Agenda

Regular Meeting of the Charter Review Commission
August 31, 2026 at 5:00 PM
Councilors' Conference Room, City Hall
200 Lincoln Avenue

Procedures for Charter Review Commission Meeting

Viewing: *If the relevant technology is available to record the meeting in City Hall*, members of the public may stream the meeting live on the City of Santa Fe's YouTube channel. The YouTube live stream can be accessed from most smartphones, tablets, or computers.

The video recording*, if created,* of this and all past meetings of the Charter Review Commission will also remain available for viewing at any time on the City's YouTube channel. Staff is available to help members of the public access pre-recorded Charter Review Commission meetings online at any time during normal business hours. Please call 955-6521 for assistance.

Join on Zoom: https://santafenm-gov.zoom.us/j/82709587984

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Minutes
   a. Request for Approval of the June 30, 2026, Charter Review Commission Meeting Minutes. (Xavier Vigil, Assistant City Clerk; xivigil@santafenm.gov)
5. Presentations
   a. Charter Review Commission Meeting Dates: 2026-2027
6. Discussion and Possible Action Items
   a. Charter Review Commission Communications and Marketing Plan
   b. Charter Review Commission Budget 2026-2027
   c. Guidelines for how the Charter Review Commission Submits Research Requests.

d. Subcommittee Reports

- Governance Subcommittee
- Strategic Planning and Budget Subcommittee
- Outreach Subcommittee

7. Public Comment
8. Matters from Staff
9. Matters from the Committee
10. Matters from the Chair
11. Next Meeting: September 14, 2026
12. Adjourn

Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6521, five (5) working days prior to meeting date.

Agenda **Regular Meeting of the Charter Review Commission**
June 30, 2026 at 5:00 PM
Council Chambers, City Hall
200 Lincoln Avenue

Procedures for Charter Review Commission Meeting

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1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Minutes
    a. Request for Approval of the May 28, 2026 Charter Review Commission Meeting Minutes. (Xavier Vigil, Assistant City Clerk; xivigil@santafenm.gov)
5. Presentations
6. Public Comment
7. Discussion and Possible Action Items
    a. Governance Subcommittee (Commissioner Pam Ray)
    b. Strategic Planning and Budget Subcommittee (Commissioner Brandon Vella)
    c. Outreach Subcommittee (Commissioner Maria Perez)
8. Matters from Staff
9. Matters from the Committee
10. Matters from the Chair

11. Next Meeting: July 16, 2026, Santa Fe Community Convention Center

12. Adjourn

Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6521, five (5) working days prior to meeting date.

REGULAR MEETING OF THE CHARTER REVIEW COMMISSION
JUNE 30, 2026, 5:00 PM
COUNCIL CHAMBERS, CITY HALL, 200 LINCOLN AVENUE
SANTA FE, NEW MEXICO

1. CALL TO ORDER

A regular meeting of the Charter Review Commission was called to order on June 30, 2026, at 5:03 pm, by Lilliemae Ortiz, Chair, in the City Council Chambers, City Hall, 200 Lincoln Avenue, Santa Fe, New Mexico.

2. ROLL CALL

MEMBERS PRESENT
Commissioner Brandon Vella
Commissioner Maria Perez
Commissioner Pamela Ray
Commissioner Renee Villarreal, virtually
Commissioner John Paul Granillo, arrived at the meeting at 5:20 pm
Commissioner Roberta Duran
Commissioner Rod Gould
Commissioner Lilliemae Ortiz, Chair

MEMBERS ABSENT
Commissioner Kendal Chavez, excused

OTHERS PRESENT
Xavier Vigil, Assistant City Clerk
Jerica Simmons, Project Administrator
Marci Eannarino, Legislative Policy and Innovation Manager
Sarah Piltch, City Attorney's Office
Elizabeth Martin, Stenographer

3. APPROVAL OF AGENDA

MOTION A motion was made by Commissioner Gould, seconded by Commissioner Perez, to approve the agenda as presented.

VOTE The motion passed on a roll call vote as follows:

Commissioner Gould, yes; Commissioner Duran, Commissioner Vella, yes;

Commissioner Perez, yes; Commissioner Ray, yes; Commissioner Villarreal, yes; Chair Ortiz, yes.

4. APPROVAL OF MINUTES

A. REQUEST FOR APPROVAL OF THE MAY 28, 2026, CHARTER REVIEW COMMISSION MEETING MINUTES

Commissioner Duran said the date of the first community engagement is the 16th, not the 15th.

MOTION A motion was made by Commissioner Ray, seconded by Commissioner Vella, to approve the minutes as amended.

VOTE The motion passed on a roll call vote as follows:

Commissioner Gould, abstained; Commissioner Duran, Commissioner Vella, yes; Commissioner Perez, yes; Commissioner Ray, yes; Commissioner Villarreal, yes; Chair Ortiz, yes.

5. PRESENTATIONS

None.

6. PUBLIC COMMENT

None.

7. DISCUSSION AND POSSIBLE ACTION ITEMS

A. GOVERNANCE SUBCOMMITTEE

Commissioner Ray, Lead for the Governance Subcommittee, said we met twice - June 6th and the 19th. We discussed the separation of powers, the role of the Mayor, and the shared involvement of the Council and the Mayor including the hiring and firing of administrative staff.

Commissioner Ray read her written report, which was included in the meeting packet, and said we also did research on the strong Mayor form of government and the City Manager/Council form of government. Next steps are continued reports conversations, including with the Municipal League and to focus on separation of powers.

There was discussion on the roles of the Mayor and Council, continued research and conversation.

Commissioner Vella asked for clarification between the strong Mayor and the City Manager/City Council forms of government.

Commissioner Gould said the fundamental differences are that in the strong mayor type of government, the Mayor is also the Chief Executive Officer of the organization. He hires and fires the City Manager, City Attorney and City Clerk. In Santa Fe, they all report directly to the Mayor. In the City Manager/ City Council, the majority of the City Council can discharge any of the 3. The City Manager manages the City day to day rather than the Mayor with the City Manager working for him.

Commissioner Ray said most cities are hybrids. No two cities are alike anywhere. She knows this from her experience through working with the Legislature and other states. It is in the detail of how a City actually operates where the effectiveness comes from. We are a small city approaching 100,000 now. Our city made a decision 8 years ago that we should have a strong mayor. It is very important that we realize that we came out of a City Council/Manager form. The Mayor always hired and fired the City Manager, City Attorney and the Clerk. The City Manger would never be an elected position so he is not responsible to the people.

Commissioner Villarreal stated that an administrator and manager are the same in both examples. Their role is not to speak for the people, but for the people in city government. Commissioner Gould mentioned that the work is collegial. That works better in a City Manager/City Council form of government. After talking with former Mayor Coss that was not the case. There was a lot of consternation about that. It is not always collegial in either form. We always want a City Manager who is professional, but there are political nuances that play in. That is what makes this complex. There is a third form that Albuquerque has. It is the Legislative/Executive form. We need to look at pulling out some threads to make a more hybrid Council and mayor working together and with the City Manager working well with City Council too.

There was discussion including the voting of the Mayor at City Council, respecting what the voters have told us and are telling us, regular evaluations of the City Manager, incentivizing transparency; accountability and efficiency, and management systems.

Commissioner Ray said we have been a City for 400 years. There are a lot of things we have not done as a City in those years. We are not going to correct them all. We need to figure out what we can correct and do that in the best way possible.

Commissioner Gould said he would like to also look at Councilor Committees.

Mr. Vigil said that is not in the 6 items of the Ordinance. It would have to be brought forward by the public to be included.

Ms. Piltch said arguably, you could talk about Council Committees if they fall within the Mayor and Council duties and balance of powers.

B. STRATEGIC PLANNING AND BUDGET SUBCOMMITTEE

Commissioner Vella is the Lead for this subcommittee. Commissioner Vella said there is a summary document of our work in the meeting packet. Elections and the question of Council vacancy, the budget process and strategic planning were the issues assigned to us. A determination was made regarding a Councilor running for Mayor during the previous Charter Commission process. We did not see it necessary to have Councillors resign when running for Mayor. That would create two vacancies - the Councilor elected Mayor and the Councilor appointed as his successor. There may be other ways to approach this with more definitions.

Commissioner Vella said as to the budget and strategic planning, they are entwined. Our subcommittee is working on evaluating the existing process, looking at performance based budgeting and accountability. There are new budget features coming about in this budget year, including a more streamlined process, more active City Council participation from the onset and linking the budget to performance indicators.

Commissioner Gould asked Ms. Eannarino if the Council adopted an Ordinance last year setting forth how the 2026/2027 budget would be adopted.

Ms. Eannarino said it was a Resolution.

Commissioner Gould said he did not know that the budget included the goals and objectives. That is an important discussion. He is not sure that budget planning and strategic planning should be in the Charter. It should be in the code.

Commissioner Vella said the question is in the convening legislation. He thinks we can discuss the scope and the question as to if it belongs in the Charter.

Councilor Villarreal said she worked in two government structures. One where there was more detail and deliberation with the City Manager and Council. The stronger Mayor form is different from that. She think it is also the personality of the people. There is a better way so that Council is more involved at the beginning and there is performance based budgeting. Thank you Commissioner Vella for the summary. The subcommittee may want to reach out ot previous administrations to see if they did strategic planning and how it was done. Also reach out to other cities to see how it is done.

There was discussion about the need for a Chief Financial Officer for the City, and goal setting.

Commissioner Vella said we will look into that.

Commissioner Vella said as to planning, we reached consensus would the City would benefit from a strategic planning process to build more continuity. We are diving into that next.

Commissioner Perez asked that the subcommittee look at inviting setting strategic goals for the City and at the General Plan.

Commissioner Vella said we will flag that.

Chair Ortiz said this Commission needs to look at the question of if the budget and planning should be in the Charter.

C. OUTREACH SUBCOMMITTEE

Commissioner Perez is the Lead for this subcommittee.

Commissioner Perez said the subcommittee report is in the meeting packet. She gave an overview of the report, saying that the subcommittee is asking for some decisions today so we can move forward. The overview included that the subcommittee organized their work into three work streams - partnerships, public outreach and public input. In the packet is a draft "Be A Community Partner document". We have a list to send this to. Jerica is ready to do the outreach and will give the Commissioners a hard copy of the list.

There was discussion around the community meeting design, the budget and what it can be spent on and if the form is enough of a broad-facing communication.

Mr. Vigil said the City Attorney said we can use the budget to purchase ad space in the newspaper, event spaces, polling-survey, and benefits that can be shared by all attendees.

Commissioner Perez said there is a another draft document for the listening sessions and for approval by the Commission so that we can move along. It is based on other cities processes. The theme for the first round of community meetings is "Your Experience with City Government". There will be an educational component, dialogue and deliberation. That will be for the first 4 meetings - one in each District. There will be a short slide presentation and we will get feedback from the participants. We will report back to the Commission for the minutes. There will be questions that we will ask the participants to think about and talk about. The sample questions are in the packet information. The second round of meetings will be more honed in on the items for the Charter. The same questions will be used in each round of meetings. We will use a facilitator. We would like approval of this as a guiding document.

There was discussion around using the same questions throughout the rounds of community meetings, the restructuring of the questions, the relevance of the questions to the mission of the Commission, changes to the questions and the session format.

MOTION A motion was made by Commissioner Gould to approve the proposal with the questions for the second round polished from the public input.

Commissioner Gould restated his motion as follows:

MOTION A motion was made by Commissioner Gould, seconded by Commissioner Granillo, to approve the approach and give the subcommittee the authority to move forward with the 8 listening sessions.

Chair Ortiz thanked the subcommittee for all the work they did. She really likes the second round format. She would like to modify the motion to focus on an outline for the second round questions.

Commissioner Perez said she appreciates the comments and opinions, but this proposal is based on best practices from several communities who have done this.

Commissioner Duran said we are in a crunch time. Did these communities have a longer time.

Commissioner Perez said yes, they had 2 years. She agrees that we have limited time, but we want to use the same questions in round one and two.

Commissioner Vella said he is in agreement with the structure. Thank you for the effort. He agrees that the questions in the first session may confuse the scope of what we are trying to collect from the public. He thinks you should proceed with the structure as designed, but the questions are the sticking point.

Chair Ortiz said we could call a special meeting before the 16th.

Mr. Vigil said we could do a special meeting virtually via Zoom. The Commission would have to vote to hold the meeting virtually.

Ms. Simmons said currently, the City is doing a survey using the same themes and questions you are proposing. The City is doing these kind of sessions departmentally. We could take that off your plate.

There was continued discussion regarding the questions to be used in round one and two being the same and the type of questions, the questions being key, the question of if the Commission is ready to do both rounds of sessions, that the questions should be relative to the Charter, making both rounds of meetings the same, the scheduling of the meetings and the process.

Mr. Gould withdrew his motion.

MOTION A motion was made by Commissioner Gould, seconded by Commissioner Granillo, to postpone the neighborhood meetings to the fall to give us more time to deliberate on important issues and engage the public.

Commissioner Duran said she agrees we need more time for planning, but is not in favor of waiting until fall.

Commissioner Vella said he is open to more time, but has questions about how that will work logistically.

Mr. Vigil asked that the Commission be mindful of the time the City Attorney's team will need to formulate legislation as well.

There was a discussion around the calendar, time limits and scheduling the listening sessions.

VOTE The motion failed on a vote of 6 no, and 2 yes as follows:

Commissioner Duran, no; Commissioner Villarreal, no; Commissioner Ray, no; Commissioner Perez, no; Commissioner Gould, yes; Commissioner Granillo, yes, Commissioner Vella, no. Chair Perez, no.

MOTION A motion was made by Commissioner Granillo, seconded by Commissioner Gould, to move the first meeting in the series of listening sessions to the end of the schedule and go forward with the second meeting.

There was continued discussion.

Commissioner Duran asked that the motion be amended to say that the last meeting will be no later than the second week in November.

VOTE The motion passed on a roll call vote as follows:

Commissioner Duran, yes; Commissioner Villarreal, yes; Commissioner Ray, yes; Commissioner Perez, yes; Commissioner Gould, yes; Commissioner Granillo, yes, Commissioner Vella, yes; Chair Perez, yes.

Chair Ortiz said she feels the format of the two rounds of meetings should be the same.

There was continued discussion around the questions.

MOTION A motion was made by Commissioner Vella, seconded by Commissioner Ray, that the framework be approved as presented with the option of input by email from the Commissioners and that the Outreach Committee meets to negotiate that input.

VOTE The motion passed on a roll call vote as follows:

Commissioner Duran, yes; Commissioner Villarreal, yes; Commissioner Ray, yes; Commissioner Perez, yes; Commissioner Gould, yes; Commissioner Granillo, yes, Commissioner Vella, yes; Chair Perez, yes.

MOTION A motion was made by Commissioner Granillo, seconded by Commissioner Gould, to approve the community partner outreach document.

VOTE The motion passed on a roll call vote as follows:

Commissioner Duran, yes; Commissioner Villarreal, yes; Commissioner Ray, yes; Commissioner Perez, yes; Commissioner Gould, yes; Commissioner Granillo, yes, Commissioner Vella, yes; Chair Perez, yes.

Chair Ortiz said we need guidance from staff regarding our budget and the minutes.

Councilor Vella said we need an update on publicity and social media strategy. It still needs approval. We need broad commination to the community. Everything can be on the website so it can be pointed to, the input form should be on that page as well. Media for marketing needs to be planned out and constructed in a manner of a call for action. No anonymous comment should be allowed.

MOTION A motion was made by Commissioner Gould, seconded by Commissioner Perez, to update the publicity and social media strategy.

VOTE The motion passed on a roll call vote as follows:

Commissioner Duran, yes; Commissioner Villarreal, yes; Commissioner Ray, yes; Commissioner Perez, yes; Commissioner Gould, yes; Commissioner Granillo, yes, Commissioner Vella, yes; Chair Perez, yes.

Commissioner Vella said we will receive input from this form and will outline how to use it. We can create an outline for copy and media. There is work to be done.

Commissioner Perez said we were hoping to get approval of a video that the City is going to do about City Charter happenings without coming back to the full

Commission for approval..

Chair Ortiz said she appreciates that position, but feels she has the responsibility to ensure that the whole Commission be aware of how the Commission is presented so we are not blind sided and have no clue. The video should be development for the full Commission to look at and have consensus with.

Ms. Simmons said our communications team and legislative team will develop that and get it to the Commission.

There was discussion about breakdowns of what we asked to look at, announcements of meetings and telling the public who the Commission is, radio ads and PSAs and the provision of childcare.

Chair Ortiz said the budget allows for publicity, ads and food. Child care is not allowable.

Ms. Piltch said she will double check that with Mr. Martinez.

Ms. Simmons said we will provide uniform talking points to all of the Commissioners. The Commission will decide which Commissioners will do interviews.

Chair Ortiz said she and the Vice Chair need to work with staff to outline a budget. Everyone should be a face for the Commission.

8. MATTERS FROM STAFF

There were no additional matters.

9. MATTERS FROM THE COMMITTEE

There were no additional matters.

10. MATTERS FROM THE CHAIR

Chair Ortiz asked the attorney to obtain clarification as to the staff people assigned to the Commission per the enabling legislation.

11. NEXT MEETING: JULY 16, 2026, THE NEA BUILDING

12. ADJOURN

There being no further business before the Commission, the meeting adjourned at 8:16 pm.

Commissioner Lilliemae Ortiz, Chair

Elizabeth Martin, Stenographer

19-Aug-26

CHARTER REVIEW COMMISSION
MEETING DATES 2026-2027

Full Commission Meetings

	District	Meeting Date			Meeting Location
1		April 13	(Thursday)		City Council Chambers
2		April 30	(Thursday)		City Council Chambers
3		May 28	(Thursday)		City Council Chambers
4		June 30	(Thursday)		City Council Chambers
5		August 31	(Monday)		Councilors Conference Room
6		September 14	(Monday)		City Council Chambers
7		October 22	(Thursday)		City Council Chambers
8		November 16	(Monday)	*	City Council Chambers
9		December 14	(Monday)	*	City Council Chambers
10		January , 2027		*	TBD

Public Input Sessions

	District	Meeting Date	Meeting Location	
1	District 2	July 23, 2026	NEA-NM Building	
2	District 4	August 6, 2026	SF Genoveva Chavez Center	
3	District 3	August 20, 2026	SF Business Incubator	
4	District 1	September 3, 2026	SF Convention Center, Ballroom F	
5	District 2	September 17, 2026	NEA-NM Building	
6	District 3	October 1, 2026	SF Southside Library	
7	District 4	October 15, 2026	SF Fogelson Library	(Tentative)
8	District 1	November 12, 2026	SF Main Library	(Tentative)

* If Virtual meeting, must vote on as action item prior to meeting.

Charter Review Commission Outreach Campaign

Public Education & Civic Engagement Campaign Plan (Aug 20 – Dec 31, 2026)

Prepared for the City of Santa Fe City Attorney's Office & Governing Body. Powered by KTRC 1260 AM / 103.7 FM for maximum civic resonance and voter engagement.

Core Message: "Your City, Your Voice: Shape the Future of Santa Fe's Government."

Santa Fe, New Mexico

Objective & Civic Scope

CAMPAIGN FOUNDATION

Once-in-a-Decade Opportunity

Santa Fe’s City Charter mandates a Charter Review Commission review only **once every 10 years** to recommend governing body structural updates.

Resolution 2025-59 Mandate

Convened to rigorously evaluate mayoral and councilor powers, administrative structures, and future municipal governance.

Campaign Flight Window

August 20, 2026 – December 31, 2026 across broadcast, digital stream, online portals, and town hall events.

Target Audience Reach

- **Civically Active Residents:** Voters across all 4 Santa Fe City Districts seeking direct governance input.
- **Local Business Owners & Leaders:** Key stakeholders impacted by municipal policy, permitting, and administration.
- **Native & Newly Registered Voters:** Multi-generational constituents ensuring inclusive civic representation.

Core Topics Under Review

RESOLUTION 2025-59

A. Balance of Powers

Evaluating the separation vs. balance of powers between the Mayor and City Councilors in decision-making.

B. Executive Mayoral Role

Determining whether the Mayor holds a purely executive role vs. combining executive and legislative duties.

C. Budget Development

Defining responsibility for proposing the City budget (Mayor, City Manager, or Council) and approval standards.

D. Strategic Planning

Establishing the adoption process, frequency, and administrative oversight for Santa Fe's City Strategic Plan.

E. Elections & Vacancies

Updating rules for sitting Councilors running for Mayor and formalizing processes for filling vacant Council seats.

F. Appointments

Reviewing appointment, dismissal, and supervision authority for City Manager, City Attorney, and City Clerk.

Community Meeting Schedule

FALL 2026 TOUR

District / Focus	Date & Time	Location / Venue	Campaign Focus
District 3 Input Event	**August 20, 2026 (Launch)**	**TBD (City Announcement Pending)**	**Campaign Kickoff & On-Air Blast**
District 1 Input Event	Sept 3, 2026 | 6:00 – 8:00 PM	Santa Fe Convention Center (201 W Marcy St)	Downtown Business & Voter Reach
District 2 Input Event	Sept 17, 2026 | 6:00 – 8:00 PM	National Education Association (2007 Botulph Rd)	Central District & Neighborhoods
District 3 Input Event	October 1, 2026	TBD (City Announcement Pending)	Southside Community Focus
District 4 Input Event	October 15, 2026	TBD (City Announcement Pending)	Westside / Airport Corridor Focus
District 1 Follow-Up	November 2026	TBD (City Announcement Pending)	Late Fall Public Review
Final Online Comment Drive	**Dec 1 – Dec 31, 2026**	**santafenm.gov/city-attorney/charter-review-commission**	**100% Digital Feedback Push**

Strategic Partner: KTRC

CORE ENGINE

- **Dual-Band Transmission:** Full coverage on 1260 AM & 103.7 FM reaching Santa Fe and surrounding northern NM communities.
- **Active "Lean-In" Audience:** Listeners actively process local political discussion and policy news rather than background music.
- **Flagship Local Personality:** *The Richard Eeds Show* (Weekdays 1–4 PM) is Santa Fe's premiere drive-time hub for municipal interviews.
- **Proven Public Affairs Alignment:** KTRC's core vertical specializes in municipal PSAs, ballot initiatives, and civic messaging.

7m 26s	96,732
#1 Digital Engagement on SantaFe.com	Verified Annual Web Sessions

Santa Fe's News Talk Leader & Public Affairs Hub

KTRC Package & Investment

MEDIA ALLOCATION

Deliverable	Cadence / Volume	Strategic Purpose
30-Sec Commercials	80 spots / month (~360 total)	High-frequency drive-time reach driving meeting attendance.
Digital Pre-Roll Ads	Continuous Rotation	Video ads preceding stream audio playback on KTRC/SantaFe.com.
Display Banner Ads	Continuous Rotation	High-impact landing page banners linking directly to charter form.
On-Air Feature Interview	**1 Dedicated Segment**	**In-depth discussion on *The Richard Eeds Show* on Res 2025-59.**

Monthly Investment Rate: $1,850 / month
Fixed monthly rate across 4.5 Months (Aug 20 – Dec 31, 2026)

$8,325 Total Investment

Sample 30-Second Scripts

ON-AIR MESSAGING

Option 1: Meeting Focus

FLIGHT 1

August 20 – October 31 | Focus: District Attendance

*"Did you know Santa Fe only updates its City Charter once every ten years? Right now, the Charter Review Commission is evaluating critical decisions—from how your city budget is set to how major city officials are chosen. This is your chance to shape local government. Join your neighbors at an upcoming District Community Input meeting or share your feedback online. Santa Fe's future is built by you. Visit **santafenm.gov/charter-review** today."*

Option 2: Online CTA

FLIGHT 2

November 1 – December 31 | Focus: Digital Submissions

*"Santa Fe is your city, and its local government should represent you. The Charter Review Commission is reviewing how municipal decisions, city appointments, and public services are managed. As community meetings continue this fall, your input is essential. Make your voice heard by attending an upcoming district meeting or submitting your comments online right now. Don't miss this once-in-a-decade opportunity. Visit **santafenm.gov/charter-review** today."*

Multi-Channel Integration

CROSS-PLATFORM

KTRC Digital Long Tail

The feature interview and audio clips are permanently archived on **SantaFe.com**, allowing accompanying pre-roll and display banners to collect impressions indefinitely.

Social Media Amplification

Targeted promotional posts on KTRC's Facebook channel (**@Talk1260KTRC**) tagging city partners to expand organic community reach.

City-Owned Channel Integration

- **City Podcast Cross-Promotion:** Feature updates on Santa Fe's bi-weekly municipal podcast.
- **Homepage Direct Banners:** Banners on *santafenm.gov* driving constituents directly to Resolution 2025-59 feedback form.
- **Utility Statement Inserts:** Printed informational inserts in monthly municipal utility bills across Sept & Oct.

Phased Execution Timeline

CAMPAIGN ROADMAP

Phase 1: Launch & Production

AUG 12 – AUG 19

- Finalize 75-word radio scripts
- Produce pre-roll video & web banner assets
- Book Richard Eeds segment with Hutton Broadcasting

Phase 2: Broadcast & Meetings

AUG 20 – OCT 31

- Launch 80 spots/mo schedule on 1260 AM / 103.7 FM
- Geo-targeted digital pre-roll on KTRC portal
- Live interview on *The Richard Eeds Show*
- Drive District 1-4 meeting attendance

Phase 3: Digital Comment Push

NOV 1 – DEC 31

- Pivot radio copy to 100% online portal comments
- Final digital display banner push
- Synthesize public input ahead of final Commission report

Deliverables & Next Steps

ACTION ITEMS

- **Approve Radio Scripts:** Sign off on Option 1 (Meeting Focus) and Option 2 (Online CTA) for broadcast production.
- **Confirm Interview Guest:** Select city representative (e.g., Commission Chair Lilliemae Ortiz or City Attorney spokesperson) for *The Richard Eeds Show*.
- **Confirm Event Venues:** Finalize TBD locations for District 3 (Aug 20 / Oct 1), District 4 (Oct 15), and District 1 (Nov) with City staff.
- **Authorize KTRC Agreement:** Execute $1,850/month for 5 months agreement with Hutton Broadcasting for the Aug 20 – Dec 31 flight.

Partnering to Shape Santa Fe's Future

2026 Charter Review Commission Communications & Marketing Plan

1. Campaign Purpose

The communications and marketing campaign will increase public awareness and understanding of the 2026 Charter Review Commission, provide accessible and factual information about the specific Charter items under review, and encourage meaningful public participation throughout the review process.

The six-week campaign will use a phased approach:

1. Inform — Establish awareness of the Commission and its purpose.
2. Educate — Introduce individual Charter items and provide context using approved messaging.
3. Engage — Encourage residents to learn more, attend meetings, provide public comment, and participate in the survey.
4. Amplify — Use multiple channels and audience-response data to increase reach and engagement.
5. Evaluate — Monitor campaign performance and survey participation and adjust tactics as needed.

2. Communications Objectives

The campaign should work toward five primary objectives:

- Build awareness of the Charter Review Commission and its role.
- Increase understanding of the specific Charter items being reviewed.
- Drive traffic to the designated webpage/resource hub for accurate, centralized information.
- Increase public participation through meetings, public comment and the survey.
- Measure and optimize communications efforts based on audience response and campaign data.

3. Core Message Framework

All campaign materials should consistently reinforce three layers of information.

The Commission:
What is the Charter Review Commission, why does it exist, and what is its role?

The Items Under Review:
What specific Charter provisions are being reviewed, and why are they relevant to the community?

Public Participation:
How can residents learn more, provide input, attend a meeting, submit public comment and participate in the survey?

Every communication should lead the audience toward a clear next step:

Learn More → Stay Informed → Participate

Primary CTA:

Visit [link] for more information, meeting information, opportunities for public input and updates.

During the survey phase, the CTA should evolve to:

Take the Charter Review Commission survey at [link] and share your input.

4. Target Audiences

The campaign should reach multiple audience groups rather than relying exclusively on existing City followers.

- City residents and voters
- Residents who may be directly affected by Charter provisions under review
- Residents who are unfamiliar with the Charter Review Commission
- Residents who regularly participate in City meetings and public comment
- Residents who do not typically participate in City government processes
- Community organizations and neighborhood groups
- Business and civic organizations
- Local media
- City employees and facility visitors

A key strategic consideration is reaching residents who are not already engaged with City communications. Radio, physical flyers, QR cards, community organizations and strategically placed informational materials can complement the City's digital channels.

5. Six-Week Deployment Strategy

Week of September 7 — Launch Item-Specific Messaging

Primary objective: Transition from general awareness to education about the individual Charter items under review.

Key activities:

- Develop and approve item-specific messaging based on established scripts.
- Begin distribution of item-specific social content.
- Continue general awareness messaging about the Commission.
- Establish the relationship between the Commission's purpose and the individual items being reviewed.
- Promote upcoming public input opportunities, meetings and public comment.
- Establish the campaign's primary webpage as the central information destination.
- Develop survey copy and initial survey framework.

Channels and deliverables:

- City facility/complex flyers
- Social media graphics and copy
- Press release
- Radio advertising through Hutton
- Informational videos
- City/Hutton newsletter content
- Website placement
- QR cards
- Public meeting promotion

Measurement focus:

Establish baseline performance for social reach, impressions, engagement, webpage traffic and other available campaign metrics.

Week of September 14 — Amplify Item-Specific Messaging

Primary objective: Increase awareness and determine which messages and content formats generate the strongest response.

Key activities:

- Continue item-specific messaging across channels.
- Give individual Charter items dedicated social media posts.
- A/B test selected social messaging, graphics, headlines or calls to action.
- Continue general Commission awareness content.
- Continue public meeting and public-comment promotion.
- Reinforce the website as the central source for information.
- Continue radio, video, newsletter, flyer and QR-card distribution.
- Finalize the survey draft.
- Build the survey.
- Submit the survey to the Commission for review.

Measurement focus:

Compare A/B test results and identify:

- Highest-performing messages
- Highest-performing creative
- Best-performing CTA
- Most effective platform
- Audience engagement patterns

Use these findings to inform the next phase.

Week of September 21 — Optimize Messaging and Finalize Survey

Primary objective: Strengthen the highest-performing messages while completing survey preparation.

Key activities:

- Continue item-specific social campaign.
- Continue A/B testing and performance analysis.
- Adjust messaging and creative based on results.
- Maintain general Commission awareness.
- Continue public meeting and public-comment promotion.
- Continue all supporting promotional channels.
- Receive Commission recommendations on the survey.
- Make necessary edits.
- Prepare final survey for launch.

Measurement focus:

Conduct a mid-campaign review of:

- Social reach and engagement
- Website traffic
- Video views
- Radio/earned-media activity where measurable
- QR-code scans
- Public meeting promotion performance
- Survey readiness

Week of September 28 — Survey Launch and Integrated Promotion

Primary objective: Launch the survey and integrate the survey CTA into the entire campaign.

Key activities:

- Deploy the survey.
- Promote the survey across all available channels.
- Add the survey CTA to appropriate campaign materials.

- Continue item-specific messaging.
- Continue A/B testing and optimization.
- Maintain general Commission awareness.
- Continue public meeting and public-comment promotion.
- Continue flyers, social media, radio, video, newsletters, website promotion and QR cards.

Measurement focus:

Begin weekly reporting on:

- Survey starts
- Survey completions
- Completion rate
- Traffic sources
- QR-code activity
- Website traffic
- Social engagement
- Content performance

The campaign should now operate as an integrated funnel:

Awareness → Information → Website → Survey/Public Participation

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Week of October 5 — Sustain and Optimize

Primary objective: Maintain campaign momentum while increasing survey participation.

Key activities:

- Continue survey promotion across all channels.
- Continue item-specific content.
- Continue general Commission awareness.
- Continue public meeting and public-comment promotion.

- A/B test messaging and creative.
- Adjust underperforming content.
- Give additional exposure to high-performing content.
- Continue all supporting promotional channels.

Measurement focus:

- Pull campaign performance data.
- Review survey participation.
- Identify audience segments or channels requiring additional promotion.
- Adjust frequency, creative or CTA strategy based on performance.

Week of October 12 — Final Push and Evaluation

Primary objective: Maximize participation while evaluating the effectiveness of the six-week campaign.

Key activities:

- Continue survey promotion.
- Continue item-specific messaging.
- Continue public participation messaging.
- Maintain website prominence.
- Continue social, radio, video, newsletter, flyer and QR-card efforts.
- Apply final campaign adjustments based on performance data.
- Encourage final survey participation.

Measurement focus:

Complete campaign reporting, including:

- Overall campaign reach
- Social media impressions and engagement
- Website traffic

- Video performance
- QR-code activity
- Survey participation
- Survey completion rate
- Traffic sources
- Public meeting/public-comment engagement where measurable
- Performance of A/B-tested content
- Highest-performing channels and messages

6. Channel Strategy

Channel	Primary Purpose	Key Content
Social Media	Awareness, education and engagement	General Commission information, item-specific posts, survey CTA
City Website	Central information hub	Commission information, Charter items, meetings, public input, survey
Flyers	Physical/community awareness	Commission overview, item information, QR code, survey
QR Cards	Direct conversion	Website and/or survey access
Radio	Broad community reach	Commission awareness, item education, survey promotion
Informational Videos	Education	Commission purpose, item explanations, participation
Newsletters	Direct audience communication	Commission updates, item information, meetings, survey
Press Release	Earned media/public awareness	Campaign launch, key milestones, survey
Meetings/Public Comment	Direct participation	Meeting promotion and participation instructions

7. Social Media Strategy

General Awareness Content

"What is the Charter Review Commission?"

↓

Educational Content

"What Charter items are being reviewed?"

↓

Item-Specific Content

"Here's what residents should know about Item X."

↓

Engagement Content

"What does this mean for our community?"

↓

Participation Content

"Attend the meeting / provide public comment / take the survey."

This allows the audience to encounter the campaign multiple times while receiving progressively more useful information.

A/B Testing

A/B testing should be conducted on selected posts to determine whether differences in:

- Headlines
- Opening language
- Graphic treatments
- CTA language
- Post length
- Question-based vs. informational framing

produce stronger engagement.

The purpose isn't simply to identify the post with the most likes. Where possible, evaluate meaningful actions such as link clicks, webpage visits, QR scans and survey participation.

8. Measurement & Evaluation Framework

Awareness

- Reach
- Impressions
- Video views
- Radio exposure, where available
- Press/media placements

Engagement

- Social reactions
- Comments
- Shares
- Saves
- Video completion/views
- Click-through rate

Information Seeking

- Charter Review webpage visits
- Time/page engagement where available
- QR-code scans
- Downloads or resource interactions

Public Participation

- Meeting attendance
- Public comments
- Survey starts
- Survey completions

- Survey completion rate

Conversion

The most important question should be:

Did communications move people from awareness to action?

Where tracking permits, establish the pathway:

Social/Radio/Flyer → Website → Survey

This will help determine which channels are actually contributing to participation rather than simply generating impressions.

9. Recommended Weekly Reporting

Weekly dashboard (example):

Metric (TBD)	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Social Reach						
Social Impressions						
Engagement						
Link Clicks						
Website Visits						
Video Views						
QR Scans						
Survey Starts	—	—	—			
Survey Completions	—	—	—			
Survey Completion Rate	—	—	—			
Meeting/Public Comment Activity						

10. Strategic Recommendation

Every channel should reinforce the same three things:

1. Why the Commission matters.
2. What is being reviewed.
3. What residents can do about it.

And the campaign should become progressively more action-oriented:

September 7: Learn about the Commission.
September 14: Learn about the items.
September 21: Understand the items and prepare to participate.
September 28: Take the survey.
October 5: Continue participating.
October 12: Final participation push + evaluate results.

CHARTER REVIEW COMMISSION

9/31/2026

BUDGET 2026 - 2027

	Actual	Proposed	
ACTUAL EXPENDITURES			
Input Session Room Rentals			
NEA-NM Rental - 2 dates (7/23 & 9/17)	800.00		
Input Session Security (Chavez Center)	164.45		
Input Session River Banner			
State Printing	203.37		
Input Session Supplies - Office Depot	443.02		
Charts, pens, paper, name tags			
Input Session Refreshments *			
WalMart - July 23	164.11		
Smith's - July 23	16.54		
Sams Club - August 6	52.58		
PROPOSED EXPENDITURES			
Input Sessions Room Rental (8/20 Meeting)		400.00	
Input Sessions Security		500.00	
Input Sessions Refreshment - 6 Sessions		1,200.00	
Publicity - Hulton Broadcasting		8,500.00	
	1,844.07	10,600.00	12,444.07

* Surplus donated to St. Elizabeth Shelter.

City of Santa Fe
200 Lincoln Ave, Santa Fe, NM 87501 | santafenm.gov

Date: 8.28.2026

To: The Charter Review Commission

From: Palmer Anderson, Policy Analyst

Via: Marcos Martínez, City of Santa Fe City Attorney

Marci Eannarino, Office of Legislation and Policy Innovation Manager

RE: Standardized Research Request Guidelines for the City of Santa Fe Charter Review Commission

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EXECUTIVE SUMMARY:

The purpose of the attached research guidelines is for the Charter Review Commission to have a standardized process to follow when submitting formal requests for research to the City's Policy Analyst, located within the Office of Legislation and Policy Innovation. This process covers how the Charter Review Commission will submit requests for research, how communication between the Charter Review Commission and the Policy Analyst will take place, and the research drafting and delivery process.

BACKGROUND:

Article X § 10.01 of the Santa Fe City Charter states that no less than two employees shall be identified by the City Manager for the purpose of assisting the Charter Review Commission to perform research and drafting functions for the commission. Interim City Manager Moya identified the City's Policy Analyst, who works within the City Attorney's Office's Office of Legislation and Policy Innovation, as the person who would be available to assist with research purposes. To ensure that research topics are undertaken in an organized, efficient, and streamlined fashion, a standardized guideline has been created for the members of the Charter Review Commission when they submit research requests to the City's Policy Analyst.

ATTACHMENTS:

Standardized Guideline: Charter Review Commission Research Requests

STANDARDIZED GUIDELINE: CHARTER REVIEW COMMISSION RESEARCH REQUESTS

Request submitted:

1) The Charter Commission formalizes the research question by majority action of the Charter Commission.
2) A member of the charter commission submits a request for research through the provided Microsoft form.
3) After this request is submitted, the Policy Analyst will contact the requester in a timely manner if any clarification is needed on the research question.

Document Drafted

4) The Policy Analyst will begin the research process and periodically update the requesting member of the Charter Commission on an as-needed basis. The Policy Analyst will also reach out during the course of research should further guidance be necessary.

Document Delivered

5) The Policy Analyst will deliver the completed research document by the date requested.
6) If the Charter Commission desires the policy research to be presented to and/or wishes to discuss the research with the Policy analyst, this presentation and/or discussion would take place during the Charter Commission meeting that takes place on the nearest date to when the research has been delivered.

How a City Strategic Plan Relates to Santa Fe's General Plan

A brief for the Charter Review Commission — two complementary layers of city planning, not competing documents.

The commission's strategic-plan discussion (Item D) can run into a fair question: doesn't Santa Fe already have a plan with goals? It does — the General Plan — but the two documents do different jobs. This note explains what each is and how they fit together, so they are seen as complementary layers rather than duplicates.

What the General Plan is

Santa Fe's General Plan is the city's long-range comprehensive plan for physical growth and development. New Mexico statute refers to it as a "master plan"; other governments call it a "comprehensive" plan. It sets the city's official policies guiding the long-range planning of physical growth, community development, and public services, along with the city's goals for equity, inclusion, sustainability, affordability, and mobility. It provides a policy framework for development proposals, capital improvements, annexation, and the extension of public services; it represents the community's vision for Santa Fe's future; and it is the basis for reviewing development proposals for consistency. It is organized around land-use and urban-design elements and is implemented through the Land Development Code (zoning). It had not been significantly updated since 1999, and the city is now refreshing it with a planning consultant.

What a strategic plan is

A strategic plan is a medium-term (3–5 year) organizational plan that sets the city government's goals and priorities across all of its services — not just land use — and ties them to the annual budget with performance measurement and reporting. It is a management and policy instrument the council adopts to direct operations and allocate resources. Where the General Plan is centered on the physical development of the city, a strategic plan is whole-of-government: how the organization will prioritize, fund, and measure its work over the next several years.

Side by side

Dimension	General Plan (comprehensive / "master" plan)	Strategic Plan
Question it answers	"What kind of city do we want to become?"	"What will we prioritize and fund over the next few years to get there?"
Time horizon	Long-range — a generation (~10–20+ years)	Medium-range — 3–5 years
Scope	Physical growth, land use, development, infrastructure, and capital facilities — plus the community's vision and goals	All city operations and services — public safety, housing, roads, finance, human services, and more
Legal standing	Authorized under New Mexico planning law (a "master plan"); the legal foundation for zoning	A management and policy instrument; generally not legally mandated

Dimension	General Plan (comprehensive / "master" plan)	Strategic Plan
How it is implemented	Regulation — the Land Development Code (zoning), development review, and the capital plan	The annual operating budget and departmental work plans, with performance measurement
Who adopts it	The Governing Body, on the Planning Commission's recommendation	The Governing Body (council adopts; in the current hybrid, the mayor initiates and the administration develops)
Link to the budget	Sets long-range goals but is not tied to the annual budget	Directly tied to the annual budget ("budget to goals"), with progress reporting
Status in Santa Fe	Not significantly updated since 1999; now being refreshed with a consultant	Not yet adopted; under consideration by the Charter Review Commission (Item D)

How they fit together: nested layers

The two are not rivals; they are stacked layers that hand off from one to the next — vision, to multi-year priorities, to the annual budget.

General Plan — the long-range vision	What kind of city Santa Fe wants to become: physical growth, land use, and community goals (equity, sustainability, affordability, mobility)
Strategic Plan — 3–5 year priorities	Which of those goals the city will prioritize and fund next, across all services, with measures to track progress
Annual budget & work plans — execution	The dollars and departmental actions that carry out the priorities each year

Read top to bottom: the General Plan says what Santa Fe wants to become; the strategic plan translates the relevant parts of that vision into concrete 3–5 year priorities that the budget actually funds and the city measures; and the annual budget and departmental work plans carry those priorities out year by year. Read bottom to top, the strategic plan and budget are how the General Plan's long-range goals get resourced and tracked — rather than sitting on a shelf.

Why this matters for the commission

The overlap is real — both documents contain "goals," and the General Plan already includes community goals and a public-opinion element — so someone will reasonably ask whether a strategic plan is redundant. The clean answer is that the General Plan's goals are long-range and development-centered, and they are not tied to the annual budget or to citywide operational performance across all services and departments. A strategic plan fills a different gap: medium-term, whole-of-government priority-setting linked to the budget, with accountability reporting. They are two layers of the same system, not substitutes — and a strategic plan actually makes the General Plan more effective, because it creates the mechanism to fund and track the long-range goals.

The timing is also opportune: because the General Plan is mid-refresh, adopting a strategic-plan framework now lets the city align the two so the long-range vision and the multi-year, budget-linked priorities reinforce each other from the start.

Sources and note

General Plan description drawn from the City of Santa Fe Planning and Land Use pages and General Plan update materials (santafenm.gov) and local reporting on the General Plan update. A working aid for the commission's deliberation, not legal advice; confirm current General Plan update status and any statutory requirements with city staff and the City Attorney.

Budget & Planning Committee
Update to Commissioners
8/27/26

General Update

1. **Research**: More research has been conducted on the current state and scope of budget, planning, and council vacancies (summarized below).
2. **Peer Learning:** Members of the committee will be engaging with members from the governments of Albuquerque and Los Cruces in the near future to learn from their budget and planning experiences.

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Strategic Planning

1. **Learning from Peers:** The committee set the intention of learning from other NM municipalities including Las Cruces and Albuquerque and are working towards meetings with city government representatives to discuss planning and budget experiences.
2. **Current Strategy Analysis:** Analysis of the FY 26/27 budget for Santa Fe revealed the current state of strategic planning for the city. Results were 138 goals set across 19 departments with 40 (29%) including a measurable definition of success. 6 departments (Public Works, City Manager, City Attorney, Community Engagement, Risk Management & Safety, and IT) have zero quantifiable goals.
    a. At a minimum there is room for improved traceability, transparency, and accountability within the current planning mechanism (the budget).
    b. Ideally, a strategic plan and dashboard are implemented to drive continuous progress and improvement towards stated goals.

2. Budget Process

1. **FY28 Process:** The process and milestones for the FY 28 budget (see Figure 2) include new and deliberate additions of council and community involvement before the mayor presents his proposal in the spring. This is an informal balancing of input and influence that is not codified and not guaranteed to create meaningful change in the mayor's proposed budget.
2. **Question of Scope:** It should be noted that only a part of the budget process is included in the charter. The rest lives in chapter 11 of the city's ordinance.

The Charter says almost nothing about budgeting. One clause carries the whole thing — Section 5.01(M), which requires the mayor to work with city personnel and timely prepare an annual budget and proposed spending priority for review and approval by the finance committee and the governing body. That's it for the budget proper.

Four other Charter provisions bear on it indirectly:

- *Sections 3.01(B) and 3.02(B) exclude the budget, the capital program, any ordinance appropriating money, the levy of taxes, and salaries of city officers or employees from both referendum and initiative. Voters cannot overturn a budget.*
- *Section 6.02 makes the governing body the principal policy maker with all legislative powers, and requires it to fix salaries for the judge and councilors by ordinance and establish an independent salary review commission for the mayor's salary.*
- *Sections 9.01, 9.02 and 9.04 require the city to follow state law on investment of public funds, adopt a procurement code by ordinance, and adopt an independent audit committee by ordinance.*

- *Section 4.08 requires an ordinance ensuring timely disclosure of the purposes of proposed expenditures for any tax increase or bond measure requiring voter ratification.*

3. Elections and Council Vacancies

1. **Resign to Run:** The first part of this two-part question. By precedent set by the Previous Charter Review Commission and by public input gathered at the last public input session, it remains this committee's recommendation to refrain from changing this feature of the charter (i.e., candidates are not required to resign from council to run for mayor).
2. **Council Vacancies:** Today, the mayor must appoint within thirty days a qualified elector from the district where the vacancy occurred, to serve until the next regular city election, and the council must approve or disapprove no later than its second regularly scheduled meeting following the appointment. This is the way it is handled (excepting some small differences in timeline and council approval) in the other 4 most populous cities in NM (Las Cruces, ABQ, Rio Rancho, Roswell - See Table 1 below).
    - Question 1: Is there motivation to change from the status quo?
    - Question 2: If not, is there a desire to add steps or specificity to the process?

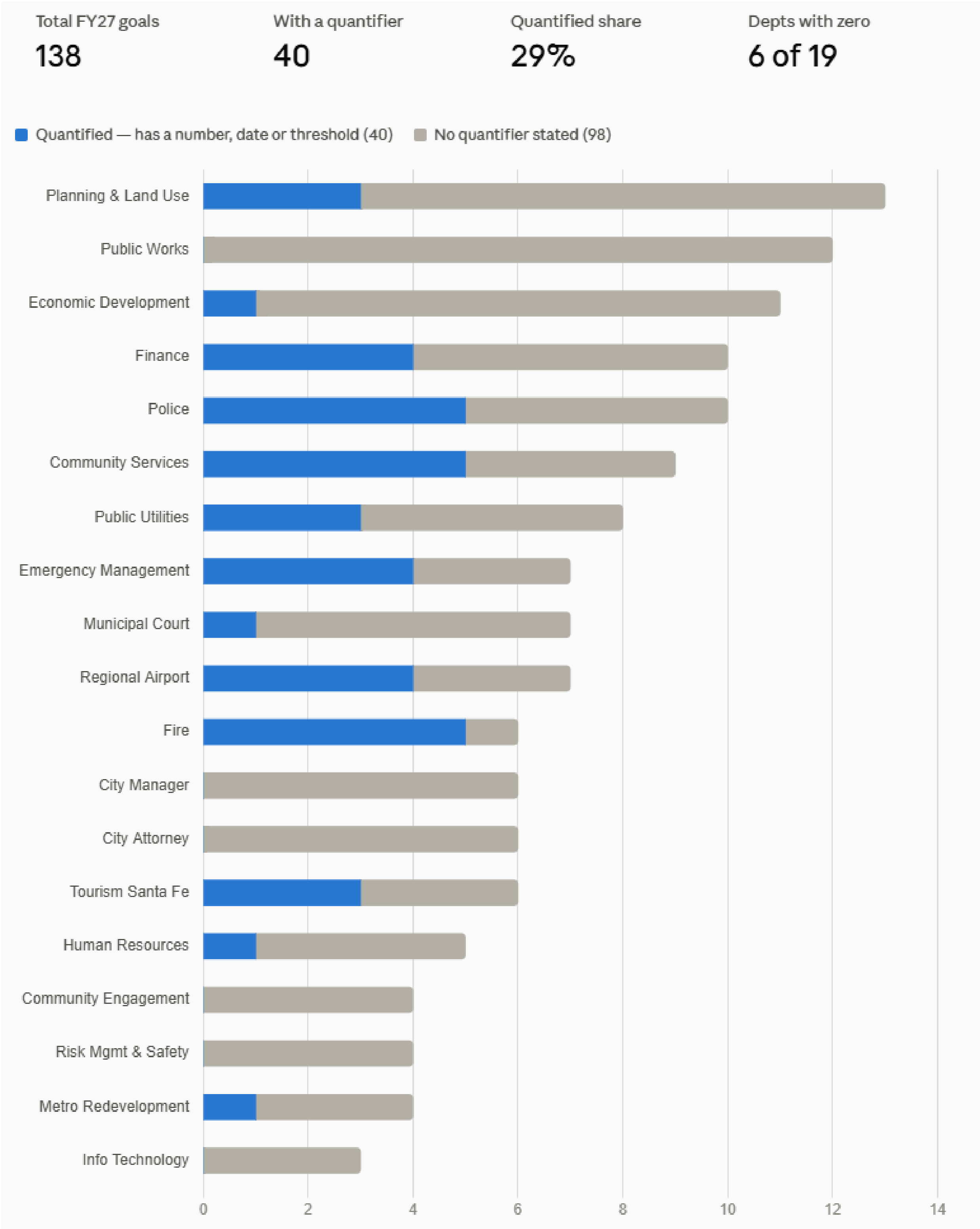

Figure 1: Analysis of Goals set in FY 26/27 Budget

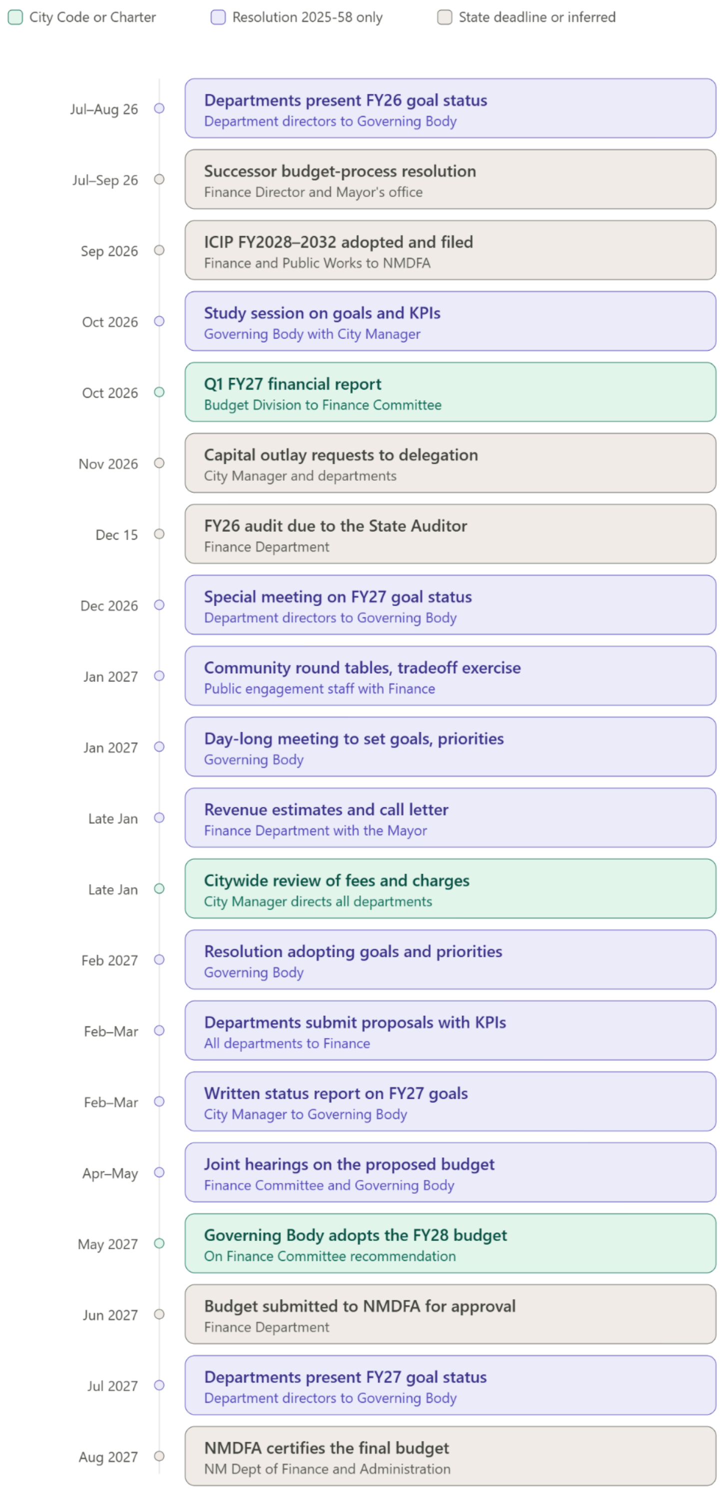

Figure 2: Budget Setting Timeline

City	Who appoints	Council role	Deadline	Appointee serves
Albuquerque	Mayor	None stated in charter	None stated	Until next regular election
Las Cruces	Mayor (state default)	Advice + consent, majority of members present	15 days, then mandatory agenda item	Until next regular local election
Rio Rancho	Mayor	Confirmation by governing body	60 days	Until next regular municipal election
Santa Fe	Mayor	Approve or disapprove	30 days	Until next regular city election
Roswell	Mayor (state default)	Advice + consent, majority of members present	15 days, then mandatory agenda item	Until next regular local election

Table 1: Comparison of top 5 cities by population and their approach to resolving council vacancies.