

THE CITY OF
SANTA FE

★

FY21 Recommended Budget

City of Santa Fe
200 Lincoln Avenue
Santa Fe, NM 87501



FISCAL YEAR 2021 - RECOMMENDED BUDGET

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FISCAL YEAR 2021 - RECOMMENDED BUDGET



I. CITY OF SANTA FE - ORGANIZATIONAL CHART



*DENOTES NEW PROPOSAL



FISCAL YEAR 2021 - RECOMMENDED BUDGET

II. ELECTED OFFICIALS



Mayor Alan Webber



Renee Villarreal - District 1 Councilor



Signe Lindell - District 1 Councilor



Michael J. Garcia- District 2 Councilor



Carol Romero-Wirth - District 2 Councilor



Chris Rivera - District 3 Councilor



Roman "Tiger" Abeyta - District 3 Councilor



Jamie Cassutt-Sanchez- District 4 Councilor



JoAnne Vigil Coppler - District 4 Councilor

Dear Friends,

The opening paragraph of Charles Dickens' "Tale of Two Cities" is one of the most memorable in all literature:

"It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair, we had everything before us, we had nothing before us, we were all going direct to Heaven, we were all going direct the other way"

It is a paragraph that could have been written today. In the first 8 months of fiscal year 2020, which began in July of 2019, Santa Fe truly enjoyed the best of times. Every part of our local economy was booming. We saw strong and steady growth in new housing starts in all parts of the market and in all parts of the city. Specific plans backed by specific funding sources were turning promises for more recreation, job training, and arts and culture on the Southside into reality. Our focus on renewable energy and a sustainable Local Green New Deal earned Santa Fe national environmental recognition. With all of that progress, we never lost sight of the basics: filling potholes, cleaning medians, and addressing public safety.

Then for the last 4 months of the 2020 fiscal year, the world turned upside down. COVID-19 threatened public health and safety, caused hotels to shut down, restaurants to close, and stores, shops and businesses to shutter. Beloved cultural events were cancelled. Jobs, schools, family gatherings, paychecks, and traditions were all victims of a global pandemic beyond anything any of us had ever seen. Nothing was the same. Nothing was familiar. Many things that used to work suddenly didn't. That included the City's finances.

In a matter of weeks we went from revenues that exceeded our estimates and expenditures, to revenues that fell below the budgeted amounts, to a \$46 million shortfall for 2020 and a 2021 estimated shortfall that was roughly double that amount. We—all of us—found ourselves in uncharted waters facing unprecedented challenges.

Yet these new worst of times have also called out the best in us.

The people of Santa Fe rallied together to stop the initial spread of COVID-19. Across the city, people found new ways of living and created new systems to aid daily life, solutions that have helped all of us navigate this extraordinary time.

The City government mounted a rapid response to create a first-ever e-government, with the public's business conducted through the internet, social media, television, and radio. The Land Use Department started using technology to issue e-permits for the many construction projects that continued to move ahead all over the community—and the tax revenue from those e-permitted projects helped to offset some of the losses caused by the plight of retail, hospitality, and tourism. We continued to move ahead on

the midtown campus project with a series of “Meet the Developer” meetings hosted on the internet. Recognizing the threat to our homeless community posed by a potential outbreak of COVID-19—and the threat to all of us if such an outbreak were to happen—a team of City department heads moved boldly and decisively to create an emergency homeless shelter in moth-balled midtown dorms. Across the board and across the city, in all parts of our community, the response has been nimble, agile, creative, and compassionate. We have all benefited from the best response to the toughest of challenges.

Now as we present this budget for FY 2021, it is *our* time.

It is our time to lead, to stand up and to stand together. Santa Fe, we must meet the test of these time, making tough and smart decisions that make our city better today and create a strong foundation for tomorrow.

This budget does just that.

It is bold in some areas, gentle in others.

It seeks to do more with less and to deliver the services our community needs, expects, and deserves.

It embraces innovation and respects the fundamentals.

It continues to move City government forward toward professionalism, accountability, and transparency, and it recognizes the uncertainty that clouds our immediate future.

This time is unprecedented. This budget is unlike any other.

It is as much a process as it is a finished product. It will continue to evolve, change, and adapt as the conditions around us evolve, change, and adapt. With this budget we commit ourselves to regular, thorough, and consistent updates throughout the course of the year. Like the rest of the country, like every city in America, we are traveling on a twisting and winding road without a map, guided by our shared values, our commitment to each other, the leadership of the City Council, the hard work and professional competence of our City Manager and department heads, and our firm and unshakeable confidence in the people of Santa Fe.

As you open this budget, what will you see—and what won't you see?

Here's what you *won't* see.

You won't see us turning our backs on the priorities and commitments of the last two years. We won't jettison our principles or our priorities when it comes to equity, inclusivity, respect, and opportunity for everyone in every part of our community.

You won't see us turning away from our ongoing effort to put our own house in order; to make Santa Fe government serve all of Santa Fe; and to be more responsive, more

efficient, and more effective in the work we do. We will do our best work to help you live your best life here in Santa Fe.

This budget builds on the accomplishments of the last two years—particularly on the responsible financial management that has been the hallmark of this administration. We have enjoyed strong tax revenues in the last two years, some of which we have invested in people, programs, and projects to serve you better. But some of that money we have used to build up our reserves: in the last two years we grew our General Fund reserve from \$6 million to \$14 million, recognizing that we would one day face a rainy day. Today we face not a rainy day but a torrential downpour of record proportions. Fortunately, we have that reserve to dip in to. Because of our reserve fund, there are three other things you will not see in this budget:

Beyond September 4, there are no furloughs of City employees.

The only City employees who will take a pay cut in this budget are at the director level.

The paychecks of the hard-working employees of Santa Fe are untouched.

Some City employees will opt for early retirement; others may find themselves re-assigned; and many positions will go unfilled as we tighten our belt. But no one will lose their job because of the City's revenue shortfall.

It is safe to say that almost without exception this budget contains no pay cuts, and it contains no furloughs and no layoffs.

At the same time, as we use our General Fund reserves, we are also looking to other potential sources of help, should hard times continue: we still call on the federal government to make direct assistance available to cities of all sizes, including Santa Fe; we are grateful to the Governor and the State Legislature for creating an emergency loan fund that we can access; and we have the ability to borrow from City enterprise funds as a last resort.

What *will* you see?

In a time of severe financial challenge, instead of simply cutting City government, we are re-imagining City government.

This budget accepts this crisis as an opportunity, a call to do more than just shed costs. Instead, in this budget we aim to re-shape and re-form City government, adopting an approach—a mindset—of increased effectiveness, improved efficiency, and enhanced collaboration in the name of community investment.

Last year the budget was a “people first” budget. We invested in the men and women in City government who go to work every day to work for you.

This year the budget is a “community first” budget. We are investing in ways large and small, innovative and traditional, to make life better for everyone in every part of Santa Fe.

The way to do that is to re-imagine and re-shape the way City government works for you.

The first step is to re-imagine the many independent departments that touch on neighborhood livability, jobs, housing, tourism, planning and zoning, permitting, arts, culture and recreation. Independently, each can help shape a better future for our children, families, businesses, workers, artists, and entrepreneurs. Together they can become an integrated, coordinated, and collaborative department that works across silos to get more done, more productively for all of Santa Fe. The Department of Community Development will deliver enhanced neighborhood livability and improved economic opportunity across the community.

The second step is to re-imagine the office of the City Clerk. With the transfer of most election functions to the County, the City Clerk's office is poised to become something our community desperately needs: a welcoming, public-facing front door that opens City government to everyone in the city. By moving Constituent and Council Services into the City Clerk's office, we will transform it into our Community Engagement Office, an information-and-data rich operation where the whole community can go to get answers to their questions, find updates on City programs and projects, examine records from the past, and offer input toward the City's future.

The third step is the most forward-looking—and the most responsive to the moment we're in: the creation of a Department of Community Health and Safety. Across the country cities are called upon to re-imagine the way public health and public safety can and should work together. In this budget we begin to make that happen. We re-balance the resources for Police, Fire, and Community Services, and introduce new ways for them to join hands in solving complex community problems, from law enforcement to fire-fighting to social services. Working together, we can not only solve problems—we can prevent them from ever happening. When someone in our community dials 9-1-1 for help, are they better served by a firefighter, a police officer, or a social worker—or one of each? If we invest in ending chronic homelessness, do we promote community health and also reduce the demands on our police? If we invest more in helping our seniors, do we reduce the number of calls to our firefighters? A Department of Community Health and Safety is a recognition that, from now on, community health and community safety belong together, are inseparable, are mutually supportive and must work together as a team.

As we go forward into this fiscal year, whether the times get easier or harder, I know that we will embrace this time as our time—our time to work as a community, stand as a community, unite as a community, and succeed as a community.

We will overcome COVID-19. We will re-establish not only our jobs and our economy, our schools and our businesses, but also our celebrations and traditions.

We will come through this time of change and challenge stronger, more resilient, more confident, and more united than ever. Together we are headed for better times and a better future for everyone in Santa Fe.

Thank you to all of Santa Fe,

Alan Webber
Mayor

IV. Executive Summary

The coronavirus pandemic required extraordinary measures of the Santa Fe community to limit the spread of the virus. The necessary shelter-in-place restrictions to slow the virus' spread has interrupted life and negatively impacted economic activity in our community and brought the period of the longest economic expansion in U.S. history to an unexpected and sudden end. Businesses in Santa Fe have closed and the unemployment rate soared. Despite our collective efforts, we know the curve has not been flattened and the virus is still present which means that social distancing and the safety protocols restricting capacity and changing operations will be necessary for an extended period of time. In short, we continue to experience a period of tremendous change and uncertainty in our community.

At a time when so many in our Community are experiencing financial stress and uncertainty, the City was able to achieve a balanced budget without resorting to increases in taxes. The City of Santa Fe's FY21 Recommended Budget is responsive to the time we are facing and invests in the needs of our city. The FY21 balanced budget factors in projected revenue declines due to the economic crisis spurred by the global health pandemic, but as a result of proactive fiscal management over the last few years, the City of Santa Fe is positioned to continue investing in the City's core services that respond to the needs of our community. The FY21 Recommended Budget presents a balanced budget that also prioritizes funding service-delivery levels to build and support our community initiatives.

FY20 Fiscal Crisis

The City has taken proactive steps throughout the last few months to understand the impact of the pandemic on our economy, address the anticipated budgetary shortfalls in FY20, and completely redesign the FY21 budget development process. The financial report half way through FY20 showed that the City's revenues were out-performing estimates. However, in March 2020, with the stay-at-home order, non-essential businesses reduced operations or closed and thousands workers lost their jobs or saw a drastic cut in their incomes. In April 2020, the City appropriately identified the budgetary risk, as we saw our tax revenue base eroding with the stay-at-home order. Practically overnight, the City identified a structural imbalance- where the City's budgeted expenditures were higher than our projected revenues and the ability to correct the imbalance with only 3 months left in the fiscal year.

Nationwide, City and state governments have also been grappling with lost tax revenue from stay-at-home orders aimed at preventing the spread of the virus. National League of Cities and the US Conference of Mayors surveyed cities nationwide, over 2000 cities dealing with unanticipated shortfalls nationwide, and increased costs of responding to the public health emergency. In April 2020, the Federal Reserve Chair Jerome Powell said that the U.S. economy is in an emergency and deteriorating "with alarming speed." The number of American workers filing first-time claims for jobless benefits in March 2020 and April 2020 increased to levels significantly higher than during the worst of the Great Recession. In NM, initial unemployment filings pushed unemployment in New Mexico and Santa Fe above the highest point of the 2008 recession.

With the early and measured action taken by the Mayor and City Council, the City was able to address the FY20 deficit in the span of 3 months. The City implemented a variety of measures to address the FY20 deficit including a spending freeze for non-essential purchases, a hiring freeze for non-essential staff, and the separation of non-essential temporary employees and a furlough plan for employees.

FY21 Recommended Budget

The FY21 All Funds expenditures total \$320.7 million, a decrease of \$70.9 million or 18.1 percent across all funds from the FY20 budgeted levels at midyear. The FY21 General Fund expenditures total \$92.8 million, a decrease of \$10.6 million or 10.3 percent from the FY20 budgeted levels at midyear.

Community First

The FY21 Recommended Budget balances need for service reductions due to the weakened economy. While service reductions can have disproportionate impacts within our community, the FY21 Recommended Budget prioritizes the health, safety and wellbeing of our Community. The FY21 budget intentionally did not reduce the Community Services budget in order to support our community during a public health and economic crisis, when many residents need it most. The FY21 Recommended Budget also prioritizes protecting jobs for our workforce. The FY21 Recommended Budget does not include furloughs past September 4th and does not layoff any City employees.

City Reorganization

The FY21 Recommended Budget includes a proposed reorganization with the goal of creating more efficiency and alignment of our programs and resources with a clear orientation toward improving the delivery of services to our Community. As we face unprecedented, and uncertain financial times, it's more important than ever to ensure that all actions the City takes, work toward making the City a better place to live, work and play.

The reorganization will align functions, streamline the management structure, and provide greater clarity to residents and stakeholders as they navigate the City government. The reorganization includes the following three changes:

1. Creating a Community Engagement Department that moves Constituent and Council Services under the City Clerks' office. With this change, the Clerk's office becomes the central hub for all external communications, resident outreach and ongoing virtual meetings.
2. Creating a Community Development Department that merges six of our external facing departments (Arts and Culture, Affordable Housing, Economic Development, Planning and Land Use, Recreation, and Tourism.)
3. Creating the Department of Public Health and Safety made up of Police, Fire, Emergency Management and Safety, and Community Services. This new department will allow the City to continue to build on a public health approach to public safety.

Retirement Incentive

The FY21 Recommended budget includes a proposal to create a retirement incentive program which will be a monetary incentive to encourage retirement of eligible employees. The retirement incentive, budgeted at \$1.5 million, will encourage vacancies through attrition to reduce costs of salaries and benefits for the City of Santa Fe. The incentive, which will be provided on a first come first served basis, will provide a \$15,000 lump sum for employees who

are eligible to retire. This will be a one-time program and is not guaranteed to be offered in the future.

Operating Expenses

While we continue to face uncertainty about the severity of the economic crisis and corresponding municipal revenue declines, the City also continues to find efficiencies and prioritizes investing in innovative solutions to provide services. Given the projected contraction, the City will implement a variety of measures to protect the financial stability and integrity of the City. The FY21 Recommended Budget includes the following efficiencies and cost-saving measures across City departments:

- Operating Expenses – Reduction of \$19.6 million across all funds
 - Reduction in travel budgets given the health risks associated with travel
 - Reducing supplies such as paper and printed material (calendars, planners, etc) can help us adapt to remote work environments and software and facilitate social distancing. Using electronic documents can reduce printing and material costs and increase efficiencies.
 - Reduce budget for vehicle replacements and institute a Car Sharing Pool, reducing the number of underutilized and aging vehicles, while allowing employees access to vehicles and reducing costs to maintain older vehicles
- Capital Costs – Reduction of \$16.7 million across all funds
 - Reduction in capital purchases covered in the operating budget.
 - The City is planning to issue a 2020 GRT Bond to fund capital investments in new infrastructure, equipment, software, or other capital expenses that can improve efficiencies and reduce operating costs.
- Personnel Costs – Reduction of \$7.5 million across all funds through implementing a hiring freeze on non-essential vacant positions.

FY21 Revenue Forecast

The magnitude and suddenness of the economic downturn caused by the coronavirus pandemic is different than any prior experience. The uncertainty of the impacts of pandemic on the City's revenues remains high, as no level of historical data will inform us about the duration and severity of the pandemic and the corresponding impact on our local economy. The City's revenue declines over the next few years will exceed what the City experienced in the last two decades with the Great Recession and Dotcom Crash.

Over the last few months, City staff revised both the way we produce the revenue forecast and also the forecast itself. Traditionally, revenue estimates are based on trends and historical data. But for FY21, relying solely on traditional revenue estimating methodologies simply will not work; there is no relevant history of how a pandemic will impact the economy. Instead, the FY21 revenue forecast also considers three factors: when different sectors of the economy may re-open; how they may re-open; and at what capacity they may re-open. The recurring revenue projected in FY21 across All Funds totals \$312.5 million, an \$82.9 million or 21 percent decline across all funds from the FY20 budgeted levels at midyear. The recurring revenue projected in FY21 General Fund totals \$92.8 million, a \$12.8 million or 12.2 percent decline from the FY20

budgeted levels at midyear. As the global health pandemic's duration and severity and its impact on the Santa Fe economy is uncertain, the City will maintain the 10 percent General Fund reserve requirement in FY21 to be prepared for the inevitable fluctuations in gross receipts tax revenue, the City's largest single revenue source.

Because of City's fiscal responsibility over the last few years, the City is positioned to prioritize funding the health and wellbeing of our community at a time of global economic uncertainty. In normal years, the City is diligent to ensure that estimated ongoing revenue levels match ongoing expenditure levels. Due to the magnitude and suddenness of the economic downturn and the uncertainty of revenue projections, the FY21 Recommended Budget uses a mix of ongoing and one-time revenue to balance the budget. In FY21, while some funds like the water management fund and the wastewater management fund are showing a net gain over the course of the fiscal year, other funds are showing a net loss over the course of FY21 as projected revenue is less than propose expenditure levels. Given the nature of the global public health crisis and the economic downturn, it is more important now than ever to utilize the rainy day fund to maintain vital city services for residents. Over the last two years, Mayor Webber's administration has built up the City's rainy day funds which will enable the City to continue investing in the City's core services and prioritize funding service-delivery levels to build and support our community initiatives. As part of the FY21 Recommended Budget, the City is proposing to use \$22.4 million of the "rainy day funds" or our cash reserves to limit the reduction of service levels until we have a more accurate picture of the economic impact of the pandemic. Total funding sources in the FY21 Recommended Budget across All Funds is \$334.9 million which includes cash reserves. This represents a \$60.5 million or 15.3 percent decline from the FY20 budgeted levels at midyear. Reserves are intentionally built up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship.

Additionally, the City is fortunate to rely on new one-time revenue sources as a result of action taken in the Special Legislative Session held in June 2020. The City successfully lobbied for an increase to the Internet Sales Tax distribution given the expansion of internet sales during the pandemic. The City will see an additional \$750 thousand as a result of the action in House Bill 6 from the Special Session that doubled the amount of the internet sales tax distribution to local governments in FY21. Additionally, the City successfully lobbied for creating a Local Government Emergency Economic Relief Loan Program, which may be used for general operating expenses and revenue replacement. The City plans to apply for the loan program as soon as New Mexico Finance Authority opens up the loan program in the next few weeks.

The Legislature also passed and Governor signed a bill allocated \$150 million to cities and counties with a population of less than 500,000 thousand residents from the federal CARES Act for necessary expenditures responding to the public health emergency. The City anticipates additional funding from this allocation, the exact amount is dependent on the formula, but initial estimates is that the City could receive approximately \$10 million for expenditures necessary for mitigating the effects, including secondary effects, of the public health emergency.

Together with other cities, we are actively advocating for immediate federal assistance. The Health and Economic Recovery Omnibus Emergency Solutions (HEROES) Act passed the U.S. House on May 15th and is now in the Senate. Under the HEROES Act as passed by the House, the City would stand to receive emergency fiscal assistance funds to respond to mitigate, cover costs or replace foregone revenues not projected stemming from the public health emergency, or its negative economic impacts, with respect to the Coronavirus Disease (COVID-19). It is still

unclear in what form or whether this measure will clear the U.S. Senate, and whether the President would sign it into law. While the relief would be welcome, its arrival is still uncertain. Finally, the FY21 Recommended Budget includes two changes to fees charged in City Departments.

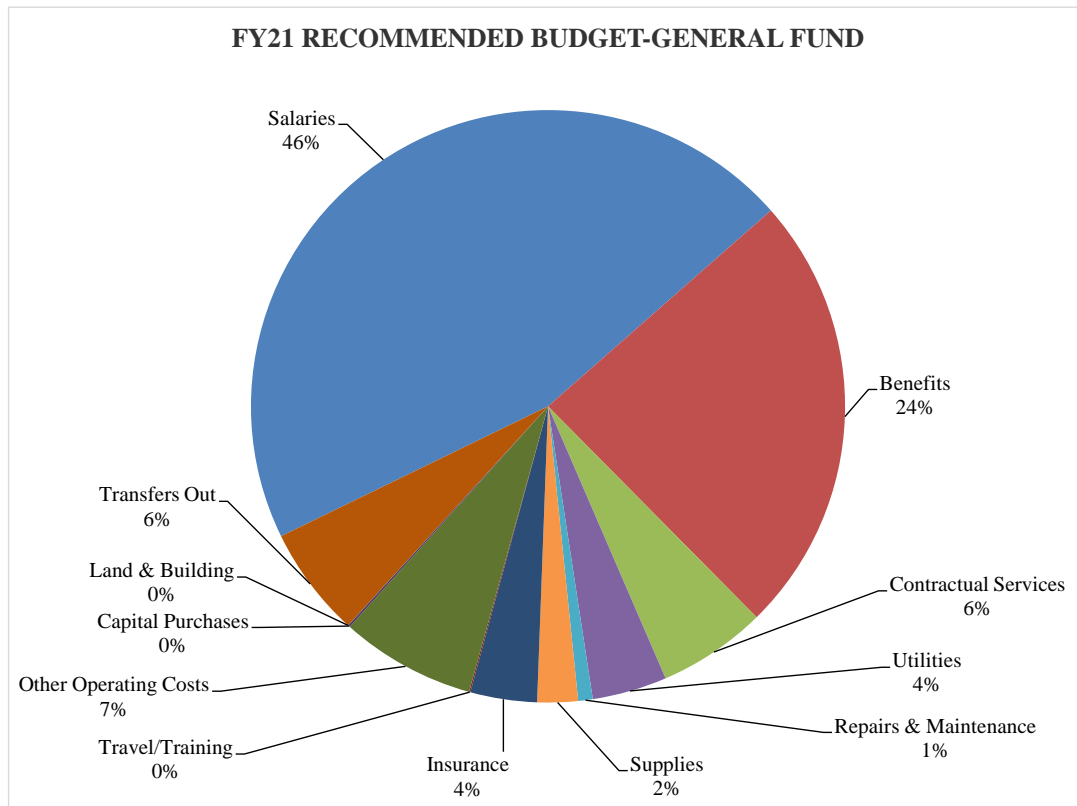
Land Use Fee Update Currently the Land Use Department does not charge a fee for a number of services that are provided that result in a direct economic benefit to a specific individual/entity. Other fees have not been updated in more than ten years and are significantly lower than nearby jurisdictions. The updated fee proposal included in the FY21 recommended budget would assign the cost of services to the benefiting parties, and capture lost revenue resulting from a failure to update existing fee categories on a regular basis. The resulting increase in revenue will be used to enhance available resources to improve response times, and improve the availability of services for the general public. The FY21 recommended budget includes estimated revenues of \$500 thousand for the general fund revenue from the updated land use fee schedule.

Golf Course Fee Update – The Parks and Recreation Department, the Marty Sanchez Links de Santa Fe Advisory Sub-committee and the Parks and Recreation Advisory Committee are recommending a modest fee increase at the Marty Sanchez Links, de Santa Fe. Fee increases range from a low of 6.67 percent to a high of 14.29 percent, depending on fee type. The number of rounds played is the single largest variable in revenues, however, if the same number of rounds were played in FY21 as in FY19, revenues from green fees and cart rentals would increase \$100 thousand.

Next Steps

In normal times, annual budgeting is sufficient. The uncertainty of our current times, will require us to have a unique budget process, where the City will need to make frequent budget adjustments, over the next few fiscal years. The public health emergency's ebb and flow will continue to dictate the depth and duration of the economic and fiscal crisis. For that reason, we will bring quarterly budget adjustments to the Council as we are able to generate actual revenue receipts and assess new information throughout the year. The largest unknown impacting our revenue forecast is the possibility of another wave of infection that would force another stay-at-home order and a second round of business shut-downs as we saw in March and April 2020. We expect the financial impact of the coronavirus pandemic to last through FY21 and we also expect an extended multi-year recovery period. These stark FY21 revenue projections will promote sober and responsible budget deliberations for the coming fiscal year and years to come.

GENERAL FUND SUMMARY



**CITY OF SANTA FE
GENERAL FUND EXPENDITURES BY DEPARTMENT
FY 2016/17 THROUGH FY 2020/21**

| DEPARTMENT | ACTUAL EXPENSES FY 2016/17 | ACTUAL EXPENSES FY 2017/18 | ACTUAL EXPENSES FY 2018/19 | FY 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET FY 2020/21 | AMOUNT CHANGE 19/20-20/21 | PERCENT CHANGE 19/20-20/21 |
|---------------------------|----------------------------|----------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|
| Affordable Housing | 358,747 | 500,130 | 526,715 | 864,950 | 915,414 | 50,464 | 5.8% |
| Community Engagement | 1,405,002 | 1,811,507 | 1,663,862 | 2,213,038 | 1,850,263 | (362,775) | -16.4% |
| Community Services | 7,307,811 | 8,090,860 | 7,792,008 | 8,910,360 | 9,087,736 | 177,376 | 2.0% |
| Economic Development | 648,512 | 865,622 | 877,387 | 1,143,808 | 827,814 | (315,994) | -27.6% |
| Emergency Management | - | - | - | - | 118,796 | 118,796 | N/A |
| Finance | 13,744,922 | 5,792,505 | 4,471,734 | 5,434,020 | 4,421,864 | (1,012,156) | -18.6% |
| Fire | 17,409,016 | 19,826,058 | 19,370,551 | 21,121,351 | 19,545,791 | (1,575,560) | -7.5% |
| General Government | 4,863,714 | 5,367,006 | 5,174,199 | 6,578,924 | 5,176,282 | (1,402,642) | -21.3% |
| Human Resources | 910,996 | 1,444,277 | 1,343,918 | 3,671,121 | 3,455,838 | (215,283) | -5.9% |
| Info Tech & Telecom | 4,157,037 | - | - | - | - | - | N/A |
| Planning & Land Use | 4,404,317 | 5,339,159 | 4,830,911 | 6,299,141 | 5,246,919 | (1,052,222) | -16.7% |
| Police | 22,495,788 | 24,087,914 | 24,056,361 | 25,051,326 | 22,676,029 | (2,375,297) | -9.5% |
| Public Utilities | 284,160 | 313,335 | 270,652 | 286,886 | - | (286,886) | -100.0% |
| Public Works | 13,244,397 | 16,975,358 | 15,582,566 | 18,710,744 | 17,158,076 | (1,552,668) | -8.3% |
| Recreation | 2,374,300 | 2,597,019 | 2,317,164 | 3,125,363 | 2,280,586 | (844,777) | -27.0% |
| TOTAL GENERAL FUND | 93,608,720 | 93,010,751 | 88,278,029 | 103,411,032 | 92,761,408 | (10,649,624) | -10.3% |

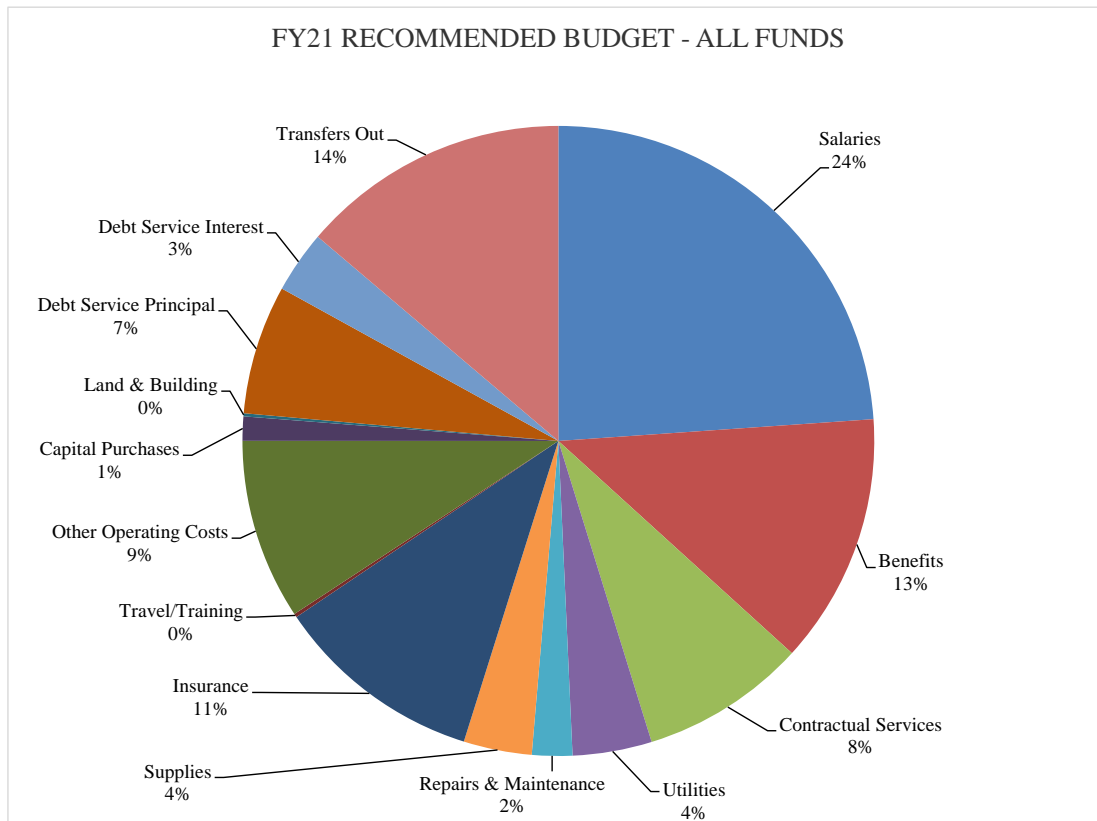
CITY OF SANTA FE
GENERAL FUND - REVENUES BY CATEGORY
FY 2016/17 THROUGH FY 2020/21

| CATEGORY | ACTUAL REVENUE FY 2016/17 | ACTUAL REVENUE FY 2017/18 | ACTUAL REVENUE FY 2018/19 | FY 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET FY 2020/21 | AMOUNT CHANGE 19/20-20/21 | PERCENT CHANGE 19/20-20/21 |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|---------------------------------|----------------------------------|
| <u>Local/State-Shared Taxes:</u> | | | | | | | |
| -Gross Receipts Tax | 57,939,139 | 64,915,409 | 65,812,526 | 70,982,213 | 57,480,900 | (13,501,313) | -19.0% |
| -Property Tax | 6,737,420 | 8,965,751 | 8,351,923 | 11,157,228 | 10,041,506 | (1,115,722) | -10.0% |
| -Franchise Fees | 4,090,448 | 4,378,595 | 4,831,197 | 5,292,033 | 4,498,228 | (793,805) | -15.0% |
| -Other Taxes | 498,485 | 495,819 | 451,466 | 531,116 | 376,012 | (155,104) | -29.2% |
| <i>Subtotal - Taxes</i> | <i>69,265,492</i> | <i>78,755,574</i> | <i>79,447,112</i> | <i>87,962,590</i> | <i>72,396,646</i> | <i>(15,565,944)</i> | <i>-17.7%</i> |
| <u>Licenses & Permits:</u> | | | | | | | |
| -Business Licenses | 458,230 | 409,776 | 396,160 | 425,769 | 319,242 | (106,527) | -25.0% |
| -Building/Zoning Permits | 2,825,623 | 3,475,797 | 3,163,467 | 3,600,299 | 2,641,197 | (959,102) | -26.6% |
| -Other Licenses & Permits | 250,116 | 294,836 | 302,477 | 404,620 | 303,722 | (100,898) | -24.9% |
| <i>Subtotal - Licenses & Permits</i> | <i>3,533,969</i> | <i>4,180,409</i> | <i>3,862,105</i> | <i>4,430,688</i> | <i>3,264,161</i> | <i>(1,166,527)</i> | <i>-26.3%</i> |
| <u>Fees & Service Charges:</u> | | | | | | | |
| -Ambulance Fees | 4,209,915 | 2,544,706 | 2,497,386 | 2,800,000 | 2,520,000 | (280,000) | -10.0% |
| -Impact Fees | 3,740 | - | 9,320 | - | - | - | N/A |
| -Planning/Land Use Fees | 327,703 | 399,614 | 265,748 | 915,173 | 684,469 | (230,704) | -25.2% |
| -Police/Court Fees | 49,072 | 51,589 | 65,441 | 51,000 | 30,600 | (20,400) | -40.0% |
| -Recreation Fees | 477,258 | 445,143 | 357,953 | 415,037 | 166,383 | (248,654) | -59.9% |
| -Reimbursed Expenses | 7,014,308 | 5,032,074 | 4,793,972 | 5,522,170 | 4,952,007 | (570,163) | -10.3% |
| -Other Fees/Services | 194,474 | 221,405 | 194,302 | 485,832 | 342,681 | (143,151) | -29.5% |
| <i>Subtotal - Fees & Services</i> | <i>12,276,471</i> | <i>8,694,530</i> | <i>8,184,123</i> | <i>10,189,212</i> | <i>8,696,140</i> | <i>(1,493,072)</i> | <i>-14.7%</i> |
| <u>Fines & Forfeitures:</u> | | | | | | | |
| -Violations Fines | 5,706 | 3,995 | 3,209 | 3,600 | 2,520 | (1,080) | -30.0% |
| -Other Fines & Forfeitures | 299,006 | 237,817 | 217,123 | 269,714 | 188,800 | (80,914) | -30.0% |
| <i>Subtotal - Fines & Forfeitures</i> | <i>304,712</i> | <i>241,812</i> | <i>220,332</i> | <i>273,314</i> | <i>191,320</i> | <i>(81,994)</i> | <i>-30.0%</i> |
| <u>Rents/Royalties/Concessions:</u> | | | | | | | |
| -Parks & Recreation - Rentals | 14,292 | 19,097 | 13,098 | 20,566 | 8,226 | (12,340) | -60.0% |
| -Other Rentals | 8,897 | 5,020 | 41,046 | 5,179 | 3,884 | (1,295) | -25.0% |
| <i>Subtotal - Rents/Royalties</i> | <i>23,189</i> | <i>24,117</i> | <i>54,144</i> | <i>25,745</i> | <i>12,110</i> | <i>(13,635)</i> | <i>-53.0%</i> |
| <u>Miscellaneous Revenues:</u> | | | | | | | |
| -Sales Revenue | 11,148 | 2,251 | 45,587 | - | - | - | N/A |
| -Other Misc. Revenue | 107,274 | 194,395 | 13,229 | 53,845 | 37,692 | (16,153) | -30.0% |
| <i>Subtotal - Miscellaneous</i> | <i>118,422</i> | <i>196,646</i> | <i>58,816</i> | <i>53,845</i> | <i>37,692</i> | <i>(16,153)</i> | <i>-30.0%</i> |
| <u>Intergovernmental Grants:</u> | | | | | | | |
| -State Grants | 63,430 | 819,036 | 632,643 | 611,555 | 611,555 | - | 0.0% |
| -SF County Grants | - | 11,146 | 25,814 | - | - | - | N/A |
| <i>Subtotal - Intergovernmental</i> | <i>63,430</i> | <i>830,182</i> | <i>658,456</i> | <i>611,555</i> | <i>611,555</i> | <i>-</i> | <i>0.0%</i> |
| Interest on Investments | 37,774 | 33,994 | - | 80,964 | 8,096 | (72,868) | -90.0% |
| Transfers In | 459,980 | 1,658,068 | 1,070,509 | 1,979,908 | 7,543,688 | 5,563,780 | 281.0% |
| TOTAL REVENUES | 86,083,438 | 94,615,334 | 93,555,597 | 105,607,821 | 92,761,408 | (12,846,413) | -12.2% |

CITY OF SANTA FE
GENERAL FUND - EXPENDITURES BY CATEGORY
FY 2016/17 THROUGH FY 2020/21

| CATEGORY | ACTUAL REVENUE FY 2016/17 | ACTUAL REVENUE FY 2017/18 | ACTUAL REVENUE FY 2018/19 | FY 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET FY 2020/21 | AMOUNT CHANGE 19/20-20/21 | PERCENT CHANGE 19/20-20/21 |
|--------------------------------------|--|--|--|--|---|--|---|
| <u>Personnel Services:</u> | | | | | | | |
| -Salaries | 41,486,743 | 42,131,835 | 42,038,155 | 45,229,743 | 42,416,186 | (2,813,557) | -6.2% |
| -Benefits | 21,660,600 | 21,499,229 | 21,311,794 | 22,681,761 | 22,360,177 | (321,584) | -1.4% |
| <i>Subtotal - Personnel Services</i> | <i>63,147,343</i> | <i>63,631,064</i> | <i>63,349,950</i> | <i>67,911,504</i> | <i>64,776,363</i> | <i>(3,135,141)</i> | <i>-4.6%</i> |
| <u>Operating Expenses:</u> | | | | | | | |
| -Contractual Services | 3,276,694 | 4,164,142 | 3,208,389 | 6,109,868 | 5,486,893 | (622,975) | -10.2% |
| -Utilities | 4,292,211 | 4,382,223 | 3,478,897 | 4,273,117 | 3,771,462 | (501,655) | -11.7% |
| -Repairs & Maintenance | 811,522 | 626,912 | 601,506 | 1,192,490 | 732,962 | (459,528) | -38.5% |
| -Supplies | 2,478,369 | 2,481,636 | 2,508,570 | 2,900,107 | 2,047,723 | (852,384) | -29.4% |
| -Insurance | 2,892,663 | 3,097,678 | 3,094,163 | 3,262,221 | 3,362,537 | 100,316 | 3.1% |
| -Travel/Training | 196,805 | 308,480 | 186,801 | 554,971 | 69,170 | (485,801) | -87.5% |
| -Other Operating Costs | 3,504,999 | 6,538,751 | 6,142,359 | 9,157,565 | 6,818,860 | (2,338,705) | -25.5% |
| <i>Subtotal - Operating Expenses</i> | <i>17,453,262</i> | <i>21,599,821</i> | <i>19,220,685</i> | <i>27,450,339</i> | <i>22,289,607</i> | <i>(5,160,732)</i> | <i>-18.8%</i> |
| <u>Capital Outlay:</u> | | | | | | | |
| -Capital Purchases | 591,538 | 941,990 | 806,329 | 2,211,994 | 101,500 | (2,110,494) | -95.4% |
| -Land & Building | 79,447 | 97,989 | 400,504 | 118,410 | 7,718 | (110,692) | -93.5% |
| <i>Subtotal - Capital Outlay</i> | <i>670,985</i> | <i>1,039,980</i> | <i>1,206,832</i> | <i>2,330,404</i> | <i>109,218</i> | <i>(2,221,186)</i> | <i>-95.3%</i> |
| Transfers Out | 12,337,130 | 6,739,886 | 4,500,562 | 5,718,785 | 5,586,220 | (132,565) | -2.3% |
| TOTAL EXPENDITURES | 93,608,720 | 93,010,751 | 88,278,029 | 103,411,032 | 92,761,408 | (10,649,624) | -10.3% |

ALL FUNDS SUMMARY



**CITY OF SANTA FE
ALL FUNDS - EXPENDITURES BY DEPARTMENT*
FY 2016/17 THROUGH FY 2020/21**

| DEPARTMENT | ACTUAL EXPENSES FY 2016/17 | ACTUAL EXPENSES FY 2017/18 | ACTUAL EXPENSES FY 2018/19 | FY 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET FY 2020/21 | AMOUNT CHANGE 19/20-20/21 | PERCENT CHANGE 19/20-20/21 |
|---------------------------|----------------------------|----------------------------|----------------------------|---------------------------|----------------------------|---------------------------|----------------------------|
| Affordable Housing | 953,512 | 1,637,011 | 1,653,269 | 2,144,995 | 2,436,253 | 291,258 | 13.6% |
| Arts & Culture | 1,518,162 | 1,720,817 | 1,430,593 | 1,964,135 | 927,925 | (1,036,210) | -52.8% |
| Community Engagement | 1,405,002 | 2,144,477 | 1,663,862 | 2,213,038 | 1,850,263 | (362,775) | -16.4% |
| Community Services | 14,745,976 | 15,853,303 | 15,549,199 | 17,873,018 | 18,242,946 | 369,928 | 2.1% |
| Economic Development | 2,061,493 | 2,705,562 | 2,235,199 | 2,733,600 | 2,047,050 | (686,550) | -25.1% |
| Emergency Management | 2,336,790 | 2,364,449 | 2,931,133 | 2,952,598 | 2,524,442 | (428,156) | -14.5% |
| Finance | 35,118,987 | 31,729,544 | 27,365,039 | 30,308,709 | 23,347,207 | (6,961,502) | -23.0% |
| Fire | 19,596,364 | 20,544,070 | 21,029,712 | 24,751,860 | 21,593,699 | (3,158,161) | -12.8% |
| General Government | 5,422,075 | 6,204,868 | 5,437,677 | 6,932,076 | 5,216,862 | (1,715,214) | -24.7% |
| Human Resources | 22,776,215 | 23,443,317 | 24,496,143 | 28,073,735 | 27,245,971 | (827,764) | -2.9% |
| Info Tech & Telecom* | 5,854,006 | 10,573,683 | 9,369,138 | 14,894,987 | 13,068,172 | (1,826,815) | -12.3% |
| Planning & Land Use | 4,706,042 | 5,648,632 | 5,177,613 | 6,698,807 | 5,709,726 | (989,081) | -14.8% |
| Police | 26,109,779 | 27,838,604 | 27,620,969 | 28,248,228 | 24,979,279 | (3,268,949) | -11.6% |
| Public Utilities | 81,689,561 | 69,473,630 | 72,376,003 | 72,041,669 | 58,920,763 | (13,120,906) | -18.2% |
| Public Works | 49,828,094 | 47,685,812 | 50,091,828 | 60,880,787 | 50,392,826 | (10,487,961) | -17.2% |
| Recreation | 7,856,850 | 6,926,784 | 6,716,942 | 8,086,965 | 5,942,308 | (2,144,657) | -26.5% |
| TOURISM Santa Fe | 15,958,201 | 9,620,251 | 10,156,112 | 13,226,329 | 12,551,799 | (674,530) | -5.1% |
| <i>Non-Departmental</i> | <i>98,803,681</i> | <i>62,796,411</i> | <i>91,276,637</i> | <i>67,544,367</i> | <i>43,665,160</i> | <i>(23,879,207)</i> | <i>-35.4%</i> |
| TOTAL EXPENDITURES | 396,740,789 | 348,911,224 | 376,577,068 | 391,569,903 | 320,662,651 | (70,907,252) | -18.1% |

*includes ERP (CIP) Budget

CITY OF SANTA FE
ALL FUNDS - REVENUES BY CATEGORY*
FY 2016/17 THROUGH FY 2020/21

| CATEGORY | ACTUAL REVENUE FY 2016/17 | ACTUAL REVENUE FY 2017/18 | ACTUAL REVENUE FY 2018/19 | FY 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET FY 2020/21 | AMOUNT CHANGE 19/20-20/21 | PERCENT CHANGE 19/20-20/21 |
|---|--|--|--|--|---|--|---|
| Local/State-Shared Taxes: | | | | | | | |
| -Gross Receipts Tax | 103,147,009 | 110,811,262 | 110,878,967 | 112,704,293 | 90,858,566 | (21,845,727) | -19.4% |
| -Property Tax | 11,287,434 | 11,392,416 | 10,784,753 | 13,173,548 | 11,989,105 | (1,184,443) | -9.0% |
| -Franchise Fees | 4,104,877 | 4,397,467 | 4,845,849 | 5,312,033 | 4,566,228 | (745,805) | -14.0% |
| -Lodgers' Tax | 10,809,464 | 11,530,595 | 12,533,263 | 12,800,423 | 6,400,212 | (6,400,211) | -50.0% |
| -Gasoline Tax | 1,548,162 | 1,445,498 | 1,367,389 | 1,589,326 | 1,064,848 | (524,478) | -33.0% |
| -Other Taxes | 563,826 | 562,889 | 451,466 | 602,960 | 429,895 | (173,065) | -28.7% |
| <i>Subtotal - Taxes</i> | <i>131,460,771</i> | <i>140,140,127</i> | <i>140,861,687</i> | <i>146,182,583</i> | <i>115,308,854</i> | <i>(30,873,729)</i> | <i>-21.1%</i> |
| Licenses & Permits: | | | | | | | |
| -Business Licenses | 459,805 | 411,426 | 397,585 | 427,473 | 320,435 | (107,038) | -25.0% |
| -Building/Zoning Permits | 2,844,223 | 3,494,817 | 3,184,430 | 3,620,000 | 2,681,197 | (938,803) | -25.9% |
| -Other Licenses & Permits | 266,401 | 319,401 | 318,942 | 428,709 | 325,972 | (102,737) | -24.0% |
| <i>Subtotal - Licenses & Permits</i> | <i>3,570,429</i> | <i>4,225,644</i> | <i>3,900,957</i> | <i>4,476,182</i> | <i>3,327,604</i> | <i>(1,148,578)</i> | <i>-25.7%</i> |
| Fees & Service Charges: | | | | | | | |
| -Airport Fees | 1,263,842 | 1,937,650 | 1,626,667 | 2,311,228 | 547,942 | (1,763,286) | -76.3% |
| -Ambulance Fees | 4,209,915 | 2,544,706 | 2,497,386 | 2,800,000 | 2,520,000 | (280,000) | -10.0% |
| -Civic Center Fees | 392,378 | 789,730 | 720,912 | 820,277 | 246,527 | (573,750) | -69.9% |
| -Housing Fees | 259,311 | 611,540 | 638,572 | 635,000 | 476,250 | (158,750) | -25.0% |
| -Impact Fees | 1,104,380 | 1,621,261 | 2,676,788 | 1,700,000 | 1,307,537 | (392,463) | -23.1% |
| -Insurance Premiums | 28,033,614 | 28,182,348 | 28,113,122 | 30,557,104 | 30,330,607 | (226,497) | -0.7% |
| -Meals Fees | 53,674 | 52,096 | 48,436 | 56,331 | 39,430 | (16,901) | -30.0% |
| -Parking Fees | 4,710,913 | 4,833,610 | 5,587,612 | 5,183,963 | 3,732,204 | (1,451,759) | -28.0% |
| -Planning/Land Use Fees | 328,003 | 399,614 | 265,748 | 915,173 | 684,469 | (230,704) | -25.2% |
| -Police/Court Fees | 824,183 | 1,251,605 | 891,703 | 649,889 | 398,519 | (251,370) | -38.7% |
| -Public Transportation Fees | 376,896 | 358,140 | 346,451 | 390,052 | 156,021 | (234,031) | -60.0% |
| -Recreation Fees | 3,417,599 | 3,328,686 | 3,295,426 | 3,518,518 | 2,184,240 | (1,334,278) | -37.9% |
| -Solid Waste Fees | 20,910,384 | 20,040,359 | 20,394,990 | 21,145,892 | 19,563,859 | (1,582,033) | -7.5% |
| -Wastewater Fees | 12,254,426 | 13,197,506 | 13,205,600 | 13,814,227 | 11,742,094 | (2,072,133) | -15.0% |
| -Water Fees | 34,606,175 | 38,154,026 | 32,187,332 | 40,447,165 | 34,464,697 | (5,982,468) | -14.8% |
| -Reimbursed Expenses | 14,656,423 | 21,524,109 | 21,685,336 | 18,220,283 | 15,322,477 | (2,897,806) | -15.9% |
| -Other Fees/Services | 6,111,707 | 1,461,035 | 1,590,371 | 1,567,173 | 1,583,385 | 16,212 | 1.0% |
| <i>Subtotal - Fees & Services</i> | <i>133,513,821</i> | <i>140,288,022</i> | <i>135,772,451</i> | <i>144,732,275</i> | <i>125,300,258</i> | <i>(19,432,017)</i> | <i>-13.4%</i> |
| Fines & Forfeitures: | | | | | | | |
| -Parking Fines | 424,250 | 684,963 | 660,040 | 649,170 | 460,023 | (189,147) | -29.1% |
| -Violations Fines | 225,831 | 265,339 | 113,915 | 125,617 | 96,234 | (29,383) | -23.4% |
| -Other Fines & Forfeitures | 374,982 | 317,838 | 308,089 | 360,468 | 239,003 | (121,465) | -33.7% |
| <i>Subtotal - Fines & Forfeitures</i> | <i>1,025,062</i> | <i>1,268,140</i> | <i>1,082,044</i> | <i>1,135,255</i> | <i>795,260</i> | <i>(339,995)</i> | <i>-29.9%</i> |
| Rents/Royalties/Concessions: | | | | | | | |
| -Airport Rentals | 203,686 | 111,377 | 127,915 | 116,025 | 58,014 | (58,011) | -50.0% |
| -Equipment Rentals | 37,677 | 39,110 | 38,187 | 41,365 | 24,819 | (16,546) | -40.0% |
| -Parks & Recreation - Rentals | 267,153 | 262,494 | 272,063 | 282,673 | 167,650 | (115,023) | -40.7% |
| -Other Rentals | 2,068,816 | 2,481,519 | 1,804,943 | 1,118,633 | 1,259,100 | 140,467 | 12.6% |
| <i>Subtotal - Rents/Royalties</i> | <i>2,577,332</i> | <i>2,894,500</i> | <i>2,243,107</i> | <i>1,558,696</i> | <i>1,509,583</i> | <i>(49,113)</i> | <i>-3.2%</i> |
| Miscellaneous Revenues: | | | | | | | |
| -Bond Proceeds | 2,498,397 | 10,290,000 | 20,000,000 | 1,575,000 | - | (1,575,000) | -100.0% |
| -Insurance Recoveries | 28,884 | 12,016 | 54,267 | 20,000 | 20,000 | - | 0.0% |
| -Sales Revenue | 546,356 | 598,675 | 342,110 | 306,221 | 225,410 | (80,811) | -26.4% |
| -Other Misc. Revenue | 2,580,249 | 4,785,778 | 6,353,953 | 2,540,602 | 1,244,303 | (1,296,299) | -51.0% |
| <i>Subtotal - Miscellaneous</i> | <i>5,653,885</i> | <i>15,686,468</i> | <i>26,750,331</i> | <i>4,441,823</i> | <i>1,489,713</i> | <i>(2,952,110)</i> | <i>-66.5%</i> |
| Intergovernmental Grants: | | | | | | | |
| -State Grants | 3,632,140 | 3,879,323 | 3,463,988 | 5,611,457 | 4,653,120 | (958,337) | -17.1% |
| -Federal Grants | 2,958,892 | 3,136,174 | 2,894,626 | 4,639,253 | 6,000,809 | 1,361,556 | 29.3% |
| -SF County Grants | 72,709 | 61,107 | 194,015 | 2,398,024 | 2,541,252 | 143,228 | 6.0% |
| -Other Grants | 12,603 | 10,643 | 12,350 | 7,236,654 | 7,214,237 | (22,417) | -0.3% |
| <i>Subtotal - Intergovernmental</i> | <i>6,676,344</i> | <i>7,087,247</i> | <i>6,564,979</i> | <i>19,885,388</i> | <i>20,409,418</i> | <i>524,030</i> | <i>2.6%</i> |
| Interest on Investments | 1,533,688 | 2,389,146 | 120,474 | 2,799,043 | 202,249 | (2,596,794) | -92.8% |
| Transfers In | 69,786,558 | 64,235,456 | 64,116,311 | 70,245,524 | 44,178,043 | (26,067,481) | -37.1% |
| TOTAL REVENUES | 355,797,890 | 378,214,751 | 381,412,341 | 395,456,769 | 312,520,982 | (82,935,787) | -21.0% |
| Cash Reserves | | | | | 22,411,605 | | |
| TOTAL FUNDING SOURCES | | | | 395,456,769 | 334,932,587 | (60,524,182) | -15.3% |

*includes ERP (CIP) Budget

CITY OF SANTA FE
ALL FUNDS - EXPENDITURES BY CATEGORY*
FY 2016/17 THROUGH FY 2020/21

| CATEGORY | ACTUAL REVENUE FY 2016/17 | ACTUAL REVENUE FY 2017/18 | ACTUAL REVENUE FY 2018/19 | FY 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET FY 2020/21 | AMOUNT CHANGE 19/20-20/21 | PERCENT CHANGE 19/20-20/21 |
|--------------------------------------|--|--|--|--|---|--|---|
| <u>Personnel Services:</u> | | | | | | | |
| -Salaries | 72,006,671 | 77,579,341 | 75,875,638 | 83,013,703 | 76,632,912 | (6,380,791) | -7.7% |
| -Benefits | 50,343,312 | 32,573,189 | 38,233,984 | 42,401,563 | 41,240,802 | (1,160,761) | -2.7% |
| <i>Subtotal - Personnel Services</i> | <i>122,349,983</i> | <i>110,152,530</i> | <i>114,109,621</i> | <i>125,415,266</i> | <i>117,873,714</i> | <i>(7,541,552)</i> | <i>-6.0%</i> |
| <u>Operating Expenses:</u> | | | | | | | |
| -Contractual Services | 21,467,957 | 20,497,280 | 21,641,108 | 30,431,743 | 27,161,037 | (3,270,706) | -10.7% |
| -Utilities | 11,830,262 | 13,088,635 | 12,312,993 | 15,341,221 | 13,001,455 | (2,339,766) | -15.3% |
| -Repairs & Maintenance | 4,889,104 | 5,882,052 | 6,097,883 | 9,213,203 | 6,608,369 | (2,604,834) | -28.3% |
| -Supplies | 9,110,843 | 11,083,929 | 11,050,236 | 13,923,804 | 11,200,759 | (2,723,045) | -19.6% |
| -Insurance | 30,843,677 | 30,721,981 | 33,401,544 | 34,319,201 | 34,383,869 | 64,668 | 0.2% |
| -Travel/Training | 825,449 | 1,009,738 | 1,141,170 | 1,684,512 | 592,422 | (1,092,090) | -64.8% |
| -Other Operating Costs | 25,049,273 | 31,040,768 | 27,552,388 | 37,347,228 | 29,696,866 | (7,650,362) | -20.5% |
| <i>Subtotal - Operating Expenses</i> | <i>104,016,566</i> | <i>113,324,383</i> | <i>113,197,322</i> | <i>142,260,912</i> | <i>122,644,777</i> | <i>(19,616,135)</i> | <i>-13.8%</i> |
| <u>Capital Outlay:</u> | | | | | | | |
| -Capital Purchases | 6,934,547 | 7,358,727 | 5,702,505 | 19,154,630 | 3,971,918 | (15,182,712) | -79.3% |
| -Land & Building | 1,170,232 | 1,211,688 | 6,905,148 | 2,067,979 | 508,383 | (1,559,596) | -75.4% |
| <i>Subtotal - Capital Outlay</i> | <i>8,104,778</i> | <i>8,570,414</i> | <i>12,607,652</i> | <i>21,222,609</i> | <i>4,480,301</i> | <i>(16,742,308)</i> | <i>-78.9%</i> |
| <u>Debt Service:</u> | | | | | | | |
| -Principal | 65,144,245 | 19,376,742 | 29,458,709 | 21,406,207 | 21,261,908 | (144,299) | -0.7% |
| -Interest | 15,937,949 | 10,421,421 | 11,397,362 | 10,833,140 | 10,223,908 | (609,232) | -5.6% |
| <i>Subtotal - Debt Service</i> | <i>81,082,193</i> | <i>29,798,163</i> | <i>40,856,071</i> | <i>32,239,347</i> | <i>31,485,816</i> | <i>(753,531)</i> | <i>-2.3%</i> |
| Transfers Out | 81,187,268 | 87,065,734 | 95,806,402 | 70,431,769 | 44,178,043 | (26,253,726) | -37.3% |
| TOTAL EXPENDITURES | 396,740,789 | 348,911,224 | 376,577,068 | 391,569,903 | 320,662,651 | (70,907,252) | -18.1% |

*includes ERP (CIP) Budget

Over the last two years, Mayor Webber’s administration has built up the City’s rainy day funds which will enable the City to continue investing in the City’s core services and prioritize funding service-delivery levels to build and support our community initiatives. As part of the FY21 Recommended Budget, the City is proposing to use \$22.4 million of the “rainy day funds,” or cash reserves, to limit the reduction of service levels until the City has a more accurate picture of the economic impact of the pandemic. Reserves are intentionally built up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship.

| Fund Code | 212 |
|---------------------------------------|----------------------|
| Fund Title | Economic Development |
| Beginning FY21 Estimated Cash Reserve | \$ 1,235,832 |
| FY21 Revenue + Transfers In | \$ 755,230 |
| FY21 Expenditures + Transfers Out | \$ 1,219,236 |
| FY21 Expenditures More than Revenue | \$ (464,006) |
| Ending FY21- Estimated Cash Reserves | \$ 771,826 |

| Fund Code | 213 |
|---------------------------------------|-------------------|
| Fund Title | Lodgers' Tax Fund |
| Beginning FY21 Estimated Cash Reserve | \$ 3,124,831 |
| FY21 Revenue + Transfers In | \$ 6,561,329 |
| FY21 Expenditures + Transfers Out | \$ 6,971,778 |
| FY21 Expenditures More than Revenue | \$ (410,449) |
| Ending FY21- Estimated Cash Reserves | \$ 2,714,382 |

| Fund Code | 240 |
|---------------------------------------|-----------------------|
| Fund Title | Community Development |
| Beginning FY21 Estimated Cash Reserve | \$ 2,686,411 |
| FY21 Revenue + Transfers In | \$ 2,522,481 |
| FY21 Expenditures + Transfers Out | \$ 2,764,501 |
| FY21 Expenditures More than Revenue | \$ (242,020) |
| Ending FY21- Estimated Cash Reserves | \$ 2,444,391 |

| Fund Code | 252 |
|---------------------------------------|-----------------------|
| Fund Title | Arts & Culture Grants |
| Beginning FY21 Estimated Cash Reserve | \$ 60,269 |
| FY21 Revenue + Transfers In | \$ 6,667 |
| FY21 Expenditures + Transfers Out | \$ 65,000 |
| FY21 Expenditures More than Revenue | \$ (58,333) |
| Ending FY21- Estimated Cash Reserves | \$ 1,936 |

| Fund Code | 255 |
|---------------------------------------|-----------------|
| Fund Title | Quality of Life |
| Beginning FY21 Estimated Cash Reserve | \$ 810,231 |
| FY21 Revenue + Transfers In | \$ - |
| FY21 Expenditures + Transfers Out | \$ 200,047 |
| FY21 Expenditures More than Revenue | \$ (200,047) |
| Ending FY21- Estimated Cash Reserves | \$ 610,184 |

| Fund Code | 256 |
|---------------------------------------|---------------------|
| Fund Title | Recreation Programs |
| Beginning FY21 Estimated Cash Reserve | \$ 2,566,430 |
| FY21 Revenue + Transfers In | \$ 1,313,621 |
| FY21 Expenditures + Transfers Out | \$ 1,868,716 |
| FY21 Expenditures More than Revenue | \$ (555,095) |
| Ending FY21- Estimated Cash Reserves | \$ 2,011,335 |

| Fund Code | 325 |
|---------------------------------------|---------------------|
| Fund Title | CIP Special Project |
| Beginning FY21 Estimated Cash Reserve | \$ 2,977,012 |
| FY21 Revenue + Transfers In | \$ 1,247,271 |
| FY21 Expenditures + Transfers Out | \$ 3,041,951 |
| FY21 Expenditures More than Revenue | \$ (1,794,680) |
| Ending FY21- Estimated Cash Reserves | \$ 1,182,332 |

| Fund Code | 330 |
|---------------------------------------|------------------------|
| Fund Title | CIP Streets & Roadways |
| Beginning FY21 Estimated Cash Reserve | \$ 4,054,306 |
| FY21 Revenue + Transfers In | \$ 1,173,825 |
| FY21 Expenditures + Transfers Out | \$ 2,302,277 |
| FY21 Expenditures More than Revenue | \$ (1,128,452) |
| Ending FY21- Estimated Cash Reserves | \$ 2,925,854 |

Over the last two years, Mayor Webber’s administration has built up the City’s rainy day funds which will enable the City to continue investing in the City’s core services and prioritize funding service-delivery levels to build and support our community initiatives. As part of the FY21 Recommended Budget, the City is proposing to use \$22.4 million of the “rainy day funds,” or cash reserves, to limit the reduction of service levels until the City has a more accurate picture of the economic impact of the pandemic. Reserves are intentionally built up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship.

| Fund Code | 365 |
|---------------------------------------|----------------------|
| Fund Title | 1/2% GRT Income Fund |
| Beginning FY21 Estimated Cash Reserve | \$ 3,273,721 |
| FY21 Revenue + Transfers In | \$ 14,834,870 |
| FY21 Expenditures + Transfers Out | \$ 15,979,588 |
| FY21 Expenditures More than Revenue | \$ (1,144,718) |
| Ending FY21- Estimated Cash Reserves | \$ 2,129,003 |

| Fund Code | 510 |
|---------------------------------------|------------------------|
| Fund Title | Environmental Services |
| Beginning FY21 Estimated Cash Reserve | \$ 19,792,496 |
| FY21 Revenue + Transfers In | \$ 13,685,624 |
| FY21 Expenditures + Transfers Out | \$ 14,627,626 |
| FY21 Expenditures More than Revenue | \$ (942,002) |
| Ending FY21- Estimated Cash Reserves | \$ 18,850,494 |

| Fund Code | 515 |
|---------------------------------------|---------------------|
| Fund Title | Railyard Properties |
| Beginning FY21 Estimated Cash Reserve | \$ 2,918,315 |
| FY21 Revenue + Transfers In | \$ 702,636 |
| FY21 Expenditures + Transfers Out | \$ 2,899,700 |
| FY21 Expenditures More than Revenue | \$ (2,197,064) |
| Ending FY21- Estimated Cash Reserves | \$ 721,251 |

| Fund Code | 520 |
|---------------------------------------|----------------------------|
| Fund Title | Santa Fe Convention Center |
| Beginning FY21 Estimated Cash Reserve | \$ 7,125,791 |
| FY21 Revenue + Transfers In | \$ 3,090,756 |
| FY21 Expenditures + Transfers Out | \$ 5,930,149 |
| FY21 Expenditures More than Revenue | \$ (2,839,393) |
| Ending FY21- Estimated Cash Reserves | \$ 4,286,398 |

| Fund Code | 525 |
|---------------------------------------|------------------|
| Fund Title | Midtown Property |
| Beginning FY21 Estimated Cash Reserve | \$ 1,437,083 |
| FY21 Revenue + Transfers In | \$ 750,000 |
| FY21 Expenditures + Transfers Out | \$ 2,181,800 |
| FY21 Expenditures More than Revenue | \$ (1,431,800) |
| Ending FY21- Estimated Cash Reserves | \$ 5,283 |

| Fund Code | 530 |
|---------------------------------------|------------------------------|
| Fund Title | Municipal Recreation Complex |
| Beginning FY21 Estimated Cash Reserve | \$ 271,751 |
| FY21 Revenue + Transfers In | \$ 1,017,842 |
| FY21 Expenditures + Transfers Out | \$ 1,269,971 |
| FY21 Expenditures More than Revenue | \$ (252,129) |
| Ending FY21- Estimated Cash Reserves | \$ 19,622 |

| Fund Code | 540 |
|---------------------------------------|--------------------|
| Fund Title | Transit Bus System |
| Beginning FY21 Estimated Cash Reserve | \$ 8,940,907 |
| FY21 Revenue + Transfers In | \$ 4,358,958 |
| FY21 Expenditures + Transfers Out | \$ 10,361,909 |
| FY21 Expenditures More than Revenue | \$ (6,002,951) |
| Ending FY21- Estimated Cash Reserves | \$ 2,937,956 |

| Fund Code | 550 |
|---------------------------------------|-------------------------------|
| Fund Title | Genoveva Chavez Community Ctr |
| Beginning FY21 Estimated Cash Reserve | \$ 4,161,676 |
| FY21 Revenue + Transfers In | \$ 1,314,486 |
| FY21 Expenditures + Transfers Out | \$ 3,627,322 |
| FY21 Expenditures More than Revenue | \$ (2,312,836) |
| Ending FY21- Estimated Cash Reserves | \$ 1,848,840 |

| Fund Code | 600 |
|---------------------------------------|-----------------|
| Fund Title | Risk Management |
| Beginning FY21 Estimated Cash Reserve | \$ 5,092,063 |
| FY21 Revenue + Transfers In | \$ 5,177,293 |
| FY21 Expenditures + Transfers Out | \$ 5,521,186 |
| FY21 Expenditures More than Revenue | \$ (343,893) |
| Ending FY21- Estimated Cash Reserves | \$ 4,748,170 |

| Fund Code | 615 |
|---------------------------------------|---------------------|
| Fund Title | Unemployment Claims |
| Beginning FY21 Estimated Cash Reserve | \$ 109,015 |
| FY21 Revenue + Transfers In | \$ 108,263 |
| FY21 Expenditures + Transfers Out | \$ 200,000 |
| FY21 Expenditures More than Revenue | \$ (91,737) |
| Ending FY21- Estimated Cash Reserves | \$ 17,278 |

V. FY20 REVENUE AND ECONOMIC ANALYSIS

The coronavirus has not only created a public health emergency, but has also created a sudden and unprecedented economic crisis for our community and a fiscal crisis for our City government. The economic crisis brought on by the coronavirus pandemic is impacting the revenue base for state and local governments across the county. With non-essential businesses reducing services in many states, consumer spending on non-emergency items drastically decreasing and tens of millions of workers losing their jobs or seeing a drastic cut in their incomes, states and cities are seeing their tax revenue base (personal income taxes, sales taxes and gas taxes, gaming, tourism and oil revenue) declining rapidly which in turn has caused budget shortfalls fiscal year 2020 and fiscal year 2021.

In April 2020, the Federal Reserve Chair Jerome Powell said that the U.S. economy is in an emergency and deteriorating “with alarming speed.” According to the Commerce Department, the US economy shrank by 4.8% in the first quarter of 2020, which is the sharpest decline since the financial crisis more than a decade ago. US Consumer spending decreased 7.6 percent in the 1st quarter. In a five week period from the end of March to the end of April, the number of American workers filing first-time claims for jobless benefits increased to 26 million, indicating the unemployment rate is close to 16 percent, significantly higher than it was during the worst of the Great Recession. In NM, initial unemployment filings pushed unemployment in New Mexico above the highest point of the 2008 recession. Santa Fe’s initial unemployment claims for that same five week period totaled 9,470.

The financial report half way through the fiscal year showed that the City’s revenues were out-performing estimates. However, the City’s revenue from the Gross Receipts Taxes, the City’s largest revenue source, for the March 2020 fell 5% compared to March 2019 and the distribution for April 2020 GRT fell 19% from April 2019 levels. The City has implemented a variety of measures, in order to solve for the structural fiscal imbalance in the span of 3 months including a spending freeze for non-essential purchases, a hiring freeze for non-essential staff, and separation non-essential temporary employees and a furlough plan for employees.

The uncertainty of the global health pandemic’s duration and severity and its impact on the national and local economy continues into FY21, despite our collective efforts to flatten the curve. Forecasting revenues in the middle of a pandemic that has created unprecedented levels of volatility in the economy is challenging. While traditionally the revenue forecast is based upon historical information, given the current economic crisis spurred by the public health crisis, the effectiveness of using historical data to forecast the economic activity and City revenues in FY21 is limited. The volatility in the economy and on City revenue sources will likely persist for the duration of FY21 and into FY22. Since many of the City’s revenue sources are sensitive to economic conditions, the City takes a cautious approach when forecasting receipts. The revenue forecast is an estimate and should be viewed as such. The FY21 Recurring Revenue budget totals \$312.5 million, a decrease of \$82.9 million or 21.0 percent decline in All Funds revenue. Transfers totaled \$44.2 million in FY21, a 37.1 percent decline from FY20 budgeted level of \$70.2 million

The following sections provide a summary of revenues as the City’s projected revenues provide the basis for planning our FY21 expenses. It’s important to keep in mind the uncertainties surrounding the pandemic, such as the duration and severity of the public health emergency, will impact economic and financial position of the City’s revenues throughout FY21.

National Economy

The national and global economies impact New Mexico and the City of Santa Fe's economy. Global events such as the Covid-19 pandemic impact the entire global economy, but each country, state, and community will experience it with their own local variables. Below are presented four primary national economic indicators, including National Real GDP, National Unemployment Percent Rate, Consumer Price Index and Consumer Spending, from Bloomberg's Contributor Consensus forecast for the remainder of 2020, 2021 and 2022. The four indicators demonstrated signs of strength before COVID-19 struck. In 2019 the national economy saw real GDP growth of 2.6 percent. Growth is expected to sharply fall in 2020 to -5.6 percent due to the pandemic. The national real GDP growth is expected to hit 4 percent in 2021 with stabilized growth projections in subsequent years. All four indicators show a substantial decrease in 2020, followed by a robust 2021 and a more normal 2022. As the major revenue sources are sensitive to economic variables, the City is forecasting a similar pattern for its revenue as the four economic indicators below.

National Real GDP

| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|------|-------|-------|--------|-------|-------|
| 2.1% | 2.80% | 2.60% | -5.60% | 4.00% | 2.90% |

National Unemployment Percent Rate

| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|------|------|------|------|------|------|
| 4.3% | 3.9% | 3.7% | 9.3% | 7.5% | 5.7% |

CPI (Consumer Price Index)

| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|------|------|------|------|------|------|
| 2.1% | 2.5% | 1.8% | 0.8% | 1.7% | 2.0% |

Consumer Spending

| 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|------|------|------|-------|------|------|
| 2.6% | 3.0% | 2.6% | -6.3% | 4.2% | 3.0% |

(Bloomberg Contributor Consensus Forecast)

State and Local Economy

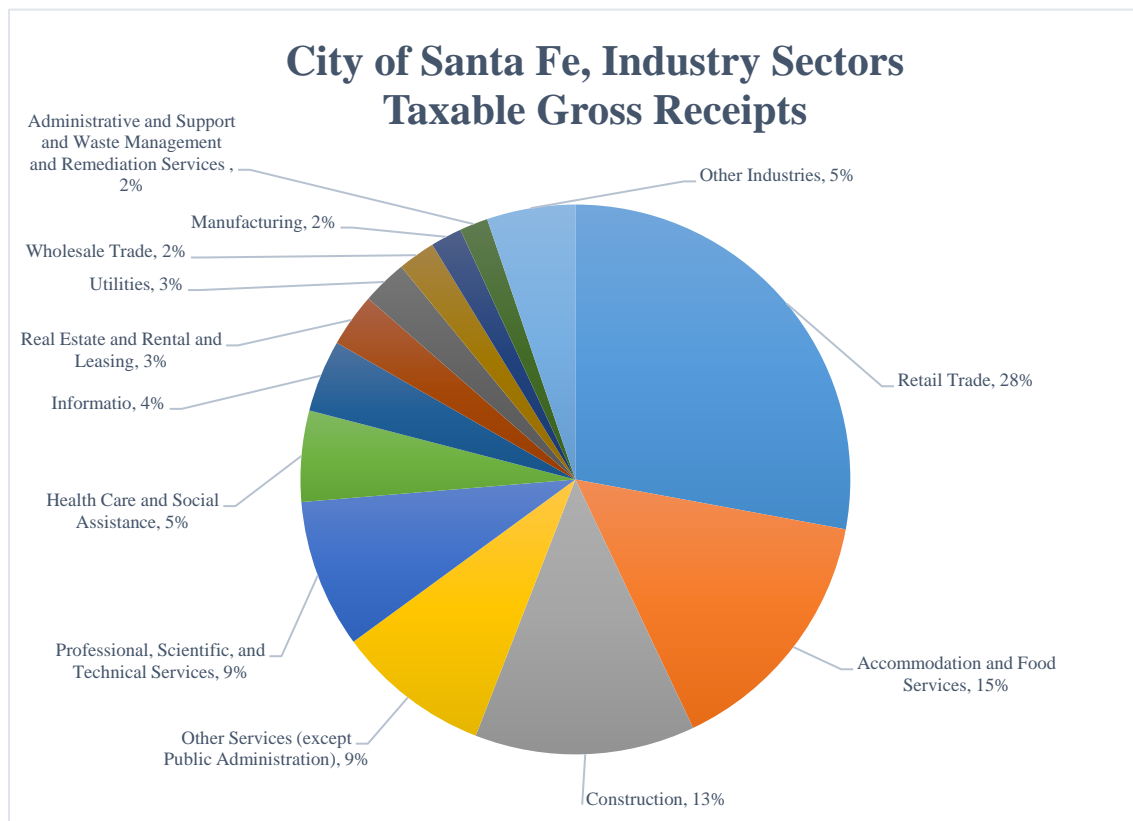
The State and Santa Fe economies were continuing a period of expansion before the Covid-19 pandemic interrupted the growth. Traditionally, staff analyzes current economic indicators and historical revenue collections to identify important trends that may impact future revenue levels. Economic metrics Finance staff monitors range from national indicators, such as gross domestic product (GDP), to local indicators like unemployment rates and department-specific indicators, like the number of airport passengers and the number of building permits issued.

Year over year growth for the first half of the fiscal year, FY20 may have been a record year for the City of Santa Fe's economy and corresponding gross receipts and lodger's tax collections if the public health emergency had not impacted economic activity. With the spread of coronavirus, public health orders prompted restrictions on economic sectors in order to control the outbreak

which resulted in a sudden and drastic change in the main economic indicators Finance staff tracks. For example, after years of growth, in April 2020, the U.S. unemployment rate drastically rose to 14.7 percent, marking the highest rate since the Bureau of Labor Statistics began tracking this data in 1948.

Moody’s identified the following sectors as the most likely to show declines in employment levels during the current pandemic: mining, oil and gas; travel and transportation; as well as leisure and hospitality. Tourism and energy are two of the most important industries to the New Mexico economy. While energy is not a leading industry in Santa Fe, it does drive the State’s budget which plays a major role in the City as the largest employer with approximately 10 percent of the City’s workforce.

The City’s revenues in FY21 and beyond will depend on the spread of the virus as well as how, when and at what capacity Santa Fe, New Mexico and the US reopens the economy. The impact of stay-at-home orders, travel restrictions, restaurant and store closures is a shock to demand as incomes are limited by loss of jobs to our residents and the loss of profit to Santa Fe businesses. Continued business closures and layoffs will cause gross receipts tax revenues in Santa Fe to decline. Finance staff will continue to monitor leading and lagging economic indicators, as staff prepares to make adjustments to revenue projections as actual revenue receipts are generated and new economic data is assessed throughout the year.



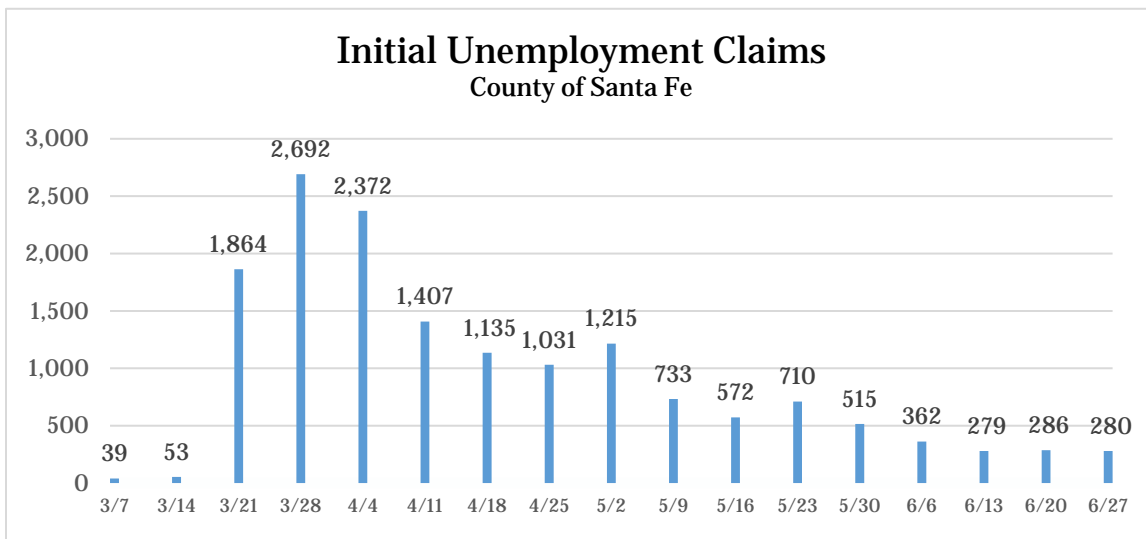
Source: New Mexico Taxation and Revenue Department

Understanding the structure of the city’s tax generating sectors is crucial to the City’s ability to forecast future revenues. Economic activity in the Retail Trade, Tourism, steady construction activity, along with professional services, drive the majority of the City’s revenue from gross receipts taxes. Five industries, Retail Trade, Accommodation and Food Services, Construction, Other Services and Professional, Scientific and Technical Services make up 70 percent of all taxable gross receipts paid in Santa Fe. Retail Trade is the single largest contributor to total taxable gross receipts in Santa Fe at just over 27 percent, followed by Construction and Professional, Scientific and Technical. Sales tax collections are volatile as they relate to the health of the national and local economies, employment rates, income levels, and in the City of Santa Fe, the strength of the tourism and travel industry.

In the April 2020 report from the New Mexico Taxation and Revenue Department, four industries in in Santa Fe saw year over year declines of taxable gross receipts greater than 50 percent. Two industries, Construction and Professional, Scientific and Technical Services grew taxable gross receipts year over year. Over the next fiscal year, the City will be closely watching the data in New Mexico TRD’s monthly reports to measure the economic activity by industry and how that translates into Gross Receipt Tax collections. The change in taxable gross receipts will be evaluated against three factors: When different sectors of the economy may re-open, how they may re-open and at what capacity they may re-open.

Labor and Workforce

Initial Unemployment Claims, published by the New Mexico Department of Workforce Solutions, is a key leading economic indicator that is received weekly where other economic data comes with lags that could be several months. Initial unemployment claims rose to over 1,800 the week ending March 21st and peaked at close to 2,700 at the end of March in Santa Fe County, which was the first indicator that suggested just how dramatic the impact on the City of Santa Fe’s economy. The number of American workers filing first-time claims for jobless benefits in March and April increased to levels significantly higher than during the worst of the Great Recession. In NM, initial unemployment filings pushed unemployment in New Mexico and Santa Fe above the highest point of the 2008 recession.



Source: Department of Workforce Solutions

Even as the economic restrictions were lifted in the month of May, the NM Department of Workforce Solutions reported that the State's civilian labor force (including employed and unemployed) was 905,039 during the month of May, a decline of 46,631 people. The State's May unemployment rate declined to 9.2 percent from April 2020's 11.9 percent, but was substantially higher than the May 2019 rate of 4.9 percent. Santa Fe County's unemployment rate for May was 9.4 percent down from April's 12.5 percent but much higher than the County's May 2019 unemployment rate of 3.7 percent. Experts are estimating that the national, state, and local economy alike are expected to lose about 5-6 percent of jobs in 2020.

The State's leisure and hospitality reported a loss of 37,900 jobs, or 37.8 percent in May 2020. Employment in trade, transportation, and utilities fell by 10,300 jobs, or 7.6 percent. Within the industry, retail trade was down 8,200 jobs, or 9.2 percent; transportation, warehousing, and utilities was down 2,200 jobs, or 8.6 percent; and wholesale trade was up 100 jobs, or 0.5 percent. Education and health services was down 9,800 jobs, or 6.9 percent. Professional and business services employment was down 9,000 jobs, or 8.1 percent. Miscellaneous other services employment decreased by 5,300 jobs, or 18.3 percent. Employment in mining and construction was down 4,400 jobs, or 5.8 percent. All losses in mining and construction came from mining, which contracted by 5,600 jobs, or 21.6 percent. Construction employment was up 1,200 jobs, or 2.4 percent, over the year. Manufacturing employment was down 3,900 jobs, or 13.7 percent. Information (down 17.7 percent) and financial activities (down 5.6 percent) each reported a loss of 2,000 jobs.

Total nonfarm employment in the Santa Fe MSA was down 8,600 jobs, or 13.3 percent, in May 2020. Most losses were in the private sector, which was down 8,200 jobs, or 16.9 percent. In the private sector, leisure and hospitality reported a loss of 5,100 jobs, or 45.1 percent. Trade, transportation, and utilities was down 1,400 jobs, or 14.1 percent. Miscellaneous other services was down 900 jobs, or 24.3 percent. Education and health services was down 500 jobs, or 4.5 percent. Professional and business services was down 200 jobs, or 3.7 percent. In the public sector, a gain of 100 jobs, or 1.3 percent, in state government was offset by a loss of 500 jobs, or 6.8 percent, in local government. Employment in federal government was unchanged.

Largest Employers in Santa Fe

The labor force within Santa Fe is employed in large part by government, hospitality services, arts and entertainment, and healthcare. These sectors are in line with businesses reported by the New Mexico Taxation and Revenue Department (TRD) generating GRT within the City. The following table provides a listing of the largest employers for Santa Fe:

| <u>City of Santa Fe - Ten Largest Employers</u> | |
|--|--------------------------------|
| <u>Private Business</u> | <u>Type of Business</u> |
| Christus St. Vincent Regional Medical Center | Healthcare |
| Santa Fe Community College | School |
| Santa Fe Opera | Arts and Entertainment |
| WalMart | Retail |
| Peters Corporation | Investments and Development |
| Albertson's/Market Street | Retail |
| Santa Fe Ski Company | Recreation |
| Presbyterian Santa Fe Medical Center | Healthcare |
| Eldorado Hotel and Spa | Hospitality |
| La Fonda Hotel | Hospitality |
| | |
| <u>Public Business</u> | <u>Type of Business</u> |
| State of New Mexico | Government |
| Los Alamos National Laboratory | Government Partnership |
| Federal Government | Government |
| Santa Fe Public Schools | Public School District |
| City of Santa Fe | Government |
| Santa Fe County | Government |

Source: Santa Fe Chamber of Commerce

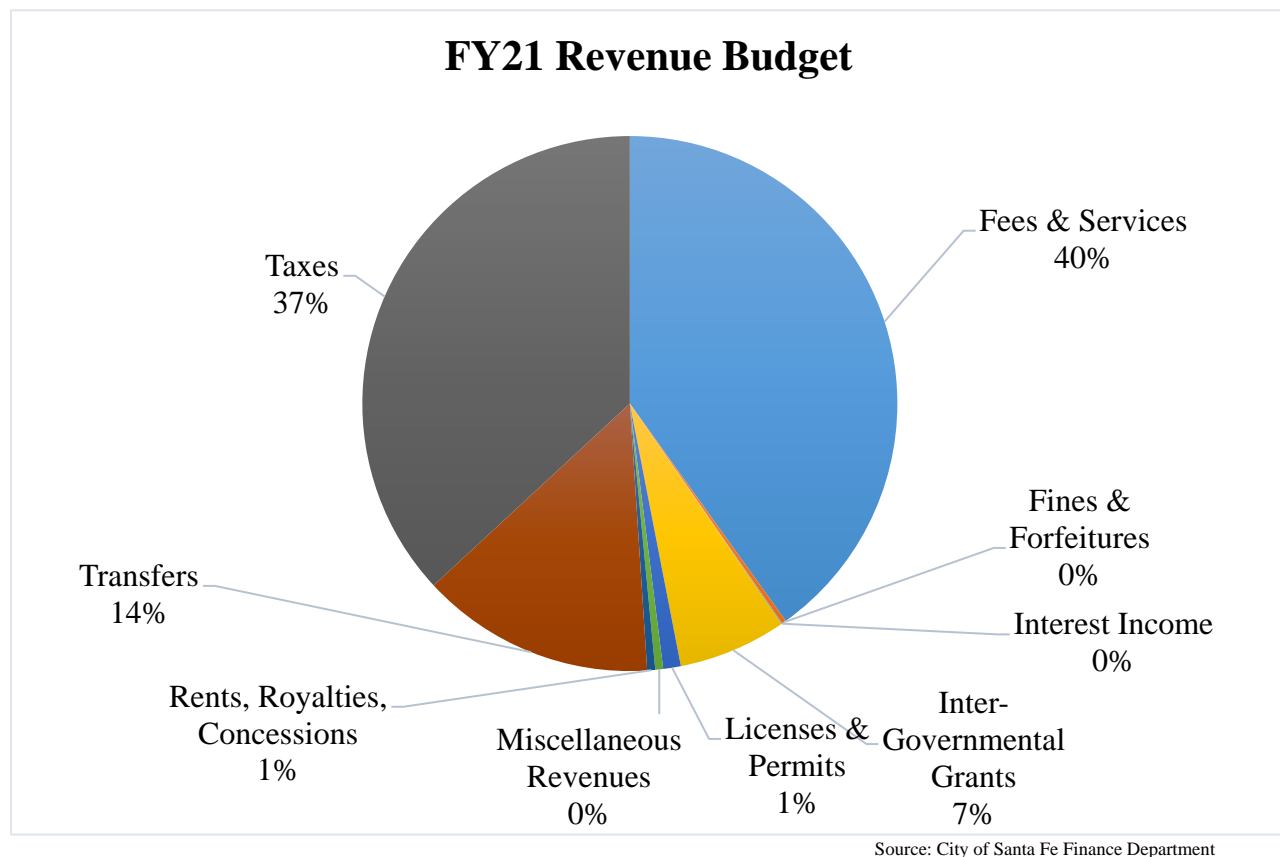
Recurring Revenues

Recurring revenue received by the City is categorized as cyclical revenue, typically received monthly, quarterly or annually from funding sources and is reasonably expected to be available on a recurring basis. This revenue is under normal circumstances predictable and historically stable. Most recurring revenue is received from the collection of taxes and fees & fines at 37 percent and 40 percent, respectively. The remainder of the revenues come from grants, rents, royalties and concessions, licenses & permits, interest income from investments and miscellaneous revenues. Containment efforts for the virus have translated in declines in City's recurring revenues primarily in the form of lower

sales tax and lodgers tax collections and fees collected for services such as parking and recreation activities.

Tax Revenue

Revenue generated from gross receipts tax, property tax, franchise fees, lodger’s tax and gasoline tax comprise the largest portion of the City’s revenue collections. Revenue forecasting and subsequent estimation for these sources are done by employing regression and time-series analyses as well as modeling trend and historical data. While traditionally the revenue forecast is based upon historical information, given the current economic crisis spurred by the public health crisis, the effectiveness of using historical data to forecast the economic activity and City revenues in FY21 is limited. Going forward, revenue forecasts will also have to consider three factors: When different sectors of the economy may re-open, how they may re-open and at what capacity they may re-open.



Tax Revenue

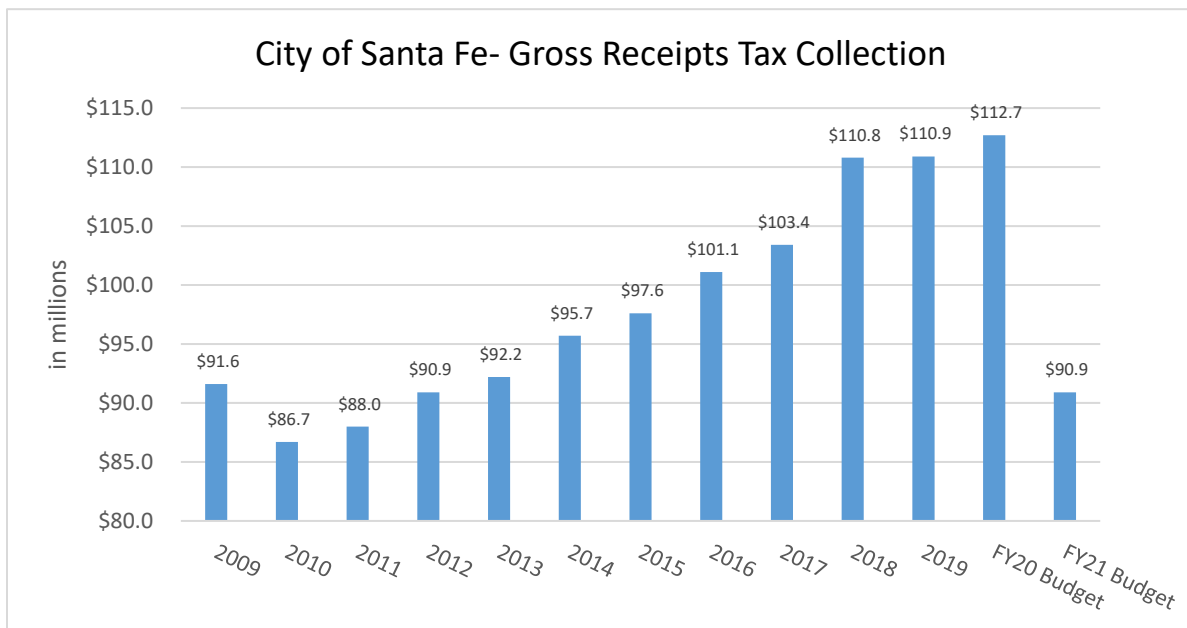
Revenue generated from gross receipts tax, property tax, franchise fees, lodger’s tax and gasoline tax comprise the largest portion of collections. Revenue forecasting and subsequent estimation for these sources are done by employing regression analyses and time-series models and analyses as well as modeling trend and historical collections, as determined by specific revenue sources and availability of data. However, given the pandemic, historical data is not relevant and budget staff

changed their methodology and based the forecast on key industries data points and estimated gross receipts tax other tax revenues based on estimated economic activity. Going forward, revenue forecasts will consider three factors: When different sectors of the economy may re-open, how they may re-open and at what capacity they may re-open.

The bulk of the revenue received by the City is divided between taxes and fees & fines at 37 percent and 40 percent, respectively. The remainder of the revenues come from grants, rents, royalties and concessions, licenses & permits, interest income from investments and miscellaneous revenues.

Gross Receipts Tax

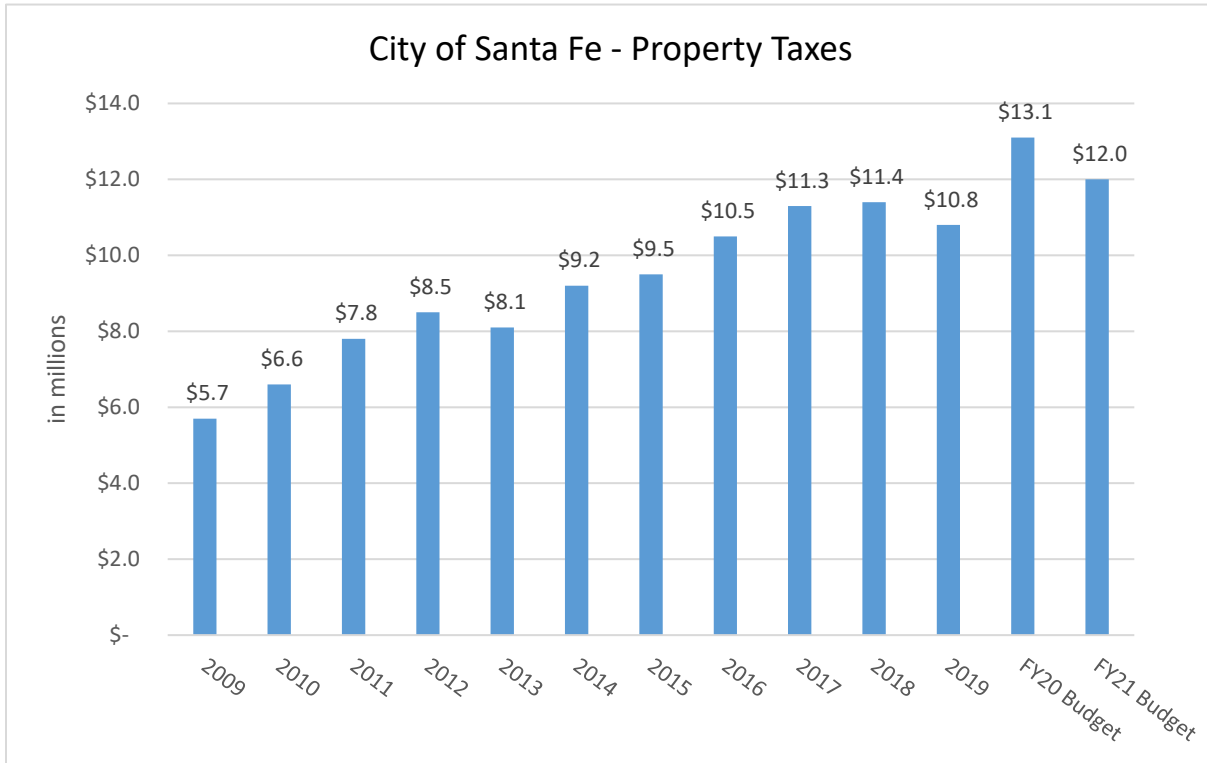
Gross receipts tax (GRT) is one of the primary sources of revenue for the City of Santa Fe, and the largest source of revenue to the General Fund. Steady and consistent growth has been observed in the historical distributions of receipts from the State of New Mexico Taxation and Revenue Department (NM TRD). As economic growth occurred nationally after the economic crash and recession in 2008/2009, disposable income and tourism recovered in the subsequent years as well. As the economy strengthened in the aftermath of the Great Recession, sales tax collections recovered. The five year average trend projection for GRT presents an increase in receipts, with an average historical growth rate of 2.7 percent for the past ten years. FY18 and FY19 GRT received were \$110.8 million and \$110.9, respectively. FY18 received an anomalous \$3 million due to NM TRD payment processing delays, which elevated the receipts. The FY20 budget includes \$112.7 million in GRT revenue, however, actual receipts are not expected to exceed budgeted levels given the economic slowdown as a result of the pandemic. After many years of strong growth, the graph below shows the severe impact of the COVID-19 pandemic on forecasted FY21 gross receipts tax revenue. The summer months are an important time for sales tax collection will further the city’s sales tax declines as major summer events are canceled. As a result of the economic disruptions associated with the COVID-19 pandemic, the FY21 GRT revenue projection is \$90.9 million, a decline of \$21.8 million, or 19.4 percent from FY20 budgeted levels.



Source: City of Santa Fe Finance Department

Property Tax

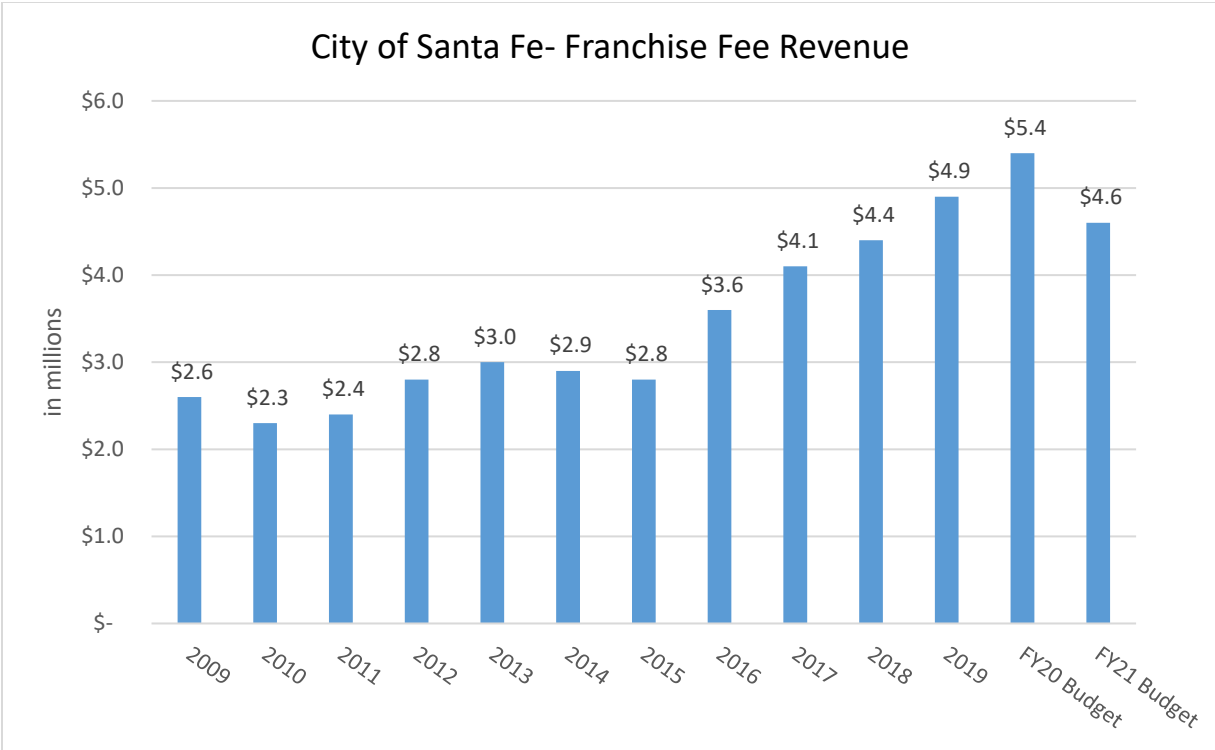
Real and Personal property are assessed annually by the County of Santa Fe Assessor to establish a value that a Property Tax is levied on. The County of Santa Fe Treasurer collects the tax and distributes the City of Santa Fe's allocation to the City, monthly as received. The City received \$11.4 and \$10.8 million in FY18 and FY19, respectively. The FY20 budget included \$13.1 million in property taxes, and the FY21 projected budgeted includes \$12.0 million in property taxes.



Source: City of Santa Fe Finance Department

Franchise Fees

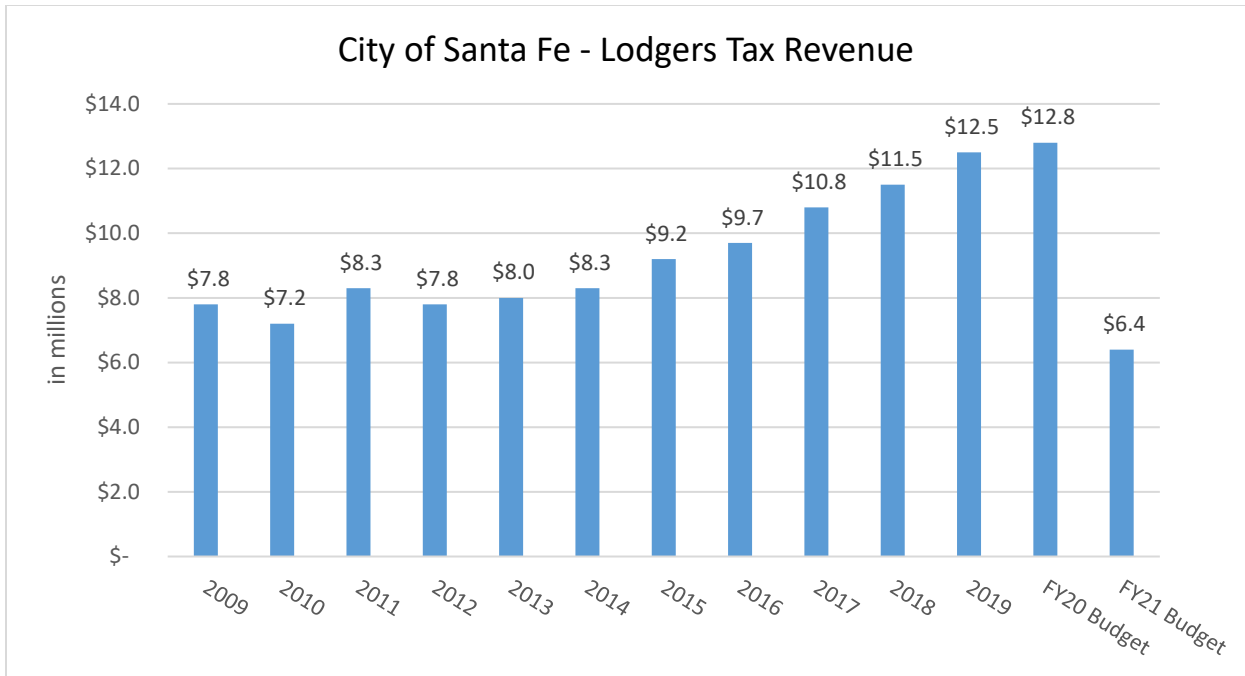
Franchise fees are collected for services provided within the City. Typically, franchise fees are collected from electric services, natural gas, water, cable, telecom and telephone service providers and based on consumer use. Franchise fees have had consistent growth since 2016, however, the City is forecasting a decline in Franchise Fees for FY21. As economic activity decreases, we expect a decrease in consumer uses of these utility services. If FY19, the City collected \$4.9 million in Franchise Fees and in FY20 budgeted \$5.4 million after an incremental increase in PNM's Franchise Fee rate. The FY21 Budget includes \$4.6 million in Franchise Fees revenue, a decrease of \$745 thousand or a decline of 14 percent.



Source: City of Santa Fe Finance Department

Lodger’s Tax

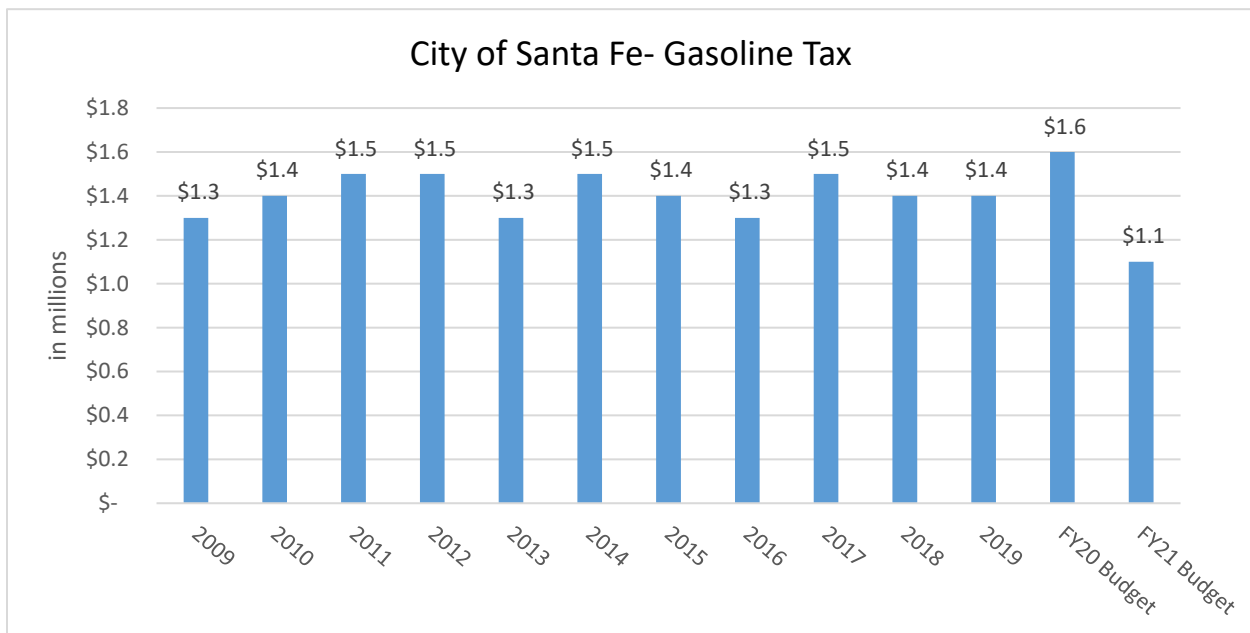
Lodger’s tax, revenue which is generated through short term-rentals and hotel occupancy throughout the City, saw a steady climb, averaging 6.5 percent growth each year. The increased interest of rental owners pursuing opportunities to fill vacant rental units and the rise of online rental reservation platforms supported the surge in lodging throughout the City. This movement may be observed in the increase of lodger’s tax revenue in FY16 onward. Revenues received from lodger’s tax in FY18 totaled \$11.5 million and FY19, totaled \$12.5 million. Continued marketing efforts to promote the City to national and international travelers as well as a healthy economy have buoyed the inflow of visitors to Santa Fe as a destination. The pandemic has hit the travel industry harder than any other industry. In April 2020, the Santa Fe Airport saw 502 passengers after having 21,213 passengers in April 2019 – a 98 percent reduction. With restrictions on travel and large gatherings, and cancelations of events through the remainder of 2020, like the Santa Fe Opera, International Folk Art Market, Indian Market and Spanish Market, this sector of the economy will experience a slower recovery in the short term. The impacts to the restrictions on the travel industry will result in lower occupancy rates and revenue per available rooms which will lower Lodger’s Tax revenues to the City. The FY20 budget included \$12.8 million and the FY21 budget includes \$6.4 million, or a decrease of 50 percent, for Lodgers Tax revenues.



Source: City of Santa Fe Finance Department

Gasoline Tax

Gasoline tax is a revenue source for the City that tends to be somewhat sensitive to economic variables. Price of fuel, tourism, weather, job growth, employment levels, minimum wage hikes, home prices, and healthcare costs are some of the factors which affect gasoline consumption and the subsequent associated tax. Electric, Flex-Fuel and Hybrid vehicles are having an impact on gasoline tax revenue by reducing the volume of gasoline consumed each month. The FY20 budget included \$1.6 million and the FY21 budget includes \$1.1 million, or a decrease of 33 percent, for gasoline tax revenue based on decreased consumption of gasoline.



Source: City of Santa Fe Finance Department

Internet Sales Tax

During the 2019 legislative session, House Bill 6 (HB6) included the proposal to collect sales tax on goods acquired from internet sellers. The transition to destination-based sourcing will contribute to significant changes to the structure of GRT collections by the New Mexico Taxation and Revenue Department (TRD). HB6 distributes \$24 million annually from the General Fund to the local governments in FY20 and FY21, until the local increments may be calculated and applied to remote sales by TRD. The City received almost \$750 thousand for FY20. During the First Special Session of the New Mexico Legislature, the City successfully lobbied that the Internet Sales Tax distribution should be increased, given the expansion of internet sales during the pandemic. The legislation will double the amount the City will receive in FY21 to approximately \$1.5 million.

Licenses and Permits

Licenses and permits are comprised of revenue from business licenses, building and zoning permits and other licenses and permits. FY18 revenue received for licenses and permits was \$4.2 million, FY19 totaled \$3.9 million; FY20 budget was \$4.5 million, and the FY21 budget is \$3.3 million, a decline of 25.7 percent. The majority of the decline is due to expected decreases in building permits and short term rental permits as the economic downturn begins to impact all industries in FY21.

Fees and Services

Fees and Services seek to recover the full cost of services provided by the City directly to residents. The City provides a wide array of services, which include: airport fees, ambulance fees, civic center fees, housing fees, impact fees, insurance premiums, meals fees, parking fees, land use fees, police and court fees, public transportation fees, recreation fees, water, wastewater and solid waste fees, and other miscellaneous fees. Fees and services collected in FY19 totaled \$135.8 million, in large part from water, wastewater and solid waste fees, reimbursed expenses and parking fees. The FY20 Fees and Service budget was \$144.7 million, FY21 budget is \$125.3 million, a decrease of \$19.4 million or 13.4 percent. The City's enterprise funds, such as the Public Utilities Department, will see lower commercial revenues due to business closures, offset slightly by higher residential usage. Due to work from home policies, business closures and limits in retail, arts and leisure activities the City forecasts general parking fees for both garages and meters are projected at \$3.7 million for FY21, a \$1.5 million, or 28 percent decrease from the FY20 budgeted levels.

Currently the Land Use Department does not charge a fee for a number of services that are provided that result in a direct economic benefit to a specific individual/entity. Other fees have not been updated in more than ten years and are significantly lower than nearby jurisdictions. The updated fee proposal included in the FY21 recommended budget would assign the cost of services to the benefiting parties, and capture lost revenue resulting from a failure to update existing fee categories on a regular basis. The resulting increase in revenue will be used to enhance available resources to improve response times, and improve the availability of services for the general public. The FY21 recommended budget includes estimated revenues of \$500 thousand for the general fund revenue from the updated land use fee schedule.

The Parks and Recreation Department, the Marty Sanchez Links de Santa Fe Advisory Subcommittee and the Parks and Recreation Advisory Committee are recommending a modest fee increase at the Marty Sanchez Links, de Santa Fe. Fee increases range from a low of 6.67 percent

to a high of 14.29 percent, depending on fee type. The number of rounds played is the single largest variable in revenues, however, if the same number of rounds were played in FY21 as in FY19, revenues from green fees and cart rentals would increase \$100 thousand.

Fines and Forfeitures

Fines and Forfeitures is made up of parking fines, traffic and water violations, Court and Library fines. Fines & Forfeitures are projected at \$795 thousand in FY21, a \$340 thousand, or 29.9 percent decrease from the FY20 budgeted levels

Rents, Royalties, Concessions

Revenue generated from airport rental fees, equipment rentals, parks and recreation department rentals and other rentals, including land and facilities rentals, are categorized under rents, royalties and concessions. The FY20 budgeted included \$1.6 million and the FY21 budget includes a projection of \$1.5 million for this category.

Interest Income

In general, the City's level of investment income is a function of the balance of cash in the investment account, interest rates and the duration of the portfolio. Investment income totaled over \$5 million in FY19 and FY20's budget was for \$2.8 million. The Federal Reserve began cutting short-term interest rates in July of 2019 and by March 2020, cut the Federal Funds rate to zero in response to the pandemic. The City is forecasting a 90 percent decline in interest income for FY21, to \$202 thousand.

Miscellaneous Revenue

Revenues included in this category are grants and miscellaneous revenues from bond issuance premiums and proceeds, insurance recoveries and other various small revenues.

Transfer In

Transfer In is the movement of money between funds as a means of distributing revenue to the Fund where it is being expended.

Nonrecurring Revenue

Nonrecurring revenue received by the City is categorized as one-time revenue. Examples include the sale of land for capital expenditures or revenue not earmarked for recurring personnel, operational or maintenance costs. The FY21 budget maintains sufficient reserves to comply with the financial policy threshold of maintaining a 10% General Fund Reserve. The City will be positioned to utilize the cash reserves that have accumulated as a result of conservative revenue projection, responsible budgeting, and proactive financial management in FY19 and FY20.

Because of City's fiscal responsibility over the last few years, the City is positioned to prioritize funding the health and wellbeing of our community at a time of global economic uncertainty. In normal years, the City is diligent to ensure that estimated ongoing revenue levels match ongoing expenditure levels. Due to the magnitude and suddenness of the economic downturn and the uncertainty of revenue projections, the FY21 Recommended Budget uses a mix of ongoing and one-time revenue to balance the budget. In FY21, while some funds like the water management fund and the wastewater management fund are showing a net gain over the course of the fiscal year, other funds are showing a net loss over the course of FY21 as projected revenue is less than propose expenditure levels. Given the nature of the global public health crisis and the economic downturn, it is more important now than ever to utilize the rainy day fund to maintain vital city

services for residents. Over the last two years, Mayor Webber's administration has built up the City's rainy day funds which will enable the City to continue investing in the City's core services and prioritize funding service-delivery levels to build and support our community initiatives. As part of the FY21 Recommended Budget, the City is proposing to use \$22.4 million of the "rainy day funds" or our cash reserves to limit the reduction of service levels until we have a more accurate picture of the economic impact of the pandemic. Total funding sources in the FY21 Recommended Budget across All Funds is \$334.9 million which includes cash reserves. This represents a \$60.5 million or 15.3 percent decline from the FY20 budgeted levels at midyear. Reserves are intentionally built up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship. See below for detailed tables.

Grants

Grants secured by the City may be one-time funding or they may be recurring. The terms, timing, and nature of each grant varies widely across recipient departments. In FY19, the City received \$8.0 million in grant funding. Some of the largest recipients for operating and capital grant funding in FY20 include: Transit \$6.3 million, Community Services \$1.7 million and Airport \$9.9 million. The FY21 grant application process typically occurs throughout the fiscal year. The City has also received Cares Act funds for the Transit Division, totaling \$4.9 million, and for the Airport, totaling \$1.8 million for use in FY20 and FY21. The City is allocating \$2 million of the Cares Act funding in FY21 for use in the Transit Division and \$500 thousand of the Cares Act funding in FY21 for use in the Airport Division.

State and Federal Funding

Additionally, the City is fortunate to rely on new one-time revenue sources as a result of action taken in the Special Legislative Session held in June 2020. The City successfully lobbied for an increase to the Internet Sales Tax distribution given the expansion of internet sales during the pandemic. The City will see an additional \$750 thousand as a result of the action in House Bill 6 from the Special Session that doubled the amount of the internet sales tax distribution to local governments in FY21.

Senate Bill 3 allocates funding for a Local Government Emergency Economic Relief Loan Program. The loan program may be used for general operating expenses and revenue replacement. The loan amount shall be determined by the NMFA in consultation with DFA's Local Government Division and the local government considering the local government's actual decline in GRT revenue. The legislation requires local governments to demonstrate at least a 10 percent decline in local option GRT revenue for the last quarter of FY20 and prohibits the loan from exceeding 50 percent of the actual decline in GRT. NMFA is expected to create application procedures and requirements for loan disbursements by the end of July 2020.

House Bill 1 allocated \$150 million to cities and counties with a population of less than 500,000 thousand residents from the federal CARES Act for necessary expenditures responding to the public health emergency such as public safety, health and other government expenditures necessary for mitigating the effects, including secondary effects, of the public health emergency in fiscal year 2021, including reimbursing unforeseen expenditures in fiscal year 2020. The bill requires that the Department of Finance and Administration use a formula to distribute federal funds directed to local governments, that formula should use the most recent estimate of population available through the U.S. Census Bureau. The City is set to see additional funding from this allocation, the exact amount is dependent on the formula, but initial estimates is that

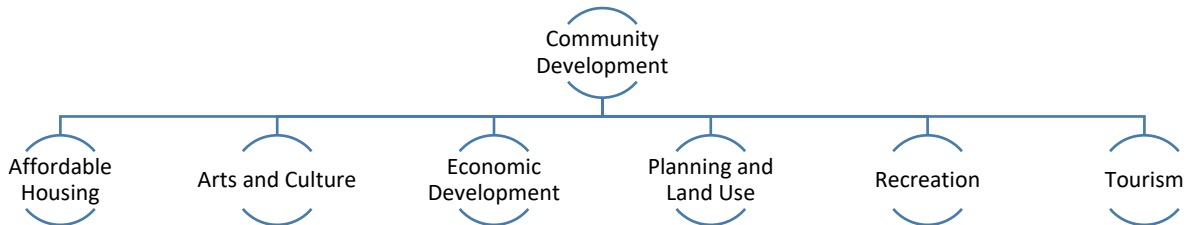
the City could receive approximately \$10 million for expenditures necessary for mitigating the effects, including secondary effects, of the public health emergency in fiscal year 2021, including reimbursing unforeseen expenditures in fiscal year 2020. The City plans to use the additional funding for COVID19 emergency response efforts including the emergency homeless shelter and additional expenses related to the COVID19 emergency. The City will be bringing forward the budget adjustment for to allocate the Cares Act funding in the coming weeks.

Together with other cities, we are actively advocating for immediate federal assistance. The Health and Economic Recovery Omnibus Emergency Solutions (HEROES) Act passed the U.S. House on May 15th and is now in the Senate. Under the HEROES Act as passed by the House, the City would stand to receive additional emergency fiscal assistance funding from the federal government. According to the legislation, the City would be able to use these funds "to respond to mitigate, cover costs or replace foregone revenues not projected on January 31, 2020 stemming from the public health emergency, or its negative economic impacts, with respect to the Coronavirus Disease (COVID-19)." It is still unclear in what form or whether this measure will clear the U.S. Senate, and whether the President would sign it into law. While the relief would be welcome, its arrival is still uncertain.

VI. EXPENDITURES

COMMUNITY DEVELOPMENT DEPARTMENT

RICHARD BROWN, COMMUNITY DEVELOPMENT DIRECTOR



Department Mission

The mission of the Community Development Department is to create a Santa Fe where business, arts and culture thrive for residents and tourists. The creation of this Department will allow alignment of programs and funding, focused on economic opportunities that connect our current land use development to our longstanding need for additional affordable housing and ensuring our cultural connection to our history is a core component.

Department Description of Services

The Department is made up of the following: Affordable Housing, Arts and Culture, Economic Development, Planning and Land Use, Recreation, and Tourism.

AFFORDABLE HOUSING

ALEXANDRA LADD, AFFORDABLE HOUSING MANAGER

Mission

The Office of Affordable Housing works proactively with public, nonprofit, and private sectors to increase affordable housing opportunities for Santa Fe's low- and moderate-income residents, addressing the needs of all residents from the homeless to the homeowner.

Description of Services

Office of Affordable Housing has a long history of supporting affordable housing through regulation (inclusionary zoning), policy (1999 General Plan, Consolidated Plan, Five-Year Strategic Plan, Analysis of Fair Housing), real estate development (Tierra Contenta, donation of City-owned land), and programming (financial support for homebuyer training/counseling, home repair, down payment assistance, and rental assistance). Housing needs are addressed across a spectrum, from the homeless to the homeowner, and rely on an established network of community partners, including the public, nonprofit, and private sectors. To this end, the bulk of the proposed budget is used to support staff time to administer federal grant money from HUD (CDBG and Continuum of Care/Shelter Plus Care), general funds to sub-recipients who, in turn, provide services directly to those in need, and implementation of Chapter 26. This chapter includes the

Santa Fe Homes Program (SFHP) which requires a percentage of housing built by private developers to be set aside for income-certified, low- and moderate-income residents, the Affordable Housing Trust Fund (funded through local development revenues), and fair housing.

FY21 Recommended Budget

Affordable Housing's total FY21 Recommended Budget increased by \$291,258, or 14%, from the FY20 budgeted levels. The Affordable Housing's General Fund FY21 Recommended Budget increased by \$50,464, or 6%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- The Community Development Program in contractual services is increasing by \$308,901 for rental subsidy payments and other financial services funded by CBDG grants
- Other Operating costs are decreasing by \$15,964
 - Travel and Training – decreasing by \$5,370

CITY OF SANTA FE
AFFORDABLE HOUSING DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 151,082 | 298,416 | 282,026 | 279,330 | (2,696) | -1.0% |
| Contractuals & Utilities | 1,382,309 | 1,218,963 | 1,785,069 | 2,093,970 | 308,901 | 17.3% |
| Supplies | - | 5 | 24,899 | 24,899 | - | 0.0% |
| Insurance | 8,234 | 6,662 | 7,161 | 8,178 | 1,017 | 14.2% |
| Other Operating Costs | 20,387 | 27,908 | 45,840 | 29,876 | (15,964) | -34.8% |
| Transfers to Other Funds | 75,000 | 101,315 | - | - | - | N/A |
| TOTAL AFFORDABLE HOUSING | 1,637,011 | 1,653,269 | 2,144,995 | 2,436,253 | 291,258 | 13.6% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 500,130 | 526,715 | 864,950 | 915,414 | 50,464 | 5.8% |
| Community Development | 959,266 | 1,126,554 | 1,280,045 | 1,520,839 | 240,794 | 18.8% |
| Land Development | 177,615 | - | - | - | - | N/A |
| TOTAL AFFORDABLE HOUSING | 1,637,011 | 1,653,269 | 2,144,995 | 2,436,253 | 291,258 | 13.6% |

ARTS AND CULTURE

PAULINE KAMIYAMA, ARTS COMMISSION DIRECTOR

Mission

The Arts Commission's mission is to initiate, sponsor, or conduct, alone or in cooperation with other public or private agencies, public programs to further the development and public awareness of, and interest in, the fine and performing arts and culture properties of the City.

Description of Services

Arts and Culture is responsible for the execution of a grant program, art education, Culture Connects, the Youth Cultural Passport, Southside Summer, and public art. Additionally, it provides oversight of the City Historian and Poet Laureate and assists the City with art needs such as the College of Santa Fe Art Collection.

FY21 Recommended Budget

Arts & Culture's total FY21 Recommended Budget decreased by \$1,036,210, or 53%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased \$77,200
- Repairs & Maintenance increased \$5,000
- Supplies decreased \$10,400
- Other Operating costs decreased \$721,433 mainly in Cultural Investment Funding
 - Travel/Training decreased \$17,900

CITY OF SANTA FE
ARTS & CULTURE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|------------------|------------------|------------------|----------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 334,662 | 271,401 | 421,236 | 322,701 | (98,535) | -23.4% |
| Contractuals & Utilities | 165,887 | 203,258 | 289,700 | 212,500 | (77,200) | -26.6% |
| Repairs & Maintenance | - | - | - | 5,000 | 5,000 | N/A |
| Supplies | 41,631 | 28,958 | 27,450 | 17,050 | (10,400) | -37.9% |
| Insurance | 10,456 | 11,392 | 11,392 | 17,224 | 5,832 | 51.2% |
| Other Operating Costs | 1,059,912 | 835,399 | 1,074,883 | 353,450 | (721,433) | -67.1% |
| Transfers to Other Funds | 108,269 | 80,185 | 139,474 | - | (139,474) | -100.0% |
| TOTAL ARTS & CULTURE | 1,720,817 | 1,430,593 | 1,964,135 | 927,925 | (1,036,210) | -52.8% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|------------------|------------------|------------------|----------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Lodgers' Tax Fund | 1,531,433 | 1,231,353 | 1,789,660 | 813,625 | (976,035) | -54.5% |
| Arts & Culture Grants | 73,220 | 65,000 | 65,000 | 65,000 | - | 0.0% |
| Santa Fe Convention Center | 116,164 | 134,239 | 109,475 | 49,300 | (60,175) | -55.0% |
| TOTAL ARTS & CULTURE | 1,720,817 | 1,430,593 | 1,964,135 | 927,925 | (1,036,210) | -52.8% |

ECONOMIC DEVELOPMENT

RICHARD BROWN, ECONOMIC DEVELOPMENT DIRECTOR

Mission

Economic Development uses talent, tools, and resources to create conditions for the economy to evolve and expand so that all residents increase wealth and well-being as the community becomes increasingly equitable, the environment is enhanced, and the best of the City's heritage and culture flourishes into the future.

Description of Services

Economic Development services and activities include place making and redevelopment management such as the Midtown Property redevelopment, technical assistance for businesses, policy making and advocacy, deploying City and State incentives such as LEDA grants, convening and marketing to build social capital and networks in order to strengthen industry clusters, and contracting to source services for workforce training, advancing entrepreneurship, increasing business growth, and mentorship, among others.

FY21 Recommended Budget

Economic Development's total FY21 Recommended Budget decreased by \$686,550, or 25%, from the FY20 budgeted levels. The Economic Development's General Fund FY21 Recommended Budget decreased by \$315,994, or 28%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts decreased \$66,800
- Supplies decreased \$11,058
- Insurance increased \$12,560
- Other Operating decreased \$16,325
 - Travel/Training decreased \$24,268

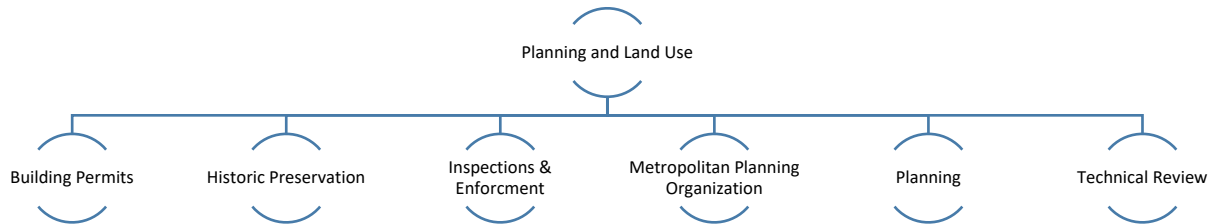
CITY OF SANTA FE
ECONOMIC DEVELOPMENT DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 891,444 | 866,055 | 1,049,721 | 951,378 | (98,343) | -9.4% |
| Contractuals & Utilities | 1,655,030 | 1,224,639 | 986,230 | 919,430 | (66,800) | -6.8% |
| Supplies | 15,720 | 5,858 | 12,208 | 1,150 | (11,058) | -90.6% |
| Insurance | 11,860 | 10,346 | 10,346 | 22,906 | 12,560 | 121.4% |
| Other Operating Costs | 111,508 | 108,301 | 148,811 | 132,186 | (16,625) | -11.2% |
| Transfers to Other Funds | 20,000 | 20,000 | 526,284 | 20,000 | (506,284) | -96.2% |
| TOTAL ECONOMIC DEVELOPMENT | 2,705,562 | 2,235,199 | 2,733,600 | 2,047,050 | (686,550) | -25.1% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 865,622 | 877,387 | 1,143,808 | 827,814 | (315,994) | -27.6% |
| Economic Development | 1,839,940 | 1,357,812 | 1,589,792 | 1,219,236 | (370,556) | -23.3% |
| TOTAL ECONOMIC DEVELOPMENT | 2,705,562 | 2,235,199 | 2,733,600 | 2,047,050 | (686,550) | -25.1% |

PLANNING AND LAND USE

ELI ISAACSON, PLANNING AND LAND USE DIRECTOR



Mission

The Planning and Land Use Department provides expert land use guidance supporting our community's desired future state. We achieve this by serving the public with integrity and honesty, solving problems through teamwork and creativity, accepting responsibility and accountability, and promoting equity and inclusion.

Description of Services

The Department's activities involve safeguarding our community and shaping a more livable future. These goals are achieved by extensive coordination with other City Departments and outside agencies to review and approve development activities within the City of Santa Fe, assure compliance with policies and regulations adopted to protect the health and safety of our community members, and steward our precious resources. The Department is also responsible for protecting the City's rich history through the efforts of our Historic Preservation Division and for envisioning the future with forward-thinking policies and plans that come out of inclusive conversations with the community.

FY21 Recommended Budget

Planning & Land Use's total FY21 Recommended Budget decreased by \$989,081, or 15%, from the FY20 budgeted levels. Planning & Land Use's General Fund FY21 Recommended Budget decreased by \$1,052,222, or 17%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased \$168,500
- Supplies decreased \$19,274

- Insurance increased \$104,176
- Other Operating decreased \$292,910
 - Travel/Training decreased \$45,200
- Capital Purchases decreased \$23,073
- Transfers Out increased \$20,000

BUILDING PERMITS

RICHARD TRUJILLO, BUILDING PERMIT DIVISION DIRECTOR

Description of Services

The Building Permit Division ensures code compliance for the preservation of life, safety, and the general welfare for the people of the City of Santa Fe through the performance of residential and commercial plan review and permit services. This Division is also responsible for administering the Green Building Code.

HISTORIC PRESERVATION

LISA ROACH, HISTORIC PRESERVATION MANAGER

Description of Services

The Historic Preservation Division administers the Historic and Archaeological Districts' overlay regulations and educates the public about historic preservation. In the course of administering these regulations, the Division consults with applicants, meets with interested parties, and manages the public meetings of the Historic Districts Review Board and the Archeological Review Committee.

INSPECTIONS AND ENFORCEMENT

BOBBY PADILLA, INSPECTIONS AND ENFORCEMENT DIVISION DIRECTOR

Description of Services

The Inspections and Enforcement Division safeguards the health, safety, and welfare of the citizens of Santa Fe by inspecting structures under construction to guarantee that they are built according to established minimum standards for structural, mechanical, plumbing, and electrical while ensuring these structures are safe, sound, and sanitary. This Division is also responsible for responding to complaints regarding non-permitted construction and dangerous buildings.

METROPOLITAN PLANNING ORGANIZATION

ERICK AUNE, MPO OFFICER

Description of Services

The Santa Fe Metropolitan Planning Organization (MPO) member governments include the City of Santa Fe, Santa Fe County, and Tesuque Pueblo. MPO works within the Planning and Land Use Department and works collaboratively with other City and County transportation-related departments. It has regular monthly public meetings as forums for transportation issues and recommends actions through a Technical Coordinating Committee to the MPO Transportation Policy Board. The MPO submits a four-year Transportation Improvement Plan (TIP) and quarterly amendments to the State Department of Transportation. The TIP includes federally-funded and/or regionally significant transportation projects and programs with identified funding.

PLANNING

NOAH BERKE, PLANNER MANAGER

Description of Services

The Planning Division is a merger of the Current and Long-Range Planning Divisions. It reviews development applications for compliance with the City's land development code and Planning and Land Use Department policies while providing information, guidance, and the highest possible level of customer service to applicants, neighborhoods, the City's Land Use Boards and the Governing Body. The Division is also responsible for developing plans and policies to guide the future development of Santa Fe in a manner that addresses the needs of the community, safeguards natural resources, and promotes equity and inclusion throughout the process.

TECHNICAL REVIEW

DEE BEINGESSNER, CITY ENGINEER

Description of Services

The Technical Review Division reviews and inspects planning cases and building permits for compliance with grading and drainage, landscaping, escarpment overlay, Americans with Disabilities Act (ADA), Gunnison's prairie dog, and floodplain policies and regulations. The Division administers all of the financial guarantees required for the development of commercial projects and subdivisions. Additionally, the Division responds to citizen concerns about drainage, tree removal, and ADA compliance.

CITY OF SANTA FE
PLANNING & LAND USE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

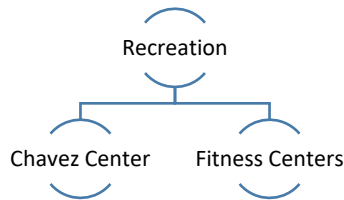
| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Land Use Administration | 1,605,350 | 1,365,979 | 2,374,805 | 1,306,173 | (1,068,632) | -45.0% |
| Building Permit Division | 632,005 | 734,387 | 763,411 | 582,841 | (180,570) | -23.7% |
| Current Planning | 672,584 | 669,984 | 727,826 | 765,923 | 38,097 | 5.2% |
| Historic Preservation | 373,256 | 281,446 | 478,202 | 669,690 | 191,488 | 40.0% |
| Inspections & Enforcement | 1,460,888 | 1,429,997 | 1,399,283 | 1,531,256 | 131,973 | 9.4% |
| Long-Range Planning | 203,746 | 3,478 | 107,541 | - | (107,541) | -100.0% |
| Metropolitan Planning Organization | 308,443 | 346,702 | 399,666 | 402,807 | 3,141 | 0.8% |
| Technical Review | 392,361 | 345,641 | 448,073 | 451,036 | 2,963 | 0.7% |
| TOTAL PLANNING & LAND USE | 5,648,632 | 5,177,613 | 6,698,807 | 5,709,726 | (989,081) | -14.8% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 4,373,108 | 4,156,482 | 5,198,514 | 4,589,014 | (609,500) | -11.7% |
| Contractuals & Utilities | 111,029 | 235,516 | 551,000 | 382,500 | (168,500) | -30.6% |
| Repairs & Maintenance | 103 | - | 1,844 | 1,844 | - | 0.0% |
| Supplies | 75,249 | 87,653 | 86,934 | 67,660 | (19,274) | -22.2% |
| Insurance | 126,452 | 95,768 | 102,960 | 207,136 | 104,176 | 101.2% |
| Other Operating Costs | 882,243 | 602,193 | 734,482 | 441,572 | (292,910) | -39.9% |
| Capital Purchases | 64,348 | - | 23,073 | - | (23,073) | -100.0% |
| Transfers to Other Funds | 16,100 | - | - | 20,000 | 20,000 | N/A |
| TOTAL PLANNING & LAND USE | 5,648,632 | 5,177,613 | 6,698,807 | 5,709,726 | (989,081) | -14.8% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 5,339,159 | 4,830,911 | 6,299,141 | 5,246,919 | (1,052,222) | -16.7% |
| Transportation Grants | 308,443 | 346,702 | 399,666 | 402,807 | 3,141 | 0.8% |
| Historic Preservation | 1,030 | - | - | 60,000 | 60,000 | N/A |
| TOTAL PLANNING & LAND USE | 5,648,632 | 5,177,613 | 6,698,807 | 5,709,726 | (989,081) | -14.8% |

RECREATION

JOHN P. MUNOZ, RECREATION DIRECTOR



Mission

The mission of the Recreation Department is to empower team members to offer safe and exceptional experiences every day in community green and open spaces, in recreational centers, and through cultural and healthy community activities.

Description of Services

The Department provides healthy indoor and outdoor fitness, play, and event opportunities. The team maintains clean, safe indoor spaces.

FY21 Recommended Budget

Recreation Department total FY21 Recommended Budget decreased by \$2,144,657, or 27%, from the FY20 budgeted levels. The Recreation Department's General Fund FY21 Recommended Budget decreased by \$844,777, or 27%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operation need
- No pay cuts for employees other than the Director, no layoffs
- All positions from Recreation are transferred to the Community Development Department.

Non- Personnel and Operating Costs:

- Contracts decreased \$327,184
- Repairs & Maintenance decreased \$78,500
- Supplies decreased \$69,350
- Insurance increased \$113,567
- Other Operating decreased \$834,134
 - Travel/Training decreased \$22,450
 - Land & Building decreased \$21,284
- Transfers Out decreased \$264,124

GENOVEVA CHAVEZ COMMUNITY CENTER

VACANT, GCCC COMPLEX MANAGER

Mission

The goal of the Genoveva Chavez Community Center (GCCC) is encourage Santa Fe residents to exercise healthy habits by utilizing our safe, clean, professional, and accessible facility as a positive means to increasing their quality of life. The Division strives to offer exceptional customer service by aiming to exceed customers' expectations. The GCCC is part of the City of Santa Fe's public service to encourage every constituent to utilize and enjoy diverse social and recreational methods to develop a healthy community.

Description of Services

The GCCC is a 177,000 square foot recreational facility located on Rodeo Road in Santa Fe's rapidly growing south-side. The GCCC is comprised of seven main program and facility sections. The sections are administration, facilities, gymnasium, fitness, youth, ice arena, and natatorium. Each section offers a variety of unique programs that go beyond daily workouts, such as: developmental youth leagues for volleyball and basketball; adult sports leagues for indoor soccer; racquetball, basketball, and volleyball; challenge courts for table tennis, pickle-ball, badminton, racquetball, indoor soccer, volleyball, and basketball; recreational youth camps and after school programs; hockey clinics; learn to skate and learn to play hockey lessons; adult and youth hockey leagues; private skating lessons; curling lessons and leagues; learn to swim lessons; swim team training rentals; swimming competitions; functional fitness; cardiovascular workouts; bodybuilding; and fitness classes. The GCCC generates revenue to support these activities through fees for the above-mentioned programs along with fees for drop-in use for daily customers that want to use the amenities for personal workouts, classes & special programs, group field trips, party rentals and long-term memberships.

FITNESS

LIZ ROYBAL, RECREATION COMPLEX MANAGER

Mission

The mission of the Fitness Division is to courteously and equitably administer programs and provide safe, quality facilities and services. The Division strives to foster open communication internally and externally with the public as well as private, civic and service organizations, to identify, meet and provide for the ever-changing recreational and leisure needs of the citizens and visitors of City of Santa Fe. The Division maintains and improves a customer-friendly recreation environment through professional administration and the application of sound management practices. The primary focus for the Division is to promote public well-being and an improved quality of life for all ages, abilities, and special populations for our community.

Description of Services

The Fitness Division operates three recreational facilities including Fort Marcy, Salvador Perez, and Bicentennial Pool. We develop and initiate a wide variety of Sports and Fitness Programs at various venues. The Division's employees strive to provide excellent customer service and quality programming for the community.

**CITY OF SANTA FE
RECREATION DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET**

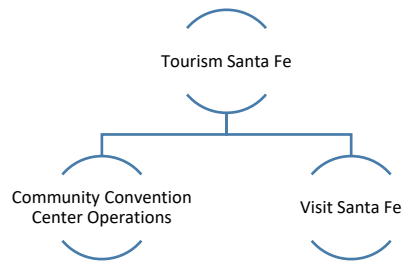
| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--------------------------------|-------------------------|-------------------------|-------------------|-------------------|------------------------|------------------------|
| | EXPENDITURES 2017/18 | EXPENDITURES 2018/19 | MIDYEAR BUDGET | BUDGET 2020/21 | 2019/20 vs. 2020/21 | 2019/20 vs. 2020/21 |
| Recreation Administration | 2,681,347 | 2,414,859 | 3,237,063 | 2,314,986 | (922,077) | -28.5% |
| Genoveva Chavez Community Ctr. | 4,245,437 | 4,302,083 | 4,849,902 | 3,627,322 | (1,222,580) | -25.2% |
| TOTAL RECREATION | 6,926,784 | 6,716,942 | 8,086,965 | 5,942,308 | (2,144,657) | -26.5% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|----------------------------|-------------------------|-------------------------|-------------------|-------------------|------------------------|------------------------|
| | EXPENDITURES 2017/18 | EXPENDITURES 2018/19 | MIDYEAR BUDGET | BUDGET 2020/21 | 2019/20 vs. 2020/21 | 2019/20 vs. 2020/21 |
| Salaries, Wages & Benefits | 3,129,308 | 3,701,458 | 4,294,423 | 3,609,541 | (684,882) | -15.9% |
| Contractuals & Utilities | 1,098,413 | 1,121,513 | 1,269,415 | 942,231 | (327,184) | -25.8% |
| Repairs & Maintenance | 119,607 | 300,022 | 201,650 | 123,100 | (78,550) | -39.0% |
| Supplies | 267,014 | 319,250 | 384,450 | 315,100 | (69,350) | -18.0% |
| Insurance | 193,374 | 205,329 | 161,499 | 275,066 | 113,567 | 70.3% |
| Other Operating Costs | 919,831 | 972,527 | 1,511,404 | 677,270 | (834,134) | -55.2% |
| Capital Purchases | 81,882 | 25,141 | - | - | - | N/A |
| Transfers to Other Funds | 1,117,354 | 71,702 | 264,124 | - | (264,124) | -100.0% |
| TOTAL RECREATION | 6,926,784 | 6,716,942 | 8,086,965 | 5,942,308 | (2,144,657) | -26.5% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-------------------------------|-------------------------|-------------------------|-------------------|-------------------|------------------------|------------------------|
| | EXPENDITURES 2017/18 | EXPENDITURES 2018/19 | MIDYEAR BUDGET | BUDGET 2020/21 | 2019/20 vs. 2020/21 | 2019/20 vs. 2020/21 |
| General Fund | 2,597,019 | 2,317,164 | 3,125,363 | 2,280,586 | (844,777) | -27.0% |
| Quality of Life | 13,226 | 17,037 | 20,700 | 17,500 | (3,200) | -15.5% |
| Recreation Programs | 26,360 | 24,279 | 27,900 | 16,900 | (11,000) | -39.4% |
| Special Recreation Leagues | 44,742 | 56,379 | 63,100 | - | (63,100) | -100.0% |
| Genoveva Chavez Community Ctr | 4,245,437 | 4,302,083 | 4,849,902 | 3,627,322 | (1,222,580) | -25.2% |
| TOTAL RECREATION | 6,926,784 | 6,716,942 | 8,086,965 | 5,942,308 | (2,144,657) | -26.5% |

TOURISM SANTA FE

RANDY RANDALL, TOURISM DIRECTOR



Mission

Tourism Santa Fe's mission is to promote economic development through tourism by positioning Santa Fe as a world-class destination that offers leisure and business travelers unique and authentic experiences in a memorable, beautiful, and culturally- and historically-significant setting.

Description of Services

The Department promotes the City through marketing, direct sales, event creation and a grant program for non-profit visual and performing arts organizations. It also markets and operates the Community Convention Center and provides support to the City for public art programming and management.

FY21 Recommended Budget

Tourism Department's total FY21 Recommended Budget decreased by \$674,530, or 5%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- No pay cuts for employees other than the Director, no layoffs
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operation need

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased \$650,686
 - Utilities decreased \$55,500
- Repairs & Maintenance decreased \$4,436
- Supplies decreased \$98,535
- Insurance increased \$31,682
- Other Operating decreased \$956,812
 - Travel/Training decreased \$148,500
- Capital Purchases decreased \$2,376,166
- Debt Service increased \$178,680
- Transfers Out increased \$3,273,669

COMMUNITY CONVENTION CENTER OPERATIONS

MELANIE MOORE, SFCCC OPERATIONS MANAGER

Mission

The Community Convention Center Operations Division's mission is to offer outstanding facilities and services for business meetings, public gatherings, social events and City meeting needs.

Description of Services

The Division's services include setting up and tearing down for meetings and events, facility maintenance, ongoing facility upgrade, and coordination of third-party service providers.

VISIT SANTA FE

DAVID CARR, DIRECTOR OF SALES AND JORDAN GUENTHER, MARKETING DIRECTOR

Mission

The mission of the Visit Santa Fe Division is to increase hotel and short-term rental occupancy through effectively marketing to leisure travelers and direct sales efforts to groups and business meetings. The Division also seeks to support and/or create events and programs that enhance visitation.

Description of Services

Services provided by the Division include the management of advertising, public relations, social media, direct group sales, booking of the Community Convention Center, event creation, event support, OTAB grants, visitor centers, and being a liaison to the Film Commission.

CITY OF SANTA FE
TOURISM SANTA FE - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

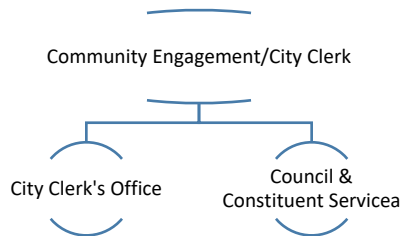
| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-------------------------------|------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Santa Fe Civic Center | 4,505,403 | 5,674,497 | 8,100,164 | 9,154,518 | 1,054,354 | 13.0% |
| Visitors Bureau | 5,114,848 | 4,481,615 | 5,126,165 | 3,397,281 | (1,728,884) | -33.7% |
| TOTAL TOURISM SANTA FE | 9,620,251 | 10,156,112 | 13,226,329 | 12,551,799 | (674,530) | -5.1% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-------------------------------|------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 2,801,754 | 2,642,045 | 2,952,772 | 2,880,846 | (71,926) | -2.4% |
| Contractuals & Utilities | 1,230,154 | 1,229,303 | 1,463,364 | 812,678 | (650,686) | -44.5% |
| Repairs & Maintenance | 89,504 | 129,386 | 125,436 | 121,000 | (4,436) | -3.5% |
| Supplies | 155,105 | 198,961 | 236,022 | 137,487 | (98,535) | -41.7% |
| Insurance | 66,246 | 57,441 | 57,503 | 89,185 | 31,682 | 55.1% |
| Other Operating Costs | 2,838,989 | 2,872,687 | 2,878,075 | 1,921,263 | (956,812) | -33.2% |
| Capital Purchases | 169,823 | 259,987 | 2,436,166 | 60,000 | (2,376,166) | -97.5% |
| Debt Service | 2,175,234 | 2,746,817 | 3,076,991 | 3,255,671 | 178,680 | 5.8% |
| Transfers to Other Funds | 93,442 | 19,486 | - | 3,273,669 | 3,273,669 | N/A |
| TOTAL TOURISM SANTA FE | 9,620,251 | 10,156,112 | 13,226,329 | 12,551,799 | (674,530) | -5.1% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-------------------------------|------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Lodgers' Tax Fund | 5,114,848 | 4,481,615 | 5,126,165 | 3,397,281 | (1,728,884) | -33.7% |
| Santa Fe Convention Center | 2,297,991 | 2,917,686 | 5,023,123 | 5,880,849 | 857,726 | 17.1% |
| Enterprise Debt Service | 2,207,412 | 2,756,811 | 3,077,041 | 3,273,669 | 196,628 | 6.4% |
| TOTAL TOURISM SANTA FE | 9,620,251 | 10,156,112 | 13,226,329 | 12,551,799 | (674,530) | -5.1% |

COMMUNITY ENGAGEMENT/CITY CLERK

YOLANDA Y. VIGIL, CITY CLERK



Department Mission

The mission of this office is to serve as the public-facing front door that opens City government to everyone in the city. It will act as a central hub for an information and data, where the whole community can go to get answers to their questions, find updates on City programs and projects, examine records from the past, and offer input toward the City's future.

Department Description of Services

The Department is made up of the following Divisions: City Clerk's office, Constituent and Council Services.

FY21 Recommended Budget

The Community Engagement Department is created to consolidate the City Clerk's Office and Constituent Services Division of General Government. Community Engagement's total FY21 Recommended Budget decreased by \$362,775, or 16%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Directors
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased \$90,445
- Repairs & Maintenance decreased \$27,259
- Supplies decreased \$7,785
- Other Operating decreased \$46,891
 - Travel/Training decreased \$4,500

CITY CLERK'S OFFICE

YOLANDA Y. VIGIL, CITY CLERK

Mission

The Office of the City Clerk is dedicated to service excellence and professional commitment by offering quality services to the Governing Body, staff, residents and constituents. The Office strives to ensure trust and confidence in the City of Santa Fe by promoting transparency and responsiveness, by the preservation of official documents, and by providing for fair and ethical processes relating to elections. The Office ensures compliance with the City Charter and applicable laws and ordinances and aspires to incorporate the Mayor's vision for Santa Fe.

Description of Services

The Office provides information regarding services and functions of the City; enhances the integrity and transparency of City government by maintaining, preserving, and on-line posting of legislation, agendas, packets, and minutes; performs duties required by the Local Election Act; provides the Governing Body packet information and processes approved contracts and legislation; codifies ordinances and maintains the hard copy and on-line City Code; delivers internal services related to committees; processes and issues liquor licenses, special dispenser permits, and carnival and circus applications; and accepts service of process for summons, subpoenas, and tort claims.

CONSTITUENT SERVICES

KRISTINE MIHELICIC, CONSTITUENT & COUNCIL SERVICES DIRECTOR

Mission

The Mission of the Constituent and Council Services Division is to connect our residents to our government and our government to our community, continuously working to make the City inclusive, transparent, accountable and responsible to our residents. Our goal is to be instrumental in making the city the most user-friendly city in the nation.

Description of Services

The Division connects the City of Santa Fe to our residents, directly engaging Santa Fe residents to advance the City. Division staff is responsible for communicating and performing public liaison work ensuring that the issues impacting our city's proud and diverse communities have a receptive team dedicated to making their voices heard. Our team ensures resident concerns are translated into action by our departments and governing body. We engage residents, respond to comments that come into the City via email, phone, social media, and letters, and provide administrative support to our Governing Body.

**CITY OF SANTA FE
COMMUNITY ENGAGEMENT DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET**

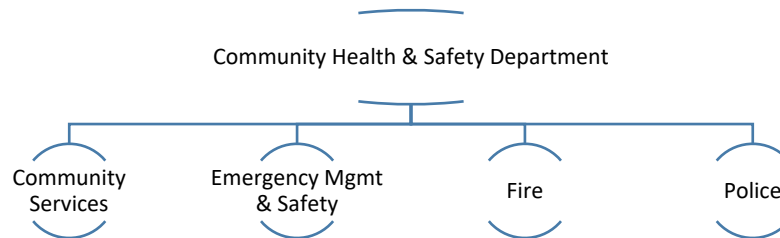
| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| City Clerk | 1,754,306 | 1,213,673 | 1,431,910 | 973,624 | (458,286) | -32.0% |
| Constituent Services | 390,171 | 450,189 | 781,128 | 876,639 | 95,511 | 12.2% |
| TOTAL COMMUNITY ENGAGEMENT | 2,144,477 | 1,663,862 | 2,213,038 | 1,850,263 | (362,775) | -16.4% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 1,094,854 | 1,164,921 | 1,402,956 | 1,207,684 | (195,272) | -13.9% |
| Contractuals & Utilities | 390,932 | 125,289 | 325,200 | 234,755 | (90,445) | -27.8% |
| Repairs & Maintenance | 12,020 | 11,227 | 55,070 | 27,811 | (27,259) | -49.5% |
| Supplies | 53,275 | 21,715 | 25,060 | 17,275 | (7,785) | -31.1% |
| Insurance | 33,752 | 28,809 | 31,116 | 35,993 | 4,877 | 15.7% |
| Other Operating Costs | 300,644 | 161,900 | 223,636 | 176,745 | (46,891) | -21.0% |
| Transfers to Other Funds | 259,000 | 150,000 | 150,000 | 150,000 | - | 0.0% |
| TOTAL COMMUNITY ENGAGEMENT | 2,144,477 | 1,663,862 | 2,213,038 | 1,850,263 | (362,775) | -16.4% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 1,811,507 | 1,663,862 | 2,213,038 | 1,850,263 | (362,775) | -16.4% |
| Public Campaign Financing | 332,969 | - | - | - | - | N/A |
| TOTAL COMMUNITY ENGAGEMENT | 2,144,477 | 1,663,862 | 2,213,038 | 1,850,263 | (362,775) | -16.4% |

COMMUNITY HEALTH AND SAFETY DEPARTMENT

VACANT, COMMUNITY HEALTH AND SAFETY DIRECTOR



Department Mission

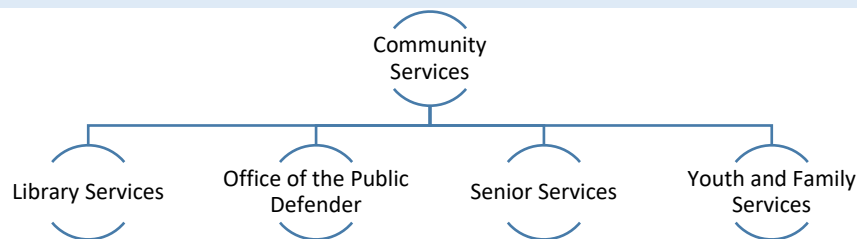
The mission of the Community Health and Safety Department is to provide a Community response to our Public Safety needs, reimagining our traditional response away from armed responses to more nimble approach that address the public health needs as well. The creation of this department will provide alignment in the way we respond to non-life-threatening calls for services, leveraging resources to focus more efforts on mental health, substance abuse and housing issues.

Department Description of Services

The Department is made up of the following: Police, Fire, Emergency Management and Safety, and Community Services.

COMMUNITY SERVICES

KYRA OCHOA, COMMUNITY SERVICES DIRECTOR



Mission

The Community Services Department holds the vision that all residents of Santa Fe have the resources they need for health, wellbeing, and a high quality of life. The Department's mission is to ensure that the most vulnerable and historically underserved people in our community are engaged in creating a healthy community and are getting the support they need to live their best lives.

While each division can stand alone in the services and programs it offers, all divisions align to adopt an underlying strategy of addressing the social determinants of the community: access to healthcare, housing, food, transportation, personal safety, education, childcare, social supports, and employment, all of which make up the foundation of health and wellbeing. The Department

enacts its strategy via direct services, impact funding of non-profit partners in the community, and recommendations for policy change put forth by committees and task forces. The team's core values are compassion, effectiveness, trust, fairness, service, and innovation.

Description of Services

The Community Services Department is comprised of three divisions: Library Services, Senior Services, and Youth and Family Services. In FY19, the Office of the Public Defender joined the Department. Administration consists of the Director, Office Manager, and Administrative Assistant. The Department provides an array of direct and indirect services and supports community engagement by staffing community boards, committees, and task forces. Division employees provide services to residents of Santa Fe and surrounding areas, including out-of-state visitors to the libraries. Additionally, through partnerships with community-based organizations, the Department indirectly serves pregnant women, young children and families, and adults of all ages with behavioral health, educational, and safety net services. Five committees, four boards, and task forces are staffed as needed, engaging over 50 appointed volunteer members in services and policies that have an impact on our population, including youth, immigrants, veterans, and seniors.

FY21 Recommended Budget

Community Services total FY21 Recommended Budget increased by \$369,928, or 2%, from the FY20 budgeted levels. The Community Services General Fund FY21 Recommended Budget increased by \$177,376, or 2%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts increased \$945,232
 - Utilities decreased \$6,198
- Repairs & Maintenance decreased \$37,425
- Supplies increased \$9,060
- Insurance decreased \$46,491
- Other Operating decreased \$229,224 mainly in Services to Other Depts
 - Travel/Training decreased \$39,062
- Capital Purchases decreased \$7,000

LIBRARY SERVICES

MARIA TUCKER, LIBRARY SERVICES DIVISION DIRECTOR

Mission

The Library Services Division provides crucial resources and social infrastructure to individuals and families from across the socio-economic spectrum. The library branches are the only freely available indoor public spaces open seven days a week to people of all ages.

Description of Services

The Santa Fe Public Library has three branches: Main, La Farge, and Southside. All locations serve active cardholders and others with reference, computer, and programming assistance. The library offers free educational programs for all ages and partners with local museums and organizations to enhance community offerings. Meeting rooms are available to the public. The reference desk handles a range of inquiries daily, via in person and by phone; it also serves as a de facto concierge for Santa Fe visitors as well as a source for referrals to social services for the homeless and others in need.

SENIOR SERVICES

EUGENE RINALDI, SENIOR SERVICES DIVISION DIRECTOR

Mission

To support adults age 60+ to maintain their health and independence.

Description of Services

The Senior Services Division is comprised of employees who provide essential services to seniors in the City and County of Santa Fe. An array of programs are supported by State funding and matched with City general funds. Services stemming from the Older American Act Title III include opportunities to congregate and home delivered meals, physical activities, Grandparents Raising Grandchildren support, Homemaker and Respite Care for homebound seniors and those with physical limitations, volunteering and work opportunities, and providing on-demand, door-to-door transportation to and from appointments. National Senior Corporations Services include the Retired Senior Volunteer Program, Senior Companion Program, Foster Grandparent Program and Senior Olympics.

The Division maintains five senior centers where meals are provided for seniors and areas to congregate for activities. The Mary Esther Gonzales (MEG) Center is the main center, and four sites are connected to senior housing complexes: Villa Consuelo, Pasatiempo, Luisa, and Ventana de Vida.

YOUTH AND FAMILY SERVICES

JULIE SANCHEZ, DIVISION DIRECTOR

Mission

The Youth and Family Services Division's mission is to improve the health, wellbeing, and quality of life for children, youth, and families throughout the City of Santa Fe.

Description of Services

The Youth and Family Services Division provides after school and summer programming for area youth. It also provides leadership, technical assistance, funding opportunities, collaborative

partnerships, and safety-net services for the health and human service needs of low-income residents of Santa Fe.

The Division offers quality after school and summer programs to youth ages 6-18 from families of all incomes levels and from all parts of the City. The Monica Roybal Youth Center and Carlos Ortega Teen Center provide after school and summer programs. Students are transported from 14 different schools around Santa Fe, including during school holidays and winter closures. Both the Monica Roybal Youth Center and the Carlos Ortega Teen Center offer healthy meals and snacks each day, tutoring assistance, recreation, arts and crafts, and a computer lab for homework for youth and their families who don't have computer access at home. The program works with community non-profit partners to offer quality educational enrichment activities from a number of community organizations. The Division collaborates with City partners such as the Santa Fe Police Department, which works with youth and staff to educate them on issues including bullying, cyber bullying and substance abuse; the Parks and Recreation Department offers access to City facilities. Three staff of the Youth and Family Services Division operate Community Programs. They staff task forces and Mayor's initiatives, along with the Children Youth Commission (CYC), Veterans Advisory Board, the Mayor's Youth Advisory Board, the Immigration Committee, the Regional Juvenile Justice Board and the Human Services Committee.

- The CYC receives three percent (3%) of the gross receipts tax collected and administers funding to local nonprofits on a two-year funding cycle. The purpose of the fund is to support community programs that promote the healthy development of children and youth, ages birth to 21. Contracts cover Early Care and Education for Children ages 0-5 years, Supplemental Education for School-Age Children, Youth Wellness, and Reconnecting Youth.
- The Veterans Advisory Board is funded from the PIT2 State Income Tax option. The Board recognizes the service of veterans and works to meet the needs of veterans in the community. Contracts address unemployment, underemployment, aging, homelessness, and navigation in the Santa Fe community.
- The Mayor's Youth Advisory Board advises on programs and policies that support City of Santa Fe teens.
- The Immigration Committee is dedicated to addressing the human rights status of non-citizens in the City of Santa Fe.
- The Regional Juvenile Justice Board receives funding from the State's Children, Youth and Families Department and advises on alternatives to detention programs that prevent youth from entering the juvenile detention system and serve youth who have been adjudicated or are awaiting sentencing. Contracts support Intensive Community Monitoring and Educational Re-Engagement Specialists.
- The Human Services Committee receives two percent (2%) of the gross receipts tax collected and administers funding through the Human Services Fund to local nonprofits serving adults 18+ on a two-year funding cycle. Contracts focus on Adult Health, Behavioral Health, Community Safety and an Equitable Society.

CITY OF SANTA FE
COMMUNITY SERVICES DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Community Services Administration | 1,301,530 | 1,031,836 | 1,250,196 | 1,568,072 | 317,876 | 25.4% |
| Library | 4,727,519 | 4,434,434 | 5,275,397 | 4,863,637 | (411,760) | -7.8% |
| Senior Services | 6,397,967 | 6,662,073 | 7,151,028 | 7,703,054 | 552,026 | 7.7% |
| Youth & Family | 3,426,287 | 3,420,857 | 4,196,397 | 4,108,183 | (88,214) | -2.1% |
| TOTAL COMMUNITY SERVICES | 15,853,303 | 15,549,199 | 17,873,018 | 18,242,946 | 369,928 | 2.1% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 6,346,714 | 6,439,118 | 7,298,556 | 6,629,045 | (669,511) | -9.2% |
| Contractuals & Utilities | 3,026,687 | 2,908,705 | 3,296,869 | 4,242,101 | 945,232 | 28.7% |
| Repairs & Maintenance | 52,849 | 38,912 | 73,118 | 35,693 | (37,425) | -51.2% |
| Supplies | 1,318,048 | 1,328,437 | 1,456,667 | 1,465,727 | 9,060 | 0.6% |
| Insurance | 397,166 | 346,533 | 370,663 | 324,172 | (46,491) | -12.5% |
| Other Operating Costs | 948,509 | 950,146 | 1,295,242 | 1,065,998 | (229,244) | -17.7% |
| Capital Purchases | 226,789 | 121,404 | 613,118 | 606,118 | (7,000) | -1.1% |
| Transfers to Other Funds | 3,536,540 | 3,415,944 | 3,468,785 | 3,874,092 | 405,307 | 11.7% |
| TOTAL COMMUNITY SERVICES | 15,853,303 | 15,549,199 | 17,873,018 | 18,242,946 | 369,928 | 2.1% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 8,090,860 | 7,792,008 | 8,910,360 | 9,087,736 | 177,376 | 2.0% |
| Law Enforcement | 129,345 | 128,080 | 197,000 | 217,091 | 20,091 | 10.2% |
| Community Development | 1,203,659 | 959,580 | 1,147,606 | 1,176,106 | 28,500 | 2.5% |
| Senior Citizen Grants/Programs | 3,731,097 | 3,879,417 | 4,297,463 | 4,589,507 | 292,044 | 6.8% |
| Library | 940,087 | 893,133 | 1,109,304 | 1,150,480 | 41,176 | 3.7% |
| Quality of Life | 109,327 | 123,066 | 170,210 | 170,210 | - | 0.0% |
| Recreation Programs | 1,645,008 | 1,768,528 | 2,034,275 | 1,851,816 | (182,459) | -9.0% |
| Special Recreation Leagues | 3,920 | 5,387 | 6,800 | - | (6,800) | -100.0% |
| TOTAL COMMUNITY SERVICES | 15,853,303 | 15,549,199 | 17,873,018 | 18,242,946 | 369,928 | 2.1% |

EMERGENCY MANAGEMENT & SAFETY

KYLE MASON, EMERGENCY MANAGER

Mission

The Office of Emergency Management's mission is to create an environment of readiness for the whole community through a comprehensive program of prevention, protection, mitigation, response, and disaster recovery.

Description of Services

- Planning
- Training
- Conducting Emergency Exercises
- Emergency Operations Center
- Grant Management

FY21 Recommended Budget

The Emergency Management Department is created to consolidate the Emergency Management division and Safety section from the Human Resources Department. Emergency Management Department's total FY21 Recommended Budget decreased by \$428,156, or 15%, from the FY20 budgeted levels. The Emergency Management's General Fund FY21 Recommended Budget increased by \$118,797, or 100%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts increased \$8,151
- Supplies increased \$15,950
- Insurance increased \$12,274
- Other Operating decreased \$135,832
 - Travel/Training decreased \$132,532
- Capital Purchases decreased \$82,265
- Transfers Out decreased \$10,743

CITY OF SANTA FE
EMERGENCY MANAGEMENT DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

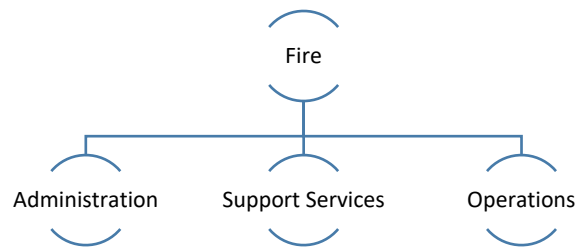
| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Emergency Management | 415,166 | 494,037 | 428,794 | 259,382 | (169,412) | -39.5% |
| Safety Division | 1,949,282 | 2,437,096 | 2,523,804 | 2,265,060 | (258,744) | -10.3% |
| TOTAL EMERGENCY MANAGEMENT | 2,364,449 | 2,931,133 | 2,952,598 | 2,524,442 | (428,156) | -14.5% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 674,773 | 606,712 | 637,739 | 402,048 | (235,691) | -37.0% |
| Contractuals & Utilities | 150,481 | 79,265 | 465,405 | 473,556 | 8,151 | 1.8% |
| Repairs & Maintenance | 54,814 | 51,278 | 4,000 | 4,000 | - | 0.0% |
| Supplies | 20,361 | 14,491 | 56,510 | 72,460 | 15,950 | 28.2% |
| Insurance | 1,237,798 | 1,827,293 | 1,558,004 | 1,570,278 | 12,274 | 0.8% |
| Other Operating Costs | 148,556 | 126,744 | 137,932 | 2,100 | (135,832) | -98.5% |
| Capital Purchases | 51,972 | 86,082 | 82,265 | - | (82,265) | -100.0% |
| Transfers to Other Funds | 25,693 | 139,268 | 10,743 | - | (10,743) | -100.0% |
| TOTAL EMERGENCY MANAGEMENT | 2,364,449 | 2,931,133 | 2,952,598 | 2,524,442 | (428,156) | -14.5% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | - | - | - | 118,796 | 118,796 | N/A |
| Emergency Services | 415,166 | 494,037 | 428,794 | 140,586 | (288,208) | -67.2% |
| Risk Management | 669,468 | 570,377 | 904,800 | 628,915 | (275,885) | -30.5% |
| Workers' Compensation | 1,279,814 | 1,866,719 | 1,619,004 | 1,636,145 | 17,141 | 1.1% |
| TOTAL EMERGENCY MANAGEMENT | 2,364,449 | 2,931,133 | 2,952,598 | 2,524,442 | (428,156) | -14.5% |

FIRE DEPARTMENT

PAUL BABCOCK, FIRE CHIEF



Mission and Description of Services

The Fire Department's mission is to preserve life and property through public education and prompt, efficient emergency response. The Department is dedicated to serving the best interest of the public by taking the steps necessary to reduce human suffering as well as the preventable loss of life and property. Members commit to continued learning, personal growth, and professional development, and at all times work in a respectful, honest, and professional manner with each other, the public, and the members of all other agencies. Above all else, the Department's members prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding they deserve.

FY21 Recommended Budget

Fire Department's total FY21 Recommended Budget decreased by \$3,158,161, or 13%, from the FY20 budgeted levels. The Fire Department's General Fund FY21 Recommended Budget decreased by \$1,575,560, or 8%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts decreased \$274,799
- Repairs & Maintenance decreased \$50,285
- Supplies decreased \$434,377
- Insurance decreased \$130,880
- Other Operating increased \$138,729
 - Travel/Training decreased \$79,917
- Capital Purchases decreased \$544,183
 - Land & Building decreased \$26,992
- Transfers Out decreased \$57,697

ADMINISTRATION DIVISION

PAUL BABCOCK, FIRE CHIEF

Mission

The Administration Division is the core of the executive leadership and administrative operations supporting all members of the Department. The mission is to preserve life and property through public education and prompt, efficient emergency response. The City of Santa Fe Fire Department is dedicated to serving the best interest of the public by taking the steps necessary to reduce human suffering, as well as the preventable loss of life and property. Members commit to continued learning, personal growth, and professional development, and at all times work in a respectful, honest, and professional manner with each other, the public, and the members of all other agencies. Above all else, City of Santa Fe Fire Department members prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding they deserve.

Description of Services

Work from this Division includes personnel, accounting, budget, procurement, contracts, and finance; data collection, management and reporting, records, ITT services; mobile computing, land mobile radio services, and logistics. Facilities, equipment, apparatus, uniforms, and personal protective equipment are also overseen by this Division.

SUPPORT SERVICES

BRIAN MOYA, ASSISTANT FIRE CHIEF

Mission and Description of Services

The Support Services Division consists of seven different components performing the following missions and services:

- The Fleet Division is responsible for the design, purchase, and maintenance of the Department's fleet which includes: 7 firefighting apparatuses, 11 ambulances, 16 specialized pieces of equipment, and 31 utility vehicles. In addition to servicing the fleet of apparatuses and vehicles, the Division is responsible for repair and maintenance to the Department's small engines, tools, pump testing unit, and air cascade and compressing stations. To ensure all of these services, Division staff maintain special skills that include Basic ASE certifications, CDL Driver's Licenses, EVTCC (Emergency Vehicle Technician Certification Commission) certification, and trained and certified fire pump mechanics.
- The Training Division relies upon and follows State statutes and guidelines as well as National standards and best practices to provide comprehensive training across all disciplines that the Department needs to perform. The focus is on high quality content distribution and skills performance rather than simply fulfilling education hours. In short, the following organizations and documents dictate or guide training hours offered: National Registry of EMTs, New Mexico EMS Bureau, New Mexico State Statute, National Fire Protection Association, New Mexico Firefighters Training Academy, Occupational Safety and Health Administration, SFFD/SFFA CBA, rules and Regulations and Standard Operating Guidelines, and the Insurance Services Office.

In addition to internal training, the Training Division plans for and conducts the SFFD Recruit Academy for new personnel and multiple nationally-offered trainings in collaboration with the State Fire Marshal's office and the National Fire Academy. Upon

request, the Training Division helps other City Departments and schools with training and fire safety education.

- The Health and Safety Officer monitors and provides education and policies to the Department member health and well-being. This includes annual physicals for all personnel, proactive health screenings, monitoring of hazardous materials exposures, and developing policies that target a firefighter's increased risk of contracting cancer. The Safety Officer also helps evaluate and purchase all personnel protective clothing for the Department.
- The Fire Prevention Division works to reduce property loss and the number of fire-related incidents in the City of Santa Fe. This is done through a number of specific programs. Plan review is done cooperatively with the Land Use Department on all properties within certain parameters and for all developments. Inspections are done annually on business and certain high-risk use properties and business types, and according to local resolution. Code enforcement is done periodically, unannounced for certain occupancies, and as requested by complaint or for follow-up. All inspections, plan reviews, and enforcement are done to City Council-approved International Code Council standards by Fire Prevention staff, which consists of the Fire Marshal, Deputy Fire Marshal, and three Fire Inspectors. In addition, the Fire Prevention staff works to build public relations and public education with hundreds of scheduled events and visits to every school within the City.
- The Mobile Integrated Health Office (MIHO) proactively seeks out frequent users of the City's emergency 911 system and provides them with the help and resources to improve their health status and become less reliant on emergency services. This not only improves the person's individual health, but saves money and creates less of a burden on the emergency response system by decreasing non-emergency requests from that population. The CONNECT program is the flagship program for the Division's EMS operations into the 21st century. Participants in the CONNECT program are identified either internally through a high rate of 911 use or externally by health care partners for high use of health care resources. Participants are enrolled for a 90-day intervention which consists of home visits, identification of barriers to health and goals, and a participant/provider partnership aimed at connecting the participant to existing resources. Other programs are directed to deliver Naloxone to those identified as at risk for narcotic overdose, services to address falls in elderly populations, and response to relieve emergency response units when not needed. In 2019, the Law Enforcement Assisted Diversion (LEAD) program was added to our community assistance profile. LEAD will divert individuals to a community-based, harm-reduction intervention program for low-level and non-violent behavioral health cases.
- The Fire Department hosts and funds an ITT Specialist who is shared with the Santa Fe Police Department to provide IT services to both Departments.

OPERATIONS

PHILLIP MARTINEZ, ASSISTANT FIRE CHIEF

Mission

The Operations Division mission is to respond to all emergency calls with a high level of efficiency and preparedness in order to minimize the loss of life and property from the effects of fire, medical, or any other emergency, and to render assistance as required. Inherent in this mission is the desire to protect and enhance the quality of life of our citizens and community by responding quickly, performing with excellence and serving at every opportunity.

Description of Services

The Santa Fe Fire Department maintains a constant state of readiness and provides an all-hazards emergency response for the City's citizens and visitors. All-hazards response includes motor vehicle accidents, technical rescue incidents, structural and wildland fires, hazardous materials, emergency medical services, airport rescue firefighting and providing general assistance to the public. Our staff of highly-skilled and trained personnel work full-time, 24-hour shifts, and are committed to providing the highest quality and highest level of courteous and responsive services. The delivery of high-quality and efficient fire, rescue and emergency medical services is accomplished through three work shifts (A, B and C) with a minimum of 35 responders on duty at any given moment. Operations are spread across two battalions containing six operational fire stations (including one at the Santa Fe Airport) with an additional station in the works to cover the new annexation area. Each fire station is equipped with a fire engine and an ambulance at a minimum. The Department responds to approximately 17,000 calls for service per year. The Department attempts to meet National Fire Protection Association (NFPA) response standards as the Standard of Cover throughout all responses and our response on the airport property is to Federal Aviation Administration (FAA) standards.

CITY OF SANTA FE
FIRE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

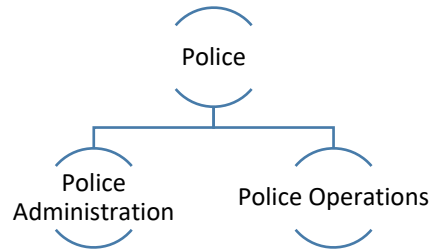
| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Fire Administration | 16,724,803 | 13,525,067 | 4,720,053 | 2,205,060 | (2,514,993) | -53.3% |
| Fire Operations | 1,681,604 | 4,941,926 | 14,933,914 | 14,888,772 | (45,142) | -0.3% |
| Support Services | 2,137,663 | 2,562,718 | 5,097,893 | 4,499,867 | (598,026) | -11.7% |
| TOTAL FIRE DEPARTMENT | 20,544,070 | 21,029,712 | 24,751,860 | 21,593,699 | (3,158,161) | -12.8% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 17,151,179 | 17,485,194 | 19,261,009 | 17,456,340 | (1,804,669) | -9.4% |
| Contractuals & Utilities | 290,085 | 394,145 | 779,810 | 505,011 | (274,799) | -35.2% |
| Repairs & Maintenance | 114,460 | 92,712 | 149,337 | 99,052 | (50,285) | -33.7% |
| Supplies | 868,198 | 804,330 | 1,038,918 | 604,541 | (434,377) | -41.8% |
| Insurance | 379,416 | 307,704 | 338,313 | 207,433 | (130,880) | -38.7% |
| Other Operating Costs | 713,131 | 747,925 | 959,431 | 1,098,160 | 138,729 | 14.5% |
| Capital Purchases | 289,640 | 1,016,480 | 2,044,183 | 1,500,000 | (544,183) | -26.6% |
| Transfers to Other Funds | 737,960 | 181,222 | 180,859 | 123,162 | (57,697) | -31.9% |
| TOTAL FIRE DEPARTMENT | 20,544,070 | 21,029,712 | 24,751,860 | 21,593,699 | (3,158,161) | -12.8% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 19,826,058 | 19,370,551 | 21,121,351 | 19,545,791 | (1,575,560) | -7.5% |
| Emergency Services | 629,427 | 1,159,218 | 2,603,653 | 2,004,504 | (599,149) | -23.0% |
| Fire Environmental Service | 88,586 | 499,943 | 1,026,856 | 43,404 | (983,452) | -95.8% |
| TOTAL FIRE DEPARTMENT | 20,544,070 | 21,029,712 | 24,751,860 | 21,593,699 | (3,158,161) | -12.8% |

POLICE DEPARTMENT

ANDREW PADILLA, CHIEF OF POLICE



Mission

The mission of the Police Department is to provide City of Santa Fe residents and guests with a safe environment in which to live, work, and visit through professional service and quality policing. We will endeavor to foster open communication, mutual respect, absolute trust, integrity, and justice within our community by working together to prevent, reduce, and combat crime and illegal activity.

Description of Services

The Police Department has the responsibility of preserving the peace, responding to law enforcement service requests and protecting life and property within the City limits. Police officers are available 24 hours a day, seven days a week to respond to calls for service, prevention of crimes, investigate criminal activity, apprehend suspects, investigate traffic incidents, and provide animal services. Detectives conduct special investigations ranging from property crimes to homicides. These activities are supported by professional staff; crime analysis, non-sworn positions, budget, effective records and evidence management and storage.

FY21 Recommended Budget

Police Department's total FY21 Recommended Budget decreased by \$3,268,949, or 12%, from the FY20 budgeted levels. The Police Department's General Fund FY21 Recommended Budget decreased by \$2,375,297, or 10%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts decreased \$221,610
- Repairs & Maintenance decreased \$15,000
- Supplies decreased \$243,184
- Insurance - decreased \$49,377

- Other Operating decreased \$943,018
 - Travel/Training decreased \$13,030
- Capital Purchases decreased \$1,485,554
- Transfers Out decreased \$50,304

POLICE ADMINISTRATION

BEN VALDEZ, DEPUTY CHIEF OF POLICE

Mission

The Administration Division provides logistical support for the Police Department's day-to-day operations. This means that civilian and sworn personnel assigned to the division provide logistical and administrative support through a variety of services.

Description of Services

The Division directs and oversees the Department's fiscal budget, maintains the public trust through the professional standards division, maintains and equips personnel with proper and life-saving equipment to include police vehicles; recruits, educates, and trains civilian and sworn personnel with basic and advanced training to enhance operational efficiency and effectiveness, clearly communicates with the community through a public information officer and community relations unit, maintains the integrity of evidence and records, and sustains effective programs to minimize and address DWI offenses.

POLICE OPERATIONS

PAUL JOYE, DEPUTY CHIEF OF POLICE

Mission

The mission of the Operations Division is to protect lives, property and the rights of all people and to maintain order and enforce the law impartially.

Description of Services

The Operations Division is comprised of sworn and non-sworn personnel who respond to calls for service, conduct proactive patrols, conduct criminal investigations and enforce State laws and City ordinances. The personnel are assigned to patrol, criminal investigations, support operations, and special operations who work tirelessly to protect and serve our City's residents and guests. Personnel are charged with providing a safe environment in which to live, work, and visit through professional service and quality policing.

CITY OF SANTA FE
POLICE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

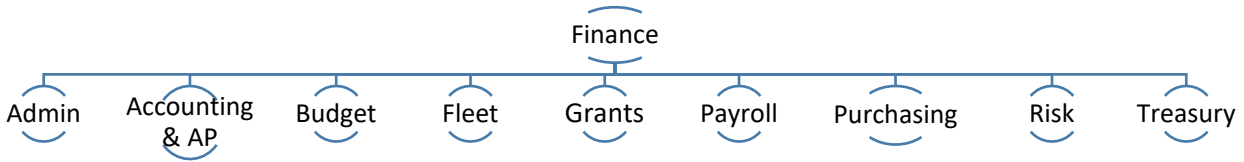
| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Police Administration | 10,452,515 | 10,397,388 | 11,800,116 | 8,455,846 | (3,344,270) | -28.3% |
| Police Operations | 17,386,089 | 17,223,581 | 16,448,112 | 16,523,433 | 75,321 | 0.5% |
| TOTAL POLICE DEPARTMENT | 27,838,604 | 27,620,969 | 28,248,228 | 24,979,279 | (3,268,949) | -11.6% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 20,008,310 | 19,864,595 | 19,005,788 | 18,744,886 | (260,902) | -1.4% |
| Contractuals & Utilities | 1,455,348 | 1,161,567 | 1,429,010 | 1,207,400 | (221,610) | -15.5% |
| Repairs & Maintenance | 43,089 | 37,685 | 64,000 | 49,000 | (15,000) | -23.4% |
| Supplies | 882,712 | 930,831 | 1,169,300 | 926,116 | (243,184) | -20.8% |
| Insurance | 1,188,630 | 1,304,098 | 1,342,665 | 1,293,288 | (49,377) | -3.7% |
| Other Operating Costs | 2,641,486 | 2,381,983 | 3,297,911 | 2,354,893 | (943,018) | -28.6% |
| Capital Purchases | 943,725 | 1,674,512 | 1,889,250 | 403,696 | (1,485,554) | -78.6% |
| Transfers to Other Funds | 675,304 | 265,697 | 50,304 | - | (50,304) | -100.0% |
| TOTAL POLICE DEPARTMENT | 27,838,604 | 27,620,969 | 28,248,228 | 24,979,279 | (3,268,949) | -11.6% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 24,087,914 | 24,056,361 | 25,051,326 | 22,676,029 | (2,375,297) | -9.5% |
| Animal Services | 16,268 | 63,727 | 68,000 | 49,940 | (18,060) | -26.6% |
| Law Enforcement | 3,734,422 | 3,500,881 | 3,128,902 | 2,253,310 | (875,592) | -28.0% |
| TOTAL POLICE DEPARTMENT | 27,838,604 | 27,620,969 | 28,248,228 | 24,979,279 | (3,268,949) | -11.6% |

FINANCE DEPARTMENT

MARY MCCOY, FINANCE DIRECTOR



Mission

With excellence and integrity, the Finance Department is committed to building the public trust through sound financial management and innovative and effective business decisions while protecting the City’s assets and ensuring compliance with Federal, State, and local laws and regulations. The Department is committed to providing timely, accurate, clear, and concise information to the City’s leadership and departments with exemplary customer service.

Finance Department employees are stewards charged with the safeguarding and oversight of the City’s financial assets and resources. The Department strives to provide trust and confidence to those we serve, both internal and external customers, staff, and constituents.

Description of Services

Working with all City departments, the Finance Department implements the Mayor’s strategic goals, increases organizational performance, and manages the City’s overall fiscal health. The Department delivers financial services with high quality, high ethical standards, and a high level of customer service. It supports the growth and stability of the City of Santa Fe through sound fiscal stewardship and data-driven management of the City’s financial resources so that City resources are responsive to the needs of the citizens of Santa Fe. The Department ensures compliance with the laws governing the City of Santa Fe.

FY21 Recommended Budget

Finance’s total FY21 Recommended Budget decreased by \$6,961,502, or 23%, from the FY20 budgeted levels. The Finance’s General Fund FY21 Recommended Budget decreased by \$1,012,156, or 19%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts and Utilities increased \$11,500
- Repairs & Maintenance decreased \$49,600
- Supplies decreased \$79,715
- Insurance increased \$341,635
- Other Operating decreased \$823,301
 - Travel/Training decreased \$94,728
- Capital Purchases decreased \$23,500
 - Land & Building decreased \$15,000
- Transfers Out decreased \$6,365,061

ACCOUNTING & ACCOUNTS PAYABLE

DEBRA HARRIS-GARMENDIA, ACCOUNTING OFFICER

Mission

The mission of the Accounting and Accounts Payable Division is to provide timely, accurate, clear and complete financial information to stakeholders, other City Departments, and constituents while protecting the City's assets, both real and intangible, and ensuring the City is in compliance with Federal, State and local financial and fiduciary laws.

Description of Services

The Accounting Division is responsible for recording and reporting the financial transactions of the City. Division services include, but are not limited to, the following: grants accounting and oversight; recording and reporting of cash, check, and credit cards accounts; and recording and reporting of general ledger activity.

ADMINISTRATION

CAROLYNN ROIBAL, ADMINISTRATIVE MANAGER

Mission

The mission of the Administration Division of the Finance Department is to provide accurate and timely support for all aspects of Department operations.

Description of Services

The Administration Division provides the day-to-day operational support for the Finance Department. The Division liaises with all other City Departments to provide processing, direction and support functions. Various projects include the intake and recording of payment reimbursement requests, Department correspondence, meeting scheduling, personnel processing and the compilation and presentation of the Finance Committee meeting materials. It is with the stable support of this Division that the Finance Department is able to operate in an efficient and effective manner, streamlining processes for consistent performance.

BUDGET DIVISION

ALEXIS LOTERO, BUDGET OFFICER

Mission

The Budget Division services the City's strategic priorities through budget development that is aligned with the Mayor and Council's priorities. The Division, which includes the Budget functions for the Finance Department, constantly works to provide both short- and long-term financial planning documents, enabling City-wide planning in a transparent and consistent presentation.

Description of Services

The Budget Division assists City departments in developing the City Manager's Proposed Annual Operating and Capital Budget, provides information and training to departments on budget policies, and monitors and enables greater efficiency and accountability in City operations by assuring that spending needs are properly balanced against fund availability. The Division monitors day-to-day spending and reviews City purchasing activities through the exercise of budgetary controls, ensuring that budget limitations set by the governing body are duly and properly enforced. The Division also ensures that adjustments to the approved budget are processed correctly and are accompanied by the necessary authorizations and fund availability.

FLEET MANAGEMENT DIVISION

DANIEL GARCIA, FLEET MANAGER

Mission

Fleet Management provides City departments with a comprehensive and extensive array of vehicle services. Team members have extensive expertise in working on vehicles ranging from riding lawn mowers to City buses. But most importantly, Fleet Management guarantees the quality of emergency response units such as police cruisers, ambulances, and fire engines. The City of Santa Fe constituents are a primary focus in terms of minimizing vehicle investments, improving efficiency, and reducing overall transportation costs. Fleet Management ensures that all City departments have the necessary equipment to complete their work that serves the community.

Description of Services

Fleet Management and the Auto Parts function work together to manage the City's autos, trucks and heavy equipment in a safe and cost-effective manner, operating the shop seven days a week and providing remote emergency repair and maintenance services so City employees can deliver services the public expects.

GRANTS MANAGEMENT

PATRICK LUCERO, FINANCE PROJECT MANAGER

Mission

The mission of the Grants Management Division (GMD) is to administer in accordance to the Office of Management and Budget (OMB) Guidance for Grants and Agreements the "Grant Life Cycle" which entails the Pre-Award Phase (Funding Opportunities and Application Review), the Award Phase (Award Decisions and Notifications), and the Post Award Phase (Implementation, Reporting, and Closeout) for City of Santa Fe's federal and state grants. The City of Santa Fe will also adhere to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements

for Federal Awards (Code of Federal Regulations (CFR) Part-200), Program Handbooks\Guidelines, and the State of New Mexico State Auditor's Office's Audit Rule 12-6-12 NMSA as it pertains to grant management and reporting requirements.

Description of Services

The Grants Management Division (GMD) is responsible for the centralization and grants administration for the Community Development Block Grants (CDBG), the Transit Grants, the Airport Grants, the Senior Service Grants, and the CARE ACT Grant. GMD will provide the specified grants with the accounting and finance oversight/management per OMB, CFR, and the Audit Rule. GMD will develop and maintain an electronic and hardcopy file repository for each individual grants and its supporting documentation. GMD will handle all drawdown request, expenditure and revenue tracking, matching requirements, supporting documentation, required reports, Single Audit request, Federal Monitoring Visits, and grant closeouts. GMD will research new grant opportunities as it applies to the City of Santa Fe's program and project development.

PAYROLL DIVISION

VACANT, PAYROLL MANAGER

Mission

The Payroll Division is dedicated to ensuring all payroll related functions are completed accurately and timely in order to provide our employees with proper compensation of all work performed. Division staff are dedicated to providing quality customer service to all City of Santa Fe staff offering guidance and direction with respect, integrity and confidentiality. Division staff are also committed to ensuring compliance of all Federal and State payroll and tax requirements.

Description of Services

The Payroll Division closely monitors and validates the entering, collection, and calculation of time worked; updates payroll records by reviewing and approving changes in exemptions, deductions, and financial institutions; pays employees by processing paychecks or electronic transfers to bank accounts; prepares reports by compiling summaries of earnings, taxes, deductions, leave, and nontaxable wages; provides customer service by answering questions and requests; processes and reports employee retirement contributions; maintains payroll guidelines by writing and updating policies and procedures; complies with federal, state, and local legal requirements; remains well versed by studying existing and new legislation; and maintains employee confidence and protects payroll operations by keeping information confidential.

PURCHASING DIVISION

FRANCES DUNAWAY, CHIEF PROCUREMENT OFFICER

Mission

The Purchasing Division provides services adding value and improvement to the City's success. The procurement team is committed to acting in accordance with best practices and cost-effective approaches to meet and exceed internal and external customer expectations.

Description of Services

The Purchasing Division provides for the acquisition of property, construction projects, goods, services and tangible personal property within regulations adopted by the Governing Body of the City of Santa Fe and the State of New Mexico. The Division operates with the following goals: to

provide for the fair and equitable treatment of all persons involved in public procurement, to maximize the purchasing value of public funds and to provide safeguards for maintaining a procurement system of quality and integrity.

RISK MANAGEMENT DIVISION

BRADLEY FLUETSCH, CFA, PLANNING AND INVESTMENT OFFICER

Mission

The mission of Risk Management is to provide guidance on safe work practices that will protect our most valuable asset--our employees--and to provide fiscally sound loss-prevention programs that protect against any adverse impact to the City's financial stability.

Description of Services

Risk Management is responsible for minimizing the financial consequences of the City's exposure to risk. The Division manages an effective program to reduce claims, medical fees, settlements, lost work time, and premiums. The Division complies with OSHA, City, State and Federal regulations. The Division makes recommendations to departments/divisions on procedure changes, rules, and regulations to ensure a safe work environment, and conducts job safety analyses. The Division complies with Federal and State training requirements in defensive driving, pathogen awareness, and various other types of training related to workplace safety. The Division also conducts personnel, vehicle and equipment investigations and prepares reports to comply with OSHA and all safety regulations. The City of Santa Fe is committed to maintaining a drug-free workplace to promote both the quality of its services and the safety of its employees and the public.

TREASURY DIVISION

VACANT, TREASURY OFFICER

Mission

The Treasury Division's mission is to protect and safeguard the City's fiscal assets through the collection, deposit and reconciliation of City receipts and timely reporting of revenues.

Description of Services

The Division manages all incoming revenues and outgoing payments, with additional oversight of Accounts Receivable and the Central Cashier Office at City Hall, all bank account activities, and the prudent management of investment (\$262M) and debt portfolios (\$275M). The Division manages the City's external banking relationships while maintaining strong internal controls and functionality. The Division provides financial reporting of revenues and performs revenue forecasting and projections. The Division manages the City's debt and investment portfolios, files compliance reports as required with State and Federal agencies, and tracks and reports non-financial operational metrics.

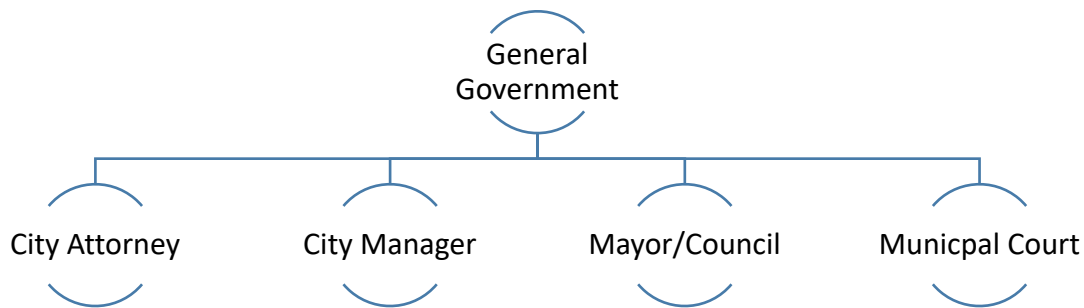
CITY OF SANTA FE
FINANCE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Finance Administration | 1,767,999 | 1,423,612 | 1,777,208 | 873,129 | (904,079) | -50.9% |
| Accounting | 3,070,103 | 1,978,826 | 1,737,806 | 1,311,557 | (426,249) | -24.5% |
| Budget | 15,285,245 | 16,377,557 | 17,843,868 | 13,025,618 | (4,818,250) | -27.0% |
| Fleet Management | 1,213,309 | 1,302,827 | 1,511,792 | 1,358,968 | (152,824) | -10.1% |
| Grants Management | - | - | - | 609,150 | 609,150 | N/A |
| Payroll | - | 575 | 276,484 | 354,038 | 77,554 | 28.1% |
| Purchasing | 358,115 | 265,681 | 431,528 | 424,062 | (7,466) | -1.7% |
| Risk Management | 9,446,660 | 5,271,135 | 6,085,141 | 4,892,271 | (1,192,870) | -19.6% |
| Treasurer | 588,112 | 744,826 | 644,882 | 498,414 | (146,468) | -22.7% |
| TOTAL FINANCE DEPARTMENT | 31,729,544 | 27,365,039 | 30,308,709 | 23,347,207 | (6,961,502) | -23.0% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 7,501,142 | 3,735,201 | 3,927,970 | 3,954,510 | 26,540 | 0.7% |
| Contractuals & Utilities | 818,526 | 722,086 | 907,152 | 918,652 | 11,500 | 1.3% |
| Repairs & Maintenance | 104,090 | 259,246 | 304,600 | 255,000 | (49,600) | -16.3% |
| Supplies | 545,399 | 593,125 | 520,287 | 440,572 | (79,715) | -15.3% |
| Insurance | 3,635,169 | 3,454,339 | 4,101,501 | 4,443,136 | 341,635 | 8.3% |
| Other Operating Costs | 674,330 | 606,811 | 1,221,115 | 397,814 | (823,301) | -67.4% |
| Capital Purchases | 40,368 | 14,772 | 23,500 | - | (23,500) | -100.0% |
| Transfers to Other Funds | 18,410,520 | 17,979,459 | 19,302,584 | 12,937,523 | (6,365,061) | -33.0% |
| TOTAL FINANCE DEPARTMENT | 31,729,544 | 27,365,039 | 30,308,709 | 23,347,207 | (6,961,502) | -23.0% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 5,792,505 | 4,471,734 | 5,434,020 | 4,421,864 | (1,012,156) | -18.6% |
| Capital Equipment Reserve | 16,365 | 12,656 | - | - | - | N/A |
| 1/2% GRT Income Fund | 15,260,705 | 16,306,687 | 17,277,756 | 12,674,104 | (4,603,652) | -26.6% |
| Risk Management | 9,446,660 | 5,271,135 | 6,085,141 | 4,892,271 | (1,192,870) | -19.6% |
| Services to Other Depts | 1,213,309 | 1,302,827 | 1,511,792 | 1,358,968 | (152,824) | -10.1% |
| TOTAL FINANCE DEPARTMENT | 31,729,544 | 27,365,039 | 30,308,709 | 23,347,207 | (6,961,502) | -23.0% |

GENERAL GOVERNMENT



FY21 Recommended Budget

General Government Department is comprised of Mayor/Council, City Manager/Internal Audit, City Attorney and Municipal Court. Several Divisions have been moved or elevated as part of the City reorganization.

- Mayor/Council FY21 Recommended Budget decreased by \$122,328, or 12%, from the FY20 budgeted levels.
- The City Manager/Internal Audit FY21 Budget decreased by \$486,072, or 60%, from FY20 budgeted levels.
- The City Attorney FY21 Budget decreased by \$458,027, or 17%, from FY20 budgeted levels.
- The Municipal Court FY21 Budget decreased by \$638,290, or 28%, from FY20 budgeted levels.

The budget includes the following changes from FY20 levels:

- 15% contribution for 4 pay periods for the Mayor, City Manager, City Attorney, 10% furlough for 4 pay periods for other employees, no pay cuts, no layoffs
- Municipal Court Personnel: 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs, no pay cuts and no layoffs

CITY MANAGER'S OFFICE

JAREL LAPAN HILL, CITY MANAGER

Mission

The City Manager is appointed by the Mayor and confirmed by the Governing Body. The City Manager is designated as the Chief Operating Officer, and as such, coordinates the implementation policy decisions of the Governing Body and the initiation of intergovernmental operations of the City. The City Manager is responsible for directing the various departments and providing guidance in the implementation of the mandates of the Governing Body.

Description of Services

The City Manager is focused on working with the Governing Body by implementing their policy decisions and working with each member regarding their concerns in each of their districts and in the City as a whole. The CM works closely with department directors to provide the best customer service to constituents and to improve services within the City. The CM also works with the departments to provide a safe and respectful work place for the employees.

CITY ATTORNEY'S OFFICE

ERIN K. MCSHERRY, CITY ATTORNEY

Mission

The Mission of the City Attorney's Office (CAO) is to advise, defend, and protect the City and enforce its laws in a timely and just manner.

Description of Services

The CAO advises and represents the City of Santa Fe, including the Mayor, Governing Body, Committees and Boards, and employees when those actors are serving the scope of their professional duties. The CAO provides advice through both attorney-client privileged and public forums and represents the City in negotiations, arbitrations, mediations, courts, and other forums. The CAO also includes the Legislative Liaison, who assists in researching and drafting legislation and oversees the flow of legislation through the City's various committees and City Council. The City's Records Custodian has been administratively assigned to the CAO and, therefore, the Office is also responsible for fulfilling the City's obligations under the New Mexico Inspection of Public Records Act.

MUNICIPAL COURT

VIRGINIA VIGIL, MUNICIPAL COURT JUDGE

Mission

The mission of the Santa Fe Municipal Court is to administer justice to the people of Santa Fe in a fair, equitable, efficient, professional, and consistent manner. The Court seeks to serve as a model court for the State. In addition, the Court makes every effort to provide effective, efficient services in the processing of traffic citations, criminal cases, code enforcement, and animal cases. The Municipal Court Judge adjudicates traffic citations, petty misdemeanors, and 1st, 2nd and 3rd DUI cases as issued by the City of Santa Fe Police Department. These violations include, but are not limited to, traffic, drinking in public, disorderly conduct, and shoplifting (under \$250). Additionally, the Court adjudicates violations of the Municipal Code as cited by the various departments and divisions of the City, such as animal control and code enforcement violations.

Description of Services

The Municipal Court is comprised of several programs which include Administration, Teen Court, Drug and DUI Court, and Home Detention.

- Municipal Court plans, organizes, integrates, and coordinates functions related to the operation of the defined service users and includes personnel, Accounts Payable, Accounts Receivable and budgetary responsibilities.

- Teen Court uses positive peer pressure to ensure that young people who commit even minor offenses give back to the community and avoid further contact with the justice system.
- Drug and DUI Court is a rehabilitative approach to justice that is based on intensive drug treatment, close supervision, and a demand for offender accountability. Drug Court is designed to reduce and ultimately eliminate drug usage, reduce recidivism by working with the root cause of the problem, and save money.
- The electronic monitoring program helps lower public safety expenses and taxpayer expenses by reducing jail populations, requiring offenders to pay for services. In addition, electronic monitoring provides increased public safety by using monitoring technologies.

**CITY OF SANTA FE
GENERAL GOVERNMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET**

| SUMMARY BY DIVISION | ACTUAL EXPENDITURES 2017/18 | ACTUAL EXPENDITURES 2018/19 | 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET 2020/21 | \$ CHANGE 2019/20 vs. 2020/21 | % CHANGE 2019/20 vs. 2020/21 |
|---------------------------------|--|--|---------------------------------------|--|--|---|
| Mayor & Council | 814,148 | 972,776 | 992,696 | 870,368 | (122,328) | -12.3% |
| City Manager | 1,173,816 | 1,128,731 | 804,804 | 318,732 | (486,072) | -60.4% |
| City Attorney | 1,787,063 | 1,673,443 | 2,672,377 | 2,214,350 | (458,027) | -17.1% |
| Internal Audit | 110,921 | 19,722 | 172,180 | 161,683 | (10,497) | -6.1% |
| Municipal Court | 2,318,920 | 1,643,006 | 2,290,019 | 1,651,729 | (638,290) | -27.9% |
| TOTAL GENERAL GOVERNMENT | 6,204,868 | 5,437,677 | 6,932,076 | 5,216,862 | (1,715,214) | -24.7% |

| SUMMARY BY CATEGORY | ACTUAL EXPENDITURES 2017/18 | ACTUAL EXPENDITURES 2018/19 | 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET 2020/21 | \$ CHANGE 2019/20 vs. 2020/21 | % CHANGE 2019/20 vs. 2020/21 |
|---------------------------------|--|--|---------------------------------------|--|--|---|
| Salaries, Wages & Benefits | 4,058,245 | 3,904,913 | 4,001,931 | 3,661,184 | (340,747) | -8.5% |
| Contractuals & Utilities | 673,490 | 546,577 | 1,531,324 | 729,950 | (801,374) | -52.3% |
| Repairs & Maintenance | 3,972 | 7,029 | 11,886 | 9,000 | (2,886) | -24.3% |
| Supplies | 70,912 | 95,012 | 130,847 | 181,229 | 50,382 | 38.5% |
| Insurance | 102,523 | 82,402 | 88,574 | 145,716 | 57,142 | 64.5% |
| Other Operating Costs | 1,179,059 | 676,764 | 1,030,514 | 489,783 | (540,731) | -52.5% |
| Capital Purchases | - | 65,881 | - | - | - | N/A |
| Transfers to Other Funds | 116,667 | 59,100 | 137,000 | - | (137,000) | -100.0% |
| TOTAL GENERAL GOVERNMENT | 6,204,868 | 5,437,677 | 6,932,076 | 5,216,862 | (1,715,214) | -24.7% |

| SUMMARY BY FUND | ACTUAL EXPENDITURES 2017/18 | ACTUAL EXPENDITURES 2018/19 | 2019/20 MIDYEAR BUDGET | PROPOSED BUDGET 2020/21 | \$ CHANGE 2019/20 vs. 2020/21 | % CHANGE 2019/20 vs. 2020/21 |
|---------------------------------|--|--|---------------------------------------|--|--|---|
| General Fund | 5,367,006 | 5,174,199 | 6,578,924 | 5,176,282 | (1,402,642) | -21.3% |
| Franchise Fee Fund | 23,558 | 22,006 | 20,000 | - | (20,000) | -100.0% |
| Law Enforcement | 814,304 | 241,472 | 333,152 | 40,580 | (292,572) | -87.8% |
| TOTAL GENERAL GOVERNMENT | 6,204,868 | 5,437,677 | 6,932,076 | 5,216,862 | (1,715,214) | -24.7% |

HUMAN RESOURCES DEPARTMENT

BERNADETTE SALAZAR, DIRECTOR OF HUMAN RESOURCES



Mission

To provide our customers with human resources services to effectively hire, develop and retain a high-quality workforce for the City of Santa Fe.

Description of Services

The Human Resources Department provides a wide range of human resources management functions for all City Departments. Activities are classified into five functional areas to include: general administration; employee relations; employee development; total compensation; and, employee health and wellness.

FY21 Recommended Budget

Human Resources total FY21 Recommended Budget decreased by \$827,764, or 3%, from the FY20 budgeted levels. The Human Resources General Fund FY21 Recommended Budget decreased by \$215,283, or 6%, from the FY20 budgeted levels. The Safety section has been moved to Emergency Management as part of the City reorganization. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts decreased \$90,250
- Supplies decreased \$7,165
- Insurance decreased \$388,693
- Other Operating decreased \$227,425
 - Travel/Training decreased \$174,100
- Transfers Out decreased \$150,000

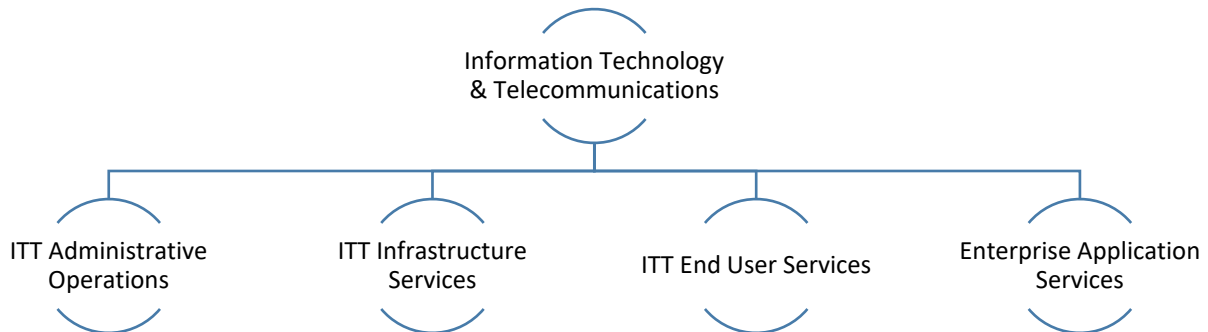
**CITY OF SANTA FE
HUMAN RESOURCES DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET**

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 1,289,287 | 1,265,884 | 3,275,101 | 3,312,189 | 37,088 | 1.1% |
| Contractuals & Utilities | 996,640 | 851,233 | 1,239,041 | 1,148,791 | (90,250) | -7.3% |
| Repairs & Maintenance | - | 27,499 | 1,319 | - | (1,319) | -100.0% |
| Supplies | 36,102 | 45,378 | 38,065 | 30,900 | (7,165) | -18.8% |
| Insurance | 20,705,536 | 22,017,913 | 22,969,367 | 22,580,674 | (388,693) | -1.7% |
| Other Operating Costs | 207,492 | 179,474 | 325,842 | 98,417 | (227,425) | -69.8% |
| Capital Purchases | 5,299 | 33,762 | - | - | - | N/A |
| Transfers to Other Funds | 202,962 | 75,000 | 225,000 | 75,000 | (150,000) | -66.7% |
| TOTAL HUMAN RESOURCES | 23,443,317 | 24,496,143 | 28,073,735 | 27,245,971 | (827,764) | -2.9% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 1,444,277 | 1,343,918 | 3,671,121 | 3,455,838 | (215,283) | -5.9% |
| Santa Fe Health/Dental | 21,960,758 | 23,019,170 | 24,202,614 | 23,590,133 | (612,481) | -2.5% |
| Unemployment Claims | 38,282 | 133,056 | 200,000 | 200,000 | - | 0.0% |
| TOTAL HUMAN RESOURCES | 23,443,317 | 24,496,143 | 28,073,735 | 27,245,971 | (827,764) | -2.9% |

INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

JOSHUA ELICIO, INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DIRECTOR



Mission

The Information Technology and Telecommunications Department (ITT) strives to be a trusted technology advisor to the City. This is achieved by implementing industry best practices in operational processes and management, becoming a more capable, collaborative, and agile department, which consistently provides excellent technology services to support the City's mission.

Description of Services

ITT offers a number of services to support operations for the City of Santa Fe, including:

- Business applications
- End-user services
- Network infrastructure
- Information security
- ITT procurement
- GIS mapping
- Radio device and services
- Unified telecommunications
- Servers/workstations/mobile devices
- Storage/archiving

FY21 Recommended Budget

ITT Department's total FY21 Recommended Budget decreased by \$1,826,815, or 12%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts and Utilities increased \$318,194
 - Utilities decreased \$301,713
- Repairs & Maintenance decreased \$46,112
- Supplies decreased \$448,029
- Insurance increased \$20,688
- Other Operating decreased \$385,391
 - Travel/Training decreased \$43,300
- Capital Purchases decreased \$50,000
- Transfers Out decreased \$1,883,729

ITT ADMINISTRATIVE OPERATIONS DIVISION

JOSHUA U. ELICIO, DIRECTOR OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

Mission

The Administrative Operations Division's mission is to provide quality contracting, procurement services and accountability by performing to the highest level to achieve the City of Santa Fe's confidence.

Description of Services

- Responsible for the procurement of material, equipment, supplies, construction, and services required by the City of Santa Fe.
- Assures that purchases are acquired legally from responsible providers at the lowest possible costs in compliance with the City's Procurement Code.
- Contracting on behalf of the ITT Department.
- Budget reconciliation for purchases made for multiple City Departments and in line with allocated services guidelines.
- Internal project management services.
- Enterprise Resource Planning (ERP) program management services in support of the City's initiatives.
- Provide organizational information security services.

ITT INFRASTRUCTURE SERVICES

LARRY WORSTELL, INFRASTRUCTURE SERVICES MANAGER

Mission

The mission of the Infrastructure Services Division is to provide outstanding technology infrastructure, network services and solutions through design/build, operations and enhancements that maximize performance and support all aspects of digital operations for the City of Santa Fe. These services empower staff to provide exceptional digital services, enrich the constituent's experience, and effectively manage and protect municipal data.

Description of Services

The Division's services:

- Provide for the design, configuration, installation, support and maintenance of the City's data, voice, and wireless networks that connect over 30 facilities in the City of Santa Fe. Networks support shared computing platforms such as email, business application, and document management systems.
- Consist of supporting various components including servers, phones, data centers, switches, routers, radios, and other equipment.
- Provide for healthy network/internet connectivity, firewalls, and data security.
- Include evaluating department and division needs, assessing the feasibility of systems and, where appropriate, implementing new solutions.
- Include support of Radio and Vehicle Technology Services. Division staff provide for the on-going maintenance and support of the City's public safety land mobile radio system and computer technology (laptops, printers, sirens, lights, GPS) in City vehicles to support the mobile workforce.

ITT END USER SERVICES

EDWARD J. DURAN, PROJECT LEADER

Mission

The End User Service Division's mission is to effectively and efficiently provide access and availability to ITT-supported services to the satisfaction of all City staff by providing an informative and supportive first point of contact and to assist them in making the best use of technology in their business roles.

Description of Services

The Division's services include:

- Providing an ITT Service Desk as a first point of contact for ITT service requests and problems.
- Maintaining, troubleshooting, repairing, and upgrading desktop and laptop computers, printers, and peripheral hardware.
- Configuring, installing, maintaining, and upgrading operating systems, standard desktop applications, and approved specialty software.
- Providing limited user guidance on operating systems, standard desktop applications, network access, and e-mail usage.
- Installing, maintaining, troubleshooting, programming, and repairing desktop phones and associated headsets.
- Testing and evaluating hardware and software to determine efficiency, reliability, and compatibility with desktop systems.

ITT ENTERPRISE APPLICATION SERVICES

STEVEN SANTISTEVAN, ENTERPRISE APPLICATION MANAGER

Mission

The Enterprise Application Services Division's mission is to provide a full spectrum of innovative business and professional services for developing, maintaining, and supporting enterprise-class business applications for the City of Santa Fe.

Description of Services

The Division's services include:

- Enterprise Resource Planning program management and technical support.
- Ensuring that City-wide management applications meet business requirements and are fully operational.
- Analyzing department and division needs, assessing the feasibility systems and, where appropriate, implementing new solutions.
- Providing technical expertise to manage and maintain software applications.
- Educating City personnel in the effective use of these systems.

CITY OF SANTA FE
INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY*
FISCAL YEAR 2020/21 PROPOSED BUDGET

| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--|-------------------|------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| ITT Administration | 3,081,978 | 793,534 | 4,338,136 | 2,204,327 | (2,133,809) | -49.2% |
| End User Services | 338,923 | 720,801 | 559,492 | 659,257 | 99,765 | 17.8% |
| Enterprise Application Services | 2,176,658 | 2,255,504 | 3,511,048 | 2,919,042 | (592,006) | -16.9% |
| Enterprise Resource Planning* | 1,561,271 | 1,768,662 | 1,429,646 | 3,041,951 | 1,612,305 | 112.8% |
| Infrastructure Services | 3,414,852 | 3,830,637 | 5,056,665 | 4,243,595 | (813,070) | -16.1% |
| TOTAL INFO. TECH. & TELECOMM. | 10,573,683 | 9,369,138 | 14,894,987 | 13,068,172 | (1,826,815) | -12.3% |

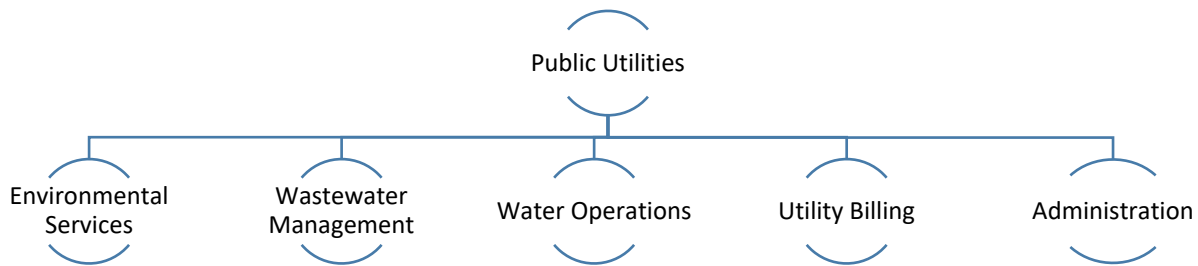
| SUMMARY BY CATEGORY* | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--|-------------------|------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 3,023,524 | 2,939,694 | 3,123,725 | 3,771,289 | 647,564 | 20.7% |
| Contractuals & Utilities | 2,693,773 | 3,258,913 | 3,831,059 | 4,149,253 | 318,194 | 8.3% |
| Repairs & Maintenance | 382,376 | 314,012 | 222,500 | 176,388 | (46,112) | -20.7% |
| Supplies | 2,220,455 | 1,535,673 | 2,441,722 | 1,993,693 | (448,029) | -18.3% |
| Insurance | 84,663 | 104,090 | 68,423 | 89,111 | 20,688 | 30.2% |
| Other Operating Costs | 1,155,599 | 1,128,797 | 1,863,558 | 1,478,167 | (385,391) | -20.7% |
| Capital Purchases | 79,155 | 76,959 | 213,000 | 163,000 | (50,000) | -23.5% |
| Transfers to Other Funds | 934,138 | 11,000 | 3,131,000 | 1,247,271 | (1,883,729) | -60.2% |
| TOTAL INFO. TECH. & TELECOMM. | 10,573,683 | 9,369,138 | 14,894,987 | 13,068,172 | (1,826,815) | -12.3% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--|-------------------|------------------|-------------------|-------------------|--------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| 1/2% GRT Income Fund | 1,335,413 | 77,445 | 3,360,513 | 1,476,784 | (1,883,729) | -56.1% |
| Special Projects CIP Fund* | 1,561,271 | 1,768,662 | 1,429,646 | 3,041,951 | 1,612,305 | 112.8% |
| Services to Other Depts | 7,676,999 | 7,523,031 | 10,104,828 | 8,549,437 | (1,555,391) | -15.4% |
| TOTAL INFO. TECH. & TELECOMM. | 10,573,683 | 9,369,138 | 14,894,987 | 13,068,172 | (1,826,815) | -12.3% |

**includes ERP (CIP) Budget*

PUBLIC UTILITIES DEPARTMENT

SHANNON JONES, PUBLIC UTILITIES DIRECTOR



Mission

The mission of the Public Utilities Department is to efficiently manage water, wastewater, solid waste and billing services, consistent with Federal and State regulations and City policies. The Department provides consistent and reliable service to its customers in order to meet their needs and provide for their quality of life.

Description of Services

The Department is made up of the following: Water, Utility Billing and Customer Service, Environmental Services, and Wastewater Management Divisions.

FY21 Recommended Budget

Public Utilities Department's total FY21 Recommended Budget decreased by \$13,120,906, or 18%, from the FY20 budgeted levels. The Public Utilities Department's General Fund FY21 Recommended Budget decreased by \$286,886, or 100%, from the FY20 budgeted levels. Expenses were moved into the Environmental Services Administration Division. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased \$2,107,669
 - Utilities decreased \$1,288,734
- Repairs & Maintenance decreased \$758,009
- Supplies decreased \$735,666
- Insurance increased \$68,695
- Other Operating decreased \$2,448,933
 - Travel/Training decreased \$72,864
- Capital Purchases decreased \$3,968,645

- Debt Service decreased \$900,447
- Transfers Out decreased \$210,569

ENVIRONMENTAL SERVICES

SHIRLENE SITTON, ENVIRONMENTAL SERVICES DIVISION DIRECTOR

Mission

The Environmental Services Division (ESD) is committed to the protection of our environment, our community and our people.

Description of Services

The Environmental Services Division is the sole-source provider of municipal solid waste collection from residential and commercial sources for the City of Santa Fe. ESD collects trash and recycling from approximately 34,000 single-family homes and about 2,500 businesses, institutions, and multi-family complexes.

The Division consists of several sections:

- ESD Collection Operations includes the Residential Refuse, Residential and Commercial Recycling, and Commercial Refuse sections, as well as Container Maintenance, which includes the welding team and the cart maintenance team. Residential collections are conducted Monday through Friday, whereas commercial collections run six days a week, Monday through Saturday.
- The Fleet Maintenance section is responsible for repair and maintenance of the collection vehicles, plus the Division's light vehicles, for a total of 72 vehicles.
- The Administration section includes the management team, customer service/field support employees, and our outreach and education group, which also includes recycling marketing, compliance, Sustainability, Keep Santa Fe Beautiful (KSFB), and Graffiti. The Graffiti section is overseen by ESD but is funded by the General Fund. KSFB receives grant funding and is a partnership between the City and the 501(c)(3) organization, overseen by its Board of Directors.

WASTEWATER MANAGEMENT

MICHAEL DOZIER, WASTEWATER DIVISION DIRECTOR

Mission

The primary mission and objective of the Wastewater Management Division is to ensure that all sanitary sewage produced within the City's service area is collected, conveyed, and treated in compliance with local, State, and Federal regulations and guidelines, and to protect the public's environment, health/safety, and welfare.

Description of Services

The Wastewater Management Division's services include maintenance and repair of the City's collection system, wastewater treatment plant, solids management system, and reuse facilities. Wastewater management treats sanitary sewage produced in the City of Santa Fe's service area to protect the public's environment, health/safety, and welfare. Wastewater Management produces compost and reuse irrigation water to assist public and private industries in mitigating waste for a better tomorrow.

WATER DIVISION

JESSE ROACH, WATER DIVISION DIRECTOR

Mission

The Water Division's mission is to efficiently manage and deliver an adequate, reliable, safe and sustainable water supply to meet community and customer needs in accordance with City policy.

Description of Services

The Water Division runs and maintains the areas of Transmission and Distribution, Engineering, Water Conservation, Water Resources, Source of Supply, and the Buckman Direct Diversion Facility.

UTILITY BILLING DIVISION

NANCY JIMENEZ, UTILITY BILLING DIVISION DIRECTOR

Mission

The mission of the Utility Billing Division is to provide excellent customer service for Santa Fe residents by ensuring accurate billing services and timely collections of all past due accounts. The Division provides a one-stop shop for all utility customer needs that includes water service, environmental services and wastewater service.

Description of Services

The Utility Billing Division provides prompt and courteous customer service, accurate water meter readings, timely billing for water, refuse, sewer and storm-water services, and proactive collection services for delinquent accounts. Payments can be made via cash, check or credit card.

CITY OF SANTA FE
PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

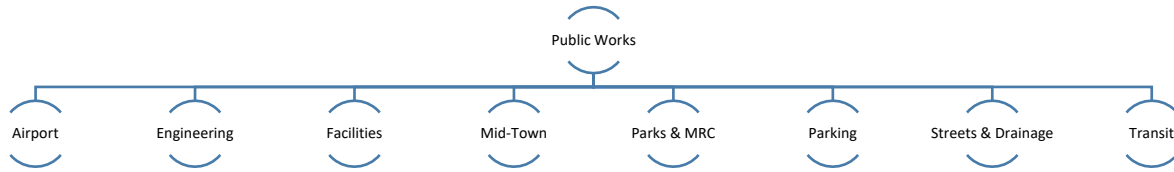
| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Public Utilities Administration | 709,825 | 457,053 | 784,486 | 932,625 | 148,139 | 18.9% |
| Environmental Services | 15,777,175 | 12,512,407 | 21,199,816 | 14,695,182 | (6,504,634) | -30.7% |
| Utility Customer Service | 4,931,160 | 4,020,062 | 4,728,917 | 3,717,801 | (1,011,116) | -21.4% |
| Wastewater Management | 14,695,858 | 27,776,026 | 14,630,433 | 12,649,130 | (1,981,303) | -13.5% |
| Water Operations | 33,359,611 | 27,610,455 | 30,698,017 | 26,926,025 | (3,771,992) | -12.3% |
| TOTAL PUBLIC UTILITIES | 69,473,630 | 72,376,003 | 72,041,669 | 58,920,763 | (13,120,906) | -18.2% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 11,474,965 | 17,006,409 | 19,730,044 | 17,670,381 | (2,059,663) | -10.4% |
| Contractuals & Utilities | 6,955,608 | 7,047,567 | 10,182,369 | 8,074,700 | (2,107,669) | -20.7% |
| Repairs & Maintenance | 2,259,388 | 2,181,777 | 2,830,008 | 2,071,999 | (758,009) | -26.8% |
| Supplies | 2,073,088 | 2,425,113 | 3,163,223 | 2,427,557 | (735,666) | -23.3% |
| Insurance | 894,565 | 1,354,224 | 1,021,576 | 1,090,271 | 68,695 | 6.7% |
| Other Operating Costs | 13,093,308 | 11,273,207 | 16,205,792 | 13,756,859 | (2,448,933) | -15.1% |
| Capital Purchases | 3,635,953 | 6,116,560 | 4,789,549 | 820,904 | (3,968,645) | -82.9% |
| Debt Service | 6,993,671 | 7,309,980 | 8,912,213 | 8,011,766 | (900,447) | -10.1% |
| Transfers to Other Funds | 22,093,084 | 17,661,165 | 5,206,895 | 4,996,326 | (210,569) | -4.0% |
| TOTAL PUBLIC UTILITIES | 69,473,630 | 72,376,003 | 72,041,669 | 58,920,763 | (13,120,906) | -18.2% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 313,335 | 270,652 | 286,886 | - | (286,886) | -100.0% |
| Community Development | 21,511 | 37,019 | 84,599 | 67,556 | (17,043) | -20.1% |
| Waste Water Management | 14,695,858 | 22,035,862 | 14,630,433 | 12,649,130 | (1,981,303) | -13.5% |
| Water Management | 23,983,716 | 27,610,455 | 30,697,282 | 26,926,025 | (3,771,257) | -12.3% |
| Environmental Services | 15,442,329 | 12,204,736 | 20,828,331 | 14,627,626 | (6,200,705) | -29.8% |
| Utilities Administration | 5,640,985 | 4,477,115 | 5,513,403 | 4,650,426 | (862,977) | -15.7% |
| Enterprise Acquisition | 5,629,530 | - | - | - | - | N/A |
| Enterprise Debt Service | 3,746,365 | 5,740,164 | 735 | - | (735) | -100.0% |
| TOTAL PUBLIC UTILITIES | 69,473,630 | 72,376,003 | 72,041,669 | 58,920,763 | (13,120,906) | -18.2% |

PUBLIC WORKS DEPARTMENT

JOHN ROMERO, ACTING PUBLIC WORKS DEPARTMENT DIRECTOR



Mission

The Public Works Department strives to provide high quality infrastructure for a sustainable, user-friendly, vital City.

Description of Services

The Public Works Department designs, builds, maintains and operates the City’s transportation, facilities and storm water infrastructure. It is through thoughtful stewardship of this infrastructure that the City will realize many of its resiliency, economic development, and family-friendly goals. The quality of this infrastructure affects every resident’s, visitor’s, employee’s and business person’s daily experience of Santa Fe. The six Public Works divisions: Airport, Engineering, Facilities, Parking, Streets and Drainage, and Transit are supported by three hundred employees who have the expertise, responsibility and dedication to realize these goals for the City.

The Public Works Department plans and manages the City’s capital improvement projects for parks, buildings, roads, trails, sidewalks, parking facilities, airport, transit and storm water. In FY20, the Department expects to manage approximately \$70 million in capital projects in partnership with every department in the City. The Department is also responsible for constructing, operating and maintaining the infrastructure and partnerships for the Railyard and facilities, grounds and infrastructure at the Midtown campus.

FY21 Recommended Budget

The Public Works Department’s total FY21 Recommended Budget decreased by \$10,487,961, or 17%, from the FY20 budgeted levels. The Public Works General Fund FY21 Recommended Budget decreased by \$1,552,668, or 8%, from the FY20 budgeted levels. For FY21, the Parks Division and the Municipal Recreation Complex were moved from the former Parks & Recreation Department to the Public Works Department. The budget includes the following changes from FY20 levels:

Personnel:

- 15% furlough for 4 pay periods for the Director
- 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs
- No pay cuts and no layoffs
- All positions from the MRC and Parks Divisions are transferred to the Public Works Department. This does not include one position, a Marketing & Spec Events Coordinator (#639), which was transferred from Parks to the City Clerk.
- Starting July 2020, the new parking garage revenue system (PARCs) will be in place for all city garages, which will allow for 24/7 collection of garage fees. Due to upgrades in technology, combined with expected revenue declines in the parking enterprise fund, thirteen parking positions, including a parking operations manager, a parking supervisor, parking attendant shift supervisors, and parking attendants, will be removed and the employees in those positions will be transferred to other departments in accordance with the City's rules and its contract between the City of Santa Fe and AFSCME Local 3999.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased \$2,092,326
 - Utilities decreased \$625,490
- Repairs & Maintenance decreased \$1,439,527
- Supplies decreased \$523,802
- Insurance decreased \$81,566
- Other Operating decreased \$516,047
 - Travel/Training decreased \$91,565
- Capital Purchases decreased \$4,494,522
- Land & Building decreased \$1,172,058
- Debt Service increased \$8,779
- Transfers Out increased \$145,407

AIRPORT

MARK BACA, AIRPORT MANAGER

Mission

The Santa Fe Regional Airport is a key economic engine for Northern New Mexico. As it continues to grow in a safe and secure environment, the airport will provide all users with superior service, work toward realistic sustainability goals, represent our character and culture, and be a good neighbor as well as a great place to work.

Description of Services

The Division operates and maintain the Santa Fe Regional Airport including managing users of the property, building and maintaining infrastructure, collaborating with stakeholders and service providers to ensure high quality services to the community, compliance with FAA and Homeland Security Regulations, and pursuing and managing grant funding.

ENGINEERING

JOHN ROMERO, TRAFFIC ENGINEERING DIVISION DIRECTOR

Mission

The mission of the Engineering Division is to develop multi-modal transportation and stormwater infrastructure to support resilience, mobility and safety.

Description of Services

The Division oversees:

- Traffic engineering and operations.
- Roadway and trail planning design and construction.
- Storm water infrastructure design, construction and maintenance.
- ADA sidewalk infrastructure planning, design and construction.

FACILITIES DIVISION

MICHAEL RODRIGUEZ, FACILITIES DIVISION DIRECTOR

Mission

The mission of the Facilities Division is to deliver safe, sustainable, functional, clean and cost-effective public facilities for intended uses.

Division Description of Services

The Division oversees:

- Capital project planning and project management.
- Custodial services.
- Facilities preventive and emergency maintenance.
- Midtown property maintenance management.

MID-TOWN CAMPUS

SAM BURNETT, PROJECT MANAGER

Mission

The primary mission of the Mid-Town Campus (MTC) Division is to manage the facilities and property while the City determines the redevelopment of the site.

Description of Services

The Division manages the security, maintenance and use of the land, buildings and infrastructure of the Campus. In addition, the Division works with other departments to develop a process to determine how to manage the disposal of the MTC's assets.

PARKS AND MUNICIPAL RECREATION COMPLEX (MRC)

JENNIFER ROMERO, MRC MANAGER

Mission

The mission of Marty Sanchez Links de Santa Fe/MRC is to:

- Provide expert service and entertainment to our golf patrons and sports league users.

- Create a wholesome atmosphere for the enjoyment of the game of golf and our sports turf recreational users.
- Be a financially-sound business.
- Make our citizens and visitors feel welcomed in our facility.
- Provide a pleasant work environment for our employees.

Our commitment to these simple goals will ensure the growth of the golf course as well as our employees. Marty Sanchez Links de Santa Fe (MSL) is committed to being the golf course of CHOICE for the citizens and visitors of Santa Fe.

Description of Services

The Municipal Recreation Complex is an outdoor recreational facility that encompasses a 1,200-acre property, a 27-hole golf course facility, and the MRC Sports Complex which offers a variety of sports playing fields including "Soccer Valley," four adult regulation-size soccer fields, four softball fields, two rugby fields and two hardball fields.

PARKS, TRAILS AND WATERSHED DIVISION

RICHARD THOMPSON, DIVISION DIRECTOR

Mission

The Parks, Trails and Watershed Division's mission remains to build, operate and maintain safe, secure and enjoyable parklands for residents and visitors of Santa Fe.

Description of Services

The Division operates and maintains recreational venues throughout the City of Santa Fe. From sports turf facilities and ball courts to community gardens and special events, the Division incorporates numerous technologies across a multitude of scientific disciplines to cultivate native and introduced grasses, trees, shrubs and flowering plants. The team is comprised of two Superintendents and six Supervisors, six Equipment Operators, eight Senior Maintenance Workers, twenty-one Maintenance Workers and five specialists, all of whom work diligently to perform a variety of tasks on daily basis. Classified specialist positions within the Division provide technical leadership in various areas including electrical, horticulture and integrated pest management. The Division Director is supported by the Administrative Assistant and Project Specialist positions.

PARKING

NOEL CORREIA, PARKING DIVISION DIRECTOR

Mission

The Parking Division is committed to providing efficient and adequate supply of parking spaces throughout the City to serve the needs of our community and visitors; while, at the same time, ensuring the success of the municipal parking system.

Description of Services

The Division oversees:

- Parking facility operations and maintenance.
- Parking enforcement.
- Parking revenue assurance.

- Administration, including fine adjudication.
- Parking agreements and special arrangements with local businesses and nonprofits.

STREETS AND DRAINAGE

THOMAS MARTINEZ, ACTING STREETS AND DRAINAGE DIVISION DIRECTOR

Mission

The Streets and Drainage Division's mission is to ensure safe mobility for the citizens of Santa Fe through maintenance and rehabilitation of public streets, sidewalks, trails and drainage ways.

Description of Services

Maintenance of the streets, sidewalk, trails and drainage infrastructure of the City of Santa Fe. The tasks include snow removal, concrete construction, grading, sweeping, pavement maintenance, engineering/inspection, drainage maintenance, and administration.

TRANSIT

THOMAS MARTINEZ, DIRECTOR OF OPERATIONS AND MAINTENANCE

Mission

The Transit Division's mission is to provide transit service in Santa Fe to get area residents and visitors wherever life takes them using low carbon, multi-modal transportation options.

Description of Services

The Division oversees and manages the day-to-day operations of three distinct transit programs including the Santa Fe Trails fixed-route bus system, the Santa Fe Pick-Up system which is a fare-free circulator service to the Downtown, Canyon Road, and Museum Hill, and the Santa Fe Ride Complimentary ADA Paratransit system which serves the elderly and disabled population with curb-to-curb service. The Transit Division also provides special bus service for the Folk Art Market, Spanish Market, Indian Market, Zozobra and the Canyon Road Faralito Walk.

CITY OF SANTA FE
PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 PROPOSED BUDGET

| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Public Works Administration | 2,282,217 | 2,014,361 | 2,535,856 | 3,021,749 | 485,893 | 19.2% |
| Airport Division | 2,846,582 | 2,994,894 | 3,633,298 | 3,777,148 | 143,850 | 4.0% |
| Engineering Division | 5,065,854 | 5,309,323 | 6,400,418 | 4,788,633 | (1,611,785) | -25.2% |
| Facilities Maintenance | 4,785,251 | 4,403,016 | 5,526,593 | 4,523,209 | (1,003,384) | -18.2% |
| Midtown Campus | 2,222,114 | 3,938,543 | 4,589,164 | 3,860,058 | (729,106) | -15.9% |
| Municipal Recreation Complex | 3,507,235 | 3,254,084 | 3,421,598 | 2,577,798 | (843,800) | -24.7% |
| Parking Division | 5,726,756 | 6,191,838 | 9,252,673 | 5,498,294 | (3,754,379) | -40.6% |
| Parks Division | 7,124,657 | 6,208,292 | 7,399,636 | 6,633,646 | (765,990) | -10.4% |
| Streets & Drainage Maintenance | 5,248,856 | 5,328,520 | 7,036,070 | 4,912,512 | (2,123,558) | -30.2% |
| Transit | 8,876,291 | 10,448,956 | 11,085,481 | 10,799,779 | (285,702) | -2.6% |
| TOTAL PUBLIC WORKS | 47,685,812 | 50,091,828 | 60,880,787 | 50,392,826 | (10,487,961) | -17.2% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| Salaries, Wages & Benefits | 19,601,514 | 21,652,349 | 23,065,289 | 21,570,932 | (1,494,357) | -6.5% |
| Contractuals & Utilities | 6,341,325 | 6,466,685 | 8,466,194 | 6,373,868 | (2,092,326) | -24.7% |
| Repairs & Maintenance | 1,126,680 | 1,421,546 | 3,797,407 | 2,357,880 | (1,439,527) | -37.9% |
| Supplies | 1,838,363 | 1,965,460 | 2,352,120 | 1,828,318 | (523,802) | -22.3% |
| Insurance | 1,220,133 | 1,555,008 | 1,611,240 | 1,529,674 | (81,566) | -5.1% |
| Other Operating Costs | 4,366,406 | 4,200,002 | 5,432,387 | 4,916,340 | (516,047) | -9.5% |
| Capital Purchases | 1,462,972 | 1,634,357 | 4,916,722 | 422,200 | (4,494,522) | -91.4% |
| Debt Service | 6,184,161 | 6,061,251 | 5,878,253 | 5,887,032 | 8,779 | 0.1% |
| Transfers to Other Funds | 5,544,258 | 5,135,170 | 5,361,175 | 5,506,582 | 145,407 | 2.7% |
| TOTAL PUBLIC WORKS | 47,685,812 | 50,091,828 | 60,880,787 | 50,392,826 | (10,487,961) | -17.2% |

| SUMMARY BY FUND | ACTUAL | ACTUAL | 2019/20 | PROPOSED | \$ CHANGE | % CHANGE |
|------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2019/20 vs. | 2019/20 vs. |
| | 2017/18 | 2018/19 | BUDGET | 2020/21 | 2020/21 | 2020/21 |
| General Fund | 16,975,358 | 15,582,566 | 18,710,744 | 17,158,076 | (1,552,668) | -8.3% |
| City Drainage Fund | 1,231,164 | 1,693,525 | 2,180,485 | 948,219 | (1,232,266) | -56.5% |
| Impact Fees Fund | - | 475,000 | - | - | - | N/A |
| Transportation Grants | 88,758 | 76,475 | 94,655 | 95,059 | 404 | 0.4% |
| Plaza Use Fund | 25,517 | 24,603 | 25,000 | 15,000 | (10,000) | -40.0% |
| Quality of Life | 23,638 | 38,064 | 67,500 | 12,337 | (55,163) | -81.7% |
| Streets & Roadways | 3,250,836 | 2,212,308 | 3,821,060 | 2,302,277 | (1,518,783) | -39.7% |
| 1/2% GRT Income Fund | 1,721,575 | 1,833,027 | 2,254,321 | 1,828,700 | (425,621) | -18.9% |
| Railyard Properties | 2,053,155 | 1,903,722 | 2,190,015 | 2,899,700 | 709,685 | 32.4% |
| Midtown Campus | 4,788 | 1,443,720 | 2,891,334 | 2,181,800 | (709,534) | -24.5% |
| Municipal Recreation Complex | 1,579,142 | 1,563,067 | 1,795,031 | 1,269,971 | (525,060) | -29.3% |
| Parking | 4,788,042 | 5,492,040 | 8,313,337 | 4,337,384 | (3,975,953) | -47.8% |
| Transit Bus System | 8,444,949 | 10,029,623 | 10,647,745 | 10,361,909 | (285,836) | -2.7% |
| Airport | 2,741,038 | 2,911,055 | 3,633,298 | 2,517,588 | (1,115,710) | -30.7% |
| Enterprise Debt Service | 4,757,850 | 4,813,033 | 4,256,262 | 4,464,806 | 208,544 | 4.9% |
| TOTAL PUBLIC WORKS | 47,685,812 | 50,091,828 | 60,880,787 | 50,392,826 | (10,487,961) | -17.2% |

VII. GLOSSARY OF TERMS AND ABBREVIATIONS

ACCOUNT - An entity for recording specific revenues or expenditures, or for grouping related or similar classes of revenues and expenditures and recording them within a fund or department

ACCOUNTING SYSTEM - The total set of records and procedures that are used to record, classify, and report information on the financial status and operations of the entity (See also Accrual Basis of Accounting, Modified Accrual Basis of Accounting, and Cash Basis of Accounting)

ACCRUAL BASIS OF ACCOUNTING - The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not)

ACTIVITY - Departmental efforts that contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget

AD VALOREM TAXES - Commonly referred to as property taxes levied on both real and personal property according to the property's valuation and the tax rate

ADOPTED BUDGET - A financial plan for the fiscal year beginning July 1

ALLOT - To divide an appropriation into amounts that may be encumbered or expended during an allotment period

ANNUALIZE - To calculate the value of a resource or activity for a full year

APPROPRIATION - An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources

ARBITRAGE - The practice of taking advantage of a price difference between two or more markets

ASSESSED VALUATION - A value established on real and personal property for use as a basis for levying property taxes (Note: In New Mexico, property values are established by the County)

ASSESSMENT RATIO - The ratio at which the tax rate is applied to the tax base

ASSET - Property owned by a government or other entity that has a monetary value

ATTRITION RATE - Staffing vacancy rate in a department above the normal turnover rate as the result of retirements

AUTHORIZED POSITIONS - Employees positions that are authorized in the adopted budget to be filled during the year

AVAILABLE (UNDESIGNATED) FUND BALANCE - Funds remaining from the prior year that are available for appropriation and expenditure in the current year

BALANCED BUDGET - A budget where expenditures are equal to revenues

BEGINNING FUND BALANCE - The balance available in a fund from the end of a prior year for use in the following year

BOND - A written promise to pay a sum of money on a specific date at a specified interest rate (Note: Interest payments and the repayment of the principal are detailed in a bond ordinance)

BOND REFINANCING - The payoff and re-issuance of bonds, usually to obtain better interest rates and/or bond conditions

BUDGET - A financial plan embodying an estimate of proposed expenditures and the proposed means of financing them, usually for a single fiscal year or period

BUDGET ADJUSTMENT - A procedure to revise a budget appropriation either by the City Council approval through the adoption of a budget resolution or by a City Administrator authorization to adjust appropriations within a departmental division budget

BUDGET ADJUSTMENT REQUEST - A critical step in the formal approval process required before a revision can be made to the budget appropriation (Note: Budget adjustments of \$5,000 and under shall be approved by the Finance Director, above \$5,000 but no more than \$50,000 shall be approved by the City Manager, and above \$50,000 shall be approved by the City Council)

BUDGET CALENDAR - The schedule of key dates an entity follows in the preparation and adoption of the budget

BUDGET DOCUMENT - The official writing statement prepared by the Budget Office and supporting staff

BUDGET MESSAGE - The opening section of the budget that provides readers with a general summary of the most important aspects of the budget, including changes from the current and previous fiscal years and recommendations made by the City Manager

BUDGET ORDINANCE - The legal means to amend the adopted budget through recognizing revenue increases or decreases; transferring funds; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project (Note: The City Council adopts or rejects all budget ordinances)

BUDGETARY BASIS - Refers to the accounting method used to estimate financing sources and uses in the budget

BUDGETARY CONTROL - The management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources

BUSINESS UNIT - A cost accounting unit covering a City department, capital project, or fund

CALENDAR YEAR - The twelve-month period beginning January 1 and ending December 31

CAPITAL ASSETS - Assets of significant value and having a useful life of several years (also known as Fixed Assets.)

CAPITAL BUDGET - A capital project financial expenditure plan

CAPITAL IMPROVEMENT - Any significant physical acquisition, construction, replacement, or improvement to a City service delivery system that has a cost of \$5,000 or more and a minimum useful life of two years

CAPITAL IMPROVEMENT PLAN (CIP) - The process of planning, monitoring, programming, and budgeting over a multi-year period the allocation of capital monies

CAPITAL OUTLAY - One of the expenditures account categories used for the purchase of any item with a cost of \$5,000 or more and a minimum useful of two years

CAPITAL PROJECT - A cost accounting method identifying a specific project included in the CIP

CARRY FORWARD - Appropriated funds from the previous or current fiscal year that are appropriated in the next fiscal year

CASH BASIS OF ACCOUNTING - A method of accounting in which transactions are recognized only when cash is increased or decreased

CHARGES FOR SERVICES - Revenues received for services rendered

CHART OF ACCOUNTS - The classification system used by an entity to organize the accounting of various funds, programs, departments, divisions, sources, activities, and items

CITY CHARTER - Legal authority approved by the voters of the City of Santa Fe under the State of New Mexico Constitution establishing the government organization

COLLECTIVE BARGAINING AGREEMENT - A legal contract between the employer and a recognized bargaining unit for specific terms and conditions of employment

COMMODITIES - Expendable items that are consumable or have a short life span such as office supplies, fuel, minor equipment, and asphalt

CONSTANT OR REAL DOLLARS - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money compared to a certain point of time in the past

CONSUMER PRICE INDEX - A statistical description of price levels provided by the U.S. Department of Labor used as a measure of the increase in the cost of living (economic inflation)

CURRENT BUDGET - The original budget as approved by the City Council, along with any carryover encumbrances from the prior fiscal year and any transfers or amendments since July 1

DEBT SERVICE - The amount of revenue that must be provided for payment to insure the extinguishment of principal, interest and fees on City bonds

DEDICATED TAX - A tax levied to support a specific government program or purpose

DEFEASANCE - A provision that voids a bond or loan when the borrower sets aside cash or bonds sufficient enough to service the borrower's debt

DEFEASE - To void, nullify, or offset a liability or debt

DEFICIT - The excess of an entity's liabilities over assets, or the excess of expenses over revenues during an accounting period

DEPARTMENT - A major administrative division of the City that indicates overall management responsible for an operation or group of related operations

DEPRECIATION - Expiration in the service life of fixed assets attributable to wear and tear through use and lapse of time, obsolescence, inadequacy or other physical or functional cause

DISBURSEMENT - The expenditure of monies from an account

DIVISION - A sub-unit of a department which encompasses a substantial portion of the duties or activities assigned to a department

EFFECTIVENESS - Sometimes referred to as quality indicators, effectiveness measures the degree to which services are responsive to the needs and desires of customers, how well a job is performed, or how well the intent is being fulfilled

EFFICIENCY - Sometimes referred to as productivity, efficiency measures the unit cost over time, money, or labor required to produce a service

EMPLOYEE (FRINGE) BENEFITS - Contributions made by an employer to meet commitments or obligations for items such as social security, medical coverage, retirement, and other insurance plans

ENCUMBER - To set aside or commit funds for a future expenditure

ENCUMBRANCE - The legal commitment of appropriated funds to purchase an item or service

ENTERPRISE FUND - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges

ESTIMATED REVENUE - The amount of projected revenue to be collected during an accounting period

EXPENDITURE/EXPENSE - The outflow of funds paid for materials received or services rendered

FAIR MARKET VALUE - The value of an asset in the open market, often used to determine the assessed valuation of real property for tax purposes

FINES AND FORFEITURES - The loss of a right, money, or especially property because of one's criminal act, default, or failure or neglect to perform a duty

FISCAL YEAR - A twelve-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations (Note: The fiscal year for the City and State of New Mexico begins July 1 and ends June 30; the federal government's fiscal year begins October 1 and ends September 30)

FIXED ASSETS - Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, furniture, equipment, machinery, and vehicles (also known as Capital Assets)

FULL-TIME EQUIVALENT - One full-time position funded for a full year or the sum of two or more part-time positions that equal the hours of a full-time position

FUNCTION - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety)

FUND - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources as well as related liabilities and residual equities or balances

FUND BALANCE- The excess of amounts carried over from a prior accounting period plus the difference between revenues received and expenses incurred in the current period

FUNDED POSITIONS - A term referring to the number of authorized positions for which funding is included in a fiscal year budget

GANG RESISTANCE EDUCATION AND TRAINING - A prevention program built around school-based, law enforcement officer-instructed classroom curricula intended as an immunization against delinquency, youth violence, and gang membership

GENERAL FUND - The largest fund within the City, it accounts for most of the financial resources and day-to-day operations of the government not specifically accounted for in other funds

GENERAL OBLIGATION BONDS - Long-term debt instruments issued by State and local governments to raise funds for capital improvements

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES - A collection of commonly-followed accounting rules and standards for financial reporting

GEOGRAPHIC INFORMATION SYSTEM - An integrated system of computer hardware and software used for storage, retrieval, mapping, and analysis of referenced geographic data

GOAL - A statement of broad direction, purpose or intent

GOVERNMENTAL ACCOUNTING STANDARDS BOARD - The source of generally accepted accounting principles used by State and local governments

GRANT - A sum of money given to a person or entity, usually identified for a specific purpose

IMPACT FEE - Payments required by local governments of new development for the purpose of providing new or expanded public capital facilities such as roads, parks, bikeways, trails, police and fire stations, water and wastewater utilities, and drainage

INDIRECT COST - Costs that are not directly accountable to a cost objective, frequently referred to as overhead, general, and administrative expenses

INFRASTRUCTURE - The fundamental facilities and systems serving a local, State or Federal government, such as roads, bridges, tunnels, water supply, sewers, electrical grids, and telecommunications

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN - Capital projects proposed to be undertaken within the next five fiscal years identifying estimated costs and potential funding sources

INTERGOVERNMENTAL AGREEMENT - An agreement that involves or is made between two or more governments in cooperation to address issues of mutual concern

INTERGOVERNMENTAL REVENUE - Funds received from Federal, State and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes

INTERNAL SERVICE FUND - A fund used in governmental accounting to track goods and services shifted between departments on a cost-reimbursement basis

LEVY - To impose taxes for the support of government activities

LICENSES AND PERMITS - Permission or authorization to do something or use something, usually resulting in a fee imposed upon the holder

LINE ITEM - A specific account used to budget and record revenues or expenditures

LONGEVITY - Employee compensation payments made in recognition of a certain number of years of employment with the same entity

LONG-TERM DEBT - Debt with a maturity date greater than one year from the date of issuance

MANDATE - A requirement imposed by a legal act of the Federal, State, or local government

MATERIALS AND SERVICES - Commodities which are consumed or materially altered when used, such as office or operating supplies, or when a vendor renders a service, such as consulting or in connection with a repair or maintenance of an asset

MEASURE - A plan of action taken to achieve a particular purpose or a standard used to express the size, amount, or degree of something

MILL - A property tax rate based on the assessed valuation of real property, e.g., a tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed valuation

MISCELLANEOUS REVENUE - Revenue that is not identified separately in the chart of accounts

MISSION STATEMENT - A formal summary articulating an organization's purpose, identifying the scope of its operations and the kind of product or service it provides

MODIFIED ACCRUAL BASIS OF ACCOUNTING - The method combining the accrual basis of accounting with the cash basis of accounting in which revenues are recognized when they are both measurable and available but expenditures are recognized when a liability is incurred

NOMINAL DOLLARS - The presentation of dollar amounts not adjusted for inflation

OBJECT OF EXPENDITURES - The lowest and most detailed level of expenditure classification, such as electricity, office supplies, asphalt, and furniture

OBJECTIVE - Something to be accomplished in specific, well-defined, and measurable terms, often including a specific timeframe in which the objective will be achieved

OBLIGATIONS - Commitments which a person or entity may be legally obligated to meet

OPERATING BUDGET - A combination of known expenses, expected future costs, and forecasted revenue over the course of a year stated in terms of functional categories and accounts

OPERATING EXPENSES - A category of expenditures an entity incurs as a result of performing operations, such as salaries, employee benefits, contracted services, supplies, and commodities

OPERATING REVENUE - Funds that the government receives to pay for operating expenses

ORDINANCE - A formal legislative enactment by a City Council, having the full force and effect of law within the City boundaries unless it is in conflict with a higher form of law (Note: An Ordinance has higher legal standing than a Resolution)

ORIGINAL BUDGET - The initial adopted budget for an entity that has not been revised or amended

OUTPUT INDICATOR - A unit of work accomplished, without reference to the resources required to do the work (e.g. number of permit issued, or number of arrests made), not necessarily meant to reflect the effectiveness or efficiency of the work performed

PART-TIME EQUIVALENT - A position that is not considered full-time

PAYMENT IN LIEU OF TAXES - A payment made to compensate a government for some or all of the property tax revenue lost due to tax-exempt ownership or use of real property

PERSONAL SERVICES - Salary and wage-related costs of salaried and hourly employees

PILOT - Payment In Lieu Of Taxes

PROGRAM - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible

PROJECT NUMBER - A unique identifier of any special activity, especially where specific reporting requirements exist regarding the activity, often used with capital projects or grants

PURCHASE ORDER - A document issued by a buyer to a seller indicating type, quantity, and pricing for a product or service, resulting in an encumbrance in the buyer's accounting records

PURPOSE - A broad statement of goals or objectives specifying the reason for which something exists or is done

RESERVE - An account used to indicate that portion of fund equity which is legally restricted for a specific purpose and is, therefore, not available for general appropriation

RESOLUTION - A special order by the City Council dealing with matters of a special or temporary nature

RESOURCES - The total amount available for appropriation, including estimated revenues, fund transfers, and beginning balances

REVENUE - The yield from sources of income (such as taxes, licenses, fines, etc.) that the City collects and receives into the treasury for current or future use

REVENUE BOND - A municipal bond that finances income-producing projects and is secured by a specified revenue source, such as Gross Receipts Tax

REVENUE ESTIMATE - The funds projected to accrue during an accounting period, whether or not all of it is expected to be collected during that period

SEVEN MAJORS - Crimes reported to the Federal Bureau of Investigation (FBI), including homicide, robbery, motor vehicle theft, aggravated assault/battery, burglary, larceny, and rape

SHARED REVENUE - Taxes collected Federal or State governments that are allocated back to local governments

SINKING FUND - An account used to periodically set aside money for the gradual repayment a debt

SPAN OF CONTROL - The number of subordinates a supervisor has, expressed as a ratio of supervisor to subordinates

SPECIAL ASSESSMENT DISTRICT - The geographical area a government uses to designate a unique tax to help pay for certain public projects

SPECIAL REVENUE FUND - An account established by a government to collect money that must be used for a specific project

STRATEGIC PLAN - A systematic process of envisioning a desired future, translating that vision into broadly defined goals or objectives, and developing a sequence of steps to achieve them

SYSTEM CONTROL AND DATA ACQUISITION - A radio system for monitoring and managing the City's water and wastewater facilities

TAX - A compulsory contribution levied by a government

TAX LEVY - The amount imposed or assessed by a government on a real property owner or on a consumer or seller engaging in a business transaction

TRANSFER IN/OUT - Amounts moved from one fund or department to another

UNENCUMBERED BALANCE - The amount of an appropriation that is neither expended nor encumbered and is, therefore, still available for future use

UNRESERVED FUND BALANCE - The portion of a fund's remaining resources that is not restricted for a specific purpose and is, therefore, available for appropriation

USER FEE - A sum of money paid by an individual choosing to access a service or facility (e.g., swimming pools)

WORKLOAD INDICATOR - A unit of work to be done (e.g., number of permit applications received)

XERISCAPE - A style of landscape design requiring little or no irrigation, often used in arid regions

ABBREVIATIONS

ACA - Affordable Care Act

ADA - Americans with Disabilities Act

ADO - Asset Development Office

AFSCME - American Federation of State, County, and Municipal Employees

AIS - Annual Information Statement

ALGA - Association of Local Government Auditors

APA - American Planning Association

ARRA - American Recovery and Reinvestment Act

ASE - Automotive Service Excellence

ATV - All-Terrain Vehicle

BAR - Budget Amendment Resolution

BDD - Buckman Direct Diversion

BuRRT - Buckman Road Recycling and Transfer station

CAD - Computer-Aided Design

CAF - Corrective Action Fund

CAFR - Comprehensive Annual Financial Report

CAPER - Consolidated Action and Performance Evaluation Report

CBA - Collective Bargaining Agreement

CC - City Council

CCC - Community Convention Center

CDBG - Community Development Block Grant

CDL - Commercial Driver's License

CERT - Community Emergency Response Team

CIAC - Capital Improvement Advisory Committee

CIP - Capital Improvement Plan

CIPCAC - Capital Improvement Plan Citizen's Advisory Committee

CIPTAC - Capital Improvement Plan Technical Advisory Committee

CISA - Certified Information Systems Auditor

CLG - Certified Local Government

CM - City Manager

CMO - Collateralized Mortgage Obligation

CNG - Compressed Natural Gas

CNT - Crisis Negotiation Team

COD - Chemical Oxygen Demand
COLA - Cost Of Living Adjustment
CPO - Chief Procurement Officer
CPR - Cardiopulmonary Resuscitation
CRM - Citizen Relationship Management
CRWTP - Canyon Road Water Treatment Plant
CVB - Convention and Visitors Bureau
CY - Calendar Year
DFA -Department of Finance and Administration (State of New Mexico)
DHSEM - Department of Homeland Security and Emergency Management (State of New Mexico)
DOJ - Department of Justice
DOT - Department of Transportation (State of New Mexico)
DPS - Department of Public Safety (State of New Mexico)
DPSA - Department of Public Safety Association
DRT - Development Review Team
DUI - Driving Under the Influence of intoxicating liquor
DVP - Delivery Versus Payment
DWI - Driving While under the Influence of intoxicating liquor or drugs
EAP - Employee Assistance Program
EGRT - Environmental Gross Receipts Tax
EMMA - Electronic Municipal Market Access
EMPG - Emergency Management Performance Grant
EMS - Emergency Medical Services
EMT - Emergency Medical Technician
EOC - Emergency Operations Center
EOD - Explosive Ordinance Disposal
EOP - Emergency Operations Plan
EPA - Environmental Protection Agency
ERP - Enterprise Resource Planning
ESD - Environmental Services Division
ESWTR - Enhanced Surface Water Treatment Rule
EVTCC - Emergency Vehicle Technician Certification Commission
FAA - Federal Aviation Administration
FCC - Federal Communications Division

FDIC - Federal Deposit Insurance Corporation
FEMA - Federal Emergency Management Agency
FF and E - Furniture, Fixtures, and Equipment
FFY - Federal Fiscal Year
FGP - Foster Grandparents
FHWA - Federal Highway Administration
FINRA - Financial Industry Regulatory Authority
FT - Full-Time
FTA - Federal Transit Administration
FTE - Full-Time Equivalent
FY - Fiscal Year
GAAP - Generally Accepted Accounting Principles
GAGAS - Generally Accepted Government Auditing Standards
GASB - Governmental Accounting Standards Board
GCCC - Genoveva Chavez Community Center
GFOA - Government Finance Officers Association
GIS - Geographic Information System
GO BONDS - General Obligation Bonds
GOAL - A statement of broad direction, purpose or intent
GPRGC - Grandparents Raising Grandchildren
GPS - Global Positioning System
GREAT - Gang Resistance Education And Training
GRT - Gross Receipts Tax
HPD - Historic Preservation Division
HR - Human Resources Department
HRB - Human Rights Bureau
HUD - U.S. Office of Housing and Urban Development
HVAC - Heating, Ventilation and Air Conditioning
ICIP - Infrastructure Capital Improvement Plan
IGA - Intergovernmental Agreement
IP - Industrial Pretreatment
IPRA - Inspection of Public Records Act
IRS - Internal Revenue Service
ISACA - Information Systems Audit and Control Association

ISC - Interstate Stream Commission
IT - Information Technology
ITT - Information Technology and Telecommunications
JAG - Justice Assistance Grant
JPA - Joint Powers Agreement
KSFB - Keep Santa Fe Beautiful
LANL - Los Alamos National Laboratory
LED - Light Emitting Diode
LEDA - Local Economic Development Act
LEPF - Law Enforcement Protection Fund
LGD - Local Government Division (State of New Mexico Department of Finance and Administration)
LGIP - Local Government Investment Pool
LIHTC - Low Income Housing Tax Credit
LINC - Local Innovation Corridor
MIH - Mobile Integrated Health
MIHO - Mobile Integrated Health Office
MOU - Memorandum Of Understanding
MOW - Meals On Wheels
MPA - Metropolitan Planning Area
MPO - Metropolitan Planning Organization
MRC - Municipal Recreation Complex
MSGP - Multi-Sector General Permit
MSL - Marty Sanchez Links de Santa Fe
MSRB - Municipal Securities Rulemaking Board
MTP - Metropolitan Transportation Plan
NCS - National Citizens Survey
NCUA - National Credit Union Administration
NMAC - New Mexico Administrative Code
NMED - New Mexico Environment Department
NMFA - New Mexico Finance Authority
NMGAS - New Mexico Gas Company
NMGL - New Mexico Golf Limited
NMML - New Mexico Municipal League
NMRPA - New Mexico Recreation and Park Association

NMSA - New Mexico Statutes Annotated
NMSD - New Mexico School for the Deaf
NMWWA - New Mexico Wastewater Association
NOAA - National Oceanic and Atmospheric Association
NPDES - National Pollutant Discharge Elimination System
NRCS - National Resources Conservation Service
NRPA - National Recreation and Park Association
NSIP - Nutrition Service Incentive Program
NWS - National Weather Service
OAH - Office of Affordable Housing
OBG - Office for Business Growth
OED - Office of Economic Development
OEM - Office of Emergency Management
O and M - Operating and Maintenance
OSE - Office of the State Engineer (State of New Mexico)
OTAB - Occupancy Tax Advisory Board
PARCS - Parking Access and Revenue Control System
P-CARD - Procurement Card
PCR - Police Community Relations
PERA - Public Employees Retirement Association
PILOT - Payment In Lieu Of Taxes
PIO - Public Information Officer
PNM - Public Service Company of New Mexico
PO - Purchase Order
POS - Point Of Sale
POTW - Publically Owned Treatment Works
PRV - Pressure Reducing Valve
PT - Part-Time
PTE - Part-Time Equivalent
PTTMP - Part-Time Temporary
PWD - Public Works Department
QWEL - Qualified Water Efficient Landscaper
RFP - Request for Proposal
RFQ - Request for Quote

ROW - Right of way
RSVP - Retired Senior Volunteer Program
RTCR - Revised Total Coliform Rule
SAD - Special Assessment District
SBDC - Small Business Development Center
SCADA - Supervisory Control And Data Acquisition
SCBA - Self-Contained Breathing Apparatus
SCORE - Service Corp Of Retired Executives
SCP - Senior Companion Program
SEC - Securities and Exchange Commission
SEP - Senior Employment Program
SFBI - Santa Fe Business Incubator
SFCC - Santa Fe City Code
SFFD - Santa Fe Fire Department
SFGTV-28 - Santa Fe Government access cable Television channel 28
SFHP - Santa Fe Homes Program
SFPS - Santa Fe Public Schools
SFUAD - Santa Fe University of Art and Design
SIU - Significant Industrial User
SLO - State Land Office (State of New Mexico)
SNAG - Starting New At Golf
SSD - Senior Services Division
SWAT - Special Weapons And Tactics
SWOT - Strengths, Weaknesses, Opportunities, Threats
TAT - TMDL and Assessment Team
TBAR - Technical Budget Adjustment Request
TBBL - Technically Based Local Limit
TEMS - Tactical Emergency Medical Service
TIC - True Interest Cost
TMDL - Total Maximum Daily Load
TSF - Tourism Santa Fe
TSS - Total Suspended Solids
TWAS - Thickened Waste Activated Sludge
UPWP - Unified Planning Work Program

