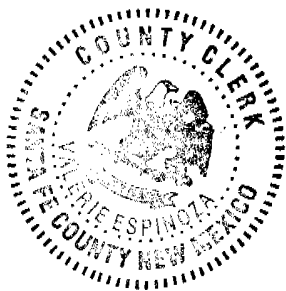


SANTA FE
BOARD OF COUNTY COMMISSIONERS
SPECIAL MEETING

November 16, 2004

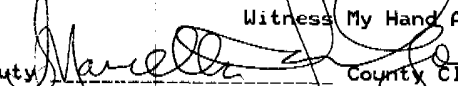
Paul Campos, Chairman
Michael D. Anaya
Jack Sullivan
Paul D. Duran
Harry B. Montoya



COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

BCC MINUTES
PAGES: 28

I Hereby Certify That This Instrument Was Filed for
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Valerie Espinoza
County Clerk, Santa Fe, NM

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SANTA FE COUNTY
SPECIAL MEETING
BOARD OF COUNTY COMMISSIONERS

November 16, 2004

This regular meeting of the Santa Fe Board of County Commissioners was called to order at approximately 1:40 p.m. by Chairman Paul Campos, in the Santa Fe County Commission Chambers, Santa Fe, New Mexico.

Following the Pledge of Allegiance, roll was called and indicated the presence of a quorum as follows:

Members Present:

Commissioner Paul Campos, Chairman
Commissioner Mike Anaya
Commissioner Jack Sullivan
Commissioner Paul Duran

Members Absent:

Commissioner Harry Montoya

Approval of the Agenda

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

Presentation and Request for Direction on Santa Fe County Space Assessment Plan

[Packet on file with the Utilities Department]

TONY FLORES (PFMD Director): Thank you, Mr. Chair, members of the Commission. With me today, starting from whichever side of me, we have the Honorable Judge Jim Hall, Chief Judge of the First District Court. Also with us is Judge Pfeffer and Judge Vigil. They're here on behalf of the First Judicial Court. -

Analysis was done in June of 2001 and it focused primarily on our admin buildings and it was more of an identification of current conditions and it didn't allow the County to really participate in long-term planning. With direction of this Board in February of this year you approved a professional service agreement with our consultants to undertake, I believe really the

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truly first ever in-depth analysis that covers current conditions, future conditions, long-range projections, and it also provided a cursory review of available sites, provided that the Board directed staff to move in a mode of relocating facilities, of combining facilities or consolidating facilities.

The presentation today, you had a brief discussion during the August 31st BCC meeting and unfortunately we had a little bit of time on our regular agenda, and we finally were able to schedule with all of our times a study session devoted to this important issue. As I indicated today, we will go through the presentation. It's about 30 minutes, maybe 45 minutes, max, allow the Board to ask some questions, with the ultimate recommendation from staff that the Board give us direction to proceed to the next phase, which is to come back in December or January with specific matrices of site locations that are more in-depth than what's provided today, that include financing options that will give us the time to work with our Finance Department and do an in-depth analysis as well as with bond counsel and other senior staff members and bring you back a plan. A plan would be then provided that the Board could direct or not direct us to move forward on in developing the facilities.

So that's the eventual outcome of what I would like to see and what we would like to see after the culmination of almost three years of work after today's meeting. With that, I would like to turn it over to our team. I believe John's going to be up first and the we'll tag team back and forth.

JOHN PATRONIS: Mr. Chair, Commission, thank you for giving us the time to talk to you, as Tony mentioned, we are really going to try to be very brief and give an overview. You've had an opportunity to look at this information. We're looking at it as an opportunity for us to refresh your memory a little bit about what you saw. The presentation I'm going to give is what you have in front of you. We'd like to do a brief introduction, talk about what we see as the space supply factor, the demand factor, what that means in terms of the amount of space necessary, talk about some goals and concepts about how we think the space should be organized, organizing concepts, some of the relationships and the cost impacts. And then finally we'll talk about some of the preliminary alternatives in terms of site locations.

Tony mentioned what the project overview was. Our task was to work in a comprehensive way on the space needs of the County, both including administrative and judicial space needs, and then look at potential alternatives about how we might consolidate those functions. We had two phases; we're in the midst of the first phase. The first phase is the space assessment where we essentially looked at existing and projected space requirements, assessed the condition of existing facilities and identified the site alternatives. What we did during this phase is talk to every County department, the district attorney, the courts, interviewed those folks, gave them a questionnaire. Based on that information is the presentation that we're giving today.

The second phase as Tony mentioned will be to develop this into a long range master space plan for the County which incorporates the adopted strategy that the Board makes, and then develop a facility program for the first phase of construction.

The purpose of our briefing is really to present the phase 1 findings, as I mentioned, the

space needs, the concepts, the site alternatives and to answer any questions that you might have, and to obtain your direction about what the next phase would be in terms of going into more detail about the site and proceeding to phase 2.

Our project scope is shown on page 8 on your organization chart. All of the boxes that are in yellow were part of our scope in identifying the space needs. We also looked at those boxes in blue which included the DA, the Regional Planning Authority and the support of those departments you have responsibility to house in County facilities.

The scope really encompasses two general types of space. One is administrative space, which for the most part pretty much encompasses all of the County departments and the district attorney. And secondly, the judicial spaces, the courts and their support spaces. And I think it's obvious from the other organization chart that one of the things that we did not look at were all the field operations of the County, which included the County yards and the warehouses and so forth.

When we look at supply factors, there's really five different facilities that we looked at that are shown there in the top right-hand box of your handout on page 9. Those facilities incorporate about 136,000 gross square feet. Gross square feet means the total amount of space measured from the outside walls. In also incorporates about 103,000 square feet, departmental gross square feet. That is essentially the usable space that a department has. If you drew a line around where Tony's operation, for instance, including the internal hallways, that would be departmental gross square feet. We also might use that I might as well define here and that's net square footage, and net square footage is the amount of space which is commonly termed to be usable. Usable square feet might be the space in this meeting room, for instance. It does not include the corridors, the bathrooms, the stairways, the width of the walls and so forth. So those are really three different types of space analyses.

The other chart identifies the amount of usable square feet or departmental gross square feet that all the County departments have right now.

CHAIRMAN CAMPOS: Excuse me. That's right now?

MR. PATRONIS: That's right now, existing. We also looked at the physical condition of all of the studied facilities. This was a separate report done by Design Collaborative Southwest. Essentially looked at the physical condition of the site and all the major building systems. Things like the structure, heating and cooling and so forth, looked at where they were, where they are in terms of their life cycle. That's called a facility condition index. It's sort of an industry standard way of looking at this and it also provides an opportunity to identify what are the costs to bring those facilities back up to current day standards. That was part of the study and it's in a separate report.

On the demand end, as I mentioned, we talked in depth with all of the departments and with all of the courts, a description of this, a detailed analysis was in your August 4th handout. I'm sure you've spent the last two months looking at that. But it can be summarized pretty easily I think, because there are some pretty apparent functional issues with the County administrative facilities. They are separated into multiple sites and facilities and this creates operational inefficiencies, both in terms of staff and public traveling from one site to another, a

lack of opportunity for face to face contact with all of the County staff, for instance. There is some potential public confusion in terms of trying to find which is the right building to go to for the specific function.

There is also, within these facilities, inefficient and inequitable distribution of space, and that means that essentially, some people might have an adequate size office and some folks don't. I think the County Clerk is an example of a department with extremely crowded, stuffed into an existing location. Some folks have poor quality space. I think there's also issues of accessibility, particularly in this building, a lack of public parking, a lack of staff parking is a major concern.

The chart on the following page sort of summarizes some results from the questionnaire that indicate from the departments the number of those departments indicating a specific problem. So the bigger the bar, the more departments have indicated a problem. You can sort of see that lack of parking, lack of storage are right up on the top. Crowded conditions, lack of privacy for key personnel, inefficient layouts and so forth where physical conditions are some of the major issues. Yes?

CHAIRMAN CAMPOS: John, you're saying this is based on a questionnaire response?

MR. PATRONIS: This is on questionnaire response but is also at our observations.

CHAIRMAN CAMPOS: So it's consistent with your observations?

MR. PATRONIS: Yes.

CHAIRMAN CAMPOS: Okay.

MR. PATRONIS: On the judicial end I might mention that there is another consultant that worked with the team, Dan Wiley Associates, a nationally known judicial planner. There are a number of functional issues which are apparent in the courts right now. They include space shortages, is one. There's a number of bullets there. Queuing and waiting spaces for the Clerk and counters and program waiting areas are small. Many of the program workstations are small. Not enough attorney-client conference rooms. Not enough prisoner holding space. Jury accommodations are small. Record storage is overcrowded. Small courtrooms. Lack of sufficient public toilets on each floor. Some of these cause some other problems which I think are probably the most important problems and those are the security issues. There are a number of those including probably the most important lack of staff and judicial circulation, lack of secure prisoner circulation from holding cells to courtrooms and back and some of the sub-bullets sort of indicate why that is. Prisoners have to be moved into the public circulation. There's lack of wet cells so the prisoners need to go and use the public restrooms. There's lack of holding cells adjacent to courtrooms, etc.

There's also a lack of secure vehicular sallyport. Too many accessible backdoors, which means one of the things you certainly want is a limited number of accesses from a security standpoint. There's open access from public circulation into judicial offices and lack of adequate and separate secure victim/witness waiting spaces.

MARK SCHIFF: If I could just add a couple points about the existing condition

at the court, obviously the court is in a building that was not designed to be a courthouse, so in working through some of these points, in as much as it's not designed as a courthouse, it needs some of these outdoor exits just for fire code that you really don't want to have in a courthouse. Modern courthouses have a single point of control and a single point of entrance for security. And then fire exits which are not available for people to go back and forth in the building, an exit-only condition.

The unique part or the most challenging part about the court though is that this is a criminal and civil and juvenile court. So there is an issue of the mixing of juvenile defendants with adult defendants and the criminal statutes in the court code and the American Corrections Code all state that juveniles should not have any visibility of adults and vice versa in the holding condition. That's probably one of the most difficult existing conditions in the court right now. There's not adequate holding space for either juveniles or adults but when you get them in the building at the same time, you're really kind of violating a lot of statutes. The other aspect that John talked about in terms of security is that right now, the building is designed so that the general public, members of the general public can freely circulate past the holding areas. They can freely circulate in and out of the judicial office areas and in some cases there are inmates being moved through judges' offices to get to courtrooms. So it's really quite extraordinary in terms of the lack of control of different movement of different types of people in the building.

Modern courthouses are almost uniformly designed to separate the circulation of inmates so they're completely isolated from the public and from the judiciary and to somewhat, at least at a minimum, separate the circulation of the judiciary from the general public, either by means of a corridor or by means of a sub-lobby or some other way that judges and their staff can have their own hallway and circulate between their offices without running into a defendant or a claimant in a case or even an attorney.

So the deficiencies in the building go beyond just inconvenience and they go beyond lack of storage and they go beyond lack of size or capacity. Really, the deficiencies are atypical in terms of a current-day functioning court.

MR. PATRONIS: To pick up a little bit on that, the courtrooms are in a round shape that tends to limit the flexibility. It also creates some echoes, inadequate support spaces for the courtrooms, lack of modern technology in those areas and there's some functional fragmentation in terms of functions being divided in places and separate from each other rather than being consolidated.

Another issue which is sort of common in older buildings is really just compliance with ADA issues. This is probably, as I mentioned, common but it's still an issue in terms of having adequate provisions for witness stands and jury boxes and access to judges' benches and compliant public counters and so forth. It's certainly an issue in a public facility.

On the demand end, there's really two kinds of things that generate most of the demand for space. On the administrative end, it's largely numbers of personnel to be accommodated. So in order to identify that, to try to project what the numbers of administrative people would be, is we work with each of the departments, ask them to identify scenarios for the future in terms of optimistic, expected, conservative. And then what we did is went back and checked that.

And I'll show you how we checked that.

On the court end, personnel projections – it's mostly driven by personnel, but the personnel are driven more by the number of cases. And Dan Wiley analyzed the ratio of those court filings to the population, and projected it based on population increases in the future. And this chart shows where we think that the total personnel would be in the midterm, which we're looking at that 2008, which would be a total culminating in about 460 folks by that time. We're currently at 377. You can see that different agencies had different projection numbers and different rates of increase. The County is probably the most conservative, really. Very small increases that they're projecting. The DA is probably the largest, in terms of the long term.

The next page shows a graph. This just shows a graph that gives you an idea of where the people are for the different projection areas. I've also provided a couple of the detail sheets in case you're interested in going into detail. But there's quite a bit of work that went into looking at these numbers, both on the administrative end and on the judicial end.

But what I'd like to do is talk a little bit about the County demographics. There was a more detailed discussion which went into socio-economic factors, different kinds of things that might impact growth in the County. And that was part of your August 4th presentation. And I'd like to boil this down to really the sort of things that are driving mainly the personnel projections, which is the number of people we see in the County. For the most part, the County is projected to continue to grow, but at a slightly slower rate than we've seen in the '90s. During the last decade, the County grew about 2.7 percent per year. It went from 99,000 to about 129,300 in 2000. The County is projected to grow to a range slightly slower than that, about 1.7 and 2.1 percent per year in this decade, and the decade after that about 1.3 to 1.9 percent per year.

And that is shown on this chart here on page 24. And those are really just two projection lines, one done by the University of New Mexico Bureau of Business Economic Research, which is the lower line, and the upper line is – well, actually the upper line is the BBER, and the lower line is the County consultant projection. And we just looked at the range between those two.

Now, what we did to try to get a check on the County staffing projections is look at peer counties. And essentially we tried to identify counties which were located in New Mexico or in adjacent states that are similar in total and unincorporated population, similar population of the largest city, and similar rates of growth. And we worked with your County Planning Department to identify those. The next page shows the counties we looked at, which are Doña Ana and San Juan in New Mexico, Vladimir and Mesa in Colorado, which are the Fort Collins and Grand Junction areas, and Coconino in Arizona, which is Flagstaff.

The results of that are essentially that among the six counties evaluated, Santa Fe had the second lowest employees in the ratio to 1,000 total population. In other words, if you took the number of employees, took the total population, divided that by 1,000, you got a ratio. Santa Fe is 1.52 employees per thousand population. The median for all of the counties is 2.54, and the average is about 2.37. The next chart puts that in bar chart form, just to illustrate that. And we can vouch for Doña Ana County as having too few staff, since we have worked with

them.

Then what we did is we used that ratio and compared it to what the employees were projecting and essentially what it shows is the expected staffing ratio. In other words, if we assume that the current ratio that we have now continues into the future, the expected projection is within five percent of what the staff projected. So we thought that was a pretty reasonable check on those numbers. And that is what we went with in our projection.

Then in terms of space needs, it's really putting this all together and working with County staff and from our experience, some very preliminary facility goals of administrative facility, consolidated administrative facility, would be things like providing adequate access to the public in terms of visibility and accessibility, providing a quality environment that allows you to attract and retain personnel. Look at improving service delivery and access to information, providing adequate space for the functions, providing equity in space so that everybody is treated fairly. Organizing that space in a way that makes sense so that it's efficient in terms of relationships and adjacencies. We want to provide flexibility to meet future needs, provide appropriate security for the function. And also look at the long-term in terms of decreasing operational expenses as much as we can, as well as providing long-term asset value.

So we had some broad concepts that sort of helped us identify the space and put this together, one of which was looking at consolidating organizations to optimize work-flow and required adjacencies, and really it was a cluster concept. We identified certain clusters of activities, for instance, that provided administration and services to other County divisions, things like the County Manager, finance, legal, administrative services: putting those in a cluster next to each other. Looking at direct service with high public interaction, things like the Clerk, Assessor, and Treasurer, putting community development and permitting activity kinds of things together, Land Use and Projects and Facilities, Utilities, and so forth. Cluster four was putting the health-related functions together. Cluster five was the district attorney, and then of course the courts and judicial.

Part of this cluster concept contributes to this idea, which is the idea that over time, organization charts change. But we anticipate the basic functions are going to remain the same, so what we tried to do is put those functions together so that the building will wear even past organizational changes. The other important idea in planning is anticipating for change, one of which is we recommend that we plan not for today's personnel, but some projection in the future. We're looking at the mid-term as a reasonable projection place, and then, when the building is planned, identify a graceful way in which the building can grow, either by addition or building more of a building that you can grow into in terms of a shell-space.

An important aspect, of course, is the site, which Marc will talk about in detail. But we believe that no matter the site is now. With the amount of land that we think is necessary for our vision of the future, you should always try to get as much land as you can, we recommend fifty percent more than what you think you need, just for that flexibility.

We integrated, in terms of the space concept, the ideas of sharing. And essentially we're sharing functions at different levels. At the department level, we're trying to share things like conference rooms, work rooms, break areas, among certain numbers of people. As you get

bigger in the building, the clusters themselves can share things, things like larger meeting rooms, rooms like this, break areas, and so forth. So there's a level of that sharing that we've built into the planning.

Another important idea is security, and it's becoming more and more important as time goes on. But we believe that the County should consider looking at different zones for security, going from an open zone, which is well-lighted visual surveillance of activities, things like plazas, outdoor spaces, parking areas, into a monitored area where space is at least looked at by a receptionist or a guard in some form, to controlled areas where staff members may need an I.D. badge to get in, into limited access areas, where they may need both a badge and a swipe or an I.D. to get into.

Then, finally, provide equitable distribution of space. I think it's important to have rules about how you allocate space. We have adopted New Mexico state planning standards, which are essentially geared to identify space based on function rather than who the person is, and applying that in a very consistent way.

Then promote a positive working environment. We believe it's very important to provide natural light when we can, and proper meeting areas for both the public and the staff in a public building such as this.

The judicial organizing concepts are very much what Marc has already presented. Probably a major one is including providing a separate public prisoner and judicial zones so the circulation works properly. The judicial consultant has also identified the idea of pairing up courtrooms so they can share direct secure prisoner access, shared holding areas as a way of both making efficient use of space, but also improving on security. Same thing with judicial offices, pairing judicial offices so they can share support space. Separating secure prisoner delivery to the courtrooms, providing direct elevators and corridors to do this. Providing judicial offices which are grouped with courtrooms. Organizing the building so that highest volume public functions are on the lowest level. Then some very specific things, like co-locating the clerk and the courts, locating the court administration with either the clerk functions or with the courts, providing shared courtrooms based on seating capacity, but also with the understanding that they would be assigned in a consistent way to specific divisions over time. And providing public access to the trial court administrative assistant, but also providing proper security to do that so that the public can have access but not beyond where the public needs to be.

So the way that we did this is essentially go through every individual space function, every personnel, every item, assign a square footage to those folks based on, as I mentioned, the New Mexico space standards and also the national court planning standards. Allocating that by the number of people at different projection years and estimated specialized space based on their function. We compared that - which is essentially a national standard, which is 160 net square feet per person, and our projections are very in line with that. That's a general services administration number.

And then as we go forward, I guess I just want to say that there's always variables out there. You can always certainly make space larger, but usually it's the effort to make space

smaller as we try to target a budget. And so you do that by looking at specific functions, if they're in or out of the building. You can also play around with the standards a little bit, make those a little bit more efficient. Look at the amount of sharing per group, you can maximize that or pull that apart. And the time frame is also a variable. The further you go out and plan, obviously, the larger the building. The building efficiency ratios are essentially a ratio of the total space to the useable space. The tighter you get that, the more lack of flexibility there is. So it's very important to set those in the beginning.

Having said that, what we anticipate and what our projections show is that for the midterm, about 220,800 square feet, gross square feet, to accommodate all the functions that we've mentioned, administration, DA, and the courts. And that would grow to about 245, 500 in the long-term. That's 2014. If we go out even further than that, to 2023, looking at the projection lines and looking at what the courts say, you can anticipate even adding another 40,000 square feet, about equally split between the administrative and the court functions.

We've provided some very preliminary relationship diagrams that just show how the clusters work. Marc and his team would start using this to start developing building layouts. In the more detailed information, we've provided some descriptions about what those clusters might look like at the cluster level. So there's ever-increasing levels of detail that one can get into when you start looking at these.

Also, we've done some ideas about 3-D relationships in the courts. Marc, do you want to mention about this?

MR. SCHIFF: Well, just very briefly, what this shows is that the idea of the pairs of courtrooms with the secure holding in between. The courtrooms are the blue color and the holding areas are in orange. And when you set it up this way, you can use one elevator to serve several floors. So this is the way most modern courthouses are set up. You can also see the bright green circulation in the back, which is judicial circulation. So there's a privacy and a control point there where the public can't wander in. And then the mustard color is public circulation. That gets you to the main elevators and bathrooms and courtrooms and all that. The diagram also shows that you have things like jury assembly, service desks, those sorts of intake functions, on the lowest level. And again, most district courts end up with civil courts on the upper level because it's the lowest amount of volume, and the criminal and judicial courts and family courts in the middle, and family courts on the lower levels because they have a higher through-put of people.

The diagram also shows that to design the building for expansion, you design it so that you can add a pair of courts in the same kind of vertical relationship. And this is a very commonplace kind of diagram. You see it in an L-shape, you see it in a square shape, you see it in a bar shape. But it graphically shows the separation of - the division of circulation.

MR. PATRONIS: The amount of land that's needed is really based on policies of design as well. You can assume one-story construction, all-surface parking at one end, to multiple story facilities, structured parking on the other end. And essentially on page 47 gives that range. At the biggest, about 17 acres plus 50 percent expansion if the County chooses to do that, would be about 25 acres. On the most concise end, assuming three-story construction and

structured parking, is about six acres going to about eight and a half acres if you add 50 percent to that. So there's a range there to consider when you start looking at these sites that Marc described.

But the bottom line, of course, is how much will this cost? And as in space, there's variables here as well. It depends, obviously, on the amount of space, the quality of space, when you construct it, where we construct it, and also the type of parking, structured or non-structured. And so the bottom line today is about \$42.8 to about \$49.9 million. This is a larger number than that which we showed you several months ago. And you may be aware that we've had some very dramatic price surges this year. And so this is our attempt to try to account for that. Marc, do you want to mention anything there?

MR. SCHIFF: Well, the price increases in the construction arena have been between fifteen and twenty percent in the last year. So there's been a huge upward adjustment that hopefully is going to be a little bit more stable in the next couple years. But throughout all public projects and private projects, we've seen increases of concrete and steel, gypsum wallboard, copper, electrical switch gear, just kind of spread through the whole set of components that go into a construction project. Lumber has gone up. So we just advise, in terms of budgeting the project, that we are conservative and that we set some kind of a contingency for escalation aside. It depends on what time frame the project goes on. If we were to try to anticipate what the construction environment's going to be two years from now, or the bidding environment, I should say, I'd be hesitant to predict it. A year out from now, I think we're going to see a pretty similar prices as to what they are.

MR. FLORES: Mr. Chair, I would like to point out that although we've had that discussion with our consultants, the estimate that we'd use as an internal gauge that was then provided to the board on two different occasions is \$45 million for both facilities. So as we indicated at the August 31st board meeting, our internal estimates, based upon the two different types of uses and two different costs for square footage requirements, because they are two different buildings, is in range with the newest calculation or estimation that our consultants have provided. And I think if the Board provides direction at some point to move forward with this, the number that we have indicated, which is close to the middle of the estimations of our consultants, is the target number that we shoot for so that we can provide a more stable probable cost estimate, rather than an estimation. And as we develop the project, if we move forward on it, I think between the consultants and County staff, and with your direction, we'll be able to fine-tune that number downwards rather than upwards.

COMMISSIONER DURAN: So that \$45 million, is it strictly construction costs?

MR. FLORES: Mr. Chair, Commissioner Duran, we looked at a couple of scenarios. And our cost per square foot was included in that scenario, and we also provided an allowance, if you will, for land acquisition costs within our \$45 million. So we took building costs plus an allowance if we had to go out and purchase property. So the \$45 million that we used included that.

COMMISSIONER DURAN: How much is allocated towards land acquisition?

MR. FLORES: \$4 million, Mr. Chair, Commissioner Duran.

CHAIRMAN CAMPOS: Okay. Please continue, Mr. Flores.

MR. SCHIFF: I'll try to run through this quickly. We studied a number of potential sites based on a response to a request for interest that the County issued in June of 2004. There are undoubtedly other sites that might be available that haven't risen to the surface. And I think we're assuming that, should the project go forward, there might be a second round of requests for interests or requests for proposals on available land. But what's instructive about the following study is that it contains several categories of sites that are likely to be the type of sites that would be offered. And it offers an insight into what the profile of the project looks like at a suburban kind of level versus a downtown or a very highly urban kind of level. As John mentioned, there are different characteristics in terms of land needed at a suburban level versus an urban level, structured parking – those kinds of issues really come into focus very well here.

So we if we go into the next slide, this is a matrix of site alternatives. And we talked about this as the last presentation. This matrix lists the –

CHAIRMAN CAMPOS: Hold on. A question from Commissioner Sullivan.

COMMISSIONER SULLIVAN: Excuse me. Before we get into the site evaluation, I had a question on your breakdown on page 49. Does administration include the DA, or is the DA included in courts?

MR. PATRONIS: Administration.

COMMISSIONER SULLIVAN: Administration. It's included as part of administration. Is there a reason for that?

MR. FLORES: Mr. Chair, during the interview process, the district attorneys and the courts indicated that it makes more sense on a functional basis to have those two uses not housed in the same facility. With that thought, the consultants were directed to include that function in the overall administration of the County facilities, and not include it within the first judicial court building. That's why they're separated right now. Do you have anything to add to that?

MR. PATRONIS: Mr. Chair, Commissioner, the general move is to not have district attorneys in the same building as the courts. The district attorneys are one side of an adversarial system. The other side is defense attorneys and public defenders. And I think there's a fairly strong feeling that that should be kept separate so there isn't an impression that the DAs and the courts work hand in hand. I mean, we work together on things, but obviously they're one side of the adversarial system. Public defenders are required to be housed by state government, so that's why it generally has been viewed that they should be in separate facilities.

COMMISSIONER SULLIVAN: Okay. Then on page 43, where you estimate about 20,000 gross square feet for courts and judicial and another 20,000 for consolidated administration, that's your growth for 2023. How much of that's the DA?

MR. PATRONIS: I don't have those figures right in front of me. But it's probably about thirty or forty percent.

COMMISSIONER SULLIVAN: Thirty or forty percent?

MR. PATRONIS: Yes.

COMMISSIONER SULLIVAN: That's quite a bit. In your little bubble schematic, which is kind of an interesting layout scheme that you had on page 45, you've got a little square up on the left there, a rectangle for the district attorney. But what you're saying is that it should be quite a bit larger.

MR. PATRONIS: Yes. I probably overstated. It's probably more like twenty percent.

COMMISSIONER SULLIVAN: If that's a number we could find out.

MR. PATRONIS: Yes, I have all of those detailed numbers, I just don't have them here.

COMMISSIONER SULLIVAN: Well, maybe it is, because I was looking your chart on page 42, where you have the growth of the district attorney. And for some reason they're growing from 18,000 square feet to 25,000 in 2009. Then they grow another 8,000 square feet in 2014. Is this a wish list from the DA, or did you evaluate the DA's functions in the same manner that you evaluated the County's functions, comparing it with other areas?

MR. PATRONIS: It is based on their projections of personnel. And it is difficult for us to evaluate that in terms of the peer analysis, just because of the way that space is broken up when we look at different counties and states and so forth. Andy brought me the square footage, so I can give you that number. But that's a good question. And I think it's something that we found when we did a similar study for Doña Ana County, that the district attorney was growing at a faster rate than the rest of the county. That's largely driven in that case by extra state funding, federal funding for special programs and so forth, and their anticipation of getting out those resources. But I think it is a negotiating point that the County and the DA can come to in terms of what is a reasonable mid-term projection.

COMMISSIONER SULLIVAN: I just think we need some independent comparisons to negotiate that. Because if we gave everyone what was on their wish list, then we'd be twice as large.

MR. PATRONIS: Again, in terms of wish lists, the only wish part about it I think would be anticipation of the ability to add staff. How the space was allocated and so forth, there's nothing in there that's extravagant. But it is driven by the numbers of staff.

COMMISSIONER SULLIVAN: The question that I would ask them, and I would ask you to ask them, would be why are they growing at a rate greater than the judicial system? If you look at your bar graphs on page 42, they're growing space-wise, or projected space-wise, faster than the courts are. So what function are they anticipating to perform that would be over and above their relationship with the courts?

MR. PATRONIS: Marc, do you want to - ?

MR. SCHIFF: Having some recent experience with this in other counties, I think that what you're pointing out is that the request is very aggressive. And that's an accurate assessment. What John pointed out is the increasing number of federal dollars that are there, concurrent or cooperative investigations that the district attorneys are getting into with federal

agencies, has pushed their – and certainly some of this may be viewed as self-imposed, workload up. But the trend has been nationally for a fairly strong rate of increase of staff in district attorneys' offices. There's some legal factors, cultural factors. Having said that, it's certainly a good idea to test that and to evaluate that and to look at that with possibly a little bit of skepticism. I think that John and I both felt during the interview process that the request was on the strong side.

COMMISSIONER SULLIVAN: Mr. Chair, is there anyone here representing the district attorney's office that can help with that?

CHAIRMAN CAMPOS: I don't know.

[Inaudible response from Commissioner-elect Vigil]

COMMISSIONER SULLIVAN: Judge Hall, is there anything you wanted to add?

JUDGE JIM HALL: Mr. Chair, Commissioner Sullivan, I think there is some truth to that. Those types of diversion programs have been on the increase. I have to say that when I look at the projections here and see that the DA staff they project might double in ten years, that gives me pause as to whether our projections are going to be adequate. Because at some level, as that staff increases, the number of cases also increases, which eventually we deal with. So I think part of it, as Virginia said, is that there is some diversion going on that we don't see. On the other hand, if they are going to increase at that level, it would be a concern for us.

COMMISSIONER SULLIVAN: Perhaps we need to, Mr. Chair and the consultants, need to look at cases, not personnel. I mean, we'd all like to have more personnel and more back-up staff. But we have certain caseloads.

JUDGE HALL: Mr. Chair, Commissioner Sullivan, as I understand it, the consultant that did our work looked at case load trends. And it wasn't just, Well, we gave him what we thought we would be looking at, but he used that and compared it to the case load trends as I understand it, to come up with an independent determination.

COMMISSIONER SULLIVAN: I understand that.

MR. FLORES: Mr. Chair, Commissioner Sullivan, we are struggling with that state mandate today with the district attorney's office. As you're aware, they occupy 96.3 percent of one facility of the county's, and they're increasing staff every year with a number of between sixteen and 23 people as they go and apply for new federal dollars, grants, or appropriations. They add on program staff. We are currently seeing an increase and demands of increase in facilities at a rate of about 6,000 square feet per year. And it's been consistent over the past three years. And every time they gear up for a grant, or a federal grant, three to five years, we see a spike in their requirement for space for their individuals, which is a direct impact today that we're seeing. When I saw these numbers, although they seemed skewed, it's in line with the request that we're getting on an annual basis for increase in size.

So it goes in line with as you're looking for additional funding sources to fund grant programs, domestic violence programs, federal forfeiture programs, hire programs for drug enforcement, their increases go up, because they gear up for those programs. So the number

that I saw here, although it was skewed, is in line with what we have seen and the amount of spaces we're currently providing for them and the amount of space they're currently requesting from us.

COMMISSIONER SULLIVAN: Thank you, Mr. Chair.

CHAIRMAN CAMPOS: Any other questions from the Commission? Okay.

MR. GONZALEZ: Mr. Chair, just one other observation, a pragmatic kind of thing. Looking at the projected numbers of growth for the County for just this building, the County functions currently housed in this building, in five years we'll need space for the total number of people that are present in this room within this building if we don't move. In other words, the projected growth for the functions currently operating out of this building in five years is thirty people.

CHAIRMAN CAMPOS: Okay. Mr. Flores?

MR. FLORES: Mr. Chair, I'll turn it back over to Marc to give us a brief preliminary analysis of sites.

MR. SCHIFF: What you're seeing now is the site matrix that we generated from the request for information. And, as I stated before, if we can look at these sites in a somewhat generic fashion, we have identified at the top site number one, Las Soleras. It is what we call a suburban site. It's undeveloped suburban property. The Indian School site is somewhere in between a suburban site and an urban site. The judicial complex and the cathedral site are very urban sites. The Elk Lodge site is one that came through the RFI. It probably isn't applicable, so I won't spend a lot of time on it because of its size.

To run through this real quickly, if we look at the character of the Las Soleras site, it is I think a total of somewhere between 75 and 80 acres. This is currently beginning the process of City annexation, and it has a master plan. What they proposed, what those landowners proposed, was to carve out twenty to 25 acres of their development for governmental buildings, County being an example of that. This site has a character that it's got lots of land, it's inexpensive to develop buildings on, it's possible to do all the parking as surface parking, it is a type of site that is seen in other communities for County administrative buildings where it's close to a freeway and at the edge of the urban core. Without making any value judgements on that, this site is probably, if they solve their delivery of water problems and their zoning issues with the city, it's an inexpensive site to develop. And you see the other graphics that show some of their zoning, this is their zoning map of different uses. It's proposed to be a mixed-use site. It'll have governmental offices, retail, housing - it's really a whole little village.

So some of the positive attributes of the site are that when it's fully developed it'll have a walkable trail network. If you go to Phoenix and Scottsdale, you'll see many developments like this where there's apartments mixed in with governmental with retail and office uses.

The negative aspects of a site like this are very simple. It's not part of the downtown of Santa Fe, and you have to drive to it. Once you're there, you can walk around, but you have to drive to it. For many County residents you could see it as a plus, because you don't have to drive into town to do business with the County. For the courts, it's probably a negative because it means that all of the folks associated with the court have to drive out of their office areas to

do business with the court.

Moving right along, the Indian School site is a site that showed up as a surprise in the RFI. Essentially, it's an offering of fifteen acres within the 35-acre original old campus of the Indian School, which they plan to vacate and abandon. And the idea would be to either re-use or tear down some buildings in this portion of what is the red zone, and create a complex that is much closer to downtown, still is an automobile access by and large to the site. It has the convenience factor of being close in. It has the positive factor of having existing utilities, which the outlying sites don't have. There's utility costs and utility construction in a suburban site. This site is wide-open. It allows a low-density type of development for surface parking, but the utilities are already there, and the road network are also there.

CHAIRMAN CAMPOS: Hold on for one second. Commissioner Duran has a comment or question.

COMMISSIONER DURAN: Yes. Is this a fee-simple purchase, or is this a lease arrangement?

MR. SCHIFF: My understanding is that they're interested in a lease arrangement.

COMMISSIONER DURAN: Which leads me to one other question. What problems do we have in entering into a long-term lease as a County? I mean, there's no ownership. It comes out of the general fund money.

MR. FLORES: Mr. Chair, Commissioner Duran, we had a meeting on Friday with same discussion as to what the options or what legally we could accomplish as a government entity entering into a relationship with a private owner, developer, or even another sovereign nation or government. The direction today, if we receive it, is to come back with that analysis in December or January to give you the exact requirements of each site and its merits and how those issues, for instance on that lease arrangement, how that can be accomplished or how it can't be accomplished. I don't have all the particulars today or how to address that. The County Manager and myself and our staff met on Friday with that particular issue. And we're still trying to get those answers resolved.

COMMISSIONER DURAN: My question is how does the community benefit in the long run under a long-term lease, when at the end of that lease all the improvements go back to the lease owner?

MR. SCHIFF: There actually are many arrangements. And the federal government quite commonly does long-term leases for their office space. Without wanting to get into a detailed legal discussion, the disposition of buildings at the end of the lease can be something that's pre-negotiated at the front of the lease, whether that is a reversion of those buildings to the landowner or whether that's a sale at appraisal value. There are any number of scenarios there where the interests of the county and the public can be protected financially, whether it's through options for renewals or whether it's through obligation to purchase on the part of the landowner. Those are kind of negotiation points.

Now, having said that, internally whether the County's by-laws and rules allow the County to lease space is something that we didn't study from a consulting standpoint.

CHAIRMAN CAMPOS: Okay, thank you. Let's go to the next - are you done?

MR. SCHIFF: I just want to point out what you see in this picture is a depiction of the amount of surface parking in proportion to buildings that would be required on a site such as this. So it's a significant impact on the site to get enough surface parking. And there's an option for putting parking either in front of or behind buildings.

The next site we looked at is the existing county court site, because the question arose, which it naturally would, is would the new courthouse program, the increase of space, would that fit on the existing court site? And the answer is that it would fit. And the question really becomes can you build a new court while the existing building stays there in operation? From a practical standpoint, I don't believe so. I think the site is too tight, and I think that the logistics of doing a remodel and building half of the new project and then vacating it and tearing down half would be so expensive that it would be impractical. I think if this were a desirable direction as a result to have, then the court would need some kind of temporary housing during the time that this new building was built. You'd have to tear down what's there and build the new building on the site. So it does theoretically work. There are some logistical questions, and Tony can address those.

CHAIRMAN CAMPOS: The question is, if you have to build a site then move back, I mean, those are tremendous costs.

MR. SCHIFF: Absolutely.

CHAIRMAN CAMPOS: Huge costs. Commissioner.

COMMISSIONER DURAN: The question that I have on this site is I think it's ideal for the judges. But that would require that we'd have to find - not build another space for them, but find lease space for them through the period of time that we would build on the site. So my question is, does the site have adequate space - is the site adequate to accommodate the space needs of the court, number one, is the site adequate to provide parking and the building? Is it adequate to have parking for just the judges and building? And if the answer is that it only has enough space - it's large enough to accommodate the space the judges need, then what have you done about exploring the possibilities of entering into a joint City-County parking structure next door?

MR. SCHIFF: That is part of the analysis. And you hit the nail on the head. That's the assumption in this scenario, that the County would have a joint use agreement with the city on a parking structure that related to the convention center. So that would be the prerequisite for this scenario to be functional. You're absolutely right.

But your first question, is the site big enough to accommodate the court in terms of the 2014 scenario and expansion scenarios, I believe it is.

COMMISSIONER DURAN: Thank you.

CHAIRMAN CAMPOS: Commissioner Sullivan.

COMMISSIONER SULLIVAN: Going back a page to your Indian School site on page 59, is that schematic drawing - I understand what you're showing is that the parking takes up a lot of space - but is that the size of the total facility that the court would require?

Which is, according to your space needs, about 100,000 square feet?

MR. SCHIFF: Yes. This anticipates a three-story building. They're both three story buildings of about the same square footage, 110 - 120,000 square feet.

COMMISSIONER SULLIVAN: Okay. Because the footprint saves about 30,000 square feet. So you'd have to build three levels.

MR. SCHIFF: And in this type of site - well, let me back up. We tried to stay with the parameters that were suggested by the proposers. So the parameter in this is fifteen acres. And we can't really get a one-story set of buildings and the surface parking all together on fifteen acres. So that was kind of what drove the building's being a mid-rise building and surface parking. So the combinations that I'm showing you are one- or two-story buildings, all surface parking, three-story buildings, surface parking, and then three- to four-story buildings with structured parking. So they kind of increase in density as we go through the -

COMMISSIONER SULLIVAN: That's the same assumption that you used on the Las Soleras site?

MR. SCHIFF: That assumption was, if we click back to that -

COMMISSIONER SULLIVAN: Is that also a three-story building?

MR. SCHIFF: No, those are two-story buildings. You can see if you - I don't have it enlarged, but they're longer proportioned buildings.

COMMISSIONER SULLIVAN: Okay, so that's what's there with two-story, and on the Indian School site with three-story?

MR. SCHIFF: Yes.

COMMISSIONER SULLIVAN: And what were you figuring on the existing court site?

MR. SCHIFF: Well, it could be done in three stories. It would be more efficient as a four-story. Of course, that's going to probably be the topic of discussion with the City, in terms of the dialogue about how tall buildings are.

COMMISSIONER SULLIVAN: 55 feet being the maximum height.

MR. SCHIFF: And that's doable. The 55 feet in four stories is very doable.

COMMISSIONER SULLIVAN: So that means based on which, three or four?

MR. SCHIFF: Well, actually, if you see there's a little line, if you click to that.

COMMISSIONER SULLIVAN: 62?

MR. SCHIFF: Yes. If you see on your screen, there's a little line there that the court tower, if you will, which is the pairs of courts and the elevators, go up four floors. And then the building could step down in the support areas, office areas, jury assembly. And those could step down so that you'd have a multi-layered building, as is typical in the downtown.

COMMISSIONER SULLIVAN: And was the multi-layer construction assumed to be more expensive than lower layer or the same?

MR. SCHIFF: That's not what will really drive construction costs. In this site, what'll drive construction costs are the size of the site and the layout area for the general contractor. In other words, as the site get smaller and smaller and smaller, the workers have to park remotely and there's less area to store materials and you have to buy storage areas. So the

constriction of the work area is really what drives the costs, more so than whether it's three or four stories.

COMMISSIONER SULLIVAN: Okay. Thank you.

CHAIRMAN CAMPOS: Commissioner Duran.

COMMISSIONER DURAN: On the Indian School site, Cerrillos Road will be the main arterial for traffic going in and out of the site, right?

MR. SCHIFF: Yes.

COMMISSIONER DURAN: Were there projections made on improving the road to accommodate the increased traffic in that section of Cerrillos?

MR. SCHIFF: I think the depth that we went to was to say that there would have to be some improvements of the road, probably some capacity and signalization improvements. Because it's introducing a higher volume of traffic into the site than is currently there. Having said that, the Indian School property is being master-planned for redevelopment, whether it's the County or whether it's private offices or retail and that sort of thing. So those improvements have to be done by the landowner and pro-rated – assuming they'd be pro-rated to some level by acreage. So our assumption was not that the County would be responsible for all the improvements. Because that's part of a master plan direction that they're going to go one way or the other.

COMMISSIONER DURAN: One last question. If we built on the existing site for the judges, what's the construction time?

MR. SCHIFF: I think the construction time should be estimated between 24 and 30 months.

COMMISSIONER DURAN: And the space that the judges use right now would be adequate for – if we had to go out and lease space for them, would it be a similar square footage that would meet their requirement for the construction period?

MR. SCHIFF: I think that that would be the minimum. One of the things we talked about was finding a vacant shopping mall. Those are the kinds of spaces that could be converted into temporary courts. I think it'd be very hard to bring the courts into existing office buildings and that sort of thing. It'd be easier to find – this may sound a little flip, but we did this in Chavez County. We found a warehouse and partitioned the inside of a warehouse to create the proper layout.

Obviously, this is one of the challenges that comes along with urban re-development. Because –

CHAIRMAN CAMPOS: Judge?

JUDGE HALL: Mr. Chair, members of the Commission, if the end result is a new, secure facility, I'll hold court outdoors for two years, if I have to. We are willing to put up with whatever inconvenience we need to if the result is an appropriate facility.

MR. FLORES: Mr. Chair, we brought forward some analysis of existing areas that we could potentially relocate. And we were looking for shell development as well, basically going in and finding a warehouse, and trying to go in and do the implementations for that improvement. I think there's some logistical and some functional issues that would have to

be dealt with at the upfront, for not only the courts but also County staff. We've been exploring that option.

MR. SCHIFF: In Chavez County, we used trailers and warehouses during that construction.

CHAIRMAN CAMPOS: But Mr. Flores, a court is a very specialized building with security issues and all kinds of issues. I mean, the cost of even doing it in a shell structure, bringing in your lines, your communication lines, is incredibly expensive just for a couple of years.

MR. FLORES: Mr. Chair, those are the types of questions that I'm hoping to get answered as the next direction is received at the next meeting, as to each site and all those pros and cons, if you will, of each alternative method that we have. That could include also TIAs, etc., for traffic. Because overall has to be done, which the analysis has not gone to that level at this point.

CHAIRMAN CAMPOS: Okay. Sir, please continue.

MR. SCHIFF: Mr. Chair, I'm glad you brought that up. Because it is an illustration of how complex this process gets. And hopefully today we can possibly narrow the focus a little bit. What I'd point out about the existing site of the existing courthouse is our firm is doing the condominiums on the project to the north of that site, which sold for \$6.7 million for that old apartment complex, the El Seville apartment complex. So inasmuch as the two sites are roughly the same size, what comes into focus then is the question of what would it cost to acquire a site in the downtown to put the court on, versus what does it cost for temporary housing? And so all those comparisons need to be done. Because to find that size of land that's well-located in the downtown might be more expensive than the two years worth of temporary build-out. So there's really not a black and white light answer at first blush. There needs to be a pretty careful analysis.

CHAIRMAN CAMPOS: Please continue.

MR. SCHIFF: The last site that we'll discuss today is the site that is in the location of the St. Francis Cathedral. Part of the site is owned by the archdiocese, and part of the site is owned by private owners who bought the Marian Hall building and the old St. Vincent's Hospital. This site is currently the topic of a master plan study, which is an overall master plan for the entire site. And that's how it showed up in the request for information. We have some pictures here, but I'm just going to click through. I'm sure everybody here is very familiar with the site.

What this site is characterized by would be the governmental buildings, whether they're court or administrative or a combination of both, sitting on top of underground parking. So to make this site work, the parking has to be underground, or there has to be a structure built that's kind of tucked in behind the existing buildings. The area that you would see in your drawing right directly east of the cathedral is another potential area for an above-ground parking structure. But the master plan that's being done for this site presumes underground parking.

Having said that, we drew a few scenarios of what the different combinations could look like. Option one that you see is the court being designed as a major addition to the existing

school. The administrative building being on the same zone in the site with parking under the administrative building, because the only parking you want under a court building is judicial parking, secure parking. You can't let the public park under court buildings anymore. It's just not done, for security purposes.

Option two shows the same scenario for the court, but with the administrative building on the St. Vincent's site, parking underneath it, and then a mixed-use development to the west of the court. Option three shows no court, and the administrative building on the St. Vincent's site. Option four is kind of the reverse of that, with the administrative center as an add-on to the school, and the rest of the site is essentially private development.

So what's interesting about that site is that it's so far, the only site that we found available that is big enough to accommodate both structures in the urban core on the same location, even though the property lines are separate. It's the only site that has that potential that we found. There would be a significant cost in developing parking. There's the issue of leasing or purchasing land. There's the issue of compatibility of court's buildings with retail and office buildings. Although it's done in other places. To me it's not the most serious question.

I think the question of having all of the priorities and all of the government agencies and all of the private property owners agree to master planning the site with a significant level or significant amount of government space in there is a big step. There are some huge potential benefits of it, which is that parking that would be used for governmental activities during the day becomes available in the evening for restaurants and on the weekends. So there's a nice exchange of parking peaks, or parking peaks are compatible with each other, rather than in conflict.

Obviously, having a major government complex in the downtown is something that most cities really want to try to do. But there are higher costs. Parking costs more. Depending on how it's financed, parking can eventually finance itself and pay off. But it takes some very innovative financing to pull something like this off. Because the parking structures pay off in fifty or sixty years, not in twenty years. And the site is a tight urban site, so the cost of construction and layout and logistics are going to be higher than on a suburban site, no question about it.

Having said that, there are intangible benefits to the city by having 250,000 square feet of governmental space in the heart of the city. There are people there buying lunch and going to restaurants, there are the spin-off benefits of cross-over parking. There's the potential of housing tying in with governmental offices, which is something that many cities are really pushing for. So it has all the ingredients of this 24-hour mixed-use downtown environment, which a lot of cities are trying to achieve. Whether it's worth the cost is going to be up to the Commission, obviously.

So that's the recap on sites. We've gone from the wide open spaces down to the most dense and urban examples.

CHAIRMAN CAMPOS: Commissioner.

COMMISSIONER DURAN: I think that some of the Commissioners and some of the discussions that we've had about a new administration building, we've talked about just

staying here in this particular building. So if we ended up doing something with the judicial complex for the judges, and if the County decided to stay in this building, was there any thought given to being able to expand on this building, with parking being provided down the street with the City? And if there hasn't been, do you think that this facility would be – is it capable to be expanded on to provide the space that we need as an administration building?

MR. FLORES: Mr. Chair, Commissioner Duran, we actually looked at that in 2002, the possibility of going up a story as well as going back. And there was also some discussion at that time of development across the street, potentially partnering with their underground parking structure. I believe that's coming back to the table. Part of the issues that we have for this building, as a facility director, is that it's not in a functional state today. We continue to move walls and offices around to band-aid the situation. Without an entire renovation, interior, of this building, I don't ever see us having a functional space here. Right now we're at I think it's 32 percent full circulation in this building, because the corridor's in the middle.

So we have done that evaluation. We haven't put a dollar amount on it, nor have we completely expressed how much of the back we could expand to, because of the building code separations from the Eldorado. But I can tell you in its current configuration, it would require an extensive interior renovation to make this a functional administrative space. And I'm not convinced, in its current configuration, that an add-on would be able to accomplish even the short-term growth needs, let alone the long-term growth needs. But we can do that evaluation and bring back some numbers and some figures for you. But we looked at the preliminary already. It was 2002 that we looked at that.

COMMISSIONER DURAN: So basically this building is not adequate to provide for the needs of the County administration for the future?

MR. FLORES: Mr. Chair, Commissioner Duran, that's correct.

COMMISSIONER DURAN: Thank you.

CHAIRMAN CAMPOS: Okay. Any other questions? Mr. Flores, I just have to say, I am interested in staying in this location also. I understand what you're saying, but there are other buildings in the area that could be purchased, other lands that could be purchased. And the courts could be moved to another location in the downtown area, and we could use those acres there. And maybe have three areas where we have County administration downtown. That's still a possibility, and I think that's something we need to think about.

MR. FLORES: Mr. Chair, we've internally and with a consultants and even with discussions as late as last night with Judge Hall and his staff, I have gotten the sense from the Commission that there's still a presence that wants to be maintained by the County in the downtown area. And I was going to close with this, but I'll just real briefly say that I think the first issue has to be understanding that we are at, I don't want to call it a critical moment, but we're at a situation right now where we cannot, in some of our facilities, accommodate the needs that we have today. Specifically this one and the courts.

The other issue, from a facility director's standpoint, is that we have facilities that are spread out, and we have staff that are spread out. And I think if we look at consolidation of

admin components into a single location, in my mind the campus environment is a perfect scenario. But if that doesn't work, keeping some type of consolidation facility in mind would get us to the point we need to be.

As it now has shown in what we've been saying – and it was Commissioner Duran that actually commissioned the first analysis done in 2001. That was at his insistence, because he saw the need for the Land Use Department and the Assessor's Office of growth. Three years later, we are barely being able to address those situations now.

So I have gotten the sense from the courts as well as some members of the Commission that consolidation is a good thing, campus environment is a good thing, presence in the downtown area is probably a more important thing today. And I think that's what I'm trying to gather out of this study session, is what's the next step? In my mind, the next step would be that you'd give us direction to proceed with the site analysis, including this site and other sites that we know about, and look at financing, benchmarks for scheduling, and implementation process. As well as the financing package of utilizing existing facilities that we may vacate, because Susan and I have talked about that, of utilizing or disposing of existing properties to generate revenue to pay some of the bond or some of the cost.

You have given me very clear indications that this building will not be disposed of. And regardless of what scenario you give us direction on, this building maintains its presence in downtown Santa Fe as a County facility. We have other buildings, though, that we could look at financing options for disposal to generate revenue. And I think that's the whole circle of coming back to that, is we've presented you the analysis. I think the consultants are confirming what we've all known to a greater degree. And they've also provided us a path of where we're going to be in the next ten and twenty years. It's up to us now to figure out a way that we can package this so that it's palatable to all of us financially as well as socially and politically in this environment in the downtown area.

CHAIRMAN CAMPOS: Okay. Are you done?

MR. FLORES: Yes.

CHAIRMAN CAMPOS: Judge Hall?

JUDGE HALL: Mr. Chair, if I could have three minutes. Commissioner, I don't want to interrupt. Do you want to ask your question?

COMMISSIONER ANAYA: Sure. I just want to say a few words, then I'll let you go. To me, personally, and I've said it many times, the main thing that I see is taking care of our constituents in Santa Fe County. To me, it doesn't make sense to renovate the courthouse, to move the judges out to another place and renovate the courthouse and bring them back. It doesn't make sense to me. It doesn't make sense to me to remodel this courthouse right now. It doesn't make sense to purchase a piece of property on Cerrillos Road and demo and construct. It doesn't make sense to purchase a piece of property at the Cathedral. To me, what makes sense is to get a vacant piece of property and build what we want to build, put the infrastructure in that we need, and then move the administration building and the courts all at the same time to that new facility. To me, that's what makes sense. But I'm willing to hear, Tony, what are the processes, what's going to make sense, and what's not going to make sense.

But that's where I'm coming from.

From this study that you put together, we all knew that we all are expanding. We need more space. We more need more parking spaces. We all knew that. But bottom line, to me, what makes sense is to get a vacant piece of property, build what we want, and not modify anything. And we all move in there together.

CHAIRMAN CAMPOS: Thank you, Commissioner. Judge Hall?

JUDGE HALL: Thank you, Mr. Chair, members of the Commission. I just want to say a couple of things. I did want to let you know that Judge Carol Vigil was here for a period of time. Judge Sanchez is here as well. I don't know if we have other judges that have come in and out. But that's really just to express the importance of this to the Commission.

I just want to say a couple of things. First of all, whatever you decide, we are willing to put up with whatever inconvenience there is. If it's a temporary location, we're willing to do that as long as we get to the final result.

And I know at prior meetings I've talked about security. And I'm just going to talk about it one more time, but I'm going to give you a very real example. I think a good example is the escape that occurred last November. I don't know how close you all looked that, but what occurred was a group of prisoners were taken from the holding cell. They passed through a public area. They went into administrative offices of a judge or the area where the judge is, and then passed an open door. And the inmate went out that back door. Now, that's a prime example of what can happen if you don't address this issue of prisoner circulation.

And I suppose the good news from that escape, I guess there's two pieces of good news. One is he was captured before any further harm occurred, and secondly, he just went out the door. It could have been while he passed through the public area, that we could have had a much more severe circumstance, even a hostage situation. And that's a good example of why this circulation that's been described here is critical. And we are dealing with that every day.

I agree that the County administration and the DA, we are all overcrowded. We are all in inefficient spaces. I think the existence of the prisoner circulation in the courthouse makes our facility unsafe. And so I think we are at a critical moment, at least in terms of the court.

One thing Tony said that I'm a little worried about, I knew he was going to ask for some direction and get back together. I heard him now say December or January. I urge you, if you're going to do that, to do it in December. This is something we cannot delay on, given the security issues at the court. And we've said you have difficult decisions in connection with the location. We'd prefer to stay downtown, but the more important thing for us is that you make a determination and we move forward with it. So that's the only thing that I would ask here today.

CHAIRMAN CAMPOS: Okay. Commissioner Duran, any final comments?

COMMISSIONER DURAN: Just one. I agree with Commissioner Anaya that the easiest and probably more efficient process for us to follow would be to build on a piece of property. And to me, that points to the Las Soleras site. If we did that, we could still keep this building to provide satellite services in the downtown area to the community. So I think that we could actually still maintain a presence downtown on an administrative level by following that

kind of a program. But it seems to me that building on a piece of property is really the most efficient and probably best thing for us to continue to pursue.

CHAIRMAN CAMPOS: Okay, Commissioner Sullivan, a comment?

COMMISSIONER SULLIVAN: I think that I would need more detail on the cost. Because if you look at page 49, we're dealing with these roughly \$42 to \$50 million in costs. And when I say costs, I mean both costs and financing. We really need to be realistic about how much we can afford. You'll notice one of the notes is by the way, there's another 20 to 25 percent that you need to add to this for movable equipment and contingencies. And I believe that that's very reasonable. I think we need to think about. Because as you move into a new building, you can't simply take all the desks and chairs from one into the other. You have fixed facilities and cabinetry and furniture and conference room tables and what have you, chalkboards and whiteboards. It goes on and on and on.

So rather than looking at \$50 million here, we may be looking at \$60 million. And then we really need to know we have a good handle from the chart on what off-site costs, or rather what utility costs might be in that area. But we also have very sketchy information on – there's some detail on the Marian Hall/Cathedral site. But the issue of the lease, and we don't really have information as to what the lease would cost, and how we would finance it.

And what I'm thinking might happen, quite frankly, is if we do all of this in one place, we may not be able to afford it, to be honest with you. Because, as you know, we've done GO bonds up to \$75 million of our \$120 million GO bond capacity. So we're not anticipating doing this with GO bonds because of the public acceptance issue. So we're anticipating doing this with revenue bonds. And I don't know that we can do \$60-plus million in revenue bonds. We may need to look at a phased program. Now, that phased program may be something out on a vacant site as one phase. It may be something downtown as a phase. We may shift from a downtown site court to the vacant site, and then rehab the court building as additional County space and keep all the County space downtown and the court would be in out in the cornfields or wherever it's going to be. But I'm just afraid that at this point asking us to make a decision of, Hmm, this site looks nicer than that site, certainly I agree that the Las Soleras site looks easier. I'm not sure that it's in the end the best or the least expensive. So I really think we need to go the next step here to evaluate these financing options. If the Commission is interested in the Marian Hall site, to have some detailed discussions.

These maps or these options, are these ones of the Marian Hall master plan, or ones that you all did.

MR. SCHIFF: We did.

COMMISSIONER SULLIVAN: You all did those.

MR. SCHIFF: But we did have communication with the archdiocese and with Judge Hall.

COMMISSIONER SULLIVAN: Okay. If we're really serious about this, we need to have a lot more detailed cost information, coupled with some information from Susan Lucero on how in the heck we're going to finance this thing. Because quite frankly, I would be very surprised if we could afford \$60 million in revenue bonds. That would dictate some kind

of phasing. And then once we talk about phasing, then of course one of the first things we look to is the court issue. And we say, okay, if that's our top priority because of security, because of all the issues that we've heard here this afternoon, then how do we address that first as a part of an overall plan as to what comes second and third? Did you have a comment on that?

CHAIRMAN CAMPOS: I'd like Commissioner-elect Vigil to speak next.

VIRGINIA VIGIL: Thank you, Mr. Chair. [inaudible].

MR. FLORES: Mr. Chair, Commissioner-elect Vigil, the Elks Lodge came through an RFI process. However, based upon our analysis, it does not meet the minimum requirement that we would need to do that. Although it was included in the original packet that was presented to the board in August, at this time we don't feel it's a viable site to consider.

MS. VIGIL: The second question I had, I think it figured in our discussion with the current building, is I know [inaudible]

MR. FLORES: Mr. Chair, Commissioner-elect Vigil, the environmental issues were relative to the Assessor's Office. Based upon those findings, the recommendations of the consultant were completed with the final installation of carpeting this past summer. In addition, staff created additional space for the Assessor's office, because they were the primary area besides land Use that had space constraints. The creation of the GIS center downstairs between my staff and Agnes Lopez' staff was the GIS section and Assessor's Office. That's why the creation of the GIS section was undertaken as to accommodate the growth of their office. The evaluation of this site has not been to that degree about the environmental concerns. The environmental concerns were specific to that office. They were addressed over a period of time.

Remaining issues revolve around this building in its entirety on the first floor, especially with ingress or egress points, windows, basically, are located across adjacent streets. And that's at the front and the sides of the building. Those will continue to be an issue at this location because of the parking situation downtown. But the environmental issue was not a point of elimination of this site. The elimination or the possible elimination of this building is purely on its functionality today, and losing 33 percent of it to circulation. This building is not set up for the type of growth or office that we need to have for the projections.

CHAIRMAN CAMPOS: Okay. I'm next. We have to wrap this up at 3:30. My comments are these. I prefer downtown. I like the area we're in right now, if we could work that out, it's my first priority. I think the courts are a priority. I've been talking to this Commission for four years about the security issues at the courthouse, and it's imperative that we give the courts some priority in developing their structure.

Las Soleras, the structure that's way out of town, I think for the community's well-being and welfare, I think that's probably the least desirable. I'm not going to call it the worst, but the least desirable. We are talking about communities all over the county trying to keep things downtown as opposed to pushing things out to the margins, continuing the sprawl process, which I think is the worst solution possible. It's going to be more expensive to stay urban, but for the community in the long term, it is the best decision. I agree with Judge Hall. Security, courts, it's a priority. And I've been saying that for four years, as you know, Mr. Flores. I've been telling you that.

Okay, sir, you have a comment.

MR. PATRONIS: Just very briefly. Commissioner Sullivan, you mentioned something that triggered some thinking on my part that I will freely admit I hadn't thought of before. And I think it's an interesting point to consider, that if it was possible to find a site to build a new courthouse in the downtown somewhere - and we've looked at a couple of places, but there are probably some other options. Then a very cost-effective and sensible second phase would be to move the courts into their new building in the downtown and then split the County functions between this building and the existing courthouse, remodel that without tearing it down, without adding onto it. The two facilities are literally a stone's throw away from each other. If you're not going to dispose of this facility, keeping this in operation, remodeling rather than entirely gutting and rebuilding the existing court - which started out as a school. So the conversion to office space isn't much of a stretch. That could be the cost-effective way to keep all the functions downtown. And that could be a very imaginative and creative way to accomplish some of the things that the Commission is talking about at a lower cost.

CHAIRMAN CAMPOS: Okay. I think that's a good idea. Something to think about. Commissioner, you've got ten seconds.

COMMISSIONER DURAN: Since I'm a short-timer here, I reserve the right to change my mind. I agree with what Commissioner Campos said. I think that staying downtown would be ideal if we could find the right site. And I agree that in the long run- we might have to pay more. But I think in the long run it might be best for the community. So I just wanted to change my mind on my previous statement.

COMMISSIONER ANAYA: Mr. Chair?

CHAIRMAN CAMPOS: Commissioner Anaya wants to chime in.

COMMISSIONER ANAYA: I just wanted to thank the judges for being here. I think it's important. We're going to do everything we can to get you a new building. I don't agree with my fellow Commissioners over here. I think that we need to move out of downtown, just because our County does not revolve right here. If we took it out, it's easier access for a lot of people. Right now it's hard access for a lot of people and a lot of the constituents. But whatever way we decide, I know that one day we'll get you a new courthouse and a new administration building for the County. Thank you.

CHAIRMAN CAMPOS: Now, Judge, it's a priority. We're going to move on this. It may not be December, but it'll be soon. These are big decisions, as Commissioner Sullivan said, and we really have to make some big decisions involving not only you, but all kinds of other properties, buildings, and things that are quite important to the community.

I'd like to thank everybody for coming. I think it was very productive. I think you have some ideas as to where we're going. Tony, do you want more specific direction?

MR. FLORES: Mr. Chair, what I'm understanding is that I can bring back, December or January, the analysis that I requested as well as everybody on this panel. That I would be the direction I would like to receive from the Commission.


CHAIRMAN CAMPOS: Absolutely. We want this done ASAP. We are on that track.

MR. FLORES: Thank you.
CHAIRMAN CAMPOS: Okay. Thank you very much.

ADJOURNMENT

Chairman Campos declared this meeting adjourned at approximately 3:30 p.m.

Approved by:




Board of County Commissioners
Paul Campos, Chairman


Respectfully submitted:


Karen Farrell, Commission Reporter

ATTEST TO:



Valerie Espinoza
SANTA FE COUNTY CLERK



SFC CLERK RECORDED 02/03/2005