



SANTA FE COUNTY

Greenhouse Gas Emissions Reduction Plan

Roadmap to Net Zero by 2050: Government Operations

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Santa Fe County is committed to net zero emissions by 2050.

In April 2021, the County joined the “Race to Zero”, a global coalition of cities, regions, businesses, and investors committed to achieving carbon neutrality by 2050, at the latest. This Greenhouse Gas Emissions Reduction Plan (GHGERP) is a detailed roadmap to achieve greenhouse gas (GHG) emission reductions in County operations across four sectors:



**Buildings
and facilities**



Fleet



**Water and
wastewater**



**Solid
waste**

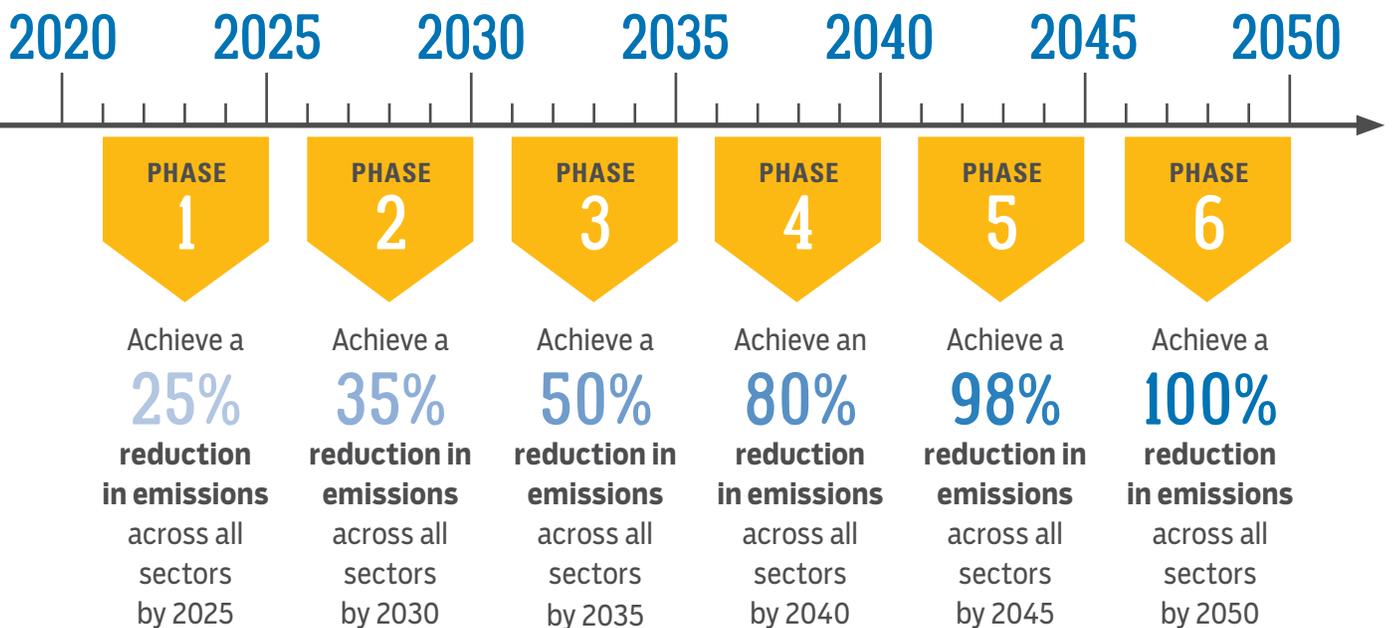


To learn more about the Race to Zero coalition, visit unfccc.int/climate-action/race-to-zero-campaign

The reduction plan is composed of six phases, each in five-year increments, from 2021 to 2050. Detailed actions are presented for the first two phases, from 2021 to 2030, with preliminary guidance provided for the final two decades. It will be necessary to revisit this long-range guidance for all phases on a periodic basis as the plan is implemented and conditions are reassessed.

Emission reduction strategies were informed by GHG inventories of County operations produced by Adelante Consulting for the calendar years 2005, 2017, and 2018. The inventories included both Scope 1 (direct emissions, e.g. from vehicles and the combustion of fuel) and Scope 2 (indirect emissions, e.g. from purchased electricity) emissions, as well as emissions from operational areas in which the County has a financial stake (e.g. North Central Regional Transit District, Buckman Direct Diversion Water Treatment Plant, and Santa Fe Solid Waste Management Agency).

With an understanding of the County's historical GHG emissions, informed targets can now be set to guide the County to achieve net zero emissions. Using 2018 as a baseline, the reduction targets and timelines of each phase are as follows:



In 2018, County buildings and facilities produced more than half of the GHG emissions of County operations. 1.8 MW of solar have been installed on County facilities from 2011 to 2021 to help offset emissions from facilities. These installations reduce approximately 2,100 tons of GHG each year. Yet, more needs

86%

of the Phase 1 reduction target can be achieved by implementing four high-impact projects, which have all been initiated or are nearing completion as of late 2021.

to be done to reach the County’s net zero goal beyond on-site renewable energy generation. As recommended by the consultant, in order to meet the County’s targets, the following operational improvements need to be made:

- Implementing energy efficiency measures in buildings
- Sourcing all electricity from renewable energy
- Electrifying buildings and fleet
- Decreasing methane emissions from solid waste and wastewater treatment operations

Eighty-six percent (86%) of the Phase 1 target can be achieved by implementing four high-impact projects, which have all been initiated or are nearing completion as of November 2021:

1. Complete Quill Wastewater Treatment Facility improvements including conversion from open lagoon to membrane filtration system.
2. Use electricity from the PNM Solar Direct program to offset 50% of the County’s electricity from PNM that is generated by non-renewable energy sources.
3. Implement facility improvement measures recommended by the 2020 investment grade audit at 13 identified facilities.
4. Install 200 kW DC of behind-the-meter photovoltaic systems at County facilities.

The remaining 14% of the Phase 1 target can be met through various smaller projects. In subsequent phases, emerging reduction strategies that have yet to be identified, perhaps due to new technologies and changes in state and national policy, will play an important role in shaping reduction actions. Thus, it is key to allow for flexibility in the GHGERP. Reduction targets may need to be adjusted as County emissions are measured following the end of each Phase, or if the global scientific consensus on the timeline and magnitude of necessary emission reductions is amended. Given this fluid landscape, it is key for County stakeholders to collaboratively identify appropriate GHG emissions reduction strategies.

At the end of each reduction phase, the County will need to conduct a thorough review and provide a report on the successes, challenges, and limitations, as well as propose alternative pathways to adjusted strategies, which will guide actions needed to meet the 2050 net zero goal. This review, along with GHG emissions

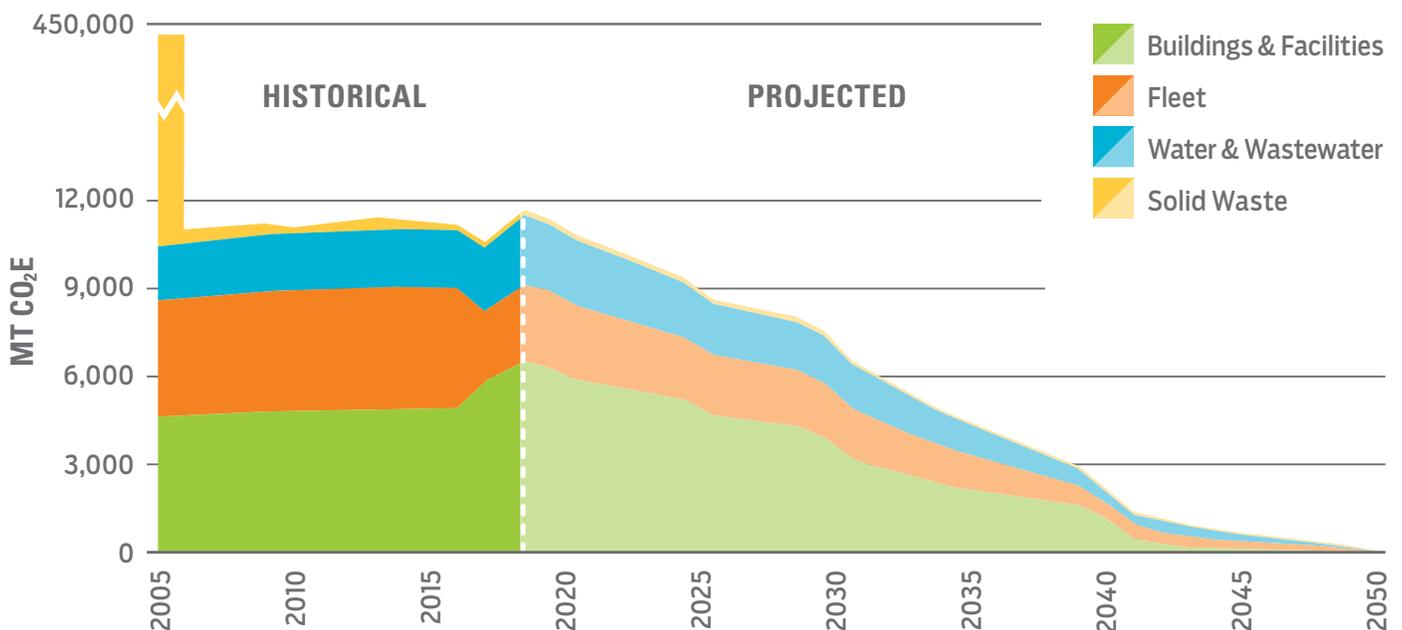
inventories conducted every five years, will provide the trail markers needed to fine-tune and accelerate meeting the County’s operational net zero goal. Once the GHGERP is in operation, the next step is to develop a climate action plan, which is a comprehensive, community-wide strategy to further reduce emissions and increase resilience in the face of climate change throughout Santa Fe County.

It is of utmost importance throughout the GHG emissions reduction process that the County prioritizes community safety, continuity, and proper functioning of government operations and services in the face of an ever-changing, and increasingly unpredictable climate-altered world. This plan is an affirmative, positive guide for the County to address these complex climate issues within the bounds of its immediate capabilities and with a vision for additional actions that can be implemented for the benefit of current and future generations. Santa Fe County welcomes input on best practices and will work with any interested parties to improve and adjust the plan as needed.



Santa Fe County’s Roadmap to Net-Zero Greenhouse Gas Emissions

The County’s historical emissions are shown on the left, and projected emission reductions on the right that are in alignment with the reduction targets of each phase.



Source: Adelante Consulting, Inc., 2021

INTRODUCTION

Greenhouse gases, such as carbon dioxide, methane, and nitrous oxide, trap heat in the Earth's atmosphere that would otherwise escape into space, allowing for a livable planet. This is called

the greenhouse gas effect.

The increase in the concentration of greenhouse gases in our atmosphere, primarily from the burning of fossil fuels, as well as the emissions of synthetic fluorinated gases from industrial processes, is resulting in extra trapped heat and consequently higher global temperatures.¹ The global climate is increasing in temperature each year at an accelerated rate.

The planet's average surface temperature has risen more than

2.1° F

since the late 19th century.

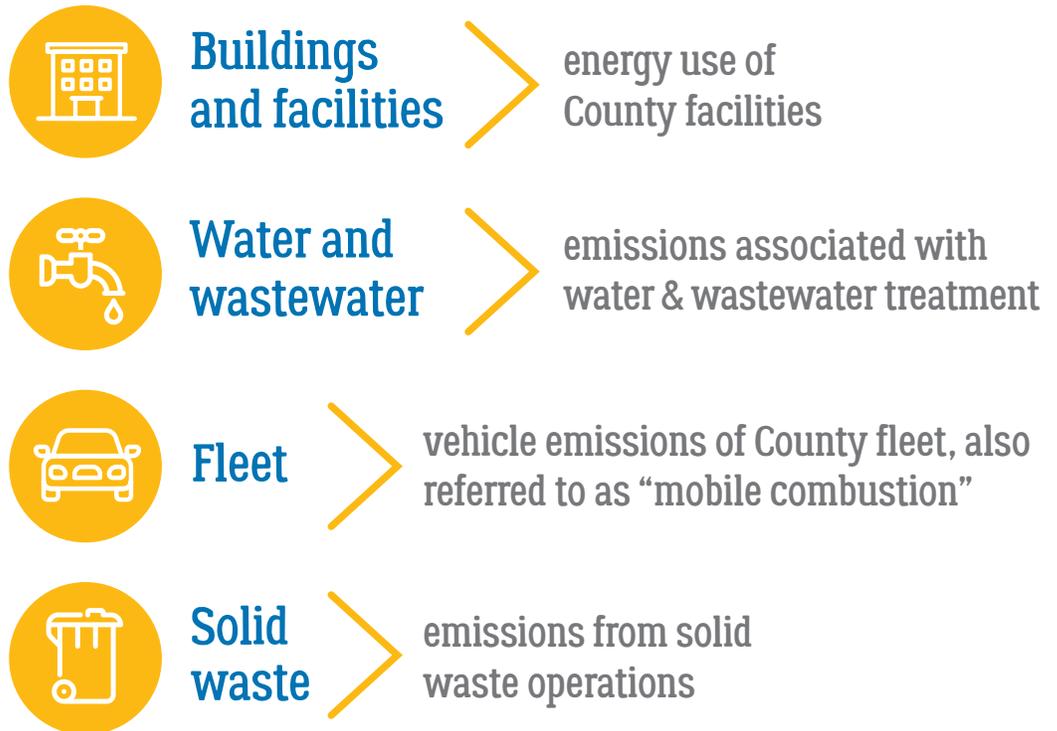
The planet's average surface temperature has risen about 2.14°F (1.19°C) since the late 19th century.² This change has been largely driven by increased carbon dioxide emissions into the atmosphere from the burning of fossil fuels and other human activities.³ The global community must rapidly reduce GHG emissions to avoid predicted catastrophic climate change impacts if no actions are taken.⁴ To limit the rise in global mean temperatures to 1.5 degrees Celsius above pre-industrial levels, countries signed the Paris Agreement in 2015, committing to net zero GHG emissions by 2050. Net zero means that any residual emissions, such as emissions in hard-to-decarbonize sectors, are offset by actions that take emissions out of the atmosphere, either through technology or land-based carbon sequestration techniques.

net zero

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In 2013 Santa Fe County passed Resolution 2013-7 committing the County to lead by example in several key areas, including sustainability. In 2017, the County passed Resolution 2017-68 to support and adopt the goals of the Paris Agreement and apply them to significantly reduce GHG emissions in the operation of County facilities and services.

In accordance with the Paris Agreement, this Greenhouse Gas Emissions Reduction Plan (GHGERP) details the actions needed to achieve net zero GHG emissions from County government operations by 2050, and establishes interim GHG emissions reduction goals in five year increments from 2021 to 2050. GHG emission reduction actions address the following categories:



The emission reduction strategies across these four categories are informed by the County’s 2018 GHG emissions inventory,⁵ which measured the emissions associated with each of these sectors. A fifth category, “Carbon Offsets”, relates to strategies the County can take to offset carbon emissions to achieve net zero emissions by 2050.

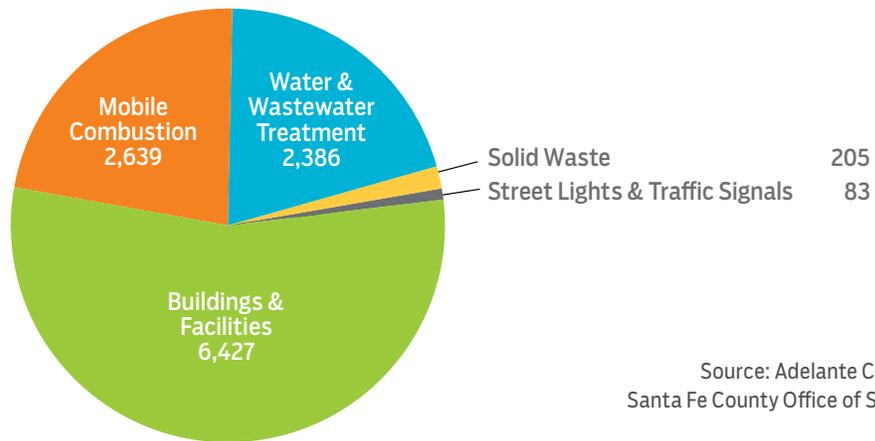
2018 GHG Emissions Inventory

In 2018, Santa Fe County’s total GHG emissions from County operations were 11,741 metric tons of carbon dioxide equivalent (MT CO₂e).⁶ County buildings and facilities accounted for more than half of all GHG emissions in 2018, with mobile combustion from the vehicle fleet and water and wastewater treatment processes also producing significant emissions (Figure 1). The 2018 inventory sets the baseline for the County’s reduction plan and allows the County to make informed decisions to reduce emissions across each sector.

FIGURE

1

Scope 1 and 2 GHG emissions by sector in 2018 (MT CO₂e)



Source: Adelante Consulting, Inc. and Santa Fe County Office of Sustainability, 2021

Goals and Interim Targets

The roadmap to net zero by 2050 is based on six emission reduction phases, indicating which emission reduction actions should be taken, and when, using 2018 as the baseline reduction year:⁷

Phase 1
2021 to 2025



Achieve a 25% reduction in emissions across all sectors by 2025.

Phase 2
2026 to 2030



Achieve a 35% reduction in emissions across all sectors by 2030.

Phase 3
2031 to 2035



Achieve a 50% reduction in emissions across all sectors by 2035.

Phase 4
2036 to 2040



Achieve an 80% reduction in emissions across all sectors by 2040.

Phase 5
2041 to 2045

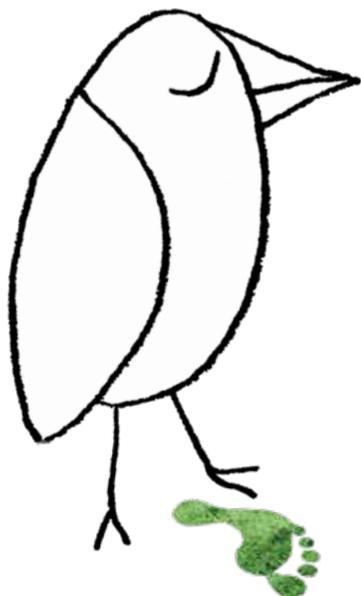


Achieve a 98% reduction in emissions across all sectors by 2045.

Phase 6
2046 to 2050



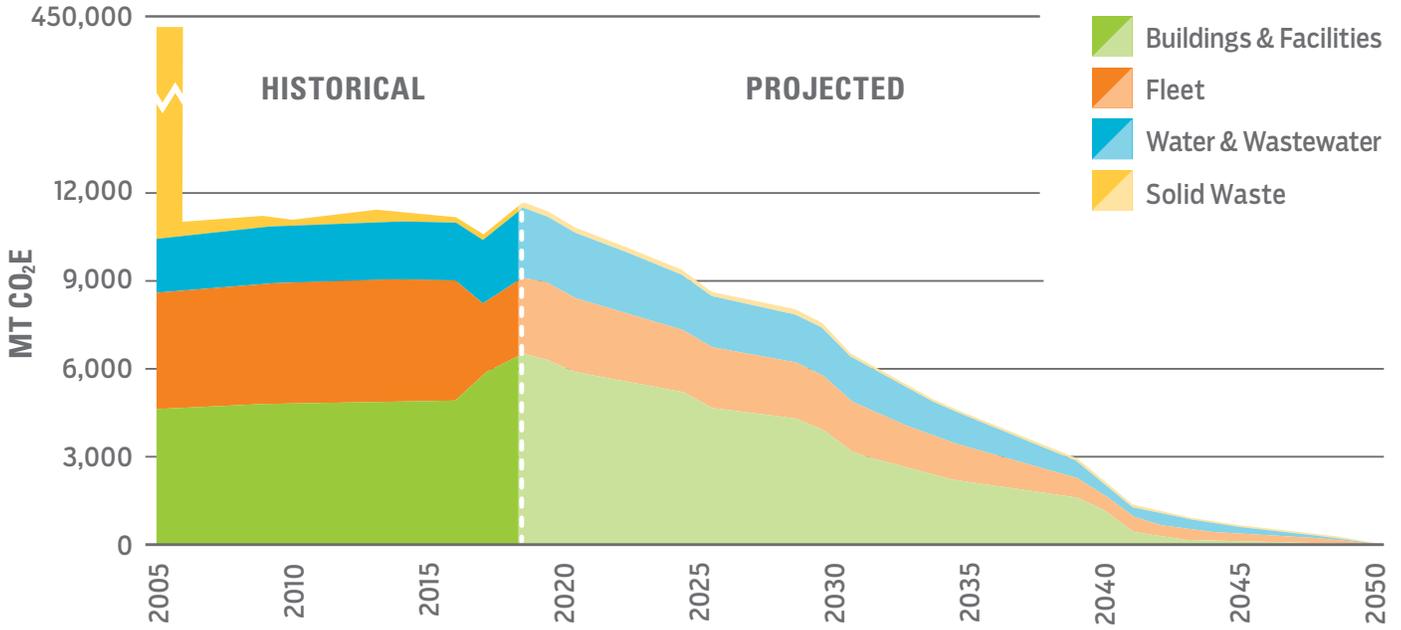
Achieve a 100% reduction in emissions across all sectors by 2050.



FIGURE

2

Santa Fe County historical (left) and projected (right) GHG emissions across four sectors (Buildings and Facilities, Fleet, Water and Wastewater, and Solid Waste) from 2005 to 2050



Source: Adelante Consulting, Inc., 2021

This document details the actions that are needed to achieve the GHG emission reduction targets in the next ten years (Phases 1 and 2). The focus of Phase 1 is planning for future actions and identifying funding sources to pay for this work, while implementing reduction actions that can easily be achieved given available funding and technology. Reduction strategies also include actions to reduce emissions from operational areas in which the County has a financial stake: the North Central Regional Transit District (NCRTD), the Buckman Direct Diversion Water Treatment Plant (BDD), and the Santa Fe Solid Waste Management Agency (SWMA). As the County does not have operational control over these entities, the County will work in conjunction with other joint powers to collaboratively identify and implement emission reduction strategies with these organizations.

Many of the reduction actions listed in Phase 1 are currently in progress and producing positive results. This document serves to formalize these actions as elements within the GHG emission reduction framework.

Emission reduction amounts were calculated for select high-impact actions that are tied to concrete projects (Figure 3). Completing the four high-impact reduction actions (Figures 3-7), all of which are in progress as of November 2021, will achieve 86% of the Phase 1 reduction target, while the remaining 14% can be met through various smaller projects.

The actions that are planned in Phase 1 will be implemented in Phase 2, and a detailed planning process will be conducted to identify appropriate proposed emission reduction actions in Phases 3 to 4, with consideration of anticipated new technologies, changes to climate data and policy, as well as new funding sources as they become available at the local, state, and federal levels. Emission reduction actions for Phases 5 and 6 will be determined in Phase 4, again giving consideration to new technologies, climate policies, and funding sources. Reduction targets will be updated as GHG emission inventories are completed at the end of each five-year phase to ensure the County remains on track to meet the net zero goal by 2050.

TABLE



GHG emission reduction targets for each phase and the reduction amount needed to meet these targets, using 2018 as a baseline

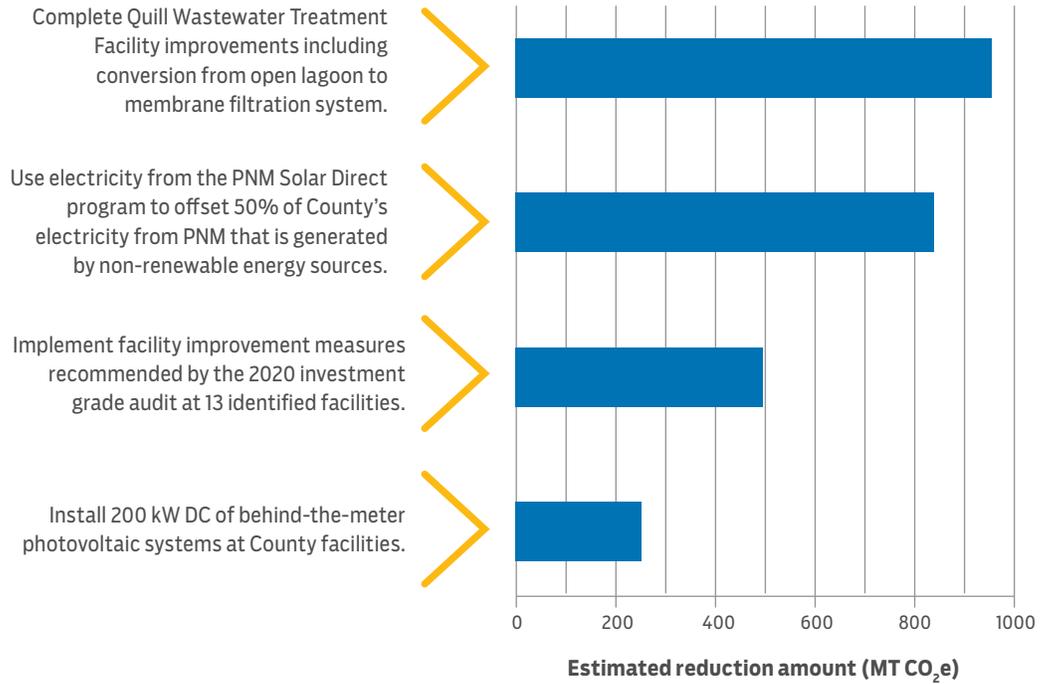
PHASE	YEAR	EMISSIONS REDUCTION TARGET (%)	REDUCTION AMOUNT (MT CO ₂ e)	TOTAL EMISSIONS (MT CO ₂ e)
Baseline	2018	n/a	n/a	11,741
1	2025	25%	2,935	8,806
2	2030	35%	1,174	7,632
3	2035	50%	1,761	5,871
4	2040	80%	3,522	2,348
5	2045	98%	2,113	235
6	2050	100%	235	0

Source: Santa Fe County Office of Sustainability and Adelante Consulting, Inc., 2021

FIGURE

3

High-impact GHG emission reduction actions identified in Phase 1. Completing these four projects will achieve 86% of the Phase 1 reduction target.



Source: Santa Fe County Office of Sustainability and Adelante Consulting, Inc., 2021

FIGURE

4

Upgraded Quill Wastewater Treatment Plant



Photo courtesy of LeRoy Alvarado, 2021

FIGURE

5

September 2021 construction update of PNM Solar Direct project, expected to be completed in first quarter of 2022. PNM Solar Direct is a 50 MW solar array located on Jicarilla Apache Nation. Santa Fe County has subscribed to 2.6% of the generation capacity of this array. The 1.3 MW of solar energy from this subscription will power half of the electricity that PNM supplies to Santa Fe County facilities with renewable energy.



Photo courtesy of PNM, 2021

FIGURE

6

Facility improvement measures at 13 County facilities will include upgrades to building envelopes to mitigate air leakages such as this one at Hondo Fire Station 2, as well as installation of LED lighting, onsite renewable energy, and high-efficiency low-voltage transformers, upgrades to HVAC equipment and controls, and implementation of water conservation measures. The County facilities and associated improvement measures were identified and recommended by an energy service company through an investment grade audit certified by the New Mexico Department of Energy, Minerals, and Natural Resources, and implemented through a guaranteed utility savings contract. County facilities with the highest energy use and/or highest community impact were prioritized for energy efficiency upgrades. Implementation of these improvements will be coordinated by the Santa Fe County Public Works facilities team and Office of Sustainability.



Photo courtesy of Yearout Energy, 2020

FIGURE

7

135 kW DC photovoltaic system installed September 2021 at the Santa Fe County Public Safety complex



Photo courtesy of Sol Luna Solar, 2021

Methodology

The emission reduction amounts were modeled by the consultants using ClearPath, an online software used in best practice protocols to conduct GHG inventories, emission forecasting, and emission monitoring at community-wide or government-operational scales. The consultant created an assigned identification (AID) number for each County facility (Appendix 1) to ensure clarity since some facilities are referred to by multiple names. These AIDs are included next to each facility name in the reduction actions listed in this plan.

County population growth projections were included as an input in ClearPath's models as an indicator for expected new sources of emissions associated with increases in the scope of County government operations between 2020 and 2050, such as new County buildings and fleet, and increased water and wastewater treatment operations to accommodate the County's growing population.⁸

County GHG emissions monitoring will be conducted in ClearPath every five years, during the first year of each new GHG emission reduction phase, to track progress in each phase towards County GHG emission reduction goals across all sectors. GHG inventory reports from each phase will be presented to the Board of County Commissioners (BCC) and will be available for comment from stakeholders County-wide.

Stakeholders

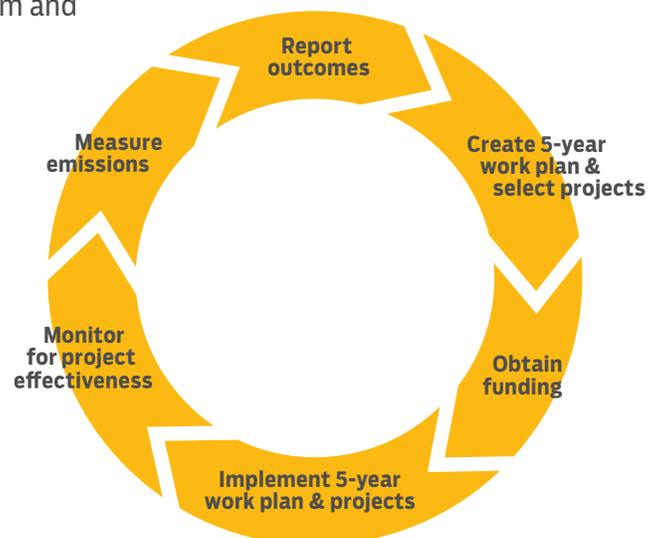
Initial reduction strategies for Phases 1 and 2 were identified in collaboration with the consultant and Santa Fe County's Sustainability Office. Stakeholder input from all departments and building tenants is key to the success of Santa Fe County's GHG emission reduction plan, and will play an integral role in developing and refining this plan. County-wide stakeholders and staff will continue to work together to determine what the next phases of emission reductions should encompass based upon the results of report findings in each phase of the GHGERP's implementation.

Action Framework

In summary, each phase is a five-year cycle with six steps (Figure 8):

1. Conduct an inventory of County operational GHG emissions;
2. Evaluate the outcomes of the GHG emissions inventory and review progress towards the reduction targets;
3. Create a detailed five-year work plan with County stakeholders to meet reduction targets and select projects for implementation;
4. Identify and obtain financial resources to implement the work plan and projects;
5. Implement the work plan and projects; and
6. Monitor and track effectiveness and progress of the work plan with annual progress reports.

This iterative process will inform and improve the operationalization of subsequent phases.



FIGURE

8

General framework for implementing the GHGERP for each five-year cycle of GHG emission reduction and reporting.

Phase 1 Reduction Actions: 2021–2025



Reduction
Target:

25%

2,935 MT
CO₂e

1.1. FACILITIES

1.1.1. Accurately track and quantify facility energy use and emissions

- Contract a utility management service firm to assist the County in creating a means to accurately track and measure energy consumption as recorded in all County facility utility bills.
- Benchmark and report total natural gas, electric, propane and water use for buildings that use over 1,000 MMBtus per year.
- Conduct triple-bottom-line (TBL) analyses, an accounting methodology that assesses economic, social and environmental benefits, for planned upgrades to high use County buildings and facilities, and create prioritized plan for projects with the greatest TBL benefit.⁹

1.1.2. Increase energy efficiency of County facilities

- Implement facility improvement measures recommended by the 2020 investment grade audit conducted by Yearout Energy at the following facilities (see Figures 3 and 6 in “Background and Planning” section):¹⁰
 - Adult Detention Facility (AID 135)
 - Agua Fria Fire Station #1 (AID 55)
 - Bennie Chavez Community Center (AID 26)
 - Arroyo Seco Teen Center (AID 19)
 - Edgewood Fire Station #1 (AID 475)
 - Eldorado Community Center Complex (AID 137)
 - Hondo Fire Station #2 (AID 40)
 - La Cienega Community Center (AID 10)
 - La Cienega Fire Station #1 (AID 188)
 - Pojoaque Fire Station #1 (AID 32)
 - Public Safety Complex (AID 41)
 - State Health Center (AID 70)
 - Vista Grande Library (AID 9)
- Install lighting sensors that automatically turn off lights when the room is unoccupied within the two facilities with the highest energy use per square



Energy efficiency retrofits to County facilities are an essential step towards the 2050 net zero emissions goal.

foot: Eldorado Community Center Complex (AID 137) and Public Safety Complex (AID 41).

- Initiate a second investment grade audit project for 20 additional County facilities following the completion of the facility improvement measures currently being implemented.
- Create energy efficiency work plan for facilities with the highest energy use per square foot to prioritize energy efficiency retrofits, including ranking facility inefficiency using industry best practices.
- Implement and budget for integrated design standards with the capital projects and planning teams that include a healthy building checklist¹¹ and energy efficiency guidelines for all new buildings and major facility improvements, including a net zero energy standard for new facilities.
- Install energy management devices, as appropriate, at all County facilities to minimize the energy consumption of devices such as vending machines, copiers, and other appliances.
- Install smart, programmable thermostats in all County facilities, where feasible.

1.1.3. Reduce the use of propane and natural gas within all County facilities

- Create a plan to convert all facilities that use propane and/or natural gas to electric heat pumps and other electrical appliances, as applicable, prioritized by highest usage and feasibility, with cost estimates and proposed timelines for capital funding requests.¹²
- Design and budget all new County facilities to utilize electric heating and cooling systems and other electric appliances instead of propane or natural gas.

1.1.4. Increase renewable energy use

- Solarize five or more County buildings or facilities per year by either installing onsite solar generation or subscribing the facility to a community or utility-scale solar array.¹³
- Update analysis of implementing solar power systems at County facilities to prioritize facility installations and create detailed funding request.¹⁴
- Use electricity from the PNM Solar Direct program to offset 50% of the County's electricity from PNM that is generated by non-renewable energy

Phase 1 actions include using the PNM Solar Direct program to offset **50%** of the County's electricity that is generated by non-renewable energy sources.

sources (see Figures 3 and 5 in “Background and Planning” section).

- Install at least 200 kW DC of behind-the-meter photovoltaic (PV) systems at County facilities, including the Public Works Complex (AID 155) and Adult Detention Facility (AID 135) (see Figures 3 and 7 in “Background and Planning” section).
- Install photovoltaic (PV) systems at off-grid solid waste convenience centers that are not yet equipped with a PV system, and increase the capacity of existing off-grid PV systems at convenience centers to meet current electricity, heating, and cooling needs.

1.2. VEHICLE FLEET

Santa Fe County's Fleet Management Policies and Procedures, established in 2019, and its associated Vehicle Utilization Review Board (VURB), were created to ensure a safe, healthy and sustainable community by expanding vehicle efficiency, conserving resources, and upholding transparency in resource use. Fleet policies implemented through the VURB will lead to a transition to low-emission vehicles County-wide.

1.2.1. Increase efficiency of County fleet

- Increase average efficiency of County passenger vehicles and light-duty trucks by 2 or more miles/gallon each year through the purchase of fuel efficient and alternative fuel vehicles.¹⁵
- Identify and retire under-utilized and/or redundant vehicles from the County fleet.
- Hire an energy specialist consultant to conduct a comprehensive analysis of the County's light-duty fleet to maximize fleet efficiency, including delivery vans and other high use vehicles, the replacement to either EVs or high efficiency vehicles where EVs are currently not feasible, and the capacity and education needs of fleet staff to manage maintenance of any new vehicles.

1.2.2. Reduce County vehicle usage and vehicle miles traveled (VMT)

- Operationalize Fleet Management Policies and Procedures County-wide, excluding emergency services.¹⁶
- Incentivize County employee ride-sharing and alternative transportation.¹⁷
- Acquire bicycles and E-bikes for County staff to use for nearby travel at appropriate campus sites.



Reducing overall vehicle usage and transitioning to low-emission vehicles County-wide will have a significant impact on emissions.

- Utilize centrally located fuel depot closer to the County's campus sites (e.g. downtown, Public Safety) to save on vehicle wear and fuel consumption from traveling to the fuel depot at the Public Works campus.
- Ensure all vehicles are equipped with GPS and track to identify opportunities to reduce VMT.

1.2.3. Transition County light duty vehicles to electric vehicles (EVs)

- Ensure all new light-duty vehicles purchased are EVs. Where EV adoption is not feasible due to use or daily vehicle miles traveled (VMT) limitations, prioritize purchasing high efficiency, low-emission vehicles.
- Replace 4 or more internal combustion engine vehicles on the County fleet with EVs each year, as feasible and viable.¹⁸
- Expand County EV or low-emission vehicle motor pool to include at least 5 vehicles per campus, as appropriate, based on the motor pool vehicle need at each campus.
- Increase employee access to EVs by making EVs available for staff use in a shared motor pool and provide training opportunities for employees to familiarize themselves with EVs.

1.2.4. Expand County electric vehicle charging infrastructure

- Analyze usage and needsof current EV charging infrastructure network.
- Install 5 or more electric vehicle charging stations at County buildings each year, as appropriate for fleet and/or public use, and as feasible and viable based on the analysis of usage and needs.¹⁹

1.2.5. Reduce emissions of fleet in agencies within which the County has a financial stake

- Work with Santa Fe Solid Waste Management Agency (SWMA) to identify operational EV infrastructure requirements and identify high impact vehicles for EV replacement, or operation of heavy-duty fleet on low carbon liquid fuels such as renewable compressed natural gas or renewable diesel, as appropriate.
- Work with SWMA to develop light-duty vehicle replacement plan for vehicles nearing the end of their useful life with EVs, as appropriate.
- Work with North Central Regional Transit District (NCRTD) to support efforts in the electrification of buses or operation on low carbon liquid fuels such as renewable compressed natural gas or renewable diesel, as appropriate.
- Collaborate with the Buckman Direct Diversion (BDD) Board to study the potential of electric vehicle use at the BDD facilities, as appropriate.



Increasing water conservation at County facilities and among County water utility customers is another component of the emissions reduction plan.

1.3. WATER & WASTEWATER

1.3.1. Reduce emissions at the Quill Wastewater Treatment Facility

- Complete and monitor Quill Wastewater Treatment Facility improvements including conversion from open lagoon system to membrane filtration system, with removal of open lagoon (see Figures 3 and 4 in “Background and Planning” section).
- Offset 50% or more of electricity use at Quill Wastewater Treatment Facility with renewable power (either on-site or off-site), as viable.
- Analyze the suitability of composting or land application measures to utilize wastewater treatment byproducts.

1.3.2. Reduce the use of natural gas and electricity at BDD and City of Santa Fe facilities within which the County has a financial stake

- Work with partners at City of Santa Fe to identify and implement measures to reduce natural gas use at facilities under joint powers agreements, including but not limited to lift stations, as appropriate.
- Develop a work plan at BDD to implement measures to reduce natural gas use at water treatment facility, as appropriate. This may include options for the conversion of natural gas heating systems to electric heat pumps.
- Collaborate with City of Santa Fe to implement PV systems at BDD Raw Water Lift Station and BDD Booster Station 1A (AID 1005), as appropriate.

1.3.3. Increase water conservation at County facilities and among County water utility users

- Implement water conservation facility improvement measures recommended by the 2020 investment grade audit (conducted by Yearout Energy) at the following facilities:
 - Adult Detention Facility (AID 135)
 - Eldorado Community Center Complex (AID 137)
 - La Cienega Fire Station 1 (AID 188)
 - Public Safety Complex (AID 41)
 - State Health Center (AID 70)
 - Vista Grande Library (AID 9)
- Work with the County Utilities Division to create a plan for water conservation within County facilities and the County water utility service

Increasing the County-wide recycling rate from 17% to **30%** will help reduce emissions by reducing the County's overall waste tonnage.

area with strategies that include, but are not limited to, leak detection, providing rebates for water efficient toilets, appliances, and irrigation equipment to low-income utility customers, and incentivizing water capture.

- Create and disseminate educational materials about water conservation, water capture, and the water-energy nexus to County staff and County water utility customers.
- Increase City/County water conservation outreach efforts through collaborative planning, programming, and partnering with relevant stakeholders and committees.

1.4. SOLID WASTE

1.4.1. Reduce the use of propane within County-owned and SWMA solid waste facilities

- Convert heating systems at County convenience centers from propane to electric heat pumps, as appropriate and viable.
- Work with SWMA to convert propane heating to electric heat pumps within SWMA facilities, as appropriate and viable.

1.4.2. Reduce flare emissions from SWMA landfill

- Work with SWMA to examine viable alternative uses for landfill flare gas including the production of combined heat and power.

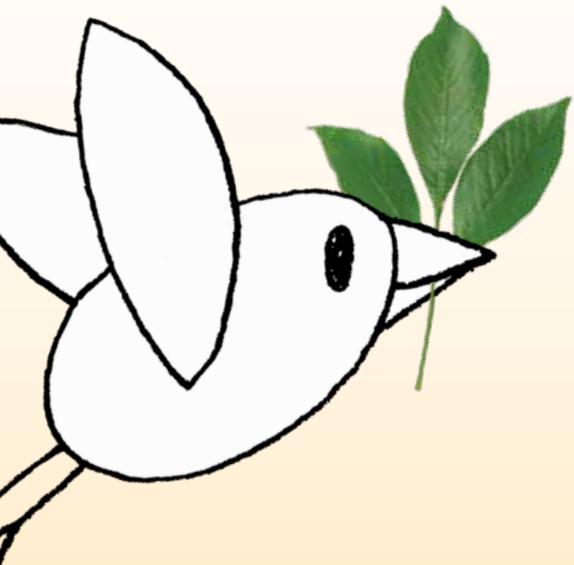
1.4.3. Reduce County and SWMA waste tonnage

- Work with SWMA to develop viable waste diversion measures aimed at separating construction wood waste and concrete from construction and demolition (C&D) materials.
- Work with SWMA to expand composting efforts, as appropriate and viable.
- Develop policies and implementation plan to expand waste diversion and recycling efforts within County facilities, including diverting food waste.
- Install composting collections at all County buildings that generate food waste for either on-site composting or collection by a third party, as appropriate and viable based on the implementation plan.
- Expand County's backyard composting program by 50 systems or more each year.
- Create and disseminate educational materials about waste reduction to County staff and County solid waste convenience center users.

- Work to encourage County residents to increase the County-wide recycling rate from 17% to 30%.
- Work with communities to develop a plan and implement re-use centers managed by community volunteers.
- Create incentivizing programs for businesses and production companies to recycle and reduce waste, including expanding local markets for recycling materials such as construction wood waste and concrete, as viable.

1.5. CARBON OFFSETS

- Research methods available to offset the County's carbon emissions, including carbon sequestration in soils and tree planting.
- Develop a plan to implement identified carbon offset strategies, as appropriate and viable.



Phase 2 Reduction Actions: 2026–2030



Reduction
Target:

35%

1,174 MT
CO₂e

The following is a tentative list of potential actions for the period between 2026 and 2030. These proposed actions and the plan itself will be reviewed and refined by staff and presented to the BCC prior to implementation of Phase 2. This will allow for adjustments based on the best available data and analyses at that time, along with lessons learned from the implementation of Phase 1. This deployment strategy will provide a more accurate roadmap for making the plan as practical and effective as possible for the specified time period. In doing so, all of the proposed actions will be dependent on available resources in real time (fiscal and human), ensuring that the actions are still appropriate and viable during Phase 2.

2.1. FACILITIES

2.1.1. Increase energy efficiency of County facilities

- Ensure all new County facilities are designed to meet Energy Star or higher level certification requirements and that new facilities are designed to perform 65% more efficiently than national averages for commercial buildings.
- Ensure all new County facilities are either fully equipped with or electric-ready for electric heating, cooling, cooking, and vehicle charging.
- Implement facility improvement measures at the 20 facilities identified in the 2025 investment grade audit.
- Conduct energy efficiency retrofits at the Public Works Complex (AID 155) and Judge Steve Herrera Judicial Complex (AID 172), and any other facilities prioritized in the energy efficiency work plan conducted in Phase 1.
- Install lighting sensors within the next seven facilities with the highest energy use per square foot:
 - Public Works Complex (AID 155)
 - Judge Steve Herrera Judicial Complex (AID 172)
 - Santa Fe Mountain Center (AID 424)
 - County Administration Building (AID 67)
 - Chimayo Senior and Community Center (AID 26)
 - Chimayo Substation and Sheriff Satellite Center (AID 25)
 - Community Services Building #A-#D (AID 71)



Ongoing conversion of County facilities to energy efficient electric heating and cooling systems will contribute to emissions reduction in Phase 2.

- Implement energy efficiency measures identified in Phase 1 for all new County facilities.
- Implement prioritized plan derived from triple-bottom-line cost benefit analysis in Phase 1.

2.1.2. Reduce the use of propane and natural gas within all County facilities

- Convert the next six facilities with the highest propane use to energy efficient electric heating and cooling systems, such as heat pumps:
 - Fairgrounds Small Animal Barn (AID 497)
 - Rio En Medio Senior and Community Center (AID 12)
 - Chimayo Senior and Community Center (AID 26)
 - Esperanza Administration (AID 409)
 - Road Department (AID 1014)
 - Chimayo Fire Station #2 (AID 18)
- Convert at least five additional facilities identified in the prioritized plan created in Phase 1 from propane to energy efficient electric heating and cooling systems, such as heat pumps.
- Convert the Adult Detention Center (AID 135) and Judge Steve Herrera Judicial Complex (AID 172) from natural gas to electric heating and cooling systems and other electrical appliances, as appropriate.
- Convert the next 15 facilities with the highest natural gas use to electric heating and cooling systems and other electrical appliances, as appropriate:
 - Public Works Complex (AID 155)
 - Juvenile Development Detention Facility (AID 122)
 - Stanley Fire Station #3 (AID 432)
 - Fairgrounds Extension Building (AID 73)
 - State Health Center (AID 70)
 - La Cienega Fire Station #1 (AID 188)
 - Fairgrounds Exhibition Hall #1 (AID 499)
 - Public Safety Complex (AID 41)
 - Edgewood Senior Center (AID 51)
 - Glorieta Fire Station #1 (AID 39)
 - Pojoaque Fire Station #2 (AID 31)
 - El Rancho Community Center (AID 15)
 - Pojoaque Fire Station #1 (AID 32)



Providing County staff with alternative transportation, such as bicycles and E-bikes, can help limit emissions by reducing vehicle usage for nearby travel.

- Youth Shelter and Family Services (AID 127)
- County Administration Building (AID 67)
- Continue designing all new County facilities to utilize electric heating and cooling systems instead of propane or natural gas.

2.1.3. Increase renewable energy use

- Solarize four County buildings or facilities per year or subscribe the facilities to community solar or utility-scale solar arrays.²⁰
- Install behind-the-meter PV systems at 10 additional facilities identified in the solar analysis conducted in Phase 1.
- Continue to use electricity from the PNM Solar Direct program to offset the remainder of the County's electricity from PNM that is generated by non-renewable energy sources, and explore opportunities for community and/or utility-scale solar arrays in Santa Fe County, including on tribal and State lands, to offset the County's electricity that is generated by non-renewable energy sources outside of PNM's service area.
- Revisit solar analysis conducted in Phase 1 and reassess prioritization of facilities to be solarized, taking into account the County's renewable energy goals and the changing energy landscape of electric utilities. If solar installations are still needed to achieve the County's net zero GHG emissions target, update the solar analysis to determine new priorities, sizes, and estimated costs of solar installations at County facilities.

2.2. VEHICLE FLEET

2.2.1. Increase efficiency of County fleet

- Continue to increase average efficiency of County passenger vehicles and light-duty trucks by 2 or more miles/gallon each year.²¹
- Identify County vehicles that are under-utilized and continue removing redundancies from the County fleet.
- Continue to implement the recommendations of the analysis by energy specialist consultant conducted in Phase 1.

2.2.2. Reduce County vehicle usage and vehicle miles traveled (VMT)

- Assess success of County employee ride-sharing and alternative transportation incentive program created in Phase 1 and make any changes to program, if needed.

By the end of
Phase 2, at least
20%
of the County's
light-duty fleet
will be electric.

- Acquire additional bicycles and E-bikes for County staff to use for travel and transit from the workplace, as appropriate for nearby travel.

2.2.3. Transition County light duty vehicles electric vehicles (EVs)

- Continue to ensure all new light-duty vehicles purchased are EVs. Where EV adoption is not feasible due to use or daily vehicle miles traveled (VMT) limitations, prioritize purchasing high efficiency, low-emission vehicles.
- Continue and accelerate the replacement of internal combustion engine vehicles on the County fleet with electric vehicles each year.²²
- Ensure that over 20% or more of the County's light-duty fleet is electric.
- Continue expanding County motor pool(s) with EVs.
- Continue to make EVs available for staff use and provide training opportunities for employees to familiarize themselves with EVs.

2.2.4. Transition County medium and heavy-duty vehicles to alternative fuels and EVs where applicable

- Identify medium and heavy-duty vehicles which can be readily replaced by EVs or other available technologies.
- Identify sources of low carbon intensity (CI) alternative fuels and develop procedures to source low CI fuels for current and future County alternative fuel vehicles.
- If needed, determine alternative fuel infrastructure and sourcing requirements and develop procedures to ensure fuels are available in sufficient quantities during all phases.
- If feasible, continue to replace delivery vehicles with EV vans based on analysis conducted in Phase 1.

2.2.5. Expand County electric vehicle charging infrastructure

- Continue to install 5 or more electric vehicle charging stations at County buildings each year.²³
- Implement EV infrastructure improvements based upon needs identified in Phase 1.
- Reevaluate usage and needs of EV charging infrastructure network and quantify the charging infrastructure investment needed to support County EV adoption goals.

During Phase 2, the County will implement water conservation improvement measures at

20

additional facilities.

2.2.6. Reduce emissions of fleet in agencies within which the County has a financial stake

- Continue to propose and work with SWMA to replace all light-duty vehicles nearing their useful life with EVs.
- Continue to work with SWMA and NCRTD and replace medium and heavy-duty vehicles nearing their useful life with alternative fuel vehicles or EVs where applicable, using the results from the analysis conducted in Phase 1.
- Work with SWMA and NCRTD to identify medium and heavy-duty vehicles which can be readily converted to low carbon alternative fuels using available technologies.
- Implement the results of the study conducted in Phase 1 with City of Santa Fe to electrify the vehicles used at the BDD.

2.3. WATER & WASTEWATER

2.3.1. Reduce emissions at the Quill Wastewater Treatment Facility

- Analyze additional measures needed to reduce process emissions at Quill Wastewater Treatment Facility.
- If suitable, implement composting or land application measures to utilize wastewater treatment byproducts based on analysis conducted in Phase 1.

2.3.2. Reduce the use of natural gas and electricity at BDD and City of Santa Fe facilities within which the County has a financial stake

- Support City of Santa Fe with implementation of measures identified in Phase 1 to reduce natural gas use at City-owned lift stations.
- Propose and work with BDD to convert natural gas heaters to electric heat pumps or other appropriate electric systems.

2.3.3. Increase water conservation at County facilities and among County water utility users

- Implement water conservation facility improvement measures at the 20 facilities identified in the 2025 investment grade audit.
- Continue to disseminate educational materials about water conservation, water capture, and the water-energy nexus to County staff and County water utility customers.
- Increase outreach efforts through a joint water conservation coalition with City of Santa Fe.



Phase 2 will continue efforts to reduce waste tonnage by improving composting and recycling programs and implementing new waste diversion measures.

2.4. SOLID WASTE

2.4.1. Reduce the use of propane within County-owned and SWMA solid waste facilities

- Work with SWMA to convert all remaining facilities from propane heating to electric heating and cooling systems.

2.4.2. Reduce flare emissions from SWMA landfill

- If applicable, support efforts at SWMA to implement alternative uses for landfill flare gas.

2.4.3. Reduce County and SWMA waste tonnage

- Work with SWMA to implement waste diversion measures aimed at separating construction wood waste from C&D materials.
- If feasible, support efforts at SWMA to supply wood waste materials to wood products manufacturers.
- If feasible, support efforts at SWMA to expand composting efforts to include food waste.
- Continue to install composting collections at County buildings that generate food waste for either on-site composting or collection by a third party, focusing on the Adult Detention Facility (AID 135) and senior centers if these facilities were not included in Phase 1.
- Continue expanding the County's backyard composting program and support the City of Santa Fe to adopt a similar program.
- Reduce landfill tonnage coming out of convenience centers by 10%.
- Continue to work with residents to increase County-wide recycling rate to 50%.

2.5. CARBON OFFSETS

- Implement carbon offsetting pilot project using one or more of the methods identified in Phase 1.

Phases 3–6 Reduction Actions: 2031–2050



Reduction
Target:

100%
by 2050

The work plans, actions and experience learned by implementing Phases 1 and 2 will inform the actions developed for Phases 3 to 6 with the explicit goal of bringing the County to net zero emissions by 2050. It is key to allow for flexibility in this emission reduction plan. To ensure the County remains on track to meet the net zero goal by 2050, reduction targets may need to be updated as GHG emissions are measured at the end of each phase. In addition, targets will need to be updated if the global scientific consensus on the timeline and magnitude of necessary emission reductions changes.

Emerging reduction strategies that have yet to be identified, perhaps due to new technologies and changes in state and national policy, will also play an important role in shaping future reduction actions. For example, the New Mexico Energy Transition Act mandates the state’s electricity be powered by renewable energy sources by 2045. These policies should be taken into account and prepared for accordingly. One such opportunity could be found by focusing efforts away from producing renewable energy (e.g. installing solar panels) as the electric utility grid approaches the 2045 goal, and work instead towards the electrification of County facilities to reduce emissions associated with energy produced by propane and natural gas. It is key for all County stakeholders to collaboratively identify appropriate GHG emission reduction strategies as the energy, technology, and policy landscapes change.

NEXT STEPS

The following steps are needed to implement the GHGERP:



Finalize the practical and feasible reduction strategies for Phases 1 and 2 along with estimates of the actual cost and timeframes of each action.



Identify and secure financial mechanisms to implement these strategies.



Request BCC authorization for County or other funds to implement these steps and each project as funding sources are available and actions are implementable.



Upon implementation of the GHGERP, a yearly progress report will be presented to the BCC.

Each end cycle of the reduction phases will require a thorough review and report of successes, challenges, limitations, and alternative pathways to meet the 2050 net zero goal. This review, along with GHG emission inventories conducted every five years at the end of each phase, will inform the work plan for the next phase, and provide the benchmarks needed to fine-tune and accelerate meeting the County's operational net zero goal.

It is of utmost importance throughout the GHG emissions reduction process that the County prioritizes community safety, continuity, and proper functioning of government operations and services in the face of an ever changing, and increasingly unpredictable climate-altered world. Once the GHGERP is in operation, the next step will be to develop a climate action plan: a comprehensive, community-wide plan to further reduce emissions and increase resilience in the face of climate change throughout Santa Fe County.

APPENDIX 1

List of Santa Fe County owned, leased, and joint powers authority facilities and their assigned identification number (AID).

AID	FACILITY NAME	OPERATIONAL SECTOR
1	Stanley Fire Station #2	Building/Facility
4	Stanley Fire Station #1	Building/Facility
5	Galisteo Fire Station #1	Building/Facility
9	Vista Grande Public Library	Building/Facility
10	La Cienega Fire Station #2 & La Cienega Community Center	Building/Facility
11	Romero Park	Building/Facility
12	Rio en Medio/Chupadero Community Center	Building/Facility
13	Chimayo Head Start	Building/Facility
14	Abedon Lopez Senior Center (Santa Cruz)	Building/Facility
15	El Rancho Senior & Community Center	Building/Facility
18	Chimayo Fire Station #2 & Cundiyo Community Center	Building/Facility
19	Arroyo Seco Teen Center	Building/Facility
24	Caja Del Rio Landfill	Building/Facility
25	Chimayo Substation & Sheriff Satellite Center	Building/Facility
26	Bennie J. Chavez Senior & Community Center (Chimayo)	Building/Facility
28	La Puebla Fire Station #1	Building/Facility
29	Chimayo Fire Station #1	Building/Facility
30	La Puebla Fire Station #2	Building/Facility
31	Pojoaque Fire Station #2 & Substation	Building/Facility
32	Pojoaque Fire Station #1	Building/Facility
33	Tesuque Fire Station #2	Building/Facility
34	Tesuque Fire Station #3	Building/Facility
35	Tesuque Fire Station #1	Building/Facility
36	Agua Fria Fire Station #2 (La Tierra)	Building/Facility
37	Hondo Fire Station #1	Building/Facility
38	Fire Prevention	Building/Facility
39	Glorieta Fire Station #1	Building/Facility
40	Hondo Fire Station #2	Building/Facility
41	Public Safety Complex	Building/Facility
42	Eldorado Fire Station #2	Building/Facility
43	Eldorado Fire Station #3	Building/Facility
44	Turquoise Trail Fire Station #1	Building/Facility

AID	FACILITY NAME	OPERATIONAL SECTOR
45	Turquoise Trail Fire Station #2	Building/Facility
46	Turquoise Trail Fire Station #3	Building/Facility
47	Madrid Fire Station #1	Building/Facility
48	Edgewood Fire Station #3	Building/Facility
49	Edgewood Fire Station #2	Building/Facility
50	Edgewood Fire Station #4 (Thunder Mountain)	Building/Facility
51	Edgewood Senior Center	Building/Facility
53	Edgewood Community Center	Building/Facility
54	Eldorado Fire Station #1	Building/Facility
55	Agua Fria Fire Station #1	Building/Facility
58	Old Agua Fria Landfill	Solid Waste
60	Nambe Convenience Center	Solid Waste
61	Jacona Convenience Center	Solid Waste
62	La Cienega Convenience Center	Solid Waste
63	Eldorado Convenience Center	Solid Waste
64	San Marcos Convenience Center	Solid Waste
66	Old Jacona Landfill	Solid Waste
67	County Administration Building	Building/Facility
68	District Attorney Office Complex	Building/Facility
70	State Health Office	Building/Facility
71	Community Services Building #A-#D	Building/Facility
72	County Administrative Office	Building/Facility
73	Fairgrounds Extension Building	Building/Facility
97	Fairgrounds Arena	Building/Facility
122	Old Youth Detention Facility	Building/Facility
123	Old Public Works Building & Yard	Building/Facility
127	Youth Shelter & Family Services	Building/Facility
135	Adult Detention Center	Building/Facility
137	Ken and Patty Adam Senior Center & Max Coll Corridor Community Center	Building/Facility
139	Nancy Rodriguez Community Center	Building/Facility
153	Southwest Care	Building/Facility
154	Old Human Resources Office	Building/Facility
155	Public Works Complex & Pumphouse	Building/Facility

AID	FACILITY NAME	OPERATIONAL SECTOR
163	La Familia Medical Center	Building/Facility
168	Caja Del Rio Landfill Shop	Solid Waste
169	Caja Del Rio Landfill Maintenance	Solid Waste
170	Caja Del Rio Landfill Admin	Solid Waste
171	Caja Del Rio Landfill Transfer Ops	Solid Waste
172	Judge Steve Herrera Judicial Complex	Building/Facility
173	Pojoaque Recreation Complex	Building/Facility
188	La Cienega Fire Station #1	Building/Facility
192	Nambe Senior & Community Center	Building/Facility
193	Santa Fe Recovery Center	Building/Facility
211	Santa Cruz Storage	Building/Facility
218	Santa Cruz Boys & Girls Club	Building/Facility
241	Valle Vista Housing Complex	Building/Facility
256	Valle Vista Boys & Girls	Building/Facility
318	Jacobo Housing Authority Office	Building/Facility
344	Jacobo Housing Maintenance Office	Building/Facility
345	Jacobo Boys And Girls Club	Building/Facility
407	Pojoaque Satellite Office	Building/Facility
409	Esperanza Shelter Administration	Building/Facility
411	Stanley Convenience Center	Solid Waste
413	Life Link Clubhouse	Building/Facility
418	Bokum Building	Building/Facility
422	Clerk's Storage Unit	Building/Facility
423	Stanley Cyclone Center	Building/Facility
424	Santa Fe Mountain Center	Building/Facility
432	Stanley Fire Station #3 & Training Center	Building/Facility
439	Abajo Lift Station	Water/Wastewater Treatment

AID	FACILITY NAME	OPERATIONAL SECTOR
441	Valle Vista Lift Station	Water/Wastewater Treatment
443	Romero Park Caretaker Building	Building/Facility
447	Quill Wastewater Treatment Plant	Water/Wastewater Treatment
458	District Attorney Office Parking	Building/Facility
459	Judge Steve Herrera Judicial Complex Parking	Building/Facility
474	Glorieta Fire Station #2	Building/Facility
475	Edgewood Fire Station #1	Building/Facility
497	Fairgrounds Small Animal Barn	Building/Facility
499	Fairgrounds Exhibition Hall #1	Building/Facility
529	Vista Aurora Lift Station	Water/Wastewater Treatment
1001	Jacobo Housing Complex	Building/Facility
1002	Fairgrounds Exhibition Hall #2	Building/Facility
1003	Buckman Direct Diversion Wastewater Reclamation Facility	Water/Wastewater Treatment
1005	Buckman Direct Diversion Booster Station 1A	Water/Wastewater Treatment
1006	Buckman Direct Diversion Booster Station 2A	Water/Wastewater Treatment
1009	Wellness Center	Building/Facility
1010	Santa Cruz Housing Complex	Building/Facility
1011	Arena Sprinkler Well	Building/Facility
1012	Public Works Maintenance Yard	Building/Facility
1014	Road Department	Building/Facility
1015	Caja Del Rio Water System Pump & Tank	Solid Waste
1016	Rancho Viejo Lift Station	Water/Wastewater Treatment

ENDNOTES

- 1 U.S. Environmental Protection Agency, "Overview of Greenhouse Gases," Overviews and Factsheets, December 23, 2015, <https://www.epa.gov/ghgemissions/overview-greenhouse-gases>.
- 2 Rebecca Lindsey and LuAnn Dahlman, "Climate Change: Global Temperature," NOAA Climate.gov, March 15, 2021, <https://www.climate.gov/news-features/understanding-climate/climate-change-global-temperature>.
- 3 U.S. Global Change Research Program, "Fourth National Climate Assessment" (U.S. Global Change Research Program, Washington, DC, 2018), <https://nca2018.globalchange.gov> <https://nca2018.globalchange.gov/chapter/1>.
- 4 Valérie Masson-Delmotte et al., eds., "Summary for Policymakers," in *Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change* (Cambridge University Press, 2021), https://www.ipcc.ch/report/ar6/wg1/downloads/report/IPCC_AR6_WGI_SPM.pdf.
- 5 Adelante Consulting, Inc. and Santa Fe County Office of Sustainability, "Santa Fe County Greenhouse Gas Emissions Inventory, Baseline 2005 and Years 2017 & 2018," 2021, <https://www.santafecountynm.gov/media/files/Sustain/Santa-Fe-County-GHG-Inventory-Operations-2005-2017-2018.pdf>.
- 6 Adelante Consulting, Inc. and Santa Fe County Office of Sustainability, "Santa Fe County Greenhouse Gas Emissions Inventory, Baseline 2005 and Years 2017 & 2018," 2021, <https://www.santafecountynm.gov/media/files/Sustain/Santa-Fe-County-GHG-Inventory-Operations-2005-2017-2018.pdf>.
- 7 Although the United States' nationally determined contributions to the Paris Agreement designated 2005 as the baseline reduction year, County data for this GHG inventory year is unreliable. The County's 2018 GHG inventory is the most robust.
- 8 Population growth projections from: Alfred M Pitts, "Regional Population and Housing Projections, Santa Fe County, 2000-2050," June 15, 2009, [https://www.santafecountynm.gov/userfiles/Project_Projections\(1\)\(2\).pdf](https://www.santafecountynm.gov/userfiles/Project_Projections(1)(2).pdf); U.S. Census Bureau, Population Division, "Table CO-EST2001-12-35 - Time Series of New Mexico Intercensal Population Estimates by County: April 1, 1990 to April 1, 2000," April 17, 2002, <https://www2.census.gov/programs-surveys/popest/tables/1990-2000/intercensal/st-co/co-est2001-12-35.pdf>; and U.S. Census Bureau, Population Division, "Table 1. Intercensal Estimates of the Resident Population for Counties of New Mexico: April 1, 2000 to July 1, 2010 (CO-EST00INT-01-35)," September 2011, <https://www.census.gov/data/tables/time-series/demo/popest/intercensal-2000-2010-counties.html>. Note: A new Population and Housing Study was released in 2021. In Phase 2, updated population projections from this study (or any subsequent update), as well as the rate of new building acquisitions, will be used to reevaluate the growth in the scope of County operations, and reduction targets will be amended as needed.
- 9 Santa Fe County Strategic Plan 2018, Strategy 2.2.2.
- 10 Santa Fe County Strategic Plan 2018, Strategy 2.2.2.
- 11 <https://www.santafecountynm.gov/media/files/Sustain/SFCo-Sustainable-and-Healthy-Buildings-Master-Checklist-09-2021.pdf> (Note: this is a working document subject to periodic updates).
- 12 Conversion of all facilities would reduce GHG emissions by 240 metric tons of carbon dioxide equivalent (MT CO₂e) (Adelante Consulting, Inc., 2021). The two facilities with the highest propane use are Hondo Fire Station #1 (AID 37) and Galisteo Fire Station #1 (AID 5), and the two facilities with the highest natural gas use are the Adult Detention Facility (AID 135) and Judge Steve Herrera Judicial Complex (AID 172).
- 13 Santa Fe County Strategic Plan 2018, Performance Measure 2.2.2.4.
- 14 Santa Fe County Strategic Plan 2018, Strategy 2.2.2.
- 15 Santa Fe County Strategic Plan 2018, Performance Measure 2.2.2.1.
- 16 Santa Fe County Resolution 2019-142.
- 17 Santa Fe County Strategic Plan 2018, Strategy 2.2.2.
- 18 Santa Fe County Strategic Plan 2018, Performance Measure 2.2.2.2.
- 19 Santa Fe County Strategic Plan 2018, Performance Measure 2.2.2.3.
- 20 Santa Fe County Strategic Plan 2018, Performance Measure 2.2.2.4.
- 21 Santa Fe County Strategic Plan 2018, Performance Measure 2.2.2.1.
- 22 Santa Fe County Strategic Plan 2018, Performance Measure 2.2.2.2.
- 23 Santa Fe County Strategic Plan 2018, Performance Measure 2.2.2.3.





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