respond. Is that correct? We can't do A & E internally?

MR. GUTIERREZ: Mr. Chairman, no. A & E, all A & E services at this point are bid out. In most cases you'll see in terms of the project funding, there is enough to fund A & E services for a lot of these projects and that's what we're moving on because the A & E, the drawings provide a tool for the constituent to go to the legislature to get further funding. So in

most cases we can utilize the A & E. We're in the process right now in terms of looking at putting out a bid to get multiple A & E contractors on board for the small services. Legislative funding does allow us for A & E services.

In addition to that, because we do have extremely limited resources and staff and our expertise is not in all these areas, we're also looking at the legislative money because the legislative money is to plan, design, build, equip. And in terms of the planning and design phase, we're also looking at construction management services. We're looking at construction management services for two specific projects at this point. For Public Works and for the judicial courthouse. Those projects will definitely have construction management or project management services and those will be bid out specifically. But on a smaller scale we're looking at getting a source of construction management services to complement the staff on the smaller projects. And in that case, we could use legislative funding for those purposes.

CHAIRMAN MONTOYA: Okay. So we can use some of that funding then to either contract with someone or solicit someone's services? Because if no one's responding, these projects could go on, back and back and back. I looked at the Public Works, I think that's doubled since I came into office. It was at \$8 million, now it's at \$15 million. Not to say that that was part of the problem with that, but just the smaller ones. We could get somebody to do that at least initial work on some of those projects.

MR. GUTIERREZ: And I think, Mr. Chairman, members of the Commission, by having a listing - the attorney's office does. I'll use them as an example. They go out for bid and they have four or five firms that they use to supplement their work for specific, targeted services. And we're heading in that direction on the A & E services for the smaller stuff. One thing, the discussion with Steve Ross and the attorney's office, we want to have the A & E outside of the internal staff because of the liability that places on the County and the contractual process. So hiring an architect, having an architect on-staff for PFMD, it would help in some ways but not in terms of drawing the plans and those types of things. We want to make sure that that's an outside, private entity that does that for the County.

CHAIRMAN MONTOYA: Right. And I wasn't suggesting that we hire someone internally, but that we just can contract and we know that that firm or firms are going to be there to respond to Santa Fe County projects. Commissioner Vigil.

COMMISSIONER VIGIL: Mr. Chairman, I think you're touching on something that we're all advocating for, that is I recommend that we work really closely with our legislative lobbyist, Gerald Gonzalez and all, for these projects because if these projects come to us with funding from severance tax bonds then they're only available for capital. But there is over \$900 million available for one-time funding that will be coming through the general fund, and it's the construction management component could be a part of that funding mechanism. I think if we make that clear up front to the legislative delegation and include that component in these projects we'll be able to get some assistance on that construction management piece that you addressed.

So I think we need to make that clearly a component of that and perhaps the allocation of these fundings can come from both severance tax and general fund.

CHAIRMAN MONTOYA: Thank you, Commissioner. Commissioner Sullivan.

COMMISSIONER SULLIVAN: Mr. Chairman, what was the last project that we just did? The El Rancho Community Center. We're talking about bidding that out in December. My suggestion would be to give the contractors enough time to go into January. My experience has been that it's almost impossible to get sub bids over the holidays and if you try to put it in a two-month bid schedule, and they're in the middle of Christmas, they can't get sub-bids and they just won't bid. They can't come up with a competitive bid. And then two weeks is kind of short anyway. I think Frank said he wanted to put it out in December. I don't know if you want to take the bids in in December or not.

MR. JARAMILLO: Mr. Chairman, Commissioners, there are three firms out of northern New Mexico that are real interested in bidding on this project and they've been contacting me. They've been constantly, contactors are asking when is it going to be ready? So I think this project is going to go really well. So these are going to be northern New Mexico contractors that are going to bid on this.

COMMISSIONER SULLIVAN: Oh. I hope I don't have to say I told you so when you open the bids on Christmas Day. Particularly on the larger projects, the manufacturers shut down and the contractors can't get prices for pumps, for HV/AC equipment, they just can't get prices back in to bid them during the holiday season. So when you run into these holidays, you've got to give them extra time to let them get those price quotes in.

I just, Mr. Chairman, wanted to point out the third from the last item on the summary list. The Cundiyo water system is a project that the staff put in for a couple of years ago with a \$100,000 STAG grant funded through EPA and that the County will be administering. I just wanted to let you know that that project began construction this week and that well drilling will begin next week on the project. And that project involves providing new water storage for the community of Cundiyo that has a very low producing water system and of course we're holding our breath and crossing our fingers as we drill for the new well, that we find some water. It's not guaranteed. So that will be the first step and if the contractor finds water then the rest will be history. So just so you know that that one is under contract and under construction.

CHAIRMAN MONTOYA: Great. Thank you, Joseph. Was that -

MR. GUTIERREZ: Mr. Chairman, that concludes it. We have some flow charts that you can look at. We were going to go over them but I think they're self-explanatory. I just failed to recognize two important individuals on the team. One individual is the man behind the curtain. That's James Gebert. He's responsible for authoring - not authoring but putting together the database for us. That will be a tool that we'll all use. In addition to that we have a new member to the projects team and her name is Jaymie Catanach and she's excited to be with us.

CHAIRMAN MONTOYA: Jaymie or Janie?

MR. GUTIERREZ: Jaymie.

CHAIRMAN MONTOYA: Jamie. Okay. Welcome, Jaymie. Thank you all for

all that you do and we will continue to try and get the funding that we need to provide the support that we need at the staff level. Certainly can't do it without you all. Thank you.

F. Update on Community Economic Development: SFEDI, Cathie Zacher

CHAIRMAN MONTOYA: Cathie and Val, I do have to ask you, and I apologize, if you could do a 15-minute presentation. Oh, five? Okay, if you could do five minutes that would be even better.

CATHIE ZACHER: I was down to two, Mr. Chairman.

CHAIRMAN MONTOYA: Thank you both for being here and thank you both for your patience.

MS. ZACHER: Mr. Chairman, Commissioners, we are here from Santa Fe Economic Development. I'm Cathie Zacher and I'm the president of Santa Fe Economic Development. Val Alonzo is our business and workforce development director, and that's it when it comes to the staff of SFEDI.

We're here to update you. As you know, by resolution, when we went through the Certified Communities Initiative, we were designated as the economic development partner for the County. If you don't mind, Val had a packet to give to the Commissioners.

CHAIRMAN MONTOYA: Sure. Please.

MS. ZACHER: We have been working through the Certified Communities Initiative from the state. We received - the County and SFEDI together, we receive \$5,000 a year to spend. It's limited; it has to be spent on marketing and things like that, so we have - in your packet you will see we've developed a marketing tool we call the program "The Tools for Success". As you know we're not a normal - well, I use that word hesitantly - a normal economic development group because our priority is not recruitment of businesses from outside the community. Our priority is working with the businesses that are growing in Santa Fe.

We are finding quite a few of them that need assistance. I think most of you know if you've seen our newsletter or other materials that we started last spring a very strong initiative reaching out to the immigrant-owned business, and we've had tremendous success with that. We hired a young intern who is now, just a week or so ago, become a permanent staff member of SFEDI along with Val and I, and he's our direct outreach to the immigrant business community. Therefore most of our information, some of it on our website and the brochure that you see there, Tools for Success, those are all available in English and Spanish. I find myself, a lot of people don't want to deal with the fact that the immigrant community is here and creating businesses but they are. And it's amazing. Someone said, "Oh, well, all they're doing is restaurants." And I said, "Oh, no, they're not."

Oh, no. We're getting - we've talked to well over 100 businesses since last January. As you can see from the sheet in there we've succeeded through our Tools for Success, which includes a lot of partners, the City and the County, but also everything from United Way of Santa Fe County who approached us and wanted to partner because of their Agua Fria Village project. We work with the Department of Labor. Val is very well known, if a business says

project. We work with the Department of Labor. Val is very well known, if a business says they need particular help, we don't send them to a seminar to get the help. He will call our partners and actually take them at a particular time all together as a group back to the business, which we're finding business owners are quite amazed that somebody will actually come as a group like that and talk to them.

But it's easier for us to find out exactly what their needs are and have the partners who can help them sitting right in front of them. So the business owner doesn't have to make 20 phone calls to get any assistance. They get it right there.

We came to Gerald Gonzalez, oh, a couple months ago. Tom Cordova, who is one of our board members, has been working with us in this outreach work. He's the one who came up with the phrase personalized consultations, which is what we do when we meet with the business people. We believe that it's very necessary to do one-on-one with the business community. I'm well known for saying that there are lots of organizations that keep doing seminars for small businesses. What they forget is to go and ask the small business first if that's what they need a seminar for. So we're actually doing it. Our partners have been very responsive and very supportive of this.

We came to Gerald with an opportunity we feel strongly for the County and SFEDI to get going on some more things. One of the things, Val has come back to me on well over more than one occasion, telling me that he has a business that's ready to grow, that's ready to expand. We can get them funding through the loan fund or through one of the banks, but they don't know where to go. They don't know where to locate their business. SFEDI, we found ourselves somewhat stymied because we know there are private developers out there. We know there are places that the business can go, and we don't have any of the details. So we approached Gerald with a three-pronged proposal for the County. The first piece being - and we suggested doing it in pieces - the first piece is to do a complete database of all developable property in Santa Fe County. Not just the County's business park but everything, private and public, and develop a database that will tell us what infrastructure is on each piece of property, what the rental rates, what the sale rates are on it, the contact.

So if somebody comes to us and says, okay, I want to move my business into Santa Fe County, we can get into that database and tell them exactly. If they say I want to be on a highway, I want to be on a railroad line. I need this. I need that. We're not going to end up directing them to a piece of property that has no water and has no possibility of getting water rights. That doesn't serve anybody. That wastes the time of the business owner. But we feel real strongly that some kind of a database will give the County and SFEDI working together a better idea of what we actually have. I think everybody guesses now. Everybody I talk to has a different idea but nobody has any details on anything. So that's something we'd like you to think about doing.

We're getting more and more recognition and our work is going much more regional. Val actually had two ladies from Abiqui in the office the other day who had been told, oh, you want to start a business, you go talk to SFEDI. They'll connect you with the people that will get it started. So we're finding that we're going more and more regional with this. We're going

out into the county. We're getting requests for assistance from Española, from Las Vegas. And I keep reminding people there's just two of us, so we don't want to spend all of our time driving.

As you can see, I won't read through the sheet that I gave you in the packet, but it shows you the numbers, well over \$200,000 that we have helped small businesses obtain in funding for growth, and that's through the New Mexico Community Loan Fund. Val actually will take a business one-on-one, literally take their hand and take them to a bank president, most of whom are on our board, so that's a little bit easier, and talk to them about loans. We've developed these partnerships so that we know we don't waste the business owner's time. If they want to start a business or if they want to grow their business they want to do it now.

We've had several businesses that are ready to go from probably ten to fifteen employees to fifty, and we've got to find them space. I just don't have a real clear handle and I can't find anybody that does.

CHAIRMAN MONTOYA: Commissioner Vigil.

COMMISSIONER VIGIL: Cathie, thanks for the update. The County is really I think a critical, pivotal figure in this because I'm recalling that we just approved the expansion of the Aldea development and a commercial component of it and actually made a condition of approval to that that 50 percent of the commercial space be occupied before they're allowed to receive their business permit. That kind of communication needs to occur. Most of the developments that we approve do include a commercial component of it. Rancho Viejo, a lot of the Community College District developments include that. Those are all spaces that are going to need to be occupied.

Does your database - is that the kind of information that you're recommending that be on your database?

MS. ZACHER: Absolutely. Every single piece that a business can move into. And we won't deal - I get all the bids from the state companies that the state feels wants to come in and the first thing I look at is water usage, things like that. And if it's a high water user, we don't even respond to them because they don't fit here. And SFEDI has always said we want businesses that fit here. Not that we have to change ourselves to accommodate a business. We don't have - I know Aldea has those requirements. What I'm saying is that this database will be one place that we can all go to and know exactly where to move a business. And we don't have that. We did start a database of every single company that we talk to. We have detailed information on them, and I really admire what Val did. He goes in with a survey that they have to fill out, or a piece of paper that he checks off as he's talking with them. His conversation with them is much more personal. But when he or Omar come back to the office, they fill that data into that database.

I already have several people saying how can I get hold of that database? And I said, well, you can't. You have to shoot me first, I guess. It's amazing what that information is telling us about businesses in Santa Fe. It's amazing. Two years ago we used to hear from small businesses that what they needed to grow was money. We don't hear that anymore. What they need is employees. Any other questions? If not, we're easy to find. Thank you.

do. I'm glad that we're able to partner with you all. I want to recognize Robert Griego who has been active in working with you all as well and I look forward to the continued partnership very much.

[Commissioner Campos excuses himself from the meeting.]

G. Update on Strategic Planning

MR. ABEYTA: Mr. Chairman, Beth Mills is going to just provide us a brief update on strategic planning. I don't think it will take very long.

CHAIRMAN MONTOYA: Because I need to step out right. I don't know -

COMMISSIONER VIGIL: Beth, could it be done in about five minutes?

BETH MILLS (Strategic Planner): Sure. You thought you were off the hook. Five minutes, I'm going to try. I did want to provide you with an update and Gerald had a scheduling conflict. But I'm not going to go through reiterating the history of how long we've been working at this and some of the decisions that we've come to along the way, just suffice it to say that since I moved down into the Provost's office to take on the task of finishing the strategic plan, what the next steps are is that we're going to actually produce the plan from all the work that's been going on for over a year now, and I've been reviewing all that. I would like to have a draft plan by January for review Countywide.

We want to tie the action items from the plan that come out of the plan to the mid-year budget adjustments, to the ICIP plan and to the legislative process. That's the goal that I have in mind now. After finalizing the plan, the action items that come out will be tied to the 2007/2008 County budget in the late spring. [Chair Montoya leaves the meeting.]

So because I'm not going to go into detail here about exactly all the components we've analyzed and what the action items that are being formulated are, it sounds like we don't really have time for that today. Just to give you the sense that I have reviewed all the work that has been done in senior staff and by others up to this point, and I'm actually putting it on paper in a draft format and pulling out the action items so that we can begin tying it to the budgetary process and the legislative process.

I also have Amanda Hargis with me today and I want to give her a minute. She's our new GIS coordinator and I see the migration into the new GIS architecture as a really critical component of the strategic plan, because it's just as Ms. Zacher was saying, it's the ability for us to organize our business processes spatially that's going to be real fundamental to accomplishing some of the action items, many of the action items in the strategic plan, especially the unified growth management component of the plan. So I wanted to be able to introduce Amanda today and give her a minute to explain her vision of the migration, the architecture and just also allow you folks to meet her. I'm sorry that it's such a rush and crunch situation. She comes to us from Boulder County and she's had many, many years of experience

up there. She in fact accomplished for them at Boulder County what we're attempting to accomplish here, so she's been through it up there very successfully. We're incredibly fortunate to have her accept the position here to help us make this migration, so I wanted to give her a minute.

COMMISSIONER VIGIL: Welcome, Amanda.

AMANDA HARGIS (GIS Coordinator): Thank you, Commissioners. Thank you. My name is Amanda Hargis and I would like to talk to you briefly, and I will make it brief. If I'm speaking too fast, slow me down. I want to emphasize the fact that enterprise GIS is important in the strategic plan because GIS is a tool not just for making pretty maps, but for making decisions. As a County, we make decisions all the time. We decide can someone build a new house based on where they want to build the house. We decide who is going to pay what in taxes, based on where their house is and what the qualities of the house are. We decide if someone can have a dump permit based on where they live. We decide which emergency responder is going to answer the 911 call based on where that person's calling from.

You may not have noticed that everything I said there had the word "where" in it. If we have a question about where, as in the Santa Fe improvement district, where are all the properties that business can move into, the answer can be made with the decision-making properties of GIS. So currently what I'm seeing - I'm going to give you a handout that shows our current situation at Santa Fe County. Right now we've got a good GIS that's been built up over the years and we have business data from the general business of the County, which is issuing development review permits, utility billing, assessment, tax collection, finance, payroll, rural addressing. Right now, they disconnect there.

We're not using the decision-making properties of GIS in addition to the current business processes that we already have and connecting them to make better decisions. What we can do, which Beth will show you next, is integrate our geographic data with our business data, which includes parcel ownership, roads, railroads, where are the businesses next to the railroads with enough water, and what existing development review has done on those already. When we integrate these we can then make much better decisions about running the County.

I want to give you two quick examples of how this has succeeded for other agencies. Not only can we make better decisions but we can improve the County efficiency and we can improve our revenue situation. In the City of Cincinnati, what they did was they took their utility billing, which was all on paper or maybe even in the computer, and integrated it with their mapping and actually mapped who they were billing for sewer, actually. And found that they were billing this person on the street and that one and that one and that one, but not those three and then that one, that one, that one, just by plotting them on a map, and they realized they had failed to bill \$27 million in sewer bills. Once they had it all mapped then they were able to accurately bill for sewer.

In Boulder County, which is where I came from, the Assessor's office has integrated GIS into their business practices and they have realized immense amount of efficiency. In the mid-1970s the Assessment staff there was 46. Today the Assessment staff is still 46. In the mid-1970s the value of the property in the county was \$436 million. Currently the property values

1970s the value of the property in the county was \$436 million. Currently the property values total almost \$5 billion. They have managed all of this by integrating their assessment business practices with the GIS and in fact have won international awards for how wonderful they're doing by integrating their GIS.

So I've only said about half of what I wanted to say, but if you have questions for me please do ask me. My conclusion here is that by integrating GIS with existing business practices, getting them very clearly linked we can provide better services to our constituents, we can actually provide services to constituents that they're paying for, we can deny services to constituents who aren't actually in our service area and they're not paying taxes for that. We're increasing our efficiency, saving money, and we have the potential to increase our revenue stream by finding untapped sources of revenue.

COMMISSIONER VIGIL: Thank you. And perhaps Roman, we can get at our next presentation more of a detailed update and get most of the Commissioners to hear this component.

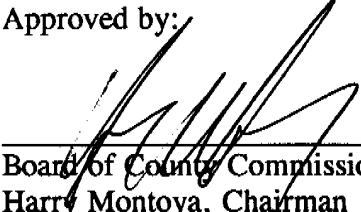
MS. HARGIS: I would love to speak to you guys again.

COMMISSIONER VIGIL: Thank you very much.

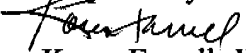
VIII. ADJOURNMENT

Vice Chair Vigil declared this meeting adjourned at approximately 12:25 p.m.


Approved by:

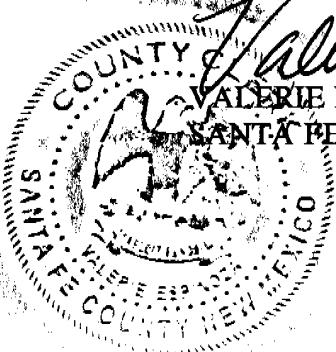

Board of County Commissioners
Harry Montoya, Chairman

Respectfully submitted:


Karen Farrell, Wordswork
227 E. Palace Avenue
Santa Fe, NM 87501

ATTEST TO:


VALERIE ESPINOZA
SANTA FE COUNTY CLERK





Lawrence A. Medina, MBA
President & CEO

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STATEMENT OF QUALIFICATIONS

Lawrence A. Medina, MBA
President & CEO

Experience Summary

Lawrence A. Medina, President and CEO of Zia Community Services, possesses 15 years experience and expertise in business administration within both the public and private sectors. Mr. Medina also has extensive expertise in strategic planning and formulating policies to ensure that the goals and objectives of an organization are met. Mr. Medina has a demonstrated track record of assessing, organizing, and leveraging resources to be more efficient and effective with the ultimate goal of maximizing the organization's wealth. As an MBA graduate, Mr. Medina's diverse background, work experience, and education has contributed to his effective management of organizations in Colorado and New Mexico.

Business Administration

Board of Directors: A chartered board member of four nonprofit organizations, Mr. Medina has participated in strategic planning efforts to identify the direction of newly-formed organizations. He possesses expertise in board development training, ensuring that board members understand their fiduciary responsibilities and the importance of participation of raising capital for the organization.

Executive Director/Senior Management: Mr. Medina has demonstrated strong leadership skills in managing complex and dynamic organizations. His experience includes serving as an executive director of several different organizations. Mr. Medina's supervisory experience includes recruiting, hiring, evaluating, and terminating staff within organizations with up to 50 employees. He has an extensive background in developing and maintaining relationships with stakeholders and organization's partners using cooperative arrangements. Mr. Medina has been responsible for investing organization's funds and managing associated risks, supervising cash management activities, and executing capital-raising strategies that supported the organization's expansion.

Fiscal Management: Mr. Medina has a strong track record of sound fiscal stewardship, taking responsible care of resources entrusted to the organization. He has developed and implemented a full range of fiscal policies and procedures, ensuring compliance with federal, state, and local regulations and audit readiness. He has worked closely with board of directors in budget development and management. Mr. Medina has also developed annual reports which have included an outline of the organization's operations, its partners, and its financial position.

Quality Assurance and Improvement: Mr. Medina has developed and implemented effective quality assurance and improvement plans and policies in efforts to manage change and measure success throughout the organization. He is proficient in developing audit tools tailored around industry standards best practices and provided organizations corrective action plan. Mr. Medina has lead and coached many executives and managers to act as a change agent to make the necessary adjustments that enabled organizations to grow.

Strategic Planning and Implementation

Facilitation: Mr. Medina has lead participatory strategic planning sessions, retreats, and annual board meetings to evaluate and create organizational goals and objectives. He has conducted numerous SWOT analysis/environmental scans that assess internal strengths and weaknesses; and identify external threats and opportunities. He creates action plans that are based on sound, systematic business planning practices.

Grand Strategies: Mr. Medina has written comprehensive business plans for organizations that identify business strategies which provide basic direction to meet short and long-term goals and objectives. He experienced in financial projections and assumptions that accurately identify organizations' financial needs. Mr. Medina's other areas of planning expertise includes developing startup costs, defining personnel planning strategies, writing cost controls, and performing organizational evaluations.

Marketing: Mr. Medina produces focused, strategic marketing plans that incorporate low-cost methods for informing the public about an organization's mission, services, and strengths. He conducts market analysis research projects that allow organizations to understand their target markets. Mr. Medina has extensive experience facilitating communication assessments for organizations and enhancing and developing communication materials that accurately target the organization's key audiences. His expertise includes media relations, ranging from paid advertising to writing public service announcements, press releases, and special interest stories.

Nonprofit Sector

Resource Development and Fundraising: Mr. Medina has developed and supervised direct mail, major gift campaigns, targeted-donor solicitations, in-kind donation requests, and annual giving campaigns. He has written numerous grants, securing in excess of \$10 million in funding from both private and public funding sources in a ten year period. Mr. Medina has written resource development and fundraising plans that succinctly outline strategies for securing funding for organizations by diversifying their funding sources. His experience with software applications for donor management such as *Sage Fundraising* (formerly *Paradigm*) and *Exceed! Basic* have allowed organizations to effectively perform fundraising activities while building a comprehensive database that allows for accurate planning of future fundraising activities. Mr. Medina has planned and organized numerous cultivation gatherings and events that are effective for both fundraising and marketing applications.

Program Design and Development: Mr. Medina has designed and developed programs and services that are highly integrated with an organization's mission, strategic planning goals, and needs of clients. He has written numerous program proposals for submittal to grantors and has conducted a large number of program evaluations. Mr. Medina has administered a variety of different evidence-based modalities related to health and human services model programs.

Organizational Development: Mr. Medina possesses strong expertise in conducting organizational assessments that identify areas of capacity that are strong and those that need improvement. He has a keen ability for developing corrective action plans and recommendations that remedy problem areas identified during assessments. He has provided training to both board members and staff, increasing their core skills and capabilities, ultimately resulting in enhanced organizational effectiveness and sustainability.

Education

Master of Business Administration/Marketing, 2006
University of Phoenix, Albuquerque, New Mexico

Bachelor of Science, Business Administration, 2004
University of Phoenix, Colorado Springs, Colorado

Associates of Applied Science, Marketing and Management, 1995
Aims Community College, Greeley, Colorado

Additional Training

- Juvenile Detention Alternatives Initiative Training, Santa Cruz, CA, 2004
- Federal Bureau of Prisons Community Corrections Training, Santa Fe, NM, 2003 & 2004
- Colorado Nonprofit & Management Program, Community Resource Center, Denver, CO, 2003
- Leadership Pueblo, Greater Pueblo Chamber of Commerce, Pueblo, CO, 1999
- National Community Organizer Symposium, NRC, Boston, MA, 1997
- Neighborhood Reinvestment Training Institute, Oakland, CA, 1995
 - Developing Grassroots Leaders
 - Grant Proposal Writing
- Graduate, *Ducktorate Degree*, Walt Disney World's College Program, Orlando, FL, 1989

Awards

- ❖ Marketing Superman, Santa Fe County Youth Development Program, Cornell Co., Santa Fe, NM, 2004
- ❖ Volunteer of the Year, Greater Pueblo Chamber of Commerce, Pueblo, CO, 2001
- ❖ Certificate of Appreciation, Board of Pueblo County Commissioners, Pueblo, CO, 2001
- ❖ National Family Volunteer Day Award, Points of Light Foundation, Washington, DC, 2001
- ❖ Nominee, Citizen of the Year, Greater Pueblo Chamber of Commerce, Pueblo, CO, 2000
- ❖ Classroom Consultant, Junior Achievement, Pueblo, CO 1999-2000
- ❖ Campaign Coordinator, United Way, Pueblo, CO, 1999 to 2002
- ❖ Parade Theme Committee, Colorado State Fair Parade, Pueblo, CO, 1996
- ❖ Most Improved Speaker Award, Toastmasters International- Club 784, Greeley, CO, 1994
- ❖ Best Idea, Redesign of the Adventureland Veranda in Magic Kingdom, Walt Disney World, Orlando, FL, 1989

Technological Skills

Advanced knowledge in *Microsoft Word, Excel, Access, Outlook, PowerPoint, Publisher, Project, Paint, WordPerfect, ACT 6, Sage Fundraising (formerly Paradigm), Exceed! Basic, Adobe Acrobat, Nero, StyleEase (APA style)*; conducting online research; installing software applications and hardware.

Professional Experience

President and CEO
Zia Community Services, Inc.

October 2004 to Present
Albuquerque, New Mexico

Provides consultative services to nonprofit organizations, government entities, and small businesses in the area of organizational development, capacity building, strategic planning, marketing, facilitation of multi-agency collaborations, stakeholder involvement, board and staff development, executive coaching, teambuilding, process improvement, project management, and training design & delivery.

Specializes in resource development via grant writing, fundraising, volunteers, policy and procedure development and review according to industry standards, quality improvement and assurance programs, marketing, community development, financial management, and outcome-based evaluations.

Senior Development Officer
National Dance Institute of New Mexico

October 2004 to March 2005
Santa Fe, New Mexico

Responsible for strategizing and initiating an overall development/fundraising plan for Albuquerque program that included special events, direct mail, personal donor solicitations, grant writing, and cultivation events. Oversaw the provision of external constituency-building. Maintained and updated all records for fundraising on *Sage Fundraising* (formerly *Paradigm*) database. Produced annual cultivation events; organized and galvanized fundraising committee, created marketing materials, developed and managed budgets. Worked closely with individual donors, foundations, and government entities in efforts to build and maintain relationships for funding purposes.

Marketing & Quality Assurance Specialist
Santa Fe County Youth Development Program
Cornell Companies, Inc. and Santa Fe County

June 2003 to October 2004
Santa Fe, New Mexico

Senior management team member of a 128-bed secure juvenile facility. Developed initial marketing plan and set strategic goals; responsible for developing communications materials, fostering relationships with current accounts to increase referrals, and initiating calls to top accounts. Also researched new leads, negotiated and secured contracts; wrote responses to federal agency's Requests for Proposals.

Quality Assurance/ACA Accreditation Manager duties include understanding and applying corrections best practices and standards for the Detention Center and Training School (dual accreditation) via ACA, National Commission on Correctional Health Care, CYFD's Juvenile Detention Facility, and application of the Federal Bureau of Prison's Statement of Work. Also ensured the center complied with national standards by conducting internal audits, policy and procedure development and review, organizing and maintaining internal controls and documentation, and establishing clearly-defined procedural system that all staff could apply.

Lyle Alzado Youth Home Coordinator
Pueblo Youth Service Bureau, Inc.

September 2002 to April 2003
Pueblo, Colorado

Responsible for the operations of a 13-bed residential treatment center (RTC); applied RTC licensing requirements (state and federal standards); recruited, interviewed, trained, supervised, and evaluated 10-15 staff members; coordinated and monitored all psycho-educational, individual therapy, and sex offender treatment programs and outcomes; collaborated with community social service professionals for planning and executing of individual treatment plans; conducted internal audits to ensure organization remained in compliance with state and federal standards; managed the quality assurance program for treatment services, including documentation; created audit tools and budget and inventory management procedures.

Executive Director
Concerned Parents of Pueblo, Inc.

January 1998 to August 2002
Pueblo, Colorado

Reported directly to the Board of Directors. Was responsible for all business and operations of the nonprofit organization including 1,000 youth/adult volunteers and over 50 collaborating agencies managing more than 19,000 hours of volunteer work; oversaw fiscal management in accordance with Generally Accepted Accounting Principles; responsible for resource development through grant writing (public & private sectors) and fund-raising; community and economic development; designed, implemented, provided training for, and managed the prevention and intervention programs; developed and implemented business, marketing, and strategic plans; performed project management; administered outcome-based evaluations on programs; participated in civic events, public speaking; developed media releases, statistical and interest stories.

Community Coordinator
Big Brothers Big Sisters of Colorado, Inc.

June 1999 to May 2001
Pueblo, Colorado

Established a satellite office for a youth mentoring program and was responsible for general direction of the operations; supervised, trained, and evaluated one case manager and over 20 volunteers; developed a marketing plan for recruitment of mentors, volunteers, and potential donors; performed case management, grant writing, fund-raising, and public relations; oversaw fiscal management; completed monthly progress reports for submission to funding sources.

Assistant Manager
Cars Helping Kids, Inc.

November 1999 to May 2001
Pueblo, Colorado

Established an auto donation program in order to raise funds to support the Big Brothers, Big Sisters mentoring program in Pueblo; was responsible for developing and implementing a marketing plan that included massive advertising campaign and public relations; managed the vehicle registration paperwork and logistics of towing more than 200 donated vehicles a year.

Community Organizer
Neighborhood Housing Services, Inc.

July 1995 to January 1998
Pueblo, Colorado

Performed grassroots community organizing; assisted the executive director with program development and implementation and management of homeownership initiatives; lead citizen engagement and political advocacy efforts around issues such as affordable housing and equitable community development; chaired the Community Relations Committee; managed "community pride" projects such as mural projects and painting senior citizens homes; coordinated over 500 volunteers a year; wrote grants for submittal to state, federal, and private funding sources; lead annual fundraising campaign; strategic planning, and marketing/public relations.

Community Involvement

- Chartered Board Member/Officer, Art & Entertainment Center, Albuquerque, NM, 2006 to present
(Newly formed organization is working on program design and development of a drop in center for youth)
 - Volunteer Youth Director, Fire for the Nations, Youth 2 Youth Connection, 2002 to 2003
(Fire for the Nations is a faith-based nonprofit organization that provides youth leadership training and was working on opening a large adolescent drop-in center)
 - Organizer & Coordinator, Pueblo's Youth & Family Issues Workshops, 1998 to 2002
 - Co-Chair, Pueblo County United Way, Marketing Committee, 2000 to 2002
 - Co-Chair, Pueblo Youth Employment Council, Work Investment Act, 2000 to 2002
 - Chartered Board Member/Officer, Tennis Mania for Youth, 1999 to 2003
 - Advisory Committee Member, Family-Nurse Partnership, 2000 to 2002
 - Member, Pueblo County United Way, Compliance Committee, 2001 to 2002
 - Ad Hoc Committee, 2010 Healthy Pueblo Task Force, Human Investment Plan, 2001 to 2002
 - Resident Member, Hyde Park Neighborhood Association, 2000 to 2003
 - Steering Committee, El Pomar Foundation/Bridging the Gap Program, 2001 to 2002
 - Member, Council for Children & Youth/Youth Issues Committee, 2001 to 2002
 - Committee Member, Pueblo Police Department/Tech. Block Grant, 1998 to 2001
 - Chair, 2010 Healthy Pueblo Task Force, 2001 to 2001
 - Advisory Committee Member, 1st Annual Teen Summit, June 2000
 - Classroom Volunteer, Junior Achievement of Southern Colorado, 1999-2000 school year
 - Mentor/Big Brother, Big Brothers Big Sisters of Colorado, 2000 to 2003
 - Advisory Committee Member, HUD's Empowerment Zone Strategic Plan, 1998
 - Co-Chair, Leadership 21 (Youth Leadership Training Program), June 1998
 - Chartered Board Member, Recycled Technology for Ed. Foundation, Pueblo, Colorado, 1996-97
 - Volunteer in the field of intervention with alcoholics and drug addicts, 1993 to present
-

Proposed Community Graffiti Removal Program

The Community Graffiti Removal Program is an ongoing activity that would aid victims of this random act vandalism. The program is designed to remove, educate, and promote public awareness on graffiti. Graffiti is eradicated as it occurs in neighborhoods, business areas, and public areas of the City and County of Santa Fe. Graffiti removal services are provided at no cost to the public; however, donations are accepted to help off set the expenses for this program. The entity can organize and coordinates the following to remove graffiti:

- Youth
- Local Business Owners
- Clubs & Organizations
- Church Groups
- Home Owners
- Individual Volunteers
- Schools
- Local Unions Groups
- Neighborhood Watch Groups or Associations
- Businesses Teams
- Other Nonprofit Agencies

In addition, this program provides the paint, equipment, supplies, and technical assistance. The identified entity can work in collaboration and encourages all other entities to participate in this vital endeavor as we continue to keep our City clean of graffiti. The Community Graffiti Removal Program's goals and objectives are as followed:

- Remove graffiti within 72 hours
- Enhance the community image
- Maintain property values
- Prevent graffiti by educating the young people about graffiti
- Encourage graffiti removal through public awareness
- Prevent Youth Violence by breaking the communication between gangs

SANTA FE COUNTY

Comprehensive Community Graffiti Removal Strategic Plan

Draft Outline

1. Description of Problem
 - a. Include estimated annual cost
2. Description of Current Graffiti Removal Approach/Activities in the County
 - a. Activities (internal & external conditions)
 - b. Identify Other Agencies Activities
 - c. Networks with other entities (including the City, County, State, & both school districts)
3. Proposed Comprehensive Graffiti Removal, Abatement, and Prevention Activities
 - a. Mission Statement/Purpose
 - b. Goals & Objectives
 - c. Short-Term: Removal Reactive Approach
 - d. Medium-Term: Abatement - Cutting it down (e.g., raising the public's awareness on the City's ordinances and who to call for removal [creating a new brochure])
 - e. Long-Term: Prevention Graffiti Awareness (e.g., in public schools and facilitating educational workshops, etc.)
4. Staffing, Management, and Cost Issues
 - a. Community Organizing
 - b. Enhancing Current Coordination of "Teams" (e.g., youth participants, clubs, church groups, businesses, and individuals)
 - c. Cost (include amount of donations)
5. Time Line
 - a. How & When will Key Actions/Activities be delivered
 - b. Events & Activities
6. Develop an Evaluation Process
 - a. Via stakeholders, staff, groups, nonprofits, and other volunteers

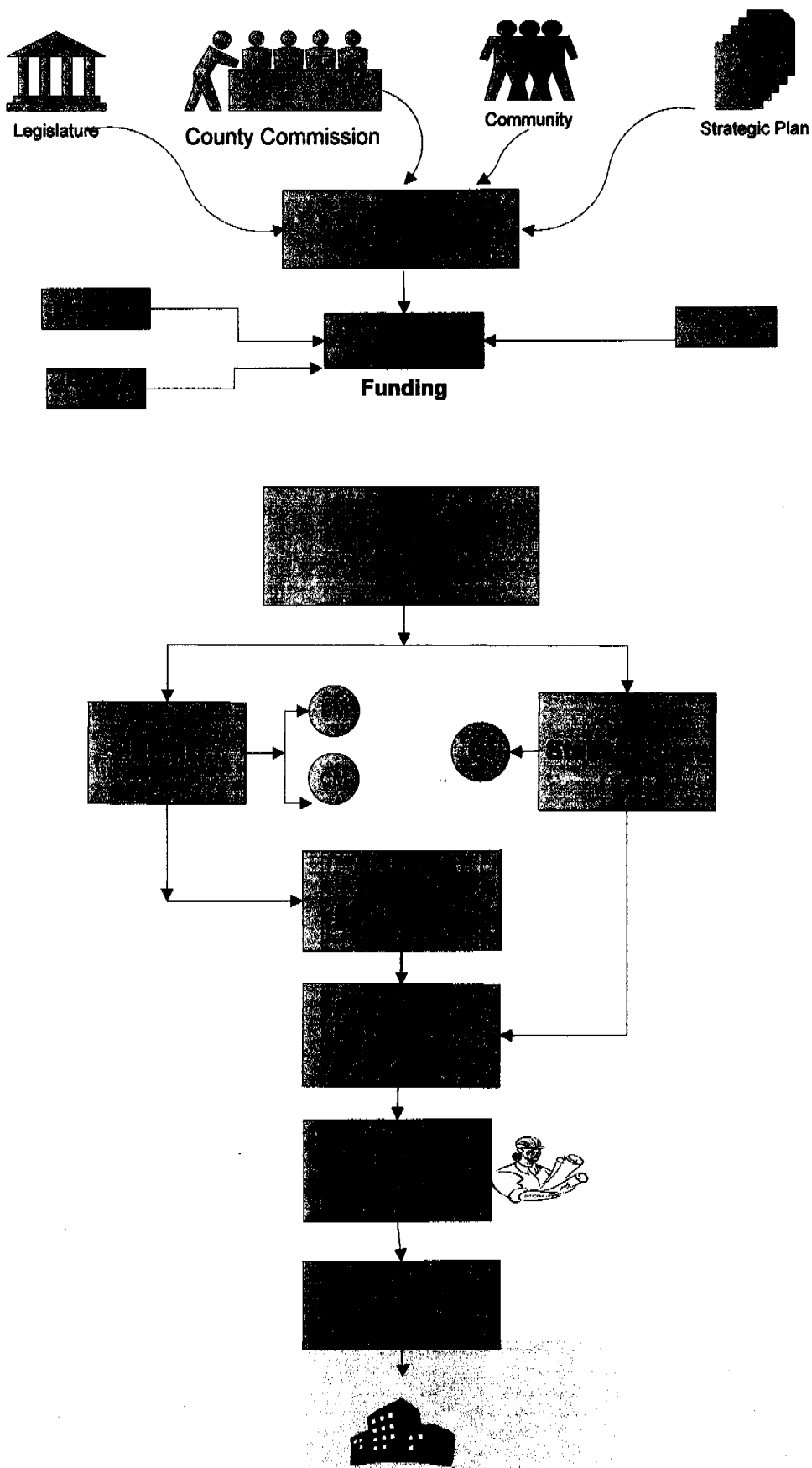
PLANNING PROCESS:

- Organize the Planning Process
- Assess Current Conditions & Trends
- Set Goals & Objectives
- Develop Financial Strategy & Resource Development Requirements
- Develop Implementation Strategies
- Refine Draft Information
- Write, Present & Adopt Strategic Plan
- Monitor, Set Benchmarks, Evaluate & Re-Assess

**Santa Fe County
Projects & Facilities
Management Dept.
Capital Projects**



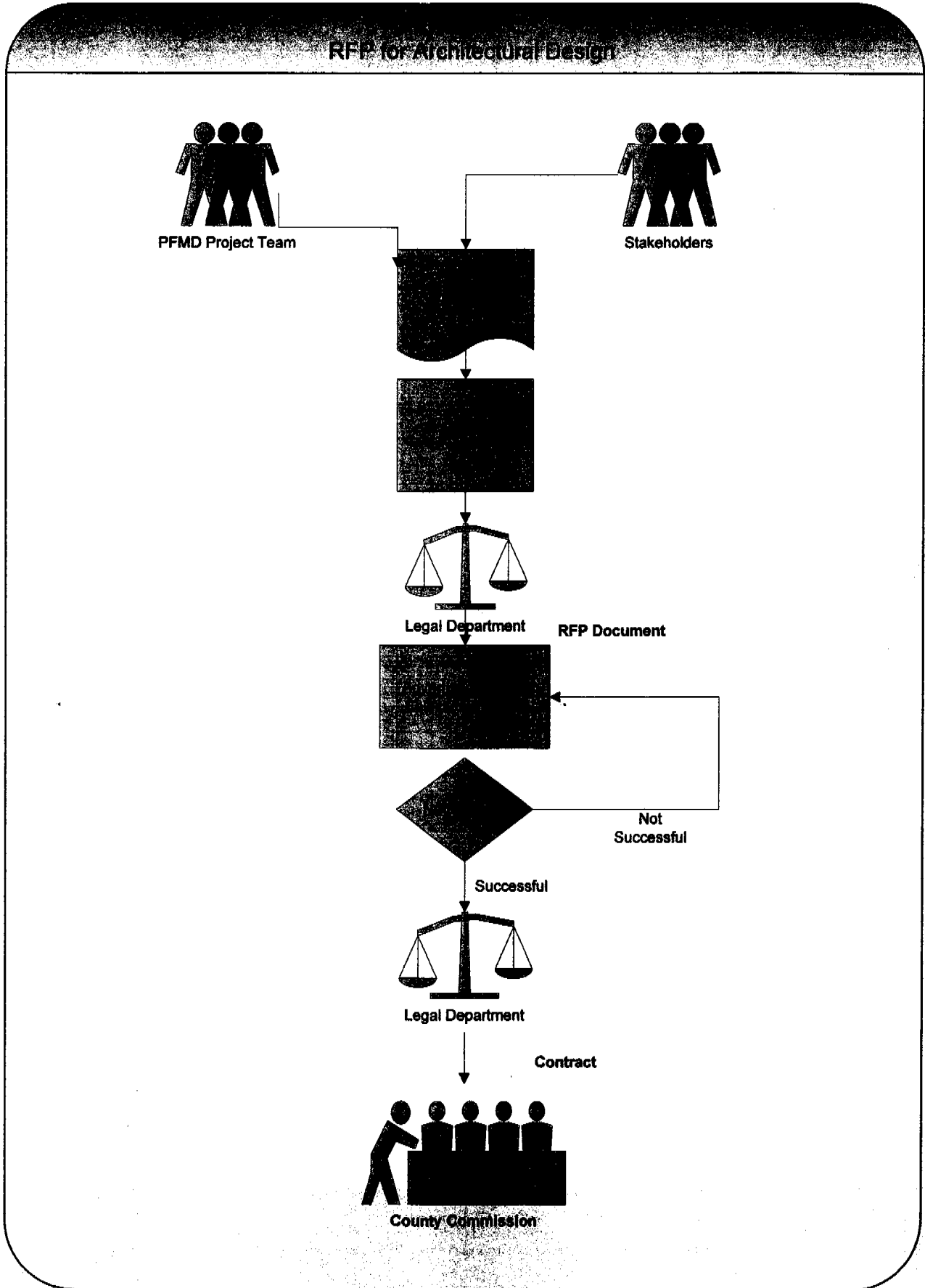
Capital Projects Flow Chart

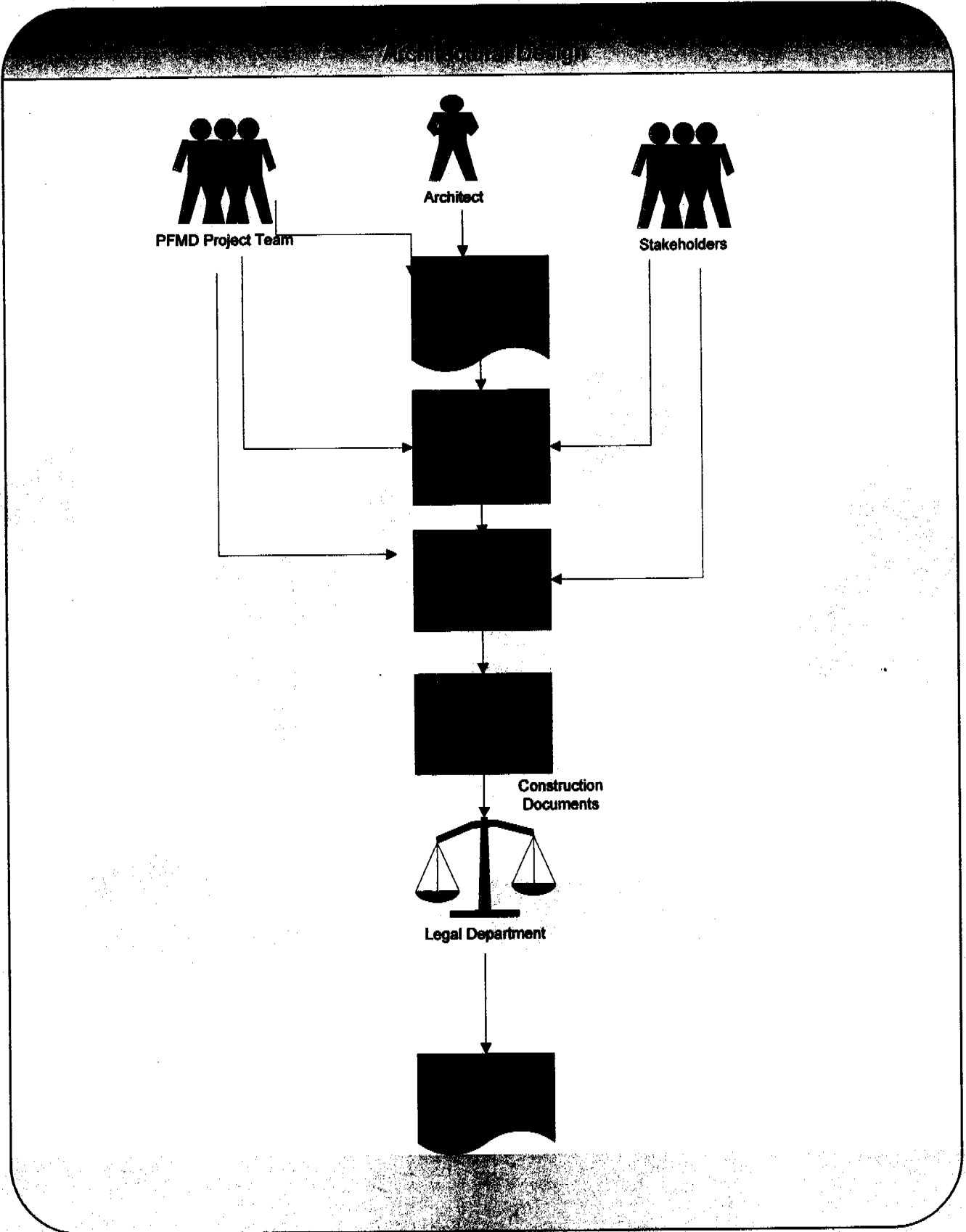


SFC CLERK RECORDED 02/12/2007

Capital Projects Flow Chart

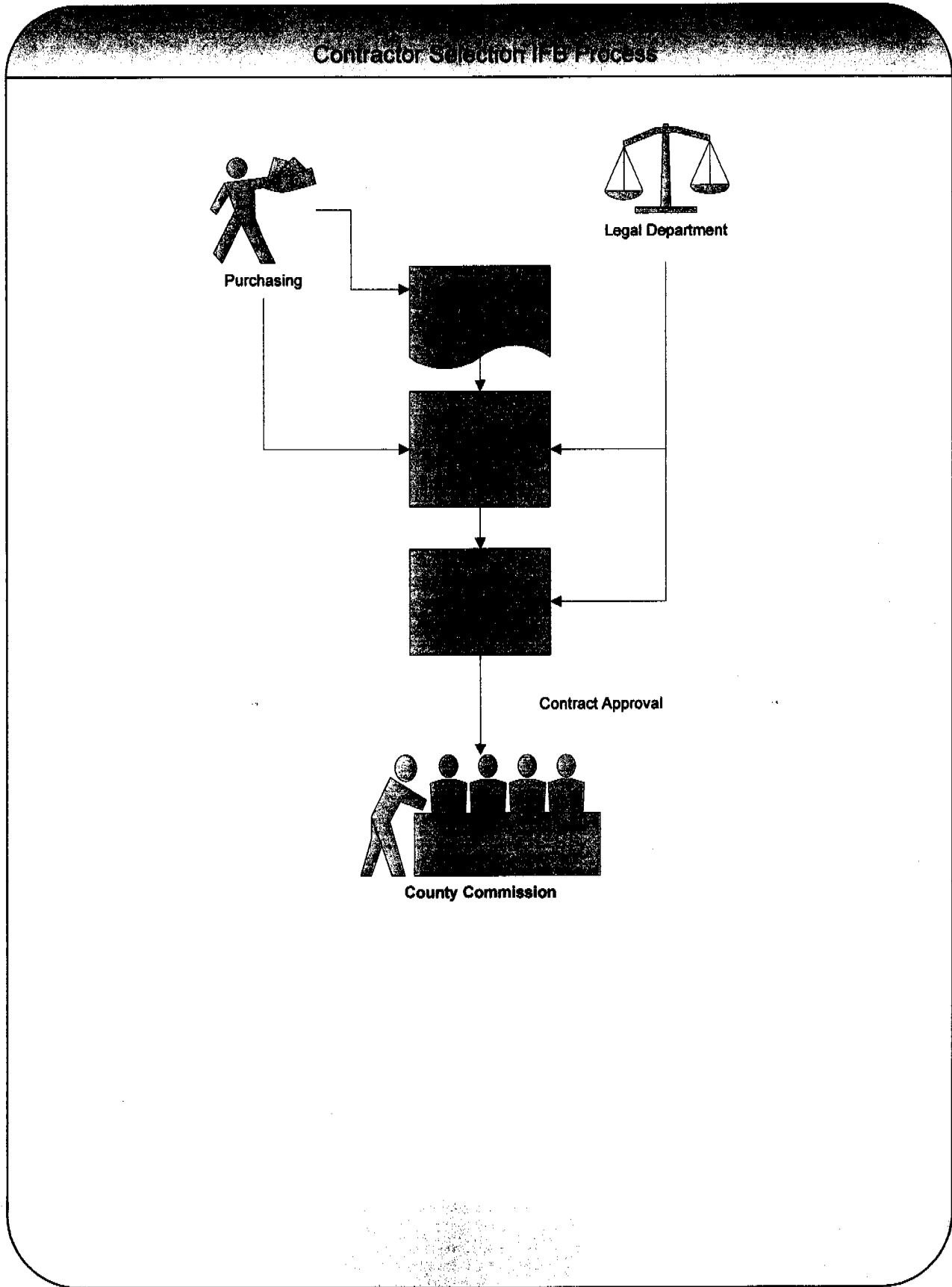
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Capital Projects Flow Chart

SFC CLERK RECORDED 02/12/2007



**Projects Facilities Management Department
Project Summary List**

SFC CLERK RECORDED 02/12/2007

Project Name	District	Project Budget	Funded Amount	Project Manager
Juvenile Facility (Youth Development)		\$153,450.00	\$0.00	
La Familia Medical Center		\$100,000.00	\$0.00	
Agua Fria Well Improvements	2	\$300,000	\$300,000	Ron Sandoval
Lamy Fire Station	3	\$0.00	\$300,000	Rudy Garcia
Barella Compound Improvements	1	\$0.00	\$50,000	Paul Olafson
* Youth Shelters & Family Services Phase II	2	\$1,415,960.00	\$1,415,960.00	Rudy Garcia/Ron Sandoval
* Bennie J. Chavez Community Center	1	\$115,400.00	\$115,400.00	Frank Jaramillo
* Edgewood Senior Center	1	\$500,000.00	\$150,000.00	Frank Jaramillo
La Cienega Community Center	5	\$50,000.00	\$50,000.00	Frank Jaramillo
Pojoaque Little League	1	\$15,000.00	\$15,000.00	Frank Jaramillo
Youth Development Facility	3	\$50,000	\$50,000	Agnes Lopez
* El Rancho Community Center Remodel	1	\$322,750.00	\$322,750.00	Frank Jaramillo
Pojoaque Valley Agricultural Commerce Center	1	\$0.00	\$100,000	Joseph Gutierrez
Family Resource Center	1	\$15,000.00	\$15,000.00	Joseph Gutierrez
* First Judicial Courthouse	1	\$50,000,000.00	\$526,000.00	Joseph Gutierrez
Wetland System/Santa Fe Opera Waste Water	1	\$400,000.00	\$400,000.00	Joseph Gutierrez
Women's Health Services Complex	1	\$1,554,250.00	\$1,554,250.00	Joseph Gutierrez
* Vista Grande Senior Center / Ken and Patty Adam Senior Center	5	\$1,487,400.00	\$1,487,400.00	Ron Sandoval
* Agua Fria Community Center - Nancy Rodriguez Community	2	\$883,000.00	\$883,000.00	Ron Sandoval
* La Puebla Park/Basketball Court	1	\$30,000.00	\$30,000.00	Ron Sandoval
La Puebla Community Center	1	\$173,500.00	\$125,000	Ron Sandoval
Vista Grande Library	5	\$150,000.00	\$150,000.00	Ron Sandoval
Vista Grande Library - El Dorado School sidewalk	5	\$150,000.00	\$0.00	Ron Sandoval
Madrid Toilet Easement	3	\$0.00	\$0.00	Ron Sandoval
Big Brothers Big Sisters	TBD	\$0.00	\$0.00	Rudy Garcia
Pojoaque Valley Waste Water	1	\$1,000,000.00	\$0.00	Joseph Gutierrez
Santa Fe County Fair Grounds	5	\$320,000.00	\$0.00	Rudy Garcia
Chimayo Water tank	1	\$0.00	\$0.00	Rudy Garcia
Southern Regional Fire Station	3	\$1,500,000	\$1,500,000	Rudy Garcia
Thunder Mountain Fire Station	3	\$0.00	\$650,000	Rudy Garcia
Cundiyo Water system	1	\$0.00	\$100,000	Rudy Garcia
* Eastern Regional Fire Station (Hondo)	5	\$1,498,300.00	\$1,498,300.00	Rudy Garcia / Ron Sandoval
Agua Fria Headstart Project	2	\$126,000	\$126,000	Paul Olafson

**Projects Facilities Management Department
Project Summary List**

SFC CLERK RECORDED 02/12/2007

Project Name	District	Project Budget	Funded Amount	Project Manager
American Heros Sculpture Garden	TBD	\$65,000.00	\$65,000.00	Paul Olafson
* San Ysidro River Restoration Project	2	\$1,182,000.00	\$1,182,000.00	Paul Olafson
Eldorado Soccer Field	5	\$25,000	\$25,000	Paul Olafson
La Cienega Community Park	5	\$150,000.00	\$0.00	Paul Olafson
Oscar Huber Memorial Park	5	\$345,000.00	\$345,000.00	Paul Olafson
Marcus P. Trujillo Teen Center Phase III	1	\$50,000.00	\$50,000.00	Paul Olafson
Northern New Mexico Rio Grande Sportsmen Club	1	\$20,000.00	\$20,000.00	Paul Olafson
Parker Property Aquisition	4	\$1,765,404.16	\$100,000	Paul Olafson
Pojoaque Valley Community Center	1	\$595,000.00	\$248,500	Paul Olafson
Santa Fe Mountain Center Ropes Program		\$25,000.00	\$25,000.00	Paul Olafson
Senior Housing Project	multiple	\$175,000.00	\$120,000	Paul Olafson
Stanley Youth Agricultural Station	3	\$210,000.00	\$25,000	Paul Olafson
* Public Works Building	2	\$15,000,000.00	\$3,118,963.00	Ron Sandoval, Rudy Garcia, Paul Olafson
Cundiyo Community Center - addition	1	\$363,000	\$100,000	Paul Olafson
Agua Fria Children's Zone	2	\$3,300,000	\$747,000	Paul Olafson
Santa Fe Mountain Center - administration facility	1	\$0.00	\$530,000	Paul Olafson
Cuatro Villas Water System	1	\$0.00	\$192,000	Rudy Garcia
First Choice Clinic - parking area	3	\$35,000	\$35,000	Paul Olafson
Stanley Fire - water tank upgrades	3	\$100,000	\$100,000	Paul Olafson
St Vincents Hospital Emergency Room - renovations	4	\$0.00	\$850,000	Paul Olafson
Cerrillos Community Center	3	\$0.00	\$250,000	Paul Olafson
Pojoaque Fire District - equipment	1	\$30,000	\$30,000	Paul Olafson
* Coordinated Health Complex - Sobering	4	\$771,500.00	\$0.00	Agnes Lopez
* Esperanza Shelter Administrative Complex	2	\$1,638,450.00	\$1,638,450.00	Agnes Lopez
Recovering Addictions Programs	3	\$300,000.00	\$300,000.00	Agnes Lopez
Community Health Phase III		\$0.00	\$647,000	Agnes Lopez

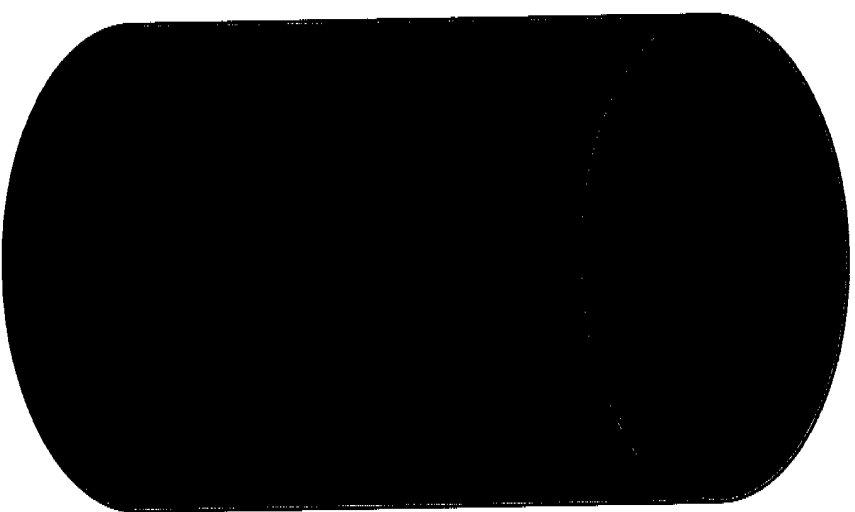
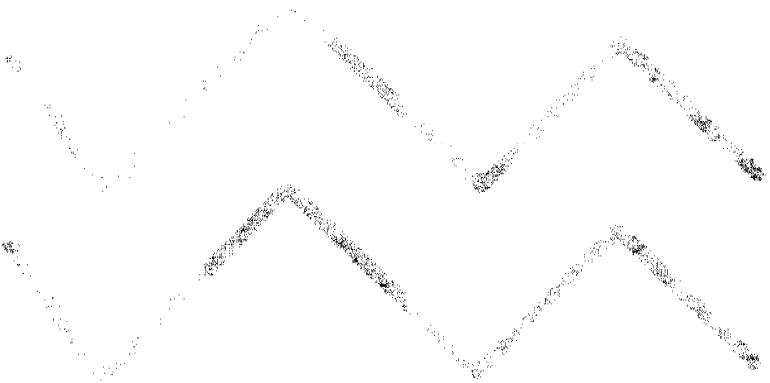
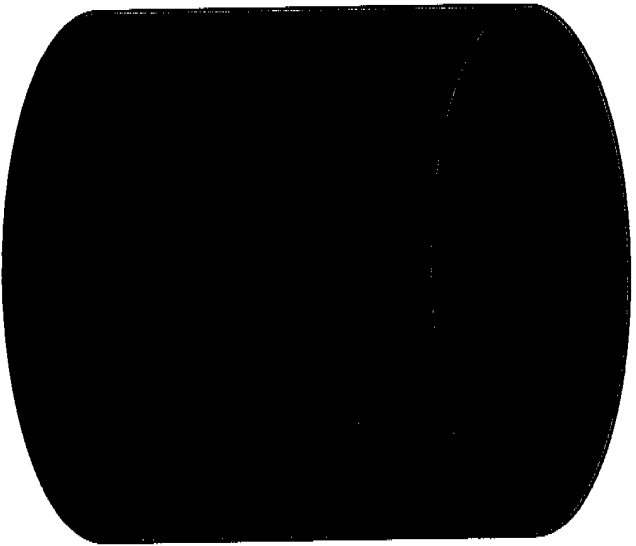
Total

\$88,455,364.16

\$22,657,973.00

Currently, Santa Fe County Data is not Efficient

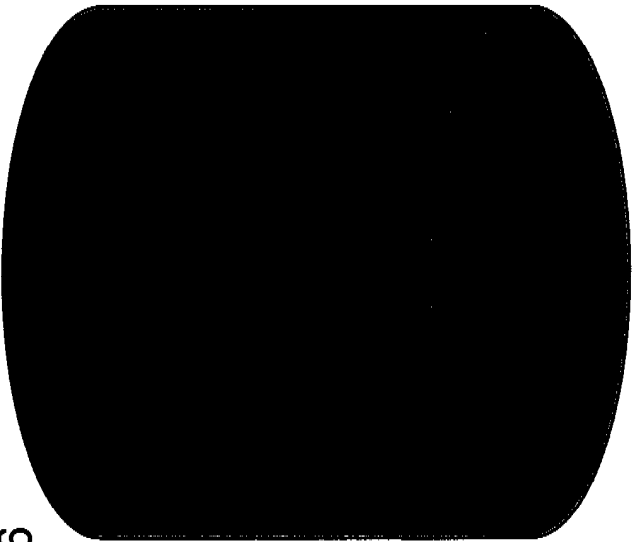
- Our datasets and business practices are not integrated.



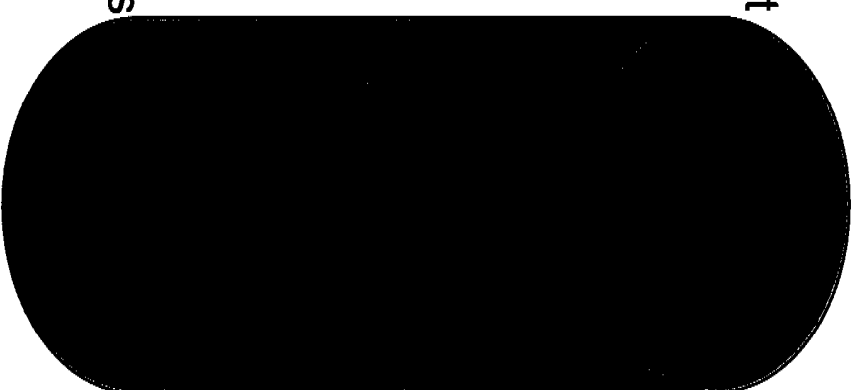
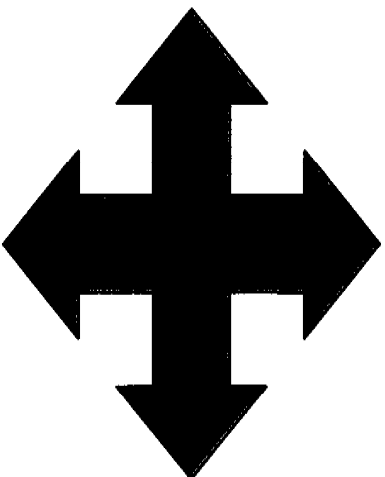
Integration Provides Better

Decision-Making

- Integration will promote good governance.



Solid Waste Permitting
Utility Billing
Property Tax Assessment



9-1-1 Response Times
Provision of Health Services
Better Service to the Public