



Agenda

Joint Meeting of the Santa Fe County Board of Commissions and the Governing Body of the City of Santa Fe

**July 30, 2026 at 1:00 PM
Hybrid In-Person and Virtual
Meeting**

**Santa Fe County John Gaw
Meem Historic Building
Commission Chambers, 2nd
Floor
102 Grant Avenue, Santa Fe NM
87501**

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1. Opening Business

- a. Call to Order - 1:00 PM
- b. Roll Call - Governing Body of the City of Santa Fe.
- c. Roll Call - Board of County Commissioners.
- d. Pledge of Allegiance
- e. State Pledge
- f. Approval of the Agenda - Board of County Commissioners. (Action Item)
- g. Approval of the Agenda - Governing Body of the City of Santa Fe. (Action Item)
- h. Opening Comments - Alternating Between City Councilors and County Commissioners as Requested and as Recognized by the Mayor and Chair of

the Board of County Commissioners.

2. City and County Staff Presentations
 - a. Background and Overarching Recommendations. (Interim City Manager Brian J. Moya and County Manager Gregory S. Shaffer)
 - b. Potential Collaboration on Affordable Housing Programs. (County Community Development Department Director Jonathan Butler and City Affordable Housing Director Faviola Chavez)
 - c. City Boundary and Regional Planning. (City Land Use Director Heather L. Lamboy and County Growth Management Director Alexandra Ladd)
 - d. Leveraging Resources to Help Meet the Growing Demand for Increased Senior Services. (County Senior Services Manager Matilda Byers and City Senior Services Division Director Manuel Sanchez)
3. Discussion of Potential Collaboration by Governing Bodies (Not Limited to Staff Presented Items; Discussion to Alternate Between County Commissioners and City Councilors as Requested and Recognized by Mayor and BCC Chair)
4. Miscellaneous Action Items
 - a. Selection of Initial Topics for Collaboration and Means of Collaboration. (Separate Motions Required by the Board of County Commissioners and Governing Body of the City of Santa Fe)
 - b. Select Date and Time of Next Joint Special Meeting of the Governing Bodies. (Separate Motions Required by the Governing Body of the City of Santa Fe and Board of County Commissioners)
5. Concluding Business
 - a. Adjournment - Governing Body of the City of Santa Fe. (Action Item)
 - b. Adjournment - Board of County Commissioners. (Action Item)
6. Public Meeting Disclosures

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MEMORANDUM

Date: July 24, 2026

To: Mayor and Governing Body of the City of Santa Fe
Board of County Commissioners of the County of Santa Fe

From: Brian J. Moya, Interim City Manager
Gregory S. Shaffer, County Manager

Subject: **July 30, 2026, Joint Meeting of the Governing Bodies of the City and County of Santa Fe**
Background and Overarching Recommendations

EXECUTIVE SUMMARY:

July 30, 2026, is the first joint meeting contemplated by Santa Fe County (County) Resolution No. 2026-049 and City of Santa Fe (City) Resolution No. 2026-14 (the “Joint Resolution”), a copy of which is attached as Exhibit A. Recognizing the collaborative spirit motivating the Joint Resolution, we offer this memorandum and its recommendations as (hopefully) helpful to setting this new wave of collaboration up for success.

As explained in greater detail below, drawing upon past experience as well as the results of a pre-meeting survey completed by most City Councilors and County Commissioners, we recommend that success for this initial joint meeting could be defined as the City Council and Board of County Commissioners (collectively, the “Governing Bodies”):

- Selecting the initial topics upon which the City and County will collaborate, or identification of the foundation laying needed to inform for future potential collaboration; and
- Agreeing upon clear next steps, including:
 - how collaboration will occur on the selected topics (e.g., through the use of Action Working Groups or otherwise); and
 - deadlines and concrete outcomes – e.g., a set of policy recommendations by the December, 2026, joint meeting.

Toward that end, we have suggested that the Governing Bodies consider three potential topics for initial collaboration that is responsive to survey results and meet the following additional criteria, which we recommend to ensure momentum continues for ongoing joint meetings and collaboration:

- Provide Proof of Concept/Quick Wins;
- Avoid Duplicating or Getting Ahead of Existing Planning or Other Collaboration Efforts;
- Recognize that the Joint Resolution Contemplates Four Years of Collaboration; and
- Avoid Topics that Require Significant Level Setting or Direct Staff to Prepare that Level Setting in Advance of a Future Joint Meeting.

BACKGROUND AND RECOMMENDATIONS:

Potential Lessons from Last Joint Meeting. The Governing Bodies have held joint meetings from time to time. The last joint meeting appears to have been held almost a decade ago on June 15, 2017.

The minutes of that meeting (Exhibit B) suggest the following (among other potential lessons):

- Many of the topics discussed could be contentious, involving, among other things, tax policy and the allocation of scarce City and County resources; and
- The meeting ended without clear, mutually agreed upon direction as to next steps. For example, the Governing Bodies did not establish:
 - a topic (or topics) on which the City and County would actually collaborate;
 - how such collaboration would occur; or
 - by when such collaboration was to be completed.

The Joint Resolution. The Joint Resolution:

- Calls for a minimum of two joint meetings per year, in June or July and November or December, through December 31, 2029 (Joint Resolution, Paragraphs 1 and 7);
- Calls for joint meetings to “reflect a collaborative, co-leadership model focused on solution-oriented action and measurable outcomes, including the establishment and convening of ‘Action Working Groups’ to address community priorities and issues of mutual concern between the City and the County” (Joint Resolution, Paragraph 3);
- Clarifies that the City and County are not required to collaborate through joint meetings or Action Working Groups¹ (Joint Resolution, Paragraph 8); and
- Identifies some potential area of mutual interest for collaborative discussion planning or action (Joint Resolution, Paragraph 5).

Survey of City Councilors and County Commissioners. To assist with the planning for this initial joint meeting and future ones, a survey was sent to County Commissioners and City Councilors. The results of that survey are attached as Exhibit C. We would highlight the following:

- Respondents overwhelmingly agreed that the preferred closing move to each joint meeting was a “Written ‘Next Steps’ Summary” (Survey Results, Question No. 5), which was consistent with the desire that joint meetings produce a “Joint workplan with milestones (who/what/when)” (Survey Results, Question No. 4);
- The following collaboration topics received at least 50% support, measured as the percentage of Councilors and Commissioners who ranked the topic as one of their top five (5) choices:
 1. Housing & homelessness / supportive housing pipeline; Behavioral health & crisis response coordination;
 2. Land use / growth management / annexation & edge issues; Parks, trails, open space, cultural/historic resources;
 3. Water planning, drought resilience, watershed protection;
 4. Public safety (fire, EMS, sheriff, 911 coordination); and
 5. Community services (youth, seniors, reentry).

¹ The Joint Resolution provides the following parameters for Action Working Groups when utilized: Each Action Working Group shall (a) be co-chaired by one member from each of the Governing Bodies, each appointed based on their relevant subject-matter expertise; (b) include a minimum of two City Councilors and two County Commissioners; and (c) prioritize inclusive community participation, evidence-informed analysis, and practical implementation strategies designed to advance policy development, program design, and action-oriented outcomes that address shared City-County priorities. [Joint Resolution, Paragraph 3.]

Additional Considerations by City and County Managers. Looking at the top five potential collaboration topics, we respectfully recommend the following additional considerations:

- Provide Proof of Concept/Quick Wins. Immediate results will help ensure continued momentum for joint meetings and other forms of Governing Body to Governing Body collaboration. Accordingly, we recommend that initial collaboration be focused on one or more finite topics that:
 - Do not involve the potential allocation of significant additional resources or the significant reallocation of existing resources from other established priorities of the Governing Bodies; and
 - Can result in concrete, actionable recommendations by the next joint meeting in November or December.
- Avoid Duplicating or Getting Ahead of Existing Planning or Other Coordination Efforts. For example:
 - With regard to water planning, drought resilience, and watershed protection, City and County staff are:
 - already collaborating on Santa Fe Water 2100; and
 - preparing a Memorandum of Understanding identifying considerations that the Governing Bodies would like to see analyzed as part of future discussions surrounding the potential creation of a utility authority pursuant to the Regional Water System Resiliency Act.
 - With regard to Behavioral health & crisis response coordination, the State recently approved the regional plan for the First Behavioral Health Region pursuant to the Behavioral Health Reform and Investment Act. That regional plan should be the basis for future investment decisions. County and City staff would be pleased to present the State-approved regional plan to the City Council in the near term.
- Recognize that the Joint Resolution Contemplates Four Years of Collaboration. We do not have to collaborate on everything all at once.
- Avoid Topics that Require Significant Level Setting or Direct Staff to Prepare that Level Setting in Advance of a Future Joint Meeting. For example:
 - While everyone recognizes the significance of homelessness, it is less clear that there is a comprehensive picture of what services are currently being provided by whom for our unhoused constituents.
 - Accordingly, we recommend that potential collaboration on homelessness begin with a landscape analysis prepared by staff from which targeted (or comprehensive) collaboration can proceed in the future as directed by the Governing Bodies.
 - Moreover, the summary of the Mayor's Homelessness Summit could also inform future collaboration on this topic (as well as inform the landscape analysis).

Topics We Chose to Highlight. Based upon survey results and the additional considerations identified above, we asked City and County staff to prepare short briefs on the following topics:

- Potential Collaboration on Affordable Housing Programs and Homelessness, with the non-affordable housing components of the latter limited to direction to staff to prepare a landscape analysis for future homelessness discussions and collaboration;
- City Boundary and Regional Planning, including the need to timely address the impending expiration of the so-called Annexation Settlement Agreement and Mutual Release of Claims in May, 2028, as the decision with regard to land use jurisdiction will dictate or significantly influence future planning efforts of the County and City; and

- Leveraging Resources to Help Meet the Growing Demand for Increased Senior Services, as the City and County have an opportunity to leverage their strategic planning efforts to meet the demand for increased senior services, so as to avoid duplication of services and maximize the return on investment decisions.

County and City staff have prepared joint memoranda on these topics, which will guide short discussions of no more than 5-10 minutes.

Concluding Thoughts and Bottom-Line Recommendations. Drawing upon the last effort at joint meetings and collaboration (as well as the survey results), we offer this memorandum and its recommendations in the hopes of positioning the current effort for success. We recognize and respect that the joint meetings and collaboration contemplated under the Joint Resolution belong to the Governing Bodies, so the Governing Bodies may choose different topics upon which to collaborate.

Regardless of the topics chosen, however, we believe it imperative that this initial joint meeting accomplish the following goals:

- Selection of the initial topics upon which the City and County will collaborate or identification of the foundation laying needed to inform for future potential collaboration; and
- Clear next steps agreed upon at the initial joint meeting, including:
 - how collaboration will occur on the selected topics (e.g., through the use of Action Working Groups, staff collaboration, or otherwise);
 - deadlines and concrete outcomes – e.g., a set of policy recommendations by the December, 2026, joint meeting; a homelessness landscape analysis by the December, 2026, joint meeting; etc.; and
 - the date of the next joint meeting

RECOMMENDED ACTION:

Identify the areas of initial collaboration or foundation laying under the Joint Resolution and the means by which such collaboration will be accomplished.

EXHIBITS:

- Exhibit A – Joint Resolution
- Exhibit B – Meeting Minutes from June 15, 2017, Joint Meeting of the Governing Bodies
- Exhibit C – Pre-Meeting Survey Results

SANTA FE COUNTY

RESOLUTION NO. 2026-049

INTRODUCED BY:

Commissioner Lisa Cacari Stone

CITY OF SANTA FE, NEW MEXICO

RESOLUTION NO. 2026-14

INTRODUCED BY:

Mayor Michael Garcia

Councilor Pilar Faulkner

A JOINT RESOLUTION

RECOGNIZING THE VALUE OF PERIODIC JOINT MEETINGS BETWEEN SANTA FE COUNTY AND THE CITY OF SANTA FE AND ESTABLISHING A FRAMEWORK FOR CONDUCTING THOSE MEETINGS.

WHEREAS, Santa Fe County ("County") and the City of Santa Fe ("City") have overlapping jurisdiction in certain areas and face a variety of issues of mutual concern and interest; and

WHEREAS, the challenges and opportunities facing local governments generally, and the City and County specifically, are of such complexity and scope that regional solutions and collaboration are sometimes necessary and often lead to better outcomes than can be achieved independently; and

WHEREAS, the County and City have a long history of regional cooperation through joint boards and regional entities to address critical areas, such as water through the Buckman Direct Diversion Board, solid waste through the Santa Fe Solid Waste Management Agency, public safety through the Santa Fe Regional Emergency Communications Center, and transportation through the Metropolitan Planning Organization; and

WHEREAS, effective policymaking benefits from regular collaboration and communication from policymakers, researchers, practitioners, and community members to identify issues, generate solutions, and inform policy decisions; and

WHEREAS, intergovernmental leadership and collaboration would allow the County and City to work together to test approaches and incorporate successful practices into policies and programs; and

WHEREAS, the Governing Body of the City and the Board of County Commissioners (collectively, the “Bodies”) believe that action-oriented, collaborative approaches and outcome-driven agendas in joint meetings will further the mutual goals of collaboration and ensuring that regional solutions are frequently explored and pursued when agreed upon; and

WHEREAS, the Bodies desire to establish a framework for joint meetings during calendar years 2026, 2027, 2028, and 2029.

NOW, THEREFORE, BE IT JOINTLY RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS AND THE GOVERNING BODY that:

1. The Bodies shall meet at least twice per year, in June or July and November or December, at the call of the Mayor and Chair of the Board of County Commissioners, or upon the request of a minimum of three (3) County Commissioners and five (5) City Councilors.
2. The agenda for each joint meeting shall be independently approved by the Governing Body of the City and Board of County Commissioners. As appropriate and within budgeted resources, the County Manager and City Manager shall direct staff to prepare packet materials for joint meeting agenda items, ensure packet materials are available at least five (5) business days before a joint meeting, procure subject-matter experts and other resources, and otherwise coordinate the preparation for and running of the joint meetings.

- 1 3. The governance of the joint meetings shall reflect a collaborative, co-leadership
- 2 model focused on solution-oriented action and measurable outcomes, including the
- 3 establishment and convening of “Action Working Groups” to address community
- 4 priorities and issues of mutual concern between the City and the County.
- 5 a. Action Working Groups shall be co-chaired by one member from each of the
- 6 Bodies, each appointed based on their subject-matter expertise related to the
- 7 issue of mutual concern.
- 8 b. Participation in each Action Working Group shall include, at a minimum,
- 9 two City Councilors and two County Commissioners to maintain balanced
- 10 representation between the City and County.
- 11 c. Each Action Working Group shall prioritize inclusive community
- 12 participation, evidence-informed analysis, and practical implementation
- 13 strategies designed to advance policy development, program design, and
- 14 action-oriented outcomes that address shared City-County priorities.
- 15 4. Joint meetings of the Governing Body of the City and the Board of County
- 16 Commissioners shall be held in the Chambers located at 102 Grant Avenue, Santa Fe,
- 17 NM, or other appropriate locations that support public participation, technological
- 18 access, and effective intergovernmental collaboration and that comply with NMSA
- 19 1978, Section 4-38-8. Meetings of Action Working Groups that include less than
- 20 three (3) County Commissioners may be held at any location that meets the needs of
- 21 the particular meeting.
- 22 5. The Bodies anticipate collaborating on areas of mutual interest for collaborative
- 23 discussion, planning or action. Such areas may include, but are not limited to, the
- 24 following:
- 25 a. services for unhoused and justice-involved constituents;

- b. permanent supportive housing development;
- c. regional housing strategies;
- d. creation of a utility authority pursuant to the regional Water System Resiliency Act; and
- e. wildfire mitigation.

6. Notice of and agendas for joint meetings of the Bodies shall be posted by the City and the County in accordance with their respective Open Meetings Act resolutions and practice.

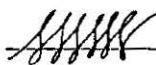
7. This joint resolution shall expire on December 31, 2029, unless earlier rescinded by one of the Governing Bodies.

8. Nothing in this resolution requires that collaboration between the City and County occur through, be approved by, or be coordinated through the Action Working Groups or joint meetings of the Governing Bodies. The Action Working Groups are intended only to support cooperation on shared priorities and do not limit other forms of collaboration.

PASSED, APPROVED, and ADOPTED this 7th day of April, 2026.


MICHAEL J. GARCIA, MAYOR

ATTEST:



GERALYN F. CARDENAS, CITY CLERK

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APPROVED AS TO FORM:

Marcos Martinez

Marcos Martinez (Apr 8, 2026 14:49:18 MDT)

MARCOS D. MARTÍNEZ, CITY ATTORNEY

SFC CLERK RECORDED 04/17/2026

Legislation/2026/Resolutions/Joint County-City resolution for joint meetings and working groups

**SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS**

By: _____

Justin S. Greene, Chair

ATTEST:

Katharine E. Clark
Santa Fe County Clerk

Date: _____

04/15/26

Approved as to form:

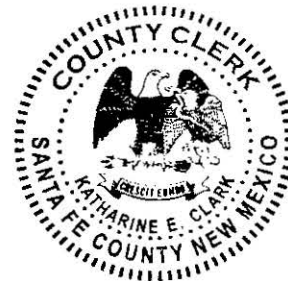
Walker Boyd
Santa Fe County Attorney

COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

BCC RESOLUTIONS
PAGES: 6

I Hereby Certify That This Instrument Was Filed for
Record On The 17TH Day Of April, 2026 at 10:09:15 AM
And Was Duly Recorded as Instrument # 2081466
In The Records Of Santa Fe County

Deputy _____
Witness My Hand And Seal Of Office
Katharine E. Clark
County Clerk, Santa Fe, NM



SFC CLERK RECORDED 04/17/2026

SPECIAL JOINT MEETING**SANTA FE COUNTY****&****CITY OF SANTA FE****GOVERNING BODIES****June 15, 2017****I. Opening Business**

A. This joint meeting of the Santa Fe Board of County Commissioners and City of Santa Fe Council was called to order at approximately 10:15 am by Commission Chair Henry Roybal in the Santa Fe County Commission Chambers, 102 Grant Street Santa Fe, New Mexico.

B. Roll Call

Roll was called by County Clerk Geraldine Salazar and indicated the presence of a quorum for both bodies as follows:

County Members Present:

Commissioner Henry Roybal, Chair
 Commissioner Anna Hansen, Vice Chair
 Commissioner Anna Hamilton
 Commissioner Ed Moreno
 Commissioner Robert A. Anaya [late arrival]

County Member(s) Excused:

None

City Members Present:

Mayor Javier M. Gonzales
 Councilor Signe I. Lindell, Mayor Pro-Tem
 Councilor Carmichael Dominguez
 Councilor Mike Harris
 Councilor Joseph M Maestas
 Councilor Christopher M. Rivera
 Councilor Ronald S. Trujillo
 Councilor Renee D. Villarreal

City Member(s) Excused:

Councilor Peter N. Ives

County & City Staff:

Katherine Miller, County Manager
 Renee Martinez, Deputy City Manager
 Robert Garcia, Santa Fe County Sheriff

Mark Trujillo, Española City Manager
Rachel Brown, Deputy County Attorney
Lisa Martinez, City Land Use Director
Penny Ellis-Green, County Land Use
Adam Johnson, City Finance Director
Don Moya, County Finance Director
Mike Kelley, County Public Works Director

- C. Pledge of Allegiance**
- D. State Pledge**
- E. Moment of Reflection**

The Pledge of Allegiance, the State Pledge and the Moment of Reflection were provided by the County Manager's Office.

- F. Approval of Agenda**
 - 1. Amendments**
 - 2. Tabled or Withdrawn Items**

Councilor Dominguez requested the removal of item III.C, Regional Water Authority, from the agenda. At this time the issue is moving through the City's committee process.

Councilor Dominguez moved to approve the agenda as amended. Councilor Maestas seconded.

During discussion Commissioner Hansen pointed out that III.C is a presentation item and discussion is optional.

County Manager Miller said neither action nor direction was contemplated on any of the discussion/presentation items listed under III. Santa Fe County has passed a few resolutions endorsing regional water and this agenda item presented that information.

Commissioner Hamilton said it was hoped placing the item on the agenda would foster further future discussions.

Councilor Maestas said that he is currently the sponsor of a resolution establishing a position on a regional water authority. The City's staff has been developing a white paper to establish a policy position on regionalizing water. At this point, it would be premature for the City to engage in discussions regarding this topic since few of the Councilors are familiar with the topic.

Mayor Gonzales suggested that the opportunity of today's joint session and hearing the County's presentation may better inform the City during its deliberations regarding regionalization. Stating he appreciates the leadership Council Maestas is taking in moving this item within the City, hearing the voice of the County is a critical component in formulating policy.

Councilor Dominguez amended his motion to include III.C limited to the County's presentation. Councilor Maestas accepted.

Commissioner Hansen thanked the Councilors for including III.C and stated it will be advantageous for the governing bodies to hear the presentation.

Councilor Villarreal concurred with Commissioner Hansen and noted that the City's proposed resolution and white paper were included within today's packet materials.

The motion passed without opposition.

II. Introductions

Those present introduced themselves.

[The following is an edited transcript of the meeting. In an effort to condense and eliminate redundancy this record does not reflect that all speakers were recognized by the Chair prior to speaking and that the Chair introduced each agenda items and presenters of that item.]

III. Discussion Topics

County Manager Miller said she and the City Manager, City Deputy Manager and County Deputy Manager developed the agenda together and focused on items that have been discussed in the past that continue to have outstanding issues. County and City Staff will make presentations providing the perspectives of the two entities. The packet material is divided by subject matter and again by entity. Procedurally, staff will provide presentations to be followed with questions of the governing bodies. The Councilors and Commissioners are encouraged to suggest future agenda items and discuss how the entities can together move forward.

A. Regional Emergency Communication Center

KEN MARTINEZ (RECC Director): The RECC, the Santa Fe Regional Emergency Communication Center, the 911 Center that serves Santa Fe City, Santa Fe County for all communications: fire, emergency, law enforcement, medical services. We handle all the 911 calls that happens in both jurisdictions and dispatch the appropriate resources...The packet materials provides a history and the evolution of the Santa Fe Regional Communication Center since the time established in 2002 and then it leads you through again the evolution of the different amendments that were made to the Joint Powers Agreement that created the RECC. And those amendments were to one, in include the Town of Edgewood as a client agency and provided their Chief of Police with a seat on the Board of Directors and the second major amendment was one that affected

the structure and governance of the center, and effectively made the RECC which had been established as a separate, quasi-governmental entity providing communications underneath the a board of directors made up of representatives from both the City and the County and the Town of Edgewood, basically turned the center into a division of the County. So the white papers will lead you through that evolution and how that created the division that the RECC is now under the County structure and some of the issues and concerns and difficulties that the RECC has had as a result of those changes to the JPA.

These white papers were drafted to be presented to both the City and the County but the County took this draft white paper to the City in the summer of 2015 and it was presented by a couple of our Commissioners, Commissioner Roybal and Commissioner Anaya, Chief Sperling, chief of the Fire Department, myself and representatives of the Sheriff's Office to the City to present the difficulties and show how we believe that a renegotiation of the JPA might have been in order.

At that time, the issue of RECC had been brought up several times in joint City-County meetings as Manager Miller mentioned earlier, between 2010 and 2014. But also, as she mentioned, it was thrown in amongst several other items and issues and never was quite discussed and none of the issues were resolved. And so the question at hand is the renegotiation of the JPA has been discussed between Manager Miller and City Manager Brian Snyder and they seem to be open to the possibility of discussing ways that the governing bodies might be able to renegotiate the terms of the JPA to maybe consider a change to the structure and governance of that board and also to help come up with an idea to solve some of the funding issues that have been the crux of the challenges that the RECC has faced over the years.

I have been director of the center since 2007, I began with then in 2006. Up until the time that the JPA amendment took place, the structure, governance and funding of the RECC was clearly defined. As a result of the changes to the JPA, the structure, funding and the governance became kind of ambiguous and so there they been difficulties even amongst the RECC board members who are made u of the City Manager, County Manager, the chiefs of all the agencies both fire City and County, the police Chief, the Sheriff, and of course we've got a representative that is a civilian at-large that sits on that board and then the chief of the police department in Edgewood. So those eight members make decisions that concern the operations of the RECC and, of course, they oversee me as the director. But the funding for capital improvements, the funding for maintenance agreements, the funding for operations, those issues have been ones that need to be discussed and resolved. So this white paper outlines those and hopefully provides an avenue by which we can come to an agreement and look at those issues and then move forward in that direction.

I believe that the white papers are self-explanatory but as Manager Miller mentioned, at the end of all presentations I will be available and stand for any questions that you all might have regarding the RECC's operations and structures.

COUNCILOR DOMINGUEZ: Just a question real quickly. Thank you for the presentation. On the draft white paper, and Councilor Rivera maybe you can help me with this and certainly Councilor Trujillo because they were around at that time, it talks about the City of Santa Fe, the second paragraph down, halfway through, it says the City of Santa Fe objected to the imposition of the proposed tax unless the County

dedicated funds to entire cost of operations of the center. And I think it was a much more complicated issue than that. I think it was a tough negotiation even between City and County staffs at the time and that wasn't the only issue that the City had at that time in opposition to the proposed tax. So I just want to make the record clear that that sentence right there is not necessarily entirely true.

COMMISSIONER HANSEN: Can you please tell me exactly, again, where that is in the JPA?

COUNCILOR DOMINGUEZ: It's in the draft white paper about the second paragraph, about halfway through. And it starts with the City of Santa Fe objected to the imposition of the proposed tax unless the County dedicated funds to entire cost of operations of the center. Certainly, the center was a point of discussion and part of the negotiation unless someone can remind me differently.

COMMISSIONER ANAYA: Mr. Chair, respectfully, Councilor Dominguez, we don't have about probably 48 hours that it would take to go through every document associated with the regional dispatch. I think it's a very complex item but I think it was probably about 2011 we did have numerous discussions here and I also went with Commissioner Roybal to I think your committee, Finance, and I believe Public Works. So I would just say on the record if we're going to encapsulate the full brunt of the discussion then let's make sure that we have the minutes that reflect that full discussion, respectfully, let's include those as an informational piece for all members current associated with that particularly item, Thank you, Mr. Chair.

COUNCILOR MAESTAS: I guess before we move onto another topic, does the City have a position on the County's white paper?

MS. MARTINEZ: Mr. Chair, Councilor Maestas, no we did not prepare a position for this topic.

COUNCILOR RIVERA: Along with the minutes from the meeting that took place in both Finance and Public Works, it would also be nice to have the original agreement that was signed by the County back when the tax was imposed to see exactly what was agreed to at that time. If it's in here, I haven't seen it. Did you guys include it, Katherine, in the packet?

MS. MILLER: Mr. Chair, Councilor, I believe that both the first amendment and the second amendment are in there. The second amendment – the second amended JPA is the agreement that resulted out of that tax being imposed and the discussions that Councilor Dominguez was referring to. So that second amendment and restated Joint Powers Agreement is the current agreement and that is the one that came out of the results of that tax being imposed and the discussions between the City and the County.

COUNCILOR RIVERA: Yeah, so there was a letter written, I believe, on County letterhead that was sent to the City that's what I'm referring to that outlined the overall agreement that then led to the second and amended JPA so if we could include that, that would be helpful. Thank you, Mr. Chair.

MAYOR GONZALES: Thank you, Mr. Chairman. Just a quick set of questions for Katherine. What is the current dedicated tax generate annually and does that include the City geographic gross receipt?

MS. MILLER: Mr. Chair, Mayor Gonzales, yeah, the current tax that is in

place for the quarter cent that goes across municipal boundaries as well as in the unincorporated areas I believe that particular tax generates around \$8.5 million to \$9 million annually and the last budget that we did – the average budget for RECC has been \$3.5 million over the last few years. It has gone up and down depending on capital and other items but it's probably around \$3.5 million to \$3.8 million right now and the tax was put in place by the voters to support both the RECC – so tax by law can go into effect for three things. It's for regional dispatch, emergency medical services and for behavioral health. When the County went to the voters it was for the two, regional dispatch and for emergency services and so that's all that it is legally authorized to be spent on. It's split between the two.

What the white paper basically says though is that it was never an amount dedicated.

MAYOR GONZALES: So the question to the voters was open ended in terms of what the distribution would be between the two areas.

MS. MILLER: That's true, Mayor, yes.

MAYOR GONZALES: So of the \$8.5 to \$9 million do you have an estimate of what the government entity participation would be: City of Española, Santa Fe County, City of Santa Fe and City of Edgewood. Do we know what the contribution of each of the entities are?

MS. MILLER: In the GRT, Mr. Chair, Mayor Gonzales, we can figure it out for the City of Santa Fe. It is very difficult for us to figure Edgewood and Española because they are in two counties so we can't tell and we don't get that data. We can probably roughly figure it out but I'd have to look at –

MAYOR GONZALES: What would the City's contribution be of the \$8.5 to \$9 million?

MS. MILLER: Mr. Chair, we'd probably have to ask Adam what a quarter cent tax generates inside the City limits – 7.8 million, okay.

MAYOR GONZALES: Okay, \$7.8 million annually is put in basically by City transactions that are occurring that include this quarter cent dedicated revenue for the RECC and emergency services.

MS. MILLER: Mr. Chair, Mayor, it's correct that most revenue is generated within municipal boundaries because there's where economic development happens on the edge usually annexed. So in the County if you were looking at quarter cent GRT not in any municipal area it's about \$1.4 million so you can figure anything else of that \$8.9 to \$9 million is within one of the cities, yes.

MAYOR GONZALES: So this agreement between the City and the County to cover the \$3.5 to \$3.8 million originally was set up to share capital costs 50-50 and operational costs would be split – what's the 69 and 31 percent?

MS. MILLER: Mr. Chair, Mayor Gonzales, that is based on the call volume. So call volume generated in the center at that time was 69 percent were City residents or City calls and the other 31 percent were the County's calls.

MAYOR GONZALES: What is it currently; the call volume?

MS. MILLER: It's about the same.

MAYOR GONZALES: So to be clear about the County's concern over the current arrangement that I'm assuming is – the County absorbs all of the capital costs;

is that right? And the City supports 70 percent of the --

MS. MILLER: Mr. Chair, Mayor, the County absorbs all operational costs.

MAYOR GONZALES: All operational costs. So the --

MS. MILLER: And capital is still split between the entities and now that Edgewood is in there it's a little different.

MAYOR GONZALES: So you're the fiscal agent. You collect all \$7.8 million from the City; is that correct?

MS. MILLER: Mr. Chair, we collect for -- the State distributes us, we don't collect the entire county, whatever is inside the boundary of the County which is about \$8.5 to \$9 million.

MAYOR GONZALES: But as the fiscal agent you would be the recipient of City participation revenues; right?

MS. MILLER: The taxes is a County tax and the way the statute is written for that tax to be implemented it has to go for regional dispatch and so we do have to be a joint dispatch, City and County, and it goes across both municipal and unincorporated areas and we receive that distribution from the State.

MAYOR GONZALES: So in your budget annually, the \$7.8 million or the total GRT revenue comes into the County of that it includes the municipal participations, Española, Santa Fe and Edgewood, and then you basically make an allocation to cover. You pay for costs of the operations of the regional dispatch, right, out of that entire amount and basically we share the capital costs.

MS. MILLER: Mr. Chair, Mayor, that is correct.

MAYOR GONZALES: So is it the position of the County that that would be modified where you would still collect the quarter cent gross receipts tax and be the fiscal agent of that, we would share the 50 percent but then the \$3.5 to \$3.8 million would be paid for 80 percent by the City? So you would like to negotiate something with the City where we would come to the table with 70 percent of the operational costs.

MS. MILLER: Mr. Chair, Mayor, no, that's not what was proposed. It was that there would be a cap of how much went to the center of that tax and that's one of the things that has never been negotiated.

MAYOR GONZALES: Okay.

MS. MILLER: And, Mr. Chair, the purpose for that is what's difficult and it's in the white paper, is that that competes with our Fire Department. So every dollar that is generated there when you're looking at a new dollar; does it go to the dispatch or does it go to our Fire Department? And as it currently stands under the way the agreement sits, the City has no say in that because it's part of the County, it's a division of the County and it's a budget decision by the County Commission, but the City is a partner in that. But the way that the JPA was modified really doesn't allow for the RECC Board to have any say in it, ultimate say, nor does it allow for the City to participate in that decision.

MAYOR GONZALES: Is this the only dedicated source of revenue for your Fire Department?

MS. MILLER: Mr. Chair, Mayor, for operations, this is the primary source of operations. There are taxes but they are not allowed for salaries and benefits.

There are other funds and there is one other increment and that will be in the next presentation. There are two GRT increments that do go towards are fire department that are cross municipal boundaries. There's one outside that cannot be used for staff.

MAYOR GONZALES: So there are about three sources of revenues that go to the fire department that go across boundaries.

MS. MILLER: Mr. Chair, there are two sources that are in the GRT.

MAYOR GONZALES: Thank you.

CHAIR ROYBAL: Thank you. We're going to go ahead and go to the rest of the presentations and save questions and comments and discussion until last.

B. Gross Receipts Tax

County Finance Director Don Moya introduced information regarding the GRT in general received by the County and dispel myths and rumors:

MR. DON MOYA: The total combined rate of all of the County ordinances including the gross receipts tax of the state of 5.125 percent is 7 percent – that's an important number to remember. The County's total gross receipts tax rate is 7 percent. If you subtract the State's 5.125 percent what remains is 1.875 percent which represents actually what comes to the County as a whole in terms of gross receipts tax. A more detailed examination of that 1.875 percent reveals that about 1.375 percent is the portion of the gross receipts tax within the City of Santa Fe boundaries. With the remaining .5 percent representing the three gross receipts taxes outside of the City limits also known as the unincorporated area. It's important to note that those three GRTs are the maximum number of GRTs allowed by current State statute. They are the current quarter cent fire excise tax which we just discussed, the one-eighth cent infrastructure gross receipts tax and the one-eighth cent environmental gross receipts tax. If we dig down a little deeper what remains in terms of uses of that 1.875 subtracting the State's piece, less than 1 percent or about .076 is what is actually available for Santa Fe County operations. The dollar amount associated with that .07 percent is approximately \$6.8 million as shown on the table on page 5.

The 6.8 million represents about 15 percent of the total \$43.3 million generated by that 7 percent. The remaining 85 percent or \$36.5 million is restricted for use by statute, referendum or often times both. This is illustrated in the tables and pie charts on pages 3 through 5.

What is currently under consideration by the County Commission are two available increments. The first increment being considered is referred to as a Safety Net Care Pool. This was first authorized by the State of New Mexico for imposition in the form of a one-sixteenth or a one-twelfth. The state authorized this imposition of a 1 percent increment of gross receipts tax by counties when the state created the Safety Net Care Pool. The legislation requires a contribution from Santa Fe County of an amount equal to one-twelfth of 1 percent for Santa Fe County's countywide gross receipts tax collection annually. That amount is approximately \$3.1 million in 2017.

Santa Fe County has been paying this required contribution since FY 16 from the Healthcare Assistance Fund at the expense of other County healthcare programs. Authorization for imposition of the one-sixteenth or the one-twelfth increment expires on

June 30, 2017.

The second increment being considered for imposition is for public safety and behavioral health services is the second one-eighth hold harmless increment authorized by the State in 2013. Santa Fe County implemented the first one-eighth hold harmless in 2016 for replacing the loss of hold harmless distributions from the state as well as financing a courthouse demolition, construction and remodel of the County administration offices in downtown Santa Fe.

The Board of County Commissioners is not currently considering the imposition of the third one-eighth hold harmless increment.

The attached spreadsheets on pages 7 through 9 of this particular presentation show the planned expenditures for the two increments under consideration and the variations of the increments as standalone proposals or combinations. There are several possible scenarios for imposition of only a one-sixteenth, only a one-twelfth, only a one-eighth or a one-eighth and a one-sixteenth combined. Each proposals shows what the proposed expenses or uses of the revenues of those particular scenarios. And it is also important to note what the revenue would be for FY 2018 and the full year of revenue which actually wouldn't be realized until 2019.

That's basically it, Mr. Chair, Councilors, Commissioners, Mayor Gonzales, Manager Miller. If you'd like I could take you through the pie charts as well as the table on page 5. The first pie chart on page 4, there are two pie charts that basically show what I spoke of to begin with which is the 7 percent and in the orange area you'll see the 5.125 percent that is captured by the state and what is remaining is 1.875. The one just below that basically cuts out the fire excise tax, the infrastructure and the environmental which are the three maximum allowable taxes in the unincorporated area which leaves the 1.375 County gross receipts tax rate within the City.

On page is a larger pie chart showing essentially all of the gross receipts tax that have been implemented by the County as well as some additional information on what actually flows to the County, what is captured by the State and what particular uses of those gross receipts tax are.

Finally, on page 5, what you'll see is again more detailed analysis of all the gross receipts taxes that have been implemented by the County but it also associates a dollar amount or an approximate dollar amount. We used budgeted numbers for FY 18 in this particular case. They are relatively conservative as I always like to plan for the worst and hope for the best. It's always good to deliver good news. And then it further distills that information down into categories. What can be used for County operations, what's capital and infrastructure, public safety and health and then in the blue area are basically dedicated streams of revenue that cannot be used for anything else.

Finally, it takes it in the lower right-hand corner of page 5, pulling out that piece that increment that is strictly for district court building and operations of \$2.4 million and you'll see where the \$6.8 million which is about the 15 percent of the \$43.3 million is available for County operations.

The proposed GRTs are on pages – on page 6 you'll see a little bit more about the authorization of the proposed GRTs where that comes from. Then on pages 7, 8, and 9 are the different scenarios. You have the proposed one-sixteenth gross receipts tax increment and all of the associated uses. You'll see that it's all for public safety as well

as for behavioral health. Primarily, actually all, for FTE primarily in public safety. The proposed one-sixteenth increment will generate about \$2.2 million when fully implemented. In FY 18 revenue generated will be about \$767,000.

The proposed one-twelfth increment, again, is dedicated toward public safety and behavioral health. The total community services or behavioral health is \$1.5 million, total public safety and community services \$3 million on the one-twelfth.

The proposed one-eighth on page 8, again, you'll see the fire department, sheriff department, RECC, \$2.2 million for behavioral health and admin support. I think it's important to note and I don't want anybody to take this any other way, but as you add more staff, as you add more public safety staff – you have to add the incremental additional to finance, to legal, to support those functions. So it does include, a modest amount of it is administrative support to support the additional FTEs.

Finally, on page 9 is the combination of the proposed one-eighth and the one-sixteenth increments and what particular uses that those will be. There is an amount that will – an unallocated amount is what I used but it basically has not been budgeted because it won't be realized until 2019 but upon realization of those revenues it will only be budgeted toward the expenditures of public safety which includes sheriff, fire department and corrections and behavioral health services. Total expenditures for the proposed combination of the one-eighth and the one-sixteenth is 6.9 million.

Manager Miller, did I leave anything out? At this point I turn it over to my colleague, Adam Johnson.

ADAM JOHNSON (City Finance Director): Good morning, Commissioners, Councilors, Mayor, my name is Adam Johnson. I'm the City of Santa Fe's Finance Director. I am also formerly the Santa Fe County Budget Administrator so I am familiar with the chambers. I'm not familiar with the new Commissioners, so congratulations. It is nice to see you.

Today I have brought forth a significant amount of information to help support any conversation that takes place here today. I did hand out a packet that somewhat reorganized the material that is in your packet. I also brought some additional source document information that I thought might be helpful and I did distribute that to everybody. I did provide all of the enactment tables provided by the State of New Mexico, Department of Taxation and Revenue that helps us understand what increments are available to both the City and the County and which ones of those increments are either countywide or in the unincorporated areas only and that's the table in the packet I handed out and it's not in your binder. In addition to that information I've also provided two source documents from the State of New Mexico that are essentially recreations of the statutes that give the legally allowable uses of all of the increments at a statewide level. Both the City and the County are also able to essentially restrict or further customize the way that they may use those gross receipts taxes but this is where it begins at the state level and I have provided both of those documents in the event that they may be useful for any discussion that takes place. The cover of the packet that I handed out and stapled is a breakdown of the 8.3125 percent that the citizens and residents within the City boundary, the City limits do pay on taxable gross receipts. It does detail all of the increments that are both for the County and for the City again across the entire County and how much those generate. As many may know, the City of Santa Fe depends much

more heavily upon gross receipts tax based upon the structure of the allowable property tax that can be given to the City's revenue base.

So the first page simply details all of those various increments in the exact same format as the State of New Mexico provides so that we are all speaking a common language because you can quickly start to call things public safety increments when that's not actually the correct name for the increments.

The majority of the information that is simple to understand is provided in your packet that pulls out – it's also in the big packet, but this spreadsheet details the gross receipts tax that is distributed both to the State, to the County and to the City of Santa Fe and you can see in the first pie chart the 8.3125 generates approximately \$289 million. The second pie chart illustrates that \$178.4 million of that goes to the State of New Mexico and approximately 63.1 to the City of Santa Fe and 47.8 to Santa Fe County. We show then next the green pie chart below that which has the State retained amount of 153 million of which they give back to the City of Santa Fe what is known as State Shared Gross Receipts Tax which actually has an interesting history of them being so nice to share it with us when we actually generate it before they actually started calling it that.

The pie chart on the top right illustrates of the increments that the City of Santa Fe receives what those specific increments are, what their various titles and the amount of gross receipts tax that each of them generate. Below that in red is a pie chart of the exact same thing for Santa Fe County. If you turn over to the next page, these actually do go together, unfortunately I didn't have large enough paper to put them all on one sheet. It shows the dedication has to how it is distributed to the various areas for the City of Santa Fe and you'll see that 66.5 goes to general operation and then the various other areas of the City that receive gross receipts tax, you'll see going back to my earlier comment about the City and the County being able to customize their gross receipts taxes. The City of Santa Fe uses a portion for quality of life and for transit and also for the rail yard within the general operations you see a breakout of the economic development, the children and youth programs, and human services.

The last piece of information that I thought would be useful for the group for their discussion is a memo that I wrote back in October 2016, it's also on your desk. It's essentially a discussion about 15 years of historical gross receipts tax. Because the City of Santa Fe is essentially the gorilla in the room when it comes to economic activity, the analysis would hold true for the fluctuations that you see in the gross receipts tax. As you probably note the major swings in the gross receipts tax have been difficult challenge for the City in the past and we are working to diversify our revenue and also to better understand our revenue to make sure that we are budgeting those appropriately when we consider them recurring versus non-recurring. And with that I stand for questions.

CHAIR ROYBAL: We'll do questions at the end.

COUNCILOR DOMINGUEZ: I just want a real quick clarification. Tell me again what you meant about how emergency – I didn't quite catch everything you said about how it is defined.

MR. JOHNSON: Mr. Chairman, Councilor Dominguez, if you look at that front page in your packet that I handed out and/or the fourth page in your packet, it's this sheet here. Essentially, what I'm showing is that the discussion earlier was about the use of the emergency communications and medical services increment that the County

has dedicated to the RECC and is also being shared with their fire operations. The only point that I'm making is making sure that we're speaking the same language about what those increments are called and so on there you'll see that's it's not – well, in summation it's a quarter percent the tax is actually allowed to be enacted in sixteenths that make up the quarter percent and you'll see that in the center of the page which each of those generating – and I'm pleased to see that our numbers are almost exactly the same – they generate just over 8.5 million and they are made up of those four different sixteenths.

C. Regional Water Authority

MIKE KELLEY (County Public Works Director): My presentation is intended to provide a brief background on regionalization and to emphasize that the County has been asking for a dialogue on this topic for some time.

Starting back in 2000 the City and the County entered into a JPA to created the Regional Planning Authority. The RPA was created as a mechanism for the City and County to pursue joint interests such as growth management, zoning, planning, land use planning, water and other infrastructure needs. The RPA met once a month and the board consisted of four City Council members and four County Commissioners. This JPA was amended xix times during 2000 and 2008. In 2006 the JPA was amended and the focus of the RPA was geared more toward annexation issues. Around 2011 interest in the RPA waned and the meetings stopped. Since 2013, the City and County have held three joint meetings: one in June 2013, a second in October 2014 and a third in February 2015.

During the meeting in 2015 part of the discussion revolved around the transfer of utility customers related to the annexation. No discussion related to regionalization occurred during this meeting. The topic of discussion during the 2014 meeting was economic development and no discussion occurred related to regionalization. A regional water authority was discussed during the 2015 meeting and it was stated that committees should be set up by the City and the County to continue this dialogue. To my knowledge, no committee has met subsequent to this meeting.

Santa Fe County has passed two resolutions related to regionalization. In September 2014 County Commission passed Resolution 2014-103. This resolution endorsed the concept of regionalization of water and wastewater services. This resolution invited the City of Santa Fe and other legal entities that provide water and sewer service to hold joint meetings to further the discussion to pursue a regional water authority. This resolution also encouraged the state legislature and governor to enact legislation that would provide a simple statutory process to create a regional water and wastewater authority.

In December 2016, the County Commission passed Resolution 2016-144. This resolution gave direction to County staff to convene a series of workshops to discuss the possibility of a regional water authority with the City of Santa Fe. Workshop topics were to include governance, organizational structure, financial implications, benefits, legal constraints, management and implementation. To date, no meetings or workshops have been held to further this discussion.

That concludes my brief presentation on regionalization.

[The City did not have a presentation on this item.]

D. Annexation

RACHEL BROWN (Deputy County Attorney): Good morning. I'll give you a brief overview of what we have accomplished to date in our annexation process and identify several items that seem to be outstanding that deserve some additional attention.

As we all know, in May 2008 our bodies successfully entered into a settlement agreement resolving extensive litigation and agreed to a clear boundary for the City over the next 20 years. The proposal required annexation and the annexation was to be phased. Ultimately, the parties entered into phasing agreement that had three phases of annexation, two of which have been accomplished and one which remains outstanding.

The phases were modified over time and one area was agreed to be eliminated from the annexation, that was Area 18. In your packets you'll see a map that identifies the various areas. It's the map that I go to and I know that there are various maps out there but this seems to be the clearest depiction of what the areas were originally agreed to be.

Area 1 was divided through the amendment to the phasing so that a portion of it took place in Phase 2 and a portion of Area 1 remains to be annexed in Phase 3. Phase 3 of the annexation is scheduled to be completed in June of 2018 and it will include the remainder of that Area 1 which is in the north Alameda area.

Within the annexation process we needed to enter into agreements regarding how fire and public safety would be addressed. How we would address road improvements to get the annexations accomplished. How we would exchange water customers and provide water and wastewater services once the annexations were completed. And I understand Mr. Martinez will address in detail some of those agreements so I won't go into that in my presentation. Suffice to say that the discussions took place over years and the agreements seem to be moving forward well.

The County committed to maintain fire and EMS services in Phase 2 of the annexation for a period of five years after completion and that will expire in November of 2018. The City agreed to maintain fire and EMS services in Area 18 for five years following annexation of Phase 2 and that will expire in November of 2018. The MOU did – there was an MOU regarding road improvements and that agreement called for shared expenses related to drainage improvements on Alameda and that leads to identifying the areas that remain for discussion.

Within Phase 3 of the annexation, Commissioner Hansen has expressed an interest in modifying the agreement so that the remainder of Area 1 remains within the County and it's worthy of note that due to the location of the Agua Fria Fire Station, the County may be better situated to provide fire service in that area. There's also been some murmurings about whether Area 18 should be revisited. Alameda Street is suppose to be subject to improvements and we are suppose to share costs on those drainage improvements. I understand that there are no concrete plans to move forward with that but perhaps Mr. Martinez has more current information about that. There was also a park within the South Meadows areas that was annexed into the City. It is a County park which the County is prepared to turn over to the City and there are funds available for

park improvements and there could be discussion regarding whether those funds should move over to the City for that purpose.

I would ask that we now allow Mr. Martinez to present more detailed information about the details that have been reached since the annexation agreement was entered.

MARCOS MARTINEZ (Assistant City Attorney): Thank you... My presentation is very general and I can respond to questions at the end if you have any.

As Rachel indicated in May 2008, City Council and the Board of County Commissioners entered into a Settlement Agreement and Mutual Release of Claims. The settlement attempted to address five issues: permitting annexation of the Las Solaras development, permitting annexation of specific areas around the 2008 boundaries of the City of Santa Fe, prohibiting additional annexation for a period of no less than 20 years, and establishing sensible water and wastewater utility service areas for the City and the County and finally focusing City and County interactions on positive intergovernmental projects, at least that was in one of the whereases.

The actual process of annexation required that the City and County develop and memorialize a way to transition services from one governmental entity to the other regarding roads, water, wastewater and solid waste service, police and fire and land use. With respect to roads under the settlement, County roads laying within parcels to be annexed shall be annexed with the adjoining parcels and in addition, the County agreed to maintain existing County roads within under the areas to be annexed to customary County maintenance standards until annexation by the City. The agreement does not require the County to provide significant capital improvements to an existing road or to construct new roads in areas to be annexed. in the absence of separate written agreement between the City and the County.

With respect to water and wastewater under the Settlement Agreement the City agreed to provide water and wastewater service within the presumptive City limits but would not provide water and wastewater service outside the presumptive City limits unless otherwise required or agreed upon between the City and County in writing. The parties agreed that City water and wastewater utility service would be within the presumptive City limits and the County utility service area would be outside the presumptive City limits. And, additionally, the City agreed to transfer City water and wastewater customers outside the presumptive City limits when the County is able to provide service.

With respect to police and fire, the County agreed to provide law enforcement and fire protection services to all areas outside the presumptive City limits and to all areas to be annexed until annexation. Rachel has described some of the specifics with respect to fire. In the area to be annexed that was most densely populated between Airport Road and Agua Fria Road and most in need of augmented law enforcement services, the County agreed to maintain the current level of law enforcement services until annexation and thereafter for a period of up to three years following annexation. At least that is how it was stated in the 2008 agreement. These provisions were no exhausted and permitted interagency coordination of fire protection and law enforcement services as set forth in other agreements.

And, finally, with respect to land use and zoning, the City and County agreed to abolish the EZA and the EZC in their then present form and to establish by ordinance an

extraterritorial land use authority and extraterritorial land use commission exclusively for the following three purposes: to delegate all authority possessed by the City over areas outside the presumptive City limits to the County including specifically the City's concurrent planning and plating subdivision approval authority. These areas would be zoned and plated by the County pursuant to its land development code. The second purpose was to delegate planning, plating and subdivision approval and zoning jurisdiction over areas inside the presumptive City limits to the City. Those areas would be zoned and plated based on the RPA land use plan or other appropriate planning tools and upon annexation property within the areas to be annexed would receive preliminary zoning and the zoning in place prior to annexation. And, finally, there was a process by which the City and County would accomplish the annexation itself.

A few consequences of annexation other than the ones that Rachel has mentioned are that the City of Santa Fe's population increased by about 13,200 people to approximately 82,000 residents and gained 4,100 acres of territory on January 1, 2014. Businesses in the annexed areas must charge the City of Santa Fe gross receipts tax which is currently at 8.3125 percent for goods and services and of course residents who are registered voters in the annexed areas are able to vote in all City elections.

E. City and County Growth Management Planning

PENNY ELLIS-GREEN (County Growth Management Director): In your packet is a memo and three maps that I'm going to cover. The 1999 Growth Management Plan was adapted after a six-year public process to address growth and value expressed by County residents. The plan directed the County to work with communities to develop community, district and area plans and to designate growth areas. The first adopted growth area and associated district plan in the County was the Community College District Plan. The Community College District is approximately 17,000 acres in size and is located south of the City of Santa Fe. The CCD plan was adopted by the Board in October 2000 and also by the EZA in November of 2000. The CCD Ordinance amended the Land Development Code and was adopted in December 2000. It requires compact development, mixed uses, open space and affordable housing. The CCD currently has a population of approximately 5,500 and is projected to increase to approximately 12,300 by 2040. The first map attached is the CCD zoning map it includes village zones, mixed uses, employment zones, institutional zones, and existing neighborhood zones. Allowable density in the CCD is much higher than had previously been allowed in the County, and therefore, the CCD included requirement for connection to community water and community sewer systems, open space between and within village zones and a requirement for affordable housing. Within the CCD village zones will allow more intense uses to cluster and can include community centers and neighborhood centers which both allow mixed use development. The employment centers accommodate a mix of uses and allow large scale employers, light industrial, and anchor businesses. And on your map the employment centers are the purple color and the village zones are the yellow areas.

The Sustainable Growth Management Plan, the SGMP, replaced the 1999 Growth Management Plan and was adopted in 2010 and revised in 2015. The plan directs growth

to areas with adequate public facilities and services and provides the basis for zoning in the County. It establishes sustainable development areas or SDAs which are established to guide the timing and sequence of infrastructure, services and development. SDA 1 is the County's primary growth area and is adjacent to the City of Santa Fe and that is shown in orange on the second map that is within your packet.

The plan outlines a community planning process and community participation process. The plan now includes 13 community plans including the following around the City of Santa Fe: Agua Fria, Tres Arroyos, La Cienega/La Cieneguilla, and Tesuque. The Sustainable Land Development Code and associated zoning map and that is the third map that is attached in your packet, were adopted by ordinance by the Board of County Commissioners in December 2015 and they implement the plan. The SLDC includes community district overlay zones for each of the 13 community planning areas. These overlays allow individual communities to designate where the zoning districts are located, what uses are allowed and contain additional development regulations in the community district areas. The SLDC also establishes zoning districts throughout the County. They have been established for residential, mixed use, commercial and industrial zones with an associated use list for each zoning district. Higher density development is targeted again in SDA 1 which includes the CCD, and mixed use zones. On the third map that you have, the CCD is shown in a pinky-purple kind of color south of Santa Fe and the mixed use zones are in the bright pink colors. A transfer of development rights program is also being developed by the County to allow the protection of agricultural land, cultural properties and open space in more rural areas and would then allow higher density development within these mixed use zoning districts.

And that's the end of the County presentation and I'll hand over to Lisa.

LISA MARTINEZ (City Land Use Director): Thank you, Penny and good morning...thank you for this opportunity to provide an overview of growth management within the City of Santa Fe. I'm happy to report that we actually have an opportunity in front of us to provide for growth management over the last year and a half to two years we've seen some unprecedented growth within the City limits and of course that includes some of the areas that were annexed into the City including Las Solaras. We are seeing growth at the levels that we haven't seen since 2008/2007 right before the recession. So it's great that we have an opportunity to do some new growth management and to look at new and exciting projects across the City.

I provided a handout to each of you that provides some information related to land use and growth management within the City. On the first page of your handout is a map or a pie chart that shows the City of Santa Fe land use and it gives you an overview of both vacant and developed lands. It gives you some exact areas and acres related to various areas but just as a quick overview the vacant land within the City is about 7,500 acres and developed land is approximately 26,000 acres at this point in time.

Included in this first page is information related to growth projections across the City. It gives a pretty full review of annexation which has already been discussed and it gives you an overview of growth and water issues across the City.

One of the things that the City of Santa Fe is doing right now to manage growth and look at various techniques across the city. We have been looking very closely at our general plan and realizing that it is a little bit aged. It was put together in 1999 and can

definitely use some updates. Our general policies and themes that are included in the general plan are still applicable to the City but one of the things that we're doing through our long-range planning division and subcommittee is that we're in the process of putting together a land use and urban design stuff and we're looking at this from the angle of it being a possible update to the City's General Plan. So our long-range planning subcommittee is currently working on that as we meet right at the moment. But some of the past growth management techniques that we've used going back to 2000 include things like the annexation that we talked about, making sure that we have clear and defined boundaries. As was mentioned, the City has nearly completed an ambiguous three-phase annexation program that set the City's corporate limits at the highways at the south and west which includes I-25 and NM 599 respectively. One of the other growth management techniques that we've used is that we have a water offset program in place so the City's continuing efforts in water conservation have become nationally recognized at this point in time. So we're very proud of the water conservation efforts that we use for home, work and school. One of the other elements that we're using related to water is a transfer of water rights. So there's new residential and commercial development that must offset the anticipated water to be used through conservation or transfer enough water rights to serve the entire development at the build out.

Some of the new growth management strategies that we want to add to our current programs include looking very carefully at urban design. We realize that well designed development uses less land, and we would look at some smaller residential lots and using a little bit more multifamily housing. We realize that the multifamily housing is desperately needed across the city. I think our current apartments sit somewhere between 97 and 98 percent capacity at this point in time so one of the important things that we're seeing is the establishment of some new apartment complexes that are coming in off Rodeo Road. There are couple planned off 599 in South Meadows and of course the new ones that will be going into Las Solaras along with the single family housing and the age-targeted housing. We have, of course, a new Presbyterian hospital that's under construction at Las Solaras, a number of retail projects as well and we have the expansion of Christus St. Vincent. The expansion of the small Presbyterian urgent care which is directly across the street so we are, like I said, looking at numbers that are so far above and beyond what we've seen in the last several years that it is very exciting.

We want to make sure that our urban design concepts are well established and in place. We want to make sure that we continue to look at our street issues, our public parks and make sure that we have linkages to plazas not just downtown but in various parts of the city as well. Las Solaras in the process of starting to build a 28-acre regional park which will be accessible to all the residents of Las Solaras, the people working at Presbyterian Hospital and the other regional facilities that are in that area. We have also spent a lot of time in land use looking at some possible redevelopment on major streets. There was an ordinance that was passed a few months ago related to the St. Michael's corridor, this is the Link Overlay Plan, which provides incentives for developers to come and build specific types of projects that we feel the City needs and in turn they get incentives from the City not having to pay development permit fees and there are a few other incentives attached to that as well.

Two other overlay plans that we're looking at that are currently in process relate

to the West Santa Fe River Corridor. That project is coming along and we have a couple of sponsors including Councilor Viallreal who has been working very closely with us on a few amendments and we hope to present that to the City Council pretty quickly. Another overlay plan relates to the Old Pecos Trail Corridor. We have taken a lot of time to listen to residents, to listen to their concerns and to make sure that anything that we impose falls along with their needs in terms of maintaining their neighborhoods and their lifestyles. It is very important to us in the City of Santa Fe our historic preservation and making sure that we take care of our city and our residents.

The City of Santa Fe recently won a National Geographic award for sense of place and so maintaining our character and all of the amazing values that our city holds is critical to our continued existence and we want to make sure that we take care of those resources.

And so with that, Mr. Chair, I would stand for questions.

IV. Open Dialogue

COMMISSIONER ANAYA: Thank you, Mr. Chairman. Thanks to the Mayor and the Council and the Commissioners present as well as staff and their staff presentation. Mr. Chairman, put me on the clock I have several comments but I am going to try and be as succinct and quick as I can.

I think the first thing that I wanted to say to my colleagues from the Council is that I appreciate very much that you're here and Mayor, I appreciate very much that you're here and that I fully respect the decisions that you, Mayor, you make and the Council makes on a regular basis within the auspices and responsibilities of what you have to do as a local government in the City of Santa Fe. I fully understand and respect that we always will not 100 percent agree on positions, possibly, but, that in fact, you have an obligation and responsibility to act in the interest and on behalf of the constituents that you serve. I fully respect that within every local government and entity in the State of New Mexico and across the country so – I thank you for that and I want to say that I have good relationships with all of you. I respect each of you individually as people. So I would say that.

The other thing that I think is important to note on the record and publicly is that when we look at the State of New Mexico and we say what are other areas doing in relation to regionalization, I don't put Santa Fe County and the City of Santa Fe and the relationship with Española and the Town of Edgewood at the bottom of the list. I put us at the top of the list because we have some things that we have done as a County collectively with you because you're here today that are very important to the community that we serve and I'm going to note some: our solid waste agency, the recent film office work, the annexation that we got through in recent years, the Buckman Direct Diversion project, the Metropolitan Planning Organization, the Regional Transit District, projects specifically associated with trails inside and out of the City limits, fire, police, sheriff, public safety, and regional dispatch. The whole point of what's happened with regional dispatch, and I've noted this and I think all of us know this and have noted this, was that we had a terrible accident that occurred on this hill going to the ski basin associated with communications and the Commission and the Council and the Mayor at the time had the

wisdom and understanding to know that we had to do better with regional communications. And, Chief, Councilor, nobody knows that more than you do as a councilor here at the table today because you lived it and went through those challenges. So I fully respect and acknowledge that. But our neighbors so the north, Española, we've had collaboration and mutual aid with our fire department, our regional dispatch, the regional dispatch and our Sheriff's Department, library services, we've also had a good relationship as it relates to library services across every jurisdiction and especially with the City of Santa Fe. The constituents in District 3 in Tierra Contenta have sustained support across many spectrums but the City of Santa Fe – we worked with the City of Santa Fe on that southside library and we fully intend to continue that particular relationship. It doesn't change when you go down south to Edgewood and you look at the fire coordination and the regional fire work, regional senior services, library services, regional equestrian facilities and others.

My point is, that we're not at the bottom as it relates to coordination. Sometimes we have struggles and sometimes we have disagreements but the bottom line reality is all of these things that I noted are ongoing daily functional things that we do hand-in-hand with the City of Santa Fe. So I want to reiterate that as I move into the next points that I might make associated with some of the deliberations that we went through as a County in our budget process to determine how might we best serve the constituents that we serve and help them. And how can we provide all of the necessary tools to those departments and offices that we have in the County that serve many, many city residents in conjunction with their functional responsibilities to county residents.

But before I do, I want to look at the Clerk here and think about the Treasurer who I saw earlier and talk about those functional partnerships that happen daily within our elective offices of the clerk, the treasurer, the assessor, the probate judge and the sheriff again, they collectively as a team and as a unit don't distinguish between where somebody lives within the City or County residences -- they serve all those residents that rest within those 1,900 plus square miles that encompass Santa Fe County. And, so, just for clearness and complete clarity we're a team and we have to be a team in order to serve the interest of the public. So, I'll just say that.

As we relate to this particular discussion I'm just going to say it explicitly as I wrote it: My support for the following will not cease or be detoured and wane for the following associated with the funds necessary to perform their jobs. The additional positions that we've been speaking of in our budget process for the Fire Department, the Sheriff's Department, the Corrections Department, the Regional Dispatch and the behavioral health/mental health center positions that we've been discussing about in that process. We have opportunities associated with all of those but I will say that we also have in addition to those items that I just noted on positions, I've also been in staunch support, we put in two percent as an increment for a cost of living for our collective bargaining units and our non-collective bargaining units to have – that's already in the interim budget. I've been fighting for three and I'm going to continue to fight for three; so it's an additional percent that I'm going to fight for and that's not just including the public safety but that's across the board. Our union and non-union employees to utilize in their collective bargaining and to provide and to help sustain their lives given the fact that we had to make tough decisions, as you have, associated with the challenges that

were faced in the recession.

So I want to put them on the table because and I appreciate you Mr. Moya and Ms. Miller for your clarity in trying to be clear on the taxes and the uses – we’ve tried to be very explicit and I know we have spreadsheets that we have provided that are available to the public that show person by person, department by department, exactly where those funds would go if we would approve the increments, the two increments that we proposed. What I’m going to put forth to my colleagues on the Commission and we’ve had discussions, but to the Council and the Mayor is do we have options that we could potentially consider on one of those increments; I think there is. And going back to that initial communication and I’m going to look at Councilor Dominguez and say this respectfully, I wasn’t picking on you or anybody else associated with the discussion on regional dispatch. We went with good intention to your committee. We went with good intention to both committees and the Council to see if there was a potential opportunity, as Ms. Miller said, to create some offsetting additional operational cost for regional dispatch. Based on your valuations through your committee process and the Council, I took it that based on that evaluation because we didn’t hear additional feedback, that at that time you guys weren’t in a position to do any additional augmentation of our operational budget. I didn’t take it personal. But once we got back to the County, I came back to my colleagues on the Commission at that time and the manager and said, What else do we have to do internally for our own purposes to sustain what we need to do to improve the operations of the regional dispatch? Part of this budget that we have in front of us that we’ve gotten to this point on, accommodates that request. So no malice, no frustration over what was determined at that time. We just took that particular need and said, What do we have to do to fill that void? That’s an opportunity, Mayor and Council, to take a look at any see operationally is there an opportunity to figure out some additional funds.

The other thing that I’m going to put forward today and put on the table is that mental health and behavioral issues don’t stop at any boundary. We know without a question or a doubt that in the State of New Mexico there is an immense need for additional behavioral health services. This Commission, former Commissioner Chavez I would say was one of the ones that was staunch proponent to figure out how do we get and work toward better access to behavioral and mental health issues in our County and our state. We also understand, as you know Mayor and Council, that many people gravitate to the metropolitan areas of our state to seek those supportive services that they need and that you guys are faced with that daily as we are. I think that’s a huge opportunity for us. We have a facility that the tax payers helped to fund and we need to find the operational cost to make it work. So if the City of Santa Fe could consider, Mayor and Council, an opportunity for regionalization of that particular facility that might be a good opportunity for us to work collectively together to resolve and take on those challenges associated with behavioral health now. And I think that’s an interesting component that we should look at. It’s a necessary component, not an interesting one but a necessary one.

So, as we sit here, I stand ready to do what we need to do on that topside list to fund those positions that we need to do to operationally fulfill our responsibility to our constituents. But I also see we have an opportunity today and in the future to figure out

that regional piece associated with mental health and substance abuse and maybe that regional piece that we've had some prior discussions on.

I heard Mr. Martinez earlier say, unless I misheard what you said, I thought I heard you say that there was a willingness for further discussions and a possibility of expanded operational funds; did I hear you right?

MR. KEN MARTINEZ: Yes, Commissioner. [speaks away from microphone]

COMMISSIONER ANAYA: Awesome, awesome. The last two points I would make Commissioners, Mayor and Councilors, water absolutely, always has to be on our list and hopefully we can get to the point where we do have a regional water system. I think that just makes too much sense given our history and given the Buckman Direct Diversion, even though we all understand that there are challenges associated with that particular project right now but that the College of Santa Fe I didn't want to stop and not bring up the College of Santa Fe and I know Councilor Harris and Councilor Lindell are working to help figure out options but I think that particular site and I have a personal perspective because my father graduated from St. Michaels College along with many, many others from this community from St. Michaels College and the College of Santa Fe and now the Institute of Art & Design, but I think that's an interesting opportunity that we all have collectively to help figure out how do we keep this in education and as a facility that serves the entire community.

So, Mr. Chairman, those are my points and perspectives. I say them respectfully. I respect the City of Santa Fe, the City of Española, Town of Edgewood immensely and each and every elected official therein and so I just want to say, we have coordinated, communicated and got things done and there will be disagreement and ups and downs but I think at the end of the day there's no other community in the State of New Mexico, that comes to my mind, that hasn't been as progressive as we have and I think aside from those differences at times that's never going to cease. Public safety when the calls come out for people in need and distress, the City of Santa Fe, the County Sheriff, the State Police, our fire departments nobody makes any distinctions about where they live. They answer that call day in and day out and we know that and we understand that. So thank you, Mr. Chairman and Mayor and Councilors. I appreciate the time and I appreciate the participation at the meeting.

CHAIR ROYBAL: Thank you, Commissioner Anaya. I'm going to go back to and forth from City to County. Councilor Villarreal.

COUNCILOR VILLARREAL: Thank you, Mr. Chair. I have a lot of questions, but I guess the point I want to make that has been a little bit frustrating to me is that we have staff spend so much time preparing this packet for us both on the City and County side and we just get it today right in front of us. And I don't think that's fair to staff for the amount of time they've put in. I can look at this and relate to the City information because we've seen it before and that's helpful, but you haven't seen it before so all this information, especially for the new Commissioners and Councilors, some of this historical information we don't have. So it would be helpful to have the information so that we can read this ahead of time, understand the Regional Emergency Communications Center -- I mean, I'm kind of feeling that I'm at a loss because there's questions I have but it's mostly because I would like to review this.

So I'm going to approach this without getting too frustrated as a study session for us where we can take this information but I also feel like we need follow-up meetings with the County because this doesn't help for all of us to be looking through the information and not knowing what's actually in there. There is a lot of information that I think would be useful for the conversation about future possibilities, one that you brought up Commissioner Anaya about the behavioral health center and mental health center. I would love for that conversation to be connected to homelessness issue that is both City and County related and I don't even know if that behavioral health center will actually address the issues that we both face around people experiencing homelessness. Just with land use, I think we could have one session related to land use as what's happening in the City and what the County is doing and I was fortunate to be able to be part of that conversation and the work that was with the Growth Management Plan but there's so much to learn that we could benefit from in understanding how water relates to it, how it is going to affect housing and what kind of development is going to occur into the future. All of these questions are just kind of brewing in my head and I guess I'm just a little bit frustrated because I see all of you out there and this was a lot of work to put together but I don't know why we didn't get this ahead of time so we could at least review some of these aspects and have questions prepared. So to me, that is somewhat of a waste of time but I'm going to approach it as a study session.

CHAIR ROYBAL: Thank you, Councilor Viallreal. Commissioner Hansen.

COMMISSIONER HANSEN: Thank you everybody. First of all, I want to really express my deep gratitude for the City for being here. I initiated this meeting in January and I am so grateful that we are here all at the table and I really want this to continue. I don't want this to be one meeting once a year. I think like Councilor Viallreal said this is a study session, this is a beginning. I have a long history with the City. I have served on many City committees; I've worked with all of you. I've now worked with Councilor Harris who is one person I had not worked with in the past and we serve on a number of boards together and I am grateful to be working with you, with Mayor Gonzales and I think it is such an opportunity for all of us to move forward together.

As all of you know, I have brought up the issue of annexation and I have spoken with all of you. And it is not that I am bringing it up. I am bringing it up because my constituents asked me to in Area 1 that Ms. Brown spoke about. And we are willing to work with you. There are in Area 1 that I am talking about, there are a couple of residents here, I believe, would you stand if you are from Area 1. There are residents that are really concerned about the zoning for the City because one, the zoning there from the City requires them for any change to connect to City water and there is no City water anywhere near Area 1 north of West Alameda. We provide all of the fire and police service to that area. And so that area is really a very rural area and they would like to remain in the County so that they could some of their divisions of lots because at the moment they cannot because they cannot connect to City water.

The other issue is that there is Area 18 that was taken off of the table and that is all served by City police, water and sewer so it is odd for me as a new Commissioner to see that we have areas that you're serving that are in the County and we have areas that

could possibly go into the City and we're serving them and even though I respect what Commissioner Anaya said that we don't make any boundaries and we one another, at the same time, what I am representing my constituents on is that we look at Area 18 and we look at Area 1 and see if that is a possibility to keep part of Area 1 in the County, move some of Area 18 which you provide services to into the City and make it a win-win. Because what I want it to be is a win-win not something that is, Oh, the County is trying to take back some of their land, because that is not where I am coming from. I am coming from the place that my constituents who have constantly and constantly asked me to represent them on this issue. I know that we're not going to make any decision today but I just want you to think about it and figure out how we can make this a win-win for our constituents because that's who it is really about. And how can we make West Alameda a better road for our constituents because that is a real issue in that area. It needs work and you all know that; you drive on it. And then in the South Meadows area where we have this park that we own, that's another thing that we're working on with you. We want that area to be developed in a respectful way to the residents of the County and to the City and that there is areas out there that are open space that residents have access to because we already have a school, Camino Real, that is at capacity with the children so we need more areas out there for children. So that is some of the issues on annexation.

I really want to also commend you on passing the St. Michael's corridor upgrade because since I am a Commissioner that lives in the City and has opportunity to access those services and I live in that area, I want to make sure that we don't move anymore car dealers onto St. Mike's and that we have apartments and that we have multi-housing on that street because it is a perfect place to have multiple apartment units. And just recently the Bank of America closed their entire drive-thru area and that is a perfect location for a multi-family complex on St. Mike's. There's two roads and there's access – and so I want your land use to be sure and thinking about that when people come in for development permits for that area since we are in such need of apartments. The more that we move to downtown or to the mid-town which is what I like to call that area and move apartments into that area I think the better that it is going to be for our constituents.

The other thing that was not on our list that we haven't addressed is broadband. I feel like this is something that both of us as Councilors and Commissioners that we really need to work on. It needs to be a priority. It is a priority for our economic development to work on broadband for the County but it is a coordinated effort and I am sure that Española and Edgewood would also like to be included in that idea of broadband throughout the County and I feel that is an important issue that was not brought up and I am extremely sympathetic with Councilor Viallreal on receiving the packets because we didn't receive the packets until today either. We would all have liked to have read that before.

I also want to speak a little to the West Santa Fe River Corridor Plan which I feel like is also an area and part of Area 1 that has just recently been annexed into the City and there's a tremendous amount of pushback from the residents there with concerns and I know that you have all heard that and I am happy to hear that this plan for the West Santa Fe River Corridor is moving forward since I am in that neighborhood and it affects me and affects Councilor Viallreal also.

And, then, finally, for this moment behavioral health which is extremely important to all of us. I wanted to let you know that we have just signed an agreement with the Recovery Center to extend our Sobering Center which will be right off of Galisteo so that is right in the City and so therefore we are in the City doing the behavioral health services in the City and many of the residents who come to the behavioral health are City residents. The Sobering Center is going to continue in that area. Part of our gross receipts tax that we have developed and will vote on in the next meeting is to support our behavioral health and to make sure that we have operations and funding to develop a more sustainable behavioral health for both the City and the County but the facility is in the City and it is in the middle of the City so that's an important thing to remember.

I also want to agree with Commissioner Anaya about the fact that we have some incredible joint ventures that we do together and that we are doing well. I would consider the Buckman Direct Diversion, SWMA and the film initiatives that we are working on together extremely important. I am a huge supporter of the Santa Fe Studios and our whole film initiative and I think it is something we can only as a City and a County build on and make stronger because it is economic development, it is jobs for our youth, it is a diverse area where we can create more employment. The more employment we have the healthier our city is. And with that I'll take a break. Thank you.

CHAIR ROYBAL: Councilor Dominguez.

COUNCILOR DOMINGUEZ: Thank you, Mr. Chair. I'll do my best to be brief. I'll be a little bit more brief than I normally am but let me go ahead and get in there. I want to first of just thank everyone for being here. I want to thank my colleagues from both the City and the County for being here as well. You know, we're taking time out of our day to make sure that we're here to listen to each other and to listen to what staff has to say and everything else.

I also just want to apologize to you, Katherine, real quickly, I did not see the resolutions that the County had in the packet with regard to regionalized water and that's because we just got it today and so I missed that. But it's important information for us to have. I'd like to be able to get this electronically if that's at all possible. I'm not sure if County or City wants to do that but whatever we can do to get that electronically that would be helpful for me.

I, like Commissioner Anaya, have a ton of mutual respect for my colleagues both the City and the County. I served as the chair of the BDD and we've gone through some pretty interesting processes there and so I certainly understand the fact that we as a City have our issues and the County has their issues and sometimes those issues collide and sometimes they dovetail nicely together. But that is the nature of the business and that is the way it is and so I certainly have the respect that you all deserve and need in serving the public – it's not an easy job sometimes.

I also want to just say that that respect that goes to me to your County staff and hopefully this doesn't get anyone in trouble but Adam used to work for the County and there have been many times that I have called Katherine to just ask her questions just in general about budgets and economies and that sort of thing and so I certainly would hope that our staff would be available to the County as well, Mayor, and I'm sure they are.

I also think that that respect needs to go beyond what we say here today but to

recognize the history that both organizations have in the agreements that we have and the RECC is one that is just one of those agreements. That was a hot thought, very tough negotiation. I was a part of that. When you've got County Commissioners and the Mayor and a couple of City Councilors getting called to your legislative delegation's office saying basically, that you need to resolve this because we're not going to have to get into the whole other messy politics, you take it seriously. So the agreements that are in place especially with regards to the RECC are not agreements that – they are agreements that should be considered in the context of the history; they were tough. I mean there were concessions made and given by both the City and the County on there.

I appreciate you also Commissioner Anaya that you all did come to the Finance Committee but I'm not sure you went to Public Works, but I know as the Finance chair we did entertain discussion at the Finance Committee. I think I made it very clear at that time that we would listen and we would do what we could but we were basically in the very beginning stages of the budget development and so – but we would listen to what everyone had to say. And as a result of that, I think, as you said both the County manager and the City manager have gotten together and they are starting to look at some of that stuff. That's one of the unfortunate things about government is that, especially, when you look at the politics between the County there's only five votes to consider there, at the City of Santa Fe there is eight votes to consider. Government in itself is slow. But when you have to combine those two political entities together it sometimes gets even slower but nonetheless we're moving forward. I think that those discussions are beginning. Those discussions are had and so we've listened to what the County has had to say, at least in respects to the RECC and their discussion at the Finance Committee.

I think as my colleagues know I am always open for discussion and ready to jump in and have a discussion about stuff. The RECC is just one of those. Regionalization when we talk about water, I have mixed feelings about that one. On one hand I want to have that discussion. I think it's an important discussion to have. I think it's a concept that is interesting and I learn something new about it every time I talk to somebody about it. But on the other hand, as a representative of the City of Santa Fe and its constituents you have rate payers who have been paying into that water system for many, many, many, many years and have built that water system to what it is today. And that's not something that you take lightly. You have to take that into consideration. You have to take into consideration that there are families who have lived here for generations who have been contributing to that water system and you don't just make those decisions and I know that we're not doing that. I know that we're just asking to have that discussion but the City of Santa Fe has to continue to have that discussion even amongst itself before we can kind of look beyond that and god forbid I get into annexation. That one brings up interesting dreams, I guess, or nightmares whatever you want to call it. It was one of those issues where people came away not happy and some people came away happy. As they say if it's a good negotiation that's kind of what happens. But nonetheless, I'm open to discussions about what that means and what we might want to do. But there again let's not forget the history that we have and the promises that we made in the first place. We've made some promises in the first place so we need to make sure that we do what we can to keep those before we go ahead and even start making new promises – or as much as we can anyways.

And then just the last thing that I just wanted to say with regards to the respective budgets of both the City and the County. I've been on the Finance Committee now for 12 years and I've been the chair for however many number of years on the City. I've learned a lot from the my time there and I've learned a lot listening to some of the County budget discussions as well. And I'm not here to say you should or shouldn't do something and I'm not here to say that, you know, that you should do it this way because we did it that way and anything else. I just am glad that you are here and talking about it and you all are having a discussion with the constituency. We have our challenges just like you do. How we approach them are two different ways. And the last thing that I just want to say to that is if there's anything that we can work on it would be reform, taxation reform at the State level. I think that's something that both the City and the County can support each other on. And getting our legislature to change some of the laws that are there that limit our abilities to either collaborate, comingle – that not really a good word, but to blend those taxes together and to make it so we can support each other a little bit more. So I'll leave it at that, Mr. Chair, thank you very much.

CHAIR ROYBAL: Thank you, Councilor Maestas.

COUNCILOR MAESTAS: Thank you, Mr. Chair. Maybe just a point of order, Mr. Chair, are we going to make some opening remarks and then we're going to have more targeted remarks as we go down the agenda by subject; is that kind of your plan?

CHAIR ROYBAL: Yes.

COUNCILOR MAESTAS: I want to thank the County for the initiation to come here. I think it is very important. Many who have already spoken really have talked about how we're really a small community. Most of you know I was mayor of Española which part of it is in Santa Fe County and I've had a lot of interactions and dealings with Santa Fe County. And if I go even farther back, my maternal great grandfather was County Commissioner, Jose Mario Lucero and his son, Alfredo Lucero, was also a County Commissioner and he was also County Clerk and back in the day when he married my grandmother, he signed his own marriage license and application. I think that things in context in terms of how many of our families have been here for generation. So it is beyond just having a shared constituency, it's sharing a history. You know, having families that have made this area home. So I think we all know that we are deeply tied to all of Santa Fe County and that our concern for our shared constituency I think needs to be reflected in our relationship. And I think having these joint meetings is a clear demonstration to that shared constituency, that, yes, we want to demonstrate that we're getting along and we're really coordinating on a lot of mutual concern and I think this event today represents that.

But as I look at the agenda and I go through all of the agenda items I'm trying to see where the City has a real distinct mutual concern and issue and it seems that these are more issues of concern to the County where the County wants to engage the City. So I implore my colleagues that maybe going forward we do have some specific protocols about these meetings that if we're going to have an agenda item that the positions of both bodies be mature to not just discuss but maybe even come to some kind of an agreement instead of having one entity make a pitch to the other.

And then I guess since we're still on general remarks, I want to thank the County

Commission for holding off on their vote regarding the tax increase. As my colleague Councilor Dominguez mentioned we're kind of victims of very poor taxation and taxation policy here in the State of New Mexico and it's trying to pit us against one another. But the fact remains that gross receipts taxes are getting higher and higher and the state legislature has abdicated its responsibility by creating these local options and saying, Go tax yourselves. And in the process that combined rate keeps going higher and higher to the point where we have to be concerned about it thwarting any kind of business development and job creation.

And I think Councilor Dominguez said it well that this is not about challenging anyone's authority. I think we all know what our authority is but I think things are getting to a point where resources are very limited. I think our shared constituency are getting more and more frustrated whenever they hear about any kind of proposed tax and they demand more of us. And part of that demand is having us really roll up our sleeves and talk about, okay, whatever entity is proposing any kind of action that is going to affect our shared constituency how are we coordinating and streamlining those efforts and making sure it is the most efficient and effective expenditure of those proposed revenues and I think that shared constituency, I think they deserve that. So we're taking initial steps but I think that maybe this forum needs to be developed further but I think it's a great first step.

So again I want to thank the County Commission and in the letter of invitation they want to make this gathering a regular facet of our relationship and I couldn't agree more. And so I want to do my part to really enhance our relationship to the point where we can't just trade positions but we can actually come to some common ground and enact joint policy. Thanks for bringing us together. And, Mr. Chair, I'm going to reserve my questions on the specific topics as we go through them. Thank you.

CHAIR ROYBAL: Mayor Gonzales.

MAYOR GONZALES: Mr. Chairman, hopefully this will be brief in offering some opening remarks. I want to thank Commissioner Anaya for really setting the tone through your opening discussion about the fact that there are incredible success stories to talk about and many times we find ourselves exerting a lot of energy on things that we don't agree on as opposed to areas that we do agree on so we can build upon those. So I really appreciate you setting the tone and I also want to reiterate my thanks to the County Commission for delaying the vote on the GRT to allow this conversation to take place. And I think all of us respect the hard decision that each of you had to make for your constituencies and for this organization. I have the incredible privilege of being able to have sat in this chamber for eight years and to be able to see where the County has come from 1995 to today is a sense of enormous pride. Had I ever dreamt that we would be in a position as a county to be talking substantively about behavioral health, I would have been very excited about the future back then. But it was tough. And back then as it is today, it's very hard to visualize a way where the City and the County could actually work together on critical matters. But we have seen that there has been progress that has made and we do have to celebrate that. And I also think that we have to be careful not to feel like there always has to be a binding contract that forces us to work together because one of the conversations, the most critical conversation that I think all of us have continuously with our own governing bodies and with people in our community is what

this state of the City and the County are for the individuals that live here. And we have to be careful that we don't get so focused on the organizations and where they're working together and where they're not and lose focus on the sight of the individuals that call Santa Fe home and that need to count on us being able to have policy that creates a very vibrant future for them. So I think there are things that we can work on that don't necessarily require us to have these binding contractors where we have a collective focus and some collective energy that allows for us to be able to make progress and to better the daily lives our constituency.

Obviously, the issue of poverty plagues the City and the County. It is the biggest inhibitor that exist today for many people in our region to be able to count on a vibrant future. How they move to the middle class and how they're able to find more optimism in their future there's no agreement that we could ever execute together that will actually ever make that happen but there can be a collective will that focuses on how we grow our economies collectively. And we have that example with the film economy. We have that example with our tourism economy.

And let me just say that the sense of place that stated earlier the international award that the City received because of our cultural relevance wasn't just because of our historic district it was because of what this County has done to nurture and assure that traditional communities like La Cienega, Tesuque, La Puebla and Galisteo – all the communities that are represented by your logo and others that they have remained very vibrant and culturally relevant to this City and we benefit from that. We benefit from the policies that you have in place to ensure that culture relevance.

The issue of behavioral health is another shackle that holds people back and until we're able to find and follow as you have led ways that we can increase dollars and funds to collectively address and create safety nets for our community then people are going to continue to be held back.

The issue of climate change is real. Every year all of us worry about what a catastrophic fire in our watershed will do for all of us. The impacts of a catastrophic fire is not going to stop at the City boundaries. No matter how much we try and protect our water system it's going to have an impact on everybody. And so what we do and work collectively on to address the issues and programming of climate change and water security are critical and, again, I don't believe necessarily require binding contracts to get there. I think we're all working towards that. And if the opportunity exists to find ways to regionalize from a formal standpoint, that's fine, but because in the absence of a formal agreement does not mean that we can't sit at the table and talk about how we manage and distribute our water. I think Commissioner Hansen you bring up a very good point about rules that make no sense for many people in the boundaries of the County where there is actually City water that goes or in the boundaries of the City where there is no City water that may go to. And we have to look at those and make sure that the rules don't hurt us.

And the final component that I would say is the issue of cultural vibrancy. Our greatest strength as a community, as a region, is the multicultural vibrancy that is present today. Whether you are from the range lands of Stanley, New Mexico or the traditional communities of Chimayo, Agua Fria, to Canyon Road, the culture that has been present in this city for 400 years has got to be looked at as one that is worthy of protection and

worthy of leaning on when we think about how we address some of our most critical issues. And so what I want to be careful of in conclusion, Mr. Chairman, yes, there are some agreements that there could be hurt feelings over or feelings of lack of fairness but let's not let those issues hold us up from the much bigger issue in front of us which are the people of our districts. The people who are just looking for a better opportunity for a better future who really don't know where the boundary stops to the City and begin for the County but are just looking to see how they can actually succeed. And you have my commitment to work on those issues. And I know our Council is very committed to where the governing bodies can collaborate on organizational structure to work with you but I think that those are some of the big issues that I hope that we're able to work on and then the final, we've said this before, I don't know if Mr. Moya or Adam have a point of view on what these costs are but there is so much duplicative costs that occur between the City and the County that can be stopped. It doesn't make sense that we have two HR systems, two AP systems, two accounts receivables systems, two procurement systems when there are opportunities to develop a shared-service model that allows for a single entity to be able to support both organizations. And it seems like that would be a worthy study to be able to pursue because I am sure that we could free up even between what was it \$100 million that the GRT that is collected between the City and the County, I believe it is, even if we shot for a target of 10 percent which I think when you look at some of these shared service models those types of efficiencies come in place, we'll begin to find, Commissioner Anaya, those operational revenues that we need to address behavioral health. We'll begin to find some of those revenues that we're trying to all focus on to keep our kids in school and on track towards careers. We'll begin to find revenues that will establish true climate mitigation funds that allow us to continue to create healthier forests around us or secure our water long term. But I don't think – I know we always have to look to the tax base to generate revenues to support programs, but I also feel it's a worthy cause and an effort to challenge ourselves to think smarter about how we're delivering service where we have a duplication of efforts taking place and that's a hard thing to do but I assure you that if we go down that effort we will see that the amount of saving will be substantial in nature and free of revenues that are critical to our communities needs. Thank you, Mr. Chairman.

CHAIR ROYBAL: Thank you, Mayor. I'd like to ask Manager Miller to comment on the late issue of the packets.

MS. MILLER: Mr. Chair, Mayor, Commissioners, City Councilors, I'd like to apologize for the fact that you got the packets today. Part of the problem and Councilor Maestas you hit on it, we don't do these often. It's been over two years since we had a meeting so it was really difficult to actually formulate an agenda and what we had initially started with was just two hours of open dialogue but then there were requests from both sides of specific issues to be put together and that happened rather recently. So we were trying to just make sure that you had some information in your hands of what's gone on in the past. And it was really difficult to coordinate getting two sides together all at once and just getting a packet together for I think a City Council meeting or a County Commission meeting is always challenging but trying to get a joint one together without really knowing the format of this meeting and an agenda. So one of the things at the end of this meeting what we are hoping to do is actually come to an agreement about what

type of format we'd like to meet in and that way that won't happen again. So I just wanted to let you know it was not intentional it was actually that we weren't going to have a packet and instead have open dialogue and then when specific issues were requested we thought it was important to at least have something for you. So I just wanted to let you know that, thank you.

CHAIR ROYBAL: Thank you, Manager Miller. Let's go to Commissioner Hamilton and then break for 10 minutes and go and get food and come back and continue discussion. Commissioner Hamilton.

COMMISSIONER HAMILTON: Thank you. I know everybody said it but it is really true I really appreciate that we're all together talking about this. Just talking about in part what we need to talk about. We do have separate responsibilities but some really, really powerful points have been made about things that we can look at now and in the future about things that can be done together and you can't do it unless you develop some process for talking about the specifics and actually taking action on them. Councilor Villarreal made a comment about how much information there is and how difficult it is not to maybe have time to maybe review all of the information before hand, but I think that's part of why this needs to be an ongoing process and that was what I saw as one of the big goals of having this initial meeting. The initial meeting is always a more difficult thing but I feel like discussing the process that we could agree on for a few of the topics that we maybe at this point see as important to have ongoing discussions of. It's just very interesting to me, there were several topics that were put on the agenda that we had presentations on but several other really useful topics were just mentioned in addition to the several that the Mayor just mentioned, Councilor Dominguez mentioned State tax reform and working together on that. So there have been several really worthwhile topics but for some of them, and I use the possibility of a regional water authority as one example, I don't see that as something we can develop separately as much as the City and the County each have to work on their perspectives and we're doing white papers and we're doing development of information and that's clearly critical because we each have commitments to water and there is a history which was a very good point but I guess I feel that the idea of coming together when we each have a position and we have gotten all of that information and we have talked about it on each of us separately to try and come to an agreement a year from now or two years from now is maybe not as productive as having some sort of process, maybe a subcommittee of people where we can talk about what kind of information, what concerns and issues and thoughts that each of us would have a lot of problems with doing a regional water authority but also perspectives on what the benefits would be and how it could be structured. To me, that's just an example of something we could do on a periodic basis before we make final decisions so that – and that might really help focus the kind of research that we're doing independently.

In any case, one of my thoughts about today is that it would be really useful to talk about some of the additional topics that we may want to include and I think the ongoing process might not be the same for all of the topics. Some of them we could just come together at the next meeting like this and talk about or it might be something where individuals in one place or another might have a lot of information to bring but others might require subcommittees or I'm not sure what other options are opened but that's for

later in our agenda. I think that would be very useful to talk about.

The other thing I was going to say is that I think the other really key goal for today, from my point of view, was to hear what the City's thoughts and concerns and ideas about the GRT tax proposal and how we can work together on that in the future but also things that might impact our thinking because the County is in a timeframe constraint on budget. So I want to make sure that we don't miss that. I know the Chairman has indicated we are going to talk topic by topic and I want to agree with the Mayor that there are some long term things that we can think about in terms of efficiencies that would be incredibly beneficial and that is always a pressure we have to do as much as we possibly can with the resources we have in hand. I do think that there are, just to lay that out, that there are times when you can gain a certain amount from efficiencies but then you have limited opportunities to change your overall revenues and that at some point that can be a really important thing to do. I have a feeling that the County is at that point now. I think Commissioner Anaya made an effective statement about why and what things we feel we need to do in that regard but even taking some action now does not preclude efficiencies in the future or impacts of GRT revenues that would come from, state tax reform that we could then respond to in the future when that option is available. So thank you.

Upon motion and second, the governing bodies recessed for a lunch break at 12:20 p.m. The meeting reconvened at approximately 1:10 p.m.

CHAIR ROYBAL: We were in the open dialogue and there were a lot of comments and appreciation for this meeting and I'm going to go to Commissioner Moreno and then we'll go to Councilman Trujillo.

COMMISSIONER MORENO: Thank you, Mr. Chair. I think it was a good thing that nobody got the materials ahead of time because this makes it kind of a reboot for everything that we are going to endeavor in the future. In my career as a facilitator I had the opportunity to facilitate one meeting of the old RPA and it was kind of a disaster. But things have changed and we all mature, institutions mature and I think this is an opening that we really don't want to mess up.

We do have a lot of relationships. On the MPO, Joseph Maestas is chair and I'm the vice chair of the MPO. The RTD is another one where we serve together and Mike is on the SWMA Board which we're going to have tonight. So we have maybe some possible ways that we can build on those relationships and those being mostly in the utilities department that water makes good sense to work on first. It's our most valuable resource and we don't have the luxury of not doing it right. I think that's what I wanted to say. Let's not get in the position of where we're not talking to each other and I really have high hopes that we can be partners in these endeavors. Thank you very much.

CHAIR ROYBAL: Councilor Trujillo.

COUNCILOR TRUJILLO: Thank you, Mr. Chair. I too want to thank the County, all your staff, City Councilors and staff for having this, in my opinion, long, long, long, long overdue. We talk about collaboration and I think that is definitely what has to happen. Even though we do sit on many boards – during the conversations that we've had today there's a lot of new ideas that have been brought out and I think that's

good because we do share the same constituency a lot of us and we face the same challenges both the County and the City. The only thing I would say to you is, let's start the conversation and this is the new way that we start the conversation.

Commissioner Anaya made some comments, you know, how do we collaborate? He mentioned the college, the College of Santa Fe, never would I have thought that the County would have wanted to come in and have discussion on that and that's a good thing. That's something that is very important to this City and very important to the shared constituency. So I'd like to see some of that. We have other issues too, you know, everybody knows it just came in the paper: a \$38 million possible airport renovation. Same thing, we share the same constituents. How do we collaborate? And when Councilor Dominguez made the comment, blend taxes together, I think that is something that we definitely need to have that conversation with the state. Right now we talk collaboration and I'd like to see us take it a little further, being that we're having this joint meeting, we have a lot of issues that we say are very important to this community, very important between the City and the County, it's probably also really important to the schools as well. It's probably important to the State as well. I'd like to see somewhere down the line maybe we have a conversation between the City, the State, the County and the schools, you know, within this region because like I said, we all share the same constituency and we may all have different ideas but as long as we can have those conversations maybe we can come to an agreement on something.

The other thing I want to say, I'm open to, you know me, let's have that conversation. Let's talk about the RECC. Let's talk about water. A lot of you at the County, I mean, Tony me and you go back forever playing baseball, your brother, Ken, Rudy, you know, we've all grown up in the City. We've grown up playing ball, going to school so it's our City and our County are very important to us. You know, we all want to see our City and County grow right at the same time too let's take care of us, those of us that are here, those that make the City and make the County work. That's what we have to do. But like I said, you had the City of Española here – why can't we have discussion too – if we're talking RECC, is it just going to be between the County and the City? Here's Santa Fe County, you have all the dispatch for the entire county, you need to bring all of those entities to the table. I, myself, am willing to sit at that table to have those discussions. But when will those discussions take place, I don't know. You know, Katherine – you know, we got the packet today. It's been rough, I understand that. I definitely want to read more into this and I think if we continue to have these discussions, we'll be able to work out a lot more of these issues but that's my concern: are we going to continue to have these or is this going to be a one-time shot. Because, you know, I've been here 12 years. I've seen it. We want to have this discussion but then somebody gets mad on the County, somebody gets mad on the City and we don't have these conversations. And that's not the way our two entities should work, you know, so I do hope that this is a new beginning. I think it is. I see three new Commissioners that I know want to work in collaboration with the City and get things done.

I'll keep my comments as brief as I can. I look forward to working with you. I look forward to the conversation and making the lives of those citizens that we all represent better.

CHAIR ROYBAL: Thank you, Councilor. Councilor Harris.

COUNCILOR HARRIS: Thank you. Add kudos to the Commission for calling the meeting and particularly Commissioner Hansen, I know she kind of led the charge on this. So I do appreciate it. I'm going to be very brief with just a few observations.

I'm one of the new Councilors and one of the things I learned when I was campaigning and talking to people is that there really is an expectation on all of our constituents that we certainly respect one another but I appreciate the Mayor's comments about binding contracts, but, in fact, we do have some binding contracts and I think we have some potential for some additional ones, and that we as best we can and to the greatest extent possible we work together to solve common problems. I really believe that is what is expected of all of us as elected officials.

I also want to, well, based on my last 16 months sitting the two joint City/County boards, the Buckman Direct Diversion as well as SWMA Solid Waste Agency, it is my observation that there is some baggage that carried over: there just was. And it led to some tensions within both groups. But I think what can be said now is that we pretty well worked through. The new Commissioners who are on those respective bodies I think have been given to a certain extent a new slate and so I think we need to take that mindset of new eyes, new perspective, perhaps, and take care of some of the problems that have lingered perhaps for a little bit too long. And I'm thinking about the regional emergency center is one that I think should get some real focused attention.

The last thing I wanted to say is something I've been talking to a lot of people about is just an observation that District 4 that Councilor Trujillo and I represent, really is the group of people in the middle. We're the only district that has a common boundary with the other three. We have a long common boundary with the Traditional Village of Agua Fria and I always put in our neighbors to the south in Rancho Viejo and increasingly Oshara Village. So as such, I think for myself, I am always particularly focused on growth management and I know that the County has had and I see that in the MPO the whole north connector – I'm going to misspeak how they are designated but you know what I'm talking about. I think those are important discussions that need to keep going because that does affect the City's traffic pattern extensively. I'm also very focused in terms of District 4 if you were to look, I think you would find that District 4 is really kind of the hot bed of construction activities both residential and commercial and I think it's probably perhaps safe to say throughout not just the City but the County as well. So there's a lot going on there and for myself what I think we need to continue to talk about, and quite frankly, this gross receipts tax discussion is part of that, is economic development as well as growth management.

So with that, I look forward to hearing what everybody has to say on the specific topics. Thank you very much.

CHAIR ROYBAL: Thank you. And we've got some brief remarks from Commissioner Hansen.

COMMISSIONER HANSEN: I know our time is running short, it seems like we just got here and I am so glad that we are all here. Referring to Councilor Trujillo, I want to make a comment a motion to say, Let's meet in three months. Let's meet quarterly. Let's keep this dialogue going so that it is fresh and we don't get delayed – or every four months. Some kind of regular communication so that we can continue to

bring up these important issue that we have to deal with. For me in District 2 in the County, I have constituents in District 1, District 3, and District 4. So I share borders with many different constituents and different districts that have a lot of issues and they call on me to represent them in the City and I do that: Lisa can testify to that. For me, there's no conflict because I am not a City Councilor so then therefore they can come and they can talk to me about their issues and I hope that you are all comfortable that I do come and speak at the Planning Commission and City Council meetings because I know my constituents rely on me when they can't actually talk to you sometimes when it is quasi-judicial matter. And so I just want to share that piece of information.

We do have a lot of common problems to solve and I, Commissioner Moreno, Councilor Maestas we serve on the MPO and as many of you know the northeast and southeast connector is a huge concern for me and we had that brought up at our last meeting and we tabled a development because we do not know -- New Mexico DOT could not answer, well, they were not here to answer us, in what is going to be done with the northeast connector and that is a big concern for me. So hopefully they will show up and give us some answers because we have been trying to work with them for a long time and Councilor Maestas knows how important that road is to me. He actually was at the ribbon cutting when we got the Federal Highway right-of-way to open that. He was at the ribbon cutting with Commissioner Vigil. So it has a long history for all of us.

I plan to work on an amendment to the annex agreement with staff about Area 1 that can be brought forward from this body and then your staff. I don't know if it's a motion but I want to start working on an amendment to the annexation agreement to the Area 1 and Area 18 and see where we can go. And I would like our two bodies and staff to work together on that so that we can talk about annexation and then we can also work on this park down in the southeast connector and work on Alameda which I know needs work. So that is part of what I would like to work on with the annexation because time is short. That agreement has a deadline of June '18 and November and December of '18 when services stop. So the sooner we start to work on some ideas to solve that problem the better.

And I would love to hear from the Councilors your feelings about the GRT. I think that in many of our meetings I have been clear that I only want to do one increment of the GRT. My preference is the twelfth and I have said that many times so it's not anything new that I am saying here. I have said that in other public forums. So that is what I am going to get to the thorny issues of why we're here and how we got here and so that is where I am coming from and I want to share that with you that I support raising our GRT, the one-twelfth and that is what I am willing to support.

CHAIR ROYBAL: Thank you, Commissioner Hansen. I'd like to echo a lot of the comments that were made and I'm going to keep my comments brief and thank all my fellow Councilors and Commissioners that have talked here today. I feel this is a great step in the right direction and I'm hopeful that this will be the first of many joint meetings.

In my district I have two cities, and I want to work collaboratively with both cities. I have had some very positive meetings with Española, City of Española and I am hopeful for continued collaboration with them.

In closing, I feel that when municipality and county governments work

collaboratively to identify services and projects it's our constituents that win. I appreciate everybody for being here today and I want to be mindful of the time. We do have public comment also that we have an idea for and we do, in fact, that we have an item on here that talks about public community survey and also options for future meeting which Commissioner Hansen mentioned earlier. I'd like to move into questions being mindful that it is already 1:30 and there are individuals that have other meetings. Councilor Maestas.

COUNCILOR MAESTAS: Thank you, Mr. Chair. Regarding the gross receipts tax and the County's authority I felt that there was some ambiguity of which increments could be enacted by the Commission and which required voter referendum; has that been addressed? Does the County Commission have the authority to impose any of the increments being considered?

DEPUTY COUNTY MANAGER FLORES: Mr. Chairman, Councilor Maestas, we're still working in dialogue with Tax and Rev Department to see exactly what their position is on our authority. We have one opinion that they rendered which was a different interpretation and we're still working through that.

COUNCILOR MAESTAS: I just think that's a very important issue, Mr. Chair, members of the joint body that we know what the parameters are around this issue and if there's some uncertainty we ought to acknowledge it and maybe set aside a certain issue where there legal uncertainty in terms of what authority the Commission has to impose a certain increment.

And I'm going to be brief, Mr. Chair, and I guess the genesis of the whole initial hold harmless enactment was to try and compensate for the loss due to the repeal of the hold harmless subsidy payments to the Santa Fe County. Does the County have an estimate of what that loss is?

MS. MILLER: Mr. Chair, Councilor Maestas, it's around – from the beginning around \$4.5 million because it's gone down 7 percent per year on top of growth that number changes every year but probably now at about 3.5 million.

COUNCILOR MAESTAS: So you would say, the initial one-eighth that you enacted would fully offset the total estimated loss from the repeal of the hold harmless?

MS. MILLER: Mr. Chair, Councilor Maestas, one-eighth increment is about equal to what our hold harmless distribution was when it started.

COUNCILOR MAESTAS: That's all I had on the taxation issue, thank you.

CHAIR ROYBAL: Thank you. Mayor Gonzales.

MAYOR GONZALES: Just a couple of quick points. One, to Commissioner Hansen's point on the issue of the annexation agreement it seems that in a relatively short order there is opportunity to introduce resolutions at both governing bodies' levels to determine a willingness to direct staff to begin that process and so I think that in terms of a win, if you will, one way or the other, I would encourage you to pursue that route.

In terms of the RECC I wasn't here when the initial agreements were set into place but I do understand that times change and circumstances change and certainly there is a commitment on my part to work with the staff and with the Council to at least begin

the dialogue of understanding how we can bring a solution forward to address some of the concerns of the County that is representative of more of a fairness type environment that exists around that.

Having said all of that, I do want to respond to Commissioner Hamilton's request on the point of the GRT and where I personally stand and certainly what I would hope this Commission does. No one here more than I understands where the community when it comes to the issue of taxation. I say more than I because I personally and publicly have gone through the last 90 days of a proposal to increase a tax on sugary beverages that would fund early childhood education. And certainly there were lots of perspective and points of view that came forward during that conversation. And since the election, the loss of that proposal, I have had an opportunity to sit down with many people in our community to listen to their concerns and they were a wide range of concerns regarding the proposal but one that was very clear was this sense that people in our community just feel like they're being taxed too much. That there's a natural propensity for government to look to increasing taxes to try and solve the problem of the day or the need that is viewed to be the priority of the day. And there's a general sense from the public that there isn't a return that comes back in ways that improves their own personal daily lives. I think we've got a ways to go until we're able to have a sense in this community that the taxation that occurs is truly one that provides a direct benefit back. Now, we can have conversations about responsiveness of our public law enforcement which all of them do very well. The issue of which all of us hear quite a bit of at the City, potholes and parks and weeds in the medians and other areas that require attention and resources of the public. But I think we, today, for good or bad live in a day where our citizens just feel like they're being burdened too much by the issues of taxation in all forms.

We're kind of suffering the consequences of a lack at the State level when it comes to tax fairness an issue that encourages or discourages us from working together because they statutorily have set up our governments to not necessary find collaboration that drives efficiency and increases service. We are for sure suffering from what is happening in Washington where a lack of collaboration has meant deferred maintenance, and deferrals of infrastructure investments. We have a proposed budget by a president that would eliminate housing funds, work force development funds, almost any domestic program that exists, the president has proposed to eliminate. And what the public sees is that when we come back to them asking them to increase their taxes they feel like they're having to bear a disproportionate share of a burden that should have already been solved by all levels of government.

So I respectfully come forward with a point of view, having walked through the last 90 days of trying to convince the public of a tax proposal that I felt would have a direct benefit and having to reflect and to listen and learn and have a broader understanding of the concerns of the public is that for now the issue of seeking to raise taxes regardless of whether we view them to be most impactful on low-wage earners or others, that regardless of who is going to be burdened by it, and we know the GRT is the most regressive form of taxation, that the issue of turning to the public, yet again, to raise their taxes is one that I feel is one that the public wants us to try and resist and not further increase taxes until we can get some issues solved.

My hopes is, and Commissioner Hamilton, again, I come from the standpoint

where I actually went out and asked the public to raise their taxes to put a lot of effort to show what the public benefit would be, for all of that and regardless of how people felt about a tax on sugary beverages there is a resentment of government looking to increase taxes at this point. And so, seeing where the money is going to go makes a lot of sense to me. It's going to go to paying more Sheriff's deputies, it's going to go towards paying for fire personnel – it makes sense from our standpoint as an organization. But from the public standpoint, shouldering that burden I think is one certainly people are not ready to do.

The second component that I would just say, for us collectively as two organizations growing our economy is our best opportunity to increase our tax revenues. If this tax is passed and if it's true that will become the highest GRT tax rate in the state. Whether it is here in Santa Fe or in Española the opportunities for small businesses to overcome that becomes a challenge. And, again, that is reflecting from what I have learned over the last election that I've gone through and not only listening with individuals but listening to small businesses and trying to understand what a new tax would mean to them and how it would affect their ability to be competitive in an environment where taxes are higher here in our region than they are in other places.

So for those reasons to answer what you've asked us to answer and why we're coming here is why I would ask that there be a deferral on any raising of GRT taxes and allow for us to try and find that collaboration, grow the economy, address the issues of RECC which Commissioner Anaya before you walked in I pledged my support to work with the administration to find a more fair way to address the issue that you have continuously brought up over the past several ways, find ways where we can address those issues so you don't have to look at a GRT tax this year to address some of those needs you have in place.

I'll end with that, Mr. Chairman, but also just end with the fact that you have my utmost respect regardless of the decisions you make on this. I understand why you would do what you need to do. But having to be an individual that has just literally walked through the fire, I feel that I lend a perspective of what generally the taxpayers are feeling now given the state of government from the local, state and federal level and a responsiveness to the tax that I don't think is ready to be supported yet. Thank you.

COMMISSIONER HAMILTON: Mr. Chair.

CHAIR ROYBAL: Thank you, Mayor Gonzales. Commissioner Hamilton. Let's try and get public comment done. Let's try and get it done before 2:00. I think I'll go to public comment next, Commissioner Hamilton.

COMMISSIONER HAMILTON: I'll make it really brief. Mr. Mayor, what you say in all respects makes a huge amount of sense and sometimes I feel that we're put in a position of having to try and balance and make choices that are very difficult because – first of all, what you started with was the kinds of support and services that are being lost to our constituents because of state actions and the federal actions or the lack thereof. And the truth of the matter that does put local governments in a position – all of us here are the ones that see our constituents day in and day out and are supplying much of what is needed for the quality of life and safety. And I can't imagine what we're going to do for some of the things if they continue on and zero out CDBG and community development grants and the variety of other things that you reference.

Clearly, we can't make everything up but we do have to try and make some of that up. You were put in a position of trying to do something on education because that is something that has just never been a priority except in lip service, you know, at a higher level money is spent in many other places but not for that kind of education and things that really individuals need.

So I feel that we are in a very difficult position because I have to say that I think a lot of the things that we could work on effectively including the RECC, but also things that will make a difference in revenues, growing taxes, working with the state on tax reform, changing some of the ways that those things are implemented and being more creative are slightly longer term. Not very long term but I think if we actually decided to do it, we could achieve some of those things in a year or two and really make a difference. But I think some of what we were discussing in terms of needs in our budget this year are things that have been wanted with tremendous effort trying to be efficient and cutout for example high level administrative positions so we could fund FTEs in the fire department and do things that were otherwise creative and efficient and forego raises and things you guys have had to deal with also.

But the reason I feel it is important to consider this tax now is because, as an example, you guys know it's in the packet what we're planning to spend it on, but the Fire Department and funding operations for the health center are probably the key focus areas. So years ago the Fire Department evaluated how short they were running and it was like 21 paid staff short. So we've eked out a few FTEs on that just by gaining efficiencies but they're running 21 people short. They have 80 permanent staff. That means every shift they run is understaffed. The districts are covered by maybe two firefighters per shift. We have a great mixed service. I'm a volunteer firefighter. There are three to one volunteer/paid firefighters. And people go, Oh my god, are you on call all the time? And yeah, I am on call all the time and I never have to respond if I'm working so the guys go out on a fire they don't necessarily know who is going to respond and you can't show up – and you guys know this and I should not take too long. Even if passing a twelfth sounds like a great compromise that will fund nine additional firefighters. The full increment, an eighth and a sixteenth, will fund 18. That's getting pretty close. It's a singular opportunity to get close enough to a serious, serious, serious public safety and health need. And it's not just fighting fires. These guys are all EMTs and a lot of my community and my district for instance is rural and we ran out on a med call last night that a lot of people they depend on – they have no place else to go, there aren't sufficient other wrap-around services which is one of the things we're also trying to address – and they call the fire department to get the EMTs there when they have health problems. So it's a multi-layered integrated problem. So I have to be honest I feel like the opportunity to address this issue – first of all, the issue is too big to address in the short term just by efficiencies. We've been working on that. So we have an opportunity now that is going to go away to do something that we have needed to do for years and that I don't think we can really afford to proceed without. So as we look at efficiencies, as we work together to maybe do some creative things, you mentioned some things that people don't usually talk about, having shared services and whatnot, if we were successful at working with the state supporting some of the efforts at some tax reform, as those things increase our efficiency or actually increase the revenues coming from that

we always have the opportunity to revise what we do. And I think it is critical for us to commit to doing that but I just have to, in full disclosure, say that I feel like it's – our obligations are so serious in this case and I don't say that lightly, that I feel it would be irresponsible to walk away from it. And that does not mean that the other issues aren't critical; economic development and whatnot, those are incredibly critical. So I guess I say that I have to commit to continue working with you and working with my Commissioner colleagues as well to think about what can be done in that regard. Everything is a tradeoff but in all honesty it's why I feel that this is the time that we're just pushed up against having to do something that is really responsible at those levels.

CHAIR ROYBAL: Thank you, Commissioner Hamilton. And I want to ask all the individuals that are here for public comment to make their way to second pew and I do want to go into item 5 which is our next steps. I think we have Renee Martinez, the Deputy City Manager that had some comments to that.

V. Next Steps

A. Public Community Survey

MS. MARTINEZ: Mr. Chair, regarding the topic of citizen surveys and opportunities for the City and County to either share surveys, analyze survey results, develop action plans, we've learned from County that your survey results are fairly dated that the survey that was conducted the same one, National Citizen Survey, was done a few years back and so there wasn't judged to be a lot of value to looking at our current results versus your older results. The City conducted a survey in December and January. We were very pleased to get 1,400 responses. We did both a mail out survey as well as a web or online-based survey. So we have some fresh results and our departments have been looking at those results and developing action plans. So at this time, the management teams, County and City, are really recommending that we have an opportunity to time our next survey together and that would, if we do that, then I think that there's an opportunity for us then to both ask similar questions as well as look at the results together. So that's a suggestion or a possible recommendation that can move forward from here.

CHAIR ROYBAL: Thank you, Ms. Martinez. Manager Miller.

MS. MILLER: Mr. Chair, we did have an older survey – it's the same. It's through the International City-County Managers Association and we actually are posed to, we have it budgeted and had developed a questionnaire but in light of the City just having theirs done, one of the things we thought of is maybe trying to change our questionnaire to be the same or as close as we can to theirs. Some of the questions are difficult to do the same because of the type of services within the City versus the County but that was one thing that we were hoping we can do as a result of the fact that we just in these discussions found on the City had just finished theirs. We think that's a good area to work on making those as similar as possible.

CHAIR ROYBAL: Thank you, Manager Miller. I think that's a great idea.

B. Options for Future Meetings

CHAIR ROYBAL: I know that pretty much everyone here today has stated that they want to see future meetings and I think it would be a good idea to come up with an idea of when. I don't know if you guys would agree to something in September/October.

MS. MILLER: Mr. Chair, can I just refer you to a packet item.

CHAIR ROYBAL: Sure.

MS. MILLER: You don't really need to read the memo. It's the last actual packet item and because we talked about that we used to have an RFP that's kind of what the memo says and it also says that we at one point talked about having committees but we didn't quite get there on some of these things. So what we did was just kind of lined out some of the ways that we've done it in the past and some of the ideas that have come up and I'd like to say that probably the most recent success we had was after the – and it didn't include so much of members of the elected bodies meeting together but it was what we ended up doing when we had issues with water and wastewater remaining from the annexation process, we did go through some mediated meetings between the County staff and City staff. One of the things that might be a good opportunity is to have some subcommittees that included elected officials as well as staff and we kind of work through individual issues that way and then took the recommendations agreements or changes or whatever back to the respective governing bodies because it is incredibly difficult to get 13 elected officials in the room at the same time for a lengthy discussion. And so that might be a way to do it on top of having some joint meetings on occasion, where we would get to bring up what we'd like to have done in those subcommittees.

So those are just some thoughts that we have discussed with the City about possible ways forward.

CHAIR ROYBAL: Okay, Councilor Maestas.

COUNCILOR MAESTAS: Just a quick comment. Thank you for maybe giving us some ideas for coming up with a reoccurring process and I would even urge you even work with our City management to memorialize it through some kind of MOU. It doesn't have to be all that detailed but just a framework establishing the frequency of meetings, just a basic policy about how we go about setting the policy agenda, what leads up to the joint body agenda. I really think, you know, we need to memorialize this in the form of MOU and I think you've got a good framework behind that so that would be my recommendation, Mr. Chair, going forward.

COMMISSIONER ANAYA: Mr. Chairman.

CHAIR ROYBAL: Commissioner Anaya.

COMMISSIONER ANAYA: Mr. Chair, I'm absolutely open to continued dialogue. I actually had Mr. Barela reach out to all the Councilors because I don't have all of their contact information for each individual Councilor. I'd like to get that. That's what he was requesting and have more conversations individually as well. And I'm going to apologize, Mr. Chair. I have a commitment at Las Vegas main campus I have to be at at 3:00 with some of our administration. So I will be open to discussions with any of the public comments that are coming forth right now today. Mr. Barela is in the back corner. You can give him your contact information and we will discuss your comments

individually. But Mr. Chair, I appreciated the meeting and the feedback from everyone and I just am hopeful as we move forward that we continue to collaborate but that in those times when we may not be in complete agreement that we just have that continued mutual respect. So thank you, Mr. Chair.

CHAIR ROYBAL: Thank you, Commissioner Anaya. Okay.
Commissioner Hamilton.

COMMISSIONER HAMILTON: Well, Councilor Maestas just suggested we memorialize this in an MOU what we were talking about and that's a great idea. But everybody is so set on quarterly meetings because quarterly is so easy to say and a nice round number. But you know me, I'm this weird scientist and I like odd numbers. We're all actually pretty busy and when you think about time going by and how quickly meetings come up and what not, and especially if we want to have a certain number of meetings jointly but a certain number of maybe subcommittees and stuff that are working subcommittees, I would think three meetings a year which is once every four months would probably be frequently enough to really have meaningful interactions for the – anyway, I'm just throwing it out as an idea that the perspective on that might change depending on how the subcommittees' timing goes, if we actually do that.

CHAIR ROYBAL: Okay. Thank you, Commissioner Hamilton. I think staff will work on that and consider that as well. So I want to go into our public comments so we're going to start our public comment with former Commissioner in District 2, Miguel Chavez.

MIGUEL CHAVEZ (Former County Commissioner): Thank you, Mr. Chair. Mayor, thank you for being here. I want to thank also the City Councilors and the Commissioners that are here and staff. And I guess I'll lead in – I've taken some notes but I'm going to maybe ramble a little bit. But I'll try to keep that to a minimum.

On the thought of reducing duplication of services to be more cost effective, I think that goes without saying. The more we can do that the better off we are. And I'm wondering if maybe – food for thought – you're talking about quarterly meetings which would be good. You're talking about more collaboration to reduce the duplication of services, and I'm wondering if the City of Santa Fe and Santa Fe County would be better served in the fashion that, let's say, Los Alamos and Los Alamos County conduct their business. It's not quarterly meetings; they sit down every month and discuss – or twice a month, and discuss what challenges they're facing. Albuquerque and Bernalillo have merged their two governments. So I'm wondering if it's a time for Santa Fe and Santa Fe County to consider that. Just food for thought.

Moving away from that I want to speak to some of the challenges that you've discussed earlier and I'm going to rank them in the importance that I feel that they should be addressed. Some of it's personal and some of it, most of it, is from a policy perspective. Commissioner Anaya left the room but he did give me some credit for trying to address the behavioral health piece but I will also give credit where credit is due, and former Commissioner Stefanics, now Senator Stefanics, did a lot of work in that area. And our intent was not to ignore the homeless population but to reduce the population in our adult and youth detention facility who have been diagnosed with a mental condition. That was my reason for engaging in that discussion.

Sixty-seven percent of the population in our adult detention facility has been

diagnosed with a mental condition. So we have, Councilor Villarreal, we have our homeless shelters, our jails, and our emergency rooms acting as de fact mental health facilities, and you know what? Often it's the same people that are cycled through those facilities. We keep doing the same things and expecting different results and different outcomes. You know what the definition of that is? I'm not going to say it, but we keep doing it year after year after year after year and wonder why when people are released they act out the way they do.

We can talk about behavioral health and we can get educated about behavioral health. Behavioral health and mental health is the same thing. Okay? It's just terminology. I will tell you as a parent I have lived that now for about four or five years, so my experience comes first hand and I would not wish that on anyone. When someone in the prime of their life is diagnosed with a mental condition it's not like any other condition to deal with because the diagnosis and the treatment is generally not accepted.

So the County has done a lot of groundwork, if you will, to put behavioral health front and center through Community Services. We had last year or a year and a half ago, some of you attended, we had a four-county behavioral health summit. It's not only about Santa Fe County. We do have a shared responsibility in the population that's in that jail and they don't only come from Santa Fe. So we want to reduce the population in our jail who have been diagnosed with a mental condition because a jail setting is not the best setting for therapeutic treatment for those that have been diagnosed with a mental condition.

So Commissioner Stefanics, Commissioner Holian, Commissioner Roybal and Commissioner Anaya all agreed to put a fifth question on the GO bond. Usually it was four questions with the standard issues – roads, water sewer, fire – all those things that we need. But the fifth question took a while, a couple of months, to get agreement that that would be placed on the ballot. That was for the community health facilities to deal with general health but also address the behavioral health piece. If we can address that I think, Councilor Villarreal, we might be able to reduce our homeless population because that's one reason why some of them are in that situation. But at least they're free to roam around and get fresh air and sun. When you're incarcerated that's not always the case.

So I think, having the voters approve all of the GO bond questions and the advisory question, Mayor Gonzales, to fund – and if you look at the ballot and you look at the advisory question, it asked the voters if they would support an increase in GRT only for behavior health. That's it. That's all. Nothing more, nothing less, and it was approved by 52 percent of the voters, I believe. Good enough for me. That's all you need to get elected.

So you know taxes are not popular and we could wait for tax reform until the cows come home. Santa Fe County is in a position to do something real, and I hope that we don't lose that opportunity to deal with that shared responsibility because the people that are in that facility, if you want to call them constituents, they're still that. But before that, they're individuals that need help that aren't getting the help that they need.

CHAIR ROYBAL: Thank you, Commissioner Chavez. I know that you have a little bit more but we have a lot of –

MR. CHAVEZ: I've been waiting since 10:00 this morning. I'm going to take a few more minutes, with all due respect. You've had your time; I'm going to take

my time and then I'll yield the rest of the time for others.

On annexation. Annexation was not easy and I lived that also. Before we did comprehensive annexation we were doing guess what? Piecemeal, developer-driven annexation and that wasn't working. Sangre de Cristo extended the waterlines beyond the city limits without any consideration for planning or density, or whether you had a private well or not. They wanted customers. So something needed to change. And so now we have an annexation agreement. Yes, you can change it; you can amend it. But at least we're better off than we were before, because it's not all developer-driven.

And I guess I'll stop on those two topics, Commissioner Roybal, Mr. Chair.

CHAIR ROYBAL: Thank you.

MR. CHAVEZ: I think the most important thing that the County could do right now, at a minimum would be to pass an increment in gross receipts that the voters approved so that we have a dedicated funding source for our community health facilities to deal with behavior health that doesn't compete with the general fund. Thank you for your time.

CHAIR ROYBAL: Thank you, sir. If we could have our next speaker, and we're going to go ahead and do a time limit of three minutes, and I'll let you close but I'll just sort of raise my hand that you're at the three minute mark.

DAVID RISSER: Commissioners, Councilors, Mayor, my name is David Risser. I live at 757 Coyote Ridge Road. I am part of Area 1 of the annexation. Let me first state that I represent Coyote Ridge Association and many of the members in Tierra Lumbre and for the record, we have been against this annexation since the beginning. Years ago we fought very, very hard to avoid annexation and avoid this piecemeal progression of housing and development.

We would like to stay in the county. We think it would be a really appropriate resolution for a situation that we've been dealing with for nearly ten years. We've had very little representation and it wasn't until electing Commissioner Hansen that we feel now that we have some really meaningful representation of dealing with this issue of not being in the city, not being in the county. We're kind of orphaned and we'd like to find a home and we'd like to stay in the county. So, for your consideration. Thank you.

CHAIR ROYBAL: Thank you, sir. Could we have our next speaker?

MICHELLE HERMAN: Commissioners, Councilors, Your Honor the Mayor. My name is Michelle Herman. I'm the managing director of the Eco Seco Homeowners Association. We're right next to Coyote Ridge, but a very small, very rural group of 12 to 14 people who came together for environmental reasons. We so want to stay in the county. We are rural. We are based in the county. Right now we're sort of torn between county and city and we so appreciate that Commissioner Hansen is coming forward to represent those of us who really want to continue our county lives. Thank you.

CHAIR ROYBAL: Thank you, Ms. Herman. Can we have our next speaker?

WILLIAM MEE: Commissioners, Councilors, Mayor. I'm William Mee from Agua Fria Village Association, 2073 Camino Samuel Montoya. I'm excited to have a resumption of the City-County meetings. The last one I attended was February 20, 2013, and it's so important that there be regular channels of communication between City and County. Although County and municipal interactions are outlined in state statute,

such as the Extraterritorial Zoning Authority and Commission and the Regional Planning Authority, the structure of such entities is not mandated. Without regular intervals of communication City Councilors, County Commissioners change and other actors are replaced or retired, and all the progress made with plans, codes, resolutions and ordinances, and even law suits are shelved, forgotten and at worst ignored.

The only thing that remains of all this good work and compromise is what citizens like myself remember about these formal agreements. I have been involved since 1979 but before this, the 1974 Southwest Sector Plan, chaired by Agua Fria resident Bob Padilla, directly affected our family and community with real issues. The City wanted to run a road across the top of the City trunk line, which had been donated by the families of Agua Fria for the minimum of \$1 consideration in 1960. This later would become the Rufina Street sewer line.

The City proposed zoning the lands of Agua Fria Village south of the future Rufina Street as commercial, like Cerrillos Road was. Our family, like most families, subdivided their land north of Rufina as residential and used the process of family transfer for each adult in the family, and then held the property south of Rufina in equal shares for development as that commercial property. Rufina Street was welcomed by the Village in the 1990s as a way to develop these areas as commercial that had literally been on hold since 1974.

In the 2008/2012 annexation, the City reneged on its plans to make this area commercial, so that's an example of real issues affecting real families. Each subsequent plan has required Agua Fria residents' effort, like the 1992 relief route study, which became State Road 599, the 1999 City general plan, the 2000/2002 Southwest Sector Plan, which was finally adopted by the City in 2007, the Rural Residential Resolution by Commissioner Virginia Vigil and Councilor Rebecca Wurtzbarger, which created a transition and buffer zone around the Agua Fria traditional historic community.

So what we've seen over the years is all of these plans are continually ignored. As far as annexation, in 1960, 1970, 1980 and 1990 there were proposed City annexations of the Agua Fria area and we fought those off and through the Mayor's help we went to the state legislature in 1995 and had it designated a traditional historic community. But we in Agua Fria feel that all this planning goes on and it has to be a three-legged stool. And the City and the County do all this planning, a lot of the earlier City-County meetings weren't even noticed or they were advertised as here and they actually wound up at City Hall. I came to them to an empty room and I was like, Where's the meeting?

But when you cut the third leg of the stool the stool falls over. So Agua Fria really wants to be a part of this planning and I really feel for these residents of Area 1. I know the Area 1 that actually went into the city, they're having all kinds of problems with trash collection and any of the services. And so I think there needed to be a lot more planning that went into this to be able to deliver adequate services to the citizens. So thank you.

CHAIR ROYBAL: Thank you, Mr. Mee. Can we have our next speaker please?

JUSTIN GREEN: So thank you very much, Mr. Chair, Commissioners, Mr. Mayor and Councilors. Thank you very much. My name is Justin Green. I live in District 1 of both the city and the county. And I've worked on a number of issues. I currently serve on the Planning Commission and I think that this is a great summit

happening between the two governing bodies at the City and County level. I would recommend that we ask both of our Planning Commissions to do the same thing so we can start to have these two bodies talk about some of the areas that they have overlap. And I would also bring that up to the Land Use in the City to try to make that happen and maybe the folks at the County to try to make that happen for us as well.

The second issue that I see some potential overlap that we could work on and not duplicate is in broadband. I've worked pretty extensively on that and I know that's a priority at the City level and at the County level and both offices and project management and the vision for the projects are pretty much – there isn't anybody at the City right now and I think that the County is a little light staffed as well in focusing on this and I think that some sort of task force that brought City, County, the school district, maybe the State and a few private industry folks together, tasked by both of these groups could make some headway in this pretty quickly with a little bit of funding for some staff to deal with the administrative works, shuttling between the two areas. Thank you very much. I look forward to working with the Planning Commission at the County level if we can work on some regional issues together. Thank you.

CHAIR ROYBAL: Thank you, sir. Okay, can we get our next speaker?

RAMON VILORIO: Hello. My name is Ramon Vilorio. I'm here as a representative of Santa Fe County Firefighters Association, IFF, Local 4366. Thank you for having this meeting. I think any collaboration between governments is wonderful and one of the key things I think I've seen from this meeting is the dedication to efficiency and we in the Fire Department believe in efficiency pretty greatly. It's one of the cornerstones to how we're able to function. One of the things about efficiency though, it's not just on the intake. Efficiency has to be on your output as well. Currently, the IFF feels that we are severely understaffed and the burden of being understaffed greatly reduces our efficiency. When you have one person doing the job of three or four people and unable to keep up it burns us out. It makes our efforts less effective than they can be.

In addition, it also, we feel, affects the volunteer districts as well, having them to do such – put in such a great effort, more effort than would normally be considered for a volunteer in any organization and that they're doing everything they can to keep up. So we have both sides of our department working with Herculean efforts to keep up, to keep the County afloat, to provide the services that we feel everybody in the community needs. And without the additional manpower that our efficiency is down we will never be able to keep up.

In addition, not only would GRTs affect the efficiency with more manpower, that will catch us up to where we need to be currently to provide the best services to the county. With what's going on in Washington in the Congressional Budget Office talking about the possibility of 23 million Americans losing their healthcare we become, as paramedics in the community, we become the first line providers for the citizens who don't have any other options, a further burden onto an already taxed system that we feel will cause us to fail.

So we are hoping that the GRTs will be considered for efficiency on behalf of the Fire Department. In addition to that, there's the behavioral health side of this and speaking on behalf of the IFF 4366, with respect, we want to mention our brothers and sisters in public safety – the RECC, Corrections and obviously the Sheriff's Department.

Behavioral health is a major component of efficiency. We currently are trying to use a system not designed to deal with behavioral health to fix all our problems. We're only using a hammer to fix everything that needs to be fixed. We need additional tools that are designed to meet the needs of the community and the problems that the community has.

Far too often law enforcement and fire are hand in hand in situations where we're not really the best equipped to deal with the situation and we feel like it's really a progressive movement for the County to have a behavioral crisis center and sobering center and everything that the GRTs will bring to deal with the behavioral and substance abuse crises that our communities are facing. We would like to mention that, the efficiency that that would bring by also allowing the right tool for the right job and letting law enforcement, corrections, RECC and the Fire Department function effectively with an additional tool to help people, because that's what we do in our public safety is to help the community and we feel like this service, public safety, helps community and helps the family that is afflicted with these crises and the family is the ultimate building block for the community. Thank you for your time. We appreciate it.

CHAIR ROYBAL: Thank you, sir. Can we have our next speaker?

YVONNE CHICOINE: Good afternoon. My name is Yvonne Chicoine. I am here wearing two hats and I will speak quickly with respect to both, but I am here with two hats on. The first hat I will wear is as chairman of the Santa Fe County Republican Party and I would like in that formal capacity to say how much we applaud the efforts of the Commission and the City Council to work together and Commissioner Hansen, who is my Commissioner, who helped bring this together, thank you. What I'm hearing from a lot of the comments that have been made as an undercurrent or an overlay on everything is an appreciation that we are one community, and the recognition that is coming through, the government has no money unless it has been taken from someone else who has earned that money, and keeping that in mind because there are levels of taxation – State, federal, local and I believe it was Councilor Trujillo who mentioned the school taxes as well.

And taxes are going up at all levels and appreciating that is very helpful. Every tax rate increase, and I'm sorry the Mayor isn't here anymore because he focused on the issue between tax rate increases and tax revenue increases. Tax rate increases to fund budgets of the government result in budget decreases for the people who are paying them, and that includes – and I talk with firefighters and police officers, that affects their budgets too. So it's not just – it's two sides of the same coin.

But every tax rate increase does decrease a taxpayer's budget. We need to work together to grow the revenues and that's by growing the pie and not decreasing it. The Republican Party does oppose any further tax increases throughout the county. We've seen too many of them already in recent years. All of these tax increases are funding worthy causes. There's no question about that. But we have to start distinguishing between critical and worthy. And everything cannot be critical. Last weekend's newspaper had a \$4.1 million – talked about a \$4.1 million horse ranch in Stanley. I can't see how anyone can call that critical. There's no economic – it may be an economic development effort, but it was \$4.1 million and no one could even say how many people live in the area. There was \$59,000 that the County Commission spent on a new logo.

When it compares to health and safety a new logo is critical? I'm not saying not

worthy. I'm not saying important. But everything cannot be critical. The County Republican Party's view is that we will object to all tax increases, tax rate increases, short of objective, measurable, performance and success measures for all personnel and programs. This goes to return on investment, and that's bottom line what it is. Money going out must yield benefits. We need to put an end to across the board pay increases. Within the community, the private sector, there are not across the board pay increases. Pay increases and keeping a job is based on merit. We have to turn to that model for our government as well.

As the Mayor indicated, we need to eliminate duplication in services. We are one community and it's one pocket for the taxpayers. The Mayor suggested ten percent savings; I believe there's easily a 20 percent. I've run organizations. I've signed the front of page checks. There's usually 20 percent, when you really work hard, you can find a way to fund it. As taxpayers we must live within our means and we just simply ask that the government also lives within its means. Government cannot be all things to all people. None of us can, and like this meeting, its agenda was planned but it changed halfway through and it started as a general discussion and ended up being detailed presentations.

I'm remembering my father's comment – he was a high school drop out. He got his diploma in the navy and he went on to be a high school teacher and he started the first co-op education system in the entire Chicago area in 1965. Commitment to community and to betterment, and he always had a great saying. He said there's always enough time to do things over but there never seems to be enough time to do things right. And I would encourage us moving forward. These groups continue to work for doing what's right and doing it right, not just doing it over.

Putting on my other hat as just a member and a taxpayer of the community, I am personally and I ran for public office. I'm personally and professionally committed to this community and have a strong personal interest in it and to law enforcement, first responders, safety, behavioral health and drug use and addiction. And I would like to put on a table a proposal that runs counter to some of what has been said with respect to the College of Santa Fe and what was the Santa Fe University of Art and Design I believe. Still is. I would like to put an idea on the table though. After it leaves, to how this might be used to solve some problems, issues that are talked about today.

We need affordable housing. The campus has dormitories and parking. Affordable housing opportunity. It needs to be near – affordable housing needs to be near transportation and shopping. Corner of Cerrillos and St. Michael's has everything there. Those are main arteries; they have transportation.

CHAIR ROYBAL: Ma'am you need to start wrapping up.

MS. CHICOINE: I'm wrapping up completely. Thank you, Commissioner. Like former Commissioner, Miguel Chavez, I was here since 10:00 and it's now 2:30. Affordable housing, we need a homeless shelter. There was a meeting earlier this week about St. Pete's. I say St. Pete's – I used to be on the board of directors of St. Elizabeth's and there was issues with the neighborhood there and Pete's Place, a non-residential setting for a homeless shelter that provides – that area provides behavioral health. As Commissioner Chavez said, behavioral health, law enforcement, all of these needs can come together with a one-stop homeless facility.

All of these present themselves at that campus. There's open space. There is a

buffer zone. And I would like to suggest that this is a creative approach and I'm not suggesting it's an answer, but it is a different approach where the community, County and the City could work together on something that is owned to serve needs and the infrastructure is largely there already. Thank you.

CHAIR ROYBAL: Thank you. Could we get our next speaker please? Is there any other speakers. I know we have the City Manager here from Espanola. Would you like to say anything Mark?

MARK TRUJILLO: Good afternoon, Commissioner Roybal, City Councilors. I actually just wanted to be a fly on the wall today and find out what was going to transpire between the Santa Fe County and actually the City of Santa Fe, to see what we could do for the City of Espanola. But since I asked I want to comment a little bit on the tax. I think Mayor Javier Gonzales made a good point earlier about maybe there's a better solution and he did learn a lesson about raising taxes. So maybe we ought to take a little of that into consideration and when we do go to vote on June 27th think seriously about if there will be repercussions and if that's the best alternative to employing the PD and Fire Department. Is that the only and final means to get additional staffing or are there others that we haven't looked at.

I know that the City of Espanola is not in the best financial state, but I know that when we put our hand out and we're asking for money from our big brother, Santa Fe County, we want to make certain that that's our only resource, that we're applying for grants. We are applying for different bonds. We are applying for other financial resources with the hope that that will materialize as well. So Commissioner Roybal, thank you, and I'm very impressed and very happy that you guys all came together and it is my hope that the City of Espanola, my governing body, and Santa Fe County can have a joint session like this as well. I don't know if it's too late to have one in reference to the tax but hopefully we'll be able to have one in reference to other collaborations. Thank you for your time and good job to all of you. I think that you guys have made some progress here, two years. My goodness. What took you so long? Thank you.

CHAIR ROYBAL: Thank you, Manager Trujillo. Okay, so if there's any closing remarks. Councilor Trujillo.

COUNCILOR TRUJILLO: Thank you, Mr. Chair. I guess we're all discussing what our feelings were about the tax. My remarks I wanted to make towards the Mayor when he spoke and I'm actually glad, even though he's not here, that he has gone out and listened to the people of Santa Fe. And that's what I've been trying to tell everybody all this time. Have the dialogue, have the conversation. Don't just throw out a tax when a tax wasn't ready to go out to the people. And as you know, the citizens of Santa Fe spoke; they don't want taxes. It's unfortunate. No one is against pre-K. No one is against children, but in my opinion this wasn't the way to do it. This wasn't the way to fund it.

Aside from that, I mentioned many times, sometimes it's not the duty of the City to start taking over a State's initiative, just as I would think that it's not the duty of the City to be telling the County what to do. And I'm not here to tell you what to do. That comes from you as your governing body. You have your constituents; I have my constituents. The unfortunate thing that a lot of my constituents reside in the county. So that's where I hear it from is many of my constituents have spoken many times and said,

Ron, we didn't like the sugar tax. We don't like this tax as well. And you know what I tell them? I said this is a County initiative that's going on. You need to tell it to your County Commissioners, just like they spoke to me as a City Councilor. So I'm just here to tell you, you're going to hear it from the constituents. You're going to hear it many times some will be for this tax, some won't be for it. But it falls on your lap to make that decision of what you guys are going to do.

I understand exactly why you guys are doing these taxes. I see what this will fund. And they're good programs. I'm not saying they're not. They are good programs and I do see funding, just like we at the City have our issues as well. We don't have the funding as well. We have so many projects that have just been stacking up year after year after year without funding and that's the unfortunate thing. But in closing, Mr. Chair, Commissioners and Councilors, I'm glad we had this conversation because I think it's opened up a lot of new avenues, a lot of new ideas. The thing that we now have to do is follow through and have those meetings. And as I mentioned, not just between us. These are things that affect us all, just like was mentioned. The schools pass taxes all the time. You need to bring them into this conversation as well as to how we all can collaborate. Like I said, are there duplicated issues? Maybe you as a County can help the schools, we as a City can help the schools. But those conversations have to take place.

So I look forward to the conversation we're going to have hopefully, maybe three months, four months from now. I don't know. I think that will be discussed between you, Katherine, and Brian as to where we go from here but it's a start. I'm very pleased with the start and I look forward to the next meeting.

CHAIR ROYBAL: Thank you, Councilor Trujillo. Councilor Harris.

COUNCILOR HARRIS: Thank you, Chair. Real briefly, really just on the money matter, and that's what we're talking about here. I think that a lot of the citizens of Santa Fe, when they see the 8.3125, they think it all goes to City coffers when in fact 33 percent goes to the City, about 19.5 percent goes to the County and the balance goes to the state. And so – and in terms of property taxes, if you look at your residential bill, ten percent of the property tax bill goes to the City, non-residential about 12 percent. And I say that because I just want to kind of correct the record. During this special election we heard and saw literature that said that the City raised gross receipts tax. The last time the City raised gross receipts tax was 2005.

The County has raised gross receipts tax or acted on their increments – again, I'm not passing judgment – six times. And five of those six times really affected the incorporated areas as well as the unincorporated areas. And so again, I'm just trying to make sure that I understand how the money flows and that our constituents do as well.

I think that in terms of where we stand right now and particularly where the County stands I definitely sympathize. And what I'd like to say is more than sympathy, is that I believe that the City can and should work together with the County on the Regional Emergency Center as well as the behavioral health initiative. And if we can work together on those, which I think is necessary and appropriate, I think perhaps that might give the County – you know your numbers better than I do, but it might give the County a little bit of room to maneuver in terms of this proposed gross receipts tax increment.

It's been a great session. I have more to say. I'll probably save it for our quarterly or semi-annual meeting, whatever we end up with. Thank you very much.

CHAIR ROYBAL: Thank you, Councilor Harris. Councilor Maestas.

COUNCILOR MAESTAS: Mr. Chair, I just want to thank you again for bringing us all together and I'm really especially proud of your new Commissioners, the power of the Annas, I'm a true believer in the power of the Annas.

COMMISSIONER HANSEN: We have our own caucus.

COUNCILOR MAESTAS: But I guess, look, let me get right to the point about taxation and taxation policy. It's my effort to try and shatter this perception that governments are just parochial and territorial. When it comes to taxation, cities like the City of Santa Fe are 75 percent reliant on gross receipts revenues and when the economy is not running right, gross receipts tax revenues go way down. Since the recession, we're still recovering. It has taken us eight long excruciating years to recover and if you look at our revenue stream since the recession and you deflate it, we haven't regained our tax base that existing prior to the recession.

So that is the crux of the issue is that the gross receipts tax revenue, that is a well that is going dry. We have big buckets but the well only has certain limitations. And so with gross receipts tax being the City's primary revenue source, and with gross receipts tax being a secondary revenue source for counties – at least I believe, to property taxes, it's difficult when you're competing for the same limited tax base, and I think that's what this comes down to. It's not the fault of either government. That is the way our tax policy is, so those are the facts and who knows when we're going to have another recession and there is no way cities like Santa Fe can provide reliable, sustainable resources because we have no source of stabilization in our revenue base.

So it's mission impossible for cities. So that's why when these issues come up we know that, wow, we only have one well to go to and that's gross receipts taxes. But as that rate starts approaching nine percent and even ten percent, we know that the pain that people are going to feel, our everyday citizens that live paycheck to paycheck, that's when it starts making a big difference, in addition to again, perhaps undermining or eroding business development.

So to me, that's the crux of this issue. So it's not about being parochial or territorial. It's just the reality of it and the frustration, at least that I have as a City official in trying to ensure that we're going to do our best to provide these sustainable resources in light of the revenues that we depend on. So you guys have my commitment. I have a good relationship with the Commissioners that I serve with on all the established joint bodies and so I think as long as we're really open and receptive but we're willing to do the work and roll up our sleeves, I'm really there with you. So thank you.

CHAIR ROYBAL: Thank you, Councilor Maestas. Commissioner Hansen.

COMMISSIONER HANSEN: I just want to briefly thank everybody who came to the meeting. It was great to see all the public here and all of the City and County staff that has been here through this meeting. I am extremely grateful to that. Raising taxes no matter what is a challenge. The City raised property tax in their last round to make up for some of their deficiencies and I completely understand that. We have firefighters and behavioral health that is incredibly important and it serves the city and the county.

So with that, I look forward to meeting with you in the next three to four months,

and no later. A joint meeting. And thank you, gentlemen, for remaining here to the end of the meeting. I am grateful.

CHAIR ROYBAL: Thank you, Commissioner Hansen. Commissioner Moreno, do you have any closing comments?

COMMISSIONER MORENO: I just have one parting shot, I guess. This is a real good start. I don't care what kind of algorithm my colleague here can figure out what is the optimum interval between meetings is, but we can't let this opportunity get away from us. And so I'm eager and active and will put all my effort into this.

CHAIR ROYBAL: Thank you, Commissioner Moreno. Commissioner Hamilton.

COMMISSIONER HAMILTON: Thank you. I want to thank you guys like we've been doing this mutually, but it's so important that we're talking and working together. Councilor Trujillo was saying it's not an issue of being here to tell you what to do. We have our obligations and you have your obligations, and that's true. But I've never felt like we were really interested in doing this and not for the purpose of telling each other what to do and I never felt that you guys were interested in doing that at all. Like there can only be benefit whether we end up being able to agree. Below that yes or no level there is all the detail and we only got to discuss some of it today, but there's some valuable input. And sometimes things like that can change immediate decisions. More often, input like that, like the comment on the RECC and that being able to look at that and negotiate that and maybe increase efficiencies and alter the way we participate would free up some revenues, that's true. And that could happen in the relatively short term. And if that sort of thing happens, that absolutely would be taken into account in terms of our budgets being able to change rates or make some additional changes.

And so frankly, I just wanted to make my commitment back to you guys to be able to do that and because I find the different point of view incredibly valuable. It's really what we need. It's why it's better to do things jointly. Not for everything. I mean to have more brains and more wisdom at the table than just one person. I really, really appreciate the input. And I do look forward to continuing working on these things. Thanks.

CHAIR ROYBAL: Thank you, Commissioner Hamilton.

COUNCILOR TRUJILLO: Commissioner, can I just make one –

CHAIR ROYBAL: Councilor Trujillo, go ahead.

COUNCILOR TRUJILLO: I want to hear your own closing remarks. I want you to be the last. Commissioner Hansen, just to clarify, the City did not raise property taxes. What we did was the tax that we have right now, it was going to sunset, so we just kept it as it is. So we did not make a raise. We just kept it. We renewed it.

COMMISSIONER HANSEN: I'll make sure from now on.

COUNCILOR TRUJILLO: Thank you. That's all I have.

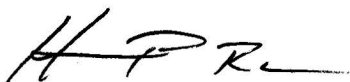
CHAIR ROYBAL: Thank you, Councilor Trujillo. I just want to say thank you to all the Councilors, the Mayor, the Commissioners and all the public for their comments today and being here today. It's not the easiest place to be a Chair and I know sometimes we do have to put a time limit and I had a couple of comments as far as wanting a little bit more time and from Commissioner Chavez. He actually sat as the – just six months ago he was in the same position as the Chairman so I know he

understands that sometimes we have to kind of limit the time, but it was never my intent to offend anybody, so I just wanted to say that. And thank you guys for all of your comments.

VII. Adjournment

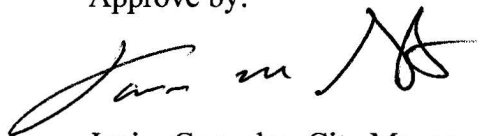
Upon motion by Councilor Trujillo and second by Commissioner Hansen, Chair Roybal declared this meeting adjourned at 2:50 p.m.

Approved by:



Henry Roybal, Commission Chair

Approve by:

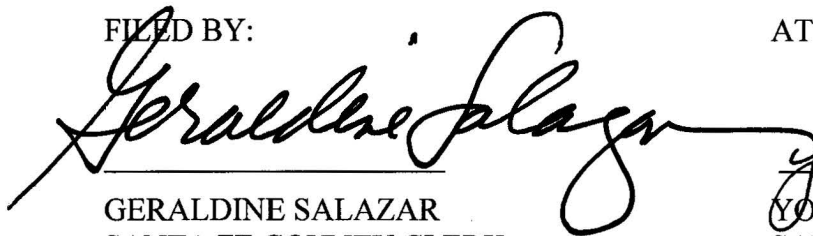


Javier Gonzales, City Mayor

Respectfully submitted:

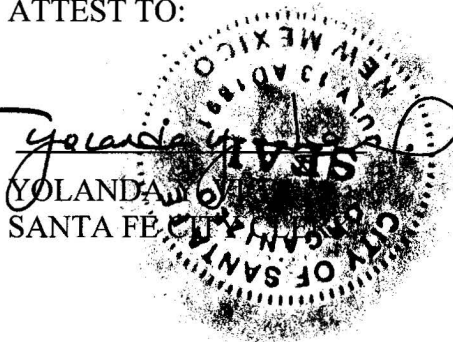

Karen Farrell, Wordswork

FILED BY:



GERALDINE SALAZAR
SANTA FE COUNTY CLERK

ATTEST TO:



YOLANDA
SANTA FE



ATTEST:



GERALDINE SALAZAR
COUNTY CLERK



COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

BCC MINUTES
PAGES: 52

I Hereby Certify That This Instrument Was Filed for
Record On The 30TH Day Of August, 2017 at 10:40:15 AM
And Was Duly Recorded as Instrument # 1834970
Of The Records Of Santa Fe County

Witness My Hand And Seal Of Office
Geraldine Salazar
Deputy  County Clerk, Santa Fe, NM

JOINT CITY–COUNTY MEETINGS

Pre-Meeting Survey for Elected Officials

City of Santa Fe · Santa Fe County

Prepared by Lisa Cacari Stone | Draft: May 4, 2026

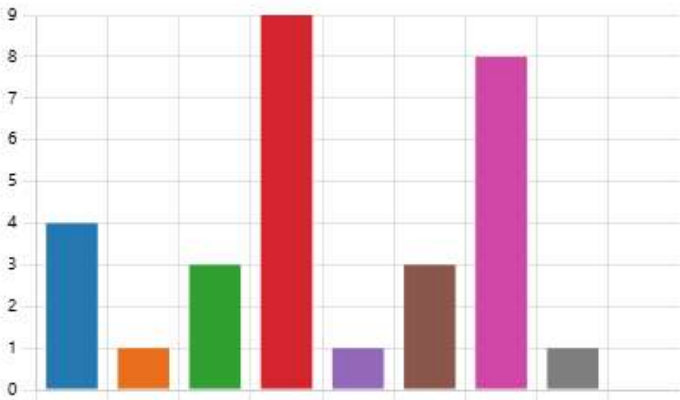
Responses to Survey as of 7/21/2026 3:55:27 PM; 10 respondents, data entered by Stephanie Stancil

Purpose of this Survey

This survey is a precursor to the first joint meeting between the City of Santa Fe and Santa Fe County, convened pursuant to Resolution 2026-049. Your responses will directly shape the agenda, working group topics, and meeting design for joint sessions in 2026. Responses are confidential and will be aggregated for planning purposes.

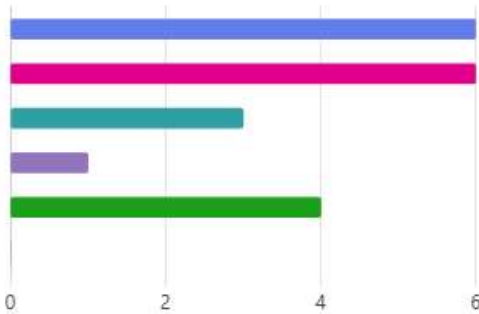
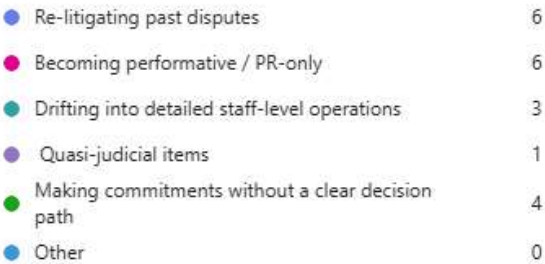
A. Purpose

A1. Primary purpose of joint meetings (choose up to 3)



A2. What should joint meetings avoid? (choose up to 2)

These are the guardrails — shared agreement on what to keep off the table.



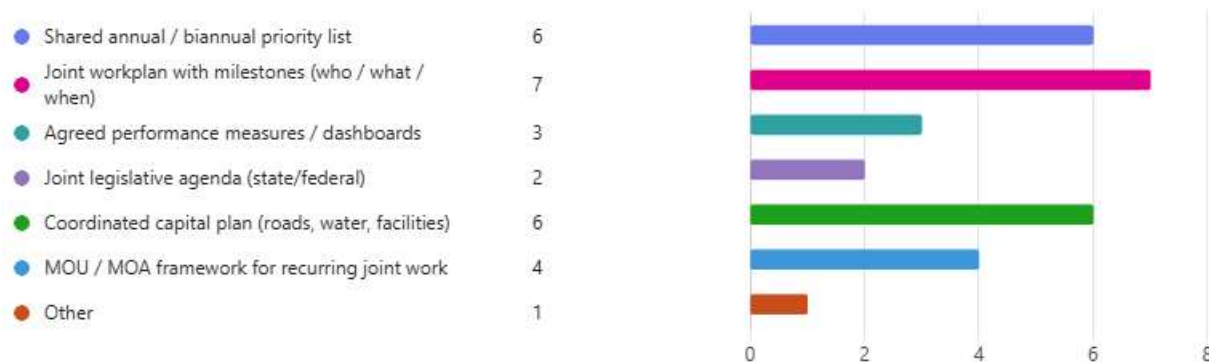
B. Vision & Desired Outcomes

B1. In one sentence: What would “success” look like after the first year of joint meetings?

- Working together on our top three issues-housing, homelessness and public safety.
- Coordinated, measurable action items with timelines for completion.
- A successful outcome by next January 2027 would be to tackle one priority (i.e. affordable housing) and achieve specific measurable outcomes (i.e. aligning codes and creating more housing opportunities that are affordable and build communities).
- Clear identification of common areas needing regional collaboration, with plans, pathways and agreements.
- Clear ideas of what we want to collaborate on, who is going to follow up on them, and items to discuss next meeting.
- A process map for any single joint initiative that details how work is done to accomplish joint goal(s)
- Agreed joint strategy on several items including dealing with homelessness.
- We have identified and made significant progress on implementing 1-3 joint initiatives
- I think if we can establish priorities that focus on both entities moving in the same directions, come with actions that aren't duplicative but in fact expand the impact we have on community, would be success.

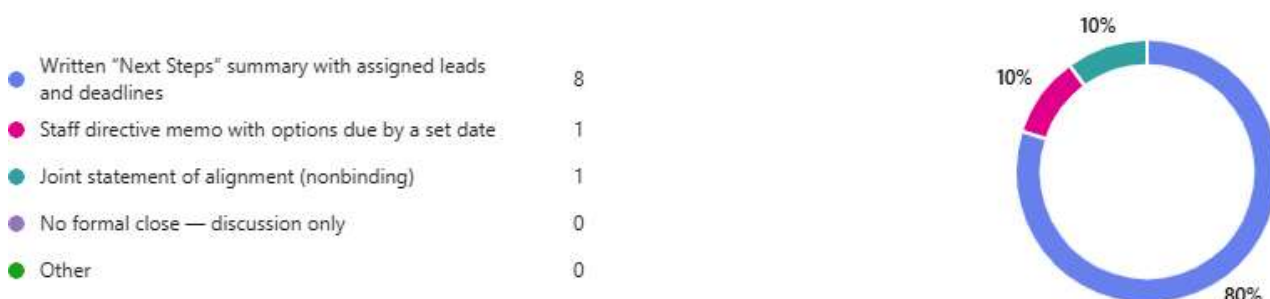
One person did not respond.

B2. Which concrete outputs should joint meetings produce? (choose up to 3)



Other = “Cost-sharing opportunities and equity”

B3. Preferred “closing move” for each joint meeting: (choose 1)



C. Topics & Priorities

C1. Top 3 Working Group Topics — Forced Choice

Select exactly 3 topics and rank them 1 (highest priority), 2, and 3. These rankings will be aggregated across all respondents to determine the focus of 1–2 joint working groups for 2026.

First Choice	Second Choice	Third Choice	TOPIC
7	2	0	Housing & homelessness / supportive housing pipeline; Behavioral health & crisis response coordination
1	2	2	Land use / growth management / annexation & edge issues; Parks, trails, open space, cultural/historic resources
0	2	2	Water planning, drought resilience, watershed protection
1	0	3	Public safety (fire, EMS, sheriff, 911 coordination)
0	2	1	Community services (youth, seniors, reentry)
1	0	0	Transportation & regional mobility
0	0	1	Climate resilience & energy transition
0	0	0	Economic development / workforce
0	2	1	Capital planning / facilities and shared sites
0	0	0	Joint state/federal legislative priorities

C2. For your top 2 topics: what is the specific problem to solve?

Topic ranked #1 — Problem statement:

- We need a functional transit system that works for a variety of user groups from the region and has a high level of user satisfaction.
- A concrete affordable housing plan for city/county.
- A coordinated effort that addresses the continuum of care and provides a framework for a joint facility with wraparound services, which we are currently lacking.
- We need to map out and develop a strong continuum of affordable housing options including housing for our homeless community members (from emergency shelter, to 30 day, to temp housing to long term supportive housing). Affordable housing is not affordable in Santa Fe—the City and County can develop a model that works for Santa Fe and together, strengthen our inclusionary zoning, work with the banks and lenders to incentivize better financing and mortgages, attract new players beyond HomeWise and with the City-County to initiative community led development to change the game of "developer led housing."
- Regional housing plan based on specific data and needs assessment for all types of housing (affordable, workforce, senior, market rate, second homes, STRs, ADUs, all types).

Then, with data and needs, a plan to make our goals easier to achieve with planning, infrastructure investment and private investment.

- We need to coordinate our growth so that all new development makes sense regionally.
- Fire/EMS regional coordination would review current joint powers agreements and hear from both Fire Chiefs on adjustments that would improve future coordination, particularly on fire.
- The gaps are housing for the homeless and emergency shelter.
- Identify housing goals to meet current and future growth for emergency, permanent supportive, affordable, and workforce/middle income housing and create regional strategies to meet those goals . Strategies include identifying City and County land that could be used for development, land use policies and land use designations that would help us achieve goals, specifying the process and outcome data we need to have to understand our progress, and develop tools to track progress.
- We have to approach housing regionally, collaborating with the county would be a start. How do we use our resources jointly in a way that best benefits the community?

Topic ranked #2 — Problem statement:

- We need to evaluate our housing authorities and how we will provide low income housing for Santa Fe residents.
- Lack of affordable housing/homelessness options.
- Determine what services can be moved from a sole city/county ownership to joint responsibility.
- Santa Fe County faces increasing challenges to its long-term water security due to the accelerating impacts of climate change, prolonged drought, declining snowpack, higher temperatures, changing precipitation patterns, and increased wildfire risk across Northern New Mexico. These conditions threaten the health of local watersheds, groundwater recharge, surface water availability, agricultural traditions, acequia systems, ecosystems, cultural resources, and the communities that depend upon them. The County's water future is further complicated by population growth, development pressures, aging infrastructure, competing water demands, and regional interdependencies that extend beyond jurisdictional boundaries. Severe wildfires and post-fire flooding within regional watersheds have demonstrated the vulnerability of water supplies and the significant economic, environmental, and public health consequences that can result from watershed degradation.
- Accurate assessment of pledged water, regional planning, including Pueblos since they have regional water to share.
- We need emergency shelters, and transitional housing for the unhoused. We also need more rehab facilities and possibly reentry programs.
- Re: growth management and land use, understanding from staff how we can align portions of code to improve processes across jurisdictional boundaries. What's also needed is a

more philosophical discussion about future of Santa Fe's growth so that City and County don't work in opposite directions.

- Where do we need a new senior center to serve both City and County residents as well as where do we need youth services
- There is a need for various facilities, especially on the south side of town, and for better maintenance of our current facilities, including rec centers, parks, libraries, senior centers, pools, etc. The City provides the vast majority of these resources for many users who reside in the County, and unfortunately we struggle with being able to maintain staffing levels and funding repairs. At the same time, we are hearing from our constituents that they want more pools, upgraded parks, more hours available at the libraries, additional senior centers, and other community facilities. I would like to explore how the County might be able to assist more financially in our upkeep and maintenance and/or develop some of the additional resources the community is calling for.
- This ties to 1, alignment in land utilization and development when done collaboratively could have a overall better impact on housing affordability and maintenance of parks and open spaces.

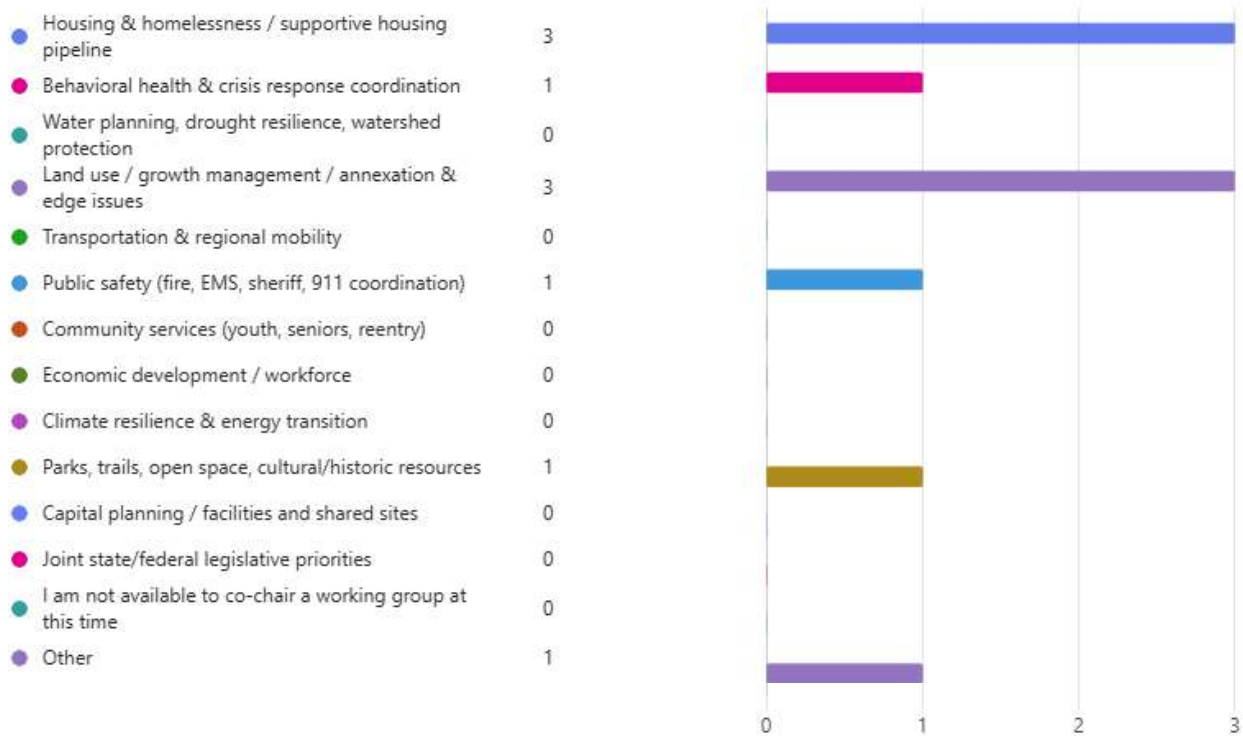
C3. What topics belong in staff-to-staff coordination rather than elected joint meetings?

- Day to day operations
- Once items are identified, staff-to-staff coordination can work together to implement the plan.
- On-going coordination regarding public safety including emergency response and economic development.
- I think water, transportation, and economic development planning could be done on a staff level.
- Honestly most components -- elected officials should stick to policy and broad goals for community
- Land use planning, climate resilience, and details of services.
- Most day to day operations enacting policies and shared goals belong in staff to staff communications. I think the elected bodies need to coordinate on high-level goals and identify the specific outcomes we want to see, and staff uses their expertise and the expertise of community partners to identify policy strategies we can employ, present those strategies, and the elected bodies can choose from that policy menu from there.
- I think the logistics and rollout for all aligned priorities, they will be the ones doing the work on the ground.

(2 did not answer this question)

C4. Working Group Co-Chair Interest

Joint working groups will be co-chaired by one City and one County elected official. Co-chairs help set the agenda, guide work toward a recommendation, and report back to the full joint body. This question does not commit you — it helps staff identify natural pairings.



Other = “where needed”

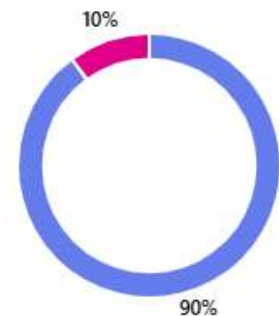
C4b. Briefly describe your relevant expertise, current policy portfolio, or community ties that make this a good fit for you:

- I am focused on supporting a regal moral integrated health model in collaboration with our county team. I have already built a working relationship with community partners, providers, city leaders as well as county staff.
- I am a clinical social worker with 20+ years of experience working with behavioral health issues in the community.
- I am open to chairing or co-chairing any committee as I see a need for working together on all of these topics.
- As a Santa Fe County Commissioner, health policy scholar, former licensed Marriage and Family Therapist, and participant in the 2025 Homewise Livability Officials Cohort, I bring more than 30 years of experience advancing behavioral health, housing, health equity, and systems change for underserved populations. My work has included leading multimillion-dollar research, policy, and community engagement initiatives focused on mental illness, substance use, trauma, and housing as a social determinant of health, while building partnerships across government, healthcare, housing, and community organizations. My current policy portfolio includes advancing a trauma-informed supportive housing continuum, long-term supportive housing for individuals experiencing homelessness, serious mental illness, and substance use disorders, and promoting housing policies that strengthen affordability, livability, recovery, dignity, and community well-being.
- Architecturally trained, urban design and land use specialist.
- I was the attorney for the City Land Use department for a couple of years, and I worked on the Area 1B negotiations as staff and as a councilor. I also have a background in urban planning and am the chair of the Bicycle and Pedestrian Advisory Committee.
- Trails and Open Space advocate, PhD historian, former director of community organization focused on historical preservation

- 30 years of experience in homelessness and affordable housing and well connected with the homeless services
- Housing and homelessness has been one of my primary focus areas my entire time on the Council and I have developed a pretty deep understanding of this issue and it's complexities, although I am still always open to learning and understanding more. I sponsored the legislation enacting the excise tax and the pilot program for the micro communities. I have very strong working relationships with affordable housing experts, service providers, and the development community. I also have professional experience working with families experiencing homelessness.
- It would be behavioral health or public safety. All I have done in my leadership work has had a lens through behavioral health and trauma informed approaches. I currently chair public safety, so that would be appropriate as well.

C4c. Availability for working group meetings:

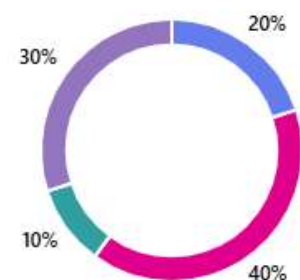
● I can commit to monthly working group meetings (approx. 90 min)	9
● I can commit to quarterly working group meetings only	1
● My availability is limited — I'd prefer an advisory / support role	0



D. Process & Meeting Design

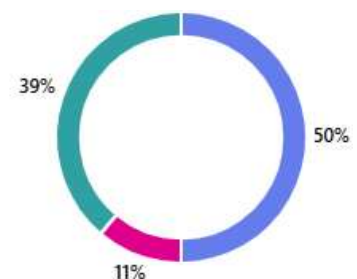
D1. Format preference: (choose 1)

● Work session (discussion + direction, no votes)	2
● Regular joint meeting with structured action items	4
● Retreat / summit (half-day or full-day)	1
● Mix depending on topic	3



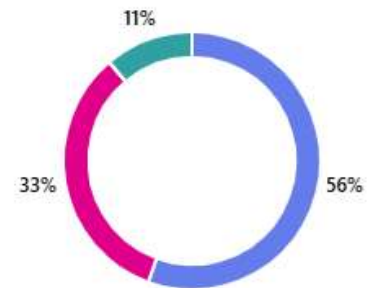
D2. Meeting facilitation: (choose your top 2)

● Co-chaired by subject matter experts from the City–County governing bodies	9
● Rotating chair (City / County alternate)	2
● Neutral facilitator (recommended for hard topics)	7
● Other	0



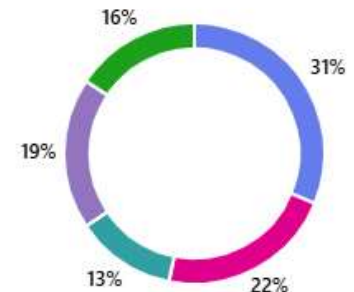
D3. Agenda-building process: (choose 1)

Joint steering group (2 City + 2 County + managers) sets agenda	5
Co-chairs set agenda with managers	3
Any member may propose; steering group prioritizes	1
Other	0



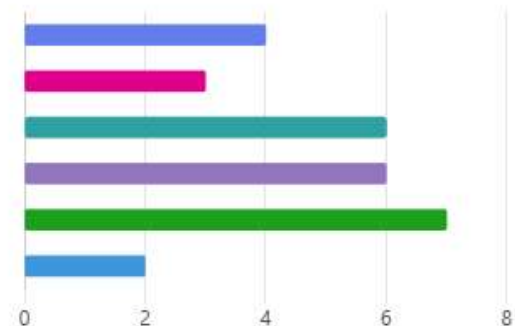
D4. Pre-work expectations: (choose all that apply)

Staff memo with options + tradeoffs	10
Short data snapshot (1–2 pages)	7
Equity / impact considerations included	4
Legal / process note (what body decides what)	6
Community input summary when relevant	5



D5. Public participation preference: (choose all that apply)

No public comment (work session only)	4
Limited public comment (time-capped)	3
Public comment only on specific agenda items	6
1–2 public / local subject matter expert(s) on working groups	6
Include bilingual access / interpretation by default	7
Other	2

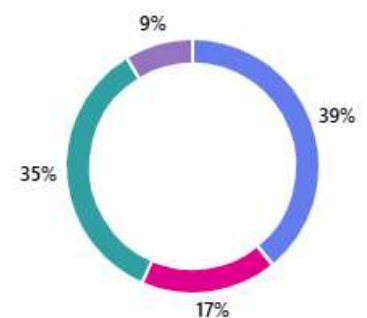


Other = “At start, choose topics that are of public interest but limited controversy”;

“I think the public comment needs will vary based on the format of the meeting. For work sessions where we’re learning, having policy and local subject matter experts in the discussion would be very beneficial. If there are specific action items we may want to take public comment, although we have to determine how action would be taken, ie in joint sessions or independently by each body?”

D6. Stakeholder participation preference: (choose all that apply)

1–2 subject matter expert(s) on working groups	9
One legislative appointee from local delegation on working groups	4
Related governmental stakeholders (e.g., Sheriff, DA for public safety topic)	8
Other	2



Other = “Private sector (i.e. foundations, businesses..)”;

“Relevant City/County staff, as their availability permits”

D7. Transparency & public information products: (choose all that apply)

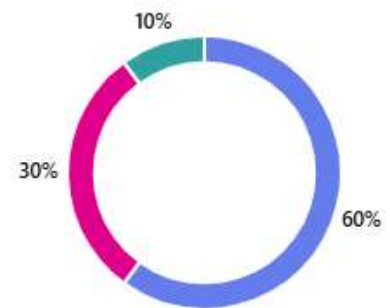
Publish a joint “Next Steps” brief within 1 week following the final 2026 meeting	6
Publish a running joint-work tracker online	5
Create a public input site to solicit comments / ideas	8
Post quarterly progress updates	9
Other	0



E. Cadence & Logistics

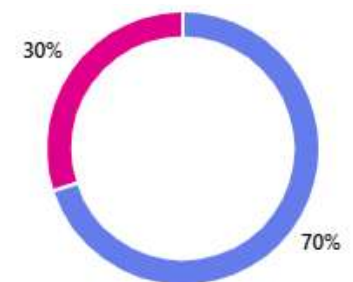
E1. How often should joint meetings occur (baseline)?

Quarterly	6
Twice per year	3
As needed only	1



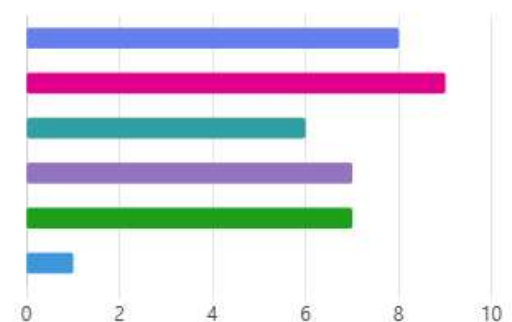
E2. How often should working group / work session meetings occur (baseline)?

Monthly	7
Quarterly	3
As needed only	0



E3. When should “special” joint meetings be triggered? (choose all that apply)

Time-sensitive crises (fire / flood / drought)	8
Major project decisions (e.g., annexation, capital planning)	9
Budget alignment season	6
Legislative session prep	7
When staff flag cross-jurisdiction gridlock	7
Other	1



E4. Ideal duration and time-of-day:

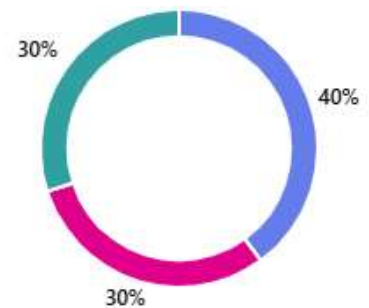
Duration:

90 minutes	0
2 hours	6
3 hours	3
Half-day	1



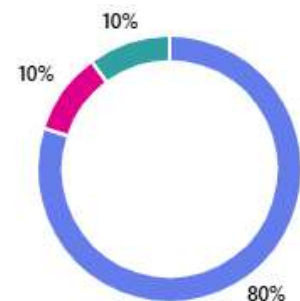
Preferred time:

Morning	4
Afternoon	3
Evening	3



E5. Location preference:

Alternate venues (City / County rotate hosting)	8
Always one consistent location	1
Hybrid by default	1



E6. Is there a specific deadline by which you need the first working group to produce a recommendation or product?

(e.g., aligned with budget cycle, legislative session, a grant deadline)

- Legislative priorities are currently being set. if we intend to ask for joint state support on capital projects, we should start soon.
- Quarterly goals should be set and met.
- Yes, our first working group should complete a policy brief with recommendation ACTIONS and finish up public and stakeholder input by November with a presentation to the state legislature in November so we can also align our states laws and ICIP and outline the role the state can play to harmonize funding priorities and stop working in silos.
- End of year.
- Hard to say, would depend on topic and urgency, so I'll say no specific deadline.
- 3-6 months
- That depends on the subject of the working group and what is needed for forward movement.

(3 did not respond)

E7. Anything else you want to share about your expectations and desired outcomes for joint meetings?

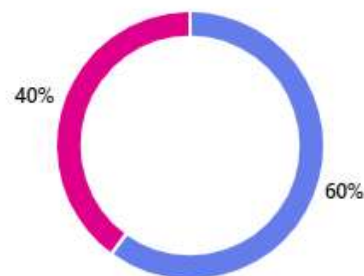
- I would like to make sure these are efficient and really focused on learning about different topics and identifying different solutions. I do not want to create a situation where neither the City nor the County is able to move forward on our individual projects, but rather where we are finding alignment within these topics where it makes sense. This is not an opportunity for either jurisdiction to criticize the independent actions/decisions of the other. I do not want to rehash historical disagreements, most which occurred or were based on a decision that none of us were around for. This needs to be about forward movement.
- Please allow for significant transparency for community members.
- Looking forward to it!
- I recommend we bring in another city-county partnership or speaker/consultant who can help us move to action. Elected officials do not have the necessary skills/capacities to move from vision to action and strategic action/organizational consultants/facilitators can assure that the initial model moves towards co-leadership and innovative joint policy actions with specific outcomes.
- N/A

(5 did not respond)

Respondent Information (optional — helps with follow-up only)

Not included in this report – available by request.

● City Council	6
● County Commission	4





MEMORANDUM

Date: July 24, 2026

To: Board of County Commissioners of the County of Santa Fe
Mayor and Governing Body of the City of Santa Fe

From: Jonathan Butler, County Community Development Department Director
Faviola Chavez, City Affordable Housing Director

Via: Brian J. Moya, Interim City Manager
Gregory S. Shaffer, County Manager

Subject: **July 30, 2026, Joint Meeting of the Governing Bodies of the City and County of Santa Fe**
Potential Collaboration on Affordable Housing Programs and Homelessness

SUMMARY:

1. Affordable housing consistently ranks among the most pressing needs facing both the City and County, and each jurisdiction currently supports affordable housing through a variety of programs and tools. Closer collaboration between the City and County in this area could achieve the following:
2. Avoid duplication of effort;
3. Leverage existing programs by expanding reach; and
4. Clearly define roles and responsibilities, making affordable housing development more efficient and effective.

BACKGROUND:

Access to affordable housing directly affects the region's ability to retain a stable workforce, support local businesses, and sustain the community character that makes Santa Fe distinctive. As housing costs continue to outpace what many local wage earners can afford, teachers, service workers, first responders, and other essential employees increasingly struggle to live in the community they serve. Left unaddressed, this gap contributes to longer commutes, workforce shortages, and displacement of long-time residents. Both the City and County have recognized affordable housing as a policy priority, and each currently commits staff time, funding, and regulatory tools to address it. Coordinating those efforts is an opportunity to make existing investments go further without either jurisdiction having to start from scratch.

City Programs and Support Functions. The City of Santa Fe Office of Affordable Housing currently administers the following programs and support functions:

1. **Affordable Housing Trust Fund (AHTF)** – Competitive funding for the acquisition, construction, rehabilitation, and preservation of affordable rental and homeownership housing.

Awards are done on an annual basis made through a Request for Proposal (RFP) process to eligible nonprofit and for-profit affordable housing developers.

2. **Community Development Block Grant (CDBG)** – Federal funding administered through HUD to support eligible activities, including housing rehabilitation, affordable housing development, public facilities, public services, infrastructure improvements, and other activities that principally benefit low- and moderate-income households earning 70% AMI or below.
3. **Santa Fe Homes Down Payment Assistance (DPA) Program** – Financial assistance to income-qualified homebuyers for down payment and provides a deferred, 0% interest second mortgage to eligible homebuyers purchasing a Santa Fe Homes Program (SFHP) home. The City's affordability investment reduces the buyer's purchase price while preserving affordability that is repaid or transferred in accordance with City program requirements upon resale or transfer.
4. **Santa Fe Homes Program (SFHP) / Inclusionary Zoning Program** – Requires qualifying residential developments to provide affordable homeownership and rental housing or satisfy the requirement through approved alternative compliance methods, including payment of an affordable housing fee-in-lieu. The program establishes affordability standards, resale restrictions, and long-term affordability requirements to expand and preserve affordable housing opportunities throughout the City.
5. **Affordable Housing Fee-in-Lieu Program** – Collects in-lieu fees from residential or multifamily rental developments that satisfy affordable housing requirements through payment rather than developed units. Revenues are deposited into the Affordable Housing Trust Fund and reinvested in affordable housing initiatives throughout the community.
6. **City Land Acquisition, Disposition, and Affordable Housing Development Program** – Manages City-owned land resources and the disposition of City property to support affordable housing development. Pursuant to City requirements, 50% of net proceeds from the sale of qualifying City-owned land and buildings are dedicated to the Affordable Housing Trust Fund, with the remaining 50% allocated to the Economic Development Fund. The program also leverages publicly owned land through partnerships with qualified affordable housing developers to increase the supply of affordable housing opportunities.

In addition to these programs, the Office of Affordable Housing provides ongoing support functions, including subordination requests, lien releases and loan satisfaction, affordability monitoring and HUD compliance and reporting.

County Programs and Support Functions. The County currently administers the following programs and support functions:

1. **Down Payment Assistance (DPA) Program** – Assistance toward down payment and closing costs, currently capped at \$20,000, tiered; available only to buyers purchasing an Inclusionary Zoning (IZ)-generated unit.
2. **Foreclosure Prevention Program (FPP)** – Short-term help with mortgage, tax, or insurance arrears to prevent foreclosure; available only to homeowners in an IZ-generated unit.
3. **Home Rehabilitation and Energy Efficiency (HREE) Program** – Assistance for repairs, weatherization, and accessibility modifications; currently administered by a third-party partner, Homewise.
4. **Inclusionary Zoning (IZ) / Inclusionary Housing Program** – Requires or incentivizes affordable units in qualifying developments, on-site, off-site, through land dedication, or an in-lieu fee.

5. **Affordable Home Ownership Program (AHOP Loan)** – Shared-equity loan tied to IZ units; the County retains a proportional ownership interest, recaptured at resale.
6. **Developer Assistance Program (DAP)** – Competitive, NOFO-based gap financing for developers of rental and for-sale affordable housing.
7. **Conduit Debt Financing and Property Tax Abatement.** The County has supported two multi-family all affordable, low-income housing tax credit (LIHTC) developments – Cresta Ranch and Turquoise Trail – through conduit financing and property tax abatement. In essence, the County nominally issues debt in its name to finance the development, payable solely from development revenue, owns the development, and leases the development to the LIHTC developer. In addition to tax-advantaged financing, the projects are exempt from property tax during the term of the lease.
8. **Co-Developer or Developer of Affordable Housing Developments.**
 1. **Co-Developer of 4% and 9% LIHTC Nueva Acequia Projects.** Providing 159 units in total (106 family + 53 senior), the County has provided land via a ground lease and \$1.58 million in Developer Assistance Program (DAP) funding (among other support). City of Santa Fe support from the Housing Trust Fund, as well as the entitlement process. County, via special purpose limited liability companies, is partners in limited liability limited partnerships developing projects. Located behind Extra Space Storage on Camino de Jacobo, groundbreaking is anticipated in fall 2026.
 2. **Anticipated Developer or Co-Developer of Permanent Supportive Housing Development.** Feasibility study assumed an approximate 40-unit development. Leveraging Congressionally Directed Spending, significant operating and service reserves and other initial funding is included in FY2027 final budget. Site selection and other development activities anticipated to begin in earnest in FY2027.

In addition to these programs, the Office of Affordable Housing provides ongoing support functions, including subordination requests, lien releases and loan satisfaction, recapture and deed restriction monitoring, compliance and reporting, and fiscal agent services for projects located in both the City and County.

Homelessness. Affordable housing is a key factor in the homelessness equation. Looking beyond affordable housing, there is a significant array of existing and potential services provided (or that could be provided) to those constituents who are unhoused, ranging from prevention to treatment of conditions contributing to being unhoused to emergency shelter to reentry and other services for justice-involved individuals, to name a few. These services are not frequently presented as a comprehensive picture, which we believe would be beneficial (if not necessary) to advancing discussions around the non-housing components of homelessness.

Accordingly, we recommend that potential collaboration on homelessness beyond the affordable housing aspects begin with a landscape analysis prepared by staff from which targeted (or comprehensive) collaboration can proceed in the future as directed by the Governing Bodies.

RECOMMENDED ACTION:

On affordable housing, develop a collaboration framework to align existing resources and investments to maximize the impact of public funding and support, reduce duplication of services, define roles and areas of responsibility, and otherwise streamline application and other processes for developers of affordable housing.

For the non-affordable housing components of homelessness, direct staff to prepare a landscape analysis, as described above, by December 2026, from which targeted (or comprehensive) collaboration can proceed in the future as directed by the Governing Bodies.



MEMORANDUM

Date: July 24, 2026

To: Mayor and Governing Body of the City of Santa Fe
Board of County Commissioners of the County of Santa Fe

From: Heather L. Lamboy, AICP, Director, Planning and Land Use, City of Santa Fe
Alexandra Ladd, Director, Growth Management Department, County of Santa Fe

Via: Brian J. Moya, Interim City Manager
Gregory S. Shaffer, County Manager

Subject: **July 30, 2026, Joint Meeting of the Governing Bodies of the City and County of Santa Fe**
City Boundary and Regional Planning

SUMMARY:

In conjunction with their consideration of Amendment No. 2 to the Annexation Phasing Agreement and an Amendment to the Settlement Agreement and Mutual Release of Claims Between the City of Santa Fe and Santa Fe County (collectively, Annexation Settlement Agreement), City and County staff propose that the City and County Governing Bodies consider City boundaries and land use jurisdiction beyond May, 2028, when the Annexation Settlement Agreement is set to expire. This is an important matter because:

- Land use jurisdiction determines decision-making bodies and planning processes; and
- The City's boundaries determine (or strongly influence) staffing and other service delivery methods.

Approval of Amendment No. 2 will require the reconvening of the Extraterritorial Land Use Authority (ELUA) and, perhaps, the Extraterritorial Land Use Commission (ELUC), established to implement the Annexation Settlement Agreement. Once the jurisdictional issue is resolved, Staff proposes that the ELUA and the ELUC may also consider providing a framework through which regional planning issues can be addressed.

BACKGROUND:

The General Statutory Framework. The City and County have concurrent zoning authority in the area within two miles of the City (the so-called extraterritorial zoning area), and concurrent planning, platting, and subdivision jurisdiction within five miles of the City. With the adoption of the Annexation Settlement Agreement (described below), the City and County agreed that the City would have exclusive land use jurisdiction within the Presumptive City Limits, and the County would have exclusive land use jurisdiction outside the Presumptive City Limits.

The City’s Boundary. In May 2008, the City and County entered into a Settlement Agreement resolving pending litigation and establishing a 20-year framework governing annexation and land use and other jurisdiction. The Presumptive City Limits included those areas that the City had agreed to annex, and land use jurisdiction was divided based upon whether the area was within or without the Presumptive City Limits. The land use authority was implemented through a joint powers agreement, which created the ELUC and ELUA, and ordinances adopted by the ELUA.

Water and wastewater service boundaries generally followed the Presumptive City Limits, with the County serving outside the Presumptive City Limits and the City inside (though there were exceptions). The City generally assumed responsibility for other municipal services (e.g., law enforcement, solid waste) upon annexation (though, again, there were some exceptions).

Of the areas to be annexed, only one was not: the remaining portion of Area 1 (north of West Alameda), known as “Area 1B”.

Skipping over some history, on April 28–29, 2026, the City (Res. No. 2026-18) and County (Res. No. 2026-053) jointly directed staff to bring forward amendments to the Annexation Settlement Agreement to terminate Phase 3 of annexation and waive the City's right to challenge traditional historic community (THC) designation of any portion of Area 1B. Additionally, the policy calls for reconvening the ELUA to make conforming ordinance changes. Importantly, the City and County both expressed the intent to permit voluntary annexation requests for property owners not included in a THC designation.

The proposed amendment will resolve issues concerning Area 1B for the benefit of all affected parties, as well as the Governing Bodies.

The expiration of the Annexation Settlement Agreement, however, has the potential to significantly impact land use jurisdiction and other planning efforts, including those surrounding capital improvements and the provision of public safety and other services. Without here advocating for a particular resolution, City and County staff believe that the expiration or extension of the term of the Annexation Settlement Agreement should be consciously addressed by the Governing Bodies as soon as possible, so as to allow for orderly planning regardless of the decision reached.

Consideration of Amendment No. 2 provides the Governing Bodies with the opportunity to do that (though it could also be addressed on a separate track).

General Plan Updates. Both the City and County have recently launched updates to their general plans. The purpose is to establish a collective vision, based on robust public input, that will inform policy-making and regulation into the future. The City’s general plan update, branded as *Santa Fe Forward*, was initiated in 2024 and has completed several initial steps. Currently, planners are seeking public input on future development scenarios and planning priorities.

Santa Fe Forward’s planning area includes County land outside the jurisdictional boundaries of the City. We are all part of one community whether one resides in the county or in the city. The City has launched the scenario planning phase of the General Plan update where community input will help to define investment priorities. One finding in the General Plan Assessment report was the need to address Area 1B’s displacement threats. Retaining the County-scale low density development and land use

controls will aid in reducing development pressure in an urbanizing area, thereby reducing the risk of displacement.

More information regarding the City's long-range planning effort can be found at www.SantaFeForward.org. You are invited to provide your feedback on the priorities and frameworks as a regional partner. Santa Fe County Growth Management Department staff are part of the City's technical working group, and the City Land Use and County Growth Management staff meet monthly to coordinate on regional planning issues.

The County's planners are in the early stages of assembling a working group of community members to guide the update of the Sustainable Growth Management Plan (SGMP). Currently, the County's plan recognizes three Sustainable Growth Areas (SDA), which are predicated on the available of water and wastewater infrastructure, capacity of road networks, and proximity to job centers, among other factors. SDA-1 is considered the County's top growth area; it is largely contiguous with the City's boundary. SDA-2 is proximate but not yet fully served with infrastructure, so will absorb slower rates of growth. SDA-3 is largely rural without infrastructure capacity and is expected to grow very little in the near future. The update of the SGMP will re-examine these underlying growth assumptions, based on current land uses contemporary growth data and propose adjustments, as needed.

Regional Planning Framework. City and County staff recognize that this is a unique opportunity for the City and County Governing Bodies to consider the City and County boundary, or "urban area" as a cohesive planning unit. There are many benefits to coordinated regional planning. Improving service/infrastructure efficiency, protecting sensitive lands, managing shared resources, and focusing higher-density development where it can be served by adequate facilities are a few priorities. Regional planning efforts can potentially provide additional funding opportunities for investments in infrastructure, open space and business development.

While they may not be the ultimate (or sole) regional planning bodies, ELUC and ELUA are well-positioned to make recommendations to the Governing Bodies about a regional planning framework. ELUC is to be comprised of five (5) members each of the County and City Planning Commissions. ELUA is to be comprised of three members of the Governing Body (three City Councilors or two City Councilors and the Mayor) and four County Commissioners.

Resources Needed. Given that both governments have resources dedicated to their respective planning efforts, establishing a regional approach would require additional administrative capacity (organize meetings, prepare agendas, provide meeting materials, including tech support and write up minutes). Hiring a meeting facilitator to keep topics timely and on track and synthesizing meeting takeaways and next steps would also be critical.

RECOMMENDED ACTION:

Staff recommends the Governing Bodies seek to address jurisdictional boundaries beyond the scheduled expiration of the Annexation Settlement Agreement as soon as possible, perhaps in conjunction with the Area 1B amendment to the Annexation Settlement Agreement. We recommend that occur by December, 2026, so as to allow that decision to be factored into the general plan updates and other planning efforts.

Separately, County staff recommends that the Governing Bodies ask ELUC and ELUA for recommendations concerning a regional planning effort as Amendment No. 2 to the Annexation Settlement Agreement is considered.

EXHIBITS:

- Exhibit A – *Santa Fe Forward* Vision Summary – July 2026
- Exhibit B – Map of Santa Fe County’s Sustainable Development Areas



A Vision for Our Future

The Mission of Santa Fe Forward:

Faithful to our heritage,
focused on our present
and forging our future,
Santa Fe Forward shapes
the City Different, sets
priorities and creates
opportunities for all.



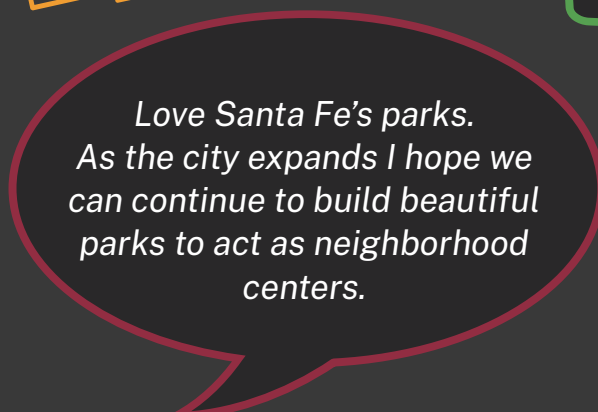
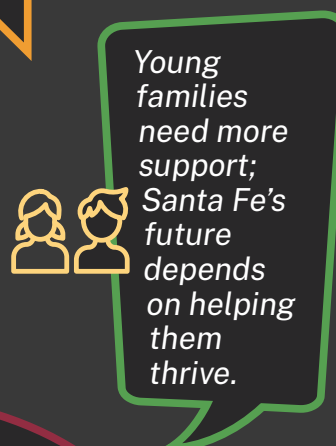
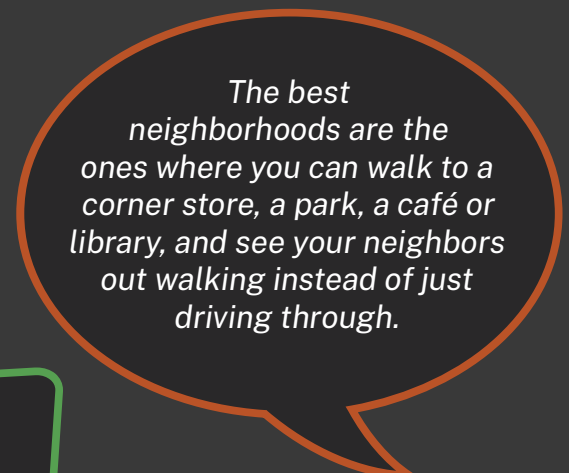


Our Unified Vision

Santa Fe supports and respects the needs and growth of all in harmony with our heritage and environment, thriving today and tomorrow as *the City Different*.

Strategies to Achieve Our Vision:

Santa Fe Forward's vision emerged from a robust and inclusive engagement process that gathered feedback from community members, community-based organizations, the City of Santa Fe, and its partners. Through this outreach, listening, and collaboration, the vision was created and reflects the values, needs, and aspirations of the people it serves.



People & Housing

What You Asked For:

An inclusive,
welcoming community
that meets its current
and future needs.

Why is this important?

Housing supply has increased meaningfully in recent years, however more supply and different types of housing in the right locations are needed. One-third of Santa Fe households pay more for housing than is comfortably affordable.

67% of housing is
SINGLE HOUSING UNITS
detached homes or attached townhomes



What We'll Do:



Accommodate a variety of attainable housing types to retain and attract a diversity of residents.



Foster belonging, respect and community pride.



Strengthen connections across the diverse fabric of Santa Fe's communities and places.

History, Culture, & the Arts

What You Asked For:

Heritage and
creativity that are
shared, supported
and celebrated.



What We'll Do:

Why is this important?

Santa Fe's strong tradition of historic preservation is crucial to its identity and is linked to inspiring and sustaining the arts and culture industry. The arts and culture industry contributes over \$1 billion to the area's economy, resulting in direct and indirect employment, along with generating revenue to support City services and infrastructure.



Embrace our collective heritage while incorporating change and meeting needs.



Broaden the range of contributors to advance innovation and expression in arts and culture.



Nurture the development and exhibition of arts and culture in public, private and institutional settings.



Arts sector contributes
\$1 BILLION
ANNUALLY

Engagement & Governance

What You Asked For:

Effective, responsive and accessible governance within a collaborative, coordinated region.

Why is this important?

Important services and amenities are provided by area governments and institutions. These providers deliver services that include public safety, education, and healthcare. The City of Santa Fe only controls some of the decision-making on how these services are prioritized and delivered.



What We'll Do:



Provide a variety of engagement channels to understand and respond to community, business and provider needs.



Collaborate internally and across government agencies and providers to effectively deliver services and projects.



Operate and invest in a fiscally sustainable and transparent manner to meet ongoing obligations and community needs.

Education, Social, & Economic Opportunity

What You Asked For:

Meaningfully diversified education, economic and social opportunities that allow Santa Feans to collectively thrive.

Why is this important?

Education, social and economic opportunities are strongly linked to social stability, equity, and strength. The City of Santa Fe has a substantial influence on economic opportunities, while it needs to partner with the Santa Fe Public Schools, trade schools, and higher education to set up supportive educational systems.

Majority of households earning
LESS THAN
\$70,000



What We'll Do:



Align education and workforce development with community and economic needs and opportunities.



Diversify the economy to grow individual and community prosperity.



Strengthen social networks and community capacity to expand pathways to opportunity.

Nature, Sustainability, & Resiliency

What You Asked For:

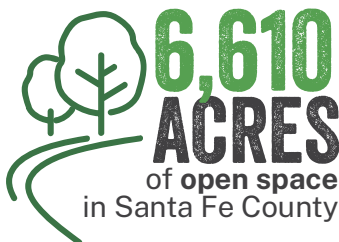
A resilient and sustainable community that stewards our remarkable natural setting.



What We'll Do:

Why is this important?

Natural spaces, mountains, and life-giving resources are major assets to Santa Fe, benefiting its residents by providing clean air and water, tourism, and economic opportunities for an overall high quality of life. Meanwhile, the climate is forecast to change, so Santa Fe needs to adapt to be ready and resilient.



Preserve, enhance and manage natural landscapes and water resources for many compatible uses.



Protect environmental quality for a healthy community.



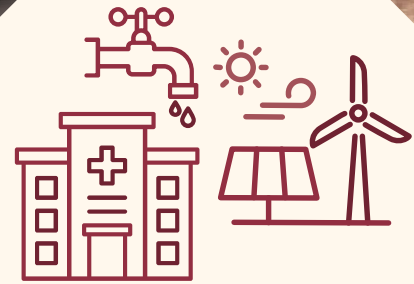
Adapt to climate and socioeconomic changes.

Community Services & Essential Utilities

SANTA FE COMMUNITY
CONVENTION CENTER

What You Asked For:

Responsive, resilient and modern community services and utilities that serve and protect our economy, health and environment.



What We'll Do:

Why is this important?

Utilities include much of what is taken for granted in modern society: water, sanitary sewer, stormwater, waste disposal/recycling, energy, and communications. All these utility services require long-term, capital-intensive infrastructure investments that impact the environment, depend on sensitive resources, and affect households financially.

87%
WATER USE
came from **surface**
sources in 2023



Maintain a variety of widely accessible recreational amenities.



Collaborate with partners to promote a range of supportive learning, health and social services.



Continuously modernize utilities infrastructure to strengthen its resilience and improve affordability.

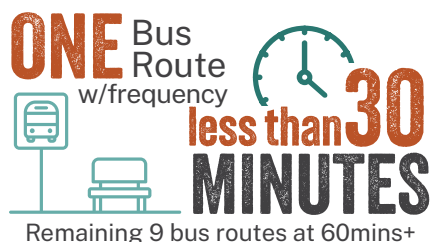
Transportation & Access to Opportunity

What You Asked For:

Transportation choices that make Santa Fe accessible for everyone.

Why is this important?

Transportation connects everything, providing access to opportunity via roads, sidewalks, bicycle facilities, trails, and transit, including Santa Fe Trails bus, Blue Bus, and Rail Runner. Transportation deeply affects quality of life, safety and the environment. Investments in transportation have long-term impacts.



What We'll Do:



Create connected, comfortable and safe transportation corridors for all users and the efficient movement of goods.



Provide transportation services that responsibly meet mobility needs.



Align transportation investments to maximize socioeconomic, environmental and placemaking benefits.

The Built City

What You Asked For:

Identifiable places with routine services and amenities nearby everyone, accessibly connected to our grand vibrant places, all exceptionally and sustainably designed.

Why is this important?

The physical development and land use is the most visible feature of the City's general plan. This plan lays out how land will be used and developed, coordinated with transportation, and integrated with natural lands and economic development, while also respecting historic areas, and heritage features.

81% 
residents live within a
10-minute walk of a park



What We'll Do:



Provide pattern and design flexibility, creativity and excellence befitting of every context and scale.



Distribute activities throughout the city to broaden access to amenities and services.



Use quality public and private investment to address needs and opportunities.

We want to hear from you!

Does this vision reflect Santa Fe's values, priorities, and aspirations for the future? Visit SantaFeForward.org/Get-Involved and use the interactive tools to give us feedback.

Your input will help refine this vision and shape the updated General Plan, the community's guiding framework for preservation, growth, development, and investment over the coming years.



How to Stay Involved:



Learn More

Project Website

Explore the project timeline, resources, and planning documents.

Scenario Planning

Learn how the next phase will evaluate future development options and planning priorities for Santa Fe.



Stay Updated

Email List

Subscribe to receive updates on project milestones and upcoming engagement opportunities.

Social Media

Follow the City of Santa Fe's pages for project news and announcements, and share information with your networks.



Contact Us

Email

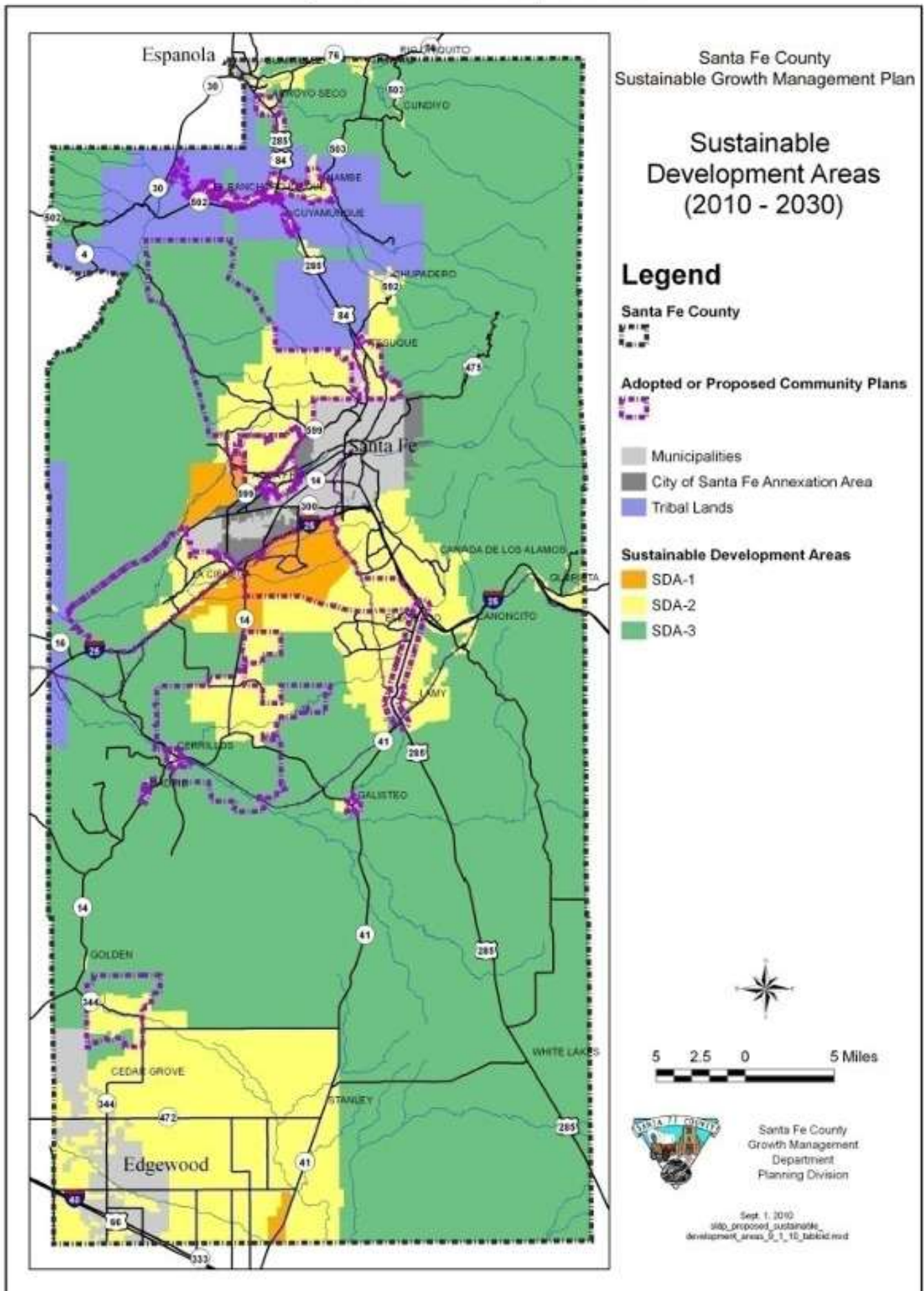
info@santafeforward.org

Voicemail

(505) 878-6520



Map 2-3: Sustainable Development Areas



Annexation Settlement Agreement & Regional Planning Update

Heather L. Lamboy, City of Santa Fe
Alexandra Ladd, County of Santa Fe

July 30, 2026



CITY OF
Santa Fe



City and County jurisdictional, land use, and general plan considerations

Statutory Authority

- City and County have concurrent zoning authority within 2 miles of the City (extraterritorial zoning area)
- Concurrent planning, platting, and subdivision jurisdiction within 5 miles of the City
- Annexation Settlement Agreement: City has exclusive land use jurisdiction inside Presumptive City Limits; County has exclusive jurisdiction outside

City Boundary & Area 1B: Timeline

May 2008

Settlement Agreement signed:
20-year framework establishes
Presumptive City Limits; creates
ELUC and ELUA to implement
land use jurisdiction

April 2026

City (Res. 2026-18) & County
(Res. 2026-053) jointly direct
staff to end Phase 3 annexation,
waive THC challenge rights, and
reconvene the ELUA

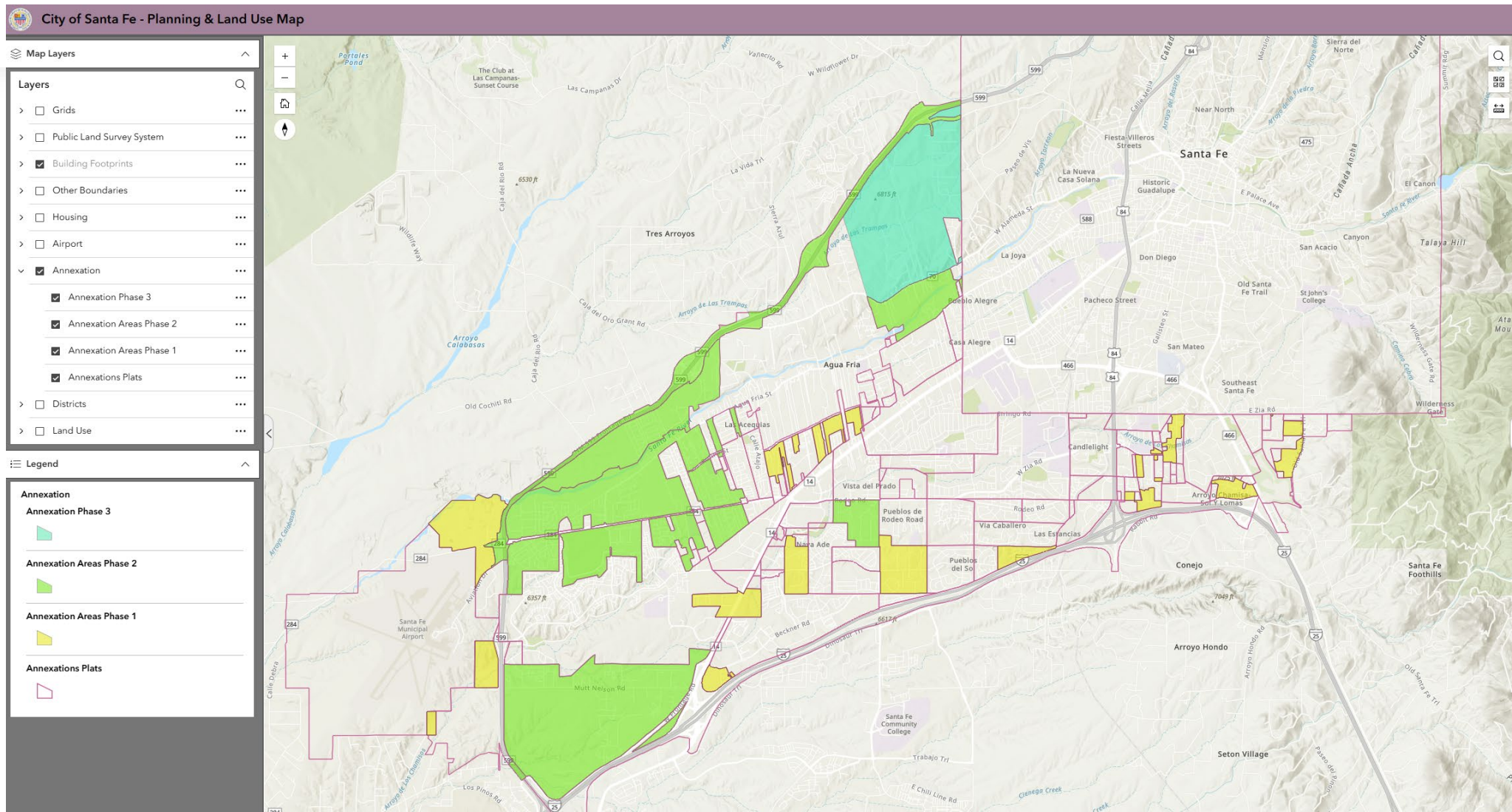
2008–2026

Service boundaries follow
Presumptive City Limits
(water/wastewater, law
enforcement, solid waste); Area
1B remains the one area not
annexed

May 2028

Annexation Settlement will
expire, requiring amendment to
determine long term
jurisdictional issues and final
City boundary

Three Phases of Annexation



Agreement Expiration & Recommended Timing

- Expiration of the Annexation Settlement Agreement could significantly impact land use jurisdiction, capital improvements, and public safety/service planning
- Staff recommends the Governing Bodies consciously address expiration or extension as soon as possible to allow orderly planning
- Proposed Amendment No. 2 offers an opportunity to address this
- ELUC and ELUA are well-positioned to recommend a regional planning framework (ELUC: 5 members each from City/County Planning Commissions; ELUA: 3 City Councilors/Mayor + 4 County Commissioners)

Benefits of a Coordinated Planning Framework

- Improved service/infrastructure efficiency
- Protection of sensitive lands
- Managing shared resources
- Focusing higher-density development where facilities can support it
- Potential additional funding for infrastructure, open space, and business development

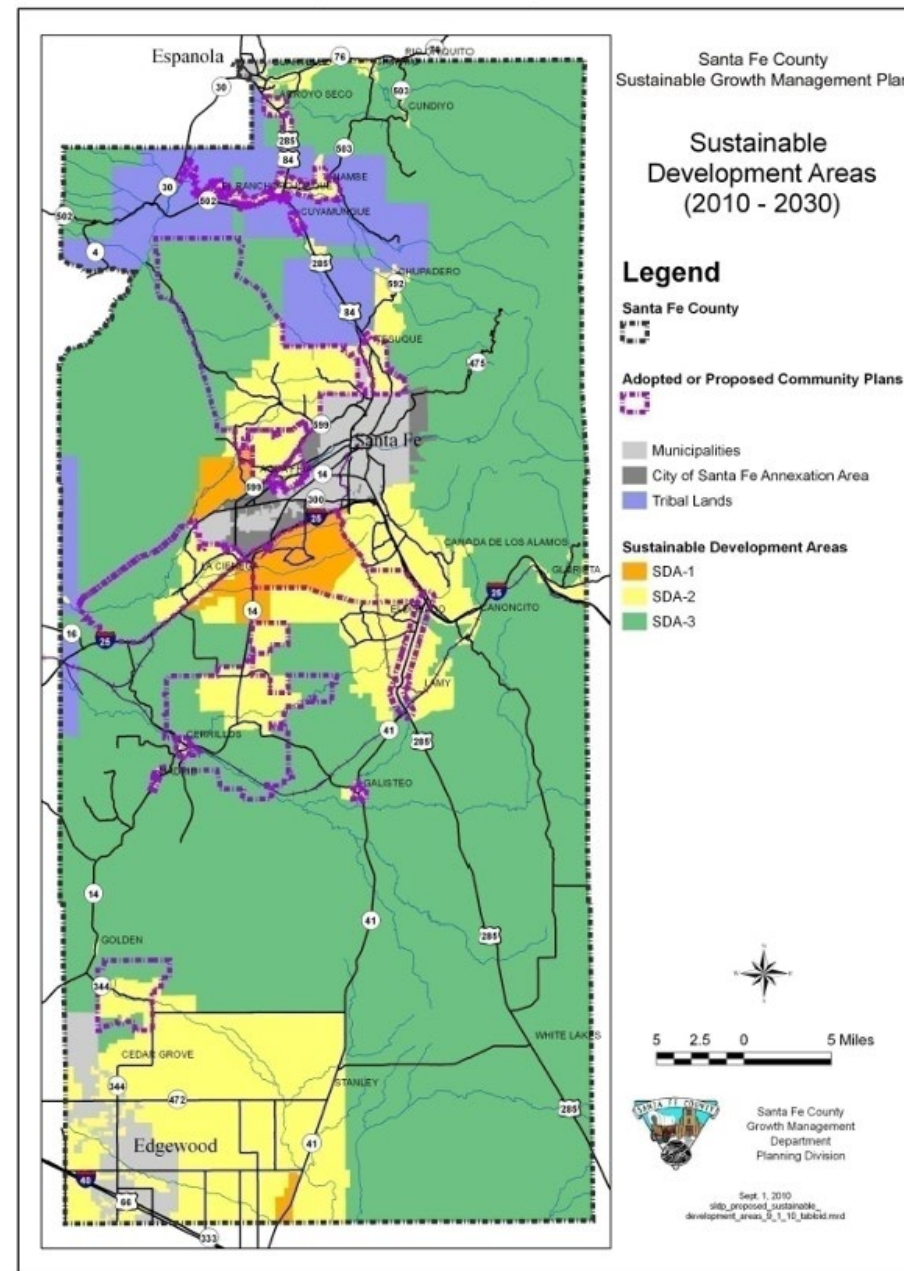
General Plan Updates: Santa Fe Forward (City)



- Both City and County have launched general plan updates to establish a collective, public-input-driven vision
- City's update, "Santa Fe Forward," was initiated in 2024; currently seeking input on development scenarios and planning priorities
- Planning area includes County land outside City jurisdiction — reflecting one shared community
- General Plan Assessment identified a need to address Area 1B's displacement threats
- Retaining County-scale low-density development/controls helps reduce development pressure and displacement risk
- County Growth Management staff participate in the City's technical working group; staff coordinate monthly (more at www.SantaFeForward.org)

Update of the County Sustainable Growth Management Plan (SGMP)

- County planners are assembling a community working group to guide the SGMP update
- Current plan recognizes three Sustainable Growth Areas (SDA), based on water/wastewater infrastructure, road capacity, and job proximity:
 - SDA-1: County's top growth area; largely contiguous with City boundary
 - SDA-2: Proximate but not fully served with infrastructure; slower growth
 - SDA-3: Largely rural, limited infrastructure; minimal near-term growth expected
- SGMP update will re-examine growth assumptions using current land use and growth data



Resources Needed & Recommended Action

- Resources Needed: additional administrative capacity (meeting organization, agendas, materials, tech support, minutes), GIS resources, and a facilitator to keep discussions on track
- Recommended Action 1: Governing Bodies should address jurisdictional boundaries beyond the Annexation Settlement Agreement's expiration as soon as possible — ideally by December 2026 — alongside the Area 1B amendment
- Recommended Action 2: Governing Bodies should ask ELUC and ELUA for recommendations on a regional planning effort as Amendment No. 2 is considered



MEMORANDUM

Date: July 24, 2026

To: Board of County Commissioners of the County of Santa Fe
Mayor and Governing Body of the City of Santa Fe

From: Matilda Byers, Santa Fe County Senior Services Manager
Manuel Sanchez, City of Santa Fe Senior Services Director

Via: Brian J. Moya, Interim City Manager
Gregory S. Shaffer, County Manager

Subject: **July 30, 2026, Joint Meeting of the Governing Bodies of the City and County of Santa Fe**
Leveraging Resources to Help Meet the Growing Demand for Increased Senior Services

SUMMARY:

State data reflect that 27% of Santa Fe's population are residents aged 65 and older, and that this is expected to grow to nearly 60% by year 2030. Looking at how the City and the County can better leverage existing resources while equally working with the private sector to help meet this growing demand for increased services will well serve our aging residents and those who love them.

BACKGROUND:

Senior Services for both City and County residents started as a joint service provided by the City until it was later bifurcated. Since then, each respective City and County Senior Services program continues to work together well when warranted. It is also not uncommon for Seniors to visit and take advantage of both programs in any given week, irrespective of residency.

Both the City and County participate in Non-Metro Area Agency on Aging's provider network, which helps fund select essential services such as congregate and home delivered meals, transportation, and other services through a structured framework under the auspices of the State's Aging and Longterm Services Department. Both the City and County also submit Senior Facility-specific State capital outlay requests each year.

Data trends specific to the growing Senior population demonstrate the need for greater leveraging of resources, including economic development initiatives from the private sector. Capacity is stretched with both Senior Services City/County programs, but with additional support warrants greater regional collaboration on two current initiatives:

1. **The County** contracted with UNM's Center for Applied Research and Analysis in FY26 to conduct a Senior Survey in order to assess gaps in services and opportunities for areas of service

growth. The County subsequently contracted with the original researcher to assist in the development of a 10-year plan that prioritizes the most vulnerable Seniors so that the County can work towards an associated funding strategy.

2. **The City** passed Resolution No. 2024-5 which aims to implement a phased plan to make Santa Fe livable as an inclusive and connected community for residents of all ages to ensure Senior-friendly services. The Age Friendly plan was approved by the City council in February 2026 and the City will be working with the consultant and the Age-Friendly Advisory Committee/Task force to implement the plan.

RECOMMENDED ACTION:

Consider whether the City and County should collaborate more robustly in this area and, if so, the means by which such collaboration will be accomplished.

EXHIBITS:

- Exhibit A – Santa Fe County Senior Survey 10-14-25 BCC Presentation
- Exhibit B – Santa Fe County Senior Survey Final Report
- Exhibit C – City of Santa Fe Resolution No. 2024-5
- Exhibit D – Age Friendly Santa Fe Action Plan

SANTA FE COUNTY SENIOR NEEDS ASSESSMENT

Aaron Lenihan, Keith Wilkins, and Paul Guerin
Center for Applied Research and Analysis,
Institute for Social Research,
University of New Mexico



Purpose

To provide the County with critical information about the senior population to inform long-range service planning efforts.

1. How many seniors are currently living in Santa Fe County, and what is the growth pattern expected in the next 10 years?
2. What are the identified service needs of the population?
3. What areas of the County are underserved?
4. How should the County proceed in the development of future services?

Study Design and Methodology

Three sources of data:

- **Consumer data**
 - *WellSky data tracking senior services from FY 2019 to FY2024*
- **Senior and Senior Caregiver Survey data**
 - *Designed by CARA. Administered by Santa Fe County.*
- **Demographic data**
 - *US Census data (2020 Decennial Census; ACS 5-year estimates)*
 - *UNM Geospatial and Population Studies*

Institutional Review Board - IRB

The IRB protects the rights and welfare of human research subjects recruited to participate in research activities.

- IRB Review Not Required determination
 - 08/01/2024; Protocol Number: 2408144737
- Reviewed and Approved by UNM IRB
 - 03/26/2025; Protocol Number: 2502183779
- Questions?
 - Office of the Institutional Review Board
 - 1 University of New Mexico
 - MSC02 1665
 - Albuquerque, NM 87108
 - irb.unm.edu
 - 505.277.2644



Findings –

1. How many seniors are currently living in Santa Fe County, and what is the growth pattern expected in the next 10 years?

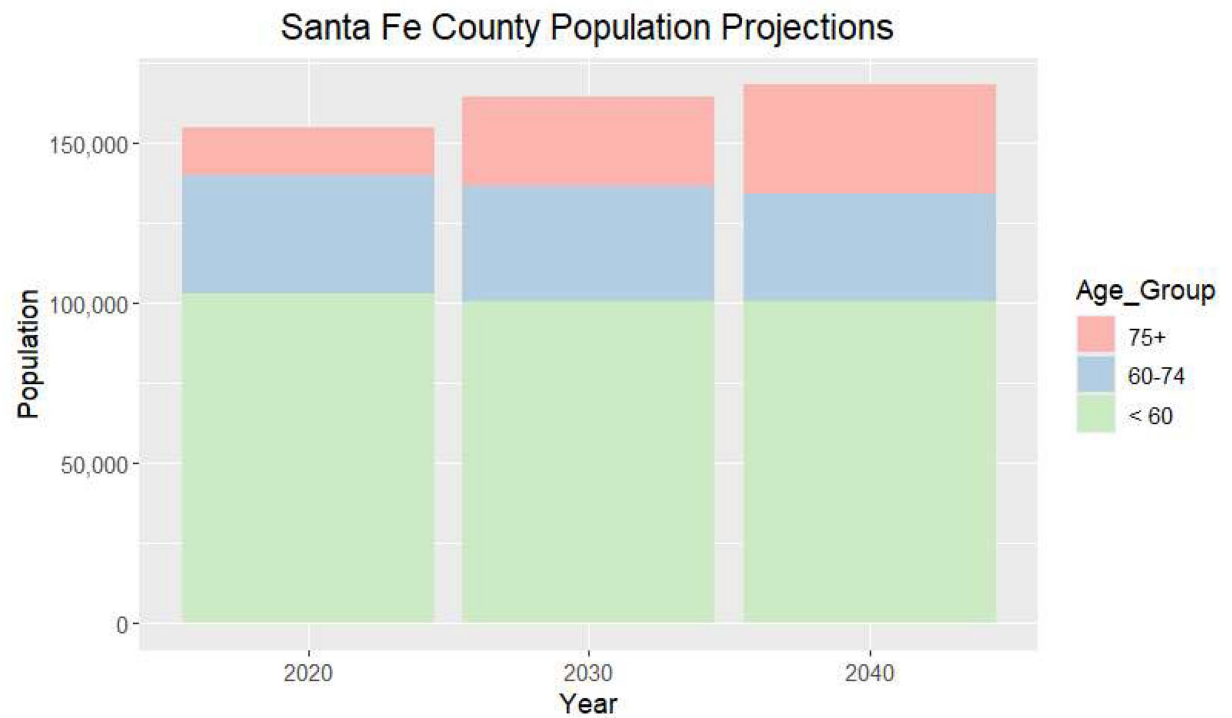


Figure 1.
Population projections by age group for Santa Fe County through 2040 (Miller, 2024).

Findings –

2. What are the identified service needs of the population?

Table 1.

End-state needs ranked in terms of importance (Sen, 1993). The statistical significance of differences between ranks were analyzed using pairwise Wilcoxon signed rank tests.

Rank	Need	Average Rating	Pairwise Comparison with Next Lower Rank
1	Having access to healthcare	3.03	p<0.001***
2	Looking after one's day-to-day health, fitness, and hygiene	3.38	p<0.001***
3	Ensuring one's loved ones are taken care of	4.10	p<0.001***
4	Having enough of the food one wants to eat	4.74	p>0.1
5	Maintaining one's home in good condition	4.91	p>0.1
6	Protecting oneself and property from others	4.98	p>0.1
7	Having opportunities to socialize with others	5.04	p<0.001***
8	Having opportunities to learn and experience new things.	5.47	--

Findings –

2. What are the identified service needs of the population?

Different service needs are shaped by different circumstances and vulnerabilities.

We looked at 7 key dimensions of vulnerability:

1. Economic disadvantage
2. Disability
3. Poor health
4. Language and cultural barriers
5. Lack of social support
6. Being a caregiver to someone with Alzheimer's/dementia
7. Raising one's own grandchildren

Table 2.

Count and proportion of seniors in key demographic categories for Santa Fe County and the three Census County Divisions: CCD North, CCD Central, and CCD South (U.S. Decennial Census (2020); ACS 5-year estimates (2018-2022); Dhana et al., (2023)).

	Count (and %) of seniors			
	SF County	North CCD	Central CCD	South CCD
Age				
60-74	38,089 (73%)	4,327 (73%)	20,874 (70%)	12,888 (77%)
75+	14,402 (27%)	1,581 (27%)	9,037 (30%)	3,784 (23%)
Income (householder 65+)				
Poverty (<\$25k)	4,767 (18%)	852 (29%)	2,724 (17%)	1,191 (16%)
Low (\$25k - \$50k)	5,476 (21%)	519 (18%)	3,764 (23%)	1,193 (16%)
Middle (\$50k - 100k)	7,798 (30%)	829 (29%)	4,479 (28%)	2,490 (34%)
High (>\$100k)	8,369 (32%)	706 (24%)	5,274 (32%)	2,389 (33%)
Disabled (65+)				
No	29,094 (73%)	3,158 (72%)	16,945 (72%)	8,991 (75%)
Yes	10,722 (27%)	1,213 (28%)	6,535 (28%)	2,974 (25%)

	Count (and %) of seniors			
	SF County	North CCD	Central CCD	South CCD
Language spoken at home (65+)				
English only	28,866 (73%)	1,771 (41%)	16,508 (72%)	10,587 (85%)
Other languages	10,963 (28%)	2,593 (59%)	6,550 (28%)	1,820 (11%)
Marital Status (60+)				
Not Married	23,393 (45%)	2,761 (48%)	14,835 (50%)	5,797 (35%)
Married	28,597 (55%)	2,949 (52%)	14,777 (50%)	10,871 (65%)
Grandparents Responsible for Raising Grandchildren (60+)	767 (2%)	174 (3%)	516 (2%)	77 (1%)
Seniors (65+) with Alzheimer's or Dementia	4,300 (11%)	NA	NA	NA



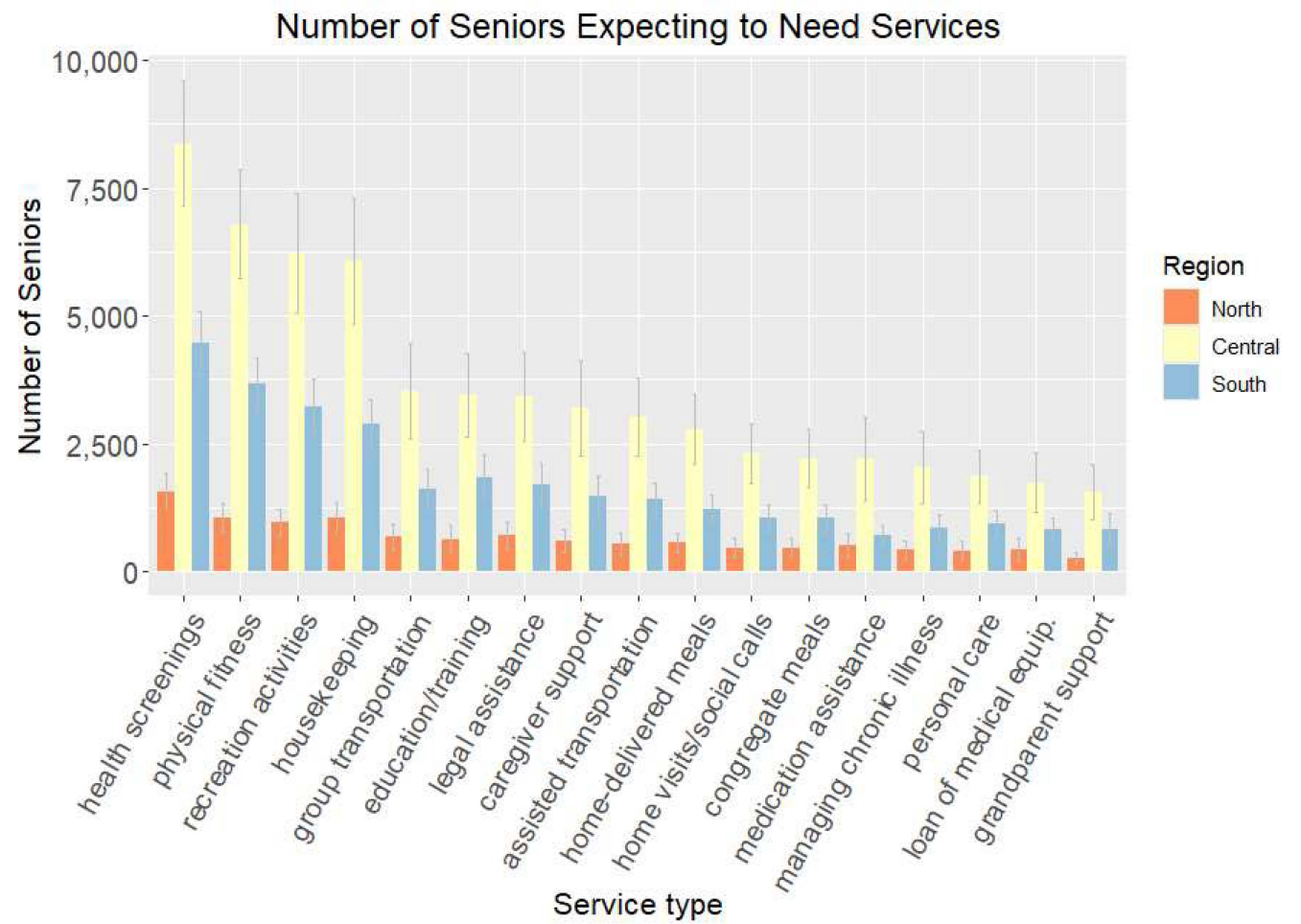


Figure 2.

Weighted estimates of senior service needs by region. Error bars show 95% confidence intervals.

Findings –

3. What areas of the County are underserved?

Figure 3.

Comparing regional percentages of County services to population size shows that the North provides a disproportionate amount of services relative to its population size.

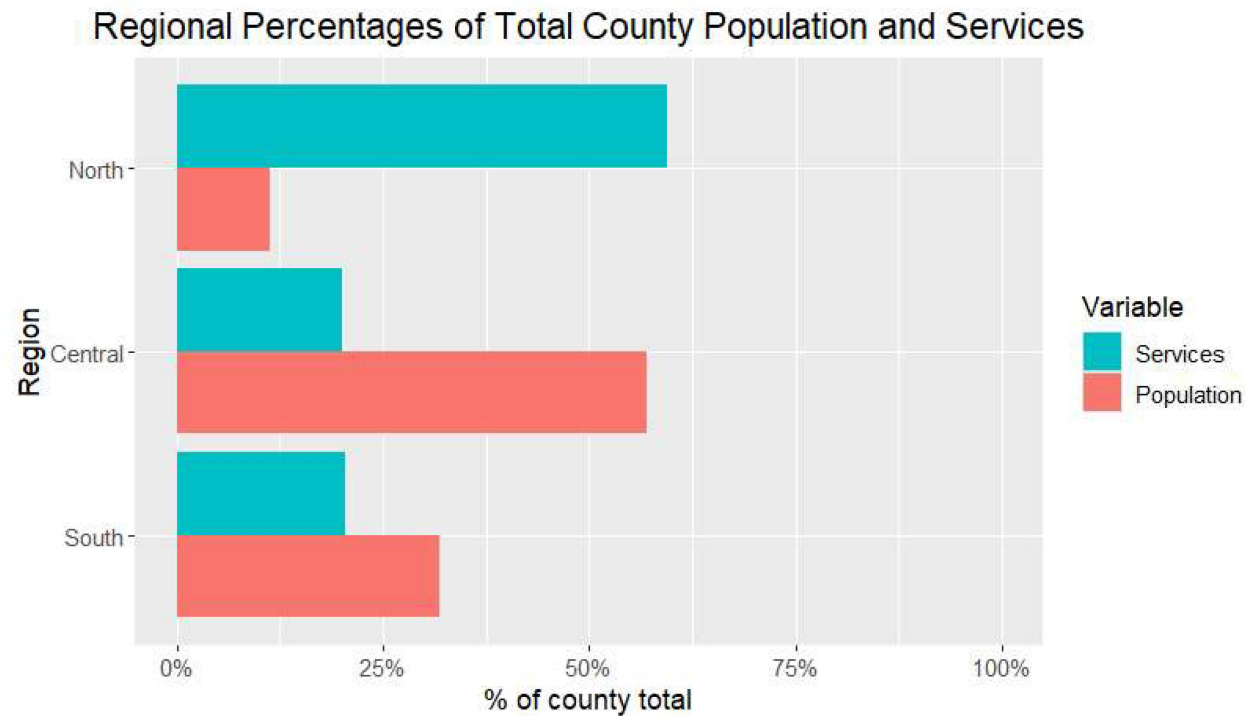
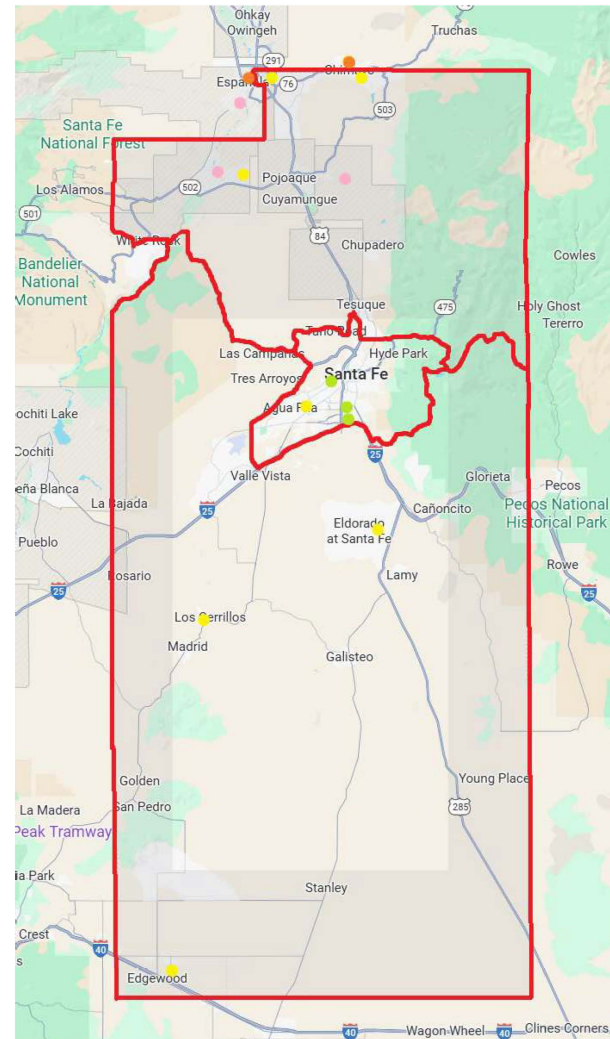


Figure 4.

Map of Santa Fe County with North, Central, and South CCD boundaries marked in red (Google Maps). Santa Fe County senior centers are indicated in yellow, City of Santa Fe senior centers in green, Pueblo senior centers in pink, and Rio Arriba County senior centers in orange.



Conclusions –

4. How should the County proceed in the development of future services?

Next Steps / Recommendations:

1. Take some time to consider the report findings.
2. Identify which senior needs the County wishes to prioritize.
3. Explore ways to leverage existing resources to target those needs.
4. Develop 10-year strategic plan.

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Thank you!

Any questions?





Santa Fe County Senior Needs Assessment

Prepared by:

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Prepared for:

Santa Fe County Community Services Department

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It has been a pleasure working with you all and we greatly appreciate your help!

Table of Contents

Executive Summary.....	1
Introduction	4
Background	5
Study Design & Methodology	6
Consumer Data.....	7
Senior and Senior Caregiver Survey	7
Demographic Data.....	9
Limitations.....	9
A Note on Statistical Significance.....	10
Results.....	10
Overview of the Senior Population and Past Service Provisioning.....	10
Variation in Vulnerability and Need in the Senior Population.....	18
The Survey Sample	18
Seniors' End-State Need Priorities.....	21
Economic Disadvantage.....	23
Disability	28
Health Status	30
Language and Cultural Barriers	32
Social Support.....	34
Caregiver to Someone with Alzheimer's or Dementia	37
Grandparents Raising Grandchildren	39
Under 50-Year-Old Caregivers to Seniors.....	41
Population-Level Vulnerability and Service Need Estimates	42
Conclusions	47
References Cited.....	49

EXECUTIVE SUMMARY

The goal of this report is to provide a broad overview of senior needs in Santa Fe County to inform long-range service planning efforts. To accomplish this, we examine what end states seniors value most, what obstacles to achieving those ends they encounter as they age, and what services they need to overcome those obstacles. We then compare these identified service needs to current services within the County and projected growth patterns of the senior population to get an idea of service gaps. We do not presume nor advocate for a particular service solution in this report, like whether the County needs an additional senior center in a particular district. Rather, we seek to provide the County with the information it needs to decide what needs to prioritize, which services are best suited to address those needs, and what resources can be leveraged to more efficiently deliver those services.

The Santa Fe County senior population is projected to grow by 23% from 2020 to 2030, with all this growth occurring in the 75-year-old and older age group. This is the age group with the highest anticipated service needs. Over the same period, the under-60 population will remain level. This will place strain on limited County resources. To effectively address the needs of a growing senior population, Santa Fe County Senior Services will need to be strategic in what needs it prioritizes and how it allocates scarce resources to target those needs.

In prioritizing among needs, it is useful to separate the end states seniors value from the services and supports some seniors may need to help them achieve those ends. We identify eight categories of end-state needs that services are designed to help seniors achieve:

1. Having access to healthcare
2. Looking after one's day-to-day health, fitness, and hygiene
3. Ensuring one's loved ones are taken care of
4. Having enough of the food one wants to eat
5. Maintaining one's home in good condition
6. Protecting oneself and property from others
7. Having opportunities to socialize with others
8. Having opportunities to learn and experience new things

We found that, of these end-state needs, seniors tend to rank *having access to healthcare* as most important, followed by *looking after one's day-to-day health, fitness, and hygiene*, and *ensuring one's loved ones are taken care of*. The lowest ranked need was *having opportunities to learn and experience new things*.

Different senior services target different end-state needs. Transportation to medical appointments, for instance, targets the need to have access to healthcare. Educational classes at senior centers provide opportunities to learn and experience new things. What services different seniors need depends on their circumstances. Some seniors will require no outside

assistance to achieve desired end-states. Others will require a great deal of support due to personal vulnerabilities.

We identified seven key vulnerabilities that can make it difficult for some seniors to meet their basic needs:

1. Economic disadvantage
2. Disability
3. Poor health
4. Language and cultural barriers
5. Lack of social support
6. Being a caregiver to someone with Alzheimer's or dementia
7. Being caregivers to one's own grandchildren.

We explore each of these factors in terms of how they shape health and wellbeing outcomes and service needs. We found that seniors with economic disadvantages, disability, poor health, language and cultural barriers, and lack of social support had significantly worse health and wellbeing outcomes. Seniors with each of these vulnerabilities, except for language and cultural barriers, also reported a greater need for virtually all senior services. Seniors experiencing language and cultural barriers reported a higher need for a few select services, like medication assistance. Seniors who were caregivers to someone with Alzheimer's/dementia or to their own grandchildren did not have consistently worse outcomes, however, they tended to list caregiver support services as their greatest service need.

We identified demographic indicators for each of these vulnerabilities, which we matched with population data from the U.S. Census Bureau. This demographic data shows significant numbers of seniors in each vulnerability category across all three regions of the County. These three regions are the North (north of the city), Central (the City of Santa Fe), and South (south of the city). The highest absolute number of vulnerable seniors in all categories are in the Central region, where the overall population is largest. The North has higher relative levels of vulnerability, but a significantly smaller senior population. Therefore, it had the lowest absolute numbers of vulnerable seniors in each category, except in the categories of language and cultural barriers and grandparents raising grandchildren, which were higher than the South.

Using these population-level estimates, we were able to weight survey responses to get a more representative picture of service needs across the County. In all three regions, the services the greatest number of seniors said they would need in the next 10 years were:

1. Health screenings
2. Physical fitness classes
3. Recreation activities

4. Housekeeping, chore, and home repair assistance

It should be noted that two of the most popular services, recreation activities and physical fitness classes, target some of the least important, or pressing end-state needs. This is a good thing, as it suggests most seniors can achieve their more basic needs without County assistance. However, it is important to keep in mind that some of the least popular services target some of the most important needs. For example, grandparent support services target the need to ensure one's loved ones are taken care of, which seniors tend to rank among the most important. There is relatively low demand for grandparent support services across the senior population, because there are relatively few seniors raising their own grandchildren. However, among the seniors who are, grandparent support is the greatest service need.

In planning for future services, the County should be strategic in what needs it targets and how. The first step is to define service need priorities. If the goal is to provide the most popular services, the County may wish to invest in additional senior centers where seniors can regularly congregate for social activities, meals, physical fitness classes, recreation activities, etc.. If, on the other hand, the goal is to target the most pressing needs that a smaller number of seniors struggle with, the County may wish to invest in other services that are largely delivered outside of senior centers, like home-delivered meals and transportation to medical appointments. Next, the County should inventory available resources and explore ways to most efficiently deliver services. The County has 3 senior centers in the North, a meal site in the City, and 3 senior centers in the South. There are also 3 senior centers operated by the City of Santa Fe, 3 senior centers in the North operated by local Pueblos for tribal members, and 2 senior centers in Rio Arriba County just across the border. Additionally, there are numerous non-governmental organizations in the County addressing a variety of service needs. Rather than trying to replicate services that already exist, the County should explore ways to foster greater collaboration and coordination among these various organizations such that existing resources are most efficiently leveraged to serve the senior population.

Recommended next steps for Santa Fe County Senior Services:

1. Consider the findings of this report regarding seniors' end-state values, vulnerabilities, and service needs.
2. Identify the needs the County wishes to prioritize.
3. Compile an inventory of available resources and organizations for addressing these needs and explore opportunities for collaboration.
4. Develop a 10-year strategic plan outlining the County's senior service goals and the steps it will take to achieve those goals.

INTRODUCTION

The Santa Fe County Senior Services Division of the Community Service Department has as their mission to provide exceptional care and support to seniors in the community. They operate three senior centers in the north of the county (Chimayo, Santa Cruz, and El Rancho), three senior centers in the south of the county (Eldorado, Edgewood, and Cerillos) and the Rufina meal site within the City of Santa Fe. At these sites they offer six services: (1) assessment/reassessment to ascertain the needs of seniors and connect them with appropriate services and supports, (2) congregate meals served on-site, (3) home-delivered meals, (4) nutrition education, (5) recreation activities, and (6) high-risk medical transportation. These services are designed to enhance seniors' ability to age with dignity in their own homes and communities.

Funding for Santa Fe County Senior Services is provided by the County and the Non-Metro Area Agency on Aging, which itself receives funding from the State of New Mexico and the Federal Government under Title III of the Older Americans Act.

In February of 2024 Santa Fe County Senior Services solicited Letters of Interest to conduct a needs assessment of seniors in the area. The purpose was to provide the County with critical information about the senior population to inform long-range service planning efforts. The County identified four key questions the assessment would need to answer:

1. How many seniors are currently living in Santa Fe County, and what is the growth pattern expected in the next 10 years?
2. What are the identified service needs of the population?
3. What areas of the County are underserved?
4. How should the County proceed in the development of future services?

The Center for Applied Research and Analysis (CARA) at the Institute for Social Research at the University of New Mexico was awarded the contract to conduct the needs assessment study on 08/02/2024. Over the course of the following year, CARA designed and implemented a research project to answer the above questions using a range of data sources including consumer data from Santa Fe County and the State of New Mexico Aging and Long-Term Services Department, a senior and senior caregiver survey that was designed by CARA and administered by Santa Fe County, and secondary demographic data about the senior population from the U.S. Census Bureau and the UNM Geospatial and Population Studies.

The present report documents CARA's research activities and findings. The report is divided into four sections. The Background section explains what needs assessments are intended to accomplish, the assumptions behind them, and the different research approaches to conducting them. The Study Design and Methodology section explains the design of the study and how data were collected and analyzed. The Results section presents the results of the analysis, and the Conclusions section summarizes the main findings.

BACKGROUND

The purpose of a needs assessment is to provide information about what needs exist within a community so an organization can distribute resources, in the form of services and other supports, to more effectively meet those needs. This raises the question: what are needs?

The term “needs” in this context can refer to two different things. The first is the basic states of being that people *need* to achieve to survive and avoid abject suffering. We refer to those throughout this report as *end-state needs*. For example, all people need to have air to breathe, water to drink, and food to eat. Unlike wants, which are subjective and vary widely across individuals, needs refer to a finite set of states that are assumed to have roughly equal importance to everyone. Somewhat paradoxically, perhaps, there is no definitive list of needs and what constitutes a need can vary across cultural and institutional contexts. In practice, needs are defined by the organization doing the distributing. The needs targeted by senior services, for example, are largely set by the federal government in the Older Americans Act (OAA), which allocates funding for services. The OAA specifies a range of end-state needs seniors are entitled to, such as having “an adequate home,... the best possible physical and mental health,... access to low-cost transportation,... [and enjoying] retirement in health, honor, [and] dignity...” (Older Americans Act Of 1965, 2020, pp. 1–2).

By defining these outcomes as needs older adults are entitled to, the OAA is essentially saying the government is obligated to help seniors achieve these ends. Importantly, though, they are not expected to help all seniors. Rather, they are expected to preferentially help those who cannot reasonably achieve these end-state needs on their own. The need for support is the second meaning of need, which we refer to as *service needs*. Unlike end-state needs, which are assumed to apply equally, service needs vary widely across individuals depending on their circumstances. Efficiently serving these needs requires distributing resources unequally (Sen, 1993). People tend to see unequal need-based distribution of resources as just, so long as the circumstances shaping people’s different levels of need are largely out of their control (i.e., due to bad luck) (Petersen et al., 2012).

The circumstances shaping variation in need include things like disability, social isolation, and lack of financial resources. Throughout this report, we refer to the factors that shape need as *vulnerabilities*. Many vulnerabilities, like disability and social isolation, tend to compound with age. It is a simple fact of life that, as people age, they experience higher rates of disability, deteriorating health, and mortality (Moguilner et al., 2021). These changes can increase one’s vulnerability to a range of negative outcomes, often in complex ways. For example, as seniors’ health and mobility decreases, their social networks may also shrink, which can limit their ability to receive material and emotional support from others (Ho et al., 2023), which, in turn, increases their risk for negative physical and mental health outcomes (Donovan & Blazer, 2020). Conversely, the social relations seniors do maintain as they age can carry their own burdens. For example, seniors who assume the role of caregiver for loved ones experiencing age-related

health problems, like Alzheimer's and dementia, can experience severe strain to their finances, mental health, and social networks (Vu et al., 2022).

Understanding the different vulnerabilities seniors experience is critical to designing services that effectively address their needs. For example, if we want to address the fact that many seniors struggle with getting adequate nutrition, we need to know why. For some seniors, inadequate nutritional intake may be caused by forgetting to eat or not eating as well when alone (Björnwall et al., 2021). For these seniors, congregate meals served at senior centers may be an effective option to improve nutrition. Other seniors may struggle with nutrition because they lack the mobility and financial resources to acquire food. To improve nutrition among these seniors, delivering hot, nutritious meals to their home on a regular basis may be a more effective option.

The primary objective of a needs assessment is to provide a clearer picture of what vulnerabilities exist in a community, how these vulnerabilities are distributed across the community, and what services are needed to help vulnerable individuals meet their needs despite these obstacles. There is a wide range of social science research methods that can be used to accomplish these objectives, including surveys, interviews, focus groups, review of administrative records, and analysis of secondary demographic datasets. What method or combination of methods is best depends on the features of the population, the questions the organization providing services wants answered, and the available resources for conducting the study. If the goal is to explore some phenomenon around senior need that is poorly understood, like the experiences of a particular sub-group or perceptions of a novel service, then qualitative interviews or focus groups can be a good starting place, as they provide deeper on-the-ground understanding from the perspective of the experts or affected parties (see Hanssen et al., 1978; Lenihan et al., 2023; Orel, 2014). If, on the other hand, the goal is to get a broader, more representative picture of senior needs across a county or larger jurisdiction, then collecting representative population data and/or survey data that samples a wide range of sub-groups known from previous research to experience different vulnerabilities and needs is a more appropriate option (see Beverly et al., 2005; Northern Illinois University Center for Governmental Studies, 2023).

STUDY DESIGN & METHODOLOGY

Given the County's focus on understanding service needs for the entire senior population, we opted for a research design that combined survey data with demographic data to get a more representative picture of senior needs across the county, and consumer data to identify potential gaps in current services.

Consumer Data

Senior services consumer data is tracked for reimbursement purposes in a database known as WellSky. We requested WellSky consumer data from two organizations: Santa Fe County Senior Services and the State of New Mexico Aging and Long-Term Services Department (ALTSD).

We collected Santa Fe County consumer data on 6/4/2025. This dataset contained all senior services received by individual clients for the 5-year period from fiscal year (FY) 2020 to FY 2025. As FY 2025 had not yet ended at the time of data collection, the most recent year for which we have complete consumer data is FY 2024. In addition to client name and units of service by type, this dataset included the name of the site (i.e., senior center or meal site) where services were provided. Our analysis of these data primarily focused on comparing service provisioning across sites and regions within the County.

We also requested and were granted permission from ALTSD to use WellSky data that we had collected while conducting a statewide senior needs assessment the previous year (Wilkins et al., 2024). This data covered the 5-year period from FY 2019 to FY 2023 and included additional fields, like consumer address, as well as data on services provided to Santa Fe County residents by providers other than Santa Fe County (e.g., the City of Santa Fe). We analyzed these data to get a broader understanding of total services provided to Santa Fe County residents over this period, and the amount of movement for services that occurs between Santa Fe County, the City of Santa Fe, and neighboring Rio Arriba and Torrance counties.

Senior and Senior Caregiver Survey

To hear directly from a wide range of seniors about their priorities, vulnerabilities, and service needs, CARA designed the Senior and Senior Caregiver Survey (Appendix A). This survey had three main parts.

The first part was a series of questions assessing demographic characteristics and vulnerabilities. Questions assessing respondents' age, sex, race/ethnicity, income, educational attainment, housing tenure, disability, marital status, and language spoken at home were taken from the US Decennial Census and the American Communities Survey (U.S. Census Bureau, 2025). Additional questions assessing residence location, level of social support, adequacy of savings, caregiver status, transportation access, overall health, food insecurity, and risk of depression were adapted from validated measures and previous needs assessment surveys (Area IV Agency and Community Action Programs, Inc., 2020; Hager et al., 2010; Idler & Angel, 1990; Kroenke et al., 2003; Moser et al., 2012; NHANES, 2024; Sherbourne & Stewart, 1991). The questions in this section were selected to measure 7 dimensions of senior vulnerability, which past research suggests are key determinants of senior needs. These dimensions are:

1. Economic disadvantage
2. Disability
3. Poor health

4. Language and cultural barriers
5. Lack of social support
6. Being a caregiver to someone with Alzheimer's/dementia
7. Raising one's own grandchildren

For each vulnerability dimension, we included at least one measure for which there was comparable representative demographic data for the entire Santa Fe County senior population. This was essential for estimating the county-wide prevalence of specific vulnerabilities and associated service needs during data analysis.

The second part of the survey contains a series of questions assessing how respondents rank the importance of different end-state needs. This is important for identifying service priorities as well as for understanding the service preferences of different sub-groups of seniors. To generate the list of end-state needs, we first gathered a comprehensive list of all senior services offered throughout the state over a 5-year period based on ALTSD WellSky data. This yielded 52 unique service types. We then used text analysis techniques to code services according to the end-state need we thought they addressed. For example, we coded meal services as targeting the need to “have enough of the food one wants to eat.” During this process, we also collapsed the list of 52 services into a more manageable list of 17 service types, by combining services that targeted the same hypothetical end-state need and through similar service approaches. For example, we collapsed the services: “Chore”, “Homemaker/Housekeeping”, and “Home Repair/renovation/maintenance” into a single service type: “Housekeeping, chore, and home repair assistance services” (see Appendix B for the full list of service types and associated end-state needs). To test the validity of these categories and the coding decisions we made, we had another researcher independently match each end-state need to its corresponding service type(s). We then compared these matchings to those of the researcher who developed the codes to assess the level of agreement. In total, the two researchers assigned 15 out of 17 services the same. This yields an inter-rater reliability score of 88% and a Fleiss' Kappa score of 0.79, both of which indicate high levels of agreement and a valid coding scheme (Hartling et al., 2012; McHugh, 2012).

The third part of the survey measured respondents past service use and future anticipated service needs. For these questions, we presented respondents with the same collapsed list of 17 service types. The reason for using this list was twofold. First, it allowed us to present respondents with a broad range of service types while keeping the questions as short as possible. Second, it allowed us to match service needs to end-state needs during data analysis. The list of past services was shorter because we limited it to service types that either the City or the County had offered in the past 5 years.

The survey was administered by Santa Fe County from 4/8/2025 to 4/25/2025. Advertisement for the survey occurred via press release, podcast, newspaper and radio ads, flyers, and the senior services website. The survey was available in electronic and paper form and English and

Spanish versions. The online survey could be linked to via the County webpage or QR codes printed on flyers. Flyers and paper versions of the survey were distributed by Santa Fe County staff to a wide range of venues. These venues were selected to maximize the reach of the survey and to purposely target seniors belonging to certain vulnerable sub-groups. These venues included senior centers and providers, senior services drivers, assisted living facilities, affordable housing apartment complexes, hospitals, specialty medical practices (e.g., dental, vision, hearing), primary care doctors, medical centers specializing in Alzheimer's and dementia, dialysis centers, low or no cost health clinics, veterinary clinics, low income shopping options, goodwill, gas stations, supermarkets, restaurants, department stores, hair salons, laundromats, banks, substance abuse centers, Churches catering to immigrants and non-English speakers, courthouses and detention facilities, tribal government offices, state and local government offices, community centers, libraries, post offices, and fire stations. In total, the County distributed 580 flyers in English, 451 flyers in Spanish, 863 surveys in English, and 301 surveys in Spanish across 180 different venues between the dates 4/5 to 4/25.

Demographic Data

We collected secondary demographic data from multiple sources to get a clearer picture of the senior population in Santa Fe County now and over the next 15 years.

We relied on the 2020 Decennial Census for overall senior population counts, and age, sex, and race/ethnicity breakdowns (U.S. Census Bureau, 2020). For future population projections, we relied on a dataset developed by the UNM Geospatial and Population Studies (Miller, 2024). We used the American Community Survey 5-Year Estimates (2018-2022) for population prevalences of a range of vulnerability measures, including income, housing tenure, disability, marital status, and language spoken in the home (U.S. Census Bureau, 2022).

To obtain more representative estimates of service needs, we used known population proportions of key vulnerability characteristics to weight survey responses during data analysis. The weighting procedure we used is known as “raking,” which involves weighting the sample along each demographic variable in turn in an iterative process until survey sample proportions match population proportions (Battaglia et al., 2009; Lumley et al., 2025).

Limitations

For the survey we utilized a purposive stratified sampling strategy (Palinkas et al., 2015). That means we targeted different sub-groups of seniors that prior research suggest should have different experiences of vulnerability and need. This allowed us to weight the sample based on the known population prevalences of those sub-groups, which increases the representativeness of the data (Elliott & Valliant, 2017). However, there are likely other variables that influence service needs which we did not know about or have the ability to measure. This and the fact we used a non-probability sample means that the service need estimates we arrived at could still be somewhat biased in unknown ways. When interpreting these results, policymakers are cautioned to keep this in mind and be willing to update these estimates as new information

emerges. Despite these limitations, we feel it is worth including these estimates as they provide an approximate picture of overall need in the County that is critical for service planning and is currently lacking.

A Note on Statistical Significance

In the analysis of the survey, we frequently compare groups along different measures to show they are different. For instance, we may show that the rate of food insecurity is higher among low income vs. high income survey respondents. When we make these claims we also report on the statistical significance of these observed differences. If an observed difference is *statistically significant*, that means it is unlikely to have come about by chance. This is important to assess because any two measurements are almost always going to be somewhat different due to random error, even if no underlying differences exist. The probability that an observed difference would come about by chance is expressed as a “p-value”. A very small p-value, like $p=0.001$, indicates that an observed difference would only come about by chance one time in a thousand, if no underlying difference exists. As is the convention in the social sciences, we consider any result with a $p<0.05$ to be statistically significant.

RESULTS

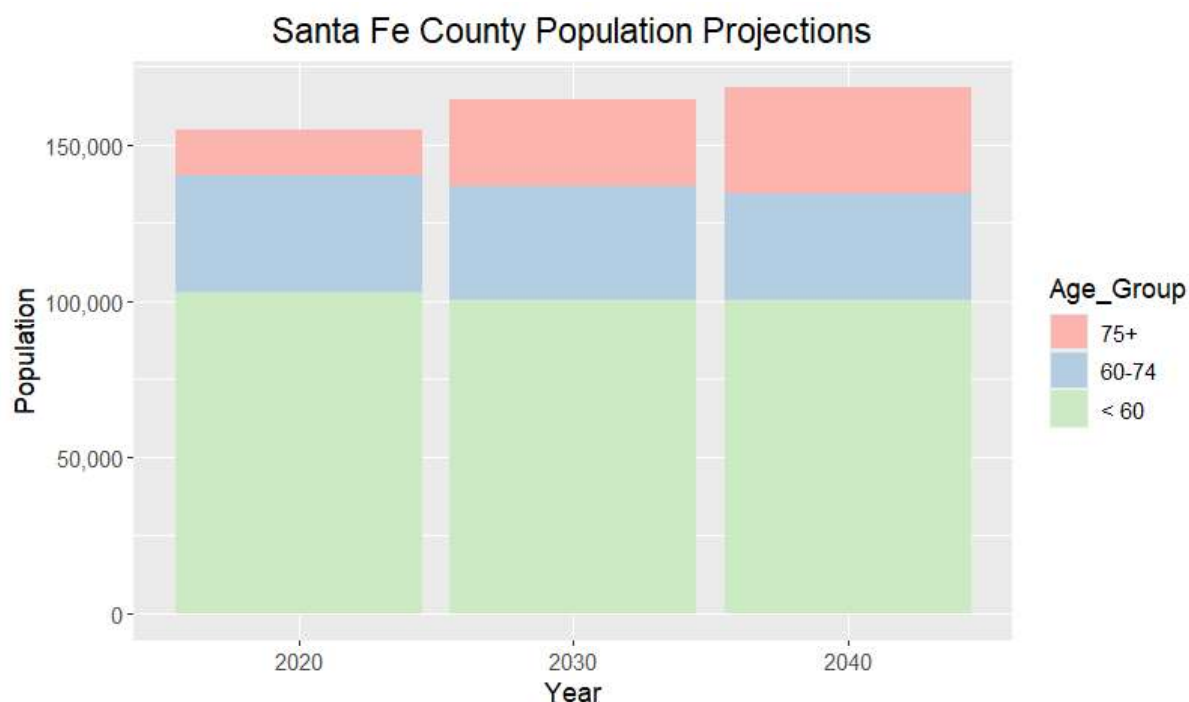
This section presents the results of our data analysis. It is divided into three sub-sections. The first provides an overview of the senior population in the County and a description of past service provisioning by region. The second presents findings from the survey on how seniors rank the importance of different end-state needs and then examines the different dimensions of senior vulnerability and associated service needs. The last sub-section looks at county-level prevalences of different vulnerability characteristics and presents weighted survey estimates of service needs across regions.

Overview of the Senior Population and Past Service Provisioning

People 60 years old and older are eligible to receive senior services in Santa Fe County. The size of the 60+ population in Santa Fe County was 52,491 as of the 2020 Decennial Census with a mean age of 70.7 years old. Based on birth, death, and migration rates, the 60+ population is projected to grow by 23% by 2030 and 30% by 2040, relative to 2020 population numbers (Figure 1). The proportion of seniors who are over the age of 75 is projected to increase by 92% by 2030 and 133% by 2040. Given these population increases and the fact that older seniors tend to have greater service needs, the demand for senior services is expected to increase significantly in the coming years.

Figure 1.

Population projections by age group for Santa Fe County through 2040 (Miller, 2024).



ALTSD senior services data shows that Santa Fe County served 1,976 unique clients over the 5-year period from fiscal year (FY) 2019 to FY 2023, with an average of 1,002 unique clients per year and an average of 195 new clients being added (and lost) to the client pool each year. In the same period, the County provided an average of 103,522 total units per year. There was considerable yearly variation in service numbers over this period, which may be attributable to the COVID-19 pandemic. The low-point in services occurred in FY 2023, when 88,022 total units were provided, compared to the high-point in FY 2021, when 116,172 units were provided. In FY 2024, which is the most recent year for which we have complete consumer data, 90,029 units of service were provided to 893 unique clients.

If Santa Fe County wishes to maintain services of the current type and at the current intensity, they will minimally need to increase services by the same factor as the population increase (i.e., 26%). If we use FY 2019 as a baseline for normal service provisioning, which was the year just prior to COVID-19, we can project that, by 2030, the county will need to provide around 136,501 units of service per year to around 1,407 unique clients to maintain coverage at current levels.

However, this is likely an underestimate of service needs, as current services may not be adequately meeting current needs, and future needs may change as the senior population

grows older. To get a sense of potential gaps in current services, we compared service provisioning across sites and regions within the County.

Regional Distribution of Seniors and Senior Services

Santa Fe County covers a large land area (1,910.4 sq miles) and need for and access to senior services across this area is unlikely to be evenly distributed. To analyze regional variation in needs and services, we divided the county into three geographic areas: North, Central, and South. These regions are based on Census County Divisions (CCDs), for which we have representative demographic data from the US Census. The Central CCD covers the city and its outskirts (Figure 2). The North CCD covers the area north of the city heading up US 84/US 285, including the communities of Tesuque, Rio en Medio, Nambe, Pojoaque, Chimayo, Santa Cruz, El Rancho, and San Ildefonso Pueblo. The South CCD includes communities to the West of US 599 (Las Campanas and La Cienega) and everything south of I-25 (Rancho Viejo, Cerrillos, Madrid, Edgewood, Galisteo, Lamy, Eldorado, Cañoncito, Glorieta, and Arroyo Hondo). Santa Fe County operates three senior centers in the North CCD in Chimayo, El Rancho, and Santa Cruz, the Rufina meal site in the Central CCD, and two senior centers in the South CCD in Eldorado and Edgewood. A third senior center in the South will open in FY 2026 in the town of Cerrillos. Additionally, there are three senior centers operated by the City of Santa Fe in the Central CCD (Mary Esther Gonzales, Luisa, and Pasatiempo senior centers), three senior centers available to tribal members in San Ildefonso, Santa Clara, and Nambe Pueblos, and two senior centers just across the border to the north in Chimayo and Española operated by Rio Arriba County.

Map of Santa Fe County with North, Central, and South CCD boundaries marked in red (Google Maps). Santa Fe County senior centers are indicated in yellow, City of Santa Fe senior centers in green, Pueblo senior centers in pink, and Rio Arriba County senior centers in orange.



The North CCD has the smallest 60+ population of the three regions, representing 11% of the County total 60+ population. More than half (57%) of the County's 60+ population lives in the Central CCD, which includes the City of Santa Fe and its outskirts. The remaining 32% of the County's senior population lives in the South CCD (Table 1).

Table 1.

60+ population for Census County Divisions (CCDs) and the entire county.

	60+ Population	Percent of Total 60+ Population
Central CCD	29,911	57%
North CCD	5,908	11%
South CCD	16,672	32%
County Total	52,491	100%

Note: population counts based on 2020 Decennial Census.

During the period for which we have consumer data, Santa Fe County senior services were provided by 5 seniors centers and one meals site. Three of these senior centers are located in the North: Chimayo, Santa Cruz, and El Rancho. The Central region has a single site located within the City of Santa Fe but operated by the County: the Rufina Meal Site. The South has a senior center in Eldorado and another in Edgewood. A third senior center will open in the South in the village of Cerrillos sometime in FY 2026. The units of service and unique consumers served by each senior center in 2024 are shown in Table 2 below. Chimayo in the north provided the most services of any senior center. El Rancho, also in the North, provided the least.

Table 2.

Services by site and region for fiscal year 2024.

Site	Units of Service	Unique Consumers
<i>North</i>		
Chimayo	30,938	252
El Rancho	928	40
Santa Cruz	21,657	246
<i>Central</i>		
Rufina	18,125	160
<i>South</i>		
Edgewood	8,622	111
Eldorado	9,759	174

Santa Fe County offers five different types of senior services: (1) congregate meals, (2) home-delivered meals, (3) transportation, (4) nutrition education, and (5) assessment/ reassessment. Across sites, the greatest number of units by far were for home-delivered meals. These services go to a relatively small number of clients with each client, on average, receiving well over 100

home-delivered meals per year (Table 3). This makes sense when we consider that homebound seniors may rely on regular home-delivered meals to meet their nutritional needs. The next most common service is congregate meals, followed by transportation, assessment/reassessment, and nutrition education.

Table 3.

Type and quantity of services provided by region for fiscal year 2024.

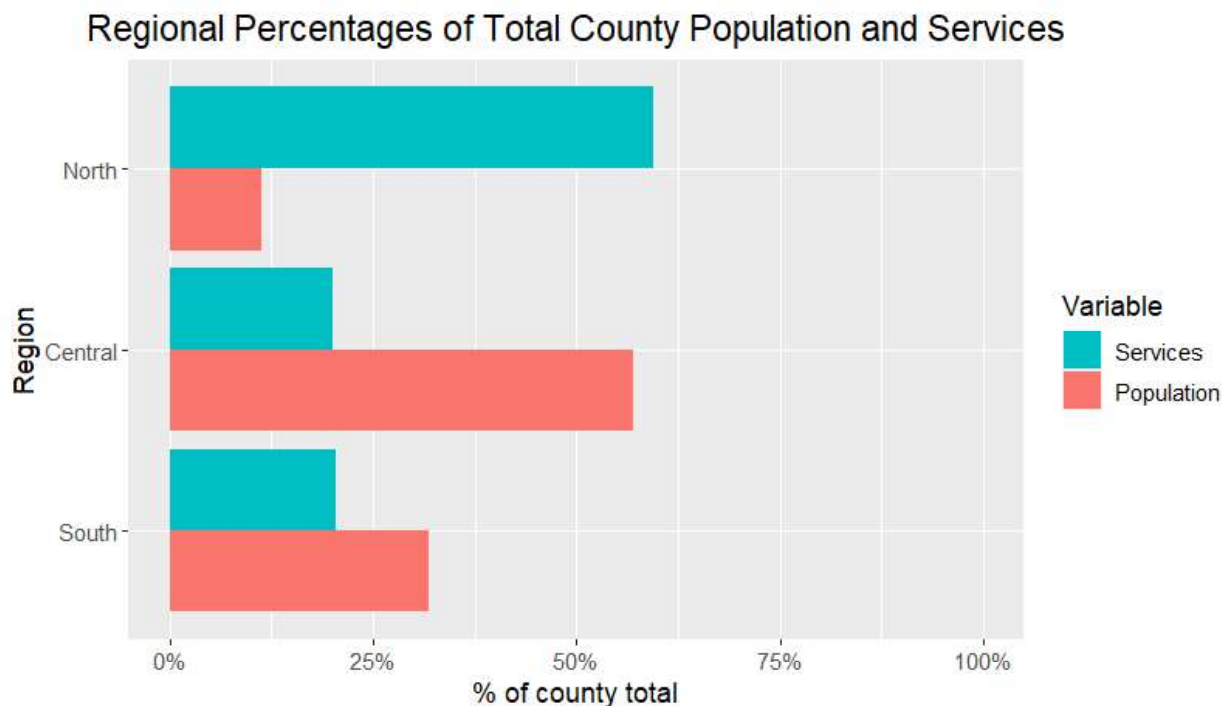
	Units of Service	Unique Consumers	Average units per client
North			
Assessment/Reassessment	512	370	1.4
Congregate Meals	11,560	267	43.3
Home Delivered Meals	39,800	184	216.3
Nutrition Education	15	(group)	--
Transportation	1,636	74	22.1
Total Services	53,523	480	111.5
Central			
Assessment/Reassessment	130	99	1.3
Congregate Meals	2,185	39	56.0
Home Delivered Meals	14,872	107	139.0
Nutrition Education	5	(group)	--
Transportation	933	11	84.8
Total Services	18,125	160	113.3
South			
Assessment/Reassessment	236	203	1.2
Congregate Meals	6,358	116	54.8
Home Delivered Meals	11,324	80	141.6
Nutrition Education	11	(group)	--
Transportation	452	26	17.4
Total Services	18,381	284	64.7

Note: Nutrition Education services are provided in group settings and so do not show individual client numbers.

Consumer data reveals there is a large difference in the quantity of services provided across regions, with the north providing more services to more unique clients than the other two regions combined. This disparity is particularly striking given that the North has by far the smallest senior population of the three regions. Whereas the North accounts for the majority (59.5%) of all services, they represent only 11.3% of the County's 60+ population (Figure 3). By contrast, the Central region has the majority (57%) of the County's 60+ population but the smallest proportion of total County services (20%). The South accounts for 20.4% of all services and 31.8% of the County's 60+ population.

Figure 3.

Comparing regional percentages of County services to population size shows that the North provides a disproportionate amount of services relative to its population size.



The low service numbers of the Central region can be explained by the fact that the City of Santa Fe operates its own senior centers within the Central region, which are not captured in these data. ALTSD WellSky data, which does include City of Santa Fe services, shows that for the 5-year period from FY 2019 to FY 2023 the City provided 1,117,444 units of service to 5,559 unique clients, which is significantly more than was provided by the County across all regions for the same period (517,610 units to 1,976 unique clients). The City also provides a greater variety of services, with 15 different services offered compared to only 7 for the County (Table 4). In comparing these numbers, it is important to note that seniors who live outside the city limits often travel to the city to receive senior services, and vice versa.

Table 4.*Types of senior services offered by Santa Fe County vs. the City of Santa Fe.*

	County	City
Assessment/Reassessment	X	X
Congregate Meals	X	X
Transportation	X	X
Home Delivered Meals	X	X
Nutrition Education	X	X
Physical Fitness Classes	X	X
Recreation Activities	X	X
Loan of durable medical equipment		X
Health Screening		X
Homemaker		X
Caregiver- Access Assistance		X
Caregiver - GPRG- Respite Care		X
Caregiver - Counseling/support groups/training		X
Caregiver - Respite Care		X
Caregiver - Supplemental Services		X

The disparity in quantity of services between regions is somewhat less when two additional categories of service are considered: (1) physical fitness classes, and (2) recreation activities. These services are not tracked in WellSky because Santa Fe County does not reimburse these services with the Federal Government. While the County is in the process of developing a centralized system for tracking these services, none existed at the time of data collection. However, activities coordinators provided a list of the weekly classes/activities offered and average number of attendees based on 2023 and 2024 activities calendars. From this, we calculated rough estimates of yearly units for each of these services by senior center (Table 5). These estimates show that the South provides significantly more physical fitness classes and recreation activities than the North or Central regions. The Rufina meal site and El Rancho senior center provided no recreation activities or physical fitness classes during this period.

Table 5.

Estimated units of service per year for physical fitness classes and recreation activities by site and region.

Site	Units of Service Per Year	
	Physical Fitness Classes	Recreation Activities
<i>North</i>		
Chimayo	--	261
El Rancho	--	--
Santa Cruz	1,669	4,380
<i>Central</i>		
Rufina	--	--
<i>South</i>		
Edgewood	2,868	7,822
Eldorado	8,135	3,724
Total	12,672	16,187

Lastly, it is important to note that movement for services also occurs between Santa Fe County and other counties. The majority of this occurs between Santa Fe County and Rio Arriba County to the North. ALTSD 5-year WellSky data reveals that, of 1,976 unique consumers served by the County over a 5-year period, 23% (452 clients) lived in Rio Arriba County. A similar proportion of total service units (26%) were provided to Rio Arriba residents during that same period. The movement for services across county lines in the South is much less, with Tarrant County consumers accounting for less than 1% of all service units and 2% of all consumers. While we can't tell from these data where in Santa Fe County Rio Arriba residents are receiving services, it is reasonable to speculate that most of these services are provided by senior centers in the North. This could, in part, explain why there are so many services in the North. Another potential explanation is that needs are greater in the North.

Variation in Vulnerability and Need in the Senior Population

The Senior and Senior Caregiver Survey was designed to measure variation in vulnerability and service needs across different subpopulations of seniors within the County. CARA collected 1,192 completed surveys from the County on 4/28/2025.

The Survey Sample

The survey sample consists of 1,152 respondents who are over the age of 50, 34 respondents under the age of 50 who were caregivers to seniors, and 6 respondents whose age and role could not be determined. The majority of respondents (90%) live inside the County, with an additional 6% living in Rio Arriba, 1% in Tarrant, and 4% living elsewhere or leaving the county

question blank. Of those respondents who live within the County, 38% live within the City of Santa Fe and 68% live outside the city.

The survey sample provides a broad cross-section of the Santa Fe County senior population (see Table 6 below). The majority of the sample (88%) is over the age of 60 and thus currently eligible for senior services, with a fairly even split between the 60-74 and 75+ age ranges. An additional 7% of the sample (80 respondents) are between the ages of 50 and 59. These individuals will become eligible for senior services at some point in the next 10 years. The sample somewhat over-represents women at 64% but still includes a significant proportion of male respondents (35%). There is a good balance in terms of socio-economic characteristics with significant proportions of respondents in each income and education category. Ethnically and racially the sample is primarily White (58%) and Hispanic (35%), with American Indian the third most common racial/ethnic category at 3%. This is close to the racial/ethnic composition of the county's 60+ population, which is 65% White, 29% Hispanic, and 1% American Indian. The majority of the sample (86%) speaks English only at home, with just over 10% speaking Spanish, Tewa or other languages (either exclusively or in addition to English). A total of 12 surveys were completed in Spanish.

Table 6.
Demographic characteristics of the Senior and Senior Caregiver Survey sample (N=1,192).

	Count	Percent
Age		
18 - 49	34	3%
50 - 59	80	7%
60 - 74	549	46%
75 +	504	42%
Missing	25	2%
Sex		
Male	412	35%
Female	767	64%
Missing	13	1%
Education		
High school graduate or less	264	22%
Some college or college graduate	547	46%
Post-graduate or professional degree	369	31%
Missing	12	1%
Income (Household)		
Less than \$25,000	228	19%
\$25,000 to \$49,000	200	17%
\$50,000 to \$99,000	329	28%
\$100,000 or more	232	20%
Missing	203	17%
Race/Ethnicity		

White	680	58%
Hispanic	405	35%
American Indian / Alaskan Native	33	3%
Black	5	0.4%
Asian	5	0.4%
North African / Middle Eastern	2	0.2%
Other	24	2%
Multiracial	12	1%
Missing	26	2%
Language Spoken at Home		
English only	1,025	86%
Spanish	110	9%
Tewa	6	1%
Other	7	1%
Missing	44	4%

The majority (57%) of survey respondents who were eligible for services had used senior services before (Table 7). Congregate meals were the most common service accessed at 35%, followed by physical fitness classes (24%), and recreation activities (22%). Many of the services survey respondents reported using are ones that the City offers but the County does not, like health screenings and loan of medical equipment.

Table 7.

Past service use rates among survey respondents who are eligible to receive services (n=1,080).

	Percent
Used <u>any senior services</u> in the past	57%
Use of specific services	
Congregate meals	35%
Physical fitness activities and classes	24%
Recreation activities	22%
Health screenings	16%
Home-delivered meals	15%
Loan of medical equipment	9%
Housekeeping and home repair	8%
Assisted transportation	7%
Group transportation	6%
Help for caregivers of seniors	5%
Help for grandparents raising grandchildren	2%
Home visits or phone calls to socialize	1%

The rate of past service use among the survey sample is considerably higher than the county average. Extrapolating from recent consumer data, the expected proportion of past service users for this sample would be only 26%, which is less than half the survey proportion of 57%. The high rates of past service use for the sample are likely explained by non-response bias, where those who are predisposed to use services are more likely to respond to the survey.

Survey respondents reported learning of senior services from a range of sources (Table 8). The most common sources of information were senior centers and word of mouth. Interestingly, internet search was the third most commonly reported source of information. While seniors are often thought to struggle with technology, these results suggest many seniors nonetheless rely on the internet and social media more than traditional forms of media like newspapers, radio, and TV. 13% of the sample said they either didn't receive information about senior services or else left the question blank.

Table 8.

How and where survey respondents (N=1,192) learn about senior services.

	Percent
Senior center	46%
Word of mouth	46%
Internet search	41%
Newspaper/newsletters	23%
Healthcare provider	20%
Santa Fe Senior Services webpage	19%
Social Media (e.g., Facebook or Instagram)	12%
TV	8%
Radio	7%
Other	4%
Don't receive information about senior services	7%
No response	6%

Seniors' End-State Need Priorities

One of the key things we wanted to know from the survey was how Santa Fe County seniors rank the importance of different end-state needs. This is important for understanding the tradeoffs seniors are willing to make and the services they prioritize. To get at this question, the survey asked respondents to rank 8 end-state needs in terms of importance (*see Study Design and Methodology section for a description of these end-state needs and how they were derived*).

The average rating for each end-state need is shown in Table 9. Wilcoxon signed rank tests were used to assess the statistical significance of the differences in ranks. Results show that the ranks of the top three needs were statistically significant, meaning there are likely systematic

differences in how seniors across the County rate the importance of these needs relative to others. Seniors tend to see *access to healthcare* as the most important need, followed by *looking after one's day-to-day health, fitness and hygiene*, followed by *ensuring one's family is taken care of*. The differences between ranks 4 through 7 were not statistically significant. This means that people likely view *having enough food to eat, maintaining one's home, protecting oneself and property from others, and having opportunities to socialize* as equally important. The last rank was statistically significant, indicating that *having opportunities to learn and experience new things* is generally seen as the least important.

Table 9.

Needs ranked in terms of importance. A lower average rating indicates greater perceived importance. The statistical significance of differences between ranks were analyzed using pairwise Wilcoxon signed rank tests. Statistically significant results are indicated with asterisks ("").*

Rank	Need	Average Rating	Pairwise Comparison with Next Lower Rank (adjusted p-value)
1	Having access to healthcare	3.03	p<0.001***
2	Looking after one's day-to-day health, fitness, and hygiene	3.38	p<0.001***
3	Ensuring one's loved ones are taken care of	4.10	p<0.001***
4	Having enough of the food one wants to eat	4.74	p>0.1
5	Maintaining one's home in good condition	4.91	p>0.1
6	Protecting oneself and property from others	4.98	p>0.1
7	Having opportunities to socialize with others	5.04	p<0.001***
8	Having opportunities to learn and experience new things.	5.47	--

While there is some agreement among seniors regarding what end-state needs are most important, we expected there to be considerable variation in seniors' ability to satisfy these needs due to their different life circumstances. The second goal in analyzing the survey data was to understand these circumstances and the different service needs they tend to produce. To do this, we explored 7 key dimensions of vulnerability the scientific literature suggests should shape seniors' service needs. These vulnerability dimensions are:

1. Economic disadvantage
2. Disability

3. Poor health
4. Language and cultural barriers
5. Lack of social support
6. Being a caregiver to someone with Alzheimer's/dementia
7. Raising one's own grandchildren

Economic Disadvantage

To measure economic disadvantage, we asked respondents to report their yearly household income using eleven income categories from the American Community Survey (U.S. Census Bureau, 2019). For ease of analysis and interpretation, we collapsed these eleven income categories into four larger categories: poverty, low, middle, and high. We use "poverty" here to refer to a yearly household income of from \$0 to \$24,999, which roughly aligns with the federal poverty thresholds for a family of three (U.S. Census Bureau, 2024). We defined the low, middle, and high, categories as multiples of this poverty threshold, which is a common approach when defining income groups (Federal Interagency Forum on Child and Family Statistics, 2023). Low income covers the range from \$25,000 to \$49,999, middle covers the range from \$50,000 to \$99,999, and high covers everything over \$100,000.

We then compared respondents' income to their educational attainment and self-reported retirement savings, as these are closely related components of socio-economic status. Responses to the savings question fell within one of three categories (1) no retirement savings, (b) some savings but worry it will not be enough, and (3) feel confident savings are sufficient to live comfortably throughout retirement (Area IV Agency and Community Action Programs, Inc., 2020). Responses to the educational attainment question, which was taken from the American Community Survey, was recoded into three categories: (1) high school, which included incomplete high school up to high school graduate, (2) college, which included some college up to an Associate's or Bachelor's degree, and (3) graduate/professional degree, which included having a Master's, Ph.D., M.D., or J.D.. The results of our analysis showed that different income groups have significantly different levels of savings ($\chi^2 (6, n=978) = 356.81, p < 0.001$) and education ($\chi^2 (6, n=983) = 240.92, p < 0.001$). We conducted pairwise chi square tests for independence with a Bonferroni correction to assess the statistical significance of differences in proportions between the poverty group and every other income group (Table 10). Results show that those in the poverty group have significantly lower savings and educational attainment.

Table 10.

*Socio-economic attributes of the survey sample by income category (n=989). The highest percentage within each category (i.e., row) is bolded. (Proportions that are statistically significantly different from that of the poverty group are indicated with asterisks ("**")).*

	Income Category			
	Poverty (n=228)	Low (n=200)	Middle (n=329)	High (n=232)
Savings				
None	65%	20%***	9%***	3%***
Not enough	22%	49%***	44%***	32%*
Enough	13%	31%***	48%***	66%***
Educational attainment				
High School	52%	26%***	12%***	4%***
College	40%	51%*	51%*	41%
Graduate/Professional Degree	8%	24%***	38%***	56%***

Note: Not all percentages will total to 100% due to rounding.

* p < 0.05

** p < 0.01

*** p < 0.001

There are a range of social and environmental conditions stemming from economic disadvantage that can pose obstacles to meeting one's basic needs. We looked at three such factors: housing security, access to transportation, and food security. Survey results show that lower income respondents were (1) significantly more likely to rent rather than own their home (χ^2 (3, n=971) = 106.26, p < 0.001), (2) significantly more likely to not own a vehicle for transportation (χ^2 (3, n=966) = 110.62, p<0.001), and (3) significantly more likely to be food insecure (χ^2 (3, n=962) = 188.87, p<0.001) (Table 11).

Table 11.

Homeownership, vehicle ownership, and food insecurity rates by income status among survey respondents (n=989). The highest percentage within each category (i.e., row) is bolded. (Proportions that differ significantly from that of the poverty group are indicated with asterisks (“”).*

	Poverty n=228	Income Category		
		Low n=200	Middle n=329	High n=232
Housing Tenure				
Rent	36%	17%***	9%***	3%***
Own	64%	83%***	91%***	97%***
Transportation				
Own vehicle	69%	91%***	95%***	97%***
Other means	31%	9%***	5%***	3%***
Food Insecure				
No	49%	80%***	88%***	97%***
Yes	51%	20%***	12%***	3%***

Note: Pairwise chi square tests for independence with a Bonferroni correction were used to assess the statistical significance of differences in proportions between the poverty group and every other income group.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Vulnerabilities associated with economic disadvantage are, themselves, associated with a range of downstream negative health outcomes. Renting has been shown to correlate with worse housing conditions, poorer cardiovascular health, and faster aging among seniors (Clair et al., 2024; Mawhorter et al., 2023). Lack of vehicle ownership among seniors has been shown to correlate with worse social and cognitive functioning, higher risk of depression, worse physical health, higher rates of admission to long-term care facilities, and higher mortality (Chihuri et al., 2016; Goitia et al., 2023). Food insecurity is associated with worse physical and mental health outcomes in seniors (Aljahdali et al., 2024; Pooler et al., 2019).

We tested for associations between income and physical and mental health among survey respondents and found that lower income respondents had significantly higher rates of depression (χ^2 (3, n=922) = 19.989, $p < 0.001$) and significantly lower overall health (χ^2 (3, n=975) = 135.04, $p < 0.001$) (Table 12).

Table 12.

*Risk for depression and poor/fair overall health by income category among survey respondents. The highest percentage within each category (i.e., row) is bolded. (Proportions that differ significantly from that of the poverty group are indicated with asterisks ("**")).*

	Income Category			
	Poverty n=228	Low n=200	Middle n=329	High n=232
Depression				
No	83%	89%	90%*	96%***
Yes	17%	11%	10%*	4%***
Overall Health				
Poor or Fair	64%	42%***	30%***	15%***
Good or Excellent	34%	57%***	68%***	85%***

Note: Pairwise chi square tests for independence with a Bonferroni correction were used to assess the statistical significance of differences in proportions between the poverty group and every other income group.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Given the vulnerability of lower income seniors, we expected their demand for services to be higher. Results confirmed this prediction. We found that respondents from lower income groups were more likely to have used senior services in the past ($\chi^2 (3, n=989) = 90.13, p<0.001$) (Table 13).

Table 13.

*Past service use by income category (n=989). (Proportions that are significantly different from that of the poverty group are indicated with asterisks ("**")).*

	Income Category			
	Poverty (n=228)	Low (n=200)	Middle (n=329)	High (n=232)
Used <u>any senior services</u> in the past	71%	60%*	53%***	40%***

Note: Pairwise chi square test for independence with a Bonferroni correction was used to assess the statistical significance of differences in proportions between the poverty group and every other income group.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

We also looked at the number and type of services respondents from different income groups said they would be very likely to need over the next 10 years. We found that lower income

respondents anticipated needing a greater number of future services, on average, than middle income ($t(363)=4.09$, $p<0.001$) and high-income respondents ($t(333)=5.37$, $p<0.001$) (Table 14).

Table 14.

Average number of services seniors in different income categories anticipate they will need in the next ten years (n=961). Averages that are significantly different from that of the poverty group are indicated with asterisks (“”).*

	Income Category			
	Poverty n=220	Low n=193	Middle n=322	High n=226
Average number of different services expect to need in the next 10 years	3.3	2.5	1.9***	1.5***

Note: Pairwise t-tests were performed to assess the statistical significance of differences in averages between the poverty group and every other income group.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

We also compared the specific services respondents anticipated needing across income groups. We found that lower income respondents were more likely to report needing virtually every service type (Table 15). The only exceptions were that low-income respondents were *less* likely to say they would need (1) education classes/trainings to acquire new knowledge and skills, (2) physical fitness activities and classes to improve mobility and prevent injury, and (3) recreation activities—performing arts, games, music therapy, dance, crafts, etc.. This suggests that these services target less pressing needs, which aligns with the finding that the end-state needs “having opportunities to socialize with others” and “having opportunities to learn and experience new things” were viewed as among the least important.

Table 15.

*Proportion of respondents from each income category reporting they would be very likely to need a given service in the next 10 years (n=961). (Proportions that are significantly different from that of the poverty group are indicated with asterisks ("**")).*

Service	Income Category			
	Poverty n=220	Low n=193	Middle n=322	High n=226
Health screenings	32%	27%	26%	22%
Housekeeping and home repair	29%	23%	19%**	16%**
Home-delivered meals	23%	16%*	10%***	4%***
Help for caregivers of seniors	21%	12%*	8%***	6%***
Recreation activities	20%	19%	15%	22%
Physical fitness activities and classes	20%	22%	20%	27%
Home visits or phone calls to socialize	19%	11%*	9%***	5%***
Group transportation	19%	16%	9%***	5%***
Assisted transportation	19%	15%	11%**	6%***
Medication assistance	18%	10%*	6%***	2%***
Legal assistance	18%	16%	11%*	6%***
Personal care	17%	8%**	8%**	4%***
Congregate meals	16%	11%	9%*	3%***
Loan of medical equipment	14%	9%	8%*	3%***
Classes on managing chronic illness	13%	9%	6%**	3%***
Help for grandparents raising grandchildren	8%	6%	5%	3%
Education classes/trainings	8%	12%	10%	13%

Note: Pairwise chi square tests for independence with a Bonferroni correction were used to assess the statistical significance of differences in proportions between the poverty group and every other income group.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Disability

We measured disability with a series of six questions taken from the American Community Survey (U.S. Census Bureau, 2021). These questions assess different types of disability, such as having difficulty hearing, seeing, remembering or concentrating, walking or climbing stairs, or dressing and bathing. We combined responses to these six questions into a single binary variable indicating whether one has any disability vs. no disability, which is consistent with how these data are often reported by the U.S. Census.

Disabilities can limit seniors' independence and ability to look after themselves in a variety of ways. This, in turn, can lead to worse physical and mental health outcomes (Bruce, 1999; Fried & Guralnik, 1997; Hadfield-Spoor & Loopstra, 2023). Among survey respondents we found that

individuals with at least one disability had significantly higher rates of food insecurity (χ^2 (1, n=1,100) = 57.91, p<0.001), depression (χ^2 (1, n=1,132) = 53.42, p<0.001), and worse overall health (χ^2 (1, n=1,123) = 156.95, p<0.001) (Table 16).

Table 16.

*Rates of food insecurity, depression, and poor/fair overall health by disability status. (Statistically significant differences are indicated with asterisks ("**")).*

	Not Disabled	Disabled
Food Insecure		
No	88%	69%***
Yes	12%	31%***
Overall Health		
Poor or Fair	22%	59%***
Good or Excellent	78%	41%***
Depression		
No	96%	83%***
Yes	4%	17%***

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between disabled and non-disabled respondents.

* p < 0.05

** p < 0.01

*** p < 0.001

Unsurprisingly, disabled seniors require significantly more assistance to meet their needs. We found that disabled survey respondents were significantly more likely to have used senior services in the past (χ^2 (1, n=1,132) = 35.89, p<0.001) and anticipated needing significantly more senior services in the future (t(623) = 8.95, p<0.001) (Table 17).

Table 17.

*Past service use and future service need by disability status. (Statistically significant differences are indicated with asterisks ("**")).*

	Not Disabled	Disabled
Used <u>any senior services</u> in the past	48%	66%***
Average number of different services expect to need in the next 10 years	1.5	3.5***

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between disabled and non-disabled respondents.

* p < 0.05

** p < 0.01

*** p < 0.001

Comparing across service types, disabled respondents were significantly more likely to report needing virtually every type of service (Table 18). The only exceptions were the need for *recreation activities* and *physical fitness activities and classes*, which were not significantly different.

Table 18.

*Proportion of respondents from each disability category (n=1,132) reporting they would be very likely to need a given service in the next 10 years. (Statistically significant differences are indicated with asterisks ("***")).*

Service	Not Disabled	Disabled
Health screenings	25%	37%***
Housekeeping and home repair	16%	34%***
Home-delivered meals	6%	28%***
Physical fitness activities and classes	22%	27%
Help for caregivers of seniors	6%	25%***
Assisted transportation	8%	24%***
Group transportation	8%	22%***
Recreation activities	19%	22%
Home visits or phone calls to socialize	5%	21%***
Personal care	4%	20%***
Legal assistance	8%	20%***
Medication assistance	3%	19%***
Loan of medical equipment	4%	17%***
Congregate meals	6%	17%***
Classes on managing chronic illness	5%	15%***
Education classes/trainings	10%	15%*
Help for grandparents raising grandchildren	4%	10%***

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between categories.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Health Status

We measured health status using two questions: the NHANES (2024) 1-question measure of overall health, and a question that asked subjects their age. We focused our analyses on the age measure, as research shows age is a key predictor of health status among older adults (Moguilner et al., 2021) and because we have reliable demographic data on the age breakdown of the Santa Fe County senior population. To assess the effects of age on vulnerability and service needs, we grouped survey respondents into two age groups: 60-74 years old and 75 years old and older (n=1,053). As predicted, we found that the older age group had significantly

more disabilities per respondent ($W=99,208$, effect size $r = 0.21$, $p<0.001$) and worse overall health ($\chi^2 (1, n=1,023) = 15.09$, $p<0.001$) (Table 19).

Table 19.

*Rates of disability and poor/fair overall health by age group (60-74 years old vs. 75 and older). (Statistically significant differences are indicated with asterisks ("**")).*

	60-74 years old	75 and older
Avg. number of disabilities	0.5	1.1***
Overall Health		
Poor or Fair	32%	43%***
Good or Excellent	68%	57%***

Note: Wilcoxon rank sum test was conducted to assess differences in number of disabilities and Chi square tests for independence was conducted to assess the statistical significance of differences between proportions.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

We also found that older respondents were significantly more likely to have used senior services in the past ($\chi^2 (1, n=1,053) = 16.754$, $p<0.001$) and had higher anticipated service needs in the future ($t(819) = 5.76$, $p<0.001$) (Table 20).

Table 20.

*Past service use and future service need by age group (60-74 years old vs. 75 and older). (Statistically significant differences are indicated with asterisks ("**")).*

	60-74 years old	75 and older
Used <u>any senior services</u> in the past	51%	64%***
Average number of different services expect to need in the next 10 years	1.8	3***

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between age groups.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Older seniors had higher anticipated future service needs for most service types (Table 21). The only exceptions were for *physical fitness activities and classes*, *recreation activities*, *legal assistance*, and *help for grandparents raising grandchildren*.

Table 21.

Proportion of respondents from the 60-74 vs. the 75 and older age groups (n=1,053) reporting they would be very likely to need a given service in the next 10 years. (Statistically significant differences are indicated with asterisks ("")).*

Service	60-74 years old	75 and older
Health screenings	27%	34%*
Housekeeping and home repair	17%	30%***
Physical fitness activities and classes	25%	24%
Assisted transportation	8%	22%***
Home-delivered meals	8%	22%***
Group transportation	9%	20%***
Home visits or phone calls to socialize	5%	20%***
Help for caregivers of seniors	8%	19%***
Recreation activities	22%	19%
Personal care	5%	17%***
Congregate meals	7%	15%***
Legal assistance	11%	15%
Loan of medical equipment	4%	15%***
Medication assistance	4%	15%***
Education classes/trainings	12%	12%*
Classes on managing chronic illness	7%	10%*
Help for grandparents raising grandchildren	6%	8%

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between categories.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Language and Cultural Barriers

Research suggests that speaking a language other than the majority language is associated with social exclusion, which can lead to reduced access to resources and worse health outcomes for seniors (Nyqvist et al., 2021; Pandey et al., 2021; Ponce et al., 2006).

To measure potential language barriers faced by survey respondents, we asked what language they spoke in the home using similar wording to the American Community Survey (U.S. Census Bureau, 2005b). 123 respondents said they spoke a language other than, or in addition to, English in the home. We found that those in the sample who spoke other languages had significantly higher rates of poverty ($\chi^2(1, n=972) = 42.53, p < 0.001$), lower instrumental social support ($t(141) = 4.08; p < 0.001$), lower emotional social support ($t(141) = 4.01, p < 0.001$), higher food insecurity ($\chi^2(1, n=1,109) = 37.29, p < 0.001$), worse overall health ($\chi^2(1, n=1,133) = 41.51, p < 0.001$), and higher risk for depression ($\chi^2(1, n=1,133) = 41.51, p < 0.001$) (Table 22).

Table 22.

*Rates of poverty, food insecurity, poor/fair overall health, depression, and average social support for respondents who speak English only vs. respondents who speak other languages in the home. (Statistically significant differences are indicated with asterisks ("**")).*

	English Only	Other Languages
In Poverty	20%	49%***
Average Social Support Score		
Instrumental	58	43***
Emotional	66	53***
Food Insecure	17%	41%***
Poor/Fair Overall Health	33%	64%***
Depressed	8%	15%*

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between groups.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Interestingly, despite the higher level of service need the above findings indicate, other language speakers did not have significantly higher levels of past service use ($\chi^2(1, n=1,148) = 2.292, p > 0.1$) or self-reported future service needs ($t(144) = 1.07, p > 0.1$) (Table 23). This suggests seniors in Santa Fe County who speak other languages may face unique barriers to accessing needed senior services.

Table 23.

*Past service use and future service need for people speaking only English vs. other languages in the home. (Statistically significant differences are indicated with asterisks ("**")).*

	English Only	Other Languages
Used <u>any senior services</u> in the past	54%	62%
Average number of different services expect to need in the next 10 years	2.3	2.6

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between groups.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

There were few differences between English only speakers and other language speakers in terms of the types of services they need most (Table 24). Perhaps the most interesting

difference that we found in this respect was regarding medication assistance, which other language speakers reported needing at over twice the rate of English speakers. This suggests other language speaking seniors in Santa Fe County may be struggling to manage their medications and may require assistance in ways that can overcome language barriers.

Table 24.

Proportion of respondents among English-only speakers vs. other language speakers (n=1,148) reporting they would be very likely to need a given service in the next 10 years. (Statistically significant differences are indicated with asterisks ("")).*

Service	English Only	Other Languages
Health screenings	30%	32%
Housekeeping and home repair	23%	27%
Help for caregivers of seniors	12%	23%**
Home-delivered meals	13%	21%
Medication assistance	8%	19%***
Group transportation	13%	16%
Home visits or phone calls to socialize	11%	16%
Physical fitness activities and classes	24%	16%
Classes on managing chronic illness	8%	15%*
Assisted transportation	14%	14%
Personal care	10%	14%
Recreation activities	21%	14%
Congregate meals	10%	13%
Legal assistance	13%	13%
Loan of medical equipment	8%	13%
Education classes/trainings	12%	10%
Help for grandparents raising grandchildren	6%	10%

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between categories.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Social Support

Social support is another key factor shaping vulnerability. As people age and require more assistance, family, friends and acquaintances can be an important source of material and emotional support, information, and diversion. Research shows that a lack of social support and social connectedness is associated with a range of negative mental and physical health outcomes in older adults (White et al., 2009; Zanjari et al., 2022).

We measured social support using an 8-item version of the MOS Social Support Survey and a question on marital status from the American Community Survey (Moser et al., 2012;

Sherbourne & Stewart, 1991; U.S. Census Bureau, 2008). The 8-item MOS Social Support Survey measures two dimensions of social support, instrumental social support and emotional social support, on a 100-point scale. We collapsed responses to the ACS marital status question into two categories: married or not married. We centered our analysis around the marital status question because research shows being married is a reliable indicator of social support in older adults (Gutiérrez-Vega et al., 2018; Zhang et al., 2024) and because we have demographic data on the number of married and unmarried seniors in Santa Fe County. To test whether marital status is, indeed, a valid measure of social support among our sample, we tested whether unmarried respondents had lower MOS social support scores. As predicted, we found that unmarried respondents had significantly lower instrumental ($t(1,114) = 13.9, p < 0.001$) and emotional ($t(1,114) = 10.7, p < 0.001$) social support.

The downstream effects of reduced social support were also evident in our sample of seniors, with unmarried respondents having significantly worse physical health ($\chi^2 (1, n=1,138) = 50.26, p < 0.001$), higher risk of depression ($\chi^2 (1, n=1,068) = 13.87, p < 0.001$), and higher risk of food insecurity ($\chi^2 (1, n=1,114) = 42.47, p < 0.001$) (Table 25).

Table 25.

MOS social support scores (0-100), food insecurity, depression, and overall health status by marital status. (Statistically significant differences are indicated with asterisks ("")).*

	Not married	Married
Average Social Support Score		
Instrumental	43	71***
Emotional	55	75***
Food Insecure		
No	74%	89%***
Yes	26%	11%***
Depression		
No	88%	95%***
Yes	12%	5%***
Overall Health		
Poor or Fair	46%	26***
Good or Excellent	54%	74***

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between married and unmarried respondents.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

We also found that unmarried respondents were significantly more likely to have used senior services in the past ($\chi^2 (1, n=1,153) = 5.74, p < 0.05$) and had higher anticipated service needs in the future ($t(1,114) = 3.63, p < 0.001$) (Table 26).

Table 26.

Past service use and future service need by marital status. (Statistically significant differences are indicated with asterisks ("")).*

	Not married	Married
Used <u>any senior services</u> in the past	59%	51%*
Average number of different services expect to need in the next 10 years	2.6	1.9***

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between married and unmarried respondents.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Future service needs were significantly higher among unmarried individuals for 10 out of the 17 service types (Table 27).

Table 27.

Proportion of married vs. unmarried respondents (n=1,153) reporting they would be very likely to need a given service in the next 10 years. (Statistically significant differences are indicated with asterisks ("")).*

Service	Not married	Married
Health screenings	33%	27%*
Housekeeping and home repair	26%	19%**
Physical fitness activities and classes	25%	21%
Recreation activities	23%	18%
Home-delivered meals	19%	9%***
Assisted transportation	17%	10%**
Group transportation	16%	11%*
Legal assistance	16%	10%*
Help for caregivers of seniors	15%	12%
Home visits or phone calls to socialize	15%	8%**
Congregate meals	14%	7%***
Education classes/trainings	13%	11%
Personal care	12%	9%
Medication assistance	11%	7%*
Classes on managing chronic illness	10%	7%
Loan of medical equipment	9%	8%
Help for grandparents raising grandchildren	7%	6%

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between categories.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Caregiver to Someone with Alzheimer's or Dementia

Being a caregiver to someone with Alzheimer's or dementia (AD) can cause significant financial, social, and emotional strain. To explore these dynamics among seniors in our sample, we included a question asking respondents whether they were AD caregivers. 84 respondents (7% of the sample) responded "yes". We compared these respondents to the rest of the sample along a range of metrics of vulnerability and health outcomes. Interestingly, we found no significant differences between AD caregivers and other seniors in terms of savings (AD, χ^2 (1,n=1,136) = 1.689, $p>0.1$), instrumental social support ($t(96.5) = 1.92$, $p<0.1$), emotional social support ($t(93.6) = 1.52$, $p>0.1$), overall health (χ^2 (1,n=1,143) = 0.117, $p>0.1$), or depression (χ^2 (1,n=1,089) = 0.053, $p>0.1$) (Table 28). The only significant difference was in rate of food insecurity (18.5% no AD, 27.4% AD; χ^2 (1,n=1,136) = 3.39, $p<0.1$). Although most differences between vulnerability characteristics were not significant, it should be noted that observed differences were always in one direction, pointing to worse outcomes for AD caregivers. It is possible that with a larger sample size, statistically significant differences might emerge.

Table 28.

Vulnerability characteristics by Alzheimer's/Dementia (AD) caregiver status. (Statistically significant differences are indicated with asterisks ("")).*

	Non-Caregiver	AD Caregiver
No Savings	22%	29%
Average Social Support Score		
Instrumental	57	49
Emotional	65	59
Food Insecure	19%	29%*
Poor/Fair Overall Health	37%	39%
Depressed	9%	11%

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between groups.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Similarly, while AD caregivers had slightly higher past service use rates and future service needs compared with non-caregivers, these differences were not statistically significant (χ^2 (1,n=1,192) = 0.887, $p>0.1$, for past use; $t(900) = 0.594$, $p>0.1$, for future service needs) (Table 29).

Table 29.

Past service use and future service need by Alzheimer's/Dementia (AD) caregiver status. (Statistically significant differences are indicated with asterisks ("")).*

	Non-Caregiver	AD Caregiver
Used <u>any senior services</u> in the past	55%	61%
Average number of different services expect to need in the next 10 years	2.3	2.5

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between groups.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Comparing services by type reveals that the top service need of AD caregivers was *services for assisting caregivers* (Table 30). This suggests that caring for someone with Alzheimer's or dementia poses significant challenges and many AD caregivers have a high need for caregiving assistance. However, these difficulties don't tend to manifest in other service needs. The only other service need that was significantly higher among AD caregivers was *loan of medical equipment*.

Table 30.

Proportion of respondents reporting they would be very likely to need a given service in the next 10 years by Alzheimer's/dementia (AD) caregiver status (n=1,174). (Statistically significant differences are indicated with asterisks ("")).*

Service	Non-Caregiver	AD Caregiver
Help for caregivers of seniors	12%	29%***
Health screenings	30%	26%
Housekeeping and home repair	23%	25%
Recreation activities	20%	23%
Physical fitness activities and classes	24%	20%
Legal assistance	13%	17%
Home-delivered meals	14%	16%
Loan of medical equipment	8%	16%*
Group transportation	13%	15%
Medication assistance	9%	15%
Home visits or phone calls to socialize	11%	14%
Personal care	10%	13%
Assisted transportation	14%	12%
Classes on managing chronic illness	8%	10%
Education classes/trainings	12%	9%
Congregate meals	11%	7%
Help for grandparents raising grandchildren	7%	7%

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between categories.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Grandparents Raising Grandchildren

We measured who was a grandparent raising grandchildren (GPRGC) using two questions from the American Community Survey (U.S. Census Bureau, 2005a). 46 respondents indicated that they were the primary caregivers to their grandchildren. We found that these individuals tended to have lower instrumental and emotional social support ($t(42.4) = 3.43, p=0.001$; $t(42.5) = 3.37; p<0.01$) and higher rates of food insecurity ($\chi^2 (1, n=1,145) = 6.537, p<0.05$) (Table 31). However, they were not significantly different than the rest of the sample in terms of savings ($\chi^2 (1, n=1,138) = 0.157, p>0.1$), risk for depression ($\chi^2 (1, n=1,091) = 1.48, p>0.1$), and overall health ($\chi^2 (1, n=1,145) = 2.8, p<0.1$).

Table 31.

Vulnerability characteristics of grandparents raising grandchildren (GPRGC) compared to non-grandparents. (Statistically significant differences are indicated with asterisks ("")).*

	Not GPRGC	GPRGC
No Savings	22%	26%
Average Social Support Score		
Instrumental	57	38***
Emotional	65	49**
Food Insecure	19%	36%*
Poor/Fair Overall Health	36%	50%
Depressed	8%	15%

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between proportions.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

There were also no significant differences between grandparents raising grandchildren and the rest of the survey sample in terms of past service use rates ($\chi^2 (1, n=1,192) = 2.276, p > 0.1$) and average number of future service needs ($t(47.3) = -0.09, p > 0.1$) (Table 32).

Table 32.

*Past service use and future service need for grandparents raising grandchildren (GPRGC) compared to non-grandparents. (Statistically significant differences are indicated with asterisks ("**")).*

	Not GPRGC	GPRGC
Used <u>any senior services</u> in the past	56%	44%
Average number of different services expect to need in the next 10 years	2.3	2.3

Note: Chi square tests for independence (proportions) and t-tests (averages) were conducted to assess the statistical significance of differences between groups.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

The type of service that grandparents raising grandchildren reported needing the most was to receive help with raising grandchildren (Table 33). Not surprisingly, they reported needing this service at a much higher rate than the rest of the sample (32% vs. 6%). No other significant differences in service need were found. This suggests that being a grandparent raising grandchildren can pose significant difficulties, but these difficulties don't tend to manifest in other service needs, analogous to what was observed for AD caregivers.

Table 33.

*Proportion of grandparents raising grandchildren (GPRGC) reporting they would be very likely to need a given service in the next 10 years compared to everyone else (n=1,175). (Statistically significant differences are indicated with asterisks ("**")).*

Service	Not GPRGC	GPRGC
Help for grandparents raising grandchildren	6%	32%***
Housekeeping and home repair	23%	28%
Health screenings	30%	26%
Recreation activities	20%	23%
Physical fitness activities and classes	24%	22%
Legal assistance	13%	21%
Group transportation	13%	17%
Education classes/trainings	12%	14%
Assisted transportation	14%	12%
Classes on managing chronic illness	9%	10%
Congregate meals	11%	10%
Help for caregivers of seniors	14%	10%
Home visits or phone calls to socialize	12%	7%
Home-delivered meals	15%	7%
Medication assistance	9%	7%
Personal care	11%	7%
Loan of medical equipment	9%	5%

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between categories.

* p < 0.05

** p < 0.01

*** p < 0.001

Under 50-Year-Old Caregivers to Seniors

A final category of potential vulnerability we looked at was under 50 caregivers to seniors. 34 such individuals took the survey. The youngest of these was 23 years old and the oldest was 49, with the majority (59%) between the ages of 40 and 49. The caregiver sample was 68% female and had a higher proportion Hispanic (41%) and American Indian (15%) than the rest of the survey sample.

Interestingly, the under 50 caregiver sample had significantly higher rates of food insecurity (χ^2 (1,n=1,130) = 9.74, p<0.01) and depression (χ^2 (1,n=1,083) = 9.48, p<0.01) than the over 50 sample (Table 34). They also had higher rates of poverty, but this difference was not statistically significant (χ^2 (1,n=976) = 2.45, p>0.1). Taken together, these results provide suggestive evidence that younger individuals in the County who are caregivers to seniors may face unique challenges. However, we cannot say this with any confidence due to the small sample size and lack of representative data of under 50 non-caregivers to compare to.

Table 34.

*Vulnerability characteristics of under 50 caregivers compared to the rest of the sample.
(Statistically significant differences are indicated with asterisks ("*")).*

	Over 50 sample	Under 50 caregivers
In poverty	22%	37%
Food Insecure	19%	42%**
Depressed	8%	26%**

Note: Chi square tests for independence were conducted to assess the statistical significance of differences between proportions.

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

The only service under 50 caregivers are eligible to receive from Senior Services is caregiver support. 26% of under 50 caregivers said they would be very likely to need caregiver support services in the future, which was twice as much as non-caregivers (13%). However, this difference was not statistically significant at the 95% confidence level ($\chi^2 (1, n=1,037) = 2.79$, $p < 0.1$), possibly due to the small sample size.

Population-Level Vulnerability and Service Need Estimates

The previous section showed that much of the variation in the service needs of seniors is explained by income status, disability, age, marital status, language spoken at home, AD caregiver status, and GPRGC status. In this section, we combine this understanding with demographic data about the County's senior population to estimate the overall level of senior need throughout the County.

Table 35 below shows the estimated number of seniors with different vulnerability characteristics for the entire county and broken down by region. These figures are based on the U.S. Decennial Census (age), the American Communities Survey 5-Year estimates for 2018-2022 (income, disability, language spoken, marital status, GPRGC status), and a 2023 study estimating Alzheimer's disease prevalence by county (Dhana et al., 2023). These demographic statistics reveal that there are thousands of seniors with each vulnerability characteristic living throughout Santa Fe County. Comparing across regions, the North has the lowest number of vulnerable seniors whereas the Central region has the highest. This is because the total population is smallest in the North and largest in the Central region.

Table 35.

Number of seniors in key demographic categories for Santa Fe County and the three Census County Divisions: CCD North, CCD Central, and CCD South.

	Number of Individuals in Each Category			
	SF County	North CCD	Central CCD	South CCD
Age				
60-74	38,089	4,327	20,874	12,888
75+	14,402	1,581	9,037	3,784
Income (65+)				
Poverty	4,767	852	2,724	1,191
Low	5,476	519	3,764	1,193
Middle	7,798	829	4,479	2,490
High	8,369	706	5,274	2,389
Disabled (65+)				
No	29,094	3,158	16,945	8,991
Yes	10,722	1,213	6,535	2,974
Language spoken at home (65+)				
English only	28,866	1,771	16,508	10,587
Other languages	10,963	2,593	6,550	1,820
Marital Status (60+)				
Not Married	23,393	2,761	14,835	5,797
Married	28,597	2,949	14,777	10,871
Grandparents Responsible for Raising Grandchildren (60+)	767	174	516	77
Seniors (65+) with Alzheimer's or Dementia	4,300	NA	NA	NA

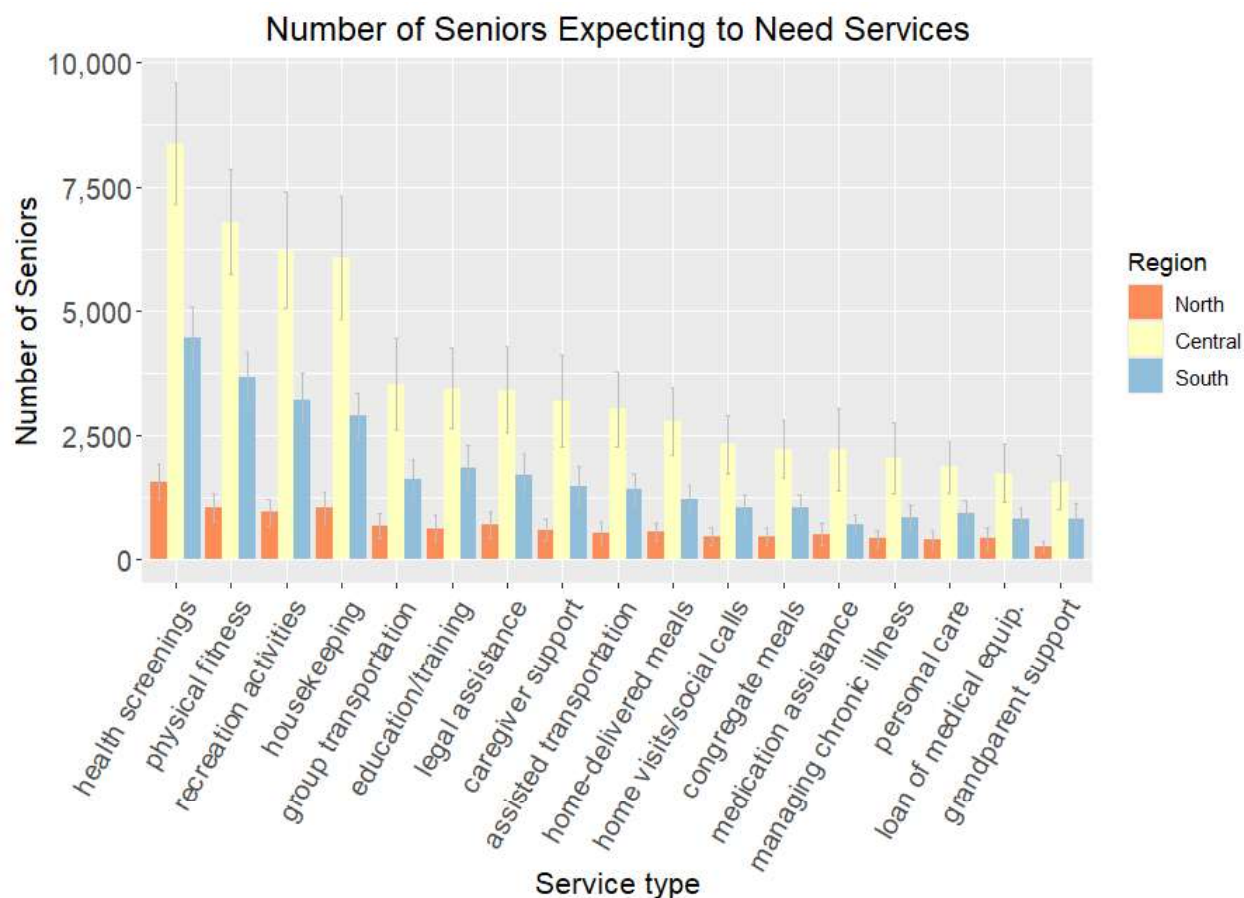
Note: "NA" denotes data that is "Not Available"

An important thing to keep in mind when reviewing these statistics is that you cannot sum across categories to get the total number of vulnerable seniors. This is because there is considerable overlap across categories. For example, many seniors who are counted in the category, *Seniors over the age of 75*, are also counted in the *Disabled* category. Consequently, there is no straightforward way to estimate what the total service needs are for the County based on this table and the survey results. Fortunately, there is a procedure for combining these estimates with survey results, known as "raking", which can provide a more representative picture of overall service needs across the County (Battaglia et al., 2009). Raking is a process for weighting survey responses to match population proportions along multiple demographic variables. Doing this increases the representativeness of survey estimates for other variables for which we do not know population prevalences, like service needs.

We raked the survey sample along eight demographic variables: age, sex, race/ethnicity, income, housing tenure, marital status, disability, and language at home. We did not rake along GPRGC status because the population prevalences were too small (Battaglia et al., 2009). Prior to raking, missing values were imputed using the multivariate imputation by chained equations method (Buuren, 2018; Buuren et al., 2025). After raking, we multiplied the weighted estimates of service needs by the County and CCD senior population sizes in order to get population-size weighted estimates of future service needs (Figure 4).

Figure 4.

Weighted estimates of senior service needs by region. Error bars show 95% confidence intervals.



Some caution should be exercised in how these data are used and interpreted. Firstly, it should be noted that these are estimates of how many seniors in each region in the county *would say* they are likely to need a given service over the next ten years. This is not the same as what services people will “actually need,” as people’s ability to accurately predict the future is limited and circumstances change. Secondly, while we weighted the survey to reflect population proportions of different vulnerability characteristics shaping senior need, we could not weight

the sample to reflect overall population levels of motivation or disposition to use senior services. Many seniors, for whatever reason, may be averse to using Santa Fe County Senior Services and will seek support from other sources instead. Therefore, these numbers should be interpreted as the number of seniors who would benefit from each service, rather than the number of seniors who would actually use each service.

Due to the above limitations, we recommend the weighted service need estimates shown in Figure 4 primarily be used to compare the *relative* number of seniors needing different services across different regions. In other words, the fact that more seniors are interested in health screenings than group transportation across all three regions of the county is likely to be accurate, as is the fact that there are more seniors needing this service in the Central region than the North or South. However, the actual number of seniors estimated to need this service for each region is likely less accurate.

Comparing relative service needs across service types and regions yields two main insights. Firstly, it shows that absolute need across all service types is greatest in the Central region and lowest in the North. This is a simple matter of population size. While seniors in the North have higher average levels of vulnerability and need, their population is much smaller.

The second thing to notice is that what services are most and least popular is quite consistent across regions. For example, the most popular services across all three regions are:

1. Health Screenings (e.g., blood pressure, blood sugar, hearing, or vision screening services)
2. Physical fitness activities and classes to improve mobility and prevent injury
3. Recreation Activities— performing arts, games, music therapy, dance, crafts, etc.
4. Housekeeping, chore, and home repair assistance services

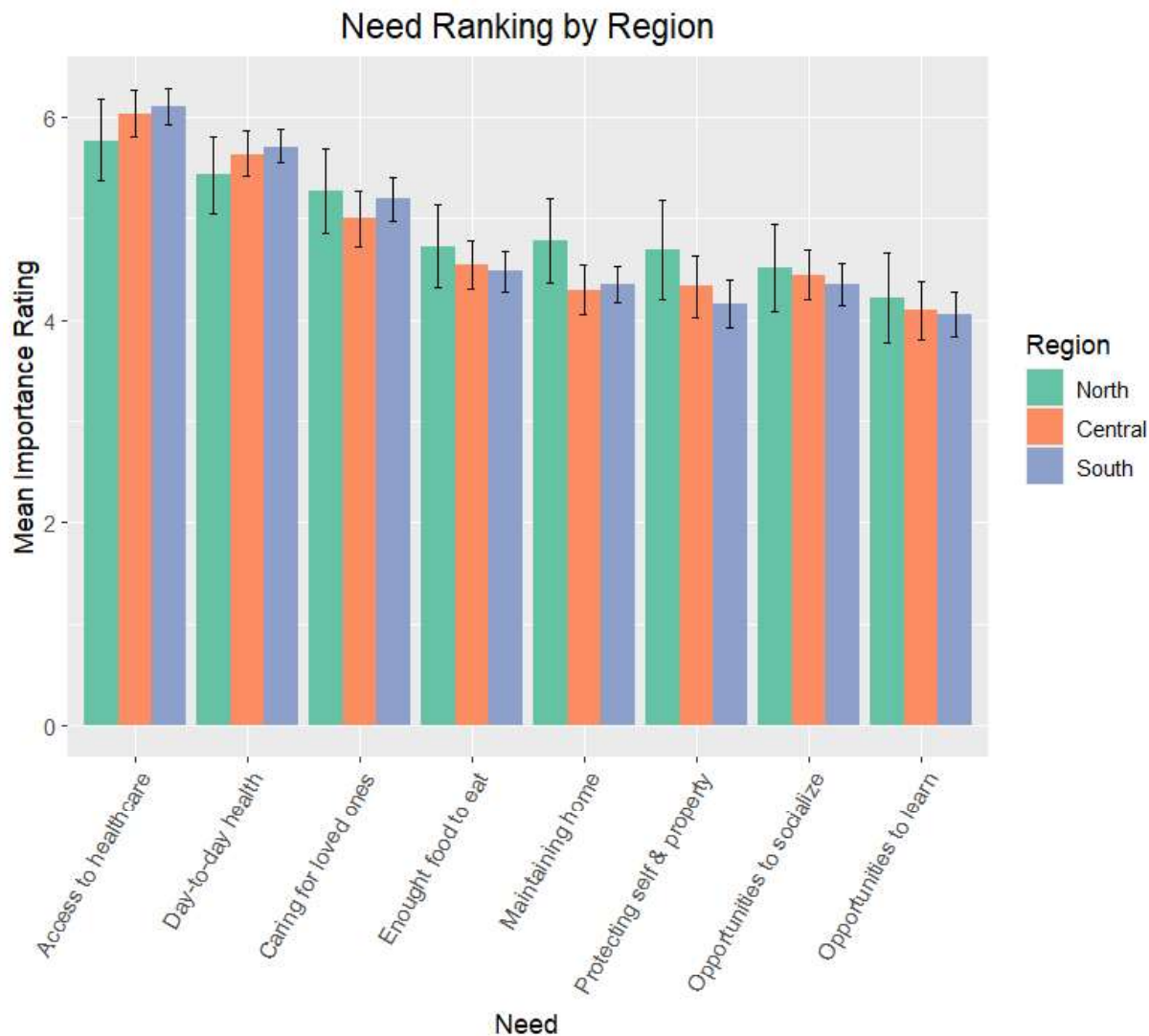
These are the services that the highest proportion of people anticipated needing in each region. The least popular service across all three regions was grandparent support. However, the fact that a service is the most popular does not necessarily mean it should be prioritized when distributing resources based on need. This is because some needs are more important than others and some services are more important for meeting those needs.

Some of the most popular services may address some of the least important end-state needs. For example, recreation activities and physical fitness classes are likely valued by seniors, in large part, as ways to socialize and learn new things. According to seniors' own importance rankings, these are two of the least important needs (see Figure 5 below). That does not mean these needs don't matter for health and wellbeing. They do. However, it does suggest the negative effects of failing to meet these needs are less immediate compared with, for example, not being able to make it to a dialysis appointment or not being able to bathe and dress oneself in the morning. As can be seen in Figure 5, the highest ranked end-state needs across all three regions are: (1) having access to healthcare, (2) looking after one's day-to-day health, fitness,

and hygiene, and (3) ensuring one's loved ones are taken care of. Whether to prioritize the most popular services or those targeting the most important needs is, ultimately, up to the County to decide.

Figure 5.

Average ratings of the importance of each need on a scale of 1 to 8. Higher ratings signify greater importance. These results were weighted using raking. Error bars show 95% confidence intervals.



CONCLUSIONS

The Santa Fe County senior population is projected to grow by 23% from 2020 to 2030 with the oldest portion of that population growing the most. To effectively serve the needs of this growing senior population the County will need to consider what resources are available and what service needs to prioritize.

Inventorying what resources are available to Santa Fe County Senior Services is outside the scope of this study. However, we have provided a picture of past service provisioning by the County and neighboring jurisdictions, like the City of Santa Fe and Rio Arriba County. This provides a glimpse of the current service infrastructure and capacity that could be leveraged moving forward. In total, there are at least fifteen senior centers and meal sites within or bordering Santa Fe County (seven operated by the County, three operated by the City of Santa Fe, three operated by local pueblos, and two operated by Rio Arriba County). WellSky consumer data shows that seniors often move between jurisdictions when accessing services. There may be an opportunity and shared interest in coordinating among the various senior service providers in the area to better serve their overlapping client populations.

To decide what service needs to prioritize, the County should consider what end-state needs seniors value most, what obstacles to achieving those needs they encounter as they age, what services and supports are necessary to help them overcome those obstacles, and where those services should be targeted for maximum effect. We have attempted to provide useful and reliable information about each of these points in this report.

We identified a minimum of eight different end-state needs senior services target, which we derived from a comprehensive list of 52 different senior services offered around the state. These end-state needs are:

1. Having access to healthcare
2. Looking after one's day-to-day health, fitness, and hygiene
3. Ensuring one's loved ones are taken care of
4. Having enough of the food one wants to eat
5. Maintaining one's home in good condition
6. Protecting oneself and property from others
7. Having opportunities to socialize with others
8. Having opportunities to learn and experience new things.

Each of these end-state needs is important to seniors' health and wellbeing. However, some needs may be more important than others or have more immediate negative outcomes if they go unmet. We asked seniors to rank the eight end-state needs by importance. We found that seniors tended to rank (1) *having access to healthcare*, (2) *looking after one's day-to-day health, fitness, and hygiene*, and (3) *ensuring one's loved ones are taken care of*, as the most important.

We examined a range of factors that can make it more difficult for seniors to achieve their needs. These factors were economic disadvantage, disability, health status, language and cultural barriers, level of social support, being a caregiver to someone with Alzheimer's or dementia, and raising your own grandchildren. Prior research shows each of these factors are associated with a range of worse health and wellbeing outcomes. We documented many of these same associations among our survey sample.

Fortunately, senior services can help address or mitigate many of these vulnerabilities by targeting appropriate services to affected individuals. In this report, we detailed what services might be most advantageous for different senior subgroups based on feedback from affected seniors.

In planning what services to provide in the future to a growing senior population, the County will have to make tradeoffs among competing interests. Ideally, how it does this should be based on the goals it's trying to achieve. If the goal is to minimize the worst forms of suffering and hardship, it will be necessary to consider not just how many seniors want a given service but also how important that service is (Rawls, 1971). For example, the County might prioritize first ensuring that every senior can meet their basic healthcare needs, like receiving assisted transportation services for important medical appointments, before moving on to less urgent needs. On the other hand, if the goal is to provide a more egalitarian distribution of resources, the County may want to provide the services that are desired by the greatest number, like health screenings and recreation activities. Or, the County could take a middle-ground approach between these two principles by targeting the most important needs for a small number of seniors, while also providing some more popular services, like recreation activities, ahead of other slightly more important but less popular needs. An added benefit of including some widely popular services is that it could increase the profile of senior centers in the community and reduce any stigma that might be associated with using senior services.

Based on past service data, it appears Santa Fe County is already taking this latter, middle-ground approach in much of its service delivery. Whereas the majority of service units in recent years went to those with more serious needs, like providing home-delivered meals to a relatively small number of homebound seniors with disabilities and economic disadvantages, other services were targeted to a broader population, like congregate meals and recreation activities.

What goals Santa Fe County Senior Services decides to pursue as it plans services for the coming decade is ultimately up to the County to decide. We hope in this report we have provided the necessary information for Santa Fe County to pursue its goals more effectively.

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Appendix A. Santa Fe County Senior and Senior Caregiver Survey

Santa Fe County
Senior and Senior Caregiver Survey

Instructions: Please indicate your choice with a ✓ or X inside the appropriate box.

For example: ☐ ✓ Or ☐ X

To take this survey, you must be either an adult aged 50 and older, or someone aged 18 and older who is the caregiver of someone 50 years or older.

Role: Which category best describes you? (*Please select only one*)

☐

Adult 50 years of age or older

☐

Adult 18 - 50 years of age and the caregiver or family member of someone 50 years of age or older

Note: If you are assisting someone who is over 50 years old to take the survey, please select the first option ("Adult 50 years of age or older").

If you select the second option, please answer all questions on behalf of yourself, NOT the person you are caring for.

Q1. What County do you live in? (*Please select only one*)

☐

Santa Fe County

☐

Rio Arriba County

☐

Torrance County

☐

Other

Q2. What is your home address ZIP Code? (*Please write your ZIP Code in the boxes below*)

#	#	#	#	#
---	---	---	---	---

Q3. Do you live in the City of Santa Fe?

☐ Yes

☐ No

☐ Unsure / Don't know

Q4. What year were you born? *(Please write the year you were born in the boxes below)*

Y	Y	Y	Y
---	---	---	---

Q5. What is your sex?

☐ Male

☐ Female

Q6. Which of the following best describes your race/ethnicity?

(You may select more than one)

☐ American Indian or Alaska Native

☐ Middle Eastern or North African

☐ Asian

☐ Native Hawaiian or Other Pacific Islander

☐ Black or African American

☐ White

☐ Hispanic or Latino

☐ Other: _____

Q7. What is the highest level of school you have completed or the highest degree you have received? *(Select only one)*

☐ Less than HS diploma or GED

☐ Bachelor's degree (4-year)

☐ High School Graduate (HS diploma or GED)

☐ Master's degree

☐ Some college but no degree

☐ Professional degree (JD, MD)

☐ Associates degree (2-year)

☐ Doctoral degree

Q8. What is your best estimate of the total income of all family members from all sources, before taxes, in the last calendar year (2024)?

(Please add your income AND the income of all family members living in your household)

- | | |
|---|---|
| ☐ Less than \$10,000 | ☐ \$75,000 to \$99,999 |
| ☐ \$10,000 to \$14,999 | ☐ \$100,000 to \$149,999 |
| ☐ \$15,000 to \$19,999 | ☐ \$150,000 to \$199,999 |
| ☐ \$20,000 to \$24,999 | ☐ \$200,000 or more |
| ☐ \$25,000 to \$34,999 | ☐ Don't Know |
| ☐ \$35,000 to \$49,999 | ☐ Decline to answer |
| ☐ \$50,000 to \$74,999 | |

Q9. Do you have any retirement savings? (Select only one)

- ☐ Yes, and I feel confident I will be able to live comfortably throughout my retirement.
- ☐ Yes, but I worry that I will not have enough saved to live comfortably throughout my retirement.
- ☐ No, I do not have any retirement savings.

Q10. What language do you primarily speak at home? (Select only one)

- ☐ English
- ☐ Spanish
- ☐ Other (please specify): _____

Q11. What is your marital status? (Select only one)

- | | |
|--------------------------------------|--|
| ☐ Now married | ☐ Separated |
| ☐ Widowed | ☐ Never Married |
| ☐ Divorced | |

Q12. Is the house or apartment where you live owned or rented by you or someone you live with? *(Select only one)*

☐ Rented

☐ Owned

Q13. Do you live in the same house or apartment as any of your own grandchildren under the age of 18? *(Select only one)*

☐ Yes

☐ No

☐ Not applicable. I don't have grandchildren.

If YES, are you responsible for taking care of most of the basic needs of your grandchildren who are under the age of 18 and living with you? *(Skip this question if you answered "No" above).*

☐ Yes

☐ No

Q14. Are you a caregiver to someone with Alzheimer's or Dementia?

☐ Yes

☐ No

Q15. Are you deaf or do you have serious difficulty hearing?

☐ Yes

☐ No

Q16. Are you blind or do you have serious difficulty seeing even when wearing glasses?

☐ Yes

☐ No

Q17. Because of a physical, mental, or emotional condition, do you have serious difficulty concentrating, remembering, or making decisions?

☐ Yes

☐ No

Q18. Do you have serious difficulty walking or climbing stairs?

☐ Yes

☐ No

Q19. Do you have difficulty dressing or bathing?

☐ Yes

☐ No

Q20. Because of a physical, mental, or emotional condition, do you have difficulty doing errands alone? (e.g., visiting a doctor's office or going shopping)

☐ Yes

☐ No

Q21. How would you describe your overall health right now? (*Select only one*)

☐ Excellent

☐ Very good

☐ Fair

☐ Poor

Q22. In the past 2 weeks, how often have you been bothered by any of the following problems?

(Mark one option on each line)

a. <i>Little interest or pleasure in doing things.</i>
☐ Not at all ☐ Several days ☐ More than half the days ☐ Nearly every day
b. <i>Feeling down, depressed, or hopeless.</i>
☐ Not at all ☐ Several days ☐ More than half the days ☐ Nearly every day

Q23. Do you have health insurance? (Select all that apply)

- ☐ Insurance through a current or former employer
- ☐ Medicare
- ☐ Medicaid
- ☐ Insurance plan I purchased for myself, such as HealthCare.gov
- ☐ Veteran's health care (enrolled for VA)
- ☐ TRICARE or other military health care
- ☐ Indian Health Service
- ☐ Other: (please specify) _____

Q24. Please indicate how often the following statements were true regarding your food situation in the last 12 months—that is, since April 2024.

(Mark one option on each line)

a. <i>I worried whether my food would run out before I got enough money to buy more.</i>
☐ Often true ☐ Sometimes true ☐ Never true
b. <i>The food that I bought just didn't last, and I didn't have money to get more.</i>
☐ Often true ☐ Sometimes true ☐ Never true

Q25. People sometimes look to others for companionship, assistance, or other types of support. **How often is each of the following kinds of support available to you if you need it?**

(Mark one option on each line).

a.	<i>Someone to help you if you were confined to bed.</i>								
☐	None of the time	☐	A little of the time	☐	Some of the time	☐	Most of the time	☐	All of the time
b.	<i>Someone to take you to the doctor if you needed it.</i>								
☐	None of the time	☐	A little of the time	☐	Some of the time	☐	Most of the time	☐	All of the time
c.	<i>Someone to prepare your meals if you were unable to do it yourself.</i>								
☐	None of the time	☐	A little of the time	☐	Some of the time	☐	Most of the time	☐	All of the time
d.	<i>Someone to help you with daily chores if you were sick.</i>								
☐	None of the time	☐	A little of the time	☐	Some of the time	☐	Most of the time	☐	All of the time
e.	<i>Someone to have a good time with.</i>								
☐	None of the time	☐	A little of the time	☐	Some of the time	☐	Most of the time	☐	All of the time
f.	<i>Someone to turn to for suggestions about how to deal with a personal problem.</i>								
☐	None of the time	☐	A little of the time	☐	Some of the time	☐	Most of the time	☐	All of the time
g.	<i>Someone who understands your problems.</i>								
☐	None of the time	☐	A little of the time	☐	Some of the time	☐	Most of the time	☐	All of the time
h.	<i>Someone to love and make you feel wanted.</i>								
☐	None of the time	☐	A little of the time	☐	Some of the time	☐	Most of the time	☐	All of the time

Q26. What form of transportation do you use most often? (Select only one)

- ☐ My own vehicle
- ☐ Public Transportation
- ☐ Relatives and/or Friends
- ☐ Transportation by Senior Services
- ☐ No transportation available
- ☐ Other (please specify): _____

Q27. There are many things people value in life. You likely value some of these things more than others. Please rank the following in terms of their relative value to you.

(Place a number 1-8 next to each item on the list, with 1 being **most valued**, and 8 being **least valued**. Use each number **only once**).

What I value most is...

- _____ Protecting myself and property from others.
- _____ Having opportunities to socialize with others.
- _____ Having access to healthcare.
- _____ Having enough of the food I want to eat.
- _____ Looking after my day-to-day health, fitness, and hygiene.
- _____ Ensuring my loved ones are taken care of.
- _____ Maintaining my home in good condition.
- _____ Having opportunities to learn and experience new things.

Q28. Different people may struggle to satisfy some needs more than others, based on their circumstances. **For you personally, what are the top four needs you worry about most as you get older?**

*(Pick only 4. Label your choices 1,2,3,4, with **1 being your greatest worry**, 2 your next greatest, and so on.)*

*As I get older, I worry I **will not** ...*

- _____ Be able to protect myself and property from others.
 - _____ Have opportunities to socialize with others.
 - _____ Have access to healthcare.
 - _____ Have enough of the food I want to eat.
 - _____ Be able to look after my day-to-day health, fitness, and hygiene.
 - _____ Be able to ensure my loved ones are taken care of.
 - _____ Be able to maintain my home in good condition.
 - _____ Have opportunities to learn and experience new things.
-

Q29. The following is a list of senior services. Please rate how likely you are to need each service in the next 10 years.

[Note: If you are under the age of 50, please skip to sub-question “q” on the next page].

(Mark one option on each line)

a. Personal Care assistance – help with eating, dressing, bathing, grooming, toileting, etc.
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
b. Congregate Meals – meals served in communal areas at senior centers
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
c. Home visits or regular phone calls to check in on you and to socialize
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
d. Loan of medical equipment -- wheelchairs, walkers, hospital beds, oxygen tanks
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
e. Physical fitness activities and classes to improve mobility and prevent injury
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
f. Assisted Transportation with door-to-door escort (e.g., to medical appointments)
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
g. Classes on managing chronic diseases (e.g., diabetes self-management)
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
h. Education classes/trainings to acquire new knowledge and skills
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
i. Medication assistance to ensure you are properly using your medications
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
j. Home-Delivered Meals - regular food deliveries to homebound seniors
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely
k. Help for Grandparents Raising Grandchildren (counseling; child summer camps)
☐ Extremely unlikely ☐ Unlikely ☐ Neutral ☐ Likely ☐ Very likely

...Q29 continued.

How likely are you to need each of the following Senior Services in the next 10 years?

l. Health Screenings -- blood pressure, blood sugar, hearing, or vision screening services					
☐ Extremely unlikely	☐ Unlikely	☐ Neutral	☐ Likely	☐ Very likely	
m. Group transportation services (e.g., to go shopping)					
☐ Extremely unlikely	☐ Unlikely	☐ Neutral	☐ Likely	☐ Very likely	
n. Legal Assistance -- legal advice, counseling or representation by an attorney					
☐ Extremely unlikely	☐ Unlikely	☐ Neutral	☐ Likely	☐ Very likely	
o. Recreation Activities-- performing arts, games, music therapy, dance, crafts, etc.					
☐ Extremely unlikely	☐ Unlikely	☐ Neutral	☐ Likely	☐ Very likely	
p. Housekeeping, chore, and home repair assistance services					
☐ Extremely unlikely	☐ Unlikely	☐ Neutral	☐ Likely	☐ Very likely	
q. Help for Caregivers of Seniors -- adult day care; respite care; support groups					
☐ Extremely unlikely	☐ Unlikely	☐ Neutral	☐ Likely	☐ Very likely	

Q30. Have you ever used any of the following Senior Services in Santa Fe County?
(Please mark all that apply)

- ☐ Help for Caregivers of Seniors -- adult day care, respite care, support groups
- ☐ Congregate Meals – meals served in communal areas at senior centers
- ☐ Home visits or regular phone calls to check in on you and to socialize
- ☐ Loan of medical equipment (wheelchairs, walkers, hospital beds, oxygen tanks)
- ☐ Physical fitness activities and classes to improve mobility and prevent injury
- ☐ Assisted Transportation with door-to-door escort (e.g., to medical appointments)
- ☐ Home-Delivered Meals - regular food deliveries to homebound seniors
- ☐ Help for Grandparents Raising Grandchildren (counseling; child summer camps)
- ☐ Health Screenings -- blood pressure, blood sugar, hearing, or vision screening services
- ☐ Group transportation services (e.g., to go shopping)
- ☐ Recreation Activities -- arts, games, music therapy, dance, crafts, etc.
- ☐ Housekeeping, chore, and home repair assistance services

Q31. Where do you go to find information about senior services and other senior supports in your area? (Please mark all that apply)

- ☐ Senior center
- ☐ Healthcare provider
- ☐ Internet search
- ☐ Santa Fe Senior Services webpage
- ☐ Word of mouth
- ☐ Newspaper/newsletters
- ☐ Radio
- ☐ TV
- ☐ Social media (e.g., Facebook or Instagram)
- ☐ Do not receive information about senior services
- ☐ Other: (please specify) _____
- ☐ Don't know/Not sure

SURVEY ENDS HERE

Thank you very much for your time and consideration!

Appendix B.

End-state needs and associated senior service types.

End-state need	Service(s)
Protecting yourself and property from others.	Legal Assistance -- legal advice, counseling or representation by an attorney
Having opportunities to socialize with others.	- Home visits or regular phone calls to check in on you and to socialize - Recreation Activities-- performing arts, games, music therapy, dance, crafts, etc.* - Group transportation services (e.g., to go shopping)*
Having access to healthcare.	- Loan of medical equipment -- wheelchairs, walkers, hospital beds, oxygen tanks - Assisted Transportation with door-to-door escort (e.g., to medical appointments) - Health Screenings -- blood pressure, blood sugar, hearing, or vision screening services - Medication assistance to ensure you are properly using your medications*
Having enough of the food you want to eat.	- Home-Delivered Meals - regular food deliveries to homebound seniors - Congregate Meals – meals served in communal areas at senior centers - Group transportation services (e.g., to go shopping)*
Looking after your day-to-day health, fitness, and hygiene.	- Physical fitness activities and classes to improve mobility and prevent injury - Classes on managing chronic diseases (e.g., diabetes self-management) - Personal Care assistance – help with eating, dressing, bathing, grooming, toileting, etc. - Medication assistance to ensure you are properly using your medications*
Ensuring your loved ones are taken care of.	- Help for Grandparents Raising Grandchildren (counseling; child summer camps) - Help for Caregivers of Seniors -- adult day care; respite care; support groups
Maintaining your home in good condition.	Housekeeping, chore, and home repair assistance services
Having opportunities to learn and experience new things.	- Education classes/trainings to acquire new knowledge and skills - Recreation Activities-- performing arts, games, music therapy, dance, crafts, etc.*

Note: asterisks (“*”) denote services that researchers assigned to more than one category.

CITY OF SANTA FE, NEW MEXICO

RESOLUTION NO. 2024-5

INTRODUCED BY:

Councilor Amanda Chavez

A RESOLUTION

COMMITTING TO BEING A MORE AGE-FRIENDLY CITY AND ENROLLING IN THE AMERICAN ASSOCIATION OF RETIRED PERSONS ("AARP") AGE FRIENDLY STATES AND COMMUNITIES NETWORK, WHICH, TO THE EXTENT IT IS POSSIBLE, WILL BE A PROCESS THAT INCORPORATES UNIVERSAL DESIGN PRINCIPLES.

WHEREAS, according to the United States Census Bureau's 2020 Census, 23.8% of City of Santa Fe ("City") residents are ages 65 or older as compared to 16.04% nationwide; and

WHEREAS, according to the United States Census Bureau's article "The Next Four Decades: The Older Population in the United States: 2010 to 2050," the U.S. population aged 65 and over is expected to grow from 40.2 million in 2010 to 88.5 million by 2050, increasing the total share of the 65 and over population from 12 percent to 20 percent of the total population; and

WHEREAS, according to the New Mexico Human Services Department's "2021 Data Book", the elderly population of Santa Fe County is projected to increase from 25.3% in 2019 to 58.2% of adults ages of 65 and over by the year 2030; and

WHEREAS, the World Health Organization ("WHO") has developed the WHO "Global

1 Network of Age-Friendly Cities and Communities” to encourage and promote public policies to
2 increase the number of communities that support active aging and thereby improve the health, well-
3 being, satisfaction, and quality of life for older adults; and

4 **WHEREAS**, the American Association of Retired Persons (AARP) “Age-Friendly States
5 and Communities” is a national program affiliated with the WHO’s Global Network of Age-
6 Friendly Cities and Communities; and

7 **WHEREAS**, members of the AARP Network of Age-Friendly States and Communities
8 benefit from:

- 9 A. Automatic entry to the WHO global network.
- 10 B. A wide range of free resources on age-friendly and livable communities
- 11 C. The latest news and information about best practices, events, results, challenges,
12 and new initiatives
- 13 D. Opportunities for partnerships with other cities, both domestic and international
- 14 E. Peer-to-peer learning opportunities
- 15 F. Public recognition of the community’s commitment to become more age-friendly;
16 and

17 **WHEREAS**, the Governing Body agrees with the AARP’s Network of Age-Friendly
18 States and Communities belief that “people of all ages benefit from the adoption of policies and
19 programs that make neighborhoods walkable, feature transportation options, enable access to key
20 services, provide opportunities to participate in community activities, and support housing that’s
21 affordable and adaptable”; and

22 **WHEREAS**, the WHO and AARP recognize that towns, cities, and communities have
23 different needs, resources, and varying capacities to engage their resources to take action to
24 facilitate active aging; and

25 **WHEREAS**, the WHO established eight domains of community life that should be

1 formally targeted for livability and quality of life for persons of all ages:

- 2 A. Outdoor spaces and building
- 3 B. Transportation
- 4 C. Housing
- 5 D. Social participation
- 6 E. Respect and Social inclusion
- 7 F. Civic Participation and employment
- 8 G. Communication and information; and
- 9 H. Community support and health services; and

10 **WHEREAS**, the Governing Body would like the City to join the AARP Network Age-
11 Friendly States and Communities; and

12 **WHEREAS**, the Governing Body believes, and research supports, the idea that the
13 concepts of “universal design”, and their focus on accessibility, are a clear complement to the goals
14 of being an age friendly city; and

15 **WHEREAS**, specifically, according to the article “Universal Design: A Step Toward
16 Successful Aging,” published in the *Journal of Aging Research* in 2012, the concepts of Universal
17 Design support the Age-Friendly rationale by having “the potential to affect older adult’s
18 engagement with life, by providing accessible and accommodating environments in which this
19 population can thrive without stigmatization”; and

20 **WHEREAS**, according to the Center for Disability Rights, Ron Mace, an architect known
21 for his role in coining the term “Universal Design” and championing accessible building codes and
22 standards in the United States, defines universal design as “the design of products and environments
23 to be usable by all people, to the greatest extent possible, without the need for adaptations or
24 specialized design”; and

25 **WHEREAS**, according to the article “Universal Design: A Step Toward Successful

1 Aging,” which was published in the *Journal of Aging Research* in 2012, the seven principles of
2 Universal Design are as follows:

3 A. Equitable use

- 4 • Useful and marketable to people with diverse abilities

5 B. Flexibility in Use

- 6 • Accommodates a wide range of individual preferences and abilities

7 C. Simple and Intuitive Use

- 8 • Easy to understand, regardless of user's experience, knowledge,
9 language skills, or current concentration level

10 D. Perceptible Information

- 11 • Communicates necessary information effectively to the user,
12 regardless of ambient conditions or the user's sensory abilities

13 E. Tolerance for Error

- 14 • Minimizes hazards and the adverse consequences of accidental or
15 unintended actions

16 F. Low Physical Effort

- 17 • Can be used efficiently and comfortably with a minimum of fatigue

18 G. Size and Space for Approach and Use

- 19 • Appropriate size and space provided for approach, reach,
20 manipulation, and use regardless of the user's body size, posture, or
21 mobility; and

22 **WHEREAS**, the City has a history of seeking to create an inclusive environment for all
23 individuals; and

24 **WHEREAS**, Section 2.02 of the City’s Charter states that “human and civil rights of
25 residents of Santa Fe and inviolate” and that “the governing body shall preserve, protect and

1 promote human rights... through all of its activities” and that those rights “shall not be diminished
2 or otherwise infringed”, regardless of age; and

3 **WHEREAS**, the City recognizes that compliance with Title II of the Americans with
4 Disabilities Act, Section 202, addresses some of the accessibility goals of the Age Friendly States
5 and Communities network; and

6 **WHEREAS**, consulting committees with specialized knowledge on accessibility matters,
7 such as the Mayor’s Committee on Disability, can be beneficial when working toward creating an
8 inclusive community.

9 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
10 **CITY OF SANTA FE** that it is committed to making Santa Fe a well-designed, livable community
11 that promotes health and sustained accessibility for community members of all ages.

12 **BE IT FURTHER RESOLVED** that the City Manager or the City Manager’s designee
13 will enroll the City in the AARP Network of Age-Friendly States and Communities by submitting
14 the required membership application and committing the City to a 5-year process of improvement
15 according to the following timeline:

- 16 1. First 30 days: Enroll into the network of AARP Network of Age-Friendly States
17 and Communities;
- 18 2. Year 1: Conduct a community needs assessment and present results to the
19 Governing Body, including identifying what work the City already has in place
20 that contributes to qualifying as an Age-Friendly city, as defined by the AARP
21 Network of Age Friendly States and Communities program;
- 22 3. Year 2: Develop and present an action plan to the Governing Body for approval;
- 23 4. Years 3-5: Implement the action plan and track progress; and
- 24 5. Year 5: Evaluate the impact of the work and present a progress report to the
25 Governing Body.

BE IT FURTHER RESOLVED that, to the extent it is possible and practical, the City will incorporate Universal Design principles in its planning process for the 5-year commitment described above, and in doing so, will collaborate with committees that have relevant, specialized expertise, such as the Mayor's Committee on Disability.

PASSED, APPROVED, and ADOPTED this 28th day of February, 2024.


Alan Webber (Feb 29, 2024 14:21 MST)

ALAN WEBBER, MAYOR

ATTEST:

Geralyn Cardenas (Feb 29, 2024 14:29 MST)

GERALYN F. CARDENAS, INTERIM CITY CLERK

APPROVED AS TO FORM:

Erin McSherry
Erin McSherry (Feb 29, 2024 13:38 MST)

ERIN K. McSHERRY, CITY ATTORNEY

CITY OF SANTA FE, NEW MEXICO
PROPOSED AMENDMENT(S) TO RESOLUTION NO. 2024-5_
(Resolution to be an Age-Friendly City)

Mayor and Members of the City Council:

In relation to Resolution No. 2024-5:

A RESOLUTION

COMMITTING TO BEING A MORE AGE-FRIENDLY CITY AND ENROLLING IN THE AMERICAN ASSOCIATION OF RETIRED PERSONS (“AARP”) AGE FRIENDLY STATES AND COMMUNITIES NETWORK, WHICH, TO THE EXTENT IT IS POSSIBLE, WILL BE A PROCESS THAT INCORPORATES UNIVERSAL DESIGN PRINCIPLES.

I intend to propose the following amendment(s)

1. On page 4, line 21, *delete* the period at the end of the sentence and *replace it* with “; and”.
2. On page 4, line 22, *insert* the following new paragraphs:

WHEREAS, the City has a history of seeking to create an inclusive environment for all individuals; and

WHEREAS, Section 2.02 of the City’s Charter states that “human and civil rights of the residents of Santa Fe are inviolate” and that “the governing body shall preserve, protect and promote human rights...through all of its activities” and that those rights “shall not be diminished or otherwise infringed”, regardless of age; and

WHEREAS, the City recognizes that compliance with Title II of the Americans with Disabilities Act, Section 202, addresses some of the accessibility goals of the Age Friendly States and Communities network; and

This amendment WILL change the caption. _____

This amendment WILL NOT change the caption. X

Respectfully submitted,

Amanda Chavez

Amanda Chavez (Mar 2, 2024 19:36 MST)

Amanda Chavez, Councilor

10565.1(A)

Approved as to Form:


Erin McSherry (Feb 29, 2024 13:38 MST)

Erin K. McSherry, City Attorney

ADOPTED: Finance Committee

NOT ADOPTED: _____

DATE: 02/26/2024


Geralyn Cardenas (Feb 29, 2024 14:29 MST)

GERALYN F. CARDENAS, Interim City Clerk

10565.1(A)



CITY OF SANTA FE

Age-Friendly Santa Fe Action Plan

A roadmap for aligning City systems to support independence, connection, and well-being across the lifespan

Prepared by the City of Santa Fe in partnership with residents, community organizations, and City departments

A member of the AARP Network of Age-Friendly States and Communities

City of Santa Fe
Department of Community Services
Division of Senior Services

2026

Executive Summary

The Age-Friendly Santa Fe Action Plan is a three-year, City-led roadmap to strengthen Santa Fe as a livable, inclusive, and connected community for residents of all ages. Grounded in extensive community engagement and aligned with national and global age-friendly frameworks, the plan advances a coordinated, all-ages approach to aging well while supporting the City's broader goals for quality of life, equity, and long-term resilience.

Santa Fe's population is older than the state and national averages, increasing demand for accessible housing, reliable transportation, clear information, safe public spaces, and opportunities for connection and participation. Community input confirmed that while Santa Fe offers strong assets—such as libraries, senior centers, cultural institutions, and community organizations—residents often experience services as fragmented and challenging to navigate. This Action Plan responds by aligning existing City efforts, strengthening coordination, and embedding age-friendly and lifespan considerations into planning, policy, and service delivery.

The plan is guided by a clear mission: to create inclusive environments that support independence, safety, participation, and well-being across the lifespan. Five core values shape this work:

- Aging is understood as a lifelong experience, not a stage limited to older adulthood.
- Inclusion and accessibility are essential to community well-being.
- Coordination across departments and partners strengthens impact.
- Community knowledge and lived experience inform effective solutions.
- The Division of Senior Services is positioned as a strategic asset for collaboration.

Guiding principles translate these values into practice by committing the City to apply an all-ages lens, build on existing plans and initiatives, integrate age- and ability-inclusive considerations early in decision-making, strengthen shared responsibility across systems, improve access to clear information for residents, and pursue realistic, scalable approaches that can be sustained over time.

These commitments are operationalized through six interconnected goal areas identified through the community needs assessment:

- Transportation – improving safe, reliable access to healthcare, services, work, and community life.
- Housing – supporting affordability, accessibility, and the ability to age in place.
- Communication and Information – making services easier to find, understand, and navigate.
- Health and Wellness – strengthening access to prevention, care, and intergenerational learning.
- Social Engagement and Participation – expanding connection, belonging, civic life, and economic participation across ages.

- Safety and Public Spaces – improving the accessibility and usability of streets, neighborhoods, and public spaces.

Cross-cutting strategies support implementation by establishing shared leadership through an Age-Friendly Advisory Team, positioning Senior Services as a coordinating and advocacy hub, integrating age-friendly priorities into City planning processes, and strengthening communication, engagement, and feedback loops across City departments and community partners.

The goals, strategies, and actions outlined in this plan serve as an initial implementation roadmap. Progress will be guided by ongoing community engagement, evaluation, and collaboration, allowing the City to refine or adapt approaches as conditions change. Together, the Age-Friendly Santa Fe Action Plan embeds age-friendly and lifespan thinking into how Santa Fe plans, invests, and governs—supporting independence, inclusion, and quality of life for current and future generations.

Letter of Support from the Mayor of the City of Santa Fe



City of Santa Fe

200 Lincoln Ave, Santa Fe, NM 87501 | santafenm.gov

Michael J. Garcia, Mayor

February, 2026

Letter of Support for Age -Friendly Santa Fe

As Mayor of the City of Santa Fe, I am proud to offer this letter of support for the Age-Friendly Santa Fe Action Plan. This plan reflects our city's commitment to becoming a more livable, inclusive, and connected community for residents of all ages, with a particular focus on older adults and future generations.

I fully endorse the plan's mission to align City policies, programs, and partnerships around an all-ages, lifespan approach to aging well. I especially support its emphasis on inclusion and accessibility, coordination across departments and community partners, and the central role of community voice and lived experience in shaping priorities. The plan's recognition of the Division of Senior Services as a strategic partner in City governance is both timely and essential.

I also support the six core goal areas—transportation, housing, communication and information, health and wellness, social engagement and participation, and safety and public spaces—which emerged directly from extensive community engagement. Together, these goals provide a clear and actionable framework for improving independence, safety, and quality of life for residents across the lifespan.

As Mayor, I am committed to working with the City Council, staff, community organizations, and residents to advance this Action Plan and to integrate its values and principles into our broader planning and investment decisions.

I offer this letter as my formal support and appreciation for the Age-Friendly Santa Fe initiative and the collaborative work it represents on behalf of our community.

In Service,


Michael J. Garcia
Mayor

City Council

Alma G. Castro, District 1
Patricia Feghali, District 1

Elizabeth "Liz" Barrett, District 2
Paul C. Bustamante, District 2

Lee Garcia, Mayor Pro Tem, District 3
Pilar F.H. Faulkner, District 3

Jamie Cassutt, District 4
Amanda Chavez, District 4

Letter of Support from Santa Fe City Council



City of Santa Fe

200 Lincoln Ave, Santa Fe, NM 87501 | santafenm.gov

Michael J. Garcia, Mayor

February 26, 2026

Letter of Support from Santa Fe City Council

The Santa Fe City Council is pleased to express its strong support for the

Age-Friendly Santa Fe Action Plan and the community-wide effort it represents to make Santa Fe a more livable, inclusive, and connected city for residents of all ages. This Action Plan reflects the City's commitment to aligning policies, programs, and partnerships around a coordinated, all-ages approach to aging well, consistent with Santa Fe's participation in the AARP Network of Age-Friendly States and Communities.

The Council affirms the plan's mission to advance environments that support independence, safety, participation, and well-being across the lifespan. We endorse the plan's core values, including the recognition that aging is a lifelong experience shaped by everyday systems; that inclusion and accessibility are essential to community well-being; that coordination across City departments and community partners strengthens impact; that community knowledge and lived experience are critical to effective decision-making; and that the Division of Senior Services is a strategic asset in advancing age-friendly priorities across City governance.

We also support the guiding principles that translate these values into action. Applying an all-ages lens, building on existing City plans and initiatives, integrating age- and ability-inclusive considerations early in planning and design, strengthening collaboration and shared responsibility, improving navigation and clarity for residents, and pursuing sustainable and scalable approaches all align with the Council's priorities for equitable, effective, and accountable governance.

The Council endorses the plan's six interconnected goal areas, which reflect priorities identified through extensive community engagement. These include improving transportation options; supporting affordable and accessible housing conditions; strengthening communication and information systems so residents can more easily find and use resources; expanding access to health, wellness, and prevention services across the lifespan; deepening social engagement, civic participation, and economic opportunity; and improving the safety and accessibility of public spaces.

We view the Age-Friendly Santa Fe Action Plan as a living framework that will evolve through implementation, evaluation, and continued community engagement. **This letter was approved by vote of the Santa Fe City Council on February 25, 2026,** and the Council is committed to supporting this work through its policy, budgeting, and oversight roles. We look forward to continued collaboration with the Mayor, City staff, community partners, and residents to advance the plan's vision.

On behalf of the residents of Santa Fe, we offer this letter as a formal expression of support for the Age-Friendly Santa Fe Action Plan.

City Council

Alma G. Castro, District 1

Patricia Feghali, District 1

Elizabeth "Liz" Barrett, District 2

Paul C. Bustamante, District 2

Lee Garcia, Mayor Pro Tem, District 3

Pilar F.H. Faulkner, District 3

Jamie Cassutt, District 4

Amanda Chavez, District 4

Table of Contents

<i>Executive Summary.....</i>	<i>1</i>
<i>Letter of Support from the Mayor of the City of Santa Fe</i>	<i>3</i>
<i>Letter of Support from Santa Fe City Council</i>	<i>4</i>
<i>List of Tables and Figures</i>	<i>6</i>
<i>Introduction.....</i>	<i>7</i>
<i>Age-Friendly and Lifespan Approaches to Aging.....</i>	<i>9</i>
<i>The WHO–AARP Age-Friendly Initiative.....</i>	<i>12</i>
<i>Age-Friendly Santa Fe Initiative.....</i>	<i>14</i>
<i>Age-Friendly Assets of Santa Fe</i>	<i>15</i>
<i>Needs Assessment and Community Engagement.....</i>	<i>21</i>
<i>Needs Assessment Results</i>	<i>24</i>
<i>Age-Friendly Santa Fe Action Plan Focus Areas</i>	<i>32</i>
<i>Age-Friendly Santa Fe Action Plan.....</i>	<i>33</i>
<i>Cross-Cutting Strategies</i>	<i>35</i>
<i>Transportation Goals, Strategies, and Actions</i>	<i>36</i>
<i>Housing Goals, Strategies, and Actions.....</i>	<i>37</i>
<i>Communication and Information Goals, Strategies, and Actions.....</i>	<i>38</i>
<i>Health and Wellness Goals, Strategies, and Actions.....</i>	<i>39</i>
<i>Social Engagement and Participation Goals, Strategies, and Actions.....</i>	<i>40</i>
<i>Safety and Public Spaces Goals, Strategies, and Actions</i>	<i>41</i>
<i>References</i>	<i>42</i>
<i>Appendix A: Age-Friendly Santa Fe Action Matrices</i>	<i>45</i>
<i>Appendix B: Age-Friendly Santa Fe Survey Results.....</i>	<i>55</i>

List of Tables and Figures

Tables

<i>Table 1 Santa Fe Race and Ethnicity Demographics</i>	<i>7</i>
<i>Table 2 Age Demographics.....</i>	<i>8</i>
<i>Table 3 Age-Friendly Santa Fe Advisory Committee</i>	<i>21</i>
<i>Table 4 Needs Assessment Participation.....</i>	<i>23</i>
<i>Table 5 Summary of Survey Results.....</i>	<i>24</i>
<i>Table 6 Survey Results - Domains of Livability Ratings and Scores</i>	<i>25</i>
<i>Table 7 & Figure 5 Ratings of Santa Fe as a Place to Age Well</i>	<i>27</i>
<i>Table 8 & Figure 6 Importance of Staying in Santa Fe.....</i>	<i>27</i>
<i>Table 9 Summary of Listening Session, Workshop, and Community Forum Results.....</i>	<i>28</i>
<i>Table 10 Insights from Advisory Committee, Resource Providers, and Community Leaders.....</i>	<i>30</i>
<i>Table 11 Focus Areas to Ground Age-Friendly Santa Fe Action Plan Goals and Strategies.....</i>	<i>32</i>

Figures

<i>Figure 1 AARP Livability Index Overall Score, Santa Fe, New Mexico.....</i>	<i>19</i>
<i>Figure 2 AARP Livability Index Scores Santa Fe, New Mexico</i>	<i>20</i>
<i>Figure 3 Domains of Livability Importance Scores</i>	<i>26</i>
<i>Figure 4 Domains of Livability Current Ratings</i>	<i>26</i>

Introduction

Historical Background

Santa Fe, New Mexico, is one of the oldest continuously inhabited places in North America and the oldest state capital in the United States [1]. Long before European contact, the area was home to Pueblo communities, with settlements dating back to approximately 1050–1150 CE. The region served as an important cultural, spiritual, and trade center for Indigenous peoples [2].

Spanish colonists formally established Santa Fe as the capital of the province of Nuevo México in 1609–1610 under Governor Pedro de Peralta. The Palace of the Governors, constructed in 1610 along the north side of the Plaza in the center of the city, remains the oldest continuously used public building built by European settlers in the continental United States [3].

Santa Fe's history reflects successive periods of Indigenous, Spanish, Mexican, and American governance, including the Pueblo Revolt of 1680, Mexican independence in 1821, U.S. occupation in 1846, and statehood in 1912. This layered history continues to shape the city's identity, civic life, and planning priorities.

Demographics

Santa Fe is a small but influential state capital with approximately 90,000 residents. The city functions as a regional center for government, tourism, healthcare, arts, and culture [1][4].

The population is racially and ethnically diverse, with more than half of residents identifying as Hispanic or Latino. Santa Fe has a slightly higher proportion of women than men and an average household size of just over two persons, reflecting a mix of single-person households, couples, and smaller families.

Table 1 Santa Fe Race and Ethnicity Demographics

Race / Ethnicity Share of Population (%)	
Hispanic or Latino (any race)	~ 54%
White (non-Hispanic)	~ 38%
Native American / Alaska Native	~ 3%
Black or African American	~ 1%
Asian American	~ 1%
Two or more races / Other	~ 3%

Race and Ethnicity of Santa Fe Residents. Source: U.S. Census Bureau, American Community Survey (2019-2023 5-Year Estimates).

Government is the largest employer, followed by hospitality, healthcare, and creative industries. Income levels vary widely, reflecting a population that includes retirees, professionals, artists, service workers, and long-term residents. [2].

Age and Disability Demographics in Santa Fe

Santa Fe's population is significantly older than both New Mexico and the United States as a whole. The city's median age is 46.4 years, compared with 39.9 years statewide and 39.2 years nationally, reflecting both the aging of long-term residents and the in-migration of older adults and retirees [1].

Table 2 Age Demographics

Santa Fe, New Mexico, and United States Age Demographics		
Location	Median Age	% 65 years and older
Santa Fe, New Mexico	46.4	26%
New Mexico	39.9	20%
United States	39.2	18%

Median Age Comparison: Santa Fe, New Mexico, and the United States. Source: U.S. Census Bureau, American Community Survey (2019-2023 5-Year Estimates).

Adults aged 45 and older make up a larger share of Santa Fe's population than in the state or the nation, while children and young adults account for a smaller share. These differences increase demand for healthcare, accessible housing, transportation, and community supports that enable healthy aging.

Santa Fe’s disability rate is higher than the national average, possibly in part because the city has a significant older adult population. About 10% of residents under age 65 report a disability, and an estimated 17% of residents overall live with a disability, compared to about 13% nationally [1]. These patterns underscore the need for accessible services, clear information, and coordinated resources that support residents across the lifespan.

Arts, Culture, and Community Events

Arts and culture are central to Santa Fe's identity and function as civic and economic infrastructure. The city was designated as a UNESCO Creative City, reflecting its long-standing commitment to heritage, creative industries, and cultural expression [5].

Signature events include the Santa Fe Indian Market, the Traditional Spanish Market, and the International Folk Art Market, each reflecting Indigenous, Hispano, and global traditions [6][7][8]. Performing arts, museums, festivals, and year-round programming contribute to Santa Fe’s role as a living cultural landscape [4].

Every day, gathering spaces, such as the Santa Fe Plaza and the Santa Fe Farmers Market, continue to support social interaction, community identity, and intergenerational connection, reinforcing the city's role as a living cultural landscape [9][10].

Economy, Retirement, and Tourism

Santa Fe's economy is centered on tourism, arts, culture, and small businesses. Tourism attracts approximately 2 million overnight visitors annually and supports employment, small businesses, and City revenue [11]. City initiatives such as Go Local, Go Different promote local entrepreneurship and help retain economic activity within the community.

Santa Fe is also consistently ranked among the best places to retire in the United States, due to its mild climate, rich cultural scene, outdoor recreation opportunities, and lack of state income tax on Social Security income. Retirees value the city's small-town feel with access to world-class arts, dining, and healthcare, including services provided by Christus St. Vincent Regional Medical Center [12–15].

Tourism and retiree attraction function as complementary economic drivers. Retirees contribute to local spending on housing, healthcare, dining, and retail, supporting job creation and tax revenue. At the same time, increased demand can shift employment toward lower-wage service roles and place upward pressure on housing costs, affecting affordability for workers and long-term residents [16–18].

Tourist-oriented development can also make it harder for full-time residents—especially older adults—to age in place by displacing neighborhood-serving businesses, increasing short-term rentals, and weakening local social networks. Even when residents remain housed, rising costs and the loss of familiar places can contribute to indirect displacement, reducing stability, belonging, and quality of life. These impacts tend to fall most heavily on lower-income and less mobile residents [19–23].

For Santa Fe, balancing tourism, retirement migration, housing affordability, workforce needs, and the well-being of long-term residents is essential to sustaining community stability and quality of life.

Age-Friendly and Lifespan Approaches to Aging

Age-friendly and lifespan approaches to aging are complementary frameworks that guide how communities, systems, and policies can support well-being across the life course. While age-friendly initiatives typically focus on adapting environments and services to meet the needs of older adults today, lifespan approaches emphasize that aging is a continuous process shaped by experiences, opportunities, and environments from early life through very old age.

Age-Friendly Environments and Systems

Age-friendly approaches emerged in response to rapid population aging and growing recognition that physical, social, and institutional environments strongly influence health, independence, and participation in later life. The World Health Organization defines age-friendly environments as those that foster healthy and active ageing by enabling people to meet basic needs, remain mobile, build relationships, and contribute to community life regardless of age or ability [24].

The WHO Age-Friendly Cities Framework identifies key domains—such as housing, transportation, outdoor spaces, social participation, respect and inclusion, communication, and community support—that shape older adults' ability to age safely and meaningfully [24]. More recent global efforts, including the WHO's Decade of Healthy Ageing (2021–2030), emphasize embedding age-friendly principles across sectors, including health systems, housing, and social services [25].

Age-friendly features in homes and communities—such as universal design, safe mobility, proximity to services, and opportunities for social connection—are associated with better physical and mental health and a higher quality of life in later years [26]. Importantly, age-friendly work increasingly recognizes diversity among older adults, including differences in income, culture, health status, disability, and caregiving roles, and the need to design systems that reduce inequities rather than reinforce them [24].

Lifespan Perspectives on Aging

Lifespan approaches view aging not as a stage that begins in later life, but as a lifelong developmental process influenced by biological, psychological, social, and environmental factors that interact over time. Beliefs and expectations about aging form early in life through family, media, education, and culture and can shape health behaviors, cognitive functioning, and social participation across decades.

Negative views on aging are associated with poorer health outcomes, while more positive and flexible views are linked to better physical health, resilience, and longevity. Interventions aimed at improving aging outcomes cannot focus solely on older adulthood; they must also address education, work, health behaviors, and social inclusion earlier in life [27].

From a policy and planning perspective, a lifespan lens highlights the importance of continuity, ensuring that systems supporting education, employment, caregiving, housing, and health are designed to adapt as people move through longer, less linear life courses.

Connecting Age-Friendly and Lifespan Approaches

Age-friendly and lifespan approaches are understood as mutually reinforcing. Age-friendly communities and health systems address quality of life through the lens of older adults' needs. At the same time, lifespan-oriented policies aim to create conditions that improve aging outcomes for future generations.

Together, these approaches suggest that communities must both retrofit existing systems to support current older residents and redesign institutions—such as education, work, and housing—to reflect longer lives and changing roles over time. Addressing ageism and improving views on aging across the lifespan are critical to the success of both strategies, as social attitudes shape policy priorities, resource allocation, and individual behavior [27-28].

The Stanford Center on Longevity and the New Map of Life

The Stanford Center on Longevity is a leading example of a lifespan-oriented approach to aging. Through its *New Map of Life* initiative, the Center calls for rethinking education, work, health, housing, and social institutions to support lives that may span 100 years or more [29].

The *New Map of Life* frames longevity not as a challenge to be managed, but as an opportunity to redesign systems so people can live longer, healthier, more purposeful, and economically secure lives. Its work emphasizes cross-sector collaboration, intergenerational engagement, and design innovation to explore how factors such as physical environments, transportation, and climate conditions influence health and equity across the lifespan.

Implications for Community Planning and Policy

For communities, planners, and health systems, investing in age-friendly environments can improve safety, mobility, and social connection for older adults today, while adopting a lifespan perspective encourages earlier and more preventive investments that shape aging outcomes over time.

Together, age-friendly and lifespan approaches provide a comprehensive framework for planning that supports independence, inclusion, and well-being at every stage of life—an essential foundation for communities seeking to become more resilient, equitable, and prepared for demographic change.

Implications for Younger Generations

Age-friendly and lifespan approaches are particularly relevant for younger generations (Generation X, Millennials, and Generation Z), who are likely to live longer while navigating more complex, less linear life courses than previous generations. These cohorts are expected to experience multiple transitions across education, work, caregiving, and health over many decades, rather than following a single pathway from school to work to retirement [29]. At the same time, younger generations may be unaware of the impacts longer lives may have on employment and retirement [30].

Age-friendly design benefits these younger generations now, not only in later life. Walkable neighborhoods, reliable public transportation, accessible housing, green spaces, and inclusive public spaces can support the physical and mental health of young adults, families, and older residents alike. Framing age-friendly communities as suitable for all generations strengthens their relevance as long-term community investments rather than niche aging initiatives.

Lifespan research highlights that behaviors and conditions in early and mid-adulthood strongly influence health and functioning later in life. Younger generations today place a high value on health, well-being, and quality of life, with many prioritizing wellness, flexibility, and supportive environments when making decisions about work and place [31-33]. This orientation aligns with lifespan models that emphasize prevention and supportive environments as foundations for healthy aging.

At the same time, these generations face significant risks related to housing affordability, employment, student debt, and mental health stressors. Lifespan perspectives emphasize that such challenges accumulate over time, potentially leading to poorer aging outcomes if left unaddressed. Age-friendly, lifespan-informed planning therefore plays a critical role in mitigating long-term risk by investing early in housing stability, accessible transportation, social infrastructure, and inclusive economic opportunity.

Economic Participation Across the Lifespan

Beyond shaping physical environments and social infrastructure, age-friendly and lifespan approaches also call for rethinking how communities support work, income security, and economic participation across longer lives. Older adults aged 50 and above are increasingly turning to employment and entrepreneurship for financial stability, flexibility, and autonomy, patterns that signal how work is evolving across the lifespan. Self-employment rates rise sharply with age, from about 25% for workers aged 55–59 to 68% for those aged 75–79, often as independent contractors or small business owners, particularly among those with advanced degrees [34-35].

Programs like AARP Foundation's Work for Yourself@50+ and BACK TO WORK 50+ provide free workshops, coaching, and digital skills training to help older adults launch side hustles, freelance gigs, or businesses, addressing barriers like age discrimination and skill gaps. The Stanford Center on Longevity promotes redesigned employment and entrepreneurship models to support prosperity across extended lifespans [36-37]. This work underscores the need for policies fostering economic vitality and skills development across the lifespan.

The WHO–AARP Age-Friendly Initiative

The Age-Friendly Initiative led by the World Health Organization (WHO) and AARP is a coordinated global and national effort to help communities become better places to live as people age. The initiative focuses on improving the physical and social environments that shape daily life—such as housing, transportation, public spaces, and access to services—so that communities support the health, independence, and participation of residents of all ages [24][38].

The World Health Organization Age-Friendly Global Network

The WHO launched the Global Network for Age-Friendly Cities and Communities in 2010 in response to rapid population aging and urbanization worldwide. The network provides a shared

framework and learning platform for cities, counties, and regions committed to becoming more age-friendly. Membership represents a public commitment to engage residents, assess local conditions, and pursue continuous improvement rather than a one-time designation.

The WHO framework emphasizes 8 domains of livability:

- outdoor spaces and buildings,
- transportation,
- housing,
- social participation,
- respect and social inclusion,
- communication and information,
- civic participation, and
- community support and health services.

Together, these domains highlight how everyday environments and systems influence quality of life across the lifespan [24].

AARP's Role in the United States

In the United States, the AARP Network of Age-Friendly States and Communities serves as the official U.S. affiliate of the WHO Global Network. Established in 2012, the AARP network supports states, cities, counties, and towns in applying the WHO framework within local contexts. AARP provides technical assistance, planning tools, peer learning opportunities, and national coordination to help participating communities move from commitment to action [39].

As of 2025, more than 1,000 communities nationwide are enrolled, and nearly 40 percent of Americans live in a jurisdiction that has joined the AARP age-friendly network. This growth reflects increasing recognition that age-friendly planning is not solely about older adults, but about creating livable communities that support people across generations [40].

Membership Process and Continuous Improvement

Participation in the WHO–AARP Age-Friendly Initiative follows a structured, multi-year process centered on continuous improvement. Communities begin by adopting a formal resolution or executive action committing to age-friendly principles, which enrolls them in both the AARP Network and the WHO Global Network. Participating jurisdictions then assess local conditions using data, surveys, and community input; develop a multi-year age-friendly action plan; implement strategies; and monitor progress over time.

Communities are expected to report on progress and adjust strategies as conditions and needs evolve, reinforcing age-friendliness as an ongoing practice embedded in planning, policymaking, and service delivery rather than a standalone project [40].

Broader Impact

Communities participating in the WHO–AARP Age-Friendly Initiative report benefits that extend beyond older adults, including safer streets, more accessible housing, stronger social connections, and improved community well-being for different age groups. By designing environments and policies that anticipate aging and changing abilities, the initiative advances a more inclusive and resilient community model that supports residents throughout the life course.

Age-Friendly Santa Fe Initiative

The Age-Friendly Santa Fe initiative is a city-led effort to make Santa Fe a more livable and inclusive community for residents of all ages, with a particular focus on older adults. Led by the City of Santa Fe, the initiative is grounded in formal City Council action committing the City to the AARP Network of Age-Friendly States and Communities.

City Council Resolution and Five-Year Process

In 2024, the Santa Fe City Council adopted Resolution No. 2024-5, formally committing Santa Fe to becoming a more age-friendly city and to joining the AARP Network. The resolution directs the City to complete a structured five-year improvement process, including enrollment, a comprehensive community needs assessment, development of an Age-Friendly Action Plan, and ongoing implementation and evaluation [41].

Goals and Activities

The initiative's core goal is to ensure that residents can remain active, connected, and safely housed in their community as they age, while also improving conditions for younger residents and families. Key activities include community forums, a citywide survey, advisory engagement, and the development of a multi-year Age-Friendly Action Plan aligned with the eight domains of livability.

By participating in the AARP Network, Santa Fe receives Age-Friendly network support, peer learning opportunities, and national recognition, while committing to ongoing resident engagement and integration of age-friendly priorities into city planning and policy decisions.

Age-Friendly Assets of Santa Fe

Santa Fe benefits from a wide range of age-friendly programs and services provided by the City of Santa Fe, Santa Fe County, and community partners. The AARP Livability Index offers additional insight by highlighting both community strengths and areas for improvement related to age-friendliness.

City of Santa Fe Aging and Community Services

The City of Santa Fe's Department of Community Services provides citywide library, senior, youth, and family programs designed to improve the quality of life and increase access to resources across the lifespan. Through direct services, community facilities, and advisory bodies, the department supports residents' ability to remain connected, informed, and engaged in community life.

Department of Community Services

The Department of Community Services is organized into three primary divisions that serve as key access points for information, services, and community engagement. In addition to direct programming, the department provides staff support for boards, commissions, and initiatives that elevate resident voice and guide policy development:

- **Libraries Division:** Operates the City's public library system, offering lending collections, technology access, educational programming, and community learning spaces for residents of all ages. Libraries also function as inclusive community hubs that promote literacy, digital access, and informal social connection.
- **Senior Services Division:** Administers a citywide aging services system that supports independent living, health and wellness, transportation, social engagement, and volunteerism for older adults.
- **Youth and Family Services Division:** Operates youth programs and community centers that provide afterschool, summer, and enrichment activities, along with family supports that promote healthy development and community engagement.
- **Community advisory bodies and initiatives:** Provides staff support for boards and commissions such as the Children and Youth Commission, Human Services Committee, Immigration Committee, Veterans Advisory Board, Women's Commission, and the Mayor's Youth Advisory Board, as well as initiatives like CONNECT that link residents to services and elevate community voice.

Division of Senior Services

The Division of Senior Services operates a coordinated network of programs designed to help older adults remain active, connected, and living safely in their homes and communities. Services are generally available to residents age 60 and older, with some volunteer programs

open to adults age 55 and older. Most services are offered at no cost, with suggested donations. Core functions include:

- Supporting independent living through nutrition services, transportation, in-home and respite services, and case assistance
- Promoting healthy aging through fitness, health promotion activities, and preventive screenings
- Reducing social isolation through senior center–based activities, special events, and friendly visiting or companion programs
- Mobilizing older adults as community assets through structured volunteer programs, including AmeriCorps Seniors

Senior Centers

Senior Services operates three senior centers that serve as key access points for programs, meals, transportation connections, and community life. These centers provide congregate meals, social and recreational activities, and referrals to additional supports:

- Luisa Senior Center
- Mary Esther Gonzalez (MEG) Senior Center
- Pasatiempo Senior Center

Senior Services Programs

Senior Services programs are designed to support aging in place, social connection, and overall well-being. Key program areas include:

- **Nutrition services:** Congregate meals at senior centers and home-delivered meals for homebound residents, supporting nutrition, socialization, and independence.
- **Transportation:** Senior-focused transportation services linked to senior centers, supporting access to meals, health care, activities, and essential services.
- **Health promotion and wellness:** Fitness and recreation programs, health promotion activities, and screenings that support strength, balance, mobility, and disease prevention.
- **Recreation, education, and social activities:** Classes, cultural and educational activities, games, special events, and Senior Olympics opportunities that foster social connection and active aging.
- **Benefits counseling and information and referral:** Assistance navigating benefits and services, along with outreach to connect older adults with community resources.
- **Respite care and home management:** Limited respite and home management services that support family caregivers and help older adults remain at home.
- **Senior Scene newsletter:** A free monthly publication that explains how to access senior services, lists activities, and shares program updates.

Together, these programs function as essential components of the community's long-term care system, complementing medical and residential services while emphasizing independence and participation.

Volunteer and Civic Engagement Programs

Senior Services also administers AmeriCorps Seniors volunteer programs that both support older adults and engage them as contributors to the community. Volunteer opportunities include:

- **Retired Senior Volunteer Program (RSVP):** Connects adults age 55 and older with volunteer placements that address local needs such as food distribution, education support, environmental projects, and emergency preparedness.
- **Foster Grandparent Program (FGP):** Engages older adults as mentors and tutors for children and youth, providing academic and social support in schools and community settings.
- **Senior Companion Program (SCP):** Supports income-eligible volunteers age 55 and older who serve as companions to homebound or isolated older adults, offering emotional support and basic assistance.
- **Care Companion Program (CCP):** Places volunteers of all ages to provide regular social visits and engagement for residents in long-term care communities.

These programs extend the reach of Senior Services while strengthening intergenerational connections.

Santa Fe County Senior Services

Santa Fe County operates a separate senior services system serving adults age 60 and older in unincorporated areas of the county, with some facilities located within or near city limits. County services are distinct from the City of Santa Fe's Division of Senior Services.

County programs are delivered through five senior centers that offer congregate and home-delivered meals, door-to-door transportation, fitness and wellness activities, arts and educational programs, and service navigation through CONNECT. Programs are generally free or donation-based for eligible residents.

Age-Friendly Community Resources and Programs

In addition to City and County services, Santa Fe is supported by a broad ecosystem of nonprofit organizations, health systems, educational institutions, and community-based programs that contribute to age-friendly conditions. These resources play an essential role in supporting older adults, caregivers, and families across health, housing, caregiving, social connection, and lifelong learning. The lists below are not comprehensive but illustrate the range of programs and services that strengthen Santa Fe's age-friendly capacities.

Health and Caregiving

Organizations in this category provide medical, caregiving, and dementia-related services that support aging in place, caregiver well-being, and quality of life.

- Age Friendly Senior Care (home care for individuals with memory loss)

- Alzheimer's Association New Mexico Chapter (Alzheimer's and dementia education and resources)
- CHRISTUS St. Vincent Center for Healthy Aging (Age-Friendly Health System)
- Life Circle (adult day services and dementia support)
- Scott's House (hospice and end-of-life care)
- The Memory Care Alliance (caregiver and dementia support services)
- Sun and Moon Eldercare (care coordination and navigation)
- Crossroads Aging Care Professionals (life care management)

Service Navigation and Information

These organizations help residents and caregivers understand, access, and coordinate available services across systems.

- CONNECT 211 (City of Santa Fe and United Way of North Central New Mexico)
- Santa Fe County CONNECT (service navigation and referrals)
- Aging and Disability Resource Center (ADRC)
- North Central New Mexico Economic Development District (Non-Metro Area Agency on Aging)
- Santa Fe Eldercare Network (network of professionals serving Santa Fe elders)
- SHARE New Mexico (community information database)

Nutrition, Housing, and Basic Needs

Programs in this category address food security, housing stability, and essential supports that enable older adults to remain safely in their homes and communities.

- Bienvenidos Outreach (food pantry and elder support)
- REunity Resources (senior food programs, farm stand access, and community gardens)
- Housing Trust Fund of Santa Fe (affordable housing, including senior housing)
- Be The Blessing Nonprofit (assistance for seniors and veterans)
- Salvation Army Santa Fe Corps (Love the Elderly program)

Physical Activity, Wellness, and Fall Prevention

These programs promote physical health, mobility, and fall prevention through targeted and accessible activities.

- Punching Out Parkinson's Santa Fe (exercise programs for individuals with Parkinson's disease)
- Villages of Santa Fe (fall prevention, fitness, and aging-in-place supports)

Education, Civic Life, and Intergenerational Support

Organizations in this category support lifelong learning, civic engagement, and intergenerational connections that strengthen social participation.

- Santa Fe Community College (lifelong learning and caregiver training)
- Santa Fe Community Foundation (funding and capacity-building for senior-serving nonprofits)
- Silver Horizons (support for grandparents raising grandchildren)
- Youth Works Santa Fe (youth employment, counseling, and intergenerational services)
- Somos Un Pueblo Unido (advocacy supporting immigrant and worker rights)
- Santa Fe Indigenous Center (culturally responsive services for Indigenous elders)
- Turquoise Trail Charter School (community-based education and opportunities for intergenerational engagement)

Together, these organizations complement City and County services and reflect Santa Fe's broader commitment to supporting aging in place, caregiver resilience, cultural responsiveness, and social connection across the lifespan.

AARP Livability Index

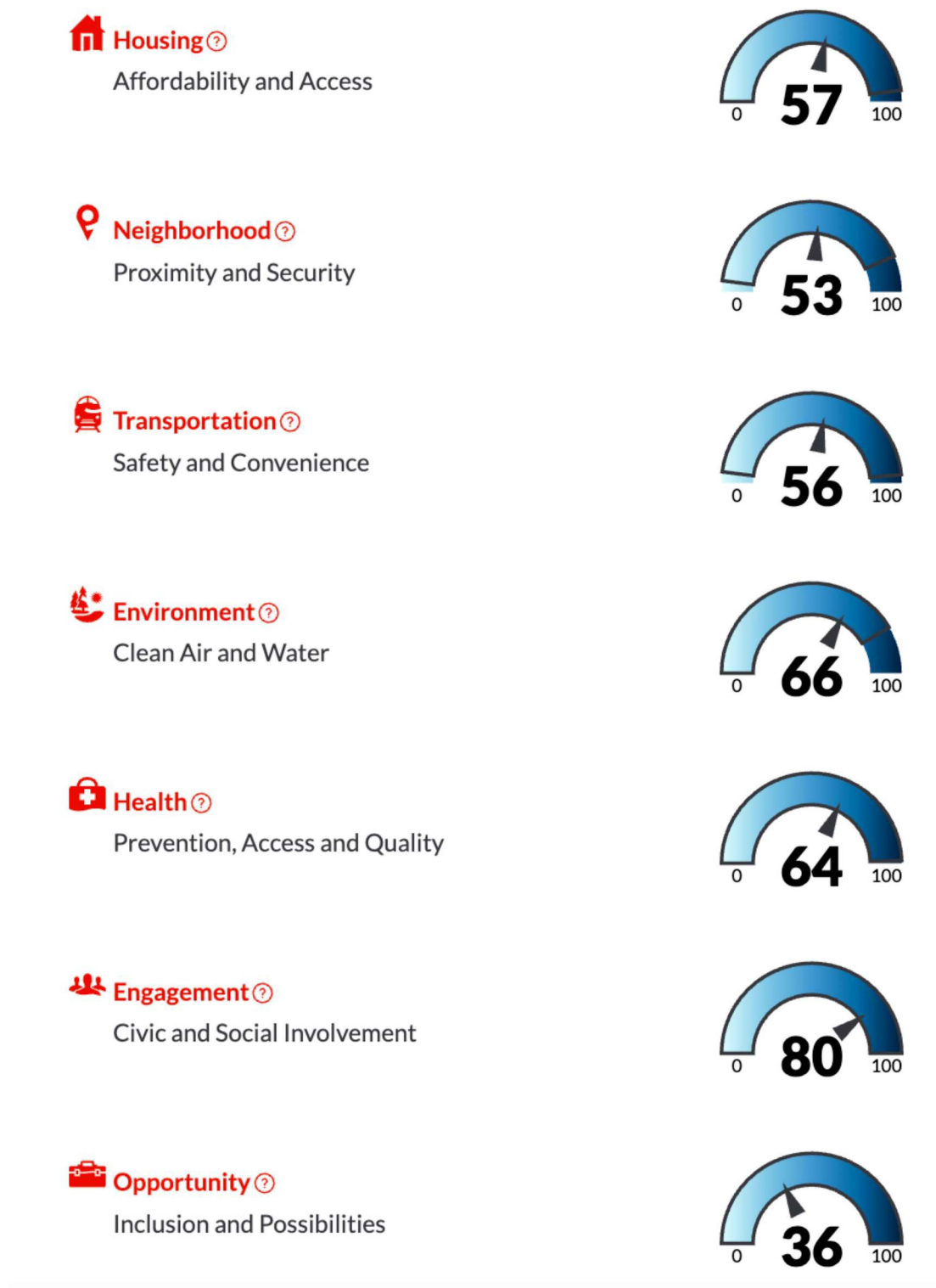
The AARP Livability Index evaluates communities on a 0–100 scale across seven categories: Housing, Neighborhood, Transportation, Environment, Health, Engagement, and Opportunity. Santa Fe earns an above-average overall score of 59, though affordability and safety remain ongoing challenges.

Figure 1 AARP Livability Index Overall Score, Santa Fe, New Mexico



The city performs strongest in Engagement (80), reflecting broad access to cultural arts, entertainment, and competitively priced internet. Santa Fe also scores well in Environment (66), supported by generally healthy air quality. Housing receives a mid-range score (57), shaped by the presence of subsidized housing alongside housing costs that exceed the national average. Opportunity is the lowest-rated category (36), driven by limited age diversity and higher levels of income inequality. The Neighborhood score (53) reflects a mixed picture, balancing strong access to libraries and parks with an above-average crime rate.

Figure 2 AARP Livability Index Scores Santa Fe, New Mexico



Needs Assessment and Community Engagement

The Age-Friendly Santa Fe initiative is grounded in comprehensive community engagement and a systematic needs assessment process. The initiative gathered input from residents, community partners, and service providers to inform Santa Fe's Age-Friendly Action Plan. This needs assessment included a community survey, listening sessions, workshops, and community forums, along with insights from advisory committee members and organizational leaders working across aging, housing, transportation, health, and community services.

Core Project Team

The needs assessment was led by a small core project team composed of the Director of Community Services, the Director of Senior Services, and a contracted Project Manager. This team met regularly to plan, coordinate, and oversee the assessment process.

Advisory Committee

The core project team organized an Age-Friendly Santa Fe Advisory Committee to support the community needs assessment and development of the Age-Friendly Action Plan. The committee comprised leaders and community members from various City departments and community organizations. Members met virtually throughout 2025 and provided input on Santa Fe's age-friendliness across AARP's 8 Domains of Livability, helped identify existing strengths and areas for improvement, and offered guidance on community engagement efforts, including the survey, listening sessions, workshops, and community forums.

Table 3 Age-Friendly Santa Fe Advisory Committee

Age-Friendly Santa Fe Advisory Committee	
Member	Name of Organization
Gary Williams	AARP New Mexico
David Fresquez	Age-Friendly Senior Care
Kathleen Tunney	CHRISTUS St. Vincent Regional Medical Center
Manuel Sanchez	City of Santa Fe Division of Senior Services
Maria Tucker	City of Santa Fe Department of Community Services
Johanna Nelson	City of Santa Fe Economic Development
Kathylene Gish	City of Santa Fe Mayor's Committee on Disability
Margaret Neill	City of Santa Fe Public Library
Julie Sanchez	City of Santa Fe Youth and Family Services
Jennifer Nevarez	CommUNITY Learning Network
Daniel Lopez	Designated ADA Coordinator, Equity and ADA Manager
Kevin Bowman	Human Rights Alliance
Matilda Byers	Santa Fe County Seniors Services
Erick Aune	Santa Fe Metropolitan Planning Organization (MPO)
Ann Church	Villages of Santa Fe
Andrew West	Age-Friendly Santa Fe Project Manager

In addition to the Advisory Committee meetings, the core project team also met with other community leaders and organizational representatives to gather additional perspectives. Together, this input complemented resident feedback and helped inform the priorities, goals, and strategies in the Age-Friendly Action Plan.

Community Engagement Process

Residents were engaged to understand what supports living and aging well in Santa Fe and to inform the development of the Age-Friendly Action Plan. Multiple opportunities for input were provided, including a survey, listening sessions, workshops, and community forums. All materials and activities were available in English and Spanish, with interpretation provided at in-person events.

Information about the Age-Friendly Santa Fe initiative and opportunities to participate were shared through multiple channels, including:

- The Age-Friendly Santa Fe website
- Newsletters and email announcements
- Flyers distributed in City buildings and facilities
- Senior Scene newsletter (print and online)
- Community partner networks and email lists

Community partners—particularly organizations working closely with Spanish-speaking residents—supported outreach by sharing bilingual and Spanish-language invitations.

Community Survey

The initiative developed an abbreviated survey based on the AARP Age-Friendly Community Survey. The survey was available in English and Spanish. Residents could complete the survey:

- Online through the City's Age-Friendly website
- In paper form at all City senior centers and public libraries

The survey was promoted through newsletters, flyers, email lists, and community outreach activities. Spanish-language paper surveys were also distributed in person at an event hosted by community partner Somos Un Pueblo Unido.

Listening Sessions

Listening sessions were small-group conversations in which residents shared perspectives on what supports quality of life in Santa Fe and what could be improved as people age. Sessions focused on topics aligned with AARP's 8 Domains of Livability and were held at the City's three senior centers.

Sessions were conducted in English with Spanish interpretation available. Flyers and invitations were hand-delivered to residents living near affordable housing units at the Luisa and

Pasatiempo centers. One listening session, planned to be conducted entirely in Spanish in partnership with Somos Un Pueblo Unido, had no attendees.

Workshop Series

A four-part workshop series was hosted at Santa Fe Public Library locations and focused on skills that support aging well. Each workshop lasted approximately 90 minutes and included a presentation followed by group discussion. Participants shared ideas about how Santa Fe can better support residents as they age. Workshops were held in English with Spanish interpretation available.

Community Forums

Six community forums were held later in the process to share findings from the survey, listening sessions, and workshops. Residents were invited to respond to early findings and provide feedback on draft goals and strategies for the Age-Friendly Action Plan. Forums were held at City library locations and senior centers and were conducted in English with Spanish interpretation available.

Language Access and Inclusion

Language access was prioritized throughout the engagement process. All outreach materials and surveys were available in English and Spanish, and Spanish interpretation was provided at listening sessions, workshops, and community forums. Community partnerships supported targeted outreach through Spanish-language communications and in-person engagement.

How Community Input Was Used

Information from the survey, listening sessions, workshops, and community forums was reviewed together to identify common themes, shared priorities, and key concerns. Community forums provided residents with an opportunity to respond to preliminary findings and help refine ideas. Together, this input informed the Age-Friendly Action Plan's priorities, goals, and strategies.

Table 4 Needs Assessment Participation

Event Participation	
Engagement Activity	Participants
Workshops	113
Listening Sessions	92
Community Forums	75
Total Participation*	280
Unique Participants	260

Survey Participation	
Paper Surveys	68
Online Surveys	494
Spanish Surveys	16
English Surveys	546
Total Surveys	562

* Note: Some residents took part in more than one activity.

Needs Assessment Results

Survey Results

Response results for all survey questions are provided in **Appendix B: Age-Friendly Santa Fe Survey Results**.

Table 5 Summary of Survey Results

Summary of Survey Results	
Topic Area	Key Findings
Perceptions of Aging in Santa Fe	67% rated Santa Fe as a good or very good place to age - Average rating: 3.12 (Good)
Aging in Place & Independence	- Over 90% rated staying in their home as important or very important - Over 90% rated living independently as important or very important 73% rated staying in Santa Fe as important or very important
Housing Situation & Needs	83% reported owning their home; 16% reported renting 39% reported home repairs / modifications would be helpful
Transportation & Mobility	88% reported having reliable transportation 94% primarily drive themselves - Smaller shares reported walking, biking, ride services, or public transit
Social Connection (Frequency)	94% reported regular communication with family, friends, or neighbors 75% reported social interaction at least three days per week 55% expressed interest in additional social or volunteer opportunities
Social Connection (Where People Connect)	- Respondents connected through gyms, support groups, faith-based organizations, and community centers - Many described informal connections through friends, family, work, and volunteering - A smaller group reported limited or no social connection
Information Access & Technology Use	93% reported daily internet use 97% use smartphones; 95% email; 91% text messaging - Common sources included newspapers, personal networks, social media, and libraries
Use of City Resources	90% reported using Santa Fe libraries 38% reported using recreation centers 18% reported using senior centers
Employment & Financial Resources	50% reported being fully retired 62% were unsure whether sufficient financial wellness resources are available
Respondent Demographics	- Average age: 68 71% identified as female 76% identified as White; 15% Hispanic

Survey results indicate that most respondents view Santa Fe as a good place to age, report strong social connections, and use technology frequently. At the same time, housing stability, independence, and transportation emerged as central priorities, with many respondents identifying home repairs, accessibility modifications, and reliable mobility as important to aging in place. While most respondents reported good health and regular social interaction, gaps between the importance of key livability domains—particularly healthcare, housing, transportation, and employment—and current community conditions suggest areas for improvement. Together, these findings highlight both strong community assets and persistent structural challenges that informed the focus areas and strategies outlined in the Age-Friendly Action Plan.

Priority livability domains were identified by comparing resident ratings of importance and current quality for each domain. Domains with the most significant gaps—those rated as highly important but lower in quality—were prioritized for this action plan.

Table 6 Survey Results - Domains of Livability Ratings and Scores

Survey Results – Domains of Livability Ratings and Scores	
Topic Area	Key Findings
Most Important Livability Domains	• Healthcare • Feeling valued across ages • Safety • Access to information
Lowest Rated Livability Domains	• Housing • Transportation • Employment • Healthcare
Priority Domains	• Largest gaps between importance and current conditions were in ○ Healthcare ○ Transportation ○ Housing ○ Employment

Select Charts and Graphs of Survey Results on the Livability of Santa Fe

Figure 3 Domains of Livability Importance Scores

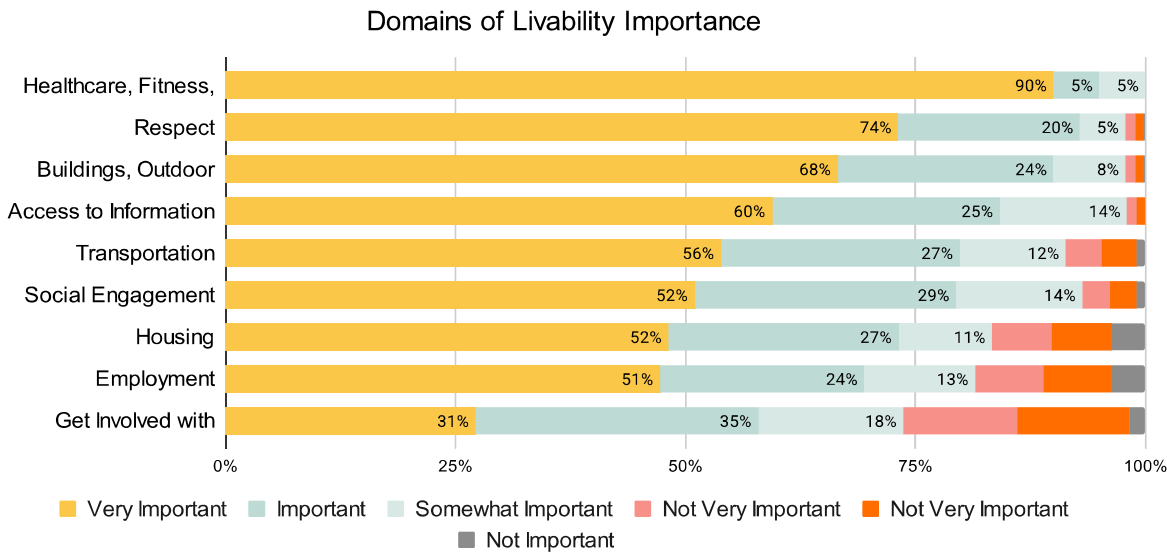


Figure 4 Domains of Livability Current Ratings

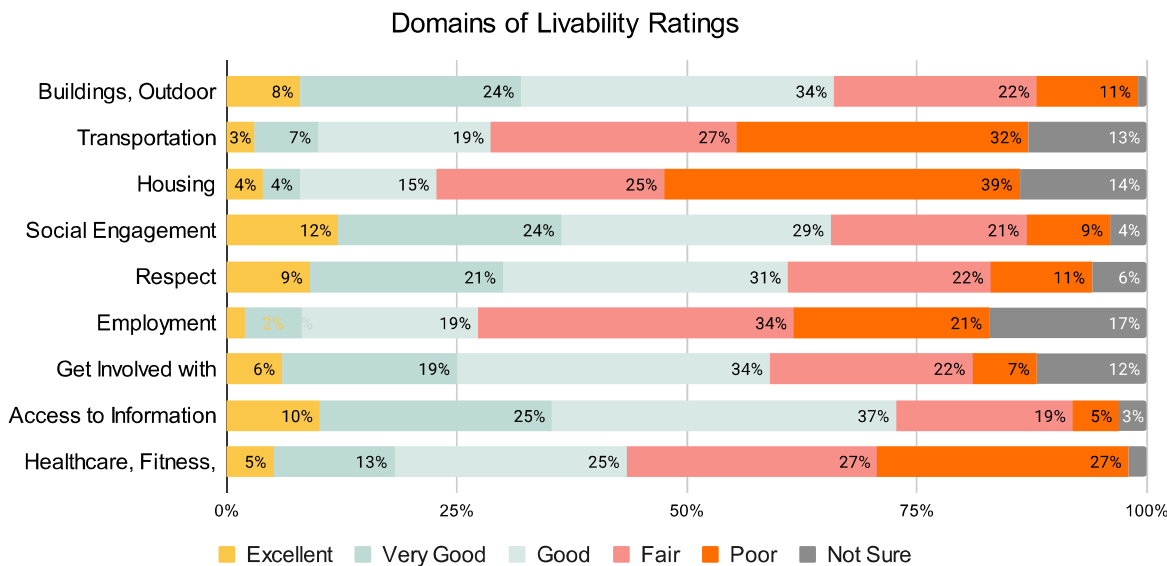


Table 7 & Figure 5 Ratings of Santa Fe as a Place to Age Well

How would you rate Santa Fe as a place to live as someone ages .	n	%
Good	209	37%
Very Good	168	30%
Fair	123	22%
Excellent	40	7%
Poor	28	5%
No Response	8	
Average Score	3.12	

How would you rate Santa Fe as a place to live as someone ages?

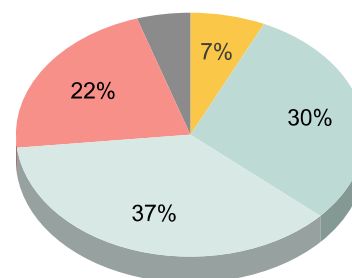
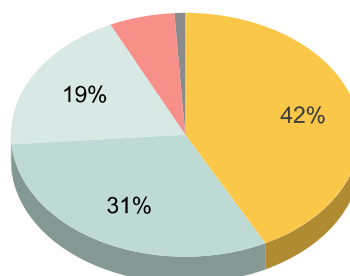


Table 8 & Figure 6 Importance of Staying in Santa Fe

How important is it for you to stay in Santa Fe as you age .	n	%
Very important	237	42%
Important	175	31%
Somewhat important	104	19%
Not very important	35	6%
Not important at all	8	1%
No Response	17	
Average Score	4.07	

● Excellent ● Very Good ● Good ● Fair ● Poor

How important is it for you to stay in Santa Fe as you age?



● Very important ● Important ● Somewhat important
● Not very important ● Not important at all

Key Themes from Listening Sessions, Workshops, and Community Forums

Table 9 Summary of Listening Session, Workshop, and Community Forum Results

Summary of Listening Session, Workshop, and Community Forum Results	
Theme	Key Concerns Raised by Participants
1. Moving Through the City Feels Increasingly Hard and Risky	• Unsafe street crossings, especially on major corridors • Fast-moving traffic and driver behavior that feels dangerous • Uneven, missing, or poorly maintained sidewalks • Poor or inconsistent lighting and affecting comfort and safety of public spaces
2. Transportation Is the Link Between Resources and Daily Life	• Difficulty scheduling rides, especially with advance notice requirements • Bus routes and schedules that do not align with daily needs • Limited flexibility for same-day or spontaneous trips • Reliance on neighbors or informal help when systems fall short
3. Housing Works Best When It Is Affordable and Close to Daily Needs	• Limited affordable housing near healthcare, groceries, and services • Rising costs affecting long-term residents' ability to remain in place • Impacts of second homes and short-term rentals on availability • Difficulty aging in place when housing is far from resources
4. Access to Santa Fe's Cultural Life Is Uneven for Full-Time Residents	• Limited parking near cultural sites and downtown • Limited parking availability for residents/those with mobility needs • Cultural areas perceived as oriented toward tourists • Tension between full-time residents and seasonal residents
5. Staying Connected Requires Energy, Access, and Opportunity	• Transportation and safety barriers limiting participation • Health limitations affecting ability to engage regularly • Isolation among some residents who remain disengaged
6. Being Active Is Essential, but Not Always Easy	• Limited access to pools, gyms, and recreation facilities • Transportation and distance barriers to physical activity • Safety concerns limiting walking and outdoor movement • Inconsistent availability of programs or staffing
7. Access to Information and Communication Is Unclear and Inconsistent	• Limited awareness of available programs and services • Confusion about where to find accurate information • Lack of clear follow-up when concerns are reported • Reliance on libraries, newsletters, staff, and word-of-mouth
8. People Feel Heard in These Conversations, but Less So Elsewhere	• Few opportunities outside these sessions to share concerns • Uncertainty about whether input leads to action • Difficulty navigating city processes and decision-making • Sense of distance between residents and formal systems

Across listening sessions, workshops, and community forums, participants described how mobility, housing, and access shape daily life and independence in Santa Fe. Safety concerns related to traffic speed, pedestrian infrastructure, lighting, and noise were frequently raised, influencing where people go, when they go out, and whether they feel comfortable participating in community life.

Transportation emerged as a central connecting factor rather than a standalone issue. Participants emphasized that access to food, healthcare, cultural activities, social connections, and physical activity depends on reliable and flexible transportation. When systems do not align with daily needs, residents rely on informal support, plan far in advance, or opt out of activities altogether.

Housing was discussed primarily in terms of affordability and proximity to daily needs. Participants described the ability to live near healthcare, grocery stores, parks, libraries, and cultural spaces as essential to aging in place and maintaining independence. Rising housing costs, second homes, and short-term rentals were cited as factors limiting stable housing options for full-time residents.

Participants also highlighted the importance of social connection, physical activity, and access to information. While Santa Fe offers valued cultural, recreational, and community assets, barriers related to safety, transportation, health limitations, and uneven access can limit participation. Libraries, trusted staff, newsletters, and in-person conversations were consistently identified as reliable sources of information. At the same time, many expressed frustrations with unclear processes and limited follow-up when concerns are raised. Despite these challenges, participants valued the opportunity to be heard through the engagement process and expressed a desire for more consistent avenues for resident input.



Key Insights from Advisory Committee, Resource Providers, and Community Leaders

Input from advisory committee members, resource providers, and community leaders highlighted that Santa Fe offers many programs and services that support aging well. Still, these efforts are often experienced as fragmented rather than as a coordinated system. Limited visibility across organizations and inconsistent coordination make it difficult for residents to understand how resources connect or how support evolves across different life stages.

Table 10 Insights from Advisory Committee, Resource Providers, and Community Leaders

Insights from Advisory Committee, Resource Providers, and Community Leaders	
Theme	Key Insights
Fragmentation of Services, Resources, and Networks	• Services operate across many organizations with limited coordination • Providers often lack visibility into one another's work • Residents experience support as disconnected rather than system-based
Awareness and Navigation as Central Barriers	• Services exist but are not consistently visible to residents • Navigation pathways are unclear or informal • Access often depends on personal networks or timing
Transportation as the Link Between Services, Housing, and Daily Life	• Transportation determines practical access to services and opportunities • Mobility challenges affect work, caregiving, health, and participation • Transportation efforts are not always connected to other systems
Housing, Location, and Access Are Inseparable	• Housing stability depends on affordability, location, and connectivity • Rising costs and limited supply affect residents across life stages • Short-term rentals and cost of living increase instability and homelessness risk
Existing Platforms Offer Untapped Potential for Connection	• Trusted tools and institutions already exist • These platforms reach residents across ages and life circumstances • Their role as shared entry points is not consistently reinforced
Communication and Coordination Shape How Systems Are Experienced	• Inconsistent communication leads to gaps and confusion • Coordination relies on informal relationships • Systems function better individually than collectively
Disability, Accessibility, and Inclusive Services Shape Daily Life	• Accessibility benefits people of all ages and abilities • Inclusive design supports independence and participation • Inconsistent accessibility limits engagement and increases isolation
Aging as a Lifespan Experience	• Aging is shaped by everyday systems, not age alone • The same systems affect families, workers, caregivers, and businesses • A lifespan lens highlights shared community impacts

Across discussions, awareness and navigation emerged as central barriers to access. Services were generally viewed as valuable once found, but information about them does not consistently reach residents in clear or predictable ways. Access often depends on personal networks,

informal referrals, or timing, underscoring the importance of improving communication and coordination across City efforts and community partners.

Transportation and housing were consistently identified as foundational systems shaping access to daily life. Reliable transportation determines whether residents can reach healthcare, work, education, and community activities, while housing stability depends on affordability, location, and proximity to services. Participants emphasized that inclusive design, accessibility, and trusted information platforms—such as libraries and CONNECT Santa Fe—play a critical role in supporting participation across ages and abilities. Together, these insights reinforce the importance of addressing aging as a lifespan issue shaped by everyday systems, informing the focus areas and strategies of the Age-Friendly Action Plan.



Age-Friendly Santa Fe Action Plan Focus Areas

The following focus areas identify the key conditions that shape residents' ability to live and age well in Santa Fe and serve as the foundation for the Action Plan's goals and strategies.

Table 11 Focus Areas to Ground Age-Friendly Santa Fe Action Plan Goals and Strategies

Focus Areas to Ground Age-Friendly Santa Fe Action Plan Goals and Strategies	
Focus Area	Why This Matters
Transportation	• Transportation supports independence by determining whether residents can access healthcare, housing, social activities, and essential services as mobility needs change.
Housing	• Stable and affordable housing is critical to aging well, as cost, accessibility, and location affect health, safety, and the ability to stay connected to the community.
Communication & Information	• Clear and coordinated communication helps residents understand how to find and use services and resources, especially during times of transition or increased need.
Social Engagement & Participation	• Social engagement and participation support well-being by fostering connection, belonging, and involvement in community life, which are important for health and quality of life at all ages.
Health & Wellness	• Health and wellness are central priorities for residents and are closely connected to transportation, housing stability, and opportunities for social engagement.
Safety & Public Spaces	• Safe and accessible public spaces influence residents' confidence, mobility, and willingness to participate in community life.

The focus areas for Santa Fe's Age-Friendly Action Plan were developed by synthesizing findings from the full needs assessment process, including the community survey, listening sessions, workshops, and input from community partners, service providers, community leaders, and the Age-Friendly Santa Fe Advisory Committee. Rather than relying on a single source, the initiative identified patterns that appeared consistently across the needs assessment.

The selected focus areas reflect the conditions that most influence residents' ability to live and age well in Santa Fe. They represent interconnected aspects of daily life that shape independence, access to services, social connection, and participation in the community. Challenges in one area—such as transportation—often affect others, including access to healthcare, housing options, and opportunities for engagement.

Together, these focus areas provide a clear framework for organizing the Action Plan's goals and strategies and for responding to the priorities identified by residents and community partners to improve age-friendliness in Santa Fe.

Age-Friendly Santa Fe Action Plan

Mission, Values, and Guiding Principles

Mission

The purpose of this Action Plan is to advance a coordinated, all-ages approach to aging well by aligning City policies, programs, and partnerships; elevating Senior Services as a strategic partner in City governance; and leveraging existing City efforts to create inclusive, accessible, and connected communities for residents across the lifespan.

Values

Aging Is a Lifespan Experience

Aging is a continuous process that affects all residents. Planning for aging well means creating conditions that support people at every stage of life, not only in older adulthood.

Inclusion and Accessibility Are Essential

Age-friendly, ability-friendly, and family-friendly design, communication, and services are fundamental to participation, safety, and well-being for individuals, families, and communities.

Coordination Strengthens Impact

Meaningful progress is achieved by aligning efforts across departments, organizations, and initiatives rather than working in isolation or duplicating services.

Community Knowledge Matters

The lived experience of residents, families, business owners, workers, caregivers, and service providers is essential to understanding needs, identifying gaps, and shaping effective strategies.

Senior Services Is a Strategic Asset

The Division of Senior Services plays a critical role not only in service delivery but in advocacy, capacity building, and collaboration across the City and community partners.

Guiding Principles

Apply an All-Ages Lens

Consider how policies, programs, and investments support people now and as they age, with attention to continuity, prevention, and adaptability over time.

Build on Existing Work

Leverage current City plans, programs, and partnerships whenever possible, strengthening alignment and avoiding unnecessary duplication.

Integrate Early

Include age- and ability-inclusive considerations at the earliest stages of planning, design, and decision-making.

Strengthen Collaboration and Shared Responsibility

Promote partnerships across City departments, community organizations, and residents, with shared ownership of goals and outcomes.

Improve Navigation and Clarity

Prioritize strategies that make information easier to find, services easier to access, and systems easier to understand.

Support Sustainable Capacity

Advance approaches that are realistic, scalable, and sustainable, strengthening long-term capacity rather than short-term solutions.

These mission, values, and principles are the foundation for the goals, strategies, and actions outlined in this plan. They are intended to guide decision-making, promote alignment across City efforts, and support a consistent, all-ages approach to the quality of life for Santa Fe residents.

The following goals translate community priorities into coordinated strategies and actions. Goals define intended outcomes, strategies describe how the City will respond, and actions identify priority areas for implementation.

Implementation of these strategies and actions will be led through collaboration among the Age-Friendly Advisory Committee or Task Force, the Department of Community Services, and the Division of Senior Services. Specific roles, responsibilities, timelines, and success indicators are detailed in the implementation tables provided in Appendix A Age-Friendly Santa Fe Action Matrix.

These goals, strategies, and actions are an initial roadmap for advancing age-friendly priorities. As implementation proceeds, the initiative may pivot, refine, or adopt new strategies in response to continued community engagement, evaluation, and changing conditions.

Cross-Cutting Strategies

1. Establish shared leadership and resident involvement to guide the implementation of the Age-Friendly Action Plan.
2. Position Senior Services as a coordinating and advocacy hub across City initiatives and programs.
3. Integrate age-friendly, ability-friendly, and family-friendly priorities into existing City plans, programs, and partnerships.
4. Strengthen communication, engagement, and feedback loops across City and community partner systems.

Cross-Cutting Actions

Governance and Infrastructure

- Establish an Age-Friendly Advisory Committee or Task Force to guide implementation, incorporate ongoing community input, and report progress to City Council.
- Explore the creation of a dedicated age-friendly and community engagement staff position within Senior Services or Community Services.

Engagement and Input

- Host regular meetings, workshops, and community conversations focused on domain-specific areas of livability.
- Use senior centers, libraries, and community venues as consistent access points for gathering age-friendly community input.
- Establish a clear pathway for resident input to flow from the aging services network through Community Services to the Advisory Committee or Task Force, and then to the City Council.

Planning and Coordination

- Engage City planning processes to ensure age-friendly considerations are incorporated.
- Integrate age-friendly language and principles into City plans, policies, and reports.
- Position Senior Services as a strategic planning partner to support coordination across the City.



Transportation Goals, Strategies, and Actions

Goal

Improve transportation options so residents of all ages can reliably and safely get to healthcare, services, work, social activities, and community events.

Strategies

1. Apply an age- and ability-inclusive approach to transportation planning and services.
2. Use resident transportation experience to inform planning and decision-making.
3. Improve access to transportation services and key destinations.
4. Coordinate transportation efforts across the City and regional partners.

Summary of Priority Actions

- Engage transportation planning bodies to incorporate age-friendly, ability-friendly, and family-friendly community insights.
- Increase community participation in the planning and evaluation of transportation plans and initiatives.
- Host transportation-specific listening sessions and information events.
- Identify gaps in parking availability, routes, hours, and destinations within City transportation services.
- Improve access to cultural, recreational, and community destinations through City transportation services.
- Promote awareness and use of City transportation and infrastructure reporting systems.
- Improve coordination with transit providers.
- Promote awareness of safety, sidewalk, lighting, and street issue reporting mechanisms.



Housing Goals, Strategies, and Actions

Goal

Support housing conditions and options that allow residents to remain safely, affordably, and comfortably in their homes and neighborhoods throughout different stages of life.

Strategies

1. Integrate and strengthen age-friendly, aging-in-place, and accessibility considerations into existing housing planning, operations, and initiatives.
2. Use resident housing experience to inform housing and land-use decisions.
3. Improve access to housing resources and supports.
4. Support housing stability and safety across the lifespan.

Summary of Priority Actions

- Engage housing planning bodies to integrate age-friendly, ability-friendly, and family-friendly community insights.
- Increase community participation in housing and land-use planning and evaluation processes.
- Host housing-specific listening sessions and information events.
- Improve and expand awareness of City housing resources, programs, and affordable housing initiatives.
- Educate developers, landlords, and property and land organizations on age-friendly and universal design principles and related policies.



Communication and Information Goals, Strategies, and Actions

Goal

Make it easier for residents to find, understand, and navigate information about services, programs, and community resources across the city.

Strategies

1. Coordinate how information is shared across the aging services and community services networks.
2. Improve resident utilization and navigation of City and community partner resources.
3. Strengthen follow-through and transparency in communication.

Summary of Priority Actions

- Build and maintain an Age-Friendly website that serves as a centralized clearinghouse for age-friendly resources, programs, and services.
- Develop and distribute printed, paper-based Age-Friendly information and resource guides to ensure access for residents who face barriers to digital tools or online information.
- Launch an Age-Friendly commitment and recognition program for organizations and businesses.
- Improve information sharing and cross-promotion across the aging services network.
- Create and maintain a coordinated Age-Friendly calendar of events.
- Strengthen promotion and integration of CONNECT 211 across City, County, and community partner services.
- Plan, organize, and host an annual Age-Friendly fair or community event.
- Add a regular Age-Friendly feature to the *Senior Scene* newsletter.
- Improve and expand the City's use of bilingual information and resources.
- Improve and expand collaboration with organizations serving Spanish- and Native-language-speaking community members.



Health and Wellness Goals, Strategies, and Actions

Goal

Strengthen access to healthcare, wellness, and preventive services that support physical, mental, and social well-being across the lifespan.

Strategies

1. Promote healthy aging and a lifespan approach to well-being
2. Use City senior centers and libraries as hubs for intergenerational wellness and learning.
3. Improve access to health, caregiving, and health-prevention resources.
4. Support active and engaged living, independence, and social well-being.

Summary of Priority Actions

- Offer workshops on healthy aging and intergenerational topics.
- Design and facilitate trainings for City leaders and staff on aging, ageism, and lifespan approaches.
- Expand intergenerational wellness, technology, and learning programming at City senior centers.
- Expand educational, social, and health and wellness programming at City senior centers.



Social Engagement and Participation Goals, Strategies, and Actions

Goal

Strengthen social connection, belonging, civic participation, and economic engagement so residents of all ages feel valued, connected, and able to contribute to community life.

Strategies

1. Strengthen social connection and participation across the lifespan.
2. Use Senior Services and partners to connect residents to opportunities.
3. Expand intergenerational engagement and shared community life.
4. Support work, volunteering, and entrepreneurship as forms of participation.

Summary of Priority Actions

- Expand intergenerational programming through libraries and schools.
- Support older adult entrepreneurship and workforce participation through City- and community-partner initiatives.
- Strengthen the role of senior centers as hubs for connection and participation.
- Engage community partner organizations to increase community awareness and understanding of diverse family structures.
- Improve and expand coordination of the City and community partner volunteer networks.



Safety and Public Spaces Goals, Strategies, and Actions

Goal

Improve the safety, accessibility, and usability of public spaces so residents of all ages feel confident moving through and participating in community life.

Strategies

1. Use resident experience to inform safety and public space decisions.
2. Improve coordination to address safety and accessibility concerns.
3. Improve awareness and use of safety and reporting systems.
4. Support inclusive, accessible, and connected public spaces.

Summary of Priority Actions

- Improve awareness of the City's safety and ADA reporting systems.
- Incorporate feedback loops so residents understand what happens after issues are reported.
- Engage neighborhood associations in age-friendly community safety efforts.
- Promote aging-in-place villages and other neighborhood-based community connections.
- Improve and expand adoption of the City's Neighborhood Watch program.



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Appendix A: Age-Friendly Santa Fe Action Matrices

How to Read the Implementation Tables

The tables in this appendix summarize the actions that support the Age-Friendly Action Plan and identify roles, indicators, and timing for implementation.

Column Descriptions

Action

Describes the specific activity or effort to be undertaken to advance the goal. Actions are written to reflect what will be done, not how it will be implemented in detail.

Lead with Key Partners

Identifies the department, group, or body responsible for coordinating implementation of the action, as well as Key Partners to support or advise implementation as appropriate:

- Age-Friendly Advisory Committee/ Task Force
- City of Santa Fe Department of Community Services
- City of Santa Fe Division of Senior Services

Key partners should commit to collaborating with appropriate City Departments, committees, boards, and/or teams that specialize in goal areas (e.g., Housing, Transportation, etc.).

Indicators

Describes how progress or completion of the action will be demonstrated. Indicators focus on documentation of implementation, coordination, participation, or increased awareness.

Timeline

Indicates the expected timeframe for implementation:

- Short-term: 1–2 years
- Mid-term: 3 years
- Ongoing: Continuing or recurring efforts

Additional Resources Needed?

Indicates whether implementation is expected to require resources beyond existing staff capacity or current budgets. This column does not imply a funding commitment and may be refined through future planning and budget processes.

Cross-Cutting Actions

Cross-Cutting Actions				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed?
Governance and Infrastructure				
1. Establish an Age-Friendly Advisory Committee or Task Force to sustain the Age-Friendly Santa Fe initiative, monitor implementation of strategies and actions, incorporate ongoing community input, and provide regular progress reports to City Council.	City Council/ Senior Services	Committee established and meeting regularly; progress updates provided to City Council	Short-term	N
2. Explore the creation of a dedicated age-friendly and community engagement staff position within Senior Services or Community Services to support coordination, implementation, and reporting of the age-friendly initiative.	Community Services / Senior Services	Role assessed and leadership decision documented	Short-term	Y
Engagement and Input				
1. Host regular meetings, workshops, and community conversations focused on domain-specific areas of livability (e.g., transportation, housing, health, and safety) to inform planning and decision-making.	Advisory Committee / Community Services	Engagement activities conducted; community input documented	Ongoing	N
2. Use senior centers, libraries, and community venues as consistent access points for gathering age-friendly community input.	Community Services	Input gathered across multiple venues; resident participation documented	Ongoing	N
3. Establish a clear pathway for resident input to flow from the aging services network through Community Services to the Advisory Committee/Task Force and City Council.	Advisory Committee / Community Services	Input pathway defined and in use; feedback shared with City Council	Short-term	N
Planning and Coordination				
1. Engage City planning processes (e.g., The City's General Plan, Santa Fe Forward) to ensure age-friendly considerations are incorporated.	Advisory Committee	Age-friendly considerations documented in planning processes	Mid-term	N
2. Integrate age-friendly language and principles into City plans, policies, and reports.	Advisory Committee	Age-friendly language incorporated into City documents	Mid-term	N

Cross-Cutting Actions				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed .
Governance and Infrastructure				
3. Position Senior Services as a strategic planning partner within the City to support integration and coordination of age-friendliness throughout the city.	Advisory Committee	Cross-departmental coordination involving Senior Services documented	Ongoing	N

Transportation Actions

Transportation				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed?
1. Engage transportation planning bodies (e.g., MPO) to incorporate age-friendly, ability-friendly, and family-friendly insights from community members into transportation planning processes.	Advisory Committee / Senior Services	Age-friendly priorities documented in planning processes	Short-term	N
2. Increase community participation in the planning and evaluation of transportation plans and initiatives (e.g., MPO, Santa Fe Forward).	Advisory Committee / Community Services	Resident participation documented; community input incorporated	Short- to Mid-term	N
3. Host transportation-specific listening sessions and information events at libraries, senior centers, and other City and community partner venues to inform planning and service improvements.	Advisory Committee / Community Services	Engagement activities conducted; resident participation documented	Short-term	N
4. Identify gaps in parking availability, routes, hours, and destinations within City transportation services through structured community input.	Advisory Committee / Senior Services	Service gaps identified and documented	Short- to Mid-term	N
5. Improve access to cultural, recreational, and community destinations for residents through City transportation services.	Community Services / Senior Services	New or improved routes, stops, schedules, or connecting services identified and documented.	Mid-term	Y
6. Promote awareness and use of City transportation and infrastructure reporting systems.	Community Services / Senior Services	Outreach or communication efforts implemented and documented	Short-term	N
7. Improve coordination with transit providers to enhance service alignment and reliability.	Community Services / Senior Services	Coordination with transit providers documented	Mid-term	N
8. Improve awareness of safety, sidewalk, lighting, and street issue reporting mechanisms.	Community Services	Outreach or communication efforts implemented and documented	Short-term	N

Housing Actions

Housing				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed?
1. Engage housing planning bodies (e.g., Office of Affordable Housing, etc.) to integrate age-friendly, ability-friendly, and family-friendly insights from community members into housing and land use planning.	Advisory Committee /	Age-friendly considerations documented in housing plans	Short-term	N
2. Increase community participation in the planning and evaluation of housing and land use plans and initiatives (e.g., Santa Fe Forward, etc.).	Advisory Committee / Community Services	Resident input documented and incorporated	Short- to Mid-term	N
3. Host housing-specific listening sessions and information events at libraries, senior centers, and other City and community partner venues to inform housing policies and programs.	Advisory Committee / Community Services	Engagement activities conducted; community participation documented	Short-term	N
4. Improve and expand awareness of City housing resources, programs, and affordable housing initiatives.	Advisory Committee / Community Services	Outreach or communication efforts to increase awareness of housing resources documented	Mid-term	N
5. Educate developers, landlords, and property and land organizations on age-friendly and universal design principles and related policies.	Advisory Committee	Educational outreach conducted; participation documented	Mid-term	N

Communication and Information Actions

Communication and Information				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed?
1. Build and maintain an Age-Friendly website that functions as a centralized clearinghouse for information and access to age-friendly resources, programs, and services from the City, community partners, and providers within the aging services network.	Community Services / Senior Services	Website launched and maintained	Short-term	Y
2. Develop and distribute printed, paper-based Age-Friendly information and resource guides through libraries, senior centers, community venues, and trusted community partners to ensure access for residents who face barriers to digital tools or online information.	Senior Services / Community Services	Materials distributed through multiple access points	Short-term	N
3. Launch an Age-Friendly commitment and recognition program by which organizations and businesses: a. identify which domains of livability their services or products support, and b. commit to age-friendly, ability-friendly, and family-friendly policies and practices.	Senior Services / Economic Development	Program launched; organizational participation documented	Mid-term	N
4. Improve information sharing and cross-promotion across the aging services network to reduce duplication and improve access.	Senior Services	Coordination across the aging services network documented	Ongoing	N
5. Create and maintain a comprehensive and coordinated age-friendly calendar of events from City departments and aging services network providers.	Senior Services / Community Services	Calendar maintained and used	Short-term	N
6. Strengthen promotion and integration of CONNECT 211 across City, County, and community partner services.	Community Services / Advisory Committee	Outreach or integration efforts to promote CONNECT 211 documented; participation documented	Mid-term	N
7. Plan, organize, and host an annual Age-Friendly fair or event that brings together City departments, community organizations, aging services providers, family services providers, and local businesses.	Senior Services / Community Services	Event conducted; community participation documented	Annual	Y

Communication and Information				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed .
8. Add a regular Age-Friendly feature to the Senior Scene newsletter to highlight age-friendly concepts and promote community partners.	Senior Services	Contributors identified; features written and published	Ongoing	N
9. Improve and expand the City's use of bilingual information and resources.	Advisory Committee / Community Services	Bilingual materials or outreach efforts created and documented	Ongoing	Y
10. Improve and expand collaboration with community organizations that serve Spanish- and Native-language-speaking community members.	Advisory Committee / Community Services	Outreach with partners; collaborations documented	Ongoing	N

Health and Wellness Actions

Health and Wellness				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed?
1. Offer workshops on healthy aging and intergenerational topics at libraries, senior centers, schools, and community partner locations.	Senior Services / Community Services	Workshops delivered; resident participation documented	Short-term	Y
2. Design and facilitate trainings for City leaders and staff on aging, ageism, and lifespan approaches to community building and City governance.	Advisory Committee / Senior Services	Trainings delivered; staff participation documented	Short-term	Y
3. Expand intergenerational wellness, technology, and learning programming at senior centers.	Senior Services / Community Services	New programs identified; facilitation and participation documented	Mid-term	Y
4. Expand educational, social, and health and wellness program offerings at the Pasatiempo and Luisa senior centers.	Senior Services / Community Services	New programs identified; facilitation and participation documented	Mid-term	Y

Social Engagement and Participation Actions

Social Engagement and Participation				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed?
1. Expand intergenerational programming through libraries and schools.	Community Services / Senior Services	Programs implemented; partnerships established; participation documented	Mid-term	N
2. Support older adult entrepreneurship and workforce participation through City and community partner initiatives.	Advisory Committee / Community Services	Participation in entrepreneurship or workforce initiatives documented	Mid-term	N
3. Strengthen the role of senior centers as hubs for connection and participation.	Senior Services / Advisory Committee	Expanded use of senior centers for social connection identified and documented	Ongoing	N
4. Engage community partner organizations to increase community awareness and understanding of diverse family structures (e.g., multigenerational households, LGBTQ+ communities).	Advisory Committee / Community Services	Outreach conducted and documented; resident participation documented	Short- to Mid-term	N
5. Improve and expand coordination of City and community partner volunteer networks across initiatives.	Advisory Committee / Community Services	Outreach conducted and documented; new collaborations documented	Mid-term	N
6. Promote the Age-Friendly University Initiative with local institutions of higher learning (e.g. Santa Fe Community College, Saint John's College, etc.) and assist them in their own age-friendly initiative.	Advisory Committee / Community Services	Outreach conducted and documented; new collaborations documented	Mid-term	N

Safety and Public Spaces Actions

Safety and Public Spaces				
Action	Lead / Key Partners	Indicators	Timeline	Additional Resources Needed?
1. Improve awareness of the City's safety and ADA reporting systems.	Advisory Committee / Community Services	Outreach conducted and documented; engagement activities conducted	Short-term	N
2. Incorporate feedback loops into City reporting systems so residents understand outcomes following reported issues or incidents.	Advisory Committee / Community Services	Feedback processes identified and implemented	Short-term	N
3. Engage neighborhood associations in age-friendly community safety efforts.	Advisory Committee / Community Services	Outreach conducted and documented; engagement activities conducted	Ongoing	N
4. Promote aging-in-place villages and other neighborhood-based community connections.	Senior Services / Community Services	Outreach conducted and documented; engagement activities conducted	Mid-term	N
5. Improve and expand adoption of the City's Neighborhood Watch program across the community.	Community Services / Advisory Committee	Outreach conducted and documented; engagement activities conducted	Mid-term	N

Appendix B: Age-Friendly Santa Fe Survey Results

Most percentages shown in the tables are rounded to the nearest whole percent. Because of rounding, some totals may appear slightly above or below 100%.

How would you rate Santa Fe as a place to live as someone ages?	n	%
Good	209	37%
Very Good	168	30%
Fair	123	22%
Excellent	40	7%
Poor	28	5%
No Response	8	
Average Score	3.12	

Participants generally rated Santa Fe positively as a place to age, with about two-thirds of respondents (67%) rating Santa Fe as a good or very good place to age, while 22% rated it as fair. Smaller shares rated Santa Fe as excellent (7%) or poor (5%), resulting in an average rating of 3.12 (Good).

How important is it for you to stay in your home as you age?	n	%
Very important	387	69%
Important	120	22%
Somewhat important	41	7%
Not very important	9	2%
Not important at all	0	0%
No Response	19	
Average Score	4.59	

Nearly all respondents indicated that staying in their home as they age is important, with more than nine in ten respondents (91%) reporting that staying in their home as they age is important or very important, including 69% who rated it as very important. Only 2% rated this as not very important, and no respondents rated it as not important at all.

How important is it for you to stay in Santa Fe as you age?	n	%
Very important	237	42%
Important	175	31%
Somewhat important	104	19%
Not very important	35	6%
Not important at all	8	1%
No Response	17	
Average Score	4.07	

Most participants expressed a desire to remain in Santa Fe as they age, with roughly three-quarters of respondents (73%) rating staying in Santa Fe as very important or important. In comparison, 19% rated it as somewhat important. About 7% rated staying in Santa Fe as not very important or not important at all.

Do you rent or own where you live?	n	%
Own	465	83%
Rent	91	16%
Other (please specify)	3	0.5%
No Response	17	

Most respondents (83%) reported owning their home, while 16% reported renting. Fewer than 1% reported another type of housing arrangement. Some participants reported living in their car or having just recently been homeless.

Does your home need any repairs or things like ramps and grab bars to help you live there for as long as possible?	n	%
No	248	45%
Yes	219	39%
Not sure	90	16%
No Response	19	

Nearly four in ten respondents (39%) reported that their home needs repairs or accessibility modifications, while 45% reported no such needs. An additional 16% reported being unsure.

How important is it for you to live independently in your own home as you age?	n	%
Very important	398	71%
Important	124	22%
Somewhat important	33	6%
Not very important	5	1%
Not important at all	1	0.5%
No Response	15	
Average Score	4.63	

Living independently was a top priority for respondents, with more than 90% rating it as important or very important, including 71% who rated it as very important. Fewer than 2% rated independence as not very important or not important at all.

Do you have reliable transportation to get to the places you need to go?	n	%
Yes	492	88%
No	42	8%
Not sure	25	4%
No Response	17	

Most respondents reported having reliable transportation, though about 1 in 8 either lacked it or were unsure.

How do you get around to shop, go to work, visit the doctor, run errands, or go to other places? Select all that apply	n	%
Drive yourself	527	94%
Walk	124	22%
Have others drive you	108	19%
Ride a bike	65	12%
Take a car service like a taxi, Uber, or Lyft	59	11%
Use public transportation	38	7%
Other (please specify)	21	4%
No Response	16	

Nearly all respondents (94%) reported driving themselves to get around. Smaller shares reported walking (22%), having others drive them (19%), biking (12%), using ride services (11%), or using public transportation (7%).

In general, how would you rate your health?	n	%
Very Good	253	46%
Good	150	27%
Excellent	110	20%
Fair	41	7%
Poor	1	0.2%
No Response	21	
Average Score	3.77	

Most participants (93%) rated their health as good, very good, or excellent, with 46% rating it very good and 20% rating it excellent. Fewer than 8% rated their health as fair or poor.

Do you have a disability or a chronic illness?	n	%
No	361	65%
Yes	180	32%
Not sure	15	3%
No Response	20	

About one-third of respondents (32%) reported having a disability or chronic illness, while 65% reported that they do not. A small share (3%) reported being unsure.

Do you have difficulty doing daily activities like errands, cooking, cleaning your home, or dressing yourself because of a disability or chronic illness?	n	%
No	428	77%
I do not have a disability or chronic illness	68	12%
Yes	51	9%
Not sure	12	2%
No Response	17	

Most respondents (77%) reported no difficulty with daily activities, while 9% reported difficulty and 2% were unsure. An additional 12% reported that they do not have a disability or chronic illness.

Are you a caregiver for a family member or friend with a disability or chronic health condition?	n	%
No	479	86%
Yes	75	13%
Not sure	4	1%
No Response	18	

Most respondents (86%) reported not being caregivers, and approximately 1 in 8 reported serving as a caregiver for a family member or friend.

How many people live in your household? Please include yourself.	n
Min	1
Max	7
Average Score	1.48
No Response	23

Respondents reported household sizes ranging from 1 to 7 people, with an average of 1.48 people per household. Most respondents lived in households of one or two people.

Who do you live with? Select all that apply	n	%
Spouse/partner	292	53%
I live alone	227	41%
Children	55	10%
Other (please specify)	23	4%
Other family member	14	3%
Roommate	10	2%
Grandchildren	8	1%
Friend	7	1%
No Response	23	

More than half of respondents (53%) reported living with a spouse or partner, while 41% reported living alone. Smaller shares reported living with children (10%), other family members (3%), roommates (2%), or others.

How safe do you feel at home and with the people you live with?	n	%
Very safe	400	72%
Safe	130	24%
Not very safe	10	2%
Not safe at all	2	0.4%
Not sure	10	2%
No Response	24	

Nearly all respondents (96%) reported feeling safe or very safe at home, with 72% feeling very safe. Only about 2% reported feeling not very safe or not safe at all.

Do you have family and/or friends you communicate with regularly?	n	%
Yes	524	94%
No	27	5%
Not sure	7	1%
No Response	18	

An overwhelming majority of respondents (94%) reported regular communication with family or friends. Only 5% reported no regular communication, and 1% were unsure.

Do you want to find more ways to meet people, be more socially active and/or volunteer?	n	%
Yes	307	55%
No	165	30%
Not sure	85	15%
No Response	19	

More than half of respondents (55%) reported interest in finding additional ways to be socially active or volunteer, while 30% reported no interest and 15% were unsure.

Does Santa Fe have enough resources to help your emotional and mental health, like wellness classes, talk therapy, counseling, social support groups, etc.?	n	%
Not sure	260	47%
Yes	154	28%
No	143	26%
No Response	19	

Nearly half of respondents (47%) reported being unsure whether Santa Fe has enough emotional and mental health resources. About 28% reported yes, and 26% reported no.

Where do you go to connect and be with other people? Select all that apply.	n	%
Gym or fitness facility	170	32%
Social support groups	115	22%
Faith-based organization (church, temple, etc.)	107	20%
Recreational/Community center	87	16%
Senior center	59	11%
Other (please specify)	306	58%
No Response	44	

Respondents reported connecting socially across a wide range of settings, with 32% selecting gyms or fitness facilities, 22% selecting social support groups, 20% selecting faith-based organizations, and 16% selecting recreational or community centers. More than half of respondents also selected other, and open-ended responses indicated that many residents connect primarily through informal, relationship-based settings such as friends, family, neighbors, private homes, work, and volunteering rather than through formal programs or designated centers. Respondents also described interest- and activity-based connections, including arts and cultural groups, outdoor recreation, spiritual or faith communities, libraries, coffee shops, and community events. A smaller group reported limited or no social connection, citing factors such as health limitations, caregiving responsibilities, continued employment, geographic isolation, or limited access to community spaces.

Where do you go for information about resources, events, and programs in Santa Fe? Select all that apply.	n	%
Internet	400	72%
Newspaper	307	56%
Family or friends	282	51%
Social media (like Facebook, YouTube, etc.)	217	39%
Library	181	33%
Nonprofit organizations (like AARP, etc.)	126	23%
Radio	108	20%
Television	83	15%
Senior center	71	13%
Your doctor or other health care professionals	63	11%
Faith-based organizations (church, temple, etc.)	60	11%
2-1-1/CONNECT	6	1%
Other (please specify)	31	6%
No Response	24	

Most respondents reported using the internet (72%), newspapers (56%), or family and friends (51%) for information about community resources and events. Smaller shares reported using social media (39%), libraries (33%), nonprofits (23%), or other sources.

How often do you interact with your friends, family or neighbors who do not live with you? This could be by phone, in person, email or social media like Facebook.	n	%
About once a day	151	27%
Several times a day	133	24%
3-6 days a week	131	24%
1-2 days a week	90	16%
Once every few weeks	40	7%
Once a month or less	7	1%
I do NOT interact with others	4	1%
No Response	20	

Most respondents (75%) reported interacting with people outside their household at least three days per week, including 51% who reported daily interaction. Only about 2% reported interacting once a month or less or not at all.

How often do you use the Internet for things like email, getting news and information, paying bills, managing finances, and/or shopping?	n	%
Several times a day	431	78%
About once a day	83	15%
3-6 days a week	17	3%
1-2 days a week	7	1%
Once every few weeks	6	1%
Once a month or less	4	1%
I do NOT use the Internet	7	1%
No Response	21	

Internet use was widespread, with nearly all respondents (93%) reporting daily or multiple daily use, including 78% who reported several-times-per-day use. Only 1% reported not using the internet.

What technologies do you use? Select all that apply.	n	%
Cellphone/Smartphone	541	97%
Email	534	95%
Text message	511	91%
Laptop computer	380	68%
Video Chat/Calls (Zoom, FaceTime, Google Meet, etc.)	303	54%
Social media (Facebook, YouTube, etc.)	294	53%
Desktop computer	243	43%
Tablet	224	40%
No Response	16	

Nearly all respondents reported using smartphones (97%), email (95%), and text messaging (91%). Many also reported using laptops (68%), video calling (54%), social media (53%), desktops (43%), or tablets (40%).

Do you or anyone in your household use any of the following in Santa Fe? Select all that apply.	n	%
Santa Fe Library	421	90%
Santa Fe Recreation Centers	176	38%
Santa Fe Senior Centers	82	18%
Santa Fe Teen Center	10	2%
2-1-1/CONNECT	11	2%
No Response	109	

Most respondents (90%) reported using public libraries, while 38% reported using recreation centers and 18% reported using senior centers. Other city services were used by relatively small shares.

Does Santa Fe have enough employment opportunities for you to earn money?	n	%
Not sure	259	47%
No	155	28%
Yes	134	24%
No Response	28	

Nearly half of respondents (47%) reported being unsure whether Santa Fe offers enough employment opportunities, while 28% said no and 24% said yes.

Does Santa Fe offer enough resources to help you improve your financial wellness, like classes on saving/managing money, tax help, etc.?	n	%
Not sure	345	62%
No	123	22%
Yes	85	15%
No Response	23	

Most respondents (62%) reported being unsure whether Santa Fe offers enough financial wellness resources. Smaller shares reported no (22%) or yes (15%).

What is your age?	n
Minimum	28
Maximum	92
Average Age	68
No Response	11

The average age of respondents was in the late 60s.

What is your gender?	n	%
Female	409	71%
Male	150	26%
Other	3	1%
I'd rather not say	11	2%
No Response	3	

Most respondents identified as female (71%), while 26% identified as male. About 3% identified as another gender or declined to report.

What is your current relationship status?	n	%
Married	248	45%
Divorced	134	24%
Never married	71	13%
Not married, living with partner	49	9%
Widowed	49	9%
Separated	3	1%
No Response	22	

Nearly half of respondents (45%) reported being married, while others reported being divorced (24%), widowed (9%), never married (13%), or living with a partner (9%).

What is the highest level of education you have completed?	n	%
Graduate or professional degree	295	53%
4-year college degree	145	26%
Some college	74	13%
Trade school or associate degree	19	3%
High school graduate, or GED	17	3%
K-12th grade (no diploma)	2	0.4%
No Response	24	

Most respondents (79%) reported completing a four-year college degree or higher, including 53% with a graduate or professional degree. Smaller shares reported lower levels of education.

Which of the following best describes your current employment status?	n	%
Retired, not working at all	281	50%
Employed, full-time	98	18%
Self-employed, part-time	51	9%
Retired, working part-time	31	6%
Self-employed, full-time	29	5%
Retired but interested to find work	26	5%
Employed, part-time	17	3%
Unemployed, but looking for work	14	3%
Not in labor force for other reasons	10	2%
No Response	19	

Half of respondents (50%) reported being fully retired, while 18% reported full-time employment, and others reported part-time employment, self-employment, or an interest in work.

What is your race and/or ethnicity? Select all that apply.	n	%
White	436	76%
Hispanic	70	12%
Hispanic + Other	20	3%
Other	15	3%
Asian American	7	1%
African American	5	1%
American Indian / Alaskan Native + White	5	1%
African American + White	3	1%
American Indian / Alaskan Native	2	0.3%
Middle Eastern/ North African	2	0.3%
Middle Eastern/ North African + White	1	0.2%
American Indian/Alaskan Native+African American	1	0.2%
Middle Eastern/ North African American + Other	1	0.2%
Asian American + White	1	0.2%
No Response	7	

Most respondents identified as White (76%), while 12% identified as Hispanic and smaller shares identified as other racial or ethnic groups. Some respondents reported multiple identities.

What is your household income .	n	%
\$150,000 or more	75	14%
\$100,000 to \$149,999	61	11%
\$50,000 to \$59,999	43	8%
\$30,000 to \$39,999	40	7%
\$90,000 to \$99,999	39	7%
\$40,000 to \$49,999	35	6%
\$20,000 to \$29,999	28	5%
\$60,000 to \$69,999	27	5%
\$10,000 to \$19,999	24	4%
\$80,000 to \$89,999	24	4%
\$70,000 to \$79,999	22	4%
Less than \$10,000	15	3%
I'd rather not say	122	22%
No Response	21	

Respondents reported household incomes across a wide range, with 22% choosing not to report income. Among those who reported, incomes were distributed across lower-, middle-, and higher-income categories.

Importance of Domains of Livability											
Livability Domain	Very Important		Important		Somewhat Important		Not Very Important		Not Important at all		*
	%	n	%	n	%	n	%	n	%	n	n
Quality healthcare, as well as fitness and wellness resources	90%	502	5%	28	5%	28	0%	1	0%	0	17
The sense that people of all ages are valued and respected	74%	412	20%	110	5%	27	1%	6	0.2%	1	20
Safe buildings and enjoyable parks and spaces that are accessible and close to where	68%	378	24%	132	8%	42	1%	4	0.2%	1	19
Access to information about resources and events in your community	60%	331	25%	139	14%	79	1%	7	0%	0	20
Reliable and affordable transportation options	56%	313	27%	150	12%	65	4%	25	1%	4	19
A wide range of opportunities for you to engage and socialize with your community	52%	289	29%	162	14%	79	3%	18	1%	7	21
Affordable and accessible housing that is or can be adapted to your needs	52%	287	27%	148	11%	61	7%	37	4%	20	23
A wide range of work opportunities for people of all ages and abilities	51%	283	24%	136	13%	72	8%	43	4%	22	20
Opportunities to get involved with local government and support issues important to you	31%	173	35%	193	18%	99	14%	79	2%	11	21

* = No Response

Large majorities of respondents rated each livability domain as important or very important, including 90% for healthcare, 74% for feeling valued across ages, and 68% for safe and accessible public spaces.

Current ratings were more varied, with higher ratings for information access and social opportunities and lower ratings for housing, transportation, and employment.

Weighted averages show that healthcare, respect, safety, and information access were the highest priorities among respondents, while civic engagement ranked lower in relative importance. Weighted importance scores ranged from 3.79 to 4.84, with healthcare receiving the highest average importance rating.

The most significant gaps between importance and current conditions were reported for healthcare, transportation, housing, and employment, identifying these as the most urgent priorities from the perspective of survey respondents.

Current Ratings of Domains of Livability													
Livability Domain	Excellent		Very Good		Good		Fair		Poor		Not Sure		*
	%	n	%	n	%	n	%	n	%	n	%	n	n
Safe buildings and enjoyable parks and spaces that are accessible and	8%	47	24%	133	34%	186	22%	121	11%	61	1%	7	21
Reliable and affordable transportation options	3%	16	7%	37	19%	103	27%	149	32%	176	13%	73	22
Affordable and accessible housing that is or can be adapted to your needs	4%	22	4%	20	15%	82	25%	138	39%	214	14%	76	24
A wide range of opportunities for you to engage and socialize with	12%	68	24%	136	29%	160	21%	118	9%	52	4%	22	20
The sense that people of all ages are valued and respected	9%	49	21%	118	31%	172	22%	123	11%	61	6%	31	22
A wide range of work opportunities for people of all ages and abilities	2%	13	6%	33	19%	106	34%	189	21%	116	17%	91	28
Opportunities to get involved with local government and support	6%	31	19%	103	34%	189	22%	123	7%	38	12%	68	24
Access to information about resources and events in your community	10%	58	25%	139	37%	206	19%	106	5%	27	3%	18	22
Quality healthcare, as well as fitness and wellness resources	5%	29	13%	72	25%	137	27%	152	27%	151	2%	12	23

* = No Response

How important is it for you to have the following in your community?	Weighted Average
Quality healthcare, as well as fitness and wellness resources	4.84
The sense that people of all ages are valued and respected	4.67
Safe buildings and enjoyable parks and spaces that are accessible and close to where you live	4.58
Access to information about resources and events in your community	4.43
Reliable and affordable transportation options	4.33
A wide range of opportunities for you to engage and socialize with your community	4.28
Affordable and accessible housing that is or can be adapted to your needs	4.17
A wide range of work opportunities for people of all ages and abilities	4.11
Opportunities to get involved with local government and support issues important to you	3.79

How would you currently rate the following in your community?	Weighted Average
Access to information about resources and events in your community	3.18
A wide range of opportunities for you to engage and socialize with your community	3.09
Safe buildings and enjoyable parks and spaces that are accessible and close to where you live	2.97
The sense that people of all ages are valued and respected	2.94
Opportunities to get involved with local government and support issues important to you	2.93
Quality healthcare, as well as fitness and wellness resources	2.4
A wide range of work opportunities for people of all ages and abilities	2.21
Reliable and affordable transportation options	2.1
Affordable and accessible housing that is or can be adapted to your needs	1.95

Domains of Livability Prioritized	Importance Score	Ratings Score	Priority Score
Quality healthcare, as well as fitness and wellness resources	4.84	2.4	2.44
Reliable and affordable transportation options	4.33	2.1	2.23
Affordable and accessible housing that is or can be adapted to your needs	4.17	1.95	2.22
A wide range of work opportunities for people of all ages and abilities	4.11	2.21	1.9
The sense that people of all ages are valued and respected	4.67	2.94	1.73
Safe buildings and enjoyable parks and spaces that are accessible and close to where you live	4.58	2.97	1.61
Access to information about resources and events in your community	4.43	3.18	1.25
A wide range of opportunities for you to engage and socialize with your community	4.28	3.09	1.19
Opportunities to get involved with local government and support issues important to you	3.79	2.93	0.86

Percentages represent the share of respondents selecting each option. Respondents could choose multiple options; totals may exceed 100%