

TO: City of Santa Fe Governing Body

FROM: Mayor Michael Garcia, Transition Team

Charlotte Roybal, Co-Chair

Manuel Garcia, Co-Chair

Transition Team Report

Following the election of Mayor Michael Garcia, a Transition Team was assembled to support an open, structured, and community-centered process to ensure the incoming administration is prepared to lead on day one. The Transition Team consisted of 44 members, representing a wide range of lived experiences, professional backgrounds, and perspectives—bringing together young and old, and reflecting Santa Fe's deep diversity across Hispanic, Native, Anglo, and other community identities.

Members include:

Miguel Acosta, Raashan Ahmad, George Anaya, Jr, Edward Archuleta, Joel Berendzen, Gloria Bossom, Berl Brechner, Phyliss Bustamante, Paul Campos, Kendal Chavez, Cam Crawford, Roberta Duran, Caryn Fiorina, Manuel Garcia, Roman Garcia, David Gomez, John Paul Granillo, Jesse Guillen, Elise Gutierrez, Gudrun Hoerig, Scott Hussion, Peter Ives, Michael Kelley, Veronica Krupnick, John Kukulski, Nancy Long, Todd Lovato, Krystle Lucero, Susan Martin, William Mee, Victoria Murphy, Brandon Padilla, John Padilla, Consuelo Pineda, Chris Rivera, Donna Rivera Atencio, James Rivera, Katherine Rivera, Buddy Roybal, Charlotte Roybal, Mary Salazar, Fred Sandoval, David Schutz, Khai Spencer, Jackie Valdez, Yolanda Vigil,

The Transition Team's work was guided by four core priorities identified by Mayor Garcia's incoming administration:

- 1.) Public Safety- Strengthening coordination, accountability and resources to ensure Santa Feans feel safe in every neighborhood,,
- 2.) Affordable Workforce Housing- Expanding access to housing through strategic investments, partnerships and streamlined processes.
- 3.) Strengthening Services- Ensuring core city services are responsive, effective and accessible to all residents.
- 4.) Modernizing City Government.- Improving operations, transparency, and technology to deliver a more efficient and accountable city government.

These priorities served as the foundation for assessing current conditions and identifying opportunities for improvement in city operations and service delivery.

As outlined during the Transition Team's kickoff meeting on December 2, 2025, members were tasked with conducting an organized departmental/divisional review process centered on a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Transition Team members were instructed to coordinate directly with assigned city departments, provide department and division leadership with a SWOT form in advance, and complete the analysis based on both written feedback and structured interviews. This process was designed to create a consistent baseline across departments and ensure that the transition work was informed by the experience and expertise of current city staff.

In total, the Transition Team conducted 21 interviews with department and division directors, with the expectation that SWOT forms would be completed prior to each interview and supplemented with additional information during the meeting. Throughout this process, city staff were professional, responsive, and cooperative, helping the Transition Team gather critical information to support an effective transition.

The Transition Team's work was not intended to be disruptive or adversarial, but rather to support a smooth transfer of leadership, flag time-sensitive operational concerns, and provide Mayor Garcia with practical insights and staff recommendations aligned with the administration's priorities. This report reflects the Transition Team's findings, key themes across departments, and next steps toward building a modern, accountable city government that delivers results for the people of Santa Fe.

We encourage you, as Governing Body members, to review this report and if you have any questions please direct them to the appropriate city staff.

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**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Faviola Chavez

Position Title: Director of Affordable Housing

Transition Team Participants: Katherine Rivera, Mary Salazar

Date: December 11, 2025

What are the strengths of your department/division?

- **Santa Fe is a national leader with innovative local funding and housing production tools**
 - **Santa Fe Homes Program**
 - Provides incentives for housing developers
 - Produces new affordable housing units (rental and homeownership)
 - Provides a pathway for continued contributions to the Affordable Housing Trust Fund (when developers opt to take the fee in leu option).
 - Many jurisdictions of Santa Fe's size and characteristics have not implemented these tools. They are quite innovative and were ahead of their time when they were implemented.
 - **High-end Excise Tax**
 - Another innovative program that will generate income for the Affordable Housing Trust Fund through transaction fees of 3% on any real estate transaction over \$1,000,000.
 - Again, this is a program that is unique and very innovative.
 - **Comparison** – in comparison, Arizona our neighbor to the west of us does not have many of these tools or programs and is even preempted on a statewide level from using some of the tools Santa Fe has implemented.
- **Affordable Housing Trust Fund**
 - Santa Fe has established and identified revenue sources for its AHTF beyond what many communities are doing when funding similar local housing trust funds. For example, the sources include fee-in-leu, infrastructure fees, excise tax and land sales.
- **Robust Downpayment Assistance Program –**
 - Santa Fe has a robust down payment assistance program serving over 50 households annually, which outpaces programs from cities 16 times its size.
- **Programmatic Framework**
 - The Santa Fe Homes Program ordinance is very prescriptive and

thus provides a substantial framework for the program.

- **Santa Fe has a strong network of experienced, dedicated housing partners,** creating a collaborative ecosystem that accelerates impact.
 - Habitat for Humanity
 - Santa Fe Housing Trust
 - Homewise
 - TWG
 - Santa Fe Civic Housing Authority
 - Chainbreakers Collective

- **There is strong local momentum behind innovative housing solutions,** reflecting a community committed to progress.
 - Mayor, council, internal, external and community members are all committed to finding and expanding housing solutions.
 - Many communities nationwide do not have this amount of support and momentum. This is a huge strength of the Santa Fe community and with this support Santa Fe can continue to innovate and be a nationwide leader in housing solutions.

- **OAH is supported by knowledgeable, mission-driven staff with a servant leadership approach:** including Roberta Catanach's long-standing institutional expertise with 16 years in the department.

What are the weaknesses of your department/division?

Reporting

- Recent improvements have been made to reconcile and separate the Affordable Housing Trust Funds (AHTF) from the Community Development Fund.
 - Having co-mingled funds was identified as an inefficient way to oversee the AHTF.
 - Additional monthly reports are needed to track revenue, commitments and expenditures. This will help OAH:
 - have an accurate accounting of the dollar amounts available going into the next year and moving into our next RFP period.
 - track project expenditures and intervene when contracts are not expending in accordance with their contract.
 - can create transparency internally and when reporting to Mayor and City Council the funding available within the AHTF.
 - Currently administrative support is shared between OAH and OED therefore these additional reports would cause an additional strain on an already constrained administrative resource. These required reports would prompt a need for additional staffing resources.

Transparency

- OAH completes federally mandated annual reporting. However, there is a need to increase transparency and report out OAHs comprehensive accomplishments to the community.

RFP Process

OAH will benefit from revamping its AHTF RFP process. It is important to align scoring with our communities' highest priorities. This will ensure and award points for projects that can demonstrate financial need and prior year financial performance (if they have been awarded AHTF in the past). OAH also identified a need for technical assistance to CDC members prior to scoring applications to help create a more structured and streamlined approach with scoring and assessing applications. OAH will also work with procurement to provide technical assistance to interested applicants prior to the funding round.

AHTF Ongoing Sustainability

Although Santa Fe has established several innovative revenue pathways for AHTF. However, the housing need in our community continues to grow, and if Santa Fe plans to increase their impact additional revenue pathways are needed to expand AHTF and its ongoing sustainability.

Staff Vacancies/Limited Staff Resources

- OAH has suffered from staff vacancies for over a year and half.
 - OAH Director – vacant for over year and a half
 - Program Administrator
 - Senior Planner
 - Project Manager
 - Project Manager – newly created position
- These vacancies significantly limited OAH’s ability to operate efficiently.

Needed Staff Resources

To expand the level of reporting and programing OAH offers to the community additional staffing resources would be needed. The following staffing limitations impact OAH:

- Administrative support – currently shared with OED
- Mid-level manager – all positions report to Director creating a program delivery gridlock where all oversight is passed through one source. Checks and balances and service delivery would be increased by adding a manager for program level staff to report to.
- Project Manager – a project manager with development experience and underwriting experience.

New Staff Onboarding

- As positions are filled, new team members will require comprehensive onboarding, training, and professional development to ensure strong performance and alignment with OAH goals.

Timeliness

- Many of OAH’s operational challenges stem from prolonged staffing shortages and the need to stabilize the team.
- Hiring has been difficult due to limited resources, creating delays in program implementation and administrative processes.

What are the opportunities of your department/division?

Reporting

- Establishing a separate AHTF fund and creating monthly reports that track: revenue, commitments and expenditures.
- This will allow OAH to have an accurate depiction of the funding available and thus allow them to take on new and innovative programs.

Transparency

- **Federal Reporting:** A major early priority has been completing the Annual Action Plan (AAP) and the Consolidated Annual Performance and Evaluation Report (CAPER). These reports provide critical insight into how CDBG funds serve the Santa Fe community. As Director, I am committed to increasing public visibility of these federal investments through a new online dashboard that will offer real-time updates on key OAH initiatives.
- **OAH Reporting:** We will also expand internal and external reporting on both federal and local funding sources. This includes providing regular updates on expenditures, accomplishments, and impacts. It is essential that Santa Fe residents understand how the Santa Fe Homes Program and the Affordable Housing Trust Fund are working to benefit the community. Finalizing the Housing Strategy Implementation Plan will further reinforce this transparency.
- **Action Steps:**
 - Establishing monthly accounting reports for AHTF
 - Year-end AHTF accomplishments
 - Online dashboard – demonstrating awards and accomplishments

RFP Process

OAH has begun revamping next year's RFP to improve the application process, underwriting, project vetting, increase needed documentation and revamp the scoring criteria to align with our communities' highest priorities. This year OAH will also provide in-depth training for the **CDC members** reviewing the applications. OAH also plans to provide training and technical assistance to applicants prior to the funding round.

AHTF Ongoing Sustainability

Identify new revenue sources and how existing AHTF can be expanded. Such as bonding mechanisms, revolving loan funds, land lease structures, revenue from development partnerships, and explore national best practices.

Addressing Staffing Gaps

With the OAH vacancies we have the opportunity to build back a knowledgeable and capable team. A team that is aligned with our vision and passionate about how we impact our community. When I stepped into this role three months ago, one of the most immediate challenges was the number of key OAH vacancies. I moved quickly to initiate recruitment for

all open positions. The hiring processes are now underway, interviews have been completed, and we are in the vetting and offer stages for selected candidates.

Expanding Staff

OAH has the opportunity to streamline service delivery and reporting as well as expand its housing programs with the following additional positions:

- Administrative support – having full time administrative support would increase efficiency and reporting.
- Mid-level manager – Checks and balances and service delivery would be increased by adding a manager for program level staff.
- Project Manager – a project manager with development experience and underwriting experience would allow the department to take on more complex development and housing financing programs.

Training and Staff Development

Once the team is fully staffed, we will launch structured internal training and require federally funded positions to participate in HUD and other federal trainings. This will ensure alignment, consistency, and a strong foundation for high-quality program delivery.

Increasing Operational Efficiency

We are actively developing comprehensive Standard Operating Procedures (SOPs) to clearly outline the full scope of OAH operations. These SOPs will support more consistent workflows and help staff assess procedures for effectiveness. Each team member will be responsible for identifying opportunities to streamline processes and increase efficiency across the department.

Expanding and Strengthening Housing Production

To maximize housing impact, we will:

- Evaluate current programs
- Identify efficiencies and improvements within existing initiatives
- Explore potential new programs that can increase housing production
- Pursue expanded funding opportunities to support a broader range of housing solutions
 - Becoming a bond issuer and generating revenue through issuance fees
 - Exploring Tax Increment Financing (TIF) to support targeted development
 - Transitioning AHTF grants into low-cost financing options supported by a revolving loan fund to stretch resources and promote long-term sustainability
 - Inhouse voucher programs
 - Non-profit subsidiary development partnerships like city of Tucson's arm El Pueblo Housing Development (EPHD) to develop and rehabilitate affordable rental and ownership housing while providing supportive services.

What are the threats to your department/division?

- **Federal funding reductions remain a nationwide concern**, and every local jurisdiction is facing the possibility of decreased federal support.
- **These potential reductions make it even more critical to strengthen and expand local solutions**, ensuring our community remains stable and resilient regardless of external fluctuations.
- **Limited operating resources place real constraints on OAH's ability to fully engage the community.** We're eager to bring residents to the table, but meaningful outreach requires funding, particularly for promotional materials and engagement activities. Offering small incentives, such as a toy giveaway for our affordable housing clients or raffle tickets at events, helps create a welcoming environment and encourages participation from our most vulnerable households. These efforts directly enhance community trust, visibility, and involvement.
- **Microscope** – the department is continually under the microscope by the community, reporters, and internal and external stakeholders. As this scrutiny ramps staff must use precious resources to address questions and this pulls resources away from the department's goals and objectives.
- **Time away from objectives** – in addition to the time mentioned above staff also spend a considerable amount of time addressing the concerns of applicants who were not awarded under current funding rounds. This also takes time away from our goals and objectives.

What are the resources needed for your department/division? i.e., budget, training, staff

- **Budget:** Stabilize and strengthen OAH operations by ensuring the department has the administrative and programmatic resources needed to function effectively and sustainably.
- **Staffing:** Fill all existing vacancies and add two new positions to increase capacity, improve service delivery, and support the department's growing responsibilities.
- **Program Expansion:** Enhance and expand current programs, both funding and land-use related, to boost housing production and deepen OAH's overall impact in the community.
- **Dashboard:** resources for the dashboard

What are the goals that are to be accomplished for your department/division in 90 days?

- **Finalize CDBG and AHTF awards and contracts**, ensuring timely deployment of funds to support priority housing initiatives.
- **Complete the Housing Strategy Implementation Plan**, establishing a clear roadmap for short- and long-term affordable housing goals.
- **Onboard and train new team members**, building capacity and strengthening program operations from day one.
- **Develop and issue CDBG and AHTF Requests for Proposals**, creating transparent pathways for project selection and community investment.
- **Begin a comprehensive assessment of existing programs** to identify strengths, gaps, and strategic opportunities for expansion.

These initiatives can be achieved with an appropriate operating budget and adequate staffing for OAH to effectively carry out its mission.

What are the goals that are to be accomplished for your department/division in 6 months?

With proper OAH staffing:

- **Complete the RFP process**, ensuring clarity, fairness, and readiness for project launch.
- **Advance contract execution and project oversight**, including initiating federal requirements, tracking progress, and monitoring funding expenditures. As we build back the OAH team we will have an opportunity to advance the ways our department oversees and monitors contracts.
- **Implement structured pathways for new housing expansion opportunities**, aligning resources and strategies for long-term impact.
- **Increase transparency through early and consistent reporting**, reinforcing accountability and public trust.
- **Successfully move five affordable housing projects forward**, demonstrating momentum and measurable progress.
- **Establish and launch an enhanced community engagement process** to elevate resident voices and strengthen partnerships.
- **Implement expanded landlord and tenant protections to decrease renter discrimination protections**, ensuring equitable treatment and safer housing conditions for all residents.

These initiatives can be achieved with an appropriate operating budget and adequate staffing for OAH to effectively carry out its mission.

What are the goals that are to be accomplished for your department/division in 1 year?

- **Ensure awards are delivered on time**, strengthening trust and reliability for our partners and community.
- **Increase transparency by establishing a dedicated Project Manager position** responsible for underwriting proformas and providing consistent oversight.
- **Implement a real-time data dashboard** that tracks funds received, funds deployed, and measurable outcomes, ensuring accountability at every stage.
- **Develop a long-term funding pathway** to grow the balance of the Affordable Housing Trust Fund and support sustainable housing solutions.
- **Establish clear Standard Operating Procedures (SOPs)** to serve as an accessible roadmap for current and future staff, ensuring consistency, continuity, and operational clarity.
- **Integrate a Six Sigma–inspired framework** to strengthen OAH operations by:
 - Reducing inefficiencies that slow unit production
 - Improving resource utilization, especially during tight funding cycles
 - Increasing transparency for stakeholders and the public
 - Enhancing resident outcomes with an emphasis on customer experience and equity
 - Building a resilient, future-ready system that can adapt to funding shifts and evolving community needs
- **Empower staff to make well-informed, confident decisions** when reviewing RFP proposals, building leadership capacity across the team through training and onboarding of new staff.
- **Strengthen the CDC processes** and collaborate closely with Procurement to enhance technical assistance opportunities for CDC members and applicants during the upcoming RFP process.
- **Successfully host four community participation meetings**, ensuring residents have a meaningful voice in OAH initiatives.
- **Roll out an online, real-time dashboard** that highlights key initiatives, progress indicators, and funding status.

These initiatives can be achieved with an appropriate operating budget and adequate staffing for OAH to effectively carry out its mission.

Any final thoughts, or any additional information the incoming administration should be made aware of?

National Housing Crisis

- Santa Fe like most cities in the US is facing a housing crisis. Local communities have even more pressure to identify local solutions because we face federal funding cuts. • It is important for internal and external stakeholders focused on innovation and solutions to our housing crisis.

OAH

- The work of OAH is complex and faces unique barriers:
 - Limited budget - to tackle issues that continue to grow in cost as inflation and the economy continues to struggle.
 - Limited staff – although we are building back up our staff by filling vacant positions. The level of staff OAH currently has does not equate to the level needed to fully expand our functionality to address every aspect of our housing crisis.
 - Microscope – because housing affordability is an issue for most Santa Fe residents, OAH is under a microscope.
 - Limited resources – because the need outweighs available resources, each year OAH can only award a portion of the projects submitted under our funding round. The unawarded applicants often vocalize their frustration with the limited resources and lack of award for their project/program. OAH used valuable resources each year to mitigate and address these complaints, pulling our staff from its goals and objectives of the Department.

Impactful Housing Solutions

OAH is excited to serve Mayor Garcia and identify ways to create new and impactful solutions to Santa Fe's housing crisis. Together with Mayor Garcia's leadership and OAH's team we will be an unstoppable force for housing! We look forward to utilizing its existing resources as well as expanding current programming to achieve Mayor Garcia's goals!

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Chelsey Johnson
Position Title: Arts & Culture Director

Transition Team Participants: Consuelo Piñeda and Jesse Guillén

Date: December 17, 2025

What are the strengths of your department/division?

- We believe art and culture are for everyone. We are connected to and supportive of a vibrant arts ecosystem in Santa Fe, with strong community ties, always building upon and expanding our outreach, relationships, and trust.
- We shepherd Lodgers' Tax funds toward arts promotion and programming that raises Santa Fe's tourism appeal, which in turn replenishes and grows Lodger's Tax balances.
- This funding and programming feeds directly back into our local community as well, with powerful cultural and economic benefit. We provide marketing grants to about 50 nonprofit organizations annually, fund several more to support free cultural events across the city, and fund cultural engagements through city council member-directed funds. Art is the Solution funding supports five independent Santa Fe community-engaged arts projects per year. Arts and culture are a major economic driver in Santa Fe, and we are proud to support and serve this sector.
- We steward a citywide portfolio of art in public places, from murals to sculptures to paintings. We place art in the airport, libraries, parks, medians, walls, green space, archives, and more.
- The reactivated Community Gallery is a lively hub of exhibits and programming that showcase excellent, diverse local arts for all audiences, locals and visitors alike. In 2025, we hosted ten exhibits and had outstanding attendance and engagement.
- The Arts Commission, our advisory board, is highly engaged and made up of nine talented, experienced, community-focused people from the fields of education, studio art, nonprofit management and development, architecture, philanthropy, and public arts administration.
- We also manage the city's prestigious designation as a UNESCO Creative City of Crafts and Folk Arts. For the 20th anniversary of this in 2025, we carried out extensive public programming, including free public celebrations, workshops, demonstrations, talks, and artist exchanges centered around traditional craft and heritage arts.
- Our department has a strong sense of mission and shared purpose, positive relationships internally and externally, a collaborative approach to our work, and a staff that is creative, collegial, culturally responsive, and public service-minded. We are continually refining and improving our internal processes for increased accessibility, clarity, transparency, and efficiency.

What are the weaknesses of your department/division?

We are constrained by physical space limitations and cannot accommodate more than six staff and interns. Our director and assistant director occupy cubicles with no option for auditory or physical separation. Three of our staff work in an open office space in plain view in the Community Gallery, which is open to the public for 50% of regular workday hours. Our opportunities for growth and our everyday operations are affected by these close quarters and lack of space and privacy for meetings and handling sensitive or confidential matters.

What are the opportunities of your department/division?

Expanding art and creative placemaking across the city.

- Increase our sponsorship funding each year to support culturally relevant community events and improve quality of life
- Map and identify underserved neighborhoods where we can orient our outreach and invite community-driven creative placemaking
- Support new youth arts programming through collaborations with city, nonprofit, and educational partners
- Install new public art, from sculptures to murals, throughout all areas of the city to beautify spaces, celebrate cultural heritage and neighborhood traditions, and build on Santa Fe's identity as a vital arts center and destination

Build on our UNESCO momentum to support the handmade creative economy and celebrate Santa Fe's unique cultural heritages

- Collaborate with museums, creative businesses, and artists on public community events and creative tourism initiatives
- Support UNESCO-aligned events
- Launch our in-the-works Heritage Arts map and website detailing local institutions, businesses, studios, and notable sites for craft and folk art

Economic development for artists and creative businesses

- Convene quarterly arts networking events, offer professional development workshops, and launch a series of local artist talks with a focus on strengthening our creative economic ecosystems, in conjunction with OED and the Small Business Navigator.
- Pilot an arts/creative workforce development program
- Complete our feasibility study for the Greer Garson Theater and launch the next phase of this cherished Santa Fe performance space

What are the threats to your department/division?

Because we are dependent upon tourism for Lodgers' Tax revenue to fund the department and our initiatives, unforeseen travel impacts (such as a public health crisis, economic downturn, or other declines in tourism) are a threat with the potential to impact our budget significantly and unexpectedly.

What are the resources needed for your department/division? i.e., budget,

training, staff

Space, for the reasons noted above as well as for the possibility of hiring additional staff to support expanding initiatives.

Increased salary budget to recognize staff excellence, incentivize high performance, keep up with rising cost of living, and retain talent; additionally, options to grow and advance in career tracks within the department.

Additional staff positions, which might include a public art manager, a theater manager to manage operations at the Greer Garson when restored, and paid interns from Santa Fe's secondary and post-secondary educational institutions.

Increased funding to support all of the above as well as expanded programming and support of art in public places, youth programming, and creative economy initiatives.

What are the goals that are to be accomplished for your department/division in 90 days?

Meet with each City Councilor to discuss district arts and culture needs, wishes, and priorities, and identify projects for each

Hold strategic planning workshop in early January to reflect on successes, challenges, and outcomes of calendar year 2025 and plan accordingly for 2026

Issue at least three public calls for art in public places (at least one airport mural or sculpture, one neighborhood sculpture, and one mural)

First quarterly social/networking convening of the year for our Creative Hub network (connecting arts workers with each other and economic opportunity), and launch corresponding series of free professional development workshops for creatives

Convene our key craft and folk art community stakeholders to plan UNESCO-branded arts initiatives for 2026

Fill our vacant Assistant Director position and new Arts Services Coordinator position

Draft our FY27 budget with key goals and objectives integrated into budget requests

Complete initial feasibility study for restoration and reactivation of the Greer Garson Theater, in cooperation with the Midtown Redevelopment Agency

What are the goals that are to be accomplished for your department/division in 6 months?

At least three public art projects selected from the above calls and underway, with clear project milestones and completion targets

Ensure every council district has had the opportunity to spend their Arts & Culture funding by the close of the fiscal year

FY27 awardees selected for our Traditional Marketing Impact (TMI) funding and Art is the Solution funding

By the close of the fiscal year, June 30, completing 90% of Purchase Orders to be ready for our FY27 TMI recipients to draw upon when the new fiscal year commences, in order to both comply with Procurement procedures and serve our constituent organizations

Governing Body approval of a revision of the original 1987 Arts Commission ordinance to reflect the establishment and roles of the Arts & Culture Department

Community engagement and input on the restoration and reactivation of the Greer Garson Theater, in cooperation with the MRA

What are the goals that are to be accomplished for your department/division in 1 year?

All of the above, plus:

Six new works of art in public places completed or near completion, at least three in underserved neighborhoods

Seven Community Gallery shows and adjacent public programs, serving a wide range of audiences

Launch of a free, accessible, user-friendly, and current art map of Santa Fe's art network, with layers including public artworks, heritage arts assets, murals, and other customizable features

Four significant UNESCO-branded sponsored events

Finalized plan for phase one of the restoration and reactivation of the Greer Garson Theater, in cooperation with the MRA

Continued refinement of our internal processes to increase access and improve efficiency

At least one professional development training for every staff member to improve skills and benefit operations and constituent experience

Any final thoughts, or any additional information the incoming administration should be made aware of?

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Elisa D. Montoya

Position Title: Community Development Director

Transition Team Participants: Nancy Long & Gloria Bosson

Date: 12/18/25

What are the strengths of your department/division?

The greatest strength of the Community Development Department is the fact that the people of Santa Fe care about each other. In this role I have seen the best of our community.

Santa Fe operates with a strong foundation rooted in transparency, community engagement, and justice. In addition, the diversity of our people and culture is our greatest asset and the reason the City Different stands apart from any other place on earth.

The Department and Division Directors in the Community Development Department are subject matter experts and independent thought leaders. They all care deeply about serving our community, and they have the professional skills and know-how to set clear and achievable goals for their respective divisions and departments.

What are the weaknesses of your department/division?

Team Size. The size of our teams has not kept pace with population growth and service needs of our community. Staff are overburdened with increased work demands.

Strategic Communications. There is not a centralized strategic communications/marketing/messaging function for the City. Without this function, it was challenging to not only unify messaging across the department, but it was also a challenge to advance department/division specific messaging efforts. Oftentimes, a division/department would hire an external consultant, which contributes to perpetuating siloed community engagement efforts and priorities.

Consistent Organization Structures. There is not a standard "org chart structure" across divisions in the Community Development Department. For example, not all divisions have an Administrative Manager. An Administrative Manager is responsible for providing accounting, HR, IT, and strategic finance support for each division. So, as projects have increased over the years, bringing an increased workload, our administrative support professionals have not been provided with adequate support to take on the increased workload.

Team Support. City leadership can do better to break down silos between and within departments to nurture a culture that understands everyone benefits from our colleague's success. For example, on my first day working at the City, the City Manager scheduled up a "Meet and Greet" for my direct reports to meet me. I oversee 7 division/departments, and only one division director, who arrived 30 minutes late, participated in the meeting.

What are the opportunities of your department/division?

Centralized Services. Centralized services, which include HR, the City Attorney's Office, Finance, and Procurement, should embrace processes that enable them to be more agile in their work. It was my experience that some of our systems/processes have not kept pace with national best practices, and as a result internal services and staff support can be delayed because of operational inefficiencies.

Goals/Objectives. This year the Community Development Department set department-wide goals and objectives. Here is a summary of our Goals below. Each department and division embraced these goals and are working every day to achieve this commitment. I encourage new leadership to prioritize the successful implementation of these goals/objectives.

- Strengthen Community Partnerships & Public Engagement
- Advance Housing Affordability and Stability
- Grow and Support a Resilient and Diverse Local Economy
- Champion Santa Fe's Creative and Cultural Assets
- Enhance Santa Fe's Visitor Economy
- Land Use for Community Benefit—Planning for the People

Increased Community Engagement. Each division/department in the Community Development Department committed to increase community outreach and partnering efforts. For example, each division/department now commits to:

- Host quarterly community forums.
- Launch an online dashboard for real-time updates on key initiatives.
- Increase participation from underrepresented communities by 20% in public engagement processes.

What are the threats to your department/division?

The city should embrace and strive to reinforce a service culture approach to work with staff. New leadership should take the time to listen to staff needs and feedback and remain accountable to their concerns.

Administrative Procedures. The city has outdated administrative procedures, which have not kept pace with better technology and more efficient practices. For example:

1. It should not take 5 different staff members to review and approve every low-dollar invoice submitted for payment.
2. The city can refresh its new employee onboarding processes. For example, every new hire should receive a message from the Mayor which sets the tone for service in the City of Santa Fe. We can also create small videos profiling real city employees, which teach staff how to complete internal processes. 30-60-90 day HR check ins with new staff would also be helpful.
3. Staff should understand the "why" around all administrative procedures and training requirements. For example, if an individual is required to take a defensive driving class, the appropriate "why" could be—because they utilize city vehicles, rather than "this is the way we've always done it."

What are the resources needed for your department/division? i.e., budget, training, staff

Clarity on Budget: Surprisingly, not all division/department directors in the Community Development Department have a clear understanding of how much funding they have available at any given time to pursue their work. More steps can be taken to implement transparent processes which explain how the budget impacts their day-to-day work and what funds are readily available to use.

Additional staff: Additional steps should be taken to recruit and retain qualified staff. This may require raising salaries and creating additional full-time positions. Current staff should not ever become “paralyzed” from moving forward because they could not obtain the resources that they need to succeed.

Internal Processes: Staff should also not be overburdened by unreasonable expectations due to inefficient processes. I understand that staff are bound by fiduciary responsibilities to ensure that we uphold the public trust and to not mismanage public funds, however, it seems that some internal processes and approval requirements are “over the top” and inhibit staff from swiftly and at times reasonably achieving their goals.

What are the goals that are to be accomplished for your department/division in 90 days?

Please refer to the attached goals/objectives with timebound deliverables.

In addition to the goals/objectives in the attachment, I have a 90 day recommendation:

Community Engaged Budget Development. I recommend that the Community Development Department’s FY27 budget formation processes begin with community engagement. What does our city want to see prioritized in the Community Development Budget? All divisions/dept directors in the Community Development Department committed to host at least 1 community meeting every quarter. In January, each can host a public meeting where they present 2025 accomplishments and gather input from community to inform the FY27 budget priorities. This information can be gathered and presented to Governing Body.

What are the goals that are to be accomplished for your department/division in 6 months?

Please refer to the attached goals/objectives with timebound deliverables.

What are the goals that are to be accomplished for your department/division in 1 year?

Please refer to the attached goals/objectives with timebound deliverables.

Any final thoughts, or any additional information the incoming administration should be made aware of?

No role has challenged me more professionally—or been more rewarding—than my work with the City.

It takes a certain kind of leader to succeed here. You need to lead a team, manage personnel, engage and respond to community sentiment, advance projects through Committees and Governing Body, be agile enough to pivot quickly onto new priorities, remain responsive to the media, and maneuver within a municipality, where very few people know the ins and outs of standard operating procedures that must be followed to get anything accomplished.

It is crucial that the leadership of the next administration be nimble on their feet, patient with internal systems and processes, and understand that all staff bring different vantage points to the table. New leaders must also have the drive to seek answers to questions, find ways around road-blocks, and remain focused on what inspires all of us to serve at the municipal level.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Henri Hammond-Paul

Position Title: Director, Community Health and Safety

Transition Team Participants: Fred Sandoval, Roberta Duran

Date: December 18, 2025

What are the strengths of your department/division?

The Department of Community Health and Safety (CHS) is a large, multidisciplinary department with a significant operational footprint across the City. We oversee homelessness and housing services, youth and family services, senior services, libraries, recreation, and emergency management. This structure allows the City to address public health, public safety, and quality-of-life challenges in a coordinated, integrated manner rather than through silos.

A core strength of the department is its staff. Despite sustained operational pressure over the past several years, staff continue to deliver essential services, operate complex facilities, manage emergencies, and serve some of the City's most vulnerable residents. Many programs operate with limited resources yet still produce measurable and meaningful outcomes.

CHS has also built strong partnerships with nonprofit providers, regional agencies, and state partners. These relationships extend the City's capacity, leverage external funding, and enable more flexible responses to emerging needs.

Finally, the department has become increasingly data-driven. Calls-for-service data, shelter utilization metrics, and program performance indicators are routinely used to guide operational decisions, allocate resources, and inform policy recommendations.

What are the weaknesses of your department/division?

The department faces structural and process-related challenges that limit efficiency and responsiveness. Internal administrative processes, particularly hiring, procurement, contracting, and payment processing, are often lengthy and complex. These delays can significantly slow service delivery, staff onboarding, and the execution of time-sensitive initiatives.

Recruiting and retaining staff is increasingly difficult due to competitive labor markets, wage compression, and salary ranges that lag behind comparable public-sector and nonprofit employers. This challenge is most acute for specialized, technical, and frontline roles that require experience but offer limited compensation flexibility or advancement opportunities.

The department is also held accountable for outcomes in areas where it lacks full operational authority. For example, CHS is responsible for ensuring services are delivered by contracted providers but does not control procurement timelines, contract execution, or payment processing. Similarly, the department is responsible for facility performance and availability but does not directly control all aspects of capital planning, maintenance schedules, or emergency repairs.

These structural misalignments create operational risk and can make the department appear less responsive than it is in practice.

What are the opportunities of your department/division?

There is a significant opportunity to modernize service delivery by strengthening data systems, improving performance measurement, and better aligning funding with outcomes.

The department is well positioned to lead more coordinated approaches to homelessness, emergency preparedness, and community safety that emphasize prevention, stabilization, and upstream investment rather than reactive responses.

There are also opportunities to rebuild and strengthen internal culture through clearer expectations, leadership development, and more consistent communication across divisions.

Targeted capital investments in facilities and technology could substantially improve service quality, staff efficiency, and public trust.

Finally, the incoming administration has an opportunity to reset expectations, clarify priorities, and provide strategic direction that supports long-term stability rather than ongoing crisis management.

What are the threats to your department/division?

Continued staff burnout and attrition pose a significant risk to service continuity and the loss of institutional knowledge. There is also a notable level of fear and concern among staff about whether their work is understood, valued, or supported at the executive level of the incoming administration.

Demand for services, particularly related to homelessness, behavioral health, and emergency response, continues to increase and consistently outpaces available resources.

Deferred maintenance and aging infrastructure increase the likelihood of service disruptions, emergency repairs, and public-facing failures.

Public mistrust and misinformation around highly visible issues, such as homelessness and public safety, can undermine staff morale and complicate implementation of evidence-based solutions.

Ongoing delays in hiring, procurement, and contracting further strain operations. When vacancies persist or contracts are delayed, remaining staff absorb additional workload, accelerating burnout and attrition.

Inability to offer competitive compensation threatens the department's ability to recruit and retain qualified staff, particularly in emergency management, behavioral-health-adjacent roles, facility operations, and technical positions.

The department also faces reputational risk when it is publicly held accountable for outcomes that depend on systems or decisions outside its direct control, such as delayed provider payments or prolonged facility repairs.

What are the resources needed for your department/division? i.e., budget, training, staff

Greater flexibility and speed in hiring processes, including a review of salary ranges and classification structures, are essential to compete effectively for qualified staff.

Streamlined procurement and contracting processes, or delegated authority for routine and emergency procurements, would significantly improve responsiveness and reduce operational

bottlenecks.

Additional administrative and contract management capacity would allow program staff to focus on service outcomes rather than navigating procedural barriers.

Investments in leadership development, project management, and cross-departmental coordination would further strengthen execution and accountability.

What are the goals that are to be accomplished for your department/division in 90 days?

- Hire Recreation Division Director
- Hire three Program Managers for the Human Services Division
- Hire Teen Center Manager
- Formalize Assistant Director role for Human Services
- Launch and maintain Ready.SantaFeNM.gov
- Secure adequate workspace so all staff have dedicated desks

What are the goals that are to be accomplished for your department/division in 6 months?

- Open Sunday hours at the Library
- List 2801 Cerrillos for sale, lease, or alternative use
- Complete Phase 1 of City Hall facility hardening
- Stabilize Ice Arena staffing and transition away from contracted support once internal capacity is established

What are the goals that are to be accomplished for your department/division in 1 year?

- Stabilize Consuelo's Place and Agape House through new or improved facilities
- Launch and maintain the Human Services Division data platform
- Complete one full year of reporting against new goals and performance objectives
- Transition the Office of Emergency Management to report directly to the City Manager

Any final thoughts, or any additional information the incoming administration should be made aware of?

The Department of Community Health and Safety is frequently held accountable for complex, high-visibility outcomes without having full authority over the systems that determine success. This includes contracting timelines, provider payments, facility maintenance, and elements of capital planning and procurement.

Aligning accountability with authority, through process reform, delegated decision-making, or clearer interdepartmental roles, would materially improve performance, staff morale, and public trust.

The department's challenges are not rooted in lack of effort or commitment, but in structural constraints that limit speed, flexibility, and scalability. With targeted reforms and sustained leadership support, CHS is well positioned to deliver stronger, more reliable results for the community.

CHS plays a central role in the day-to-day experience of Santa Fe residents. The issues we manage are complex, visible, and often emotionally charged, but they are solvable with sustained leadership, clear priorities, and adequate resources.

Staff want to succeed and serve the community well. Continued support, clear direction, and realistic expectations from the incoming administration will be critical to maintaining momentum and preventing further burnout.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Xavier Martinez
Position Title: Constituent Services Manager

Transition Team Participants: John Paul Granillo and Yolanda Vigil
Date: December 11, 2025 @ 2:00pm

What are the strengths of your department/division?

- Direct connection to the public.
- Experienced staff familiar with local issues.
- Ability to respond quickly to small scale community concerns.
- Access to government resources, agencies, and city departments for case resolution.
- Established communication channels (phone, email, walk-ins, and our CRM reporting system on our city webpage).
- Positive past service outcomes enhancing the office's reputation.
- Direct involvement in planning and executing city events (i.e., Egg Hunt, Movies in the Park, Splash Downs, and Halloween).

What are the weaknesses of your department/division?

- Dependent on department response for case updates.
- Current office space for Constituent staff is not suitable or ideal for assisting with walk-ins.
- Inconsistent communication, long wait times, and unclear follow-up procedures can frustrate constituents.
- Experience handling last-minute requests for events, changes, unexpected problems, and pressures (i.e., town hall meetings, community engagement events).
- Staffing issues to successfully handle hundreds of visitors to the events.

What are the opportunities of your department/division?

- Increase demand for government transparency.
- Expanding online portals, GIS tools and automated workflows to improve efficiency and accessibility.
- Bilingual services to serve underserved groups.
- Public facing dashboards can increase transparency and trust.
- Collaborating with our Communications Team to advertise events through social media blasts and flyers.

What are the threats to your department/division?

- Public distrust in government when there is not a timely resolution to their issues, this can overshadow good service performance.
- Political polarization where routine services may be interpreted as political decisions.
- Changes in staff within city departments that affect our communication to effectively resolve issues.
- Natural disasters, extreme weather, and public health crisis can cause overwhelming spikes in demand.
- Social media and unvetted online sources can distort public perception or spread false claims about service performance.
- High competition with other non-city events offering similar services.
- Rising cost for SWAG and event with stagnant budget.

What are the resources needed for your department/division? i.e., budget, training, staff

- The current Constituent Services office space is cumbersome, unprofessional in appearance, and poorly configured for walk-in traffic.
- The office is located on the 2nd floor of City Hall and is difficult to access when the elevator is out of service.
- Budget increases to meet the demands and expectations of the public and elected officials.
- Additional staff participation to assist with large events. (from other departments)

What are the goals that are to be accomplished for your department/division in 90 days?

- Establish response time target for all inquiries; typically, 48 hours for basic requests.
- Standardize acknowledgement messages for email, phone, and online submissions.
- Reduce backlog of outstanding service requests by a defined percentage; 25% to 40%.
- Modernize the CRM system by fully integrating it with the OpenGov work order system used by Public Works.
- Have the Plaza Artisans and Pushcart Vendors in full compliance with city code.
- Create a tracking system that can carry over to future employees that fill the role of Events Coordinator.

What are the goals that are to be accomplished for your department/division in 6 months?

- Ensure that all public-facing staff complete cultural competency and customer service training annually.
- Increase outreach efforts to underrepresented and non-English-speaking communities by 30% year-over-year.
- Strengthen vendor relationship by connecting with new vendors and entertainment providers.

What are the goals that are to be accomplished for your department/division in 1 year?

- Continue supporting and retaining our strong, knowledgeable team, whose daily efficiency and diligence drive our success.
- Continue to make measurable progress on all goals outlined in the 90-day and 6-month timeframes.
- Strengthen financial management to handle budgets and pricing with more confidence.

Any final thoughts, or any additional information the incoming administration should be made aware of?

None at this time.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Andrea Phillips
Position Title: Deputy City Manager

Transition Team Participants: John Kukulski and Jackie Valdez
Date: December 11, 2025

Deputy CM assists in overall city coordination efforts, fills in for CM during vacations or out of office as Acting CM, supports emergency management, coordinates special projects and oversees key functions such as Risk/Safety Office, liaison to Santa Fe Regional Airport, Asset Development team, ADA Coordinator, and Internal Audit function. Currently I serve as the PIO in a temporary capacity and will assist as needed with transition.

What are the strengths of your department/division?

City Overall: The city continues to modernize functions and deploy new technology to improve access to city services. We have dedicated staff in many areas who work hard to achieve the mission of their department, program or division. We have made progress on achieving community goals in many difficult and complex areas, but there is always more to do! As a complex and multi-faceted organization, we deliver a lot of programs and services. As the capital city and center for business and tourism, the city manages a breadth of services and amenities.

Airport: As a regional airport, SAF has grown by leaps and bounds in recent years. We have grown the staffing levels, hiring staff with expertise in airport operations. Staff continue to seek opportunities to improve security measures and enhance daily operations (maintenance, cleanliness, services such as parking, etc.). Proactive and close-knit staff. New direct flight added to LAX with AA and state grant. partnerships with feds and state have yielded funding and technical support. Enhancements for the customer experience include terminal expansion, gift shop, artwork, parking areas, food options, etc.

Risk/Safety Office: Dedicated long-time staffer assisting in keeping continuity for the office, along with two other staff members (admin and Worker's Comp Manager). Prior practices have been developed (history of effective safety program).

Asset Development: Staff of two with expertise in real estate and management. Implementation of Spacebase system to track leases. Assists with key negotiations and property development/disposal. Necessary function that helps city with partnerships for social services delivery.

Internal Audit: Annual audit plan, dedicated Audit Committee with professional CPAs, attorney, etc. Provides important program and process improvement audits for city-focus for continuous improvements. FY26 projects include Risk and Safety Office process review, procurement process review, and recruitment/hiring project through Baker Tilly. Also included is assistance with best practices/resources and policy and SOP development.

ADA: Knowledgeable and experienced ADA Coordinator. Mayor's Committee on Disability includes passionate advocates and professionals in the ADA space. Assessments being completed for key facilities, parking, etc.

What are the weaknesses of your department/division?

City Overall: While gains have been made in the last several years, the city continues to need modernization in many areas. City facilities are older and in poor condition. We have outgrown some facilities, and the city struggles to find office space. There may be opportunities to offload some facilities, renovate others, and consolidate facilities. Staffing levels and expertise in certain areas are an area of concern. Like many cities, Santa Fe struggles to attract and retain specialist positions such as engineers, water and sewer operators, IT experts, and more. The city has deployed new technology but overall strategy and coordination among departments is needed to ensure proper training, avoidance of redundant systems, and business process improvements, etc. Finally, the city needs better cross-departmental communications and follow-through/tracking of projects' status, key initiatives, and budget/financial status. We could reduce our administrative burdens city-wide by analyzing business processes, reducing unnecessary steps and manual functions. Our personnel rules and administrative policies need to be reviewed and simplified, where possible to ensure understanding and buy-in.

Airport: Lack of amenities at or near airport (food, transportation, nearby hotels, lounge areas, etc) for customer experience. Additional staffing is needed in some areas. When new construction starts with Phase 2 and 3 expansions and the Jaguar drive project, we'll need operational assistance (security, maintenance, support operations, etc.).

Risk/Safety Office: There are many areas for possible improvement, and staff is excited for change. There has not been a director or Risk and Safety Compliance Officer over the Office for at least a year or more. The function has been moved from HR to Finance to CM Office over the years. Staffing levels are too low for the type of robust safety and risk management functions that the city needs. We need to staff up our safety team and rebuild the program to ensure employee and public safety. The office interacts with several key departments across the city; and cross-departmental coordination, accountability and understanding is needed to help reduce worker injury, tort claims, and to keep insurance claims/costs down.

Asset Development: City needs strategy around lease control and asset management. are there properties that should be sold? Can we accumulate parcels for a strategic purpose? There are also no SOPs for the office and need to be

Internal Audit: The annual audit plan grows from our enterprise risk assessment and knowledge of prior recommendations for focus areas. The annual budget for this work is \$150k, which supports the work of our auditing firm-Baker Tilly. There are no dedicated staff to support internal audit functions. Finance staff assist with the Audit Committee meetings (3-4x/year) and the Deputy CM oversees the function. The information obtained from the internal audit projects and policy development work help the city staff and elected leaders understand specific areas for improvement, benchmarking, best practices, and assistance with business process improvements.

ADA: The city has one ADA coordinator for the city. While he is very knowledgeable and provides good information, the city needs to institutionalize ADA compliance and accessibility for all within the departments. This will likely require an overall strategy that aligns work plan items with high priority areas, based on assessments.

What are the opportunities of your department/division?

City Overall: Goals, Objectives and KPIs have been developed and presented to Governing Body (November 2025). This information will be updated and reported quarterly, so that managers, electeds, and the community know the status of these services and projects. It would be helpful if we could institute quarterly financial reviews with departments to review budget to actual, projections, and status of projects, personnel, etc. This will help us track budget position throughout the year and report information for better decision making. We are implementing new budget software to improve budget process and reporting. Continued partnerships with state, county and other entities to address systemic social issues (homelessness, opioid use disorder, etc.). City departments are working to address important community priorities such as water usage/resiliency planning, emergency planning and management, wastewater treatment plant, MRA, etc. We need to keep this good momentum going!

Airport: The airport master planning process just kicked off, which is a great opportunity to hear from stakeholders and the community and to develop future revenue opportunities and land uses. Interest continues from private developers and investors. There may be opportunities for additional flights-chartered, commercial, and cargo-with the terminal expansion.

Risk/Safety Office: Internal Audit project is currently underway w/ Baker Tilly. This will delve into best practices, analysis of processes, staffing needs/roles, and more. We are excited about the opportunities for improvements in this office that will come from the analysis and recommendations.

Asset Development: AD moved under CM Office from Office of Economic Development. We are having more strategic discussions around city leases and assets. Through Spacebase program and the great work of finance department staff, we are implementing better tracking mechanisms for city leases and lease payments. We are also working with Facilities Division in Public Works to analyze the condition of leased assets.

Internal Audit: This function is outlined in the municipal code and is important to continue. This is an external review of the city's internal processes to assess potential for improvements. The DCM is working on tracking the recommendations from prior audits and tracking progress on those items.

ADA: Newly reconstituted Mayors Committee on Disabilities (MCD) membership with breadth of experience (personal and professionally); opportunities for cross departmental coordination on access for all. Strategic goal setting in process.

What are the threats to your department/division?

City Overall: Overall, the city struggles with turnover. This is disruptive and leads to a lack of continuity at all levels of the city. Recruiting and retaining highly qualified and skilled workers who are vested in local government services should be a continuous focus. Uncertainty around federal and state funding, the local and overall economy and social factors may affect the city's ability to provide services in some areas. Policy makers will likely be asked to make trade-offs as budgets get tighter.

Airport: SAF will always compete with ABQ International Airport for flight variety and amenities due to geography. FAA funding and federal requirements are evolving and directly affect SAF (e.g. air traffic controllers, regulations, possible shutdowns, etc.). Flights and revenues derived are market driven and subject to larger socio-economic factors. Community concerns with noise, traffic, and flight patterns will need to be examined and balanced against expansion or infill development plans.

Risk/Safety Office: Staff turnover and vacancies, along with years of organizational reorganization of this function have created discontinuity. There is a lack of documented, up to date processes to guide the work of the department and understanding throughout the organization about their roles and responsibilities. As we are a highly litigious society, the city continues to face high insurance premiums and claims.

Asset Development: City is supportive of nonprofits due to their mission and the services they provide. Social infrastructure that is provided at below market rent requires additional support from city in low or no rent, costs of maintenance and major building renovations, etc. As organizations struggle with their own budgets and needs, the requests to the city continue and may increase.

Internal Audit: We should keep this function in addition to an Inspector General's office, if that is developed. We should look at the roles of each, but I believe the work of the internal audit team and committee is a necessary function.

ADA: We will need to ensure compliance with current and future ADA regulations. This requires staff time and attention, and possible additional resources.

What are the resources needed for your department/division? i.e., budget, training, staff

City Overall: All city departments will likely say they need more budget and staffing, and we do not have unlimited funds. Strategic discussions on priorities and guidance from Governing Body will be needed. When Governing Body assists in higher level policy guidance and sets the course, we can drive our budget and work plan to align with those priorities. We may need support in cutting some programs, services, or facilities, if needed. Overall, the city needs more training and communication within and outside of the organization. Business process analysis, with a focus on streamlining and elimination of unnecessary steps would be helpful.

Airport: Funding and staffing, and support from other depts is needed to ensure smooth operations. With future construction projects, excellent architectural and construction assistance will be needed.

Risk/Safety Office: Support from city leadership and departments is needed to ensure an organizational culture that puts safety first. It is everyone's responsibility to have a safe working environment, as well as public spaces and facilities that are as safe as possible for the public. While we can't eliminate every hazard all the time, we can do our best to improve in this area. In addition to funding and staffing for the Office, the city should analyze high-risk infrastructure (e.g. sidewalk enforcement and repair programs) to help reduce injuries and possible claims. This will have a significant budget impact.

Asset Development: Continue strategic discussions with leadership/departments to determine whether assets could be/should be utilized for city or public needs. Coordination/support from facilities division is needed for building condition assessments. Finance is an important partner in tracking payments on leases.

Internal Audit: Continued support for the function is needed in both leadership and funding.

ADA: As the city completes assessments of facilities and programs, we will need budget resources to bring them into compliance. Support for ADA compliance and inclusivity is needed throughout the organization.

What are the goals that are to be accomplished for your department/division in 90 days?

Please see the attached goals that were recently presented to Governing Body on Nov. 19 for full details.

City Overall: This is a time of transition in several leadership positions. Maintaining continuity of operations, supporting the incoming leadership, and ensuring forward momentum on initiatives will be a balancing act in the next 90 days and beyond. In the upcoming weeks, the city will need to fill several director and manager roles. In January, there are important events that staff are preparing for: on Jan 6th and 7th there will be two half-day training/onboarding sessions for elected leaders. On January 8th, the Legislative Breakfast will be held in the morning, and a community budget outreach session will occur in the evening. On January 15th, the Governing Body will have its first meeting of the year, which is an organizational meeting to confirm appointments and handle business items. On January 23rd, a governance and strategic goal setting session will be held with the Governing Body. Status of FY26 goals, objectives and key performance indicators will be presented, and the group will be asked to set goals for the coming year. The CM office is also working with Baker Tilly on a Council Staffing Study, which was requested by the Governing Body through resolution. This study is underway now and the report should be available in the first quarter. Along with the above items, CM/DCM will continue to manage the day-to-day operations of the city.

Airport: Continued staffing in key areas is a priority. Decision on director needed. Master planning project will have key meetings in January.

Risk/Safety Office: Complete Risk and Safety Internal Audit project with Baker Tilly. Provide quarterly reports to Governing Body. Finalize workers' compensation program payroll audit. Continue to document processes and procedures to help with transition planning. Hire staff for focus on safety.

Asset Development: Complete key projects such as land donation for affordable housing purposes; continue tracking and collecting lease payments; execute new leases for La Familia, airport leases, SWAMA/BURTT; finalize sale of remaining lots for Las Estrellas subdivision.

Internal Audit: FY26 plan has been approved and first two projects are underway with the third starting shortly. Audit Committee meets in January.

ADA: Work with Mayors Committee on Disabilities (MCD) to support planning for strategic goals. Complete assessments of facilities in process. Continue working with departments on assessments and implementing findings.

What are the goals that are to be accomplished for your department/division in 6 months?

Please see the attached goals that were recently presented to Governing Body on Nov. 19. Timelines are included within the objectives' targets.

What are the goals that are to be accomplished for your department/division in 1 year?

Please see the attached goals that were recently presented to Governing Body on Nov. 19. Timelines are included within the objectives' targets.

Any final thoughts, or any additional information the incoming administration should be made aware of?

I'm excited to work with the Governing Body, city leadership and staff to continue progress and improve outcomes for our residents and visitors. We have a lot of work to do but with a positive and collaborative mindset we can achieve great things.

There are many varied duties for the City Manager and Deputy City Manager in running the day-to-day operations of the city while ensuring forward movement on elected leaders' initiatives and policy priorities and coordinating projects across departments. While the Mayor is indeed the CEO of the city, their role is different than the City Administration/Management team. We work collaboratively and in support of the full Governing Body (Councilors and Mayor) and on behalf of the entire community.

The DCM role is critical in keeping special projects moving, supporting the CM and Mayor's Office, and handling operational issues (projects, disputes, resident concerns, personnel matters, financial issues, procurement, administrative policies, emergency management, and much more). DCM fills in for Mayor and CM in meetings and attends events to represent the city. Process improvement and administrative coordination are an underlying part of the role. This role could evolve as appropriate into other areas of administration. It is typical to have one or two Assistant or Deputy City Managers/Administrators for a city of our size, even with a full-time Mayor. While I have been in the position only six months, I have seen the potential of the role in improving the city's overall management structure. When the city works better, we will have better results for our community.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Johanna Nelson

Position Title: Economic Development Office Director

Transition Team Participants: Veronica Krupnick, Raashan Ahmad

Date: 1/8

What are the strengths of your department/division?

- **Community-Rooted & Trusted**
Strong relationships with local businesses, creatives, nonprofits, and community partners.
- **Strategic, Creative Problem-Solving**
Practical, innovative responses to complex economic challenges.
- **Program Design & Delivery**
Proven ability to launch and manage effective economic development programs (with limited resources and capacity).
- **Responsible Stewardship of Public Investments**
Manages grants, contracts, sponsorships, and City assets with accountability and impact.
- **Outcomes-Focused**
Uses data and reporting to guide decisions, evaluate results, and support policy discussions.
- **Connector & Convener**
Aligns partners, departments, and resources to strengthen the local economic ecosystem.
- **Highly Collaborative**
Works (and aspires to work) effectively across divisions and with external partners.
- **Action-Oriented & Hard-Working**
Small, high-capacity team responsive to emerging needs and opportunities.
- **Strong Internal Team Culture**
Grounded in collaboration, accountability, and shared purpose.

Additional Notes:

- The Department has been building momentum over multiple years of work with a strong focus on business and the local economy.
- In addition to being action-oriented, the Dept is also field-oriented – meaning, they embrace being present in the community and operate in an “out from behind the desk” approach

What are the weaknesses of your department/division?

- **Administrative & Operational Capacity**
The office lacks sufficient and dedicated administrative capacity, resulting in professional staff

spending a disproportionate amount of time on procurement, contracts, invoicing, and compliance rather than core economic development work.

- **Procurement & Contracting Bottlenecks**

Procurement processes are time-intensive and complex, creating delays in program delivery, vendor onboarding, and grant execution.

- **Limited Communications & Marketing Capacity**

The office does not have a dedicated communications or advertising staff member. Outreach, marketing, and campaign execution are largely DIY, limiting scale, consistency, and reach.

- **Staffing Structure Still Maturing**

As a relatively lean team, staff roles and responsibilities continue to evolve. Additional time and training are needed to fully build out specialized skill sets and internal systems. Staff need support to define roles and responsibilities.

- **Legal & Technical Support Gaps**

Limited access to consistent legal and technical capacity slows contract execution, policy development, and program compliance.

- **Grant Program Sustainability**

Several grant programs are approaching the end of their funding cycles, creating uncertainty around continuity unless replacement funding or permanent resources are identified.

- **Overextension of Staff**

The cumulative impact of administrative demands, expiring funding, and limited support capacity places strain on staff and reduces time available for strategic initiatives, business engagement, and long-term planning.

- **Scope Creep**

The office is often asked to take on new initiatives, programs, and responsibilities without corresponding increases in staffing or support. This creates overextension and limits the ability to deepen impact, standardize processes, and sustain work over time.

- **Formal Planning Still Under Development**

The office has operated in a highly responsive mode, addressing immediate business and community needs as they arise. While effective in the short term, this has limited the ability to fully formalize long-range strategic plans. The office is actively in the process of building out clearer strategies, priorities, and implementation frameworks.

Additional Notes:

- Previous “mega-department” structure created diffusion – shared staff led to muddled responsibilities and operational support gaps due to capacity.
- Current communications are not coordinated centrally, which has led to timelines and key information being missed
- There is a need for stronger outward-facing marketing – the office is not recruiting or attracting as much as it could due to capacity of staff and systems.

What are the opportunities of your department/division?

1. Targeted Business Recruitment

Proactively recruit (and support) businesses that align with Santa Fe's values and assets—such as creative industries, small-scale manufacturing, outdoor recreation, food production, childcare, healthcare, advanced technologies and professional services—while prioritizing businesses that provide quality jobs and fit the local context.

2. Continued Industry & Cluster Development

Move from ad hoc sector support to intentional industry strategies that build depth in priority clusters and strengthen supplier, workforce, and ecosystems. (Outdoor, Creative, Food, Film, Healthcare, and emerging Frontier & Applied Technology sectors.)

3. Strategic Asset Development & Stewardship

Leverage City-owned land, buildings, and underutilized assets to support business incubation, workforce space, mixed-use development, and catalytic economic projects.

4. Commercial Real Estate & Space Navigation

Expand support for businesses facing high costs, limited inventory, and permitting challenges by improving site selection tools, landlord engagement, and redevelopment strategies.

5. Stronger Integration with Housing & Land Use

Better align economic development with housing supply, land use, and infrastructure decisions to support business retention, employee stability, and sustainable growth.

6. Economic Mobility & Inclusive Growth

Scale programs that support business ownership, job quality, wage growth, and access to opportunity for residents historically excluded from economic systems.

7. Continue Building Business Retention & Expansion (BRE) Systems

Formalize and scale proactive outreach, intake, and follow-up systems to support existing businesses and prevent closures.

8. Data-Informed Strategy & Transparency

Strengthen economic reporting to guide policy decisions, improve public communication, and support EDAC and City Council engagement.

9. Continued Partnership & Ecosystem Alignment

Deepen coordination with higher education, workforce providers, nonprofits, and regional partners to maximize impact and reduce duplication.

10. Sustainable Funding & Program Continuity

Transition successful, time-limited grant programs into stable, long-term economic development tools.

11. Family & Childcare Support as Economic Infrastructure

Strengthen childcare availability and family-supportive policies as essential components of workforce participation, business retention, and economic mobility.

12. Completing and Implementing Clear Economic Development Strategies

Finalize and operationalize OED's strategic goals, priorities, and implementation plans to move from a highly responsive model to a more focused, long-term approach that aligns programs, staffing, assets, and investments.

Additional Notes:

- Being provided with strategic clarity from the new administration, specifically on economic opportunity and economic mobility

- Workforce as a major lever and needs committed backing – workforce is a big lift and requires strong institutional buy-in and staffing support. This office is working across systems, and connects directly to other sectors including housing, childcare, and re-entry programming.

What are the threats to your department/division?

1. Staff Burnout & Retention Risk

Sustained high workloads, expanding responsibilities, and limited support capacity create burnout risk and threaten staff retention.

2. Overextension & Message Dilution

Managing too many initiatives at once makes it difficult to communicate clearly without overwhelming staff, partners, or the public, reducing overall effectiveness.

3. Skill Development Gaps

Limited time and resources for training and professional development constrain the office's ability to build specialized skills as responsibilities grow.

4. Compensation & Recruitment Challenges

Staff compensation levels limit the ability to attract and retain experienced talent in a competitive labor market.

5. Communications Capacity Risk

Lack of dedicated communications capacity and support limits visibility of programs, reduces clarity of messaging, and weakens public understanding of the office's impact.

6. Administrative & Process Constraints

Lengthy administrative, procurement, and legal processes slow execution, delay program delivery, and strain staff capacity.

7. Funding Uncertainty

Reliance on time-limited grants creates risk of program disruption without replacement funding or permanent resources.

Additional Notes:

- There are programs and positions that may sunset/leave if long-term funding and support are not secured. This would include: tribal liaison, translator, downtown business coordinator, financial literacy position, and a Southside business coordinator

What are the resources needed for your department/division? i.e., budget, training, staff

1. Public-Facing Office Space

A visible, accessible, public-facing office location that supports walk-in business assistance, community engagement, and collaboration. Current space constraints limit accessibility, capacity, and effectiveness.

2. **Sustainable & Flexible Financing**

Stable, ongoing funding (and clear accounting management) to support core operations, staffing, and programs—particularly as time-limited grant funding sunsets.

3. **Staffing Capacity**

Additional/Permanent staffing to support:

- Administrative and operations functions
 - Help with leadership (i.e., Deputy position)
 - Contract and grant management
 - Place-based business support (Downtown, Southside, and Tribal engagement)
- *This would allow professional staff to focus on economic development rather than administrative tasks.

4. **Training & Professional Development**

Dedicated resources for staff training in procurement, contract management, data analysis, communications, and emerging economic development practices to build internal capacity and reduce reliance on ad hoc solutions.

5. **Communications, Marketing & Advertising Support**

Dedicated communications and marketing capacity to support outreach, campaigns, program visibility, and clear public messaging. Current efforts are largely DIY and limit reach and consistency.

6. **Stronger Cross-Department Coordination**

More structured and regular interaction with City divisions (Land Use, Housing, Finance, Public Works, Community Services, Communications, Conservation and Sustainability) to improve alignment, reduce duplication, and streamline processes.

7. **Legal & Procurement Support**

More consistent and proactive access to legal and procurement support to reduce delays, improve compliance, and accelerate program delivery.

What are the goals that are to be accomplished for your department/division in 90 days?

Launch & Stabilize Core Grant Programs

- Successfully launch the Go Local, Go Different Fund
- Continue developing successful roll out of Go Local, Go different
- Launch SAFE and SPUR grant programs, including outreach, application support, and initial awards
- Establish clear internal workflows for grant administration and reporting
- Continue developing Small Business Navigator Program
- Launch Business Burrows at the Libraries
- Launch Creative Hub

2. Staffing & Internal Capacity

- Hire the Southside Business Development Coordinator
- Hire or advance a financial coordinator
- Clarify staff roles, goals, and expectations to support program delivery and events

3. Contract & Program Continuity

- Begin planning for continuity of Tribal, ARPA, and time-limited contracts

- Identify risks, funding gaps, and transition strategies to maintain critical programs

4. Business & Industry Engagement

- Kick off the Black Business Owners Alliance
- Begin targeted industry engagement, including sector meetups and relationship-building in key industries
- Strengthen Business Retention & Expansion (BRE) outreach through Go Local and Navigator efforts

5. Place-Based & Community Presence

- Support Go Local activations and events with clearer goals and staff support
- Advance plans to relocate to a more public-facing office space that better supports walk-in business assistance and community engagement
- Release 2025 EOY report

What are the goals that are to be accomplished for your department/division in 6 months?

Deliver & Manage Core Investment Programs

- Launch and administer the Go Local, Go Different Fund, SAFE, and SPUR grant programs
- Complete first funding cycles and begin impact tracking and reporting
- Refine grant workflows, timelines, and internal review processes based on early lessons

Build Staffing & Administrative Capacity

- Hire and onboard the Southside Business Development + the Financial Program Coordinator
- Clarify staff roles, responsibilities, and internal workflows to improve efficiency and reduce administrative strain
- Establish permanent positions for grant funded positions:
 - Downtown
 - Southside
 - Native Business Coordinator
 - Contract Administrator

Ensure Program & Contract Continuity

- Develop continuity plans for Tribal, ARPA, and time-limited contracts
 - UNM CRE
 - SBFBI
- Identify funding pathways and policy options to sustain high-impact programs
 - Small Business Navigator Program
- Coordinate with Finance and leadership on long-term funding alignment

Strengthen Business & Industry Engagement

- Launch the Black Business Owners Alliance and support early convenings
- Conduct targeted industry engagement through sector meetups and roundtables
- Expand Business Retention & Expansion (BRE) outreach using Go Local and Navigator tools

Advance Place-Based & Asset-Driven Development

- Support Go Local corridor activations and neighborhood-based business engagement
- Begin strategic asset development work, including commercial real estate support and City-owned property opportunities
- Advance plans to relocate OED to a more public-facing office space that supports walk-in assistance and community access

Strategy, Communications & Reporting

- Finalize and begin implementing OED's strategic priorities and work plan

- Improve internal and external communications, including clearer messaging about programs, timelines, and impact
- Strengthen economic reporting for EDAC, City Council, and the public, including newsletter-ready summaries

What are the goals that are to be accomplished for your department/division in 1 year?

1. Stabilize & Institutionalize Core Programs

- Fully implement and complete annual cycles of Go Local, Go Different, SAFE, SPUR, and remaining ARPA-funded grant programs
- Transition grant programs from “startup mode” to repeatable, documented systems
- Establish clear timelines, criteria, reporting requirements, and ROI metrics for all investments
- Produce consistent EDAC, City Council, and public-facing economic reports

2. Build Durable Administrative & Operational Capacity

- Secure dedicated administrative and financial support for grants, procurement, contracts, and compliance
- Reduce staff time spent on transactional admin work through clearer processes and division of labor
- Improve coordination with Finance, Legal, Procurement, and HR to reduce delays and risk
- Formalize internal workflows for sponsorships, contracts, reimbursements, and reporting

3. Strengthen Staffing & Team Structure

- Hire and fully onboard:
 - Southside Business Development Coordinator
 - Financial Program Coordinator
- Clarify staff portfolios, roles, and expectations aligned with strategy
- Invest in training and professional development, especially around:
 - Procurement
 - Contract management
 - Data tracking
 - Community engagement
 - Entrepreneurial Support
- Address workload sustainability and burnout risk through better prioritization

4. Advance a Clear Economic Development Strategy

- Complete and adopt a formal OED Strategic Plan (including outlines for workforce and broadband)
- Move from reactive work to priority-driven implementation
- Align programs, staffing, and investments to defined outcomes
- Clearly articulate what OED does, does not do, and why

5. Deepen Business Retention, Expansion & Recruitment

- Expand Business Retention & Expansion (BRE) outreach citywide (including access)
- Support business recruitment aligned with Santa Fe’s strengths and capacity
- Improve commercial real estate and space-navigation support for businesses
- Strengthen coordination between OED, Planning, and Housing on business siting issues

6. Build Key Industry Sectors Intentionally

- Convene and support targeted industry sectors, including:
 - Creative industries & cultural economy
 - Outdoor recreation
 - Film & digital media

<ul style="list-style-type: none"> ○ Advanced manufacturing / trades (including advanced computing, energy technology and bioscience related applications) ● Use meetups, working groups, and partnerships to identify barriers and opportunities ● Align workforce, space, and investment strategies with sector needs <p>7. Advance Economic Mobility & Family Stability</p> <ul style="list-style-type: none"> ● Launch and support the Black Business Owners Alliance ● Strengthen tribal economic development partnerships and continuity of the Native Business Program ● Integrate economic mobility into business support work ● Coordinate with partners on childcare, workforce access, and family-supportive infrastructure ● Ensure programs are accessible, culturally responsive, and equitable <p>8. Activate Place-Based & Asset-Driven Development</p> <ul style="list-style-type: none"> ● Advance Go Local corridor strategies and neighborhood-based business support ● Support placemaking and activation tied to economic outcomes ● Begin strategic planning for City-owned asset development ● Improve coordination with Housing and Community Development on mixed-use and neighborhood vitality <p>9. Improve Communications, Visibility & Transparency</p> <ul style="list-style-type: none"> ● Strengthen OED's communications capacity (staffing or contract support) ● Improve clarity and consistency of: <ul style="list-style-type: none"> ○ Program announcements ○ Application timelines ○ Reporting outcomes ● Increase public understanding of OED's role, limits, and impact ● Use newsletters, dashboards, and briefings to reduce ad hoc requests <p>10. Secure Long-Term Sustainability</p> <ul style="list-style-type: none"> ● Develop transition plans for grant-funded positions and programs ● Identify permanent funding pathways for high-performing initiatives ● Position OED for continuity across mayoral and leadership transitions

Any final thoughts, or any additional information the incoming administration should be made aware of?

- **Review the Economic Development Fund**, including how revenues are generated, tracked, allocated, and reported (similar to the OAH Fund review).
- **Foundational systems are in place, but not yet fully stabilized.**
The office has begun formalizing intake, workflow, reporting, and coordination systems to improve consistency, accountability, and follow-through. These systems now need time and capacity to mature and operate as repeatable, standard practice.
- **Capacity—is the limiting factor.**
Staff are deeply committed, highly competent, and working at or beyond capacity. Administrative, communications, legal, and procurement support have not scaled alongside the workload, creating inefficiencies and burnout risk.
- **Structure and clarity will unlock performance.**
Clearer roles, better internal coordination, and defined decision pathways will immediately improve effectiveness, morale, and accountability—without requiring major new programs.

- **Economic Development is inherently cross-departmental.**

Our success depends on close coordination with Housing, Planning, Finance, Legal, Public Works, and Community Services. That coordination needs to be intentional, resourced, and supported from the top—not left to individual relationships to manage.

- **Public-facing space and visibility matter.**

OED functions best when businesses and residents can easily access staff, resources, and information. Current space constraints limit our ability to serve the public and convene partners effectively.

- **Continuity matters right now.**

Several grant-funded positions and programs that are producing real outcomes are time-limited. Decisions in the next 6–12 months will determine whether those investments become durable assets or lost momentum.

- **The office is ready to shift from “building mode” to “doing the right things well.”**

With leadership support, OED can move from reactive problem-solving to strategic implementation—grounded in data, aligned with community priorities, and sustainable over time.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Kyle Morgan

Position Title: Interim Director of Emergency Management (OEM)

Transition Team Participants: Berl Brechner, Roman Garcia
Date:

What are the strengths of your department/division?
<ol style="list-style-type: none"> 1. Operational Readiness - Proven capabilities in warning, evacuation, mass care/sheltering, mutual aid, and critical infrastructure coordination. 2. Technology Leadership - Advanced Geospatial Information Systems (GIS) & data analysis capabilities multiplies small team effectiveness and supports citywide decision-making. 3. FY26 Training/Exercise Breakthrough - Exercised all FEMA community lifelines with 100% department engagement. 4. Community Resilience Innovation - OEM-led Code Blue program trains staff in disaster coordination and mass care operations while connecting vulnerable populations to resources simultaneously. 5. Force Multiplier – OEM facilitates improvements across all city departments through wide-ranging planning, technology, coordination, training, and exercise programs; 3:1 revenue-cost ratio through successful federal grants capture. 6. Internal Partnerships - Strong relationships and organizational familiarity across City government, from directors through key support staff. 7. External Partnerships - Strong relationships with regional emergency management partner agencies (local, state, federal), organizations (private and NGO), and mutual aid networks. 8. Strategic Hazard Mitigation Funding Positioning - One of few NM local jurisdictions receiving significant FEMA hazard mitigation funding; pipeline to major construction grants. 9. Mutual Aid Coordination - Experienced in navigating formal mutual aid systems to enable rapid resource activation during major incidents or special events. 10. Disaster Recovery – Experienced in navigating state and federal disaster assistance programs to facilitate aid and reimbursements following disasters. 11. Special Event Support – Every city-managed special event that OEM supports (ex. 4th of July, Zozobra) is simultaneously practice for incident coordination. 12. Professional Development – New Mexico Certified Emergency Manager (NM CEM). Access to extensive free federal training resources through FEMA training consortium on behalf of OEM and

other City/Regional partners. Active partner in NM Association of Emergency Management Professionals.

13. **Supportive Leadership** – Enables direct coordination across organizational boundaries.
14. **Institutional Knowledge** of City operations, processes, and procedures allows for efficient operations and mutual aid to other departments (ex. complex grants navigation, advanced technology use).

What are the weaknesses of your department/division?

1. **Staffing Level** – 2 funded positions compared against 5-6 in peer jurisdictions with equivalent responsibilities
2. **Operational Capacity** - Successful FY26 momentum achieved through extraordinary effort; pipeline of FY27+ planned activities will overwhelm existing capacity at current pace
3. **Constrained Operating Budget** – Current operating budget of \$20K limits timely capability gap closure discovered during exercises and real-world response, specialized support, technology, and routine business operations costs. This results in the office being highly dependent on lengthy competitive grant cycles or requests for 1-time funding with no guarantee of success.
4. **Administrative Burden** – Managing \$3.5M and growing grant portfolio across 9 individual grants with no dedicated administrative support. Federal compliance, reporting, and navigation of complex federal procurement processes consume a significant amount of leadership's time which should be dedicated to core preparedness mission.
5. **Mission Clarity Gap** - Emergency management's specialized focus (disaster preparedness/response/recovery/mitigation) not always distinguished from adjacent city functions; organizational understanding needed

What are the opportunities of your department/division?

1. **National Standards Alignment** – Programmatic alignment with National Fire Protection Association (NFPA) 1660 standard for Emergency, Continuity, and Crisis Management provides a structured pathway to receive formal program accreditation through the Emergency Management Accreditation Program (EMAP) in 2-3 years, while providing stakeholder clarity, accountability, and legal protection. Minimal costs associated that are not already needed for capacity-building.
2. **Sustain and Expand Training and Exercise Momentum** – Build on FY26 success; expand to whole community and regional partnerships

3. **Expand GIS Support** - Apply enhanced spatial technology to special events management, traffic/closure information, community resource mapping
4. **Expand Resilience Initiative** - Year-round program serving vulnerable populations while building disaster capabilities
5. **Capture Major Federal Grants** – Leverage current \$2.5M in FEMA hazard mitigation grant portfolio into \$10M+ construction funding for infrastructure resilience
6. **Process Modernization** – Invest in digital systems for improvements to Emergency Operations Center activations, plan maintenance, grant management, training tracking, resource management, improvement planning tracking to reduce administrative overhead and enhance preparedness transparency, accountability
7. **Leverage FEMA Training Access** - Facilitate extensive FEMA training resources for internal capacity and facilitation to other departments

What are the threats to your department/division?

1. **Staffing:** Minimal staffing of 2 funded positions creates organizational vulnerability with limited coverage, succession planning, and insufficient capacity to manage multiple simultaneous coordination functions during major incidents or planned events.
2. **Momentum Loss:** Without investment, visible regression to planning, training, exercise program after strong FY26
3. **Funding Inflexibility:** Cannot close capability gaps identified in exercises or real-world response efforts without lengthy grant cycles; federal grant uncertainty compounds risk.
4. **Escalating Threats Outpacing Preparedness Efforts:** Historical risks increasing in frequency and severity (fire, flooding, human-caused threats), coupled with emerging risks such as pandemics and Public Safety Power Shutoffs, while community vulnerabilities increase simultaneously. Static preparedness programs cannot keep pace, while an iterative preparedness cycle requires adequate resources.
5. **Federal Preparedness Grant Funding Uncertainty:** FY27+ federal funding and policy changes are likely to reduce access to FEMA preparedness grants the City of Santa Fe has relied on to support critical emergency management and incident response (Police, Fire special teams) planning, equipment, technology and training efforts.
6. **Rising Disaster Declaration Threshold:** Federal policy changes are likely to quadruple the damage cost threshold required for disaster declarations that unlock FEMA reimbursement funding. This

means only the largest disasters will qualify for federal assistance and FEMA support for smaller disasters will no longer apply. The City of Santa Fe will bear significantly greater financial responsibility for response and recovery measures.

What are the resources needed for your department/division? i.e., budget, training, staff

STAFFING

Strategic, intentional growth needed across 2 fiscal years to sustain momentum, enhance strengths, meet opportunities, mitigate weaknesses, and reduce threats. This proposal would increase staffing to levels of comparative peer jurisdictions with similar risk profiles and equivalent legal responsibilities.

- **FY26 (Current):** Fill Vacant Position (Deputy Director/Preparedness Coordinator)
- **FY27:** Add Emergency Management Administrative Coordinator - \$90K/year (approx.)
- **FY28:** Add Communications (GIS, Alert and Warning Systems), Infrastructure (Hazard Mitigation, Recovery) positions - \$90K/Year (approx.)

BUDGET

ESTABLISH PREPAREDNESS FUND: Increase Emergency Management operating expenses budget to \$250K in FY27 to support citywide preparedness efforts. This can be accomplished through either establishment of a new fund or increases to existing operating expenses line items.

- **Flexible gap-closing capacity** without lengthy grant cycles (plans, equipment, training) - \$80K/yr (approx.)
- **Technology enhancements** - Continued GIS investment, virtual EOC redundancy, critical infrastructure monitoring (equipment, training) - \$75K/yr (approx.)
- **Subject Matter Experts** - specialized contracts (planning, training, exercising) - \$75K/yr (approx.)
- **Professional Development** for Emergency Management and partner department staff (conferences, training, interagency coordination opportunities) - \$20K/yr (approx.)

TRAINING/PROFESSIONAL DEVELOPMENT

For Emergency Management Staff:

1. Conferences (minimum 1 per year per staff)
2. Specialized Training (minimum 1 course per year per staff)
3. Certification Support (NMCCEM, IAEM-CEM, FEMA Basic Academy, etc.)

For Cooperating City Departments (Emergency Management Facilitated):

1. **Regular EOC Training:** For department liaisons (continue program initiated in FY26)
2. **Annual Executive Training:** Policy-level decision making, authorities, regional coordination (continue program initiated in FY25)
3. **Crisis Communications Exercises:** Multi-department Joint Information System procedures

4. **Specialized Training:** FEMA damage assessment, special events management, continuity planning
5. **Exercise Program:** Tabletop, functional, full-scale exercises to test plans, standard operating procedures relevant to disaster coordination and major incident response.

What are the goals that are to be accomplished for your department/division in 90 days?

1. Successful Code Blue operations
2. 2 tabletop exercises + 1 major full-scale exercise (Airport Triennial)
3. Complete NFPA/EMAP initial assessment; determine roadmap for accreditation
4. Develop FY27 budget request (Administrative Coordinator + operating budget increase)
5. Integrated Preparedness Plan workshop (3-year training/exercise priorities)
6. Continue comprehensive planning efforts (Hazard Mitigation, Wildfire Risk Assessment, Continuity of Operations, Resource Management Plans)
7. Initiate phase 2 of Emergency Management GIS buildout with ESRI professional services
8. Public Safety Committee presentation
9. Post Deputy Director/Preparedness Coordinator position
10. Maintain compliance with all state and federal grant awards

What are the goals that are to be accomplished for your department/division in 6 months?

1. Hire Coordinator/Deputy Director position
2. Position approval for Emergency Management Administrative Coordinator
3. Complete After-Action Report/Improvement Plan for Triennial Full-Scale Exercise
4. Complete drafts of Hazard Mitigation Plan, Wildfire Risk Assessment, Continuity of Operations, and Resource Management Plans
5. Complete 1 EOC training session for department liaisons
6. Deliver 1 additional presentation to the Public Safety Committee (minimum)

7. Coordinate and complete 2 Special Events Safety, Security, and Planning trainings through Texas A&M Engineering Extension Program with City Department and partner agencies/organizations
8. Emergency Management staff to attend 1 professional conference, 1 professional training (minimum)
9. Maintain compliance with all state and federal grant awards

What are the goals that are to be accomplished for your department/division in 1 year?

1. Coordinate planning support, resource support, and situational awareness for major special events including 4th of July, Zozobra, and Fiestas de Santa Fe.
2. Complete final drafts of Hazard Mitigation Plan, Continuity of Operations Plan, Resource Management Plan, Wildfire Risk Assessments
3. Complete second EOC training session for department liaisons
4. Develop FY28 budget request for 5-person team to include GIS Coordinator, Infrastructure/Mitigation Coordinator (+2 from FY27 request)
5. Deliver 2 additional presentations to the Public Safety Committee
6. Develop annual report demonstrating progress towards EMAC accreditation through programmatic alignment with NFPA 1660 standards, sustained training/exercise program across all departments, community lifelines
7. Maintain compliance with all state and federal grant awards

Any final thoughts, or any additional information the incoming administration should be made aware of?

1. **Disasters Are Resource Problems** – Disasters occur when emergencies overwhelm local response capacity. OEM coordinates preparedness and mitigation activities during steady-state operations, but during disasters exists to facilitate resource coordination and provide decision support when normal response systems are overwhelmed. Executive leadership's disaster role is making policy decisions, authorizing novel resource use (human, equipment, financial), and supporting operational teams by maintaining public confidence. Clear, rapid executive decisions enable effective response.
2. **Emergency Management Core Functions** – OEM does not prevent disasters from occurring, it coordinates information and resources to ensure orderly multi-agency response and accelerated recovery operations. Core response functions include managing public alert and warning systems,

coordination and tracking of key resources, providing timely decision support to leadership, and coordinating mutual aid in and out of the City.

3. **Responsibilities Exceed City Boundaries** – As the state capital, major tourism destination, and largest city in Northern NM, Santa Fe will be expected to serve as a regional hub during major disasters affecting surrounding communities, many of which have significant risk exposure.
4. **New Mexico Structural Complexity Creates Unique Requirements** – New Mexico state law and the City of Santa Fe's home rule status creates a unique emergency management structure compared to most states. In New Mexico, each political subdivision (city, county, or town) is responsible for its own emergency management program, meaning Santa Fe functions as our own operational area rather than rolling up into the County as is common in other states. As such, the City of Santa Fe OEM must maintain direct state, federal, NGO, and private industry coordination, and all associated planning and reporting obligations. The City of Santa Fe OEM collaborates closely with Santa Fe County and other regional partners, but carries independent, county-equivalent emergency management responsibilities.

Michael J. Garcia Mayoral Transition

Administrative Data Collection

Employee Names: Tim Farrell, Interim Director Facilities Management Division; Sam Burnett, Interim Director, Public Works Department

Transition Team Participants: Joel Berendzen (James Rivera was unable to make the meeting)

Date: December 17, 2025

What are the strengths of your department/division?

1. **Deep institutional knowledge** not just as stewards of facilities worth ~\$500M , but also as a team highly experienced in City processes and how to make them work. We keep our ducts in a row.
2. **Experienced skilled tradesmen** enable cost-effective in-house repairs and improvements while providing critical flexibility for operationally-sensitive work
3. **Discipline in implementing best management practices** ensures integrity and high-quality results while keeping costs and risks in line
4. **A strong culture of responsiveness and collaboration** with other departments, tenants, and external agencies are key to effective delivery of City services

What are the weaknesses of your department/division?

1. **Outdated Master Plan** is misaligned with current conditions and priorities
2. **Too much reactive and deferred maintenance** with multiple facilities below acceptable repair-to-replacement cost ratios, creating operational strain and driving up costs
3. **Space deficit** estimated at 50,000 square feet
4. **Many repurposed buildings** are poorly-suited and -sited for their current uses, creating inefficiencies for both employees and constituents
5. **Asset management is currently distributed among many city departments** and conversations are needed with multiple other departments focus to enable good outcomes for their individual facilities

What are the opportunities of your department/division?

1. **Better alignment of City priorities would allow better resource allocation** and stewardship
2. **Increased use of technology would enable efficiencies** through better prediction of maintenance needs as well as better energy and water use/production
3. **Maintaining a citywide maintenance list** would let us respond to State and federal funding opportunities with shovel-ready projects that can be completed on schedule
4. **Development of a Consolidated City Services Center** would address the space deficit, improve service delivery, and reduce long-term operating costs

What are the threats to your department/division?

1. **Deferred maintenance creates operational risk** with recent system failures such as the recent shutdowns at the Gonzalez Senior Center and Fire Station #5 illustrating the potential scale of impacts
2. **Escalating construction and materials costs** reduce purchasing power and complicate cost and completion-date estimation
3. **Insufficient internal capital renewal funding** results in compounding deterioration and rising emergency repair costs
4. **Employee recruitment and retention**

What are the goals that are to be accomplished for your department/division in 90 days?

1. **Communicate with the new management team** to align priorities with constraints and implementation capacity
2. **Present actionable facility reuse concepts for underutilized assets** (e.g., Railyard Market Station, Warehouse 21, and Southside Transit) with a goal of providing space relief
3. **Deliver a proposal for a new Facilities Master Plan** including scope, schedule, and decision points
4. **Present a plan targeting high-risk deferred maintenance items** with a scale of \$750K
5. **Document and communicate FMD directions and decisions** to improve coordination across departments

What are the goals that are to be accomplished for your department/division in 6 months?

1. **Initiate actions on space reuse, deferred maintenance, and facilities planning**
2. **Advance the Facilities Master Plan through procurement**
3. **Strengthen preventive maintenance execution** through targeting high-risk systems and closing more work orders
4. **Standardize documentation, internal controls, and reporting practices** across capital, maintenance, and property management functions
5. **Clarify and document asset management responsibilities citywide**, identifying opportunities where consolidation under FMD would result in better outcomes
6. **Demonstrate improved smart-monitoring dashboards** to improve insight into facility performance, resource consumption, and operational risk
7. **Address critical staffing gaps**, particularly in custodial and skilled-trades roles

What are the goals that are to be accomplished for your department/division in 1 year?

All These Goals Are Pending Coordination and Authorization

1. **Secure a recurring facilities renewal funding strategy**
2. **Advance the Facilities Master Plan**
3. **Consolidate asset management functions where appropriate**
4. **Improve long-term staffing stability** through refined recruitment strategies, workforce development pathways, and succession planning
5. **Complete the high-risk deferred maintenance mitigation plan**
6. **Advance planning on a Consolidate City Services Center**
7. **Deliver an annual Facilities performance summary** outlining progress, risks, and priorities to support executive decision-making

Any final thoughts, or any additional information the incoming administration should be made aware of?

Deferred maintenance issues keep us up at night. The biggest example is the Midtown Redevelopment district's master metered gas system, which hasn't been properly maintained since WWII. If we lost that, HVAC in midtown could be out for a month due to regulatory compliance issues.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Emily K. Oster, with input from Finance Dept. Managers and Supervisors
Position Title: Finance Director

Transition Team Participants: Scott Hussion, Caryn Fiorina
Date: 12/19/2025

What are the strengths of your department/division?

- Teamwork- the current staff of the Finance Department works really well together.
- Organizational skills
- Communication
- Getting stuff done- the team has successfully balanced completing big projects and keeping up with day-to-day work
- Open to change- the team is willing to try new things and is open to new ways of doing things
- Rapid evolution in Tyler Munis ERP system skill development, taking big strides
- Significant progress over the past three years to develop a trust culture within the Finance Department, strong relationships between Finance staff members
- Demonstrated ability to translate national best practices into practical, City-specific controls and procedures that withstand audit and public scrutiny.
- Proven track record of stabilizing historically fragmented functions through disciplined oversight, documentation standards, and cross-department coordination.
- Established credibility with departments and leadership as a problem-solving partner rather than a compliance-only function.
- Over the past five years, the City of Santa Fe's Purchasing Division has undergone significant evolution and modernization. We successfully transitioned from operating strictly under a home rule code to aligning with the State Procurement Code, with modifications to the City ordinance that ensure compliance and consistency across all procurements. During this period, we developed a comprehensive Procurement Manual, updated the City's purchasing ordinance, and implemented a modern eProcurement system, OpenGov. These improvements have strengthened adherence to procurement, contract, and construction rules while streamlining processes.
- OpenGov has made procurement intuitive and user-friendly for internal stakeholders and provides access to a nationwide network of registered vendors, enhancing efficiency, transparency, and the City's ability to obtain high-quality goods and services. In parallel, we organized all procurement files on a shared drive with an easy-to-navigate structure, expanded our understanding and use of Tyler Munis, and added new system features.
- Staff development has been a key focus: all personnel are certified through the State's NMEDGE Chief Procurement Certification program, and we provide ongoing training to ensure expertise and consistency. We pride ourselves on being the most

customer service–oriented division in the City, maintaining frequent communication through Teams, phone, and text to keep stakeholders informed and aligned.

- We have also spent many days identifying old processes; we researched why we did certain things, verified whether they were needed or not, revised them or completely removed. We have modernized many of our processes to speed them up where possible.
- **Daily Responsibilities**
The Purchasing Division manages a broad range of procurement and contracting activities on a daily basis, including:
 - Processing Purchase Orders (POs) for goods, services, and construction.
 - Managing contracts and amendments, ensuring compliance with legal and procurement requirements.
 - Facilitating procurements, including RFPs, RFQs, IFBs, and cooperative purchases.
 - Reviewing and approving requisitions to ensure compliance with policy and budget.
 - Maintaining organized procurement and contract files on shared drives.
 - Monitoring vendor performance and maintaining vendor relationships.
 - Providing training and guidance to internal stakeholders on procurement rules and system use.
 - Ensuring adherence to procurement, contract, and construction regulations.
 - Collaborating across departments to support operational needs and resolve issues quickly.
 - Supporting strategic sourcing initiatives and continuous process improvements.

Treasury Division-

Over the past several years, the Treasury Division has made significant improvements to its procedures and processes related to cash management, debt, and investments. Treasury has implemented bank-driven processes to support the Controller’s Office in strengthening and streamlining reconciliation activities. Listed below are the primary duties and responsibilities of the Treasury Division, including but not limited to the following:

Treasury Responsibilities

Cash Receipting & Daily Posting (Citywide)

- Daily posting of cash and electronic receipts across all City departments
- Recreation sites:
 - GCCC
 - Fort Marcy
 - Bicentennial
 - Salvador Perez
- Transit
- Central Cashiers Office:

- Receipt all cash, checks, and credit card payments to assigned org/object codes
 - Land Use EnerGov invoicing and receipting
- Police Department
- Parking:
 - On-street parking revenue
- Wires:
 - Ambulance
 - Utilities
 - Various departments
 - Excise tax
- Airport
- Leases (Economic Development):
 - Invoicing and receipting
- Ambulance:
 - Contract management, reporting, and SDW implementation
- Seniors Division
- Waste Management

Revenue Administration

- Lodgers' Tax
- High-End Homes (Mansion) Tax
- Gross Receipts Tax (GRT)
- Franchise Fees
- Property Tax

Debt Management

- Maintain debt schedules
- Process debt payments
- EMMA reporting
- Tax abatements
- General Obligation (GO) Bonds
- Tax levy rate calculations
- Mansion Tax CPI adjustments
- Living Wage calculations

Investment & Banking Oversight

- GPA – Investment firm coordination
- Primary point of contact between the City and Wells Fargo:

- Account access
- Reporting
- Desktop deposits
- Lockbox services
- Credit card terminals
- Armored car services
- HSA Bank
- Webster Bank
- New Mexico Finance Authority (NMFA)
- Local Government Investment Pool (LGIP) – State Treasurer’s Office

Tax Reporting

- Wage withholdings
- Governmental Gross Receipts Taxes
- Water Conservation Fees
- SWAMA:
 - GGRT
 - Wage withholdings

Systems, Projects & Process Improvements

- Development and implementation of NEUMO and OpenGov Treasury modules
 - High-End Homes Tax processing
- Recurring invoicing:
 - Leases
 - Parking
 - Tourism
- Implementation of Point-of-Sale (POS) systems for:
 - City Hall
 - Police
 - Parking
 - Goal: minimize POS systems and integrate with MUNIS (book of record)
- Citywide implementation of desktop deposit scanners
- Realignment of cash receipting processes to support the Controller’s reconciliation functions
- Assistance with reconciliation implementation for FY 2020–FY 2025 Cash Handling Policy:
 - Training for all City sites that receive funds

What are the weaknesses of your department/division?

- Limited formalized delegation authority and outdated approval thresholds that create avoidable bottlenecks and extended cycle times.
- Inconsistent quality of scopes of work and contract documentation submitted by departments, increasing legal review time and revision risk.
- Fragmented contract signature workflows and review sequencing that add administrative burden without improving risk mitigation.
- The Purchasing Division currently faces staffing limitations that impact our ability to fully manage the workload. Additional personnel would allow us to assign staff based on departmental needs, ensuring that specific procurements, contracts, purchase orders, packet routing, sole source requests, and emergency processing are handled by individuals with specialized knowledge. This targeted approach would improve efficiency, accuracy, and responsiveness while allowing staff to develop expertise in the specific goods, services, and construction requirements of each department, ultimately benefiting the City as a whole.

What are the opportunities of your department/division?

- Improvements to travel process
- 1. Delegate approval of international travel from GB to CM, can be done by City resolution (in process, in queue in Legislative services, consider adding to procurement ordinance change currently in process).
- Improvements to BAR process
- 1. Increase CM BAR authority to \$200,000 (ordinance change needed, not yet submitted to Legislative services).
- Improvements to streamline and increase efficiency in the procurement process:
- 1. Adopt changes proposed in procurement update bill proposed by CPO (bill is drafted in queue in Legislative services, targeting introduction at 1/28/26 GB meeting)- specific changes include allowing POs to be issued from price agreements without GB approval.
- 2. Create specific authority in ordinance for CM to approve contract amendments (term extensions, modifications to amount up to a set % of original contract as long as budget is available, OR CM could approve all amendments not affecting total compensation- ex. assignments, extending term).
- 3. Change GB review/approval process for contracts and budget amendment resolutions (BARs): eliminate requirement for contracts and contract amendments to go to Committees- just send only to GB for approval OR take contract twice to GB (first time on discussion, second time on consent). Enact through changes to GB procedural rules.
- 4. GB delegate approval to CM for contracts and POs based on price agreements (routine things, not policy-related ex. insurance, building repairs and maintenance,

road maintenance, fuel, road salt/gravel, standard materials, chemicals, vehicles-police and fire).

- 5. Provide training to City staff on how to write an appropriate scope of work for a contract (this is where things tend to go wrong). Directors, not just admins, should review contract SOW before it is submitted to Legal to make sure it is what they want.
 - 6. Centralize Procurement functions in Finance by adding staff to the Purchasing Team- 1 person per 3 City Depts, assigned buyer model, each buyer has a portfolio of Depts and that buyer does most of the procurement work for the Depts.
 - 7. Change order of review steps: budget review before legal review, check basic math in contract before it submitted to legal.
 - 8. General information about NM GRT (link to State's website), how to handle questions from vendors about GRT, consider adding language to contract template to explain that vendors are responsible for determining if they have to pay GRT and for making sure it is included in the compensation clause of the contract if it is applicable, City does not provide tax advice. More issues with GRT arise when we use vendor contract templates. Provide direction to City staff that vendors should include GRT, if applicable, in any quotes they provide (consider adding into standard Request for Quotes in OpenGov).
 - 9. Invitation to Bid (ITB)- clarification on whether vendors should include GRT in their bid.
 - 10. Centralize contract signature process in OpenGov (currently contracts go through 4 different signature processes in AdobeSign). Reduce to 2 signature processes, separate approvals from signatures. CPO working on draft process map/flowchart.
 - 11. Provide training to City staff on how to use blanket CPO determination for services (professional/general).
- Modernize approval thresholds and delegated authority to better align with current operational scale, inflation, and peer-municipality standards.
 - Reduce administrative friction and cycle time through procedural rule changes that preserve Governing Body oversight while eliminating redundant review steps.
 - Strengthen upstream contract quality by shifting accountability for scope accuracy to directors and improving early-stage budget and math validation.
 - Improve vendor compliance and reduce tax-related disputes by standardizing City guidance on New Mexico Gross Receipts Tax treatment.
 - Increase consistency, speed, and transparency by centralizing contract execution and signature workflows within a single platform.

What are the threats to your department/division?

- Continued use of legacy approval thresholds and processes that no longer match City scale, increasing staff workload and delaying service delivery.
- Procedural complexity that may discourage compliance or incentivize workarounds

at the departmental level.

- Loss of momentum on procurement and governance reforms during leadership transitions or legislative backlogs.

- Treasury- Continued use of legacy and third-party payment systems not native to our book of records MUNIS.

- Transition from manual cash receipt import processes to automated cash receipting workflows.

- Proper overview of accounts receivables city wide 30/60/90-day review.

What are the resources needed for your department/division? i.e., budget, training, staff

- Dedicated HR support to fill vacant positions faster, especially in Fleet Division (get down to 1-2 month turnaround to fill vacancies)
- Two additional Mechanic positions in the Fleet Division (1 heavy equipment mechanic and 1 auto mechanic)
- Policy and legislative support to update approval authorities, procedural rules, and ordinances to reflect modern operating realities.
- Dedicated procurement capacity to support an assigned-buyer model and reduce reliance on decentralized staff for complex transactions.
- Targeted training resources focused on directors and managers responsible for defining scope, outcomes, and contract intent.
- Treasury-ITT support with new functionalities modules.

What are the goals that are to be accomplished for your department/division in 90 days?

- Implement RTA Fleet Management Software by February 1, 2026
- Advance identified ordinance and procedural changes into formal legislative or rulemaking pipelines.
 - Finalize and socialize revised procurement, travel, and contract approval workflows to departments.
- Identify and prioritize quick-win process improvements that reduce cycle time without

policy risk.

- See Attached Finance Department FY26 Goals, Objectives and KPIs

What are the goals that are to be accomplished for your department/division in 6 months?

- Implement approved delegation and procedural changes and monitor early impacts on cycle time and workload.
- Launch standardized training for directors and managers on scopes of work, contract structure, and compliance expectations.
- Consolidate contract signature and approval workflows to reduce redundancy and improve traceability.

- See Attached Finance Department FY26 Goals, Objectives and KPIs

What are the goals that are to be accomplished for your department/division in 1 year?

- Demonstrate measurable reductions in procurement and contract cycle times while maintaining audit defensibility.
- Fully operationalize a centralized procurement support model with clear departmental points of contact.
- Establish procurement and contract performance metrics as a routine part of executive reporting.

- See Attached Finance Department FY26 Goals, Objectives and KPIs

Any final thoughts, or any additional information the incoming administration should be made aware of?

- Many of the recommended improvements are low-risk, governance-focused changes that primarily require leadership alignment rather than new funding.
- Early procedural reforms can deliver immediate efficiency gains while longer-term system and staffing investments mature.
- Clear executive sponsorship will be critical to ensuring reforms are adopted consistently and sustained beyond the transition period.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Brian Moya
Position Title: Fire Chief

Transition Team Participants: Chris Rivera, Cam Crawford
Date:

What are the strengths of your department/division?

The Santa Fe Fire Department continues to demonstrate exceptional service delivery and operational efficiency through the following core strengths:

- **High-Quality Service and Community Care:** We remain committed to providing outstanding emergency response and public safety services, consistently meeting the needs of our community with professionalism and compassion.
- **Low Vacancy Rate:** Through proactive recruitment and retention strategies, the department maintains a remarkably low vacancy rate, ensuring continuity of service and operational readiness.
- **Enhanced Staffing Capacity:** We successfully increased our minimum daily staffing levels from 34 to 39 personnel, significantly strengthening our response capabilities and improving coverage across the city.
- **Strong Labor-Management Relations:** A collaborative and respectful relationship between the workforce (IAFF Local Union) and management fosters a positive work environment and supports shared goals.
- **Organizational Adaptability:** The department has demonstrated a strong ability to adapt, evolve, and overcome challenges in dynamic and high-pressure situations, ensuring mission continuity under all circumstances.
- **Strategic Partnerships:** We continue to cultivate meaningful and impactful relationships with key stakeholders and partner agencies, including RECC, Santa Fe County Fire, Police Department, ITT, Land Use, Water Division, and OEM, enhancing interagency coordination and service integration.
- **Efficient Request Turnover:** The department maintains an exceptionally low request turnover rate, consistently responding to internal and external requests promptly and within established timelines.
- **Minimal Constituent Complaints:** Public feedback remains overwhelmingly positive, with minimal complaints received, reflecting the department's commitment to excellence and community trust.
- **Improved Candidate Preparation:** The implementation of prospective candidate information sessions has significantly enhanced the preparedness and quality of applicants entering the recruitment process.

What are the weaknesses of your department/division?

While the department continues to perform at a high level, several critical challenges must be addressed to sustain and enhance service delivery:

- **Flat Budget Amid Rising Costs:** Operating within a flat budget limits our ability to absorb the impact of inflation across contracts, equipment, and daily operations. An increase in budget allocation is essential to maintain service quality and meet growing operational demands.
- **Apparatus Space and Storage Limitations:** The department faces significant constraints in physical space and storage capacity for apparatus and equipment, which affects readiness and long-term asset management.
- **Dependence on External Departments:** Progress on key initiatives often relies on support from other city departments, which can delay timelines and hinder the department's ability to independently advance strategic goals.
- **Limited Time and Resources for Strategic Goals:** Achieving high-level objectives such as ISO Class 1 certification requires substantial time, staffing, and resources—currently stretched thin across multiple priorities.

What are the opportunities of your department/division?

To ensure the Santa Fe Fire Department continues to meet the evolving needs of the community, we are actively pursuing several key initiatives focused on infrastructure, personnel, and technological advancement:

- **Infrastructure Expansion:** Evaluating long-term growth and development includes the strategic addition of a new fire station to enhance coverage, reduce response times, and support increased service demand.
- **Departmental Growth:** Continued expansion of the department is essential, including increasing the **Position Only Listing (POL)** staffing to support operational readiness and community safety.
- **Technology Adoption:** Embracing emerging and innovative technologies will improve operational efficiency, enhance data-driven decision-making, and elevate the quality of service provided to the public.
- **Administrative Capacity Building:** Increasing administrative support staff and adding Chief Officer positions will strengthen leadership capacity, improve project oversight, and ensure sustained progress on strategic goals.

What are the threats to your department/division?

If the department continues to operate under a flat budget, several critical challenges may intensify, potentially impacting service delivery and organizational sustainability:

- **Competitive Compensation Limitations:** Continue to stay competitive with other agencies and departments and continue to offer competitive financial packages.
- **Fleet Management and Operational Readiness:** Maintaining operational readiness is becoming more difficult due to limited workspace, personnel, and funding for fleet maintenance and vehicle replacement. These constraints may lead to increased downtime.

and reduced response capability.

- **Resource Overextension:** The department is frequently required to stretch its resources to meet special requests and emerging needs, which can strain personnel and impact on core service delivery.
- **Leadership Capacity Gaps:** The continued lack of administrative Chief Officer positions limits the department's ability to effectively oversee strategic projects, manage interdepartmental coordination, and drive long-term initiatives.

What are the resources needed for your department/division? i.e., budget, training, staff

1. Personnel Staffing (POL Increase)

- **Justification:** To meet the growing demand in call volume and maintain safe minimum staffing levels, additional personnel are required.
- **Budget Impact:** Increased salary, benefits, on-boarding, and training costs.
- **Strategic Benefit:** Enhances response capacity and reduces burnout among existing staff.

2. Fleet Expansion and Maintenance

- **Justification:** Additional vehicles are needed to support increased staffing and call volume. Existing fleet requires ongoing maintenance and upgrades.

<ul style="list-style-type: none"> ○ Budget Impact: Vehicle acquisition, fuel, maintenance contracts, and parts. ○ Strategic Benefit: Ensures operational readiness and reduces downtime.
3. Wildland Response Capability (WUI Expansion) <ul style="list-style-type: none"> ○ Justification: Increased wildland fire activity within the Wildland–Urban Interface (WUI) requires specialized equipment and training. ○ Budget Impact: Wildland PPE, tools, apparatus retrofitting, and training programs. ○ Strategic Benefit: Improves safety and effectiveness in WUI incidents.
4. Communications Equipment Upgrade <ul style="list-style-type: none"> ○ Justification: Many handheld radios are outdated and no longer supported, impacting communication reliability. ○ Budget Impact: Replacement of radios, programming, and interoperability enhancements. ○ Strategic Benefit: Improves safety, coordination, and response efficiency.
5. Station and Infrastructure Modernization <ul style="list-style-type: none"> ○ Justification: Several fire stations are aging and require upgrades to meet current operational standards. ○ Budget Impact: Renovation, ADA compliance, HVAC, plumbing, and structural improvements. ○ Strategic Benefit: Enhances working conditions, energy efficiency, and community presence.
6. Administrative Support and Chief Officer Positions <ul style="list-style-type: none"> ○ Justification: Additional leadership is needed to manage strategic projects, interagency coordination, and operational oversight. ○ Budget Impact: Salaries, benefits, and office resources. ○ Strategic Benefit: Strengthens organizational capacity and project execution.
7. Training and Professional Development <ul style="list-style-type: none"> ○ Justification: Ongoing training is essential to maintain certifications and adapt to evolving standards. ○ Budget Impact: Course fees, travel, materials, and instructor costs. ○ Strategic Benefit: Improves service quality and compliance with ISO and NFPA standards.

What are the goals that are to be accomplished for your department/division in 90 days?

Prepare FY 2027 Budget

1. Prepare FY 2027 Budget

- **Objective:** Develop a comprehensive and strategic budget that reflects departmental growth, operational needs, and inflationary pressures.
- **Key Actions:**
 - Incorporate line-by-line justifications for staffing, fleet, infrastructure, and technology.
 - Align budget with strategic goals and anticipated service demands.
 - Schedule budget review sessions with city finance and leadership.

2. Union Negotiations

- **Objective:** Engage in collaborative negotiations with IAFF Local to address compensation, staffing, and working conditions.
- **Key Actions:**
 - Establish negotiation team and timeline.
 - Review current MOU and identify areas for improvement.
 - Maintain transparency and open communication throughout the process.

3. Med 6 - Delivery and Deployment

- **Objective:** Ensure timely delivery, inspection, and operational deployment of Med 6.
- **Key Actions:**
 - Coordinate final delivery and acceptance testing.
 - Complete equipment outfitting and personnel assignment.
 - Place Med 6 into service and update fleet records.

4. State Fire Marshal Office Inspection

- **Objective:** Successfully complete inspection and ensure compliance with state standards.
- **Key Actions:**
 - Prepare documentation and station readiness.
 - Conduct internal pre-inspections.
 - Address any deficiencies promptly.

5. Schedule Intra-Agency Training

- **Objective:** Enhance operational readiness and interdepartmental coordination through structured training.
- **Key Actions:**
 - Develop annual training calendar.
 - Coordinate with RECC, PD, OEM, and other partners.
 - Include ISO-related training, wildland response, and leadership development.

What are the goals that are to be accomplished for your department/division in 6 months?

Implementation FY 2027 Budget

1. Implement FY 2027 Budget

- **Objective:** Execute the approved budget efficiently and in alignment with departmental priorities.
- **Key Actions:**
 - Distribute budget allocations across divisions.
 - Monitor expenditures and adjust as needed.
 - Provide regular budget performance updates to leadership.

2. Procurement of Ladder 7 and Engine 3

- **Objective:** Initiate the purchase orders and complete procurement for critical apparatus.
- **Key Actions:**
 - Finalize specifications and vendor selection.
 - Submit purchase orders (PO) for Ladder 7 and Engine 3.
 - Coordinate delivery timelines and integration into fleet.

3. Align with New Administration Goals

- **Objective:** Develop a clear understanding of the new administration's strategic objectives and align departmental initiatives accordingly.
- **Key Actions:**
 - Schedule leadership meetings and briefings.
 - Review citywide strategic plans and priorities.
 - Adjust departmental goals to support broader municipal objectives.

4. Complete Elementary School Presentations

- **Objective:** Deliver fire safety education to all elementary schools within the city.
- **Key Actions:**
 - Finalize presentation schedule and materials.
 - Coordinate with schools and community outreach teams.
 - Track completion and feedback for future improvements.

5. Update Development Model and Standard Operating Guidelines (SOGs)

- **Objective:** Modernize deployment strategies and operational protocols to reflect current needs and best practices.
- **Key Actions:**
 - Review current deployment model and identify gaps.
 - Update SOGs to align with staffing, equipment, and response priorities.
 - Train personnel on revised guidelines and ensure compliance.

What are the goals that are to be accomplished for your department/division in 1 year?

1. Capital Improvement – Legislative Funding Utilization

- **Objective:** Effectively spend down the \$4.2 million allocated by the legislature to improve existing fire stations.
- **Key Actions:**
 - Conduct facility assessments to prioritize upgrades (HVAC, structural, ADA compliance, and living quarters).
 - Develop a phased improvement plan with timelines and cost estimates.
 - Ensure compliance with procurement and reporting requirements.

2. Southside Fire Station Development

- **Objective:** Establish a comprehensive plan to build a new fire station on the southside to meet the growing service demands.
- **Key Actions:**
 - Identify potential site locations and conduct feasibility studies.
 - Engage with City Planning, Land Use, and other community stakeholders.
 - Develop architectural and operational plans with projected costs.

3. Revenue Generation Initiatives

- **Objective:** Increase departmental revenue through strategic programs.
- **Key Actions:**
 - Expand participation in wildland deployment to bring back state and federal reimbursements.
 - Maximize returns from the Ambulance Supplemental Payment Program (ASPP).
 - Track and report revenue to support future budget requests.

4. ISO Class 1 Re-Evaluation

<ul style="list-style-type: none"> • Objective: Prepare for re-evaluation to achieve and maintain an ISO Class 1 rating. • Key Actions: <ul style="list-style-type: none"> ○ Review current ISO scoring criteria and departmental performance. ○ Address gaps in training, documentation, and deployment. ○ Coordinate with water utilities, dispatch, and inspection teams. <p>5. City-County Deployment Model Evaluation</p> <ul style="list-style-type: none"> • Objective: Analyze and optimize deployment strategies between Santa Fe City and County. • Key Actions: <ul style="list-style-type: none"> ○ Review current response maps and mutual aid agreements. ○ Identify overlaps, gaps, and opportunities for improved coverage. ○ Collaborate with Santa Fe County Fire and RECC for joint planning. <p>6. Unit Expansion Analysis</p> <ul style="list-style-type: none"> • Objective: Assess the need for additional units based on increased call volume. • Key Actions: <ul style="list-style-type: none"> ○ Perform data analysis on call volume trends by district and time. ○ Evaluate staffing, apparatus availability, and response times. ○ Recommend unit additions or redeployments based on findings.
<p>Any final thoughts, or any additional information the incoming administration should be made aware of?</p>
<p>Succession Planning</p> <ul style="list-style-type: none"> ○ The Santa Fe Fire Department (SFFD) is committed to safeguarding its long-term operational effectiveness and organizational continuity. Succession Planning which will be designed to identify, develop, and prepare a robust pipeline of internal candidates ready to assume senior management and executive roles.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: SARAH BOLLETER-GONZALES
Position Title: Interim HR Director

Transition Team Participants: Peter Ives, Phyllis Bustamante
Date: December 23, 2025 2:00 pm

What are the strengths of your department/division?

The HR Team is small but mighty, consisting of 16 team members. Our strengths are:

- **Relationships** - Creating lasting professional connections with our fellow City business partners.
- **Responsiveness** - Providing prompt responses to inquiries and promptly meet with employees and departments when needed.
- **Internal Development** - Flexibility and willingness to make process changes when it makes sense.
- **Reliability** - Maintain strong services level agreements (SLA) which shows our reliability and builds trust.
- **Professionalism** - Dedicated and experienced in a wide variety of HR functions, such as recruitment, retention, employee engagement, training, employee relations, benefits and wellness.
- **Proactive** - Offering a strong benefits package and employee wellness support, which assists in recruitment and retention.
- **Accountability** - A strong internal auditing system.
- **Efficiency** - Streamlined approval process for personnel actions to include hiring personnel
- **Creativity** - Created multiple classification tiers to assist with career growth-working with departments on additional career ladders.
- **Engagement** - Implemented several retention initiatives such as flexible work arrangements, physical and mental fitness leave, wellness day leave, and issued several monetary retention incentives.

What are the weaknesses of your department/division?

The HR Department is always open to reflecting on our work and how improvements can be made to make a stronger City work force. Below are a few areas that are current weaknesses.

- **Employee Application process** - The current employment opportunities portal could use improvements. An intuitive system would pull a wider applicant pool.
- **Underutilization of existing tools** - We are not utilizing Tyler Munis Human Capital Management (HCM) to its full potential. We must expand on modules such as a Training Management System (LMS) to track our expanding employment training opportunities.
- **Lack of complete policies** – The City at large is not operating from a complete and updated set of employee policies. This makes discipline and other actions inconsistent and leads to a decrease in moral
- **Employee Education** – Not all employees are trained in a consistent manner that leads to inconsistencies in work and behavior.

What are the opportunities of your department/division?

HR has a solid group of employees that are ready to further improve the efficiency and work environment for employees. Opportunities towards this include:

- **Training** - The HR team loves to train. We have a robust selection of training opportunities for all city employees and the Department HR Liaisons. We strive to be subject matter experts in our HCM system and see opportunities to cross train Administrative Managers and Business Operation Managers (Department HR Liaisons) to initiate personnel actions with confidence.
- **Employee wellness programs** - There is opportunity to expand on the mental health and financial wellness programs, which will directly impact employee satisfaction and retention.
- **Equitable Pay** - HR sees the opportunity to create a comprehensive compensation policy for non-union classified employees. Studies have shown that employees value equitable pay, a policy to support equity is a necessity for the City.
- **Peer to Peer development** - There is opportunity to start a mentorship program by seeking buy in from long-term employees with a goal of growing institutional knowledge. This also helps in the development of new employees and builds comradery.

What are the threats to your department/division?

As functioning of City government is largely dependent on employees and HR serves a central role in an employee's lifecycle, threats to any department's employees become a threat to HR. Current threats are:

- **Clearly defined expectations** - The lack of strong and enforced SLAs for the departments we serve. For example: Human Resources provides a list of eligible applicants to the hiring department within three (3) business days of the recruitment closing date. That is a Human Resources SLA. The hiring department currently does not have an SLA in place to return the recommendation for hire to HR. Taking longer than two (2) weeks to provide a hire recommendation to HR slows the hiring process significantly and adds additional strain to employees in the department pursuing a new employee.
- **Well trained leadership** - Lack of proper supervisor and manager training is a threat to Human Resources and the City of Santa Fe as a whole. The effects are poor morale and increased turnover rates.
- **Misutilization of Staff** - Human Resources currently administers the random and follow-up drug and alcohol program, the contract for this program is owned by Risk and Safety. It is a threat to the Benefits and Wellness team to continue the administration of this program and takes time and resources away from training, wellness programs and initiatives such as increasing mental health and financial wellbeing classes.
- **Adequate Employee Policies and Consistent Enforcement** - As previously stated, all policies need to be updated and new ones added. An additional threat to Human Resources and the City is a lack of consideration and compliance with the Rules, Regulations and Policies by City leadership.

What are the resources needed for your department/division? i.e., budget, training, staff

The HR department is fortunate in that they have a solid staff that are able to meet most work deliverables; however, to improve functioning the following are necessary.

- **Computer/Training Center** - Human Resources needs a devoted training space and lab. Our Training Organizational Development Team often struggles to reserve available space within the City for the computer lab portion of New Employee Orientation (NEO). This is a vital part of NEO as we walk employees through, logging into their computers, accessing emails, navigating the intranet, timekeeping, etc. A dedicated lab of sorts will assist us in meeting our training goals and allow the HR Team to provide regular Tyler Munis HCM training.
- **Specialized IT Support** - Human Resources will be requesting an additional FTE to recruit for a Human Resources Information Systems (HRIS) Manager. This employee will be a liaison between HR and ITT to meet our Tyler Munis module expansion goals, improve the employment opportunities portal, complete employee salary imports internally, provide training opportunities as a subject matter expert, and further develop HR capabilities by routinely monitoring data that informs on future HR weaknesses.
- **Vehicle** - Human Resources will be requesting the purchase of a city vehicle. Team members currently utilize their own vehicle to travel to hiring events, interviews, training, and Police and Fire testing.

What are the goals that are to be accomplished for your department/division in 90 days?

Our goals to be accomplished within 90 days are:

- **Senior Level Hiring** - Assist Mayor Garcia with his hiring initiatives. We are hopeful that we will have a permanent City Manager on board within 90 days and will work with both the City Manager and Mayor Garcia to fill the remaining vacancies on the senior level.
- **Fill Vacancies** - The new year brings plenty of interested applicants for a wide variety of vacancies. The HR Team is gearing up for our first rapid hire of the year on January 10, 2026. Our goal is to complete a second Rapid Hire event in March.
- **Improve Hiring Processes** - Work with hiring departments to establish SLAs to submit recruitment closeout packets to HR to improve and expedite the recruitment and hiring process.
- **Budget** - Begin working on our budget

What are the goals that are to be accomplished for your department/division in 6 months?

Our goals to be accomplished in the next six months are:

- **Computer/Training Center** - Have a dedicated computer lab with regular hands-on training scheduled for our HCM system.
- **Training Infrastructure** - Have the Training Module built out in Munis to assist with our training efforts or acquire a training system that will work and fit our training needs.
- **Train Managers** - See an increase in supervisor and manager attendance to HR's offered trainings that will provide those employees with the tools needed to be successful in their role.
- **Feeder Program** - Establish partnership with Santa Fe Community College on internship programs for hard to fill trade position certifications to expedite hiring.

What are the goals that are to be accomplished for your department/division in 1 year?

Our goals to be accomplished in the next year are:

- **Employee Ownership** - Kickstart focus groups with a variety of City employees to seek buy in on a mentorship program to grow institutional knowledge.
- **Policies** - Finalize improvements to existing rules, regulations and policies.

Any final thoughts, or any additional information the incoming administration should be made aware of?

Our mission is to provide Human Resources services that promote a work environment that fosters respect, accountability, and trust.

Our goal is to assist Mayor Garcia with accomplishing his goals while providing guidance on best practices, policies and procedures.

We are a team that is always willing to come to the table to collaborate, we believe in Team Santa Fe.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Eric Candelaria

Position Title: Director, Information Technology & Telecommunications

Transition Team Participants: Todd Lovato, Michael Kelley

Date: 10/5/2025

What are the strengths of your department/division?

Our department has several key strengths that enable us to support the City's mission effectively:

- **Broad Technical Expertise Across Core Public Services**

Our team has strong experience managing and supporting essential municipal systems, including public safety platforms, utilities, permitting and licensing systems, finance/ERP environments, GIS, and citizen-facing services.

- **Stable and Predictable Funding Environment**

Municipal budgeting provides consistent baseline funding, which allows us to plan long-term technology investments and maintain critical infrastructure without the volatility often seen in the private sector.

- **Deep Institutional Knowledge**

Long-tenured staff possess a strong understanding of legacy systems, departmental workflows, and historical configurations. Knowledge that is essential for continuity and system reliability.

- **Alignment with Community and Public Service Goals**

Our technology initiatives are closely tied to improving public service delivery, enhancing transparency, and expanding access for residents, ensuring our work directly supports community needs.

- **Centralized Management of Systems and Standards**

The department's centralized structure allows us to maintain consistent cybersecurity practices, standardize technology procurement, and ensure uniform system management across all departments.

What are the weaknesses of your department/division?

While the department performs well in many areas, there are several challenges that impact efficiency and growth:

- **Limited Staffing and Bandwidth**

The team manages a wide range of responsibilities with a relatively small staff, which can create backlogs and slow the pace of innovation.

- **Legacy and Outdated Business Process**

Outdated business process procedures, limits modern technology implementations. Current business processes need re-engineering to take advantage current technology to meet current operational demands.

- **Slow Procurement and Budget Cycles**

Government procurement and budget processes often extend project timelines, limit flexibility, and delay implementation of critical technology initiatives.

- **Difficulty Attracting and Retaining Talent**

Competitive pressures from the private sector make it challenging to recruit and retain highly specialized IT professionals.

- **Inconsistent Documentation and Process Discipline**

Heavy reliance on long-tenured institutional knowledge sometimes results in insufficient formal documentation and gaps in standardized procedures.

What are the opportunities of your department/division?

Our department has several key opportunities ahead:

- **Modernizing to Cloud and SaaS:**

Migrating ERP systems, permitting platforms, collaboration tools, and core infrastructure to cloud-based solutions will reduce maintenance burdens while improving system reliability and uptime.

- **Leveraging Cybersecurity Grants and Federal Funding:**

Increasing state and federal programs provide support for cybersecurity, broadband expansion, and overall digital transformation, allowing us to strengthen services with supplemental funding.

- **Advancing Smart City Initiatives:**

Deploying IoT technologies for traffic management, utilities, public safety, and environmental monitoring offers opportunities to enhance service quality and operational efficiency.

- **Expanding Digital Citizen Services:**

Improving online payments, service portals, mobile applications, and chatbot support can significantly increase accessibility and engagement for residents.

- **Enhancing Interdepartmental Collaboration:**

Implementing better data-sharing tools and workflow automation can streamline processes and improve coordination across government functions.

- **Building Regional Partnerships and Shared Resources:**

Smaller municipalities can benefit from collaborating with neighboring jurisdictions to share services such as security operations centers (SOC), emergency backup capabilities, or specialized IT roles.

What are the threats to your department/division?

Our department faces several significant threats:

- **Cybersecurity Risks and Ransomware:**

Municipal organizations are prime targets for cyberattacks, and any disruption can directly impact essential public services.

- **Aging Workforce and Impending Retirements:**

As experienced staff retire, the loss of institutional knowledge poses operational, security, and continuity challenges.

- **Rapid Technology Evolution:**

Keeping pace with advancements in cloud computing, AI, cybersecurity, and other emerging technologies is increasingly difficult with limited staff and budgets.

- **Budget Constraints During Economic Downturns:**

Reduced revenue or shifting priorities can delay critical system upgrades, increase technical debt, and restrict innovation.

- **Vendor Lock-In and Rising Subscription Costs:**

Growing dependence on SaaS platforms can lead to escalating long-term costs and reduced flexibility in choosing or changing vendors.

- **Regulatory and Compliance Complexity:**

Expanding requirements - such as CJIS, NIST standards, and state privacy laws - demand significant time, staffing, and financial resources to maintain compliance.

What are the resources needed for your department/division? i.e., budget, training, staff

To continue meeting operational demands and support the City's growing technology needs, the following resources are essential:

- **Budget & Funding**
 - Increased operating budget to support rising costs for software licensing, system maintenance, and staffing.
 - Additional budget capacity to secure necessary IT resources and expand service capabilities.
 - Funding dedicated to replacing end-of-life IT infrastructure to ensure reliability and security.
 - Access to grants and state/federal funding opportunities to supplement large-scale technology projects.
- **Specialized Department Systems**
 - Continued investment in Police RMS/CAD systems to support public safety operations.
 - Ongoing funding for Fire/EMS reporting systems to maintain compliance and operational readiness.
- **Policies, Standards & Documentation**
 - Development and implementation of a comprehensive IT Governance framework.
 - Establishment of a Data Governance framework to support data quality, security, and analytics.
 - Resources to support business process re-engineering initiatives aimed at improving efficiency and service delivery.

What are the goals that are to be accomplished for your department/division in 90 days?
Improve Overall Customer Satisfaction in IT Services

ITT is committed to delivering responsive and effective support for all IT issues. This includes reducing resolution times, resolving issues at first contact whenever possible, and delivering consistently high-quality service. By tracking service-level compliance and staff performance, ITT aims to proactively reduce recurring problems and improve user experience.

Align IT Projects and Strategic Municipal Priorities

To ensure IT initiatives are driving meaningful impact, ITT is establishing processes to align every project with the City's broader goals. ITT is streamlining how projects are evaluated and prioritized while fostering greater collaboration across departments and with external stakeholders.

What are the goals that are to be accomplished for your department/division in 6 months?

Ensure High Availability and Reliability of Core IT Infrastructure

Keeping our systems up and running is critical. ITT is focused on minimizing downtime across core sites and services while meeting or exceeding service level agreements. ITT targets include near-perfect uptime, zero critical outages, and robust systems that maintain service continuity.

Establish IT Governance

Establishing IT governance helps make sure technology decisions support the organization's goals and are made in a clear, consistent way. It improves how risks and security issues are managed, ensures we meet regulatory requirements, and makes responsibilities easier to understand. By reducing duplicate work, setting standard processes, and improving how projects are planned and delivered, IT governance can lower costs and improve outcomes. Overall, it creates a more dependable and efficient IT environment that supports better services and long-term stability for the organization.

What are the goals that are to be accomplished for your department/division in 1 year?

Enable Digital Transformation and Business Process Improvement

ITT's goal is to help departments transition away from manual workflows by introducing smart, efficient digital solutions. By integrating core systems and enabling self-service platforms for residents, we're working to improve data flow, increase transparency, and support more accessible digital services for both internal users and the public.

Establish Data Governance

Establishing data governance strengthens an organization's ability to manage, protect, and use its data as a strategic asset. It improves data quality, consistency, and accessibility, enabling better decision-making and more reliable reporting. Strong governance reduces risks related to privacy, security, and regulatory compliance while minimizing errors, duplication, and operational inefficiencies. It also increases trust in data across departments, supports smoother technology integrations, and enhances customer or citizen services by ensuring accurate, timely information. Overall, data governance drives greater organizational efficiency, accountability, and value from data.

Any final thoughts, or any additional information the incoming Garcia administration should be made aware of?

As we move forward, technology will continue to play a central role in how we deliver services, strengthen transparency, and operate efficiently as a city. My team is committed to supporting that vision, but it's important to recognize that modernizing our systems, improving cybersecurity, and expanding digital services require sustained investment and clear priorities. With consistent direction, we can make meaningful progress that residents will feel in their day-to-day interactions with the city.

I also want to emphasize that collaboration across departments will be key. Many of the improvements we're aiming for: better data sharing, smarter workflows, and more user-friendly services, depend on all departments working together and viewing IT as a strategic partner, not just a support function.

Lastly, I want to assure the administration that the IT team is ready to adapt, innovate, and help drive the city's goals. With the right support, we can build a secure, modern, and responsive technology environment that truly enhances how the city serves its residents.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Heather Lamboy
Position Title: Director, Land Use and Planning

Transition Team Participants: John Padilla, Susan Martin
Date: December, 2025

What are the strengths of your department/division?

- Well-trained professional staff who are current with all educational requirements and are subject matter experts in their field. The Planning & Land Use Department has high public visibility and interaction
- Regular coordination with Public Works, Utilities, Economic Development, Fire and Police Departments, City Attorney's Office, Santa Fe County, and the Construction Industries Division of the State of New Mexico.
- A team that is open to process improvements and a culture of collaboration. The team is currently undergoing a visioning process to identify efficiencies and process development in anticipation of the deployment of electronic review for building permits, development plans, subdivision plats, and historic preservation cases, among others.
- Collaborative staff that manage input from other departments to accomplish the need to review proposed developments, issue permits, issue business licenses, and conduct inspections. The collaboration includes identifying solutions in the case development review team (DRT) comments conflict.

What are the weaknesses of your department/division?

- While the Planning & Land Use Department has made substantive progress toward filling all departmental positions, some positions remain vacant. Positions such as City Engineer and advanced permit review staff have been hard to fill. Furthermore, some positions were frozen with the adoption of the Fiscal Year 2026 budget.

- The loss of the Long-Range Planning team (eliminated during Carol Johnson's administration as director) means that the capacity to manage large long-range projects has been severely reduced. Previously, our Long-Range division had two planners who coordinated on local and regional issues. Last year, we were able to hire a Strategic Planner, but we still need at least two positions to carry out this vital work.
- The department has many functions, including development review, terrain management, building permitting, building inspections, impact fee administration, code enforcement, historic preservation, short-term rental program management, long-range planning, and business licensing. While related, these diverse functions can sometimes be challenging to navigate.
- Previously, a special projects manager would assist the public, acting as a concierge and problem-solver, to identify the appropriate processes to follow for their projects. That position was eliminated during the Great Recession and was never reinstated.
- Planning & Land Use has very specialized software and hardware needs. In planning for electronic review, an assessment of the existing computing capacity was conducted, given that substantial resources are required to review large plan sets, work in AutoCAD, and utilize GIS mapping systems. At the end of the 2026 fiscal year, staff submitted a proposal to upgrade computers for building permitting, inspections, and Code enforcement, as well as outfit the inspectors and enforcement city units with the latest technology. The ITT Department denied the proposal, and the fiscal year concluded during discussions in which Planning & Land Use staff explained the department's unique computing needs. As a result, the vacancy and other savings (approximately \$350,000) were returned to the General Fund at the end of the fiscal year.

What are the opportunities of your department/division?

- Continuous training to provide opportunities for PLU staff to move up in the organization. In the past year, five promotions have resulted from training efforts for existing staff.
- Improve technology resources by providing laptops in "tough" boxes and printing devices in trucks to be able to update building and code enforcement inspection results in real time, which would enable contractors to call for reinspection or new inspections immediately.

- Conduct a deep dive analyzing staff resources, especially as the City moves from plan review to electronic review. This will be accomplished, in part, with the Development Review Manual project.
- Hiring additional staff to provide additional resources for the department, the most important is to hire a special project manager to serve as a “concierge” for the development process.
- Using vacancy savings and other fund savings to improve technology, provide funding for special projects, including the General Plan update and the Land Development Code update.

What are the threats to your department/division?

- Lack of resources to implement the Code, which includes out-of-date technology and understaffing.
- The Planning & Land Use Department’s charge is to uphold the regulations within Chapter 14, but oftentimes there is pressure to bend the rules. We are solution-oriented, and we will try to identify the path toward projects meeting the Code and fulfilling the developer’s work program.
- The need to begin Phase 2 of the Land Development Code update, which will provide a more concrete framework for context-sensitive development within the city. Due to budget cuts, the LDC update can currently be funded for only 2 months, and there will be a waiting period until the next fiscal year. Staff intends to make regular updates as the Phase 2 process unfolds to avoid overwhelming the City Attorney’s Office and to provide predictability for public review of proposed Code changes.
- Lack of resources to scan over 250 boxes of land use case folders for the Planning Commission, Board of Adjustment, Summary Committee, and BCD-DRC. There was an attempt to use end-of-year cost savings for a large scanning project, but the effort was lost when financial approvals could not be obtained before the start of the new fiscal year. The intent is to upload development plans, subdivision plats, and ultimately all Land Use projects that the City has approved to the City Smart website.
- The General Plan project has funds available until January 15, 2026. If no additional funding is identified, the General Plan project will have to be put on pause. The consultant has proposed

accelerating the General Plan update process to complete it by summer 2026. The consultant proposed combining phases 2 and 3 to achieve cost and time savings; therefore, most additional funding that would have been part of Fiscal Year 2027 would be moved to Fiscal Year 2026.

- Lack of control over the budget allocated to the department, which in turn creates vulnerabilities, including employee turnover. It is challenging to use vacancy or other department function savings to reallocate to different needs.
- Politics of development impacting Code-compliant decision making. It is important to get to us, and finding creative solutions should always be within the framework of compliance with the Land Development Code and other City regulations. One size [Code] doesn't fit all, but solution-based collaboration can find opportunities for the fewest number of variances or exceptions possible.

What are the resources needed for your department/division? i.e., budget, training, staff

- A Special Projects Manager position that would assist applicants through processes, from pre-application to certificate of occupancy. This position was eliminated due to the Great Recession and was never brought back. With the pace and scale of development, it is a critical component of being a development and community-friendly department.
- Computers capable of handling large PDF files for e-review. Tough boxes (laptops), printers, and other technology for use in the field. This would save inspectors time and provide contractors with immediate results, allowing them to address the concerns and schedule a follow-up inspection.
- Additional funding for the General Plan and Land Development Code updates (\$1.2 million for both). To accelerate the completion of the General Plan update, \$784,000 is needed. Otherwise, the General Plan update will stall on January 30 due to a lack of funding.
- A better career ladder that helps employees progress within our organization. Some improvements have been made, but more are needed.

- A more robust training budget to allow employees to progress in their careers as they gain experience and meet educational milestones. This past year, we have had six promotions due to “training up” our employees, and we would like to continue the trend.

What are the goals that are to be accomplished for your department/division in 90 days?

- Initiation of the adoption process for the General Plan Update.
- Initiation of the Implementation Plan process.
- Full implementation of Neumo, the Short-Term Rental software
- Beta testing of the permit review software with key developers and members of the homebuilders association (NMHBA).
- Adoption of the Street Design Guide and Wildland/Urban Interface standards.
- Adoption of Massage Parlor regulations.
- Adoption of the Green Building Code.

What are the goals that are to be accomplished for your department/division in 6 months?

- Full implementation of e-review software, currently scheduled to launch by May 30.
- Educational sessions on e-review software to educate about its functionality and walk-through the permitting processes associated with OpenGov.
- A childcare summit that will assist potential home-based and other childcare providers in licensing, financing, and setting up their business operations. Recent State legislation has provided for free childcare for all New Mexico families, and the City will be prepared with expedited permitting and inspection processes to help build childcare businesses to address the approximately 1,500 children who do not have access to childcare in today’s market.

What are the goals that are to be accomplished for your department/division in 1 year?

- Improved review timelines for all development review projects.
- An improved fleet for building inspectors and other divisions within the department. Many vehicles date to 2010 and do not have all-wheel or four-wheel drive capability.
- Additional staff to provide the best possible service to the community.
- Digitization of all paper records and upload to the City Smart website for public access to Planning approvals and records.
- Completion of the Development Manual, which includes a Lean Six-Sigma analysis of Land Use processes to eliminate redundancies and make a more efficient development review experience.

Any final thoughts, or any additional information the incoming administration should be made aware of?

The City of Santa Fe's Planning & Land Use Department operates within one of the most culturally significant and environmentally sensitive planning environments in the country. Its core strengths lie in deep historic preservation expertise, robust regulatory frameworks, strong interdepartmental collaboration, and a long-standing commitment to sustainable, water-conscious development. Staff maintain high professional capacity in navigating complex site conditions, design review, and community engagement, contributing to a stable and predictable planning environment.

At the same time, the department faces internal challenges, including limited staffing capacity, aging permitting systems, and complex ordinances that can slow approvals and create confusion for applicants. These factors—alongside pressure to expand housing supply—highlight the need for code modernization, streamlined workflows, and improved communication.

Significant opportunities exist to modernize the land development code, integrate new technologies, expand housing solutions (including missing-middle development), and strengthen climate resilience through enhanced WUI and water-adaptive planning. Partnerships with regional, tribal, nonprofit, and private-sector stakeholders could further amplify impact.

However, the department also operates amid substantial external threats: increasing wildfire and drought risks, political fluctuations, development pressures tied to Santa Fe's housing crisis, and potential erosion of public trust due to process complexity. These conditions underscore the importance of strategic investment, clear policy direction, and ongoing community engagement.

Overall, the Planning & Land Use Department is well-positioned to lead Santa Fe toward a more resilient, equitable, and culturally grounded future if empowered with updated tools, modernized regulations, and sustained organizational support.

It may be advantageous to review the City's development fee schedule (which is very inexpensive compared to other jurisdictions) to determine whether establishing an enterprise fund is possible. Currently, the fees are transmitted to the City's General Fund, and Planning & Land Use receives no direct benefit. As an example, in November, 491 permits were issued and \$1.4 million in fees were collected. Approximately 6,000 permits are issued annually by the Planning & Land Use Department, and in 2024, approximately 24,000 inspections were completed.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Carly Venditti

Position Title: Metropolitan Redevelopment Agency Deputy Director

Transition Team Participants: Khalil Spencer & David Schutz

Date: 12/17/2025

What are the strengths of your department/division?

Our department's strength lies in its ability to foster cross-sector collaboration, coordinate strategic planning with key city agencies, engage strong community support, and operate under the guidance of experienced oversight bodies, all which are aligned with a shared vision for equitable and community-driven development.

- Collaboration with internal departments, regional government agencies, and interested parties in the private market, and non-profit organizations.
 - Strategic planning coordination with the Land Use Department, Metropolitan Planning Organization, and Public Works.
- Community support, constituents and organizations want to see this project succeed.
- The existence of various plans calling for the implementation of community-supported development strategies via the Midtown Master Plan and Community Development which received unanimous approval by the Governing Body.
- Metropolitan Redevelopment Commission oversight and stewardship, members of the commission currently represent commercial property development, financial services, affordable housing development, and community planning.

What are the weaknesses of your department/division?

The Metropolitan Redevelopment Agency was created to achieve real estate development following the termination of the master developer agreement between the City of Santa Fe and KC Cienda. Many of the challenges this agency has faced in the last few years have been due to the status of the agency as underfunded and understaffed.

- Metropolitan Redevelopment Agency is a young agency without many standard operating procedures (SOPs). It is important that an agency plays by the rules and shows their capacity to procure consultants and manage projects prior to requesting flexibility.

What are the opportunities of your department/division?

On-going collaboration with the Community Services Division and the Arts and Culture Department has laid the groundwork for the re-opening of our legacy buildings and witnessing the first sign of vertical development on campus.

- There is opportunity to advance community engagement through the design of a Modern Fogleson Library, additional input could include asking the questions:
 - What does the community need within a modern library?

- Are they excited by co-working spaces, potential cooking classes, or potentially a research facility?
- Opportunity to continue collaboration with internal city departments and steward development approvals, specifically through the administrative development plan approval process for Qualifying Projects with the Land Use Department.
- Distribute paper copies of the Midtown Redevelopment Plans to the Santa Fe Libraries for check-out and continuously update the MRA Data & Reports webpage.
- Execute the transfer of Tract O from the state and swap land further down Cerrillos, this would allow us to build even more affordable housing on the Midtown campus. The New Mexico General Services Division (GSD) would like to circle back prior to the next 60-day Legislative Session.
- Exploration of the registration of the Phillippe Register legacy buildings; Fogleson Library, the Forum, Southwest Annex, the Administration Building, and the Greer Garson Theater with the State Historic Preservation Office (SHPO) as a historic complex.
 - A SHPO designation for the Register complex could help secure federal funding through the National Historic Preservation Fund for the restoration of the buildings including fire suppression systems and building code compliance.
- Leverage Lodger's Tax, including the City's 2% Convention Center tax for restoration and management of the Greer Garson Theater.
- Redesignate proceeds from land sales on the Midtown Site so half remains with the Metropolitan Redevelopment Agency and half of the proceeds enter the Affordable Housing Trust Fund rather than half going to the Office of Economic Development.
- The criteria identified in the MRA Designation reveal several opportunities for the Metropolitan Redevelopment Area to reach its highest and best use, including addressing vacant or struggling commercial properties, deteriorating structures, obsolete or impractical planning or platting, defective or inadequate street layouts, public safety concerns, and a lack of adequate housing facilities.

What are the threats to your department/division?

Delays in the real estate development process stemming from environmental, financial, economic, and logistical challenges can significantly impact Development and Disposition Agreements, ultimately postponing the delivery of critical housing and community benefits.

- Environmental remediation & asbestos within existing structures and Tract O.
- Financing obstacles including the need for political commitment to reallocate Lodger's Tax, raise Gross Receipts Tax, bond for infrastructure or the rehabilitation of legacy structures, or a mixture of all three.
- A potential economic downturn or recession could dramatically impact potential development and proposed Tax Increment Financing (TIF) projections.
- Rising construction costs when facilitating horizontal infrastructure improvements and attracting potential developers.
- General project delays in the way of infrastructure design, exclusive negotiation agreement facilitation, or funding can cause uncertainty and delays for the Agency and our development partners.

What are the resources needed for your department/division? i.e., budget, training, staff

- Additional full-time staff, including a director, two project managers, and a full-time administrative manager.
- A larger operating budget to facilitate additional full-time staff, site improvements, and the rehabilitation/maintenance of the Greer Garson Theater and Fogelson Library Complex.
 - This may be facilitated through the retention of land sale proceeds currently designated to the Office of Economic Development (OED).

What are the goals that are to be accomplished for your department/division in 90 days?

The Metropolitan Redevelopment Agency wants to show the community that our agency is serious about Midtown Redevelopment as we welcome folks to campus; whether that be for a class at Wise Fool, a meal at Tender Fire Kitchen, or a film at Sky Cinema's 13th theater we want them to see a future for themselves here.

- Enter into two Exclusive Negotiation Agreements for H-1a and J-1a/J-1b.
 - Accept two refundable Exclusive Negotiation Agreements (ENA) deposits.
- Finalize Midtown Arts and Design Alliance (MADA) Ground Lease and Development Agreement (GLDA) for approval by Governing Body.
- Removal of SFUAD signage at St. Michael's entrance.
- Present Greer Garson Feasibility Study to the Governing Body.
- Complete the demolition of LaSalle Hall.
- Continue initial landscape clean-up with the help of local business, Santa Fe Goat Guys.

What are the goals that are to be accomplished for your department/division in 6 months?

Goals to complete in the next six months include those that have been underway and within the Metropolitan Redevelopment Agency for much of my tenure in this office, we must continue our infrastructure design, demolition, and our collaboration with the State of New Mexico.

- Finalize 100% Infrastructure Design
 - Finalization of Memorandum of Understanding with State General Services Division (GSD).
- Fabrication and Installation of new signage at St. Michael's and Siringo entrances.
- Adopt Metropolitan Redevelopment Area Plan w/ Commissioner Authority.
- Launch RFP for 100% Affordable Low Income Housing Tax Credit (LIHTC) Project.
- Complete the demolition of the Student Apartments on tract H-1B.
- Contract for the demo of Kennedy Residence Hall and Luke Science Center (Tract K-1B).

What are the goals that are to be accomplished for your department/division in 1 year?

In the coming year, our department is focused on executing a series of strategic initiatives that will accelerate the Midtown redevelopment process, strengthen community partnerships, and enhance the site's readiness for investment and development.

- Secure funding for Horizontal Infrastructure, the agency requires 77 million dollars to

complete all of the infrastructure, including Arroyo and the central park, construction management, and a 15% contingency at this time.

- Open second period of direct disposition of property.
- Negotiate Disposition and Development Agreements (DDAs) with Exclusive Negotiation Agreement developers (David Perez with the New Mexico Innovation Hub and Dr. Glenn Erikson with Blue Mesa Center for the Arts).
- Enact Tax Increment Financing (TIF) Legislation & solidify City of Santa Fe TIF Governance.
- Completion & Adoption of the Hopewell Mann Neighborhood Stabilization Plan (HMNSP).
- Continue regular groundskeeping plan – past programming occurred quarterly to address critical areas. MRA & PW engaged Francos Landscaping as of 12/2/2025 for 2x a month to achieve a better presentation to constituents and potential developers.

Any final thoughts, or any additional information the incoming administration should be made aware of?

Over the past year, despite transitions at the highest level, the Agency has been able to go out for direct disposition of property, receiving development proposals with community benefits that align with the redevelopment plans. In addition to the disposition of land, the agency has helped achieve the following:

- Ground-breaking on Arthouse and the first phase of the Aspect Media Village development with a diversified tenant portfolio.
- Our Metropolitan Redevelopment Commission is on its way to adopting a Metropolitan Redevelopment Area Plan which will propose tax increment financing and the authority of commission members.
- The kick-off of Santa Fe's first neighborhood stabilization plan (HMNSP) with the intent to adapt the approach to other adjacent neighborhoods.
- Updated branding for light pole banners and permanent signage.
- The unanimous adoption of a Master Plan amendment allowing for increased community benefit and housing units permitted throughout the site.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Melissa McDonald

Position Title: Parks and Open Space Division Director

Transition Team Representatives: Gudrun Hoerig and Donna Rivera-Atencio

Date: 12-29-25

What are the strengths of your department/division?

Broad Operational Scope and Budget Responsibilities

The Parks & Open Space Division manages one of the City's largest and most complex operational groups, including maintenance of 77 parks, 585 medians, 125 miles of trails, extensive open-space, 282 miles of waterways including city owned and maintained river and watershed infrastructure, MS4 permit compliance, citywide special-event permitting, a Park Ranger program, and the Municipal Recreation Complex (MRC) including the Marty Sanchez Links de Santa Fe Golf Course. This breadth requires coordinated capital delivery, regulatory compliance, and daily maintenance across diverse asset types. The Division is supported by a \$24 million operating budget, funded through a combination of General Fund operations, GRT-supported investments, grants, stormwater service charges, and enterprise functions, for daily operations that meet community expectations for safe, accessible, and well-maintained public spaces.

Data-Driven Operations and Accountability

The Division is successfully transitioning to performance-based service delivery using Level of Service (LOS) scoring, GIS and Customer Relationship Management (CRM) tracking, OpenGov workflows, and time-study data. These tools provide clearer performance baselines, improve transparency, and allow prioritization across parks, medians, trails, open space, watershed projects, the Municipal Recreation Complex.

Demonstrated Improvements in Park Conditions

Field inspections and quarterly reviews show measurable improvements in turf, cleanliness, graffiti response times, and overall park conditions, with some parks improving from LOS 3 to LOS 2.5 (1=best and 5 = poor). Goal is 50% by end of FY26.

Specialized Crews

Teams such as the Park Action Crew (PAC), horticulture, Integrated Pest Management (IPM)/canopy management, irrigation, stormwater inspection, and electrical crews deliver high impact results, rapid response for cleanups and events, and visible community benefits.

Capital Improvement Delivery

The Parks & Open Space Division is currently delivering a robust \$40 million capital improvement and programming portfolio. Key projects include SWAN Park Phase II, the MRC Soccer Valley expansion (design advancing), the Shelby Street Bridge replacement (construction FY26), and Fort Marcy Park improvements (culvert extension, ADA, tree, and facility upgrades), as well as the Gateway Median Beautification (phase 1 construction beginning in FY26) creating standardized templates to unify arterial corridors and reduce long-term maintenance. River & Watershed section is managing \$6 million in FEMA design grants and Clean Water State Revolving loans to advance arroyo stabilization projects, with an updated citywide master drainage list scheduled for completion by the end of FY26.

Volunteerism

The City benefits from strong public interest in parks, trails, and open space, with recurring volunteer participation in cleanups, tree planting, and special events. Parks partnerships with non-profits have been successful, and continued collaboration—including Keep Santa Fe Beautiful, Friends of the Dog Park, Santa Fe Pickleball Club, Santa Fe Watershed Association, Trash Pandas, Friends of the Santa Fe River, Santa Fe Conservation Trust, Fat Tire Society, and iRIDE NM—this provides a strong foundation for community-based stewardship and engagement.

Community Involvement and Outreach

Community involvement is a core strength, supported by active partnerships and strong public participation. The Municipal Tree Board, Arbor Day plantings, an expanding tree inventory, and updated recommended tree list, reinforce long-term urban forestry stewardship and the City's continued recognition as a Tree City USA community. The River Commission advances a healthier, more connected Santa Fe River through stewardship and public education, while the Park Ranger program supports community engagement through litter reduction and beautification outreach.

Community Gardens further promote public health and neighborhood connection through shared stewardship. Strong support from sports leagues and the growing racquet-sports community adds volunteer capacity, advocacy, and high park use, reinforcing parks as essential community assets.

Alignment with New Administration Priorities

The Division is aligned with the new administration's focus on Key Performance Indicators (KPIs), needs-based budgeting, and operational reform, and staff are adapting well to new systems in anticipation of these expectations.

What are the weaknesses of your department/division?

Significant Deferred Maintenance Backlog

An estimated \$80 million in deferred maintenance across parks and open space—irrigation systems, ADA routes, playgrounds, drainage, and aging facilities—reduces reliability, accessibility, and public confidence.

Staffing Pressure in Key Programs

Current staffing levels support baseline operations, with overall service delivery averaging LOS 3 (1 = best, 5 = poor). Elevated and expanding demands for field crews, special events support, and ranger coverage limits responsiveness and capacity. Targeted GRT funding temporarily improves performance; however, without sustained funding, service levels fluctuate and gains are not maintained.

Workforce Skill and Education Gaps

Some employees have limited formal education and weak administrative, technical, and customer-service skills, placing added burden on supervisors, managers, and administrative staff. This is improving by providing training opportunities.

Operational Focus

Effective service requires disciplined prioritization and adherence to scheduled, routine maintenance, with immediate response reserved for public safety and operational risks. Reactive drift—frequent shifts from planned work to ad hoc requests—reduces efficiency,

delays core maintenance, and undermines overall service delivery.

Inconsistent Supervisory Leadership

Variability in supervisor-level leadership has contributed to mixed messaging, uneven standards, and reduced accountability. To address this, structured and routine communication across supervisory staff is being implemented, along with standardized checklists and formal Standard Operation Procedures (SOP). This is ongoing, foundational work that will take time to fully build and embed, but it is intended to align expectations, clarify roles, and reinforce consistent direction, decision-making, and follow-through across teams.

What are the opportunities of your department/division?

Needs-Based Budgeting and LOS Alignment

Replacing historical averages with LOS and KPI metrics and time-study data creates a clear pathway to justify staffing, equipment, and capital funding that reflects actual service demands.

Strengthening Capital Delivery and Funding Capacity

The Capital Project Team—comprised of Parks Project Managers, the River and Watershed Section, and the MRC Management—is improving project tracking and reporting within Parks & Open Space while expanding grant pursuits and alternative revenue sources to support capital investment and reduce reliance on base funding. Where appropriate, grant matching opportunities are being leveraged, including through strategic partnerships with nonprofit organizations, to advance funding for park amenities and asset improvements.

Targeted Deferred Maintenance Investment

Targeted investment would reduce safety and ADA risks, LOS, and strengthen public trust. Strategic upgrades to river and watershed infrastructure would also advance hazard mitigation by reducing flood risk, improving drainage stability, and improve water quality.

Future Staffing to Meet Growth and LOS Expectations

Proposed new park amenities present an opportunity to introduce innovative and engaging features that reflect evolving community needs and preferences, while aligning with the City's General Plan update. These improvements are being shaped through robust, bilingual community outreach efforts to ensure broad participation and inclusive input, strengthening community ownership and long-term success.

To support growth and meet LOS and KPI expectations, two new five-person maintenance crews will be required in expanding service areas such as Tierra Contenta, Las Soleras, and Los Prados. Upcoming capital projects—including the Municipal Recreation Complex expansion and SWAN Park Phase II—will add operational demands that require corresponding staffing and budget support. Anticipated staffing and operational impacts will be presented to the Governing Body in advance of project approvals to ensure alignment between capital investment, service delivery, and long-term sustainability.

Youth Program Fee Review and Transparency

There is an opportunity to review and potentially adjust youth league fees to better reflect the true cost of delivery service. While the Governing Body has historically supported these programs through intentionally low fees, this support functions as an unfunded and often unrecognized subsidy as participation and operational demands increase. A fee review would clarify public investment, improve fiscal sustainability, and support long-term program

delivery.

Structural Rebuild of Rangers and Special Events

Reorganizing and adequately staffing the Special Events and Ranger teams would strengthen public safety, improve customer service, enhance volunteer coordination, and reduce burnout and overtime costs. Given the Governing Body's interest in expanding events and community engagement, program capacity must be aligned and structured to meet these expectations.

Interdepartmental Integration and Code Alignment

Stronger coordination between Land Use and Public Works during the code rewrite and DRT processes presents an opportunity to align new regulations and code with long-term maintenance realities, LOS objectives, and lifecycle costs, reducing future operational strain.

GIS and OpenGov Advancement

Advancing ESRI GIS programming across Public Works and supporting dedicated GIS capacity within each division will improve data consistency, reporting, and transparency, enabling better planning, performance tracking, and decision-making across departments.

Community Participation and Volunteerism

There is a significant opportunity to expand park adoption programs, formalize partnerships with nonprofit organizations, and establish clear, accessible pathways for individual, group, and HOA participation. Leveraging programs—such as Keep Santa Fe Beautiful, Fat Tire Society, IRIDE, Friends of the Dog Park, SF Watershed Association, and Runoff to Roots—can better coordinate volunteer efforts, increase participation, improve maintenance outcomes, and strengthen shared stewardship of public spaces.

What are the threats to your department/division?

Deferred Maintenance Liability and Risk

ADA deficiencies, aging infrastructure and facilities, irrigation failures, lack of proper equipment, and unsafe surfaces increase tort exposure, public safety risk, and long-term repair costs.

Budget Process Misalignment

Parks & Open Space supports a shift toward needs-based budgeting tied to LOS and KPIs; however, the current practice of resetting baselines early and relying on three-year averages undermines departments and divisions experiencing growth, new assets, and rising service demands.

Fiscal-Year Rollovers and Procurement Delays

Citywide fiscal-year rollovers disrupt vendor relationships, risk job stoppages, and undermine contractor confidence, directly impacting project delivery and maintenance continuity.

Outdated HR & Financial Process

Position Only Personnel Action (POPA) are not integrated with city financial software, MUNIS, creating duplicative work, inefficiencies, and reporting gaps that burden managers and delay personnel actions. Grant processes can be slow and laborious in turnaround times due to needing governing body approval, Budget Adjustment Requests (BARs), Project Ledger IDs (PLIDs)—process remains unclear and overly sequential, slowing approvals.

Climate-Driven Stressors

Heat, drought, fire risk, flooding, storm intensity, and weed surges increase workload volatility and accelerate infrastructure deterioration.

Land Use Code Misalignment

Without Parks & Open Space input on code rewrite and DRT processes we risk imposing long-term maintenance burdens or conflicts with LOS and KPI objectives.

Gaps in Special Events

The Special Events team currently supports 315+ events annually, demonstrating strong demand and a high level of staff commitment. Establishing a clear program section would significantly improve coordination, accountability, and responsiveness, strengthening customer satisfaction and service quality. Any expansion in event volume will require thoughtful program design, creative operational approaches, and additional staffing to ensure sustainable growth.

Risk of Underutilized Volunteer Capacity

Without structured volunteer programs supported by designated staff or partner organizations and clear expectations, participation may remain episodic, leading to volunteer fatigue and missed stewardship opportunities. Volunteers also require coordination and oversight; without proper structure, this responsibility can divert limited crew time from core maintenance tasks. As maintenance needs grow and staff resources remain constrained, underutilizing—or inefficiently managing—volunteer capacity poses an increasing operational risk.

Rising Public Expectations

Demand for higher-quality parks, events, and amenities continues to grow faster than available staffing, funding, and administrative capacity.

What are the resources needed for your department/division? i.e., budget, training, staff

To meet citywide service expectations and support expanding responsibilities, the Public Works, Parks & Open Space teams require strategic investment in core operational capacity:

- Staffing must be expanded, particularly within maintenance crews and customer service functions. As new projects come online and deferred maintenance increases service demands, current staffing levels are no longer sufficient. Without adjustments aligned with national standards and operational needs, levels of service will decline.
- The current reliance on one-time GRT allocations is helpful in filling immediate gaps but makes it difficult to plan effectively or reliably sustain performance over time.
- Two new five-person maintenance crews are needed to meet LOS and KPI targets in growth areas such as Tierra Contenta, Las Soleras, and Los Prados
- Reduce deferred maintenance backlog through targeted capital funding with risk-based prioritization.
- New Public Works Director should be well versed in obtaining capital funding (ICIP, Impact Fees, and grants) to continue to support the many demands of public facilities.
- Continued skills training with all employees. HR and Risk and Safety have been offering appropriate courses. Parks would like to see expanded wintertime offerings.
- Investment in critical IT and computer hardware and software is necessary to support operations. Divisions are currently expected to fund the majority of these items directly from their budgets, and this cost responsibility should be clearly understood and planned for. Delays in assignment of phones and computers can be challenging for

onboarding new employees.

- Establishing regular, predictable equipment replacement schedules is essential to maintain service levels and avoid operational disruptions. Currently, equipment replacement is addressed through one-time Gross Receipts Tax (GRT) funding, dependent on availability, rather than through a structured lifecycle replacement program.

What are the goals that are to be accomplished for your department/division in 90 days?

- Onboarding Administrative Manager, Contract Administrator, and Ranger team.
- Provide Feedback for Land Use Code Rewrite: focus on parkland standards, stormwater, trails, street trees, and maintenance requirements are technically sound.
- Participate in a needs-based budgeting using KPIs
- Document top-priority deferred maintenance projects and participation in legislative process
- Prepare athletic fields for spring play
- Irrigation turn-on
- Be prepared for winter storms (shoveling and deicing)
- Complete winter project list (pruning, adding bark to playgrounds, fence repair, bollard replacement)

What are the goals that are to be accomplished for your department/division in 6 months?

- Continuing administrative stabilization through staff onboarding and rebalanced workloads
- Achieve or exceed LOS target: 50% of parks/medians at LOS 2.5.
- Complete Stormwater Master Plan Drainage list
- Complete construction of Arroyo de Los Chamisos Urban Trail Repair at Rodeo Rd, construction of Santa Fe Botanical Gardens Repair, and construction of Arroyo San Antonio at Maez Rd Repairs
- Successfully completed capital construction and installation for the La Resolana tot lot and the La Tierra MX Track improvements, enhancing recreational amenities for the community.
- Advance designs for SWAN II, MRC Soccer Valley, median beautification project
- Advance green infrastructure integration citywide, in partnership with other departments and non-profit partners
- Complete backflows prevention upgrade (bring up to code)

What are the goals that are to be accomplished for your department/division in 1 year?

- Complete implementation of GIS-driven work orders across parks, medians, trails, and stormwater.
- Participate in an annual reporting structure: LOS, KPI scorecard, staffing/time study updates, stormwater compliance metrics.
- Prioritize and begin construction of SWAN II Phase II, MRC Field Expansion

- Complete installation of Water History Museum and Park signage project
- Substantial completion of Median Beautification project- Phase 1
- Substantial completion of Arroyo de Los Chamisos Urban Trail Repair at VoTech Rd
- Substantial completion of Santa Fe River Repairs at Cristobal Colon
- Stabilize Ranger operations with full staffing, training, SOPS, and support systems.

Any final thoughts, or any additional information the incoming administration should be made aware of?

The Parks & Open Space Division is operationally strong, increasingly data-driven, and delivering measurable, visible improvements across the system. The primary risks are capacity-related rather than performance-based, including deferred maintenance, administrative bottlenecks, staffing limitations in key programs, workforce training gaps, and system growth that continues to outpace available resources. Addressing these challenges will require targeted investment, strategic staffing expansion aligned with established Levels of Service (LOS) goals and performance metrics, continued process refinement, and ongoing alignment with Governing Body and community expectations.

The Division also supports exploration of a merit-based compensation framework that provides meaningful recognition for employees who demonstrate strong performance, initiative, teamwork, results-driven outcomes, and commitment to ongoing education and training. Aligning compensation with measurable outcomes would reinforce accountability, support KPI-driven management, and help attract, retain, and motivate a high-performing workforce as operational demands continue to grow.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Thomas J. Grundler

Position Title: Deputy Chief of Police, Operations Division, Santa Fe Police Department

Transition Team Participants: David Gomez, George Anaya

Date: 12/10/2025

What are the strengths of your department/division?

The Police Department regularly trains officers in de-escalation, crisis intervention, use of force, investigative skills, and cultural awareness. We have a leadership team that promotes accountability and professional development.

The department has many specialized units with advanced expertise (K-9, investigations, traffic, intelligence, narcotics, unmanned aircraft systems, crisis negotiations, bike team, emergency response team, alternative response unit, etc.)

SFPD maintains strong interagency collaboration with the FBI, U.S. Marshals, the New Mexico Organized Retail Crime Association, the New Mexico State Police, the Santa Fe County Sheriff's Office, and many others. These cooperative relationships with nearby police departments, sheriffs' offices, and state and federal partners help our department pool resources and connect crimes that affect everyone in our community.

We have used a data-driven and evidence-based approach to address crime. The use of crime analytics, mapping, and intelligence-led strategies has enhanced our ability to analyze crime trends and deploy resources more effectively. The department continues to emphasize measurable outcomes and continuous improvement.

The department has been and will continue to be committed to ethical standards and accountability. We have clear policies and strive to enforce all laws consistently within the City of Santa Fe. Our Body-worn camera program and transparent complaint review processes add to the internal culture that values integrity and public service.

Modern equipment and technology, including updated vehicles, communication tools, protective equipment, digital reporting systems, and mobile data terminals, keep our department aligned with current industry standards. The use of surveillance, drones, or automated license plate readers (as appropriate and lawful) helps both solve and deter crime by making it clear that you will not get away with it in our city.

Our department remains committed to public safety and problem-solving, using proactive patrol strategies that deter crime. Collaborative efforts to address root causes (homelessness, substance abuse, domestic violence) with our Alternative Response Unit.

In short, our people and increased use of technology are our strengths.

What are the weaknesses of your department/division?

Being data-driven is essential, but it must be balanced with a strong emphasis on community policing. Effective community policing requires meaningful engagement with the community, which in turn depends on the department's ability to be proactive. Proactivity hinges on having sufficient personnel to respond to calls for service while simultaneously building relationships that foster trust and collaboration. The community must feel invested in protecting itself and its neighbors.

Our department must improve outreach and actively listen to community concerns and suggestions. When a police department truly engages with its community, residents feel like partners in public safety rather than victims being ignored.

Internally, we must also improve our processes to meet increasingly stringent legal standards that make prosecuting criminals more challenging. The new Court Management Order (CMO), effective January 1st, has resulted in higher dismissal rates in other jurisdictions. To prevent this, officers must respond promptly to requests, conduct thorough investigations, and meticulously document and submit evidence. To support this effort, we requested—and were granted—five additional civilian positions to manage the increased workload. These positions must be filled and personnel adequately trained to comply with the new standards.

Staffing and resource constraints continue to impede our ability to meet these objectives. The Santa Fe Police Department has not seen a significant increase in staffing in the 22 years I have served. Chronic understaffing contributes to burnout and slower response times. While recent efforts to fill vacancies have mainly been successful, our current staffing levels still fall short of meeting the needs of a growing community. Addressing staffing and resource gaps is essential to maintaining effective policing, both proactively and in response.

What are the opportunities of your department/division?

Strategic Priorities for Modern Policing & Community Engagement

1. Strengthening Community Trust & Engagement

- Goals: Build stronger relationships with residents and local stakeholders.
- Actions:
 - Expand community policing programs.
 - Partner with schools, businesses, and community organizations to enhance public safety initiatives.
 - Increase transparency through outreach, public dashboards, and citizen academies.
- Expected Outcomes: Greater community trust, enhanced public safety, and stronger resident partnerships.

2. Leveraging Technology & Modernization

- Goals: Improve operational efficiency and responsiveness.

• Actions:

- **Adopt advanced analytics tools such as predictive analytics.**

- Implement technologies including Shot-Spotter, Drones as First Responders (DFR), and real-time crime centers.

- Expected Outcomes: Faster response times, better crime prevention, and data-driven decision-making.

3. Training & Professional Development

- Goals: Develop future leadership and enhance departmental capabilities.

- Actions:

- Continue comprehensive officer training programs.
- Offer cross-agency training with fire/EMS and federal partners.
- Integrate emergency management exercises into training curricula.

- Expected Outcomes: Highly skilled personnel prepared for complex, multi-agency emergencies.

4. Expanding Interagency Collaboration

- Goals: Improve coordination and information sharing across jurisdictions.

- Actions:

- Establish information-sharing agreements with neighboring jurisdictions.
- Increase cooperation with mental health and social services for co-response models via the ARU.

- Expected Outcomes: Streamlined operations, better crisis response, and holistic community care.

5. Data-Driven Operations & Efficiency

- Goals: Optimize resource allocation and monitor departmental performance.

- Actions:

- Use performance metrics to guide patrols and resource deployment.
- Expand early-warning systems to track crime trends and officer workloads.

- Expected Outcomes: More effective policing, improved workload management, and measurable operational efficiency.

6. Policy Innovation & Legitimacy

- Goals: Meet modern public expectations for transparency, fairness, and accountability.

- Actions:

- Evaluate and innovate policies to improve legitimacy.
- Respond proactively to community feedback and reform initiatives.

- Expected Outcomes: Enhanced public confidence and legitimacy, alignment with community expectations.

What are the threats to your department/division?

Law Enforcement Challenges & Threats

1. Crime Trends and Threats

- Rising violent crime, organized crime, and property crime strain resources. • Criminals use encrypted communications, cyber tools, and advanced counter-surveillance tactics.
- Growth of transnational crime networks complicates local enforcement.

2. Workforce Challenges

- Declining interest in law enforcement careers.
- High turnover due to stress, burnout, and retirement waves.

- Difficulty competing with other agencies offering higher pay and better benefits.

- Increased workload reduces proactive policing and community engagement. 3.

Community Relations & Public Perception

- Negative media coverage or high-profile incidents can erode public trust.
- Legislative and policy changes (e.g., bond reform) affecting public safety expectations.

4. Technological & Cybersecurity Risks

- Dependence on digital systems exposes departments to ransomware, data breaches, or system outages.
- Compromised evidence databases or body-worn camera systems can lead to case failures.
- Outdated equipment, radios, vehicles, and forensic technology hinder operational efficiency.

5. Officer Safety & Operational Threats

- Rising assaults on officers and ambush-style attacks.
- Growing availability of firearms and high-powered weapons.
- Strain from increased workload can lead to low morale, inconsistent leadership, and apathy.

6. Infrastructure & Emergency Preparedness

- Vulnerable facilities and communication networks.
- Potential underpreparedness for natural disasters (fires, floods, mass-casualty events).

What are the resources needed for your department/division? i.e., budget, training, staff

We have learned to do more with less; however, there is a limit to how far that can take you. I believe a budget increase is inevitable if we are to grow with our community and expand our staffing to meet the city's needs.

1. Budget Resources

A law enforcement division generally requires funding in these key categories: A. Personnel Costs

- Salaries and overtime
- Benefits (health, retirement, insurance)
- Recruitment and background investigations
- Uniforms and duty gear

B. Operational Costs

- Vehicle acquisition, maintenance, and fuel
- Technology systems (CAD, RMS, body-worn cameras)
- Communications (radio systems, dispatch support)
- Office equipment and supplies
- Facility maintenance (stations, substations, evidence rooms)

C. Capital Expenses

- Patrol vehicles, specialty units (SWAT, K9, marine, aviation)
- Weapons and tactical gear
- Mobile command units or specialized equipment
- Building improvements and construction

D. Training & Professional Development

- Certification courses (firearms, defensive tactics, first aid, crisis intervention)
- Supervisory/leadership development
- Specialized training (cybercrime, forensics, investigations)
- Travel expenses for training or conferences

2. Staffing Resources**A. Sworn Personnel**

- Patrol officers/deputies
- Supervisors (sergeants, lieutenants)
- Detectives/investigators
- Specialized units:
 - K9 handlers
 - Traffic/motors
 - SWAT/ERT/CIT/EOD/tactical response
 - Community policing
 - Narcotics
 - Intel Unit
 - Unmanned Aircraft Systems UAS Team
 - Bicycle Patrol Team

B. Civilian Personnel

- Records and evidence technicians
- Crime analysts
- Administrative support
- Fleet/IT support technicians
- Training coordinators

C. Leadership Positions

- Division commander/chief / captain
- Unit supervisors
- Training/standards officers

3. Training & Development Resources**Mandatory/Recurring Training**

- Firearms qualifications
- Use of force and defensive tactics
- First aid/CPR/trauma care
- Crisis intervention/de-escalation
- Legal updates

Specialized Training

- Tactical operations (SWAT, negotiations)
- Investigations (homicide, forensics, digital evidence)
- Traffic enforcement (DUI, accident reconstruction)
- Leadership and management development
- Community engagement and cultural competency

Technology Training

- CAD/RMS systems
- Body-worn camera systems
- Cybercrime tools
- Evidence management software

4. Equipment & Technology Resources**A. Field Equipment**

- Duty weapons and ammunition
- Tasers, OC spray, batons
- Body armor
- Body-worn cameras
- Radios and communication gear
- Flashlights, restraints, medical kits

B. Vehicles & Vehicle Equipment

- Patrol vehicles, motorcycles, bicycles
- In-car computers (MDTs)
- Radar/LIDAR units
- Vehicle-mounted cameras
- Specialty vehicles (SWAT, ATV, UTV)
- Drones

C. Technology & Software

- Computer-Aided Dispatch (CAD)
- Records Management Systems (RMS)
- Evidence tracking systems
- License Plate Readers
- Digital forensics tools
- Analytics and intelligence platforms

5. Facility & Infrastructure Resources

- Police stations, substations, and community outreach centers
- Evidence storage facilities (secure and climate-controlled)
- Training facilities (ranges, simulators, classrooms)
- Detention/holding areas
- Vehicle maintenance facilities
- IT/Server rooms

6. Community & Interagency Resources

- Partnerships with local government and public safety agencies
- Public outreach and education programs
- Mutual aid agreements
- Mental health crisis response teams
- School and community organization collaboration

What are the goals that are to be accomplished for your department/division in 90 days?

Investigations Section:

The Investigations Section has begun proactive operations targeting organized retail crime within the city, producing excellent results. These operations have also uncovered additional investigations into interconnected crimes. I expect this effort to continue expanding over the next 90 days.

Support Operations Section:

Within the next 90 days, the Support Operations Section will be nearly fully staffed, including a complete bicycle patrol team, DWI team, and traffic team. These proactive units have not been at full capacity in recent years, and their full deployment will enhance our operational effectiveness.

Patrol Section:

The Patrol Section has new leadership, and developing our new lieutenants and sergeants is a top priority. This includes enhanced supervisor training in documentation, coaching, and performance management. Increasing proactive patrols in high-crime and high-concern areas remains essential.

Overall Focus:

During this period of administrative transition, it is critical to keep everyone focused on the tasks at hand and maintain momentum across all units.

What are the goals that are to be accomplished for your department/division in 6 months?

1. Improve Public Safety & Crime Reduction

- Reduce targeted crime categories (e.g., burglary, auto theft, violent crime) by a specific measurable percentage (e.g., 5–10% reduction).
- Increase proactive patrols in identified hot spots using crime-analysis data.

Implement or update problem-oriented policing strategies for recurring issues. 2.

Strengthen Community Relationships

- Hold monthly community outreach events (town halls, Coffee with a Cop, youth engagement, business safety meetings).
- Increase positive non-enforcement contacts by a defined number.
- Launch or expand community feedback tools (surveys, neighborhood apps, social media updates).

3. Training & Professional Development

- Ensure all officers complete scheduled mandatory training (e.g., de-escalation, use of force, mental health response, bias-free policing).
- Provide additional specialized training (investigations, traffic crash reconstruction, cybercrime, leadership courses).
- Develop a new in-service training calendar.

4. Enhance Operational Efficiency

- Streamline and update report-writing workflows or evidence submission processes.
- Implement new technology or upgrade existing systems (body cams, CAD/RMS, license plate readers, drones, digital evidence tools).
- Reduce response times to priority calls by a measurable target.

5. Personnel & Staffing Improvements

- Recruit and onboard new officers or support staff to fill vacancies.

- Improve retention by implementing wellness programs, mentorship, or career development plans.
- Conduct performance evaluations for all personnel within the six-month window.

6. Policy & Compliance Updates

- Review and update department policies to align with new laws, accreditation standards, or best practices.
- Prepare for accreditation or re-accreditation (CALEA or state equivalent).
- Increase internal audits for use-of-force reporting, evidence rooms, or vehicle pursuits.

7. Special Initiatives (Depending on Division)

Patrol Division

- Increase traffic enforcement on high-collision corridors.
- Launch seasonal initiatives (holiday DUI patrols, school-zone enforcement).

Investigations Division

- Reduce active caseload backlog.
- Improve case clearance rates by a specific percentage.
- Implement new interviews or forensic protocols.

Community Policing/Outreach

- Expand neighborhood watch programs.
- Launch youth mentorship or at-risk intervention programs.

Special Operations (Narcotics, SWAT, etc.)

- Conduct targeted operations based on intelligence-driven priorities.
- Update specialty equipment and conduct quarterly scenario-based training.

What are the goals that are to be accomplished for your department/division in 1 year?

One-Year Goals for a Patrol Section

1. Reduce Crime and Improve Public Safety

Goal: Reduce priority crimes (e.g., burglaries, violent crime, traffic fatalities) by a measurable percentage.

Possible objectives:

- Increase directed patrols in identified hot spots by 15–20%.
- Deploy problem-oriented policing initiatives targeting recurring issues.
- Improve response times to priority calls by 10%.

2. Strengthen Community Engagement

Goal: Build trust and relationships between officers and the community.

Objectives:

- Conduct at least one community meeting or outreach event per month.
- Implement a patrol-based business contact program (e.g., 10 business checks per shift).
- Increase positive, non-enforcement contacts by 25%.

3. Enhance Officer Training & Professional Development

Goal: Ensure officers are well-trained, confident, and consistent.

Objectives:

- Annual recertification for all mandated training (use of force, legal updates, de-escalation).

<ul style="list-style-type: none"> • Quarterly scenario-based training in de-escalation, crisis response, and tactical skills. • Leadership development for senior patrol officers/field training officers.
<p>4. Improve Operational Efficiency & Accountability Goal: Increase productivity and consistency in patrol operations. Objectives:</p> <ul style="list-style-type: none"> • Reduce average report completion time by 15%. • Implement or enhance early intervention systems for performance indicators. • Strengthen supervision through monthly squad performance reviews.
<p>5. Strengthen Traffic Enforcement & Safety Goal: Reduce crashes, fatalities, and hazardous driving. Objectives:</p> <ul style="list-style-type: none"> • Increase DUI and seatbelt enforcement by 10–20%. • Conduct quarterly targeted traffic safety operations. • Reduce high-accident intersection collisions by 5–10%.
<p>6. Upgrade Equipment, Technology & Officer Safety Tools Goal: Modernize patrol resources to improve effectiveness and safety. Objectives:</p> <ul style="list-style-type: none"> • Ensure all officers have functioning body-worn cameras and regularly review footage. • Replace aging vehicles or equipment as needed. • Deploy new technology (license plate readers, in-car cameras, etc.) if feasible.
<p>7. Enhance Mental Health & Crisis Response Capabilities Goal: Improve patrol's ability to safely manage mental-health-related calls. Objectives:</p> <ul style="list-style-type: none"> • Maintain 100% CIT-trained officers of patrol staff. • Collaborate with mental health professionals for co-response or follow-up programs. • Reduce use-of-force incidents in mental-health calls by defined targets.
<p>8. Strengthen Officer Wellness & Retention Goal: Improve officer morale, health, and retention. Objectives:</p> <ul style="list-style-type: none"> • Strengthen a wellness initiative (peer support, fitness programs, counseling access). • Formalize a mentoring program for new officers' post Field Training. • Change policy on Wellness time usage so officers can benefit from the time given. As it currently stands, officers must use the time immediately or lose it. Due to the nature of their work, they often have the flexibility to use their time based on professional demands. Allow them to bank the hours to use when they can.

9. Enhance Information-Driven Policing

Goal: Increase the use of data and analytics in decision-making.

Objectives:

- Train all patrol supervisors in basic data analysis and trend recognition.
- Use weekly or monthly CompStat-style reviews to guide deployment.
- Improve data quality by reducing report corrections/rework by 20%.

1-Year Goals for an Investigations Section**1. Improve Case Clearance Rates**

- Maintain clearance rates above national standards.
- Reduce open-case backlog through structured case review and prioritization.

2. Enhance Investigative Quality

- Standardize investigative checklists and reporting templates across detectives.
- Implement or update investigative SOPs aligned with departmental and national best practices.
- Conduct quarterly case audits for compliance and thoroughness.

3. Strengthen Evidence and Forensics Capabilities

- Improve coordination with crime labs; reduce evidence submission turnaround time.
- Ensure detectives receive training in evidence collection, digital forensics, and scene processing.

4. Expand Digital Investigations Capacity

- Train personnel in cyber investigations, digital evidence handling, and the use of analytical tools.
- Acquiring or optimizing the use of software for device extraction, social-media analysis, and data analytics.

5. Increase Community and Victim Engagement

- Improve communication with victims through consistent updates and follow-up protocols.
- Establish a victim liaison program or strengthen collaboration with victim-advocacy agencies.

6. Strengthen Interagency Collaboration

- Formalize partnerships with federal, state, and regional investigative units.
- Participate in joint-task-force operations targeting major crime trends.

7. Professional Development & Training

- Ensure all investigators meet annual training minimums for specialized roles (homicide, sex crimes, financial crimes, etc.).
- Provide advanced interview/interrogation, trauma-informed investigation, and case management training.

8. Modernize Technology & Case Management

- Evaluate and update case-management systems.
- Increase use of analytics, predictive tools, and intelligence-led policing.

9. Improve Operational Efficiency

- Streamline workflow for case intake, assignment, and closure.
- Develop time-to-investigate benchmarks for different crime types.

10. Address Priority Crime Trends

- Set targeted goals based on local crime data (e.g., reducing gang-related shootings, auto theft rings, drug trafficking networks).
- Launch focused initiatives with measurable outcomes.

11. Enhance Officer Wellness & Retention

- Implement workload balancing, mental-health support programs, and recognition systems.
- Reduce detective turnover by improving career development paths.

1-Year Goals for Support Operations Section

A. Traffic Unit Goals

1. Reduce Traffic Collisions

- Decrease overall collisions by 8–10% through strategic deployment and data-driven enforcement.
- Prioritize high-collision areas identified through monthly crash analysis.

2. Increase Visibility & Enforcement

- Conduct a minimum of 2 targeted traffic operations per month (speeding, red-light, school zones).
- Increase traffic stops with emphasis on hazardous driving behaviors.

3. Improve Public Education

- Deliver six community traffic-safety presentations (schools, senior centers, businesses).
- Launch or expand a social media traffic-safety campaign with monthly themes.

4. Implement Technology Enhancements

- Fully deploy or upgrade traffic data collection tools, radar equipment, or e-citation systems.
- Maintain 100% of Traffic Unit personnel training on updated systems, to include auxiliaries.

B. DWI Enforcement Goals

1. Reduce Alcohol-Related Crashes

- Aim for a 10% reduction in DWI-related crashes and injuries.

2. Increase DWI Arrests Through Proactive Enforcement

- Increase DWI arrests by 10–15% through saturation patrols and sobriety checkpoints.
- Conduct at least 10 sobriety checkpoints a year.

3. Strengthen Officer Training

- Certify or re-certify all officers in SFST (Standardized Field Sobriety Testing).
- Train at least two additional officers as DREs (Drug Recognition Experts).

4. Community Outreach

- Partner with schools, bars, and community groups for quarterly impaired-driving awareness events.
- Promote ride-share and designated-driver programs.

C. Bicycle Patrol Team Goals

1. Increase Community Engagement

- Conduct 20 bicycle-based community contacts per month.
- Attend 6 community events representing the Bike Team.

2. Expand Patrol Coverage

- Provide regular patrols in parks, business districts, and areas not easily accessible by vehicles.
- Increase bike patrol hours over the previous year.

3. Improve Team Capability

- Train all team members in tactical bike operations and emergency medical response.
- Acquire or replace essential equipment (helmets, lights, bicycles, safety equipment).

Support Enforcement Operations

- Assist with traffic enforcement, especially distracted driving and pedestrian-safety locations.
- Conduct joint patrols with the Traffic Unit, DWI, and Bicycle Patrol Team at least quarterly.

D. Section-Wide Support Operations Goals

1. Data-Driven Deployment

- Implement monthly performance reviews to adjust staffing and focus based on trends.

2. Inter-Unit Collaboration

- Hold quarterly coordination meetings among Traffic, DWI, and Bike Patrol supervisors.

Develop joint operations focused on problem areas (e.g., nightlife districts, school zones).

Improve Reporting & Accountability

- Achieve 100% timely submission of enforcement statistics, after-action reports, and monthly summaries.

4. Officer Well-Being & Development

- Offer quarterly training opportunities (de-escalation, tactical driving, emergency response).
- Reduce officer injury rates through refresher training and equipment upgrades.

Any final thoughts, or any additional information the incoming administration should be made aware of?

Police Department – Operations Division

The Operations Division is the backbone of the Police Department, directly impacting public safety, community trust, and operational effectiveness. The SWOT analysis highlights key internal strengths and weaknesses, as well as external opportunities and threats, which should guide strategic priorities for the incoming administration.

The Operations Division is well-positioned to meet current public safety challenges but will require sustained attention to staffing, technology, and community engagement to maintain and improve effectiveness. A proactive, data-driven, and community-focused approach will allow the incoming administration to strengthen the division's impact and public confidence.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Jesse Roach

Position Title: Interim Director, Public Utilities Department

Transition Team Participants: Paul Campos and William H. Mee

Date: 1-12-2026

1.0 What are the strengths of your department/division?

NOTE: The SWOT Analysis follows (the first bolded statement was supplied by PUD and the unbolded is the discussion that followed):

1.1 Diverse water supply portfolio with reliable groundwater reserves used to meet over 9000 acre-feet per year of potable water demand.

13,400 Acre Feet Annually (AFA) in 1995 (65,000 population) down to 9,000 AFA (90,000 population). Water Conservation has been excellent. 67 gallons per capita for households; 87-93 when commercial is added in. The four water sources that the City of Santa Fe has is more than most cities have (Santa Fe River, BDD, Buckman wells, city wells). But still Climate Change affects it all. **There are projections of this.**

Leakage is not a problem to the water system; it is less than 10% overall. **There is a report we can send you.** Even on the surface water sources. At the reservoirs it is high enough in altitude that temperature doesn't evaporate. On the flow coming down to the Buckman Direct Diversion (BDD) project the loss rate was rated by the Bureau of Reclamation contractor as being about 1% from Heron to Abiquiu Lake, and about 1% more from Abiquiu to the BDD. So, when we call for a release of 1,000 gallons from Heron, we are only losing 10 gallons to Abiquiu and another 10 gallons to the BDD inlet.

The emphasis in water conservation was always to go after the big water wasters first and then go after smaller users later. First, we thought it was to get the homeowner to stop wasting water and that has been done (first people taking out lawns and xeriscaping in its place; then rebates for toilets, shower heads, etc.). Then we switched to commercial conservation, first across restaurants and hotels. Then other businesses. Now we are thinking of an outdoor conservation program that targets outdoor watering and an expansion of rain barrels.

1.2 Ability to collect and treat approximately 5 million gallons of wastewater per day for discharge to the lower Santa Fe River, non-potable reuse, or eventually indirect potable reuse.

Transition Team Question (Q): How much is required by users downstream? PUD Answer (A): Prior appropriation. Question: How much do you see it increasing? Answer: Not much.

1.3 Efficient and reliable weekly trash and recycling collection for over 74,000 residential bins and 6500 commercial dumpsters, bins, roll-offs, and compactors.

Transition Team Comment: 74,000 residential bins and 6,500 commercial bins. 80,500 total. Pretty constant program not expected to increase much. All those apartments are basically factored into the commercial accounts. Q: Reunity Resources oil recycling program and food waste program; how has this helped? A: Not that much but it is a good way to get stuff out of the waste-stream.

1.4 Ten-year rate increase for wastewater in place starting July 2025.

Q: Where will the 10-year wastewater rate increase take you in terms of a monthly bill to consumer? A: How this is calculated is we take the January, February and March usage under the Ordinance and divide by 3 to get the monthly fee. Then this will go up a small percentage each year.

1.5 Proposed five-year rate increase for water starting February 2026 is in committee review process, with potential approval early in 2026.

Q: There was a four-year water rate increase we believe starting in 2009-2013 which generated a \$110 million fund surplus. Where did this go? A: Paid for BDD improvements.

Q: Ever worry about a 'taxpayer revolt' after now 9 years of increases? A: No.

1.6 New Utility Operator Job Description allows us to "grow our own" operators by creating financially competitive career paths in water and wastewater operation.

Q: Is this In-house training? Is this in cooperation with SFCC Operator's program?

A: We started with crafting better job descriptions and seeking people to fill those. We pay a more competitive rate and get them to be the Lead Operator in 5 years.

1.7 AA+ bond rating from Fitch for both water and wastewater utilities.

Excellent. Q: How are these bonding capacities separate from the overall city's bonding capacity which is affected by the lack of audits (B+)?

A: This is a separate analysis/formula based on the strength of the Enterprise Funds.

1.8 National leader in water conservation.

TT Comment: This is excellent. We have all read Christine Chavez's articles in the New Mexican on the conservation program. Q: But how does it fit into the Water Division?

A: It will be in the new Conservation and Sustainability Division. It will be the Conservation and Sustainability Division, a new Enterprise Fund that will be housed at the Carlos Ortega Community Center on Agua Fria Street because the combined group is too big for the West San Mateo Street location. The new group encompasses the Water Conservation section, the Sustainability Program's two people in the Environmental Services Division, and the Keep Santa Fe Beautiful Program. So, they are going to do a lot of public relations and education. Like we did in Toilet Rebates. Now we are doing dishwasher rebates. We will move into rain barrels. There is a once a year Conservation Fee on the water bill in the winter and the 10-cent bag fee to push reusables.

1.9 City professional staff with consultant support that have a proven track record delivering successful design and construction of large water and wastewater rehabilitation and capital improvement projects.

We have a level of super expertise that has experience with other utilities. When they retire we bring in a temporary consultant until we can regain that staff expertise.

1.10 Good stable of consultants including for financial services, on-call engineering, on-call emergency, and construction services.

The stable of consultants do things for us especially in regards for helping us adjust the enterprise funds and in engineering solutions for water and wastewater.

1.11 Use of data to drive decisions led by data dashboards allowing near real time visualization of data.

Q: Use of data to drive decisions led by data dashboard. Please explain.

A: We have had to breakdown the silos that employees were living in before I became director. For example: there is a weekly phone call that water, wastewater and the County's counterparts, plus any consultants, participate in. Problems are discussed and solutions are proposed. Also, we set the levels for the mixing of water across the 4 water sources mentioned earlier. We talk about the performance of the Pressure Relief Values across the system. Eventually, we want to take this public---even if it is just an Internet website called "Where did your water come from? Then beyond this, we increased the budget for trainings in conferences and team building. One group goes bowling for example.

1.12 Many very strong teams and talented staff across Divisions.

Q: This is a great thing to build on. So how do you do team building? A: See above.

2.0 What are the weaknesses of your department/division?

2.1 Staff with unique skills and qualifications spend too much time involved with internal administrative processes.

Q: How so?

Staff spend too much time doing internal administrative processes, as follows:

Automated timesheets, Financial processes, Procurement Processes, Personnel evaluations, Budgeting, Human Resources and things as simple as address changes require the supervisor to initiate forms.

NOTE TO TRANSITION TEAM SUPERVISORS: Are the Human Resources, Finance and City Manager (even City Attorney Marcos Martinez) providing enough support to the front-line departments/divisions? Each Division is finding that they need an expert in the above processes, like an Intermediate person that can write up a supervisor's request/response/need. Front-line supervisor's do not have these skills or the time to do this.

2.2 Limited (but improving) internal administrative service capacity.

Building the administrative services capacity of each Division is a huge job. The Interim Director says his main job is to insulate the production staff (water, wastewater, environmental services) from being consumed by doing the administrative services functions.

2.3 Aging infrastructure at Paseo Real Water Reclamation Facility.

The trick is to plan for either rehabilitation or replacement for certain parts of the facility. Rehabilitation is cheaper but replacement will last longer. This started with a 1960 construction project but look at an aerial---many new sewer lagoons were made every decade---each one bigger than the older one.

2.4 Outdated utility billing software.

Q: Please describe the outdated utility billing software. At the State, we had legacy systems that you couldn't move away from. What do other cities use? A: Our legacy system is a UCIS-MSDOS system that many cities have used but have all now gotten away from. We are planning the "ADVANCED" system to replace it, as we will discuss in 6.0 Goals.

2.5 High vacancies in some sections resulting in reliance on contract services.

Q: What causes these vacancies? Just after the Pandemic or starting before?

A: We have sort of discussed this but let's look at another example: we were having trouble keeping electricians because of pay issues. Human Resources' Classification and Compensation studies had our electricians lumped into the electricians from facilities maintenance who are more like an electrician wiring or maintaining a home. So, we came up with an Industrial Electrician classification who is working with much higher voltages and critical monitoring systems.

2.6 Long repair time for heavy equipment.

Q: Help us understand this. Where is your facility located? Is equipment too old? Is there an equipment inventory & replacement schedule? Could a mobile mechanic help? Combine with Public Works Department (Roads)? A: It is hard to find mechanics and to compete with the housing construction industry here that has the Caterpillar dealership technicians in Albuquerque on call to Santa Fe permanently (for backhoes, loaders). Dump-truck dealerships are also only in Albuquerque. Trash trucks are typically ordered out-of-state, so no service is available.

3.0 What are the opportunities of your department/division?

3.1 Approved rate increase to fund long term solution to water treatment at Paseo Real Water Treatment Plant.

Q: Carollo, the contractor, estimated \$650 million for a new plant in their study. Dupuis was telling the City Council \$350 million and talking about modules that snap in and out of place as in Las Vegas, Nevada. What are the real figures/variables?

A: The Membrane Batch Plant should be \$220 million.

3.2 New Utility Billing Software with projected go-live in October.

Q: Can you explain the Utility Billing Software?

A: Yes, this relates back to the new ADVANCED software.

3.3 Digital Asset Management Plan software being implemented for water and wastewater with projected go-live in March.

Q: Please explain the Digital Asset Management Plan software.

A: This is an exciting new way of tracking our internal maintenance on tablets that can help protect against breakdowns in the various systems and processes. In inventory it is an integrated software that can keep track of it. Then it can keep track of every pipe and value in the ground. It helps us keep up with maintenance requirements like when do batteries need to be changed?, etc.

3.4 New Utility Operator Job Description allows us to “grow our own” operators by creating financially competitive career paths in water and wastewater operation.

Q: On the New Utility Operator Job Description, does it jive with the standards for certifications? See #1.6. A: Yes.

3.5 Financial resources are available from legal settlement to update water infrastructure at BDD.

Q: How much is the BDD settlement (on design build contract)? A: \$70 million.

Q: Is BDD in the wrong place in the Rio Grande because of sediment intake? There was a 180-day shutdown in the past. What can mitigate this? Could San Ildefonso be approached again for ROW now that they gave ROW for the Aamodt Settlement? There is a concern about White Rock Canyon and Los Alamos Canyon pollution and the chromium plume (so getting the actual BDD intake above these two points in the Rio Grande).

A: These are great points and issues that we are looking at.

3.6 Internal reorganization to create a new Conservation and Sustainability Division.

Q: Tell us about the new Conservation and Sustainability Division. What bureaus and sections would be in it? Does it go across into other Departments? So, rename Department: Public Utilities and Sustainability? What cost is this anticipated to be? Has this been a topic of City Council Committees?

A: It will be funded by the Water Division, ESD, an annual water conservation fee, and the local bag fee. Perhaps eventually a once a year sustainability fee could be added. It will just be within the Department. One of the missions of the new division will be reduction of the City's carbon footprint towards a City Resolution to achieve carbon neutrality by the year 2040.

3.7 Backflow prevention program with projected ordinance introduction in February.

Q: Backflow prevention program Ordinance---for sewer. Flooding in households like that public housing by Larragoite Park has been an issue for a decade. Water should be stopped by meter.

A: No, this is for water. When a shutoff in a City water line occurs, it can siphon water from the households. This is going to be a testing of the already required backflow prevention devices every year.

3.8 Active, and cutting-edge long-range water resources planning effort.

Q: We have participated in the long-range water resource planning efforts, and they are good.

- But how to deal with Climate Change and Colorado River shortfalls?
- But how to deal with Santa Fe River Adjudication.
- But how to deal with downstream users?

A: We are in year 4 of our 5-five-plan. Each year in April, we do the presentation: What's up with Water? From the beginning we have been asking the what if scenarios. What if the Rio Grande river flows look like this? What if the population looks like this? We get feedback and then adjust accordingly. We input our historical data, what consultants have told us and the U.S. Bureau of Reclamation.

3.9 Work in PUD represents fulfilling and stable career for individuals interested in science, public health and hands-on problem solving.

Q: Sounds like a good recruitment pitch?

4.0 What are the threats to your department/division?

4.1 Lack of a permanent Department Director.

Q: Can you continue as an Interim Director? Can you supply a curriculum vitae?

A. Yes to both. But truthfully, I was a lot happier as Water Division Director where my background fits in and all the projects are fun. Being the Department Director position is adding three more divisions, that have just as many issues, and 75% more administrative duties.

NOTE TO TRANSITION TEAM SUPERVISORS: *This is where the discussion about creating a Deputy Director in the "General Notes" section at the beginning of this document.*

4.2 Ability to maintain environmental compliance at Paseo Real Water Reclamation Facility (PRWRF) as we move towards extensive rehabilitation or renovation at the plant.

Q: This is essential to maintain environmental compliance at PRWRF during rehab/renovation. Are there EPA exemptions or best practices for construction?

A: We have used those in the past.

4.3 Challenges to successful transition to new Utility Billing Software.

Q: Is this off-shelf or where can you see it being used in other municipalities? Can you run dual systems?

A: We think we will be using all these ideas. ADVANCED is an international utility billing software used by other utilities, but it requires customization to implement our specific billing schedules. We will run dual billing systems for a few months to ensure the new billing system is accurate, but then we will move away from the old one.

4.4 Challenges to successful adoption of Asset Management Plan for water and wastewater.

We discussed the Asset Management Plan in #3.3.

4.5 Difficulty recruiting and retaining CDL drivers and Heavy Equipment Mechanics.

Q: We are wondering if you can partner with a Community College or run Job fairs.

A: There is a job fair planned in January.

4.6 Retirement of key staff.

Filling vacancies and preparing staff to move up is our way of countering this.

5.0 What are the resources needed for your department/division? i.e., budget, training, staff

5.1 See #2.1 (under Weaknesses).

Each supervisor becomes overwhelmed with handling administrative processes. There is a need for assistance with administrative services including:

Human Resources is a central Department. In most organizations, in the private and public sectors, the centralized HR provides the expertise and the other Departments don't need to have a full-time expert in HR just a central liaison officer. There are just too many forms and processes that consume the time of supervisors.

Procurement is governed by the state statute but takes too long.

Budget— I don't see this as administrative, it is central to the function of the utility. Even with a deputy director, I believe the Department Director and Division Directors should be the experts of their budgets and need to be very engaged and familiar with their budgets. The same is true with IT, Fleet-and MUNIS.

5.2 Upper level operators in both water and wastewater

Please reference #1.6 and 3.4

Q: What about a Career Lattice, as opposed to ladder, where you can switch between water and wastewater.

A: We would like to make it as easy as possible for motivated operators to advance, and moving between water and wastewater will ultimately set them up to move up into management, so we would like to create ways to encourage the lattice rather than just the ladder. I like that analogy.

6.0 What are the goals that are to be accomplished for your department/division in 90 days?

6.1 Meet all regulatory requirements for water, wastewater and environmental services.

Transition Team Comment: This is a "Given." Cannot be anything less.

6.2 Completion of the RFP process for progressive design build of new WWTP.

Q: What are the take-aways from the RFI process that you did?

A: They were incorporated into the RFP.

6.3 Completion of SWOT analysis on each WWTP process.

Q: Please describe?

A: These were a part of developing the Request for Proposals (RFP). If we only have the \$70/\$140 million levels of funding, what do we get for each? How do we move from \$70 into \$140 without losing continuity?

6.4 Release of draft Environmental Assessment for San Juan Chama Return Flow Project.

Q: There was pushback on this by downstream users as to why the Environmental Assessment wasn't a full-blown Environmental Impact Statement. Is this for U.S. EPA or Bureau of Reclamation (BoR)?

A: BoR is our sponsoring agency and we/they must complete an EA or EIS to receive federal funding for the project, and because the project has a federal nexus due to land use and water ownership.

6.5 Production of first monthly report from Environmental Services Division (ESD) on total waste and recyclables collected by month from residential customers.

Q: Why was this the "FIRST Monthly Report from ESD"? Also, curious as to the Recycling Centers. Are they broken out of household/commercial?

A: The Division Director is getting reports from SWAMA, but the Department Director was not receiving any reporting. SWAMA was reporting to its board. Yes, now broken out as Transfer Stations.

6.6 Integration conversion, configuration and testing of ADVANCED Billing system complete.

Q: ADVANCED Double billing? Is this a test? How long to continue it? What if there are discrepancies?

A: We are pretty far along on this, and it looks good.

6.7 Double fill Utility Billing and Customer Service Division Director position.

A: Double fill is necessary for the retirement of Nancy Jimenez.

6.8 Independent budget created for Conservation and Sustainability Division.

Q: Why Independent?

A: Because it will become its own Enterprise Fund as it is separated from the other 3 divisions. It should pay for its own way as it goes forward.

6.9 Acceptance of \$1.25M CEED grant from the state for low-income household energy efficiency improvements.

Q: How are Low Income households determined? How many does it do? Who is contractor?

A: The acceptance of \$1.25 million CEED grant has its own rules that comes with it for the Energy Efficiency in Homes grant.

6.10 Reorganize and improve effectiveness of Keep Santa Fe Beautiful program.

Q: We have both been participants in the Keep Santa Fe Beautiful program, and would be interested in a future report of what changes are proposed.

6.11 Hire 3 new Utility Operators in Water (including BDD) and Wastewater.

TT Comment: Upper level operators---please reference #1.6, 3.4 and 5.2.

7. What are the goals that are to be accomplished for your department/division in 6 months?

7.1 Meet all regulatory requirements for water, wastewater and environmental services.

Transition Team Comment: This is a "Given."

7.2 Under contract for progressive design build of new WWTP for up to \$220M.

NOTE: Seems Mayor-Elect needs to be involved if he is going to be committed to that dollar amount over the next four years. This is out of our paygrade as TT members.

A: This is a progressive design build at 30%. It covers the costs up to a 30% design and after that we can pull out of or stay in to the full 100% design and then decide whether to construct, up to \$220 million.

7.3 Competitive design process for optimal rehabilitation of WWTP for up to \$70M or \$140M underway.

Q: Why the difference in 7.2 and 7.3?

A: 7.2 is a progressive design build with off ramps that will eventually give us a cost for a largely new plant. 7.3 is two other options to see how far towards reliability we can get for partial rebuilds. We are trying to provide three choices to the governing body, how much reliability can we get for \$70M, \$140M, and how much would it cost for a new plant?

7.4 Complete engineering design for San Juan Chama Return Flow Project.

Q: Can this be done before completion or release of the Environmental Assessment (see also #6.4)?

So, this is the "Purple" Pipeline?

What is the Return Flow Credit percentage approved by OSE?

A: Yes and yes. 100%.

7.5 Monthly reports from ESD including total waste and recyclables collected by month from residential customers and total production of recyclable products.

TT Comment: Operations goals same as #6.5.

Q: Does this include inside the chain-link fence collection area at 2995 Agua Fria?

A: Yes.

7.6 Double billing in ADVANCED Billing and legacy billing system.

TT Comment: Same as # 6.6.

7.7 Completion of design for new ESD Operations building.

Q: Where is this at? Why needed? Why this building if “City Hall South” on the 13 acres of Garcia Brothers property on Agua Fria Street at Siler, which could not be constructed during Mayor Gonzales term?

A: Just off of Siler this is a new build on vacant city land. It’s been in the planning for several years.

7.8 Conservation and Sustainability Division located in their new building on Agua Fria.

Q: What new building?

A: Located at the Carlos Ortega Community Center at upper Agua Fria Street.

7.9 Hire 6 new Utility Operators in Water (including BDD) and Wastewater.

TT Comment: please reference 1.6 and 3.4 and 6.11. Q: How was this level picked?

A: No particular levels.

7.10 Increase number of Level 3 and 4 Operators by 5% for the fiscal year.

Q: How would level 3&4 Operators be Increased?

Is there recruitment or internships at Community Colleges?

A: Please reference #1.6, 3.4, 5.2 and 6.11 answers.

8.0 What are the goals that are to be accomplished for your department/division in 1 year?

8.1 Meet all regulatory requirements for water, wastewater and environmental services.

Transition Team Comment: This is a “Given.”

8.2 Work on design for new WWTP underway.

TT Comment: please reference #7.2 and 7.3.

Q: What checks/performance measures and inspections are in place by PUD Department staff in conjunction with City/State staff?

A: We will develop this.

8.3 Work complete on Optimal Rehabilitation for WWTO---for up to \$70-140 million.

TT Comment: See above (also #7.2 and 7.3).

8.4 Environmental permit for San Juan Chama Return Flow Project.

TT Comment: Please see #6.4.

8.5 Monthly reports from ESD including total waste and recyclables collected by month from all customers, and total production of recyclable products.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Sam Burnett

Position Title: Interim Public Works Department Director

Transition Team Participants: Victoria Murphy and Edward Archuleta

Date: 1/12/2026

What are the strengths of your department/division?

Public Works delivers a broad and essential portfolio of municipal services, supporting infrastructure, facilities, public spaces, environmental health, mobility, and daily community operations. This diversity enables the department to respond effectively to routine needs, emergencies, and long-term City priorities.

The department's workforce brings extensive institutional knowledge in operations, maintenance, construction support, contracting, compliance, and public service. Many roles require specialized training, certifications, and licensing, and the department has built strong internal expertise and training pathways that support reliability and reduce reliance on external resources.

Public Works maintains deep knowledge of internal City processes. The department manages a substantial share of the City's contracting and procurement workload, resulting in strong familiarity with legal, financial, and administrative workflows. Staff also have longstanding experience with state and federal funding programs, including appropriations, grants, and regulatory requirements.

Several operational areas demonstrate strong logistical and event-support capabilities, coordinating complex service demands with consistency and professionalism. The department has also shown the ability to resolve compliance findings, strengthen internal controls, and implement corrective-action strategies.

Collaboration is a core strength. Public Works works closely with internal partners, external agencies, and community stakeholders to support coordinated project delivery, long-term planning, and integrated service operations.

What are the weaknesses of your department/division?

Public Works manages one of the City's largest and most complex portfolios. In several areas, staffing capacity, administrative structures, and technology systems have not kept pace with evolving service demands, creating uneven workload distribution and operational bottlenecks.

Project governance practices vary across operational areas. While some units maintain strong documentation and controls, others rely on legacy processes or inconsistent recordkeeping, making it difficult to maintain uniform standards and readiness across the department.

Several service areas depend on hard-to-fill technical roles, including engineers, project managers, and credentialed specialists. Regional competition, licensing requirements, and evolving market conditions make recruitment and retention challenging.

The department also faces difficulty hiring entry-level operational staff. Because the hiring process can take several weeks, applicants often accept other positions before an offer can be extended, reducing workforce stability and increasing strain on current staff.

Foundational infrastructure—including workspaces, equipment, fleet, and building systems—requires reinvestment. Aging physical assets increase maintenance needs, reduce operational efficiency, and elevate the risk of service disruptions.

The department lacks a dedicated, recurring funding source for predictive, preventive, and deferred maintenance. Without stable investment, it is difficult to manage aging infrastructure proactively, increasing long-term costs and operational risks.

Digital tools and workflows are at varying levels of adoption across divisions. Outdated communication platforms, incomplete system integration, and inconsistent use of digital systems hinder modernization and increase administrative burden.

Administrative processes—hiring, procurement routing, contract development, and reporting—remain resource-intensive and can delay project mobilization and service delivery. Several critical workflows depend on decisions outside departmental control, contributing to delays.

High compliance and reporting expectations, especially for grant-funded programs, create administrative pressure when internal support capacity is limited.

What are the opportunities of your department/division?

The transition in administration creates an opportunity to modernize governance structures, strengthen internal alignment, and clarify expectations. Standardizing workflows—particularly for procurement, project development, documentation, compliance, and service requests—will improve efficiency, accountability, and predictability.

Digital transformation remains a major opportunity. Expanded use of asset management systems, real-time operational tools, GIS platforms, dashboards, and automated workflows can improve transparency, decision-making, and customer experience.

Capital planning can be strengthened through consistent scoping practices, condition assessments, and long-range funding strategies. Opportunities also exist to leverage state and federal programs to support fleet modernization, electrification, sustainability, and major infrastructure reinvestment.

Workforce development is a significant opportunity. Structured training programs, supervisory development, certification pathways, and career progression can improve recruitment, retention, and succession planning.

Integrating related operational functions—where appropriate—can improve coordination and create more consistent service delivery.

What are the threats to your department/division?

Growing public expectations for service responsiveness, infrastructure quality, and transparent communication increase pressure on departmental capacity and resources.

Deferred maintenance across multiple infrastructure categories increases the likelihood of unplanned failures and elevates long-term costs. Without sustained investment in preventive maintenance, the City faces rising fiscal and operational risks.

Persistent shortages in specialized technical roles reduce institutional knowledge, inhibit modernization, and increase vulnerability to turnover. Regional competition for certified staff exacerbates these challenges.

Competition for entry-level workers—combined with longer municipal hiring timelines—reduces the department’s ability to fill key positions quickly.

Environmental pressures, climate variability, and severe weather increase demands on infrastructure and maintenance operations.

Fragmented or outdated systems, processes, or technology can limit operational efficiency and hinder modernization. Interdependencies with other departments may delay improvements in accessibility, facilities, or digital infrastructure.

Uncertainty in federal or state funding and regulatory changes may affect long-term planning and program stability.

What are the resources needed for your department/division? i.e., budget, training, staff

To meet service expectations and modernize operations, Public Works requires targeted investments in staffing, training, equipment, workspaces, and digital systems.

Additional staffing resources and competitive compensation strategies—especially for hard-to-fill technical roles—are essential for stabilizing operations. Enhanced administrative and compliance support will strengthen documentation, reporting, and grant management.

Reinvestment in equipment, fleet, and workspaces is needed to support operational reliability and workforce safety.

Improved digital infrastructure—including asset management tools, communication systems, and mobile technology—will enable modern service models and transparent performance reporting.

A dedicated, recurring funding source for predictive and deferred maintenance would allow the City to address aging infrastructure proactively, reduce lifecycle costs, and improve long-term reliability.

What are the goals that are to be accomplished for your department/division in 90 days?

Objective: Stabilize departmental operations during the administrative transition by clarifying leadership roles, aligning expectations, mitigating near-term risk, and establishing a shared foundation for coordination with the incoming administration.

- Stabilize leadership structures and clarify interim responsibilities across all operational areas to support continuity and alignment with the incoming administration.
- Document supervisory structures and identify areas where additional leadership support may be required.
- Establish clear expectations for documentation, communication, workflow standards, and chain-of-command practices.
- Implement a consistent management rhythm, including regular reporting, escalation pathways, and cross-division coordination.
- Strengthen interdepartmental collaboration with Finance, HR, and Land Use to improve administrative processes.
- Review operational and administrative risks and begin implementing mitigation strategies.
- Ensure continuity for ongoing compliance items and regulatory commitments.
- Accelerate recruitment efforts in partnership with HR for hard-to-fill classifications.
- Identify process improvements to reduce delays in entry-level hiring.

What are the goals that are to be accomplished for your department/division in 6 months?

Objective: Strengthen governance, workforce capacity, and operational systems by standardizing core processes, advancing digital tools, and improving organizational consistency to support reliable service delivery.

- Complete an assessment of project governance practices and implement standardized documentation and internal control frameworks.
- Strengthen digital systems across operational areas, including workflow automation, asset tracking, and communication tools.
- Launch or expand supervisory development, mentorship programs, and certification pathways.
- Improve staffing levels through strengthened recruitment pipelines and clearer job expectations.

- Improve cross-division alignment and reduce process delays through shared expectations for project development and compliance documentation.
- Improve responsiveness to service requests through streamlined workflows and modern tools.
- Advance major initiatives through critical planning, contracting, or early implementation milestones.

What are the goals that are to be accomplished for your department/division in 1 year?

Objective: Position the Public Works Department for long-term stability and successful permanent leadership by institutionalizing modern governance practices, strengthening planning and reporting frameworks, and improving alignment between resources, infrastructure needs, and service expectations.

- Prepare comprehensive documentation of departmental systems and initiatives to support transition to a permanent Public Works Director.
- Strengthen long-term succession planning for technical, operational, and supervisory roles.
- Enhance internal communication to reinforce a unified departmental identity.
- Improve external communication to strengthen public understanding of services and project delivery.
- Establish an integrated asset management and performance reporting framework aligned with long-term planning and budgeting.
- Deliver visible improvements in operational efficiency, service reliability, and infrastructure condition.
- Advance capital and operational initiatives aligned with City goals, including fleet modernization, electrification planning, and facility upgrades.
- Improve compliance reliability, documentation consistency, and internal controls.
- Deliver the first annual performance report summarizing progress, operational improvements, and future priorities.
- Strengthen long-term capital planning through standardized scoping practices and early identification of grant opportunities.

Any final thoughts, or any additional information the incoming administration should be made aware of?

EXECUTIVE SUMMARY

The Public Works Department delivers a broad and essential portfolio of municipal services that support the City's infrastructure, facilities, public spaces, environmental health, mobility, and daily community operations. The department's scale, diversity of responsibilities, and depth of institutional knowledge make it a foundational component of City operations and long-term service delivery.

Public Works benefits from an experienced workforce with strong expertise in operations, maintenance, construction support, project management, contracting, compliance, and public service. The department manages a significant share of the City's procurement, contracting, and externally funded work, resulting in well-developed familiarity with internal approval processes, legal and financial requirements, and state and federal funding programs. This experience supports continuity, risk management, and reliable project delivery across a complex operating environment.

The department continues to advance modernization efforts, including asset inventories, digital workflows, GIS tools, condition assessments, and performance tracking. Emerging systems support project management, preventive maintenance, and real-time operational coordination, strengthening documentation, transparency, and data-informed decision-making. Public Works also demonstrates strong interdepartmental and interagency collaboration and a proven ability to resolve complex compliance issues and strengthen internal controls.

At the same time, the department faces several structural challenges common to large public works organizations. Staffing capacity has not consistently kept pace with service demands, particularly for specialized technical roles and entry-level operational positions affected by lengthy hiring timelines. Aging infrastructure, equipment, and facilities increase maintenance demands and operational risk, while the absence of a dedicated, recurring funding source for predictive and deferred maintenance limits the City's ability to proactively manage asset condition and control long-term lifecycle costs. Variability in documentation practices, project governance, and digital tool adoption across operational areas further highlights opportunities for standardization and efficiency.

The current administrative transition presents a meaningful opportunity to strengthen departmental governance, clarify expectations, and align modernization efforts with the priorities of the incoming administration. Near-term goals focus on stabilizing leadership structures, improving coordination, accelerating hiring, and mitigating operational risk. Medium- and long-term goals emphasize standardizing project governance, strengthening digital systems, building workforce and supervisory capacity, advancing capital and maintenance strategies, and positioning the department for a smooth transition to permanent leadership. This transition also provides an opportunity for Public Works to align its governance, modernization, and service-delivery strategies with the priorities of the incoming administration as they are further defined.

Public Works is well positioned to support the incoming administration and will align its service, modernization, and investment strategies with emerging policy priorities as they are defined. With continued focus on governance, workforce stability, and sustainable funding, the department can further enhance reliability, transparency, and service delivery for the community.

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Randy Randall

Position Title: Executive Director, TOURISM Santa Fe

Transition Team Participants: Buddy Royball, Krystle Lucero

Date: December 18, 2025

What are the strengths of your department/division?

1. Department Staff – Quality and Continuity of team – total team 47 including 4 vacancies
2. Brand Awareness of Santa Fe and its moniker, The City Different
3. Over 100 distinct annual events produced in the city
4. From the current lodger's tax budgeted at \$18.1M, TOURISM Santa Fe is funded with \$14.535M plus earned income of \$1.516M and effectiveness of use:
 - a. 26% marketing – advertising and PR
 - b. 24% personnel
 - c. 10% Debt Service
 - d. 10% Capital Improvement
 - e. 30% operational and service Costs
5. Magazine reader poll recognition/accolades, i.e.:
 - a. Tavel & Leisure – top US destination
 - b. Conde Nast #2 small city US destination
 - c. Conde Nast UK #7 destination in World
 - d. T&L #5 destination for art lovers in the world
6. Consistent level of annual earned media in the range of \$20M to \$25M
7. Strong local hospitality network generally very supportive of TSF efforts
8. Condition of Community Convention Center (CCC)
9. New hotels coming into the Santa Fe market
10. Improvements to the Santa Fe Airport with more to come plus additional service

What are the weaknesses of your department/division?

1. Low wage rate for operations personnel, admins and information specialists
2. Increased turnover in the above-mentioned positions
3. High cost of annual expenditure of \$175k for building security
4. Limitation of available office space
5. CCC Building Layout – lack of exhibition and dining space
6. Outdated systems and aging of equipment in CC
7. Homeless activity in Historic District and increasing concern by visitors regarding safety
8. Reduced police presence in the Historic District
9. Transportation issues between Santa Fe and the Albuquerque Airport

What are the opportunities of your department/division?

1. Continued growth in “experiential travel” that aligns with the Santa Fe brand
2. Increase number of direct flights into the Santa Fe Airport
3. Additional collaborations with Pueblos and tribal communities
4. Collaboration with the State Tourism Office for increased international visitation
5. Event growth November through mid-April
6. Move CCC LEED certification from Gold to Platinum
7. Eliminate debt on CCC (\$1.770M) to redirect funds to marketing
8. Find a designated location in the Historic District in support of Urban Alchemy efforts

What are the threats to your department/division?

1. Uncertainty due to national economy and financial concerns of potential visitors – particularly the cost-conscious traveler
2. Potential reduction of funding for State Tourism Department resulting in reduced state marketing
3. Any sort of diversion or change in use of Lodger’s Tax
4. Competing destinations with growing or larger marketing budgets i.e.: Scottsdale, Sedona, Charleston, Savannah
5. Aging of the CCC facilities without any specified capital reserve fund
6. Lack of clarity in level of fund balances for Visit Santa Fe and CCC
7. Unknown and uncontrolled factors such as elimination of scheduled transportation from Albuquerque Sunport to Santa Fe
8. Loss of key staff/personnel
9. Service levels in some hotels and the need for renovation

What are the resources needed for your department/division? i.e., budget, training, staff

Stronger customer service from the city support departments

What are the goals that are to be accomplished for your department/division in 90 days?

1. Implementation of all Route 66 Centennial promotions
2. Revisions to the ranges and rates for the Operations Team
3. Revisions to the Tourism Ranger/Litter Lead Job Description
4. Hire the 4th Convention Services Lead
5. Hire the Data Analyst

6. Complete the Boiler replacement and HVAC Control upgrade
7. Complete the Crestron System improvements budgeted for FY26
8. Issue the ITB for the loading dock subsurface repair
9. Complete and put into circulation the 2026 Visitor Guide
10. Have the CCC user survey system fully implemented

What are the goals that are to be accomplished for your department/division in 6 months?

1. Complete and put into circulation the 2026 Menu Magazine
2. Complete an RFP for the Public Relations Agency of record
3. Execute a second cost-conscious traveler initiative
4. Complete loading dock subsurface repair
5. Get 2nd floor renovation work started

What are the goals that are to be accomplished for your department/division in 1 year?

1. Achieve Lodger's Tax collections in excess of \$18M
2. Increase value of public relations earned media from \$23.6M to \$24.1M
3. Increase paid media ad impressions by 10M from current 414,891,500
4. Ensure Santa Fe remains in the top five destinations in the key reader polls
5. Participate in 16 meeting planner shows and 5 consumer paid admission shows
6. Replace Elevator controls for all 5 CCC elevators
7. Continue Crestron system upgrades
8. Repair or replace chandeliers in all smaller meeting rooms
9. Finish 2nd floor terrace renovation

Any final thoughts, or any additional information the incoming administration should be made aware of?

1. TOURISM Santa Fe has a strong team that has achieved consistent success over the past 12 years and is fully supported by industry partners
2. Tourism in Santa Fe generates an estimated 30% of all GRT revenues for the city and is the largest private sector employer
3. Use of Lodger's Tax is dedicated to this effort and must continue to be dedicated without any changes to ensure the value of tourism to the city continues.
4. TOURISM Santa Fe supports two city committees – Occupancy Tax Advisory Board and Sister Cities

**Michael J. Garcia Mayoral Transition
Administrative Data Collection**

Employee Name: Lia Azul Salaverry

Position Title: Director of Human Services / Youth and Families Division Director

Transition Team Participants: Miguel Angel Acosta Muñoz and Kendal Chavez

Date: 1/5/26

What are the strengths of your department/division?

The Human Services Division's strongest asset is its ability to convene and work through a broad ecosystem of partners, including our resident advisory bodies Human Services Committee (HSC) and Children and Youth Commission (CYC), homelessness and youth-serving nonprofits, the County of Santa Fe, State of New Mexico, philanthropic partners, and the City-County CONNECT/211 network. This partnership orientation expands service reach, strengthens continuity of care, and creates a foundation for shared accountability across government and community systems.

The Division also has meaningful building blocks in place for transparent, resident-facing service navigation. CONNECT provides a public entry point for people seeking help with food, housing, transportation, and other needs, and is being evaluated with UNM to strengthen effectiveness and continuous improvement.

Within the homelessness sphere, our work consistently relies on broad community and stakeholder engagement, including residents, faith-based organizations, businesses, philanthropy, and a wide range of providers and frontline staff, to promote alignment and ensure best practices. This collective collaboration has directly informed and strengthened key components of the local response system, including improvements to Code Blue operations, formalized and enhanced coordination with providers, and targeted efforts to expand emergency capacity.

The Division's youth and family portfolio similarly reflects a clear commitment to equitable investment, with programs designed to reach low-income residents and communities of color. For example, the [Aprende](#) early childhood workforce initiative, in partnership with Santa Fe Community College, has served 905 children (44% low income; 50% BIPOC) while strengthening the educator pipeline.

Together, these efforts demonstrate the Division's ability to adapt and respond quickly when priorities are clear, community partnership is active, and the operational pathways to implementation are supported across the City.

What are the weaknesses of your department/division?

The Division's greatest execution constraints remain internal process bottlenecks within procurement, contracting, legal review, and payment processing, which can slow delivery and unintentionally undermine public trust and partner confidence when timelines are unpredictable. When providers experience delays, the downstream impact is felt most sharply by residents with the fewest alternatives.

There is also a clear opportunity to strengthen how the City communicates "how the system works" to the public, including how decisions are made and how outcomes are reported across our Division at-large. One example includes within the commissions (HSC and CYC) and grantmaking functions that shape youth and human services investments. Internal observations suggest public awareness of the Children and Youth Commission's and Human Services Committee's roles and impact is limited.

In addition, the City has recently experienced turnover as several long-serving members have retired or stepped away, and recruitment has been challenging given the importance of appointing members with deep community roots, relevant subject-matter expertise, strong diversity of backgrounds and perspectives, and no conflicts of interest. This is both a functional and equity issue that, similarly, can be addressed through more accessible public outreach, clearer messaging about the committee's purpose and expectations, and simplified pathways for residents to apply and participate.

Finally, while the Division and partners are increasingly data-informed, the current landscape still leaves room for a more consistent, plain-language "accountability loop" with the public. This includes routine reporting on service demand, utilization, outcomes, and equity impacts, paired with structured feedback from residents—including and especially, people with lived experience—about gaps and barriers. However, measures are underway to address this, including the hiring of a Data, Reporting and Policy Development Manager for the Division, who will support storytelling and transparency for human services and homelessness data.

What are the opportunities of your department/division?

There is a timely opportunity to strengthen Santa Fe's human services system through a clear, community-facing accountability framework grounded in equity, particularly in homelessness, youth support, and service navigation.

In the homelessness space, the incoming administration can work with our division to advance a strategic planning process using a [Collective Impact](#) approach that intentionally brings together government, providers, the business community, faith-based partners, philanthropy, residents, and critically, people with lived experience. The outcome should be a shared, publicly understood roadmap that defines priorities and target populations,

establishes shared performance measures, and creates a consistent forum for joint problem-solving and transparent progress reporting.

CONNECT is a complementary lever for equity and transparency. As the UNM evaluation is completed, the City will be well positioned to bolster CONNECT's public visibility and refine how the system works in practice, strengthening coordinated referrals, improving the tracking of outcomes and gaps, and sharing system learning with partners to support continuous improvement. Continued participation in broader social determinants of health (SDOH) data and closed-loop referral collaborations can further reinforce CONNECT as a "front door" for residents and a backbone tool for accountability across the network.

For youth and family programming, there is a strong opportunity to more clearly demonstrate the collective impact of City-funded investments. While the Division is strongly focused on equity-centered approaches (e.g. culturally responsive and linguistically appropriate services, economic justice goals, and structures that elevate impacted groups) there is an opportunity for better communicating this work to the public as part of a coherent narrative focused on prevention, opportunity, and accountable civic investment.

Finally, the Division's goals can be advanced through practical capacity-building steps, both internally and through strengthened partnerships. Externally, this includes building a more integrated, resident-centered service delivery model across City programs and facilities such as the Teen Center, libraries, and recreation centers so residents can navigate services more easily and consistently. It also includes deepening coordination with the County, State, and regional partners, particularly where alignment is essential for homelessness response, behavioral health-adjacent needs, and housing stability. In practice, this can include coordinated referrals, shared operating protocols, and clearer handoffs across systems.

Internally, there is an opportunity to stabilize and strengthen staffing through strategic hiring and internal advancement. Recent internal promotions, along with the planned expansion of the Homelessness Services team (one Data Manager FTE and two Program Manager FTEs), will increase the Division's capacity to manage contracts and deliverables, improve performance measurement and public-facing reporting, and execute priority initiatives with greater consistency, transparency, and accountability.

What are the threats to your department/division?

The most material threats are a combination of rising demand, budget volatility, and federal policy uncertainty, all of which can tighten resources at the same time expectations for visible progress increase.

First, economic pressure and widening inequality are likely to increase demand for homelessness response, stabilization supports, violence prevention, and youth services, while available resources may become more constrained.

A specific local budget exposure is the extent to which key community investments are tied to gross receipts tax (GRT). For example, the Children and Youth Commission receives 3% of the City's GRT and administers funding that varies based on GRT fluctuations (noted as approximately \$1.2M annually), and the Human Services Fund is similarly tied to 2% of GRT (approximately \$800K+ annually, also variable). When GRT softens, program capacity can contract quickly, creating service gaps and potentially disrupting nonprofit stability.

Second, federal administrative shifts are an explicit risk factor across public safety, homelessness, and immigration. On homelessness, recent federal actions and litigation underscore the potential for meaningful changes to HUD funding conditions and competition criteria, including disruptions to the Continuum of Care NOFO process and uncertainty about timelines and requirements. Separately, federal immigration enforcement priorities and related grant conditions can affect local operations and community trust, particularly for mixed-status families and residents who may disengage from services or avoid reporting victimization due to fear or confusion. These dynamics can increase demand on local systems while also complicating outreach, coordination, and equitable access.

Finally, internal administrative bottlenecks within the City (especially contracting, procurement, and payment processing) remain a structural threat to partner stability and program continuity. Even when program strategy is strong, delays can weaken provider relationships, interrupt service delivery, and undermine the City's ability to credibly commit to timelines or publicly stated goals. This can erode public confidence if not paired with transparent communication and clear accountability mechanisms.

As such, strong leadership and sustained support from the new administration will be crucial to align departments and partners around clear priorities, stabilize funding and operational pathways, and reinforce transparent, equity-centered accountability. This will ensure that the City of Santa Fe can maintain public trust while responding effectively to rising demand and federal uncertainty.

What are the resources needed for your department/division? i.e., budget, training, staff

1. **Process modernization to streamline program execution:** The single biggest leverage point for improved resident outcomes and partner stability is predictable, time-bound procurement/contracting/payment processes. Executive support to streamline workflows (standard templates, clear escalation pathways, and service-level targets for processing times) would reduce disruptions for providers and increase public confidence that the City can execute against stated priorities.
2. **Stable and flexible funding + communications support:** The Division benefits from predictable, resilient funding to sustain core homelessness, youth, and violence-prevention investments as ARPA sunsets and revenue sources like GRT fluctuate. In parallel, dedicated communications and language-access support (plain-language materials, bilingual outreach, and routine public updates) will be critical to

strengthening program outcomes and community engagement across homelessness, youth services and violence prevention, and CONNECT.

3. **Workspace and facilities:** The Division currently does not have a dedicated conference room and is outgrowing our office space. Staff frequently must relocate meetings to other facilities, and many double- and triple-up within one office space to accommodate a growing team. Establishing reliable shared space would immediately improve internal coordination and enable public-facing partner convenings in a more consistent and transparent way.
4. **Staffing, development, and performance capacity:** Continued investment in staff development and workforce stability through strategic hiring and internal advancement remains essential. Recent internal promotions have already strengthened continuity and retained institutional knowledge. In addition, the planned expansion of the Homelessness Services team (one Data Manager FTE and two Program Manager FTEs) will add the operational capacity needed to manage contracts, track deliverables, and support public-facing performance reporting and equity tracking with greater consistency. Relatedly, improving the agility and timeliness of City hiring processes, along with clearer and more transparent salary ranges and classification pathways, will be critical to attracting and retaining qualified staff in a competitive market.

What are the goals that are to be accomplished for your department/division in 90 days?

1. **Staff onboarding and execution ramp-up:** Over the next 90 days, the priority is to stabilize and strengthen execution capacity by successfully hiring and onboarding two Program Managers and one Data, Reporting, and Policy Development Manager. Success in this window goes beyond filling roles and includes clear scopes of work, defined ownership of core workflows (contracts and deliverables, provider coordination, internal reporting, and policy drafting), and a practical 90–120-day workplan that ties day-to-day activities to measurable outcomes and visible progress.
2. **Winter response and Code Blue operational readiness:** A top priority during the cold weather months is fully operationalizing the City's winter emergency response through Code Blue. The goal is a consistent, predictable, and well-communicated response model with clearly defined roles across City departments and external partners when severe weather triggers activation (current activation triggers are forecasted temperatures below 15°F and/or a National Weather Service Winter Storm Warning). This requires regular coordination among OEM, CHS, ARU, Fire, Police, and PIO, along with contracted providers, emergency responders, and hospital systems. Efforts are supported by a brief post-activation debrief to capture lessons learned and equity impacts. As part of this work, the Division is also exploring ways to expand

winter response capacity by leveraging additional community partners and assessing whether activation thresholds could be adjusted, contingent on available resources and sustainable operational support.

3. **Public-facing service navigation and website updates:** Finally, within 90 days the Division should improve resident access and transparency by updating departmental web content and service navigation so residents and partners can quickly find accurate program information, eligibility and referral pathways, and “where to go now” guidance. Updates should prioritize urgent needs and should include clear contact pathways and accessible, plain-language information.

What are the goals that are to be accomplished for your department/division in 6 months?

1) **Homelessness strategic planning and Collective Impact alignment (highest priority):**

Within six months, the Division should begin exploration to develop and launch a structured homelessness strategic planning process that clarifies priorities, outcomes, and an operational roadmap for homelessness and related human services work. This effort is most effective when grounded in a [Collective Impact](#) framework that brings together City departments, providers, businesses, faith-based partners, philanthropy, residents, and people with lived experience around a common agenda, shared measures, and clear accountability.

We are eager to partner closely with the Garcia administration in launching this work and would welcome strong mayoral engagement to convene stakeholders, align expectations across departments, and reinforce a transparent public-facing progress cadence.

Key priorities to explore through this process include expanding equitable access to non-congregate shelter and stabilization options by advancing a path toward micro-communities across Santa Fe, with an explicit goal of siting capacity in every City Council district over time.

A Santa Fe homelessness strategic plan could be organized around a few clear pillars:

- Coordinated entry and service navigation
- Housing pathways and throughput (RRH, PSH, TH, landlord engagement, and flexible assistance)
- Behavioral health and medical coordination (including hospital discharge and ARU/crisis response protocols)
- Prevention and diversion for high-risk households
- Street outreach standards and encampment response coordination and SOP
- Data, performance, and routine public reporting with equity measures
- Ongoing community engagement and lived-experience leadership, and

- Sustainable funding strategies

2. System performance improvements and near-term homelessness deliverables: In parallel, the Division should develop plans to bring case conferencing to our provider network. This effort uses the functional-zero methodology to improve coordination, prioritization, and system performance, moving from fragmented responses toward more measurable progress and alignment with national best practices. Finally, opening the new Richards micro-community is a major deliverable in this window and will require disciplined coordination across departments and partners, with clear operating expectations and early performance monitoring to support stable startup operations.

3) Commission activation, engagement and recruitment: During this period, we should also recruit new members for the Human Services Committee (HSC) and promote engagement with the Children and Youth Commission (CYC) which is embarking on its own strategic planning process. This will better position these bodies to support transparent decision-making, meaningful public engagement, and accountability for community investments.

What are the goals that are to be accomplished for your department/division in 1 year?

- 1. Finalize and launch implementation of the Homelessness Strategic Plan (highest priority):** Within one year, (assuming launch in Q1 or Q2 of 2026) the City should finalize, publicly release, and begin implementing a Homelessness Strategic Plan that gives residents and partners a clear, actionable roadmap for reducing homelessness and improving system performance. The plan should translate into specific commitments with named initiatives, accountable owners, timelines, and a standing cadence for updates with the Mayor's Office, advisory bodies, and the public. Early implementation priorities should include goals to measurably increase the capacity and effectiveness of the homelessness and housing stability portfolio across prevention, crisis response, shelter operations, and encampment-related coordination, paired with routine, plain-language public reporting on demand, utilization, outcomes, and equity impacts.
- 2. Stabilize Consuelo's Place through improved facilities:** Advance facility solutions that improve safety, continuity of operations, and service quality, including near-term fixes and longer-term renovation plans in coordination with partners.
- 3. Launch and maintain the Human Services data platform:** Implement a data platform that supports routine performance tracking and plain-language public reporting on outcomes, demand, utilization, and equity impacts.
- 4. Secure sustainable funding for time-limited (ARPA-funded) programs, especially youth:** Develop and execute budget plans that identify ongoing funding, reduce cliff effects, and protects equitable access for youth and other priority populations.
- 5. Strengthen CONNECT through evaluation findings:** Use findings from the UNM evaluation to refine CONNECT's model and user experience, improve coordinated referrals, and increase awareness of CONNECT as a primary "front door" for help.

6. **Complete a needs/landscape assessment for opioid settlement funds:** Conduct a regional assessment to map current investments, identify gaps and opportunities, and recommend City priorities that complement regional and partner strategies.
7. **Sustain provider convenings with case conferencing and capacity-building:** Maintain regular homelessness provider meetings that include a case conferencing component, shared problem-solving, and ongoing coordination to improve throughput, accountability, and system performance.

Any final thoughts, or any additional information the incoming administration should be made aware of?

The incoming administration has a meaningful opportunity to set a clear, community-facing direction for human services that is grounded in transparency, equity, and measurable results. Mayoral leadership is particularly impactful in aligning departments and partners around shared priorities, reinforcing a consistent public narrative about “how the system works,” and establishing an accountability cadence that residents can see and trust.

Because many of these outcomes depend on cross-department execution (procurement/contracting, facilities, communications, and public safety coordination), visible support from the Mayor’s Office will be crucial to reduce inefficiencies and ensure the Ccan follow through on timelines and public commitments, especially for residents with the fewest alternatives.

Finally, opioid settlement funding presents a time-sensitive opportunity to invest in upstream stabilization and systems improvements. Early engagement from the Mayor’s Office to support regional coordination, avoid duplicative investments, and set transparent funding criteria would help the City move quickly and maximize impact.