

THE CITY OF SANTA FE

★

FY22 Adopted Budget

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



FISCAL YEAR 2022 - ADOPTED BUDGET

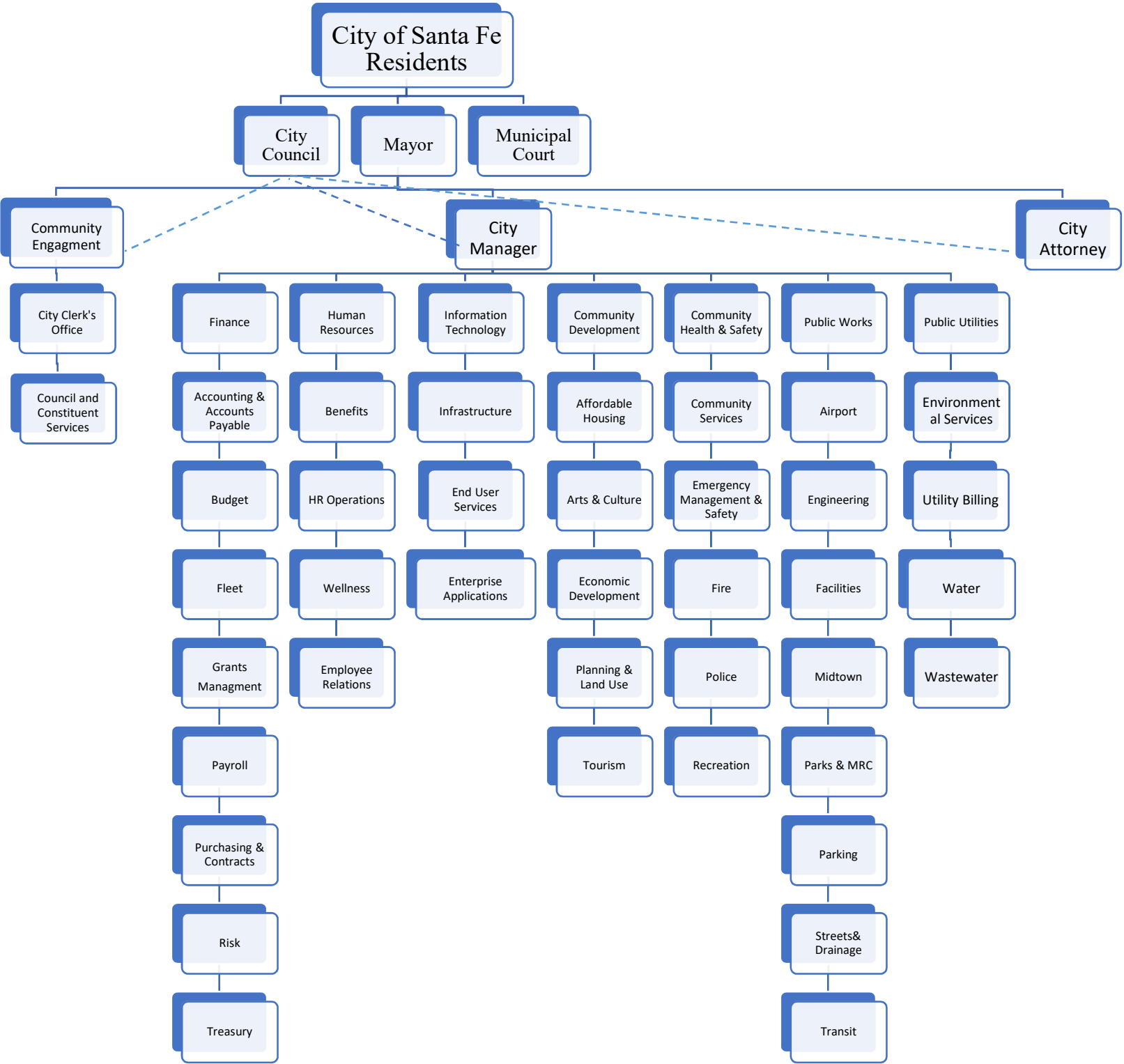
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I. CITY OF SANTA FE - ORGANIZATIONAL CHART





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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



City of Santa Fe, New Mexico

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Alan Webber, Mayor

Councilors:

Signe I. Lindell, Mayor Pro Tem, District 1
Renee Villarreal, District 1
Michael J. Garcia, District 2
Carol Romero-Wirth, District 2
Roman “Tiger” Abeyta, District 3
Chris Rivera, District 3
Jamie Cassutt-Sanchez, District 4
JoAnne Vigil Coppler, District 4

Dear Santa Feans,

Three years ago, we embarked on the next leg of Santa Fe’s centuries-long journey.

We were coming out from the shadow of the McHard Report, a document that laid bare a record of poor management—and even mis-management—that had afflicted City government for decades. We were emerging with a renewed sense of opportunity and possibility enabled by a Charter change approved by the voters of Santa Fe. We were determined to work together to add a new, uplifting chapter to the story of Santa Fe.

As Santa Fe’s first full-time Mayor, I made it my purpose to bring positive change to City government. In response to the McHard Report, I assembled an outstanding team of leaders and managers to guide our City with competence and confidence. Operating as a consistent, coherent and coordinated administration—a unified team—we determined to do the work the people of Santa Fe expect their local government to do.

We committed this administration to:

Make City government *work*.

We will make the investments in people and technology to modernize, professionalize, streamline and make transparent all aspects of our City in order to deliver the essential services the people of Santa Fe deserve and expect and to provide unequaled constituent services to every resident of Santa Fe.

Make City government *work for all*.

We will make investments in every district and neighborhood of the city to promote equity and opportunity, to promote livability and sustainability and to bring Santa Fe together as a unified community.

Make City government *work for our future*.

We will make investments that ensure the capacity of City government to solve our problems today and prevent them from happening in the future; that make good on commitments now and instill hope for the future; and that demonstrate the growing competency of City government today and

provide confidence that what we do matters as we work together to create the future we want for our children and our children's children.

Those were the overarching themes embodied in my first three budgets.

This budget represents the culmination of the themes and investments contained in those three previous documents.

In this budget we reaffirm our commitment to “put people first.”

Recognizing the extraordinary effort that our City employees have made in the face of the devastating impacts of COVID in this past year, this budget provides an amount equivalent to a 4% increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999, for the Santa Fe Police Officer's Association, IAFF Local 2059 and our non-union employees.

In addition, this budget provides funding to cover the health insurance costs of our employees without putting any additional burden on them—a recognition of the continuing impact of COVID on the health and wellbeing of our valued and valuable workforce.

As a commitment to the future of our people, we also are funding a new Classification and Compensation study in the year ahead. In my first year as Mayor, we made the promise to find the money to implement the Classification and Compensation study that had been undertaken but left unfinished. At that time, we did the right thing: we provided \$1.5 million to roughly 600 City employees up to market rate compensation levels. Now it is time to renew our commitment to pay our people what they are worth and what the market says they deserve. This study makes good on that commitment.

Finally, we are proposing a total expenditure of \$350,000 to invest in City-wide employee training; funding for safety training and supplies; and funding for tuition assistance for employees who are seeking additional education.

In this budget we reaffirm our commitment to our community's health and safety—the highest priority of our administration.

Last year we successfully adopted a reorganization of Santa Fe City government. We took a sprawling, siloed government structure and gave it shape, structure and shared purpose. Among the many changes created by that reorganization, none is more important than the creation of the Community Health and Safety Department. It represents a fundamental tenet of this administration: health and safety are inextricably connected. Keeping people safe is keeping people healthy; keeping people healthy is keeping people safe.

Across America, we are seeing cities re-imagine their approach to policing; re-committing to social services that provide the support that individuals and families need to recover, heal and thrive—especially in a post-COVID environment; anticipating threats to health and safety before they turn into crises; and developing innovative approaches that address long-standing problems.

This budget puts us in the vanguard of all of these efforts.

We are investing in life-saving behavioral health services for children, adults and seniors.

We are addressing the underlying social determinants of health: housing, food, mobility, utilities and personal safety.

We are adding support for our seniors to provide enhanced transportation, navigational support for critical services, and more meals and meal services.

We are restoring our treasured library services and filling positions—because our libraries are centers of community learning and living.

We are adding 15 temporary employees to our Wildland Fire Division, knowing that we are facing high-risk fire conditions as a consequence of climate change.

We are budgeting the funds necessary to provide our firefighters with the retirement benefits they are due—an important change that we recognized and successfully fought for at the recent session of the State Legislature. We are also adding between 15-20 new cadets in this budget and restoring funding for firefighter positions that had to be frozen last year.

We are renewing the Domestic Violence and Sexual Assault coordinator to the Police Department, putting money and resources into our commitment to help the victims of this horrible crime.

We are restoring funding for 13 previously frozen positions in the Police Department, a commitment to attracting new cadets to the re-opened Police Academy; we will also replace vehicles. We are also putting money into a comprehensive study of the Police Department workload and calls for service. This study, much like the one we did to evaluate our approach to recruiting, developing, promoting and retaining officers, will provide a much-needed evaluation of the size, structure, operations and deployment of our public safety officers. Our aim, as always, is to achieve the highest level of service and safety for our officers and all the people of Santa Fe.

In this budget we reaffirm our commitment to invest in community—in housing and livable neighborhoods.

Over the last three years we've made steady and substantial progress on our promise to provide more affordable housing—more housing of all kinds—and desirable, livable and attractive neighborhoods in all parts of Santa Fe. In this budget we are investing in a floor of \$3 million for our Affordable Housing Trust Fund and an additional position in our Office of Affordable Housing to provide the management and oversight needed to make sure that this significant increase in funding is leveraged for the maximum benefit of the people of Santa Fe.

As Mayor, I have consistently said, “The future of Santa Fe runs through the Department of Planning and Land Use.” Coming out of COVID, where so many of our community needs were made painfully manifest, we see the need to give that pivotal department the resources it needs to fulfill its role. Acting on a recommendation we initially received from the Santa Fe Homebuilders, we are adding a new position to support communication and coordination. We are also adding a new position to make sure we do a better job of managing the use of our impact fees. We are adding or “unfreezing” other vitally important positions in Planning and Land Use in order to improve the timeliness and responsiveness of this essential department. In the year ahead we expect Santa Fe to “build back

better.” We need the people, technology and management systems to make sure that the City is an excellent partner in the projects we know are under construction or in the pipeline.

The mid-town campus represents a once-in-a-lifetime opportunity for the City of Santa Fe. It is one single site where we can locate—and realize—so many of our aspirations. It is a project that can make manifest so many of our shared values. To help move this project forward, we have added a new position dedicated to the project and to the site.

As we grow as a city, we face a unique challenge: Every day we feel how special we are. We experience our sense of being special. Santa Fe is a treasure to the people who live here now and a magnet to people who want to come here.

Our strong love for Santa Fe’s past means we have a deep responsibility for Santa Fe’s future. How do we grow without sacrificing the qualities that make our city “different”? We know we cannot stop change. Nor can we permit unbridled change. Our task is to channel change, to choose the kind of change, the speed of change, the direction of change that matches our sense of ourselves—across time.

To that end, this budget proposes three special investments. First, we are adding additional funding to the Historic Preservation Division of the Planning and Land Use Department. Second, we will begin a multi-year project to update our entire Land Use Code. This is a project that would have commenced last year but had to be temporarily shelved due to COVID. We have restored it this year, fully recognizing the need to make our old code match new realities.

Finally—and perhaps most importantly—we have put money in this budget to begin a comprehensive Growth Management Study. We need a community-wide conversation about this city’s future. How much housing do we need—and how much housing can we accommodate? How do we plan for more people, more jobs, more water use, more mobility—and also plan to keep Santa Fe Santa Fe? Those are only some of the fundamental questions that we are called upon to answer. This Growth Management Study is long overdue. We haven’t undertaken an update to the City’s comprehensive plan since it was adopted in 1999. Today we know that a better way to frame the choices for our future isn’t simply to do a standard update to that plan. What we need is a deep, wide, inclusive process that involves our entire community in the issue that frames all of our choices: How do we choose the amount and kind of growth we want?

It’s our responsibility to chart the smart change we want for Santa Fe.

In this budget we reaffirm our commitment to our entire community’s quality of life—our parks, recreation centers, streets and roadways.

In Santa Fe we are justifiably proud of our city’s “look and feel.” But the COVID-created crisis of last year severely reduced our ability to fund many of the amenities that we enjoy and curtailed our capacity to maintain our city’s cherished appearance.

With this budget, we will once again make Santa Fe look like, feel like and have fun like we know we should.

We are investing more than \$1 million in family-friendly recreation programs, including opening all three of our recreation centers—and fully funding all of our life-guard positions.

We are investing more than \$1 million in our City parks, including tot lots and playground equipment upgrades; litter cleanup and port-a-potties; trail maintenance programs; tree planting and implementation of the newly created TreeSmart Santa Fe program.

We are committing the resources to take on our annual battle with the weeds in our medians—and we are committed to winning that battle through investments in better design, irrigation, tools and equipment and dedicated workers.

In this budget we reaffirm our commitment to community engagement.

The people of Santa Fe are the riches of our city. In our neighborhoods and our non-profit organizations we have a reservoir of talent, volunteerism, caring and concern that is far greater and deeper than any other place in this country. The heart and soul of Santa Fe resides in the hearths and homes of the people of Santa Fe. We all know how fortunate—how truly blessed—we are to call this place home.

It is the privilege and responsibility of the City government to serve and to tap that reservoir—to engage everyone in our community in the act of participation. Democracy is not—cannot be—a spectator sport. We all have a responsibility to stand up, speak up and take up the cause of Santa Fe.

To that end, we are funding a community-wide conversation about our past, our present and our future. We are recipients of centuries of history—of events marked both by blood and compassion. Better than almost any-place else, we have found ways to live and work together. And yet we have not had the essential, if difficult, courageous conversations we need to have, the conversations this moment calls us to conduct. Fully funding the CHART process will give everyone in Santa Fe the time, space, respect and opportunity we need to listen to and learn from each other. It is the essence of community. It is the hard work of community building and community healing.

We are also providing funds to conduct the requirement that we review and revise the four districts of the city to reflect changing population trends. Like the CHART process, this act of democracy must be fully transparent to everyone in our community.

Finally, we are adding positions and resources to continue the evolution of the Community Engagement Department, which was created by last year's reorganization. This department represents "the front door to City government"—and it is ready for improved technology, better communication, fuller transparency and more accessibility.

In this budget we reaffirm our commitment to modernizing, professionalizing and streamlining City government.

Every part of this budget depends on one central part of the budget: Improvements to the capacities and capabilities of the government of the City of Santa Fe. These internal investments may be invisible to the people of the city, but they are essential to the accomplishment of the work that serves the people of the city.

In the year ahead we anticipate that we will continue to receive a significant increase in funding for public works projects. The challenge will change from seeking funding for important projects to

improving the management of those projects. With that in mind, we are adding five new project management positions to build our oversight capacity.

If we didn't know it already, COVID has shown us how critical information technology and 21st century communications are to the accomplishment of every task in City government and to the wellbeing of every resident and business in Santa Fe. This budget contains \$670,000 for six new positions in the Information Technology and Telecommunications Department to create a new Project Management Office.

As an ongoing commitment to our financial management capabilities and fiscal transparency, we are putting \$500,000 toward audit preparation and an improved capability for a timely audit submission.

Recognizing the significantly greater workload that we anticipate will result from new opportunities for increased federal funding opportunities, numerous budget adjustments, additional procurement requirements and growing financial transactions, we are adding six new positions in the Finance Department; a new position in the Treasury Division, funded by the Lodger's Tax to oversee compliance and process tax receipts; and a new position to manage City-wide risk costs.

It needs to be said: Last year was hard.

COVID changed our lives and sapped our livelihoods. We lost friends and loved ones. We lost the fun and familiarity of our way of life, our festivals and fiestas. Our kids lost a year of in-person school, a year of sports and activities—a year where kids could just be kids.

COVID was a health crisis, an economic crisis, a social justice crisis, an emotional and spiritual crisis.

Businesses closed. Mom and pop shops closed. Restaurants and hotels closed. Our heritage events were canceled. City Hall was closed—literally.

Through it all, we kept on going. We kept on caring, we kept on adapting and changing, we kept on working, we kept moving forward on our journey—together.

We suffered losses. But we were never lost.

We had our defeats. But we were never defeated.

We endured hardships. And now we are emerging, stronger, more resilient, more confident, more optimistic and more determined than before.

We are back.

The City government—your City government—is building back to serve you. To solve problems. To invest in our future. To rebuild, restore, and rebound.

This budget has a story and a message.

It is the story of the people of Santa Fe: People who responded to the challenge of COVID as one community and who will now advance the cause of Santa Fe as one community.

It is the story of frontline workers in hospitals and clinics, fire stations and police cars, supermarkets and pharmacies, school rooms and Zoom classes, who put our community first—and who now are hearing our thanks.

It is the story of neighbors caring for neighbors, of volunteers taking care of perfect strangers who became great new friends.

It is the story of hardworking City employees and managers, working in new and innovative ways to keep our remarkable and historic city always moving forward, always moving together.

This is who we are. This is how we do things. This is how we live.

This is the chapter we have just written together in the ongoing story of Santa Fe.

Now we are asked to write a new chapter.

The start of that new chapter is the message in this budget.

With replenished resources and restored capacity, with hope in our hearts and strength in our hands, with love for our city and respect for each other, we are ready to take on the important work that lies ahead.

It is the work of making a better future for everyone in Santa Fe. It is a message of optimism and opportunity—for ourselves, our children and our children's children.

Santa Fe, it is our turn to answer this call. This is our time and our opportunity.

Santa Fe, this City of Holy Faith, is filled with faith in ourselves and faith in each other.

I'm grateful to all of you. Thank you.



Alan Webber
Mayor



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IV. EXECUTIVE SUMMARY- *CITY OF SANTA FE RESPONDS, REBALANCES, AND REBUILDS*

The City of Santa Fe Responds and Rebalances- FY20 and FY21 Budget Review

Over the last year, the Santa Fe community has responded to the coronavirus pandemic with extraordinary measures. As our City was confronted with a public health crisis that hasn't been seen for a century, our community rose to the challenges of implementing a mask ordinance, social distancing and safety protocols to keep each other safe. As the Santa Fe Promise committed, we did this together. Safe together. Open together. All together.

Despite our collective efforts the pandemic continued throughout the year, which meant that social distancing and the safety protocols restricting capacity and changing operations throughout various economic sectors was necessary throughout 2020 and part of 2021. As a result, these changes negatively impacted economic activity in our community, impacting businesses and residents and City revenues as well. Over the last year, businesses in Santa Fe closed - some temporarily, some permanently - and the unemployment rate soared to one of the highest rates seen in the last several decades. The global pandemic brought the longest economic expansion in U.S. history to an unexpected and sudden end.

Our City relies heavily on tax revenue generated by the city's tourism and hospitality industries, whose activity was reduced drastically during the restrictions throughout 2020 and 2021. With revenue down, the City recognized that responding with proactive management would make the difference in managing the fiscal crisis without negative impacts to our financial system in the long run. Throughout this time of crisis and uncertainty, a proactive and nimble management response to address the evolving situation was critical in maintaining stable government finances.

As we re-balanced the FY21 Budget, it was uncertain exactly when and how the Santa Fe economy, and therefore City of Santa Fe revenues, would rebound. Throughout the last year we continued to experience a period of uncertainty and tremendous change in our community as the public health crisis continued. Much of the significant drop in City revenue in 2020 was due to the loss of tourism, hotel occupancy, accommodations, and retail trade, since COVID-19 reduced discretionary travel, as well as activity for retail and restaurants. In July of 2020 the City was able to adjust the FY21 budget and achieve a balanced budget without resorting to increases in taxes. Making early fiscally responsible decisions in 2020 gave the City the ability to function effectively through the uncertainty of this crisis and into the recovery and rebuilding period.

While we continued to face uncertainty about the severity of the economic crisis and corresponding municipal revenue declines, the City also continued to find efficiencies and prioritized investing in innovative solutions to provide services. Through it all, City staff has worked diligently to manage expenditures and deliver vital services to the community. Nearly a year later, the City of Santa Fe government has continued to operate through the COVID-19 pandemic and corresponding economic downturn. The City continued to provide high levels of



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service to the community while addressing the needs of our most vulnerable residents and providing support to the City's business community. The variety of measures the City of Santa Fe undertook included social distancing and limiting gatherings, closing facilities and canceling events, and standing up an E-Government system and an emergency homeless shelter, thereby assisting in preventing the spread of the virus.

While revenue growth has not recovered to pre-pandemic levels as of yet, trends in collections throughout FY21 have led to a positive forecast for FY22. Today, as transmission rates decrease, vaccination rates increase and restrictions are relaxed, there are positive economic and revenue trends developing in Santa Fe and further opportunities to position our community for success in a number of areas. These positive trends also have implications for the FY22 Budget and provide further opportunities to position the City to begin the period of recovery and rebuilding. Despite these positive trends, certain revenues are still reduced due to ongoing effects of the COVID pandemic, and City revenues continue to reflect the adverse impacts of the ongoing pandemic into the upcoming fiscal year.

The City of Santa Fe Rebuilds - FY22 Adopted Budget

FY22 All Funds revenues are still less than was seen 2 years ago in FY19, before the COVID pandemic occurred, by approximately \$22.9 million, and are not projected to fully recover to pre-COVID levels in FY22. The FY22 All Funds expenditures total \$347.3 million, an increase of \$34.8 million or 11.2 percent across all funds from the FY21 budgeted levels at mid-year. The FY22 General Fund expenditures total \$105.9 million, an increase of \$12.2 million or 13.1 percent from the FY21 budgeted levels at midyear.

Despite the challenges of the impacts of COVID-19, the FY22 Adopted Budget begins to look forward with optimism to plan for the needs of the post-pandemic rebuilding and recovery period. As the Mayor and Council move forward into FY22 and work together to lead the City into a post-pandemic era, the FY22 Budget prioritizes making strategic investments in the City's quality of life. During these unprecedented times, the City must continue to provide Santa Fe residents and businesses the services they expect, while addressing our community's critical needs as the pandemic continues. Most importantly, a unified effort by the City government and our community partners will be required for Santa Fe to recover and build back better from the effects the public health crisis.

The FY22 Adopted Budget invests in rebuilding post-pandemic for a future in Santa Fe where all people can afford to live and enjoy a healthy and safe environment. The FY22 Adopted Budget also continues to invest in our workforce that has made extraordinary efforts to keep Santa Fe operating during the pandemic, and has provided opportunities to modernize government, which will improve residents' experiences with government operations.

The FY22 Adopted Budget is a fiscally responsible budget that focuses on strategic investments in critical areas, including:



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Investing in Our City Employees

- Salary Increases –
 - An amount equivalent to a 4% increase to salary, and all salary-dependent benefits, for members of the Santa Fe Police Officers' Association, IAFF Local 2059, and AFSCME Local 3999, which will be allocated through the collective bargaining process.
 - A 4% salary increase for non-union employees and a 3% salary increase for Department Directors.
- Health Insurance – the increase for health insurance costs in FY22 will be fully funded from reserves, without increases to employees' rates.
- An additional \$350 thousand in training and safety supplies for City employees:
 - \$50 thousand in additional funding for Citywide Training;
 - \$100 thousand additional funding for Tuition Assistance; and
 - \$200 thousand in additional funding for Safety Training and Safety Supplies.
- \$200 thousand to engage in a new Classification and Compensation Study.
- \$100 thousand for Firefighter Equitable Retirement - State law has historically and unfairly prohibited some firefighters who work certain schedules from obtaining the full retirement credit for all hours they work. During the 2021 legislative session, Senate Bill 90 proposed changes to the state law to allow hours-worked to be counted, so that when it comes time for our firefighters to retire, they will receive the retirement benefits to which they are entitled. The legislature passed Senate Bill 90 and Governor Lujan Grisham signed the bill into law this year. In response, the City is committing over \$100 thousand to implement the City's portion of the increases in firefighter retirement contributions.
- An increase to the living wage from \$12.10 to \$12.32 per hour for all applicable staff, which was implemented in March 2021 as required. The City's living wage is currently higher than the state's living wage.
- Funding to fill positions that were frozen citywide in FY21.

Investing in Our Neighborhoods

- The City will continue its commitment to Affordable Housing, allocating an additional \$3 million to the Affordable Housing Trust Fund in FY22.
- Addition of 1 new FTE to manage \$3 million additional funding for Affordable Housing.
- \$75 thousand for an Eviction Hotline for tenants and a mediation service/mediation outreach effort.
- \$200 thousand for growth management planning.
- \$150 thousand to support updating the land use code in FY22.
- \$64 thousand for the Historic Preservation Division, appropriated as matching funds to leverage a State grant used to strengthen local historic preservation activities.
- 1 new FTE to support communication and coordination in Land Use.
- 1 new FTE to facilitate the use and administration of impact fees in Land Use.



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- 3 additional new FTEs for Land Use (construction inspector, plans examiner, and a permit technician) to support the department's customer service activities.
- Funding 4 frozen positions (2 construction inspectors, project administrator and engineer associate) in Land Use.

Investing in Our Community's Health, Safety and Recreation

- \$740 thousand invested in critical safety-net and behavioral health services for children, adults and seniors throughout the city.
- \$475 thousand for additional staff to expand the Alternative Response Unit in Fire in order to respond to behavioral health-related 911 calls.
- \$255 thousand for Fire Department training, crisis intervention, de-escalation training, behavioral health and mental illness recognition and sensitivity training.
- \$500 thousand to hire 15 temporary employees in the Wildland Fire Division to respond to a projected high-risk fire season.
- \$778 thousand to fill Fire Department positions that were frozen in FY21, and to hire 15-20 cadets to send to the Fire Academy in FY22.
- Renewal of the City's commitment to invest \$71 thousand for a Domestic Violence and Sexual Assault Coordinator to work with the Special Victims Unit in SFPD.
- \$70 thousand to support reestablishing Drug Court in Municipal Court.
- \$1.4 million in the General Fund to restore 13 frozen positions, including both sworn and non-sworn classifications, and to restore funding for operations and replacement vehicles.
- \$112 thousand for a Police Workload Assessment to evaluate the Police Department's call loads department-wide and provide an objective staffing recommendation.
- Over \$1 million will be invested in Family Friendly Recreation to support the following:
 - Summer 2021 Youth Program at Pre-Covid Levels for 800+ youth throughout the entire City and 90 summer jobs for youth specialists;
 - Funding to open all recreation centers - GCCC, Ft. Marcy and Salvador Perez; and
 - Funding to fill all lifeguard positions.

Investing in Community Engagement

- \$75 thousand for Spanish language translation services for City information.
- \$326 thousand for Santa Fe's Cultures, Histories, Art, Reconciliation, and Truth (CHART) services.
- \$100 thousand for legally required redistricting.
- \$200 thousand for special event funding and to fill frozen positions for community events (Marketing and Special Events Coordinator & Neighborhood Engagement Coordinator positions).



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- Funding for the City Clerk's Office to distribute bilingual information about the upcoming election, voting locations, and Ranked Choice Voting to residents. This education and information will include a variety of methods - print, radio, direct mail, and social media.

Investing in Our City Parks System

- Over \$1 million will be invested in the City's Parks system to support the following:
 - Weed control in medians; irrigation assessments, upgrades, and training;
 - Tot lots and playground improvements; court resurfacing (basketball, tennis, and pickle ball);
 - Litter cleanups, portable toilet rentals for selected locations and public events, and safety and equipment training for employees;
 - Reinstating nonprofit trail-maintenance contracts; security camera coordination and placement;
 - Data collection including labor and water-conservation assessments;
 - Tree planting, parks maintenance, and inventories for the TreeSmartSF initiative; and
 - Hiring previously frozen Parks Division positions.

Investing in Modernizing Our City Government

- \$670 thousand for 6 new FTEs to create a Project Management Office (PMO) in ITT, and \$1.8 million for contracted services and hardware costs.
- \$575 thousand for 5 new FTEs in Public Works to build project administration capacity and support other department priorities, including Midtown staff.
- \$500 thousand to support audit preparation and ensure a timely audit submission.
- \$700 thousand for 6 new FTEs to manage the additional workload created by substantial federal funding opportunities, multiple audits, numerous budget adjustments, and the implementation of new technology.
- 1 new FTE in the Treasury Division funded by the Lodgers' Tax to manage increased workload for processing Lodgers' Tax receipts and tax compliance.
- 1 new FTE in Risk to manage citywide risk costs.

Next Steps

Although the FY22 Adopted Budget was developed in a period of continued uncertainty about the economic, public health, and social impacts of the ongoing COVID-19 pandemic, the FY22 budget meets the City's financial obligations, including debt service, and leverages the City's resources to support shared priorities. Through the guidance of the Mayor and Council, the City's management team and staff will continue to meet the needs and challenges facing the City.

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, Budget staff have committed to bringing



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quarterly budget adjustments to the Council as actual revenue receipts are assessed throughout the fiscal year. As was the case in FY21, adjustments to the FY22 budget will be very likely through the coming fiscal year. If additional funding becomes available during the course of FY22, City staff is committed to bringing forward budget adjustments in order to continue to invest in critical service areas that were identified throughout the FY22 budget hearings.

New federal economic stimulus aid was approved in the American Recovery Plan Act in March 2021, however, that aid is not included in this Adopted Budget. As part of the American Recovery Plan Act, the City is set to receive approximately \$15 million in funding to support those still in crisis, while also rebuilding the City's economic base and restoring the City's operations.



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ALL FUNDS SUMMARY

CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY* FY 2017/18 THROUGH FY 2021/22

CATEGORY	ACTUAL REVENUE FY 2017/18	ACTUAL REVENUE FY 2018/19	ACTUAL REVENUE FY 2019/20	FY 2020/21 MIDYEAR BUDGET	ADOPTED BUDGET FY 2021/22	AMOUNT CHANGE 20/21-21/22	PERCENT CHANGE 20/21-21/22
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	110,811,262	110,878,967	115,129,601	90,858,566	108,931,958	18,073,392	19.9%
-Property Tax	11,392,416	10,784,753	10,850,664	11,989,105	10,942,596	(1,046,509)	-8.7%
-Franchise Fees	4,397,467	4,845,849	5,074,062	4,566,228	3,827,926	(738,302)	-16.2%
-Lodgers' Tax	11,530,595	12,533,263	9,947,568	6,400,212	8,741,248	2,341,036	36.6%
-Gasoline Tax	1,445,498	1,367,389	1,333,045	1,064,848	1,181,966	117,118	11.0%
-Other Taxes	562,889	451,466	477,671	429,895	566,003	136,108	31.7%
<i>Subtotal - Taxes</i>	<i>140,140,127</i>	<i>140,861,687</i>	<i>142,812,611</i>	<i>115,308,854</i>	<i>134,191,697</i>	<i>18,882,843</i>	<i>16.4%</i>
<u>Licenses & Permits:</u>							
-Business Licenses	411,426	397,585	607,826	320,435	352,479	32,044	10.0%
-Building/Zoning Permits	3,494,817	3,184,430	3,671,853	2,681,197	2,949,318	268,121	10.0%
-Other Licenses & Permits	319,401	318,942	216,140	325,972	359,198	33,226	10.2%
<i>Subtotal - Licenses & Permits</i>	<i>4,225,644</i>	<i>3,900,957</i>	<i>4,495,818</i>	<i>3,327,604</i>	<i>3,660,995</i>	<i>333,391</i>	<i>10.0%</i>
<u>Fees & Service Charges:</u>							
-Airport Fees	1,937,650	1,626,667	2,192,631	547,942	684,929	136,987	25.0%
-Ambulance Fees	2,544,706	2,497,386	4,645,196	2,520,000	2,772,000	252,000	10.0%
-Civic Center Fees	789,730	720,912	283,558	246,527	252,209	5,682	2.3%
-Housing Fees	611,540	638,572	1,296,160	476,250	523,875	47,625	10.0%
-Impact Fees	1,621,261	2,676,788	2,723,215	1,307,537	1,438,292	130,755	10.0%
-Insurance Premiums	28,182,348	28,113,122	27,636,852	30,330,607	34,660,413	4,329,806	14.3%
-Meals Fees	52,096	48,436	50,988	90,000	99,000	9,000	10.0%
-Parking Fees	4,833,610	5,587,612	3,702,079	3,732,204	4,107,311	375,107	10.1%
-Planning/Land Use Fees	399,614	265,748	235,688	684,469	752,915	68,446	10.0%
-Police/Court Fees	1,251,605	891,703	550,756	398,519	438,372	39,853	10.0%
-Public Transportation Fees	358,140	346,451	249,851	156,021	171,624	15,603	10.0%
-Recreation Fees	3,328,686	3,295,426	1,963,134	2,184,240	2,493,386	309,146	14.2%
-Solid Waste Fees	12,713,898	12,856,216	12,841,679	12,035,359	12,691,735	656,376	5.5%
-Wastewater Fees	13,197,506	13,205,600	13,586,183	11,742,094	14,009,608	2,267,514	19.3%
-Water Fees	38,153,617	32,186,172	38,736,782	34,118,254	34,632,985	514,731	1.5%
-Reimbursed Expenses	13,854,942	13,712,450	14,822,079	15,245,804	17,462,610	2,216,806	14.5%
-Other Fees/Services	1,461,035	1,590,371	3,978,306	1,583,385	2,081,448	498,063	31.5%
<i>Subtotal - Fees & Services</i>	<i>125,291,984</i>	<i>120,259,632</i>	<i>129,495,137</i>	<i>117,399,212</i>	<i>129,272,712</i>	<i>11,873,500</i>	<i>10.1%</i>
<u>Fines & Forfeitures:</u>							
-Parking Fines	684,963	660,040	638,981	460,023	506,025	46,002	10.0%
-Violations Fines	265,339	113,915	16,031	96,234	104,735	8,501	8.8%
-Other Fines & Forfeitures	317,838	308,089	267,784	239,003	262,904	23,901	10.0%
<i>Subtotal - Fines & Forfeitures</i>	<i>1,268,140</i>	<i>1,082,044</i>	<i>922,796</i>	<i>795,260</i>	<i>873,664</i>	<i>78,404</i>	<i>9.9%</i>

[continued next page]

*includes ERP (CIP) Budget; excludes Buckman Direct Diversion and SF Solid Waste Management Agency



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY* FY 2017/18 THROUGH FY 2021/22

CATEGORY	ACTUAL REVENUE FY 2017/18	ACTUAL REVENUE FY 2018/19	ACTUAL REVENUE FY 2019/20	FY 2020/21 MIDYEAR BUDGET	ADOPTED BUDGET FY 2021/22	AMOUNT CHANGE 20/21-21/22	PERCENT CHANGE 20/21-21/22
<i>[continued from previous page]</i>							
<u>Rents/Royalties/Concessions:</u>							
-Airport Rentals	111,377	127,915	74,404	58,014	72,517	14,503	25.0%
-Equipment Rentals	39,110	38,187	24,496	24,819	26,060	1,241	5.0%
-Parks & Recreation - Rentals	262,494	272,063	210,333	167,650	181,359	13,709	8.2%
-Other Rentals	2,481,519	1,804,943	1,826,361	1,139,100	1,456,093	316,993	27.8%
<i>Subtotal - Rents/Royalties</i>	<i>2,894,500</i>	<i>2,243,107</i>	<i>2,135,594</i>	<i>1,389,583</i>	<i>1,736,029</i>	<i>346,446</i>	<i>24.9%</i>
<u>Miscellaneous Revenues:</u>							
-Bond Proceeds	10,290,000	20,000,000	5,445,000	-	-	-	N/A
-Insurance Recoveries	12,016	54,267	13,401	20,000	23,000	3,000	15.0%
-Sales Revenue	404,399	178,469	53,377	45,410	52,360	6,950	15.3%
-Other Misc. Revenue	4,592,696	6,160,297	1,043,436	1,317,437	2,025,773	708,336	53.8%
<i>Subtotal - Miscellaneous</i>	<i>15,299,111</i>	<i>26,393,032</i>	<i>6,555,213</i>	<i>1,382,847</i>	<i>2,101,133</i>	<i>718,286</i>	<i>51.9%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	3,879,323	3,446,201	3,552,664	5,009,888	9,109,576	4,099,688	81.8%
-Federal Grants	3,136,174	2,799,602	1,763,659	8,473,037	6,144,673	(2,328,364)	-27.5%
-SF County Grants	50,464	121,300	115,012	73,102	65,144	(7,958)	-10.9%
-Other Grants	-	1,000	4,079,403	35,000	40,000	5,000	14.3%
<i>Subtotal - Intergovernmental</i>	<i>7,065,962</i>	<i>6,368,102</i>	<i>9,510,738</i>	<i>13,591,027</i>	<i>15,359,393</i>	<i>1,768,366</i>	<i>13.0%</i>
Interest on Investments	2,189,018	120,474	82,709	202,249	449,394	247,145	122.2%
Transfers In	60,329,073	60,028,087	55,079,311	44,044,972	50,710,771	6,665,799	15.1%
TOTAL REVENUES	358,703,559	361,257,123	351,089,928	297,441,608	338,355,788	40,914,180	13.8%
Cash Reserves				22,411,605	8,953,190		
TOTAL RESOURCES	358,703,559	361,257,123	351,089,928	319,853,213	347,308,978	27,455,765	8.6%

*includes ERP (CIP) Budget; excludes Buckman Direct Diversion and SF Solid Waste Management Agency



FISCAL YEAR 2022 - ADOPTED BUDGET

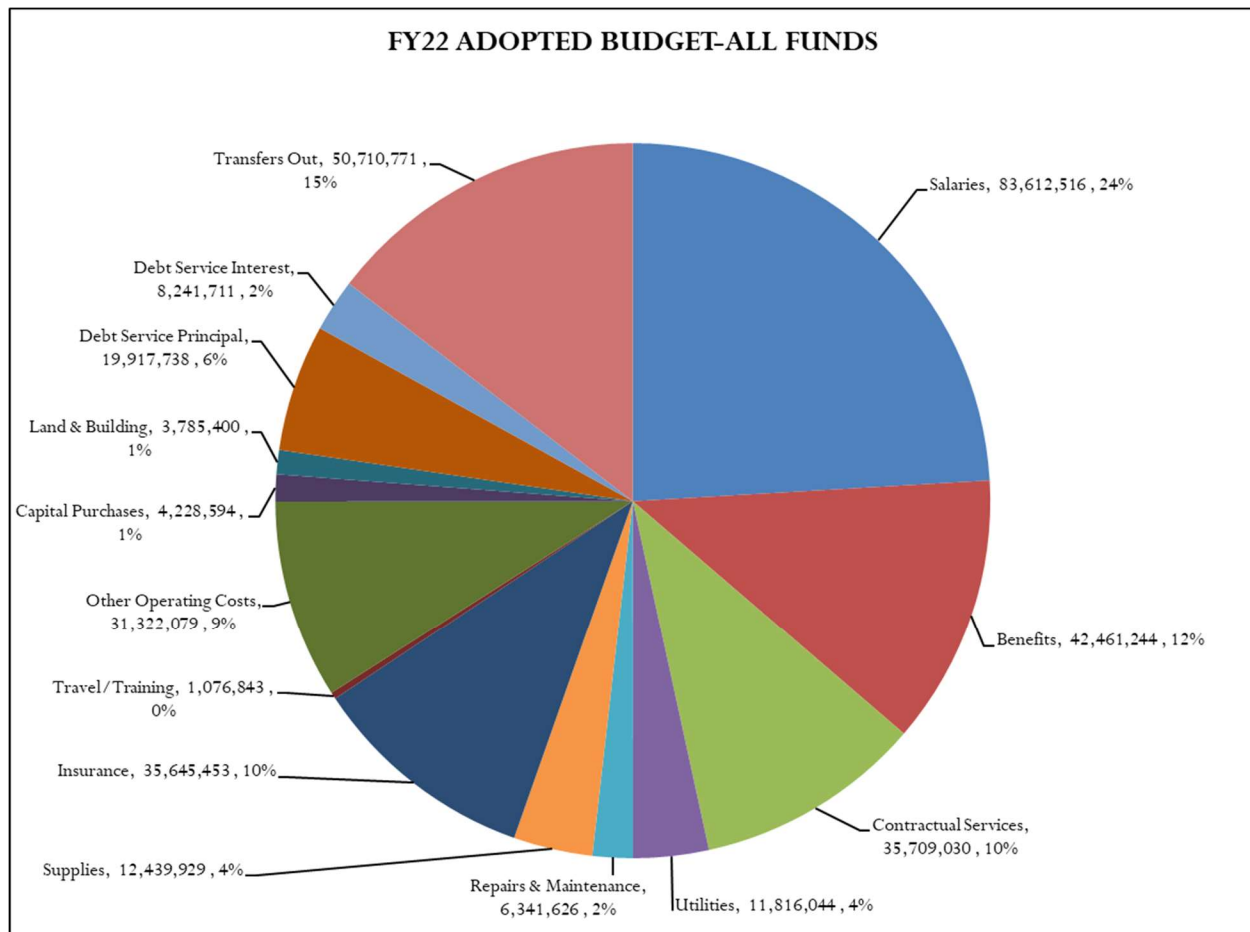
CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY CATEGORY* FY 2017/18 THROUGH FY 2021/22

CATEGORY	ACTUAL EXPENSES FY 2017/18	ACTUAL EXPENSES FY 2018/19	ACTUAL EXPENSES FY 2019/20	FY 2020/21 MIDYEAR BUDGET	ADOPTED BUDGET FY 2021/22	AMOUNT CHANGE 20/21-21/22	PERCENT CHANGE 20/21-21/22
<u>Personnel Services:</u>							
-Salaries	73,526,915	71,952,777	72,822,034	73,435,304	83,612,516	10,177,212	13.9%
-Benefits	30,456,776	36,232,606	34,203,238	40,179,434	42,461,244	2,281,810	5.7%
<i>Subtotal - Personnel Services</i>	<i>103,983,691</i>	<i>108,185,383</i>	<i>107,025,272</i>	<i>113,614,738</i>	<i>126,073,760</i>	<i>12,459,022</i>	<i>11.0%</i>
<u>Operating Expenses:</u>							
-Contractual Services	18,012,011	17,780,042	18,777,545	23,497,923	35,709,030	12,211,107	52.0%
-Utilities	11,632,295	11,032,461	11,132,027	11,603,936	11,816,044	212,108	1.8%
-Repairs & Maintenance	4,362,953	4,872,330	5,341,817	5,553,164	6,341,626	788,462	14.2%
-Supplies	10,481,631	10,400,250	10,708,921	11,272,022	12,439,929	1,167,907	10.4%
-Insurance	30,344,355	33,051,913	34,564,957	33,922,147	35,645,453	1,723,306	5.1%
-Travel/Training	975,248	1,107,676	576,050	614,116	1,076,843	462,727	75.3%
-Other Operating Costs	30,010,104	26,536,541	55,952,918	29,807,857	31,322,079	1,514,222	5.1%
<i>Subtotal - Operating Expenses</i>	<i>105,818,599</i>	<i>104,781,213</i>	<i>137,054,236</i>	<i>116,271,165</i>	<i>134,351,004</i>	<i>18,079,839</i>	<i>15.5%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	6,646,899	4,608,343	7,253,943	4,542,636	4,228,594	(314,042)	-6.9%
-Land & Building	686,947	6,730,139	458,146	2,450,239	3,785,400	1,335,161	54.5%
<i>Subtotal - Capital Outlay</i>	<i>7,333,846</i>	<i>11,338,482</i>	<i>7,712,088</i>	<i>6,992,875</i>	<i>8,013,994</i>	<i>1,021,119</i>	<i>14.6%</i>
<u>Debt Service:</u>							
-Principal	19,089,870	29,295,556	14,540,762	21,261,908	19,917,738	(1,344,170)	-6.3%
-Interest	10,421,421	11,397,362	10,525,005	10,223,908	8,241,711	(1,982,197)	-19.4%
<i>Subtotal - Debt Service</i>	<i>29,511,291</i>	<i>40,692,918</i>	<i>25,065,767</i>	<i>31,485,816</i>	<i>28,159,449</i>	<i>(3,326,367)</i>	<i>-10.6%</i>
Transfers Out	82,587,139	92,518,145	57,519,052	44,098,972	50,710,771	6,611,799	15.0%
TOTAL EXPENDITURES	329,234,566	357,516,141	334,376,415	312,463,566	347,308,978	34,845,412	11.2%

*includes ERP (CIP) Budget; excludes Buckman Direct Diversion and SF Solid Waste Management Agency



FISCAL YEAR 2022 - ADOPTED BUDGET





FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY DEPARTMENT FY 2017/18 THROUGH FY 2021/22

DEPARTMENT	ACTUAL EXPENSES FY 2017/18	ACTUAL EXPENSES FY 2018/19	ACTUAL EXPENSES FY 2019/20	FY 2020/21 MIDYEAR BUDGET	ADOPTED BUDGET FY 2021/22	AMOUNT CHANGE 20/21-21/22	PERCENT CHANGE 20/21-21/22
Affordable Housing	1,637,011	1,653,269	1,450,603	3,008,360	7,686,530	4,678,170	155.5%
Arts & Culture	1,720,817	1,430,593	1,677,561	931,925	1,209,610	277,685	29.8%
Community Engagement	2,328,517	1,853,225	1,712,213	1,838,326	3,643,598	1,805,272	98.2%
Community Services	15,853,303	15,549,199	16,031,179	18,355,462	19,489,436	1,133,974	6.2%
Economic Development	2,705,562	2,235,199	1,858,997	2,047,050	2,522,165	475,115	23.2%
Emergency Management	2,364,449	2,931,133	2,945,448	2,895,854	2,955,691	59,837	2.1%
Finance	31,729,544	27,365,039	27,985,698	23,407,207	27,057,824	3,650,617	15.6%
Fire	20,544,070	21,029,712	21,154,029	21,603,833	25,863,403	4,259,570	19.7%
General Government	6,020,828	5,248,314	6,199,521	5,624,113	5,928,640	304,527	5.4%
Human Resources	23,443,317	24,496,143	25,950,275	27,245,971	28,742,012	1,496,041	5.5%
Info Tech & Telecom*	10,573,683	9,369,138	12,393,669	13,068,172	18,073,477	5,005,305	38.3%
Planning & Land Use	5,648,632	5,177,613	5,437,315	5,726,816	6,859,294	1,132,478	19.8%
Police	27,838,604	27,620,969	26,212,542	25,998,846	27,871,103	1,872,257	7.2%
Public Utilities	69,473,630	72,376,003	69,005,122	63,302,602	64,697,137	1,394,535	2.2%
Public Works	47,685,812	50,091,828	57,495,783	52,577,299	50,650,837	(1,926,462)	-3.7%
Recreation	6,926,784	6,716,942	7,159,041	5,942,308	9,361,721	3,419,413	57.5%
TOURISM Santa Fe	9,620,251	10,156,112	9,423,762	12,584,280	10,183,045	(2,401,235)	-19.1%
<i>Non-Departmental*</i>	<i>43,119,752</i>	<i>72,215,710</i>	<i>40,283,655</i>	<i>26,305,142</i>	<i>34,513,455</i>	<i>8,208,313</i>	<i>31.2%</i>
TOTAL EXPENDITURES	329,234,566	357,516,141	334,376,415	312,463,566	347,308,978	34,845,412	11.2%

*includes ERP (CIP) Budget; excludes Buckman Direct Diversion and SF Solid Waste Management Agency



FISCAL YEAR 2022 - ADOPTED BUDGET

GENERAL FUND SUMMARY

CITY OF SANTA FE GENERAL FUND - REVENUES BY CATEGORY FY 2017/18 THROUGH FY 2021/22

CATEGORY	ACTUAL REVENUE FY 2017/18	ACTUAL REVENUE FY 2018/19	ACTUAL REVENUE FY 2019/20	FY 2020/21 MIDYEAR BUDGET	ADOPTED BUDGET FY 2021/22	AMOUNT CHANGE 20/21-21/22	PERCENT CHANGE 20/21-21/22
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	64,915,409	65,812,526	72,676,481	57,480,900	68,914,879	11,433,979	19.9%
-Property Tax	8,965,751	8,351,923	8,732,173	10,041,506	8,964,503	(1,077,003)	-10.7%
-Franchise Fees	4,378,595	4,831,197	5,032,537	4,498,228	3,756,726	(741,502)	-16.5%
-Other Taxes	495,819	451,466	477,671	376,012	512,120	136,108	36.2%
<i>Subtotal - Taxes</i>	<i>78,755,574</i>	<i>79,447,112</i>	<i>86,918,862</i>	<i>72,396,646</i>	<i>82,148,228</i>	<i>9,751,582</i>	<i>13.5%</i>
<u>Licenses & Permits:</u>							
-Business Licenses	409,776	396,160	607,826	319,242	351,167	31,925	10.0%
-Building/Zoning Permits	3,475,797	3,163,467	3,638,513	2,641,197	2,905,318	264,121	10.0%
-Other Licenses & Permits	294,836	302,477	204,280	303,722	334,096	30,374	10.0%
<i>Subtotal - Licenses & Permits</i>	<i>4,180,409</i>	<i>3,862,105</i>	<i>4,450,618</i>	<i>3,264,161</i>	<i>3,590,581</i>	<i>326,420</i>	<i>10.0%</i>
<u>Fees & Service Charges:</u>							
-Ambulance Fees	2,544,706	2,497,386	4,645,196	2,520,000	2,772,000	252,000	10.0%
-Impact Fees	-	9,320	11,843	-	-	-	N/A
-Planning/Land Use Fees	399,614	265,748	235,688	684,469	752,915	68,446	10.0%
-Police/Court Fees	51,589	65,441	52,285	30,600	33,660	3,060	10.0%
-Recreation Fees	445,143	357,953	180,209	166,383	183,022	16,639	10.0%
-Reimbursed Expenses	5,032,074	4,793,972	5,449,759	4,952,007	5,424,866	472,859	9.5%
-Other Fees/Services	221,405	194,302	50,663	342,681	376,949	34,268	10.0%
<i>Subtotal - Fees & Services</i>	<i>8,694,530</i>	<i>8,184,123</i>	<i>10,625,643</i>	<i>8,696,140</i>	<i>9,543,412</i>	<i>847,272</i>	<i>9.7%</i>
<u>Fines & Forfeitures:</u>							
-Violations Fines	3,995	3,209	2,423	2,520	2,772	252	10.0%
-Other Fines & Forfeitures	237,817	217,123	214,590	188,800	207,680	18,880	10.0%
<i>Subtotal - Fines & Forfeitures</i>	<i>241,812</i>	<i>220,332</i>	<i>217,013</i>	<i>191,320</i>	<i>210,452</i>	<i>19,132</i>	<i>10.0%</i>
<u>Rents/Royalties/Concessions:</u>							
-Parks & Recreation - Rentals	19,097	13,098	9,467	8,226	9,049	823	10.0%
-Other Rentals	5,020	41,046	648	3,884	4,272	388	10.0%
<i>Subtotal - Rents/Royalties</i>	<i>24,117</i>	<i>54,144</i>	<i>10,114</i>	<i>12,110</i>	<i>13,321</i>	<i>1,211</i>	<i>10.0%</i>
<u>Miscellaneous Revenues:</u>							
-Sales Revenue	2,251	45,587	2,507	-	-	-	N/A
-Other Misc. Revenue	194,395	13,229	(1,906,404)	37,692	41,461	3,769	10.0%
<i>Subtotal - Miscellaneous</i>	<i>196,646</i>	<i>58,816</i>	<i>(1,903,897)</i>	<i>37,692</i>	<i>41,461</i>	<i>3,769</i>	<i>10.0%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	819,036	632,643	56,345	611,555	611,555	-	0.0%
-SF County Grants	11,146	25,814	17,710	-	-	-	N/A
<i>Subtotal - Intergovernmental</i>	<i>830,182</i>	<i>658,456</i>	<i>74,055</i>	<i>611,555</i>	<i>611,555</i>	<i>-</i>	<i>0.0%</i>
Interest on Investments	33,994	-	-	8,096	8,906	810	10.0%
Transfers In	1,658,068	1,070,509	2,334,946	7,543,688	2,693,664	(4,850,024)	-64.3%
TOTAL REVENUES	94,615,334	93,555,597	102,727,355	92,761,408	98,861,580	6,100,172	6.6%



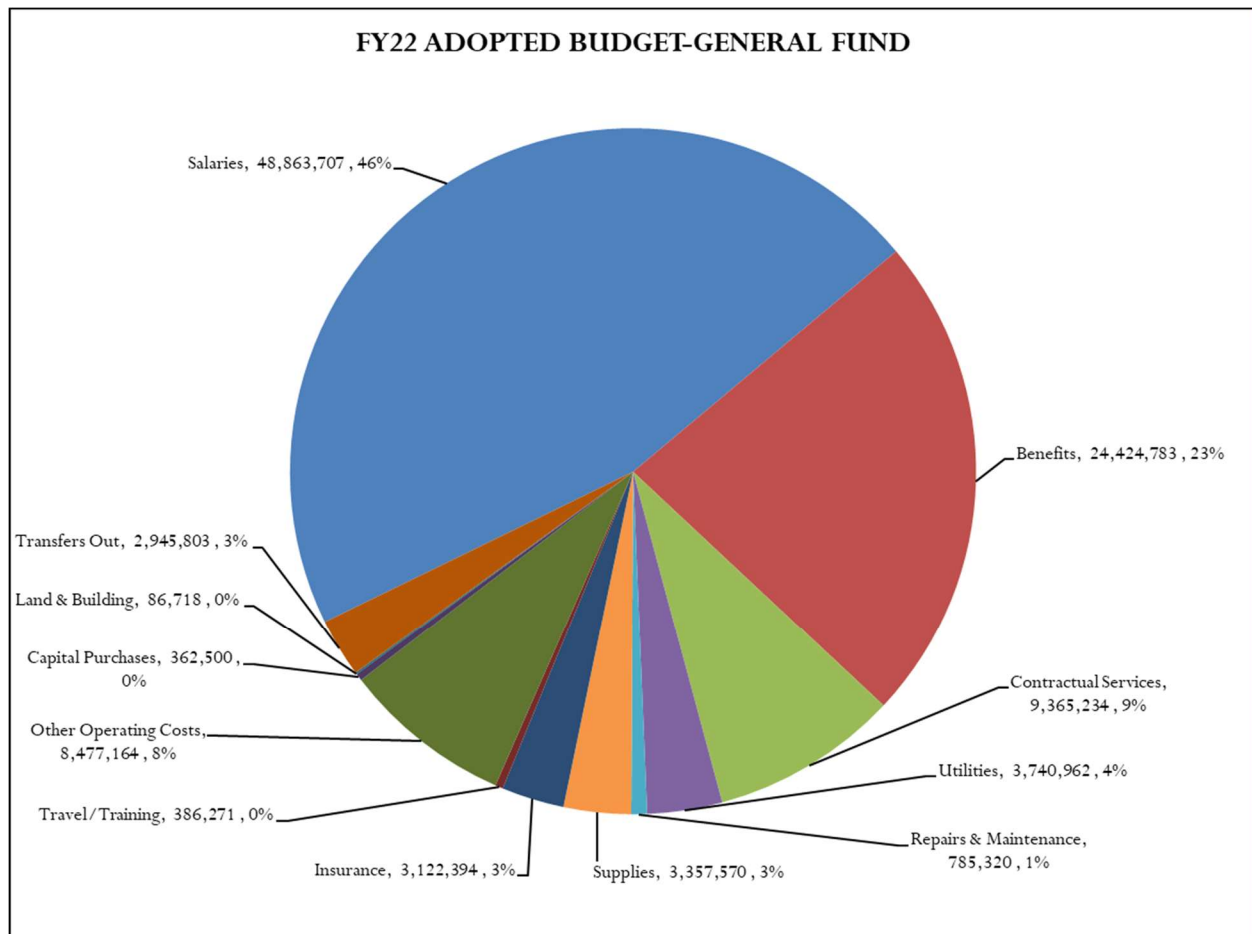
FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE GENERAL FUND - EXPENDITURES BY CATEGORY FY 2017/18 THROUGH FY 2021/22

CATEGORY	ACTUAL EXPENSES FY 2017/18	ACTUAL EXPENSES FY 2018/19	ACTUAL EXPENSES FY 2019/20	FY 2020/21 MIDYEAR BUDGET	ADOPTED BUDGET FY 2021/22	AMOUNT CHANGE 20/21-21/22	PERCENT CHANGE 20/21-21/22
<u>Personnel Services:</u>							
-Salaries	42,131,835	42,038,155	42,249,089	42,215,386	48,863,707	6,648,321	15.7%
-Benefits	21,499,229	21,311,794	19,742,445	22,360,177	24,424,783	2,064,606	9.2%
<i>Subtotal - Personnel Services</i>	<i>63,631,064</i>	<i>63,349,950</i>	<i>61,991,534</i>	<i>64,575,563</i>	<i>73,288,490</i>	<i>8,712,927</i>	<i>13.5%</i>
<u>Operating Expenses:</u>							
-Contractual Services	4,164,142	3,208,389	4,984,137	5,702,654	9,365,234	3,662,580	64.2%
-Utilities	4,382,223	3,478,897	3,939,821	3,771,462	3,740,962	(30,500)	-0.8%
-Repairs & Maintenance	626,912	601,506	762,913	732,962	785,320	52,358	7.1%
-Supplies	2,481,636	2,508,570	2,834,226	2,051,347	3,357,570	1,306,223	63.7%
-Insurance	3,097,678	3,094,163	3,108,959	3,362,537	3,122,394	(240,143)	-7.1%
-Travel/Training	308,480	186,801	149,424	71,732	386,271	314,539	438.5%
-Other Operating Costs	6,538,751	6,142,359	6,930,328	7,597,891	8,477,164	879,273	11.6%
<i>Subtotal - Operating Expenses</i>	<i>21,599,821</i>	<i>19,220,685</i>	<i>22,709,809</i>	<i>23,290,585</i>	<i>29,234,915</i>	<i>5,944,330</i>	<i>25.5%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	941,990	806,329	1,760,273	351,519	362,500	10,981	3.1%
-Land & Building	97,989	400,504	207,296	7,718	86,718	79,000	1023.6%
<i>Subtotal - Capital Outlay</i>	<i>1,039,980</i>	<i>1,206,832</i>	<i>1,967,569</i>	<i>359,237</i>	<i>449,218</i>	<i>89,981</i>	<i>25.0%</i>
Transfers Out	6,739,886	4,500,562	7,943,095	5,452,149	2,945,803	(2,506,346)	-46.0%
TOTAL EXPENDITURES	93,010,751	88,278,029	94,612,007	93,677,534	105,918,426	12,240,892	13.1%



FISCAL YEAR 2022 - ADOPTED BUDGET





FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE GENERAL FUND EXPENDITURES BY DEPARTMENT FY 2017/18 THROUGH FY 2021/22

DEPARTMENT	ACTUAL EXPENSES FY 2017/18	ACTUAL EXPENSES FY 2018/19	ACTUAL EXPENSES FY 2019/20	FY 2020/21 MIDYEAR BUDGET	ADOPTED BUDGET FY 2021/22	AMOUNT CHANGE 20/21-21/22	PERCENT CHANGE 20/21-21/22
Affordable Housing	500,130	526,715	682,380	915,414	1,083,836	168,422	18.4%
Community Engagement	1,971,989	1,831,219	1,692,213	1,838,326	3,332,398	1,494,072	81.3%
Community Services	8,090,860	7,792,008	8,257,170	8,951,749	7,055,394	(1,896,355)	-21.2%
Economic Development	865,622	877,387	1,061,464	827,814	1,048,770	220,956	26.7%
Emergency Management	-	-	-	118,796	147,895	29,099	24.5%
Finance	5,792,505	4,471,734	4,490,562	4,481,864	6,457,705	1,975,841	44.1%
Fire	19,826,058	19,370,551	19,744,223	19,545,791	24,018,065	4,472,274	22.9%
General Government	5,206,524	5,006,842	6,022,308	5,575,033	5,838,540	263,507	4.7%
Human Resources	1,444,277	1,343,918	1,440,885	3,455,838	3,512,229	56,391	1.6%
Planning & Land Use	5,339,159	4,830,911	5,018,412	5,246,919	6,291,616	1,044,697	19.9%
Police	24,087,914	24,056,361	24,309,550	23,281,328	24,865,738	1,584,410	6.8%
Public Utilities	313,335	270,652	220,021	-	-	-	N/A
Public Works	16,975,358	15,582,566	19,081,370	17,158,076	18,938,110	1,780,034	10.4%
Recreation	2,597,019	2,317,164	2,591,448	2,280,586	3,328,130	1,047,544	45.9%
TOTAL GENERAL FUND	93,010,751	88,278,029	94,612,007	93,677,534	105,918,426	12,240,892	13.1%

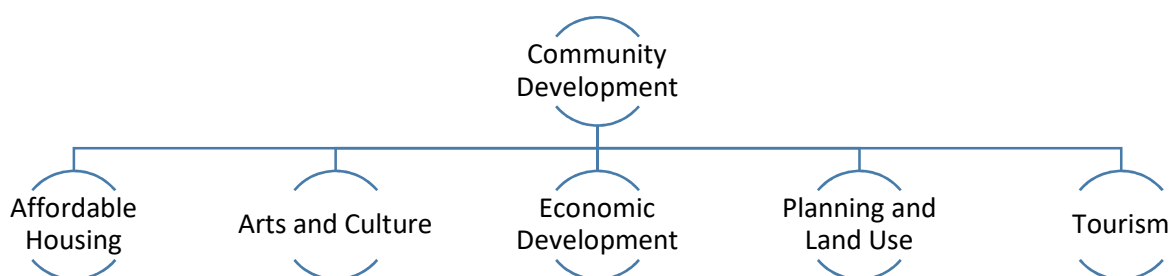


FISCAL YEAR 2022 - ADOPTED BUDGET

V. 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. This Department provides for alignment of programs and funding, focused on economic opportunities that connect the City's current land use development to the longstanding need for additional affordable housing. Ensuring the cultural connection to the City's history is a core component of the Department's mission.

Department Description of Services

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

AFFORDABLE HOUSING

ALEXANDRA LADD, AFFORDABLE HOUSING DIRECTOR

Mission

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

Description of Services

The 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



FISCAL YEAR 2022 - ADOPTED BUDGET

partners, including the public, nonprofits, and the private sector. To this end, the bulk of the adopted 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 of the City Code. 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.

FY22 Adopted Budget

The Office of Affordable Housing's total FY22 Adopted Budget increased by \$4.7 million, or 155.5%, from the FY21 budgeted levels. The Affordable Housing General Fund FY22 Adopted Budget increased by \$168,422, or 18.4%, from the FY21 budgeted levels.

The City continues to face challenges associated with an ongoing lack of affordable housing. This crisis has been exacerbated by the onset and continuation of the coronavirus pandemic. The Office of Affordable Housing is focused on making leveraged investments from the Affordable Housing Trust Fund in FY22 totaling \$3 million to support affordable housing projects that serve the whole community, from the homeless to the homeowner.

The FY22 Adopted Budget includes the following:

- In the FY22 Adopted Budget, the City continues its commitment to Affordable Housing, allocating an additional \$3 million to the Affordable Housing Trust Fund.
- The City will also add 1 FTE to support enhanced service delivery in the Affordable Housing Trust Fund.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE AFFORDABLE HOUSING DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	298,416	260,116	279,330	394,086	114,756	41.1%
Contractuals & Utilities	1,218,963	1,128,329	2,666,077	7,215,011	4,548,934	170.6%
Supplies	5	0	24,899	30,500	5,601	22.5%
Insurance	6,662	7,660	8,178	7,443	(735)	-9.0%
Other Operating Costs	27,908	32,188	29,876	38,339	8,463	28.3%
Transfers to Other Funds	101,315	22,310	-	1,151	1,151	N/A
TOTAL AFFORDABLE HOUSING	1,653,269	1,450,603	3,008,360	7,686,530	4,678,170	155.5%

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY FUND						
General Fund	526,715	682,380	915,414	1,083,836	168,422	18.4%
Community Development	1,126,554	768,223	2,092,946	6,602,694	4,509,748	215.5%
TOTAL AFFORDABLE HOUSING	1,653,269	1,450,603	3,008,360	7,686,530	4,678,170	155.5%



FISCAL YEAR 2022 - ADOPTED BUDGET

ARTS AND CULTURE

PAULINE KAMIYAMA, ARTS COMMISSION DIRECTOR

Mission

The Arts and Culture Department'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 grant programs, art education, the Culture Connects program, the Youth Cultural Passport program, the Southside Summer program, and public art initiatives. In addition, the Department provides oversight of the City Historian and Poet Laureate programs, and assists the City with art needs such as the College of Santa Fe Art Collection.

FY22 Adopted Budget

The Arts & Culture Department's total FY22 Adopted Budget increased by \$277,685, or 29.8%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- \$121 thousand to accommodate increased activity levels in a post-COVID environment, including \$113 thousand to support additional advertising for RFPs and \$8 thousand for consulting services.
- Increases in other operating costs including services of other departments.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE ARTS & CULTURE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	271,401	289,342	322,701	357,145	34,444	10.7%
Contractuals & Utilities	203,258	133,863	215,500	255,550	40,050	18.6%
Repairs & Maintenance	-	-	5,000	4,000	(1,000)	-20.0%
Supplies	28,958	9,951	14,050	17,550	3,500	24.9%
Insurance	11,392	11,392	17,224	10,532	(6,692)	-38.9%
Other Operating Costs	835,399	1,063,540	356,450	561,360	204,910	57.5%
Transfers to Other Funds	80,185	169,474	1,000	3,473	2,473	247.3%
TOTAL ARTS & CULTURE	1,430,593	1,677,561	931,925	1,209,610	277,685	29.8%

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY FUND						
Lodgers' Tax Fund	1,231,353	1,592,998	817,625	1,100,310	282,685	34.6%
Arts & Culture Grants	65,000	30,000	65,000	60,000	(5,000)	-7.7%
Santa Fe Convention Center	134,239	54,564	49,300	49,300	-	0.0%
TOTAL ARTS & CULTURE	1,430,593	1,677,561	931,925	1,209,610	277,685	29.8%



FISCAL YEAR 2022 - ADOPTED BUDGET

ECONOMIC DEVELOPMENT

RICHARD BROWN, ECONOMIC DEVELOPMENT DIRECTOR

Mission

The Economic Development Department 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; contracting to source services for workforce training; advancing entrepreneurship; increasing business growth; and providing mentorship, among others.

FY22 Adopted Budget

The Economic Development Department's total FY22 Adopted Budget increased by \$475,115, or 23.2%, from the FY21 budgeted levels. The Economic Development General Fund FY22 Adopted Budget increased by \$220,956, or 26.7%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- \$78 thousand to fund an additional Business Licensing specialist in order to support the City's post-COVID economic recovery activities and address the need for greater customer engagement for new and renewal business licensing.
- Increased funding for LEDA grants and other consulting.
- Increases in other operating costs including services of other departments.



FISCAL YEAR 2022 - ADOPTED BUDGET

ECONOMIC DEVELOPMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	866,055	718,964	951,378	1,202,444	251,066	26.4%
Contractuals & Utilities	1,224,639	566,813	889,130	1,068,500	179,370	20.2%
Supplies	5,858	15,791	46,150	2,650	(43,500)	-94.3%
Insurance	10,346	10,346	22,906	18,802	(4,104)	-17.9%
Other Operating Costs	108,301	20,799	117,486	207,057	89,571	76.2%
Transfers to Other Funds	20,000	526,284	20,000	22,712	2,712	13.6%
TOTAL ECONOMIC DEVELOPMENT	2,235,199	1,858,997	2,047,050	2,522,165	475,115	23.2%

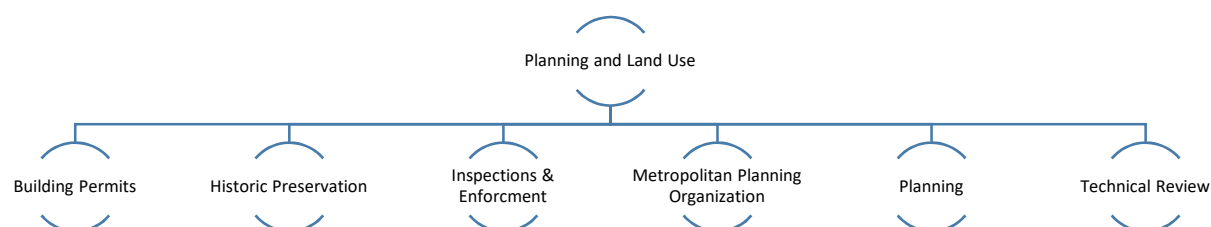
	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY FUND						
General Fund	877,387	1,061,464	827,814	1,048,770	220,956	26.7%
Economic Development	1,357,812	797,533	1,219,236	1,473,395	254,159	20.8%
TOTAL ECONOMIC DEVELOPMENT	2,235,199	1,858,997	2,047,050	2,522,165	475,115	23.2%



FISCAL YEAR 2022 - ADOPTED BUDGET

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 Planning and Land Use 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 the Historic Preservation Division, and for envisioning the future with forward-thinking policies and plans that come out of inclusive conversations with the community.

FY22 Adopted Budget

The Planning and Land Use Department's total FY22 Adopted Budget increased by \$1.1 million, or 19.8%, from the FY21 budgeted levels. The Planning & Land Use General Fund FY22 Adopted Budget increased by \$1 million, or 19.9%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- \$200 thousand for growth management planning and \$150 thousand for a land use code update to facilitate City planning efforts.
- An addition of 1 FTE to support communication and coordination in the Department. This customer-facing position will serve as the point of contact for the Planning and Land Use Department, and will coordinate public inquiries and communication with Department staff in regards to zoning, permitting, and inspection inquiries. This position will not only receive inquiries, but will also assign questions to the appropriate staff and track any necessary follow-up actions.



FISCAL YEAR 2022 - ADOPTED BUDGET

- The Planning Land Use Department and the CIAC are responsible for overseeing the management and reporting of the impact fee revenue and expenditures authorized in the Development Fees Act. The City will add 1 FTE to facilitate the use and administration of impact fees.
- In order to meet the increasing demands of Santa Fe's construction industry partners, while also providing for the life, safety and welfare of the citizens of Santa Fe, \$575 thousand will be used to create 4 new FTEs, including 1 Construction Inspector, 1 Permit Technician, 1 Engineer, and 1 Plans Examiner, and to reinstate 3 frozen positions in three of the most critical Divisions in Land Use. This will not only restore staffing in the Department to a pre-COVID level, but will also allow for increased performance and customer support in the Department's construction-related operations.
- \$64 thousand in the Historic Preservation Division's budget for a reimbursable CLG grant used to strengthen local historic preservation activities. CLG Grants are matching reimbursable grants requiring a community to provide a financial and/or in-kind contribution to the project.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.

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 provision of residential and commercial plan review and permit services. This Division is also responsible for administering the Green Building Code.

HISTORIC PRESERVATION

VACANT, 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

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 work, 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) comprises member governments including 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. The MPO 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 also 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. The Division 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 policies and regulations pertaining to grading and drainage, landscaping, escarpment overlay, the Americans with Disabilities Act (ADA), Gunnison's prairie dog



FISCAL YEAR 2022 - ADOPTED BUDGET

protection, and floodplain management. The Division administers all of the financial guarantees required for the development of commercial projects and subdivisions. In addition, 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 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Land Use Administration	1,365,979	1,682,463	1,326,173	2,123,669	797,496	60.1%
Building Permit Division	734,387	578,378	582,841	808,255	225,414	38.7%
Current Planning	669,984	663,788	765,923	754,492	(11,431)	-1.5%
Historic Preservation	281,446	415,164	666,780	614,419	(52,361)	-7.9%
Inspections & Enforcement	1,429,997	1,254,020	1,531,256	1,572,604	41,348	2.7%
Long-Range Planning	3,478	84,949	-	-	-	N/A
Metropolitan Planning Organization	346,702	401,134	402,807	420,601	17,794	4.4%
Technical Review	345,641	357,419	451,036	565,254	114,218	25.3%
TOTAL PLANNING & LAND USE	5,177,613	5,437,315	5,726,816	6,859,294	1,132,478	19.8%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	4,156,482	4,262,886	4,569,014	5,226,838	657,824	14.4%
Contractuals & Utilities	235,516	330,276	400,490	715,800	315,310	78.7%
Repairs & Maintenance	-	1,484	1,844	1,844	-	0.0%
Supplies	87,653	67,618	86,660	81,856	(4,804)	-5.5%
Insurance	95,768	110,133	207,136	172,313	(34,823)	-16.8%
Other Operating Costs	602,193	616,846	441,672	654,674	213,002	48.2%
Capital Purchases	-	23,073	-	-	-	N/A
Transfers to Other Funds	-	25,000	20,000	5,969	(14,031)	-70.2%
TOTAL PLANNING & LAND USE	5,177,613	5,437,315	5,726,816	6,859,294	1,132,478	19.8%

SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
General Fund	4,830,911	5,018,412	5,246,919	6,291,616	1,044,697	19.9%
Impact Fees Fund	-	-	-	83,077	83,077	N/A
Transportation Grants	346,702	401,134	402,807	420,601	17,794	4.4%
Historic Preservation	-	17,768	77,090	64,000	(13,090)	-17.0%
TOTAL PLANNING & LAND USE	5,177,613	5,437,315	5,726,816	6,859,294	1,132,478	19.8%



FISCAL YEAR 2022 - ADOPTED BUDGET

TOURISM SANTA FE

RANDY RANDALL, TOURISM DIRECTOR



Mission

The Tourism Santa Fe Department'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

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

FY22 Adopted Budget

The Tourism Santa Fe Department's total FY22 Adopted Budget decreased by \$2.4 million, or 19.1%, from the FY21 budgeted levels. This reduction is due to the shift of the debt service payment from the enterprise debt service fund, eliminating the need for a transfer to that fund. The FY22 Adopted Budget includes the following:

- \$236 thousand to support marketing efforts as the City transitions from COVID restrictions, including:
 - \$125 thousand in advertising;
 - \$71.5 thousand for travel to attend various key events and conferences;
 - \$7 thousand for membership dues; and
 - \$32 thousand in contractual services for special events as well as to renew airport marketing efforts.
- A decrease of \$3.2 million in transfers to other funds because of the shift of the debt service payment from the enterprise debt service fund.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.



FISCAL YEAR 2022 - ADOPTED BUDGET

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 upgrades, 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: management of advertising, public relations, and social media; direct group sales; booking of the Community Convention Center; event creation and support; OTAB grants; management of the City's visitor centers, and acting as a liaison to the Film Commission.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE TOURISM SANTA FE - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Santa Fe Civic Center	5,674,497	4,621,574	9,154,518	6,174,194	(2,980,324)	-32.6%
Visitors Bureau	4,481,615	4,802,189	3,429,762	4,008,851	579,089	16.9%
TOTAL TOURISM SANTA FE	10,156,112	9,423,762	12,584,280	10,183,045	(2,401,235)	-19.1%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	2,642,045	2,596,144	2,880,846	2,831,246	(49,600)	-1.7%
Contractuals & Utilities	1,229,303	1,071,349	806,645	1,015,840	209,195	25.9%
Repairs & Maintenance	129,386	90,758	121,000	147,000	26,000	21.5%
Supplies	198,961	184,442	147,187	194,095	46,908	31.9%
Insurance	57,441	57,503	89,185	70,040	(19,145)	-21.5%
Other Operating Costs	2,872,687	3,840,606	1,940,477	2,575,176	634,699	32.7%
Capital Purchases	259,987	468,579	69,600	60,000	(9,600)	-13.8%
Debt Service	2,746,817	1,057,381	3,255,671	3,257,186	1,515	0.0%
Transfers to Other Funds	19,486	57,000	3,273,669	32,462	(3,241,207)	-99.0%
TOTAL TOURISM SANTA FE	10,156,112	9,423,762	12,584,280	10,183,045	(2,401,235)	-19.1%

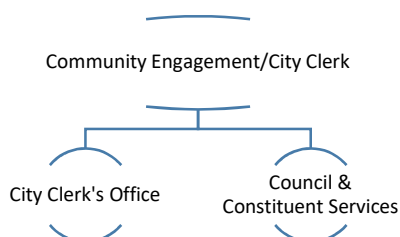
SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Lodgers' Tax Fund	4,481,615	4,802,189	3,429,762	4,008,851	579,089	16.9%
Santa Fe Convention Center	2,917,686	4,621,574	5,880,849	6,174,194	293,345	5.0%
Enterprise Debt Service	2,756,811	-	3,273,669	-	(3,273,669)	-100.0%
TOTAL TOURISM SANTA FE	10,156,112	9,423,762	12,584,280	10,183,045	(2,401,235)	-19.1%



FISCAL YEAR 2022 - ADOPTED BUDGET

COMMUNITY ENGAGEMENT/CITY CLERK

KRISTINE MIHELIC, CITY CLERK



Department Mission

The mission of the Community Engagement Department is to serve as the public-facing front door that opens City government to everyone in the city. The Department serves 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: the City Clerk's office and Constituent & Council Services.

FY22 Adopted Budget

The Community Engagement Department's total FY22 Adopted Budget increased by \$1.8 million, or 98.2%, from the FY21 budgeted levels. The Department's FY22 Adopted General Fund Budget increased by \$1.5 million, or 81.3%, from the FY21 budgeted levels. The increase accommodates the move of several positions into Constituent Services following the reorganization of the Division. The FY22 Adopted Budget includes the following:

- \$75 thousand for Eviction Hotline for tenants and a mediation service/mediation outreach.
- \$75 thousand for Spanish language translation services for City information.
- \$326 thousand for CHART to hire a Consultant team that will lead the CHART process and facilitate the process outlined by Resolution 2021-6, a Resolution hosting community conversations on Santa Fe's Cultures, Histories, Art, Reconciliation, and Truth (CHART). This funding provides all organizational and logistical support for this community-centered process.
- \$100 thousand for redistricting. Per City Code, the City of Santa Fe shall review and revise the four district boundaries at least every ten years following the decennial census. The funding for this item will be for the contract, advertisement, education, printing, and all other associated items to ensure the community is informed during this process.
- \$192 thousand additional General Fund support for several positions and funding for community events in the Department. This will fund the Records Custodian, a position has been vacant for almost two years and is an essential position for the core service of the



FISCAL YEAR 2022 - ADOPTED BUDGET

Clerk's Office records retention. This will also fund the Marketing and Special Events Coordinator position, which is essential for the planning of City events, along with \$35K for special event funding, and funding for the Neighborhood Engagement Coordinator position.

- The City Clerk's Office will be working to distribute information about the upcoming election to residents, in English and Spanish. The information will explain the election, voting locations, and Ranked Choice Voting. This education and information will include a variety of methods including print, radio, direct mail, and social media.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.
- Transfer of the Public Defender from Community Services to Community Engagement.

CITY CLERK'S OFFICE

KRISTINE MIHELIC, 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 AND COUNCIL SERVICES

VACANT, 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, by working continuously to make the City inclusive, transparent, accountable and responsible to our residents. The Division's goal is to be instrumental in making the city the most user-friendly city in the nation.



FISCAL YEAR 2022 - ADOPTED BUDGET

Description of Services

The Division connects the City of Santa Fe to its citizens, 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. The Division's team ensures resident concerns are translated into action by City departments and the Governing Body. The team engages residents, responds to comments that come into the City via email, phone, social media, and letters, and provides administrative support to our Governing Body.

CITY OF SANTA FE COMMUNITY ENGAGEMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
City Clerk	1,213,673	1,076,489	961,687	1,505,978	544,291	56.6%
Constituent Services	639,551	635,724	876,639	2,137,620	1,260,981	143.8%
TOTAL COMMUNITY ENGAGEMENT	1,853,225	1,712,213	1,838,326	3,643,598	1,805,272	98.2%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	1,164,921	1,059,941	1,329,609	1,796,596	466,987	35.1%
Contractuals & Utilities	214,600	197,416	246,836	1,271,336	1,024,500	415.1%
Repairs & Maintenance	11,227	43,011	27,811	27,811	-	0.0%
Supplies	23,044	19,814	19,256	76,681	57,425	298.2%
Insurance	28,809	33,274	35,993	40,234	4,241	11.8%
Other Operating Costs	171,743	172,476	176,745	308,740	131,995	74.7%
Capital Purchases	65,881	16,281	-	51,000	51,000	N/A
Transfers to Other Funds	173,000	170,000	2,076	71,200	69,124	3329.7%
TOTAL COMMUNITY ENGAGEMENT	1,853,225	1,712,213	1,838,326	3,643,598	1,805,272	98.2%

SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
General Fund	1,831,219	1,692,213	1,838,326	3,332,398	1,494,072	81.3%
Franchise Fee Fund	22,006	20,000	-	71,200	71,200	N/A
Public Campaign Financing	-	-	-	240,000	240,000	N/A
TOTAL COMMUNITY ENGAGEMENT	1,853,225	1,712,213	1,838,326	3,643,598	1,805,272	98.2%



FISCAL YEAR 2022 - ADOPTED BUDGET

COMMUNITY HEALTH AND SAFETY DEPARTMENT

KYRA OCHOA, ACTING COMMUNITY HEALTH AND SAFETY DIRECTOR



Department Mission

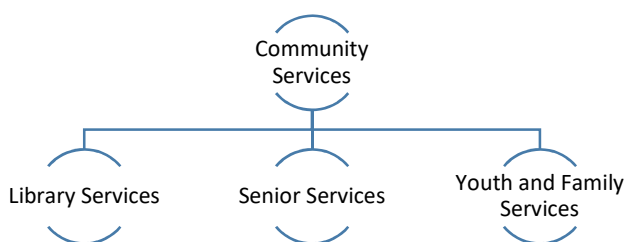
The mission of the Community Health and Safety Department is to provide a Community response to our Public Safety needs, reimagining our traditional response away from armed responses to more nimble approach that addresses public health needs as well. The creation of this department will provide alignment in the way the City responds 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, Community Services and Recreation.

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, well-being, 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 receive 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



FISCAL YEAR 2022 - ADOPTED BUDGET

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. The Department provides an array of direct and indirect services and supports community engagement by staffing community boards, committees, and task forces. Department employees provide services to residents of Santa Fe and surrounding areas, including out-of-state visitors to the libraries. In addition, 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 various 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.

FY22 Adopted Budget

The Community Services Department's total FY22 Adopted Budget increased by \$1.1 million, or 6.2%, from the FY21 budgeted levels. The Community Services Department's total General Fund FY22 Adopted Budget increased by \$1.9 million, or 21.2%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- \$740 thousand additional funding is invested in behavioral health and critical safety-net services for children, adults and seniors throughout the city:
 - \$455 thousand from the Community Development Fund –
 - The Children and Youth Commission will invest \$273 thousand to support educational and academic programming as well as behavioral health services for vulnerable youth and their families.
 - The Human Services Committee will invest \$182 thousand for adult behavioral services and accessible flexible funding to address the social determinants of health such as housing, food, transportation, utilities and personal safety.
 - \$198 thousand from the Senior Citizens Grants Fund –
 - \$141 thousand to fill previously-unfunded vacancies in transportation and a Senior Services Navigator who will help connect the frail elderly to safety net resources.
 - \$40 thousand in food for COVID-19 homebound meals.
 - \$17 thousand to reopen congregate meal services in at least 3 facilities.
- \$87 thousand in the Library Fund will be used to restore a frozen Library Branch Manager position at Southside Library.
- \$540 thousand in additional General Fund support for Community Services will be used to restore 5.5 frozen positions in the libraries.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.



FISCAL YEAR 2022 - ADOPTED BUDGET

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 phone and in person; 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

GINO RINALDI, SENIOR SERVICES DIVISION DIRECTOR

Mission

The mission of the Senior Services Division is to support adults age 60+ in order 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's Title III include: opportunities for 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 provision of 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 for seniors and areas to congregate for activities are provided. 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

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. The Division 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 income 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 daily healthy meals and snacks, 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; and the Parks and Recreation Department, which 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 state-shared gross receipts tax collected by the City 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 aged from birth to 21 years. Contracts cover Early Care and Education for Children aged 0-5 years, Supplemental Education for School-Age Children, Youth Wellness, and the Reconnecting Youth program.
- 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

- 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 state-shared gross receipts tax collected by the City 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE COMMUNITY SERVICES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY DIVISION						
Community Services Administration	1,031,836	1,282,346	1,482,085	1,565,723	83,638	5.6%
Library	4,434,434	4,543,794	5,104,657	4,315,639	(789,018)	-15.5%
Senior Services	6,662,073	7,045,871	7,650,537	10,091,437	2,440,900	31.9%
Youth & Family	3,420,857	3,159,169	4,118,183	3,516,637	(601,546)	-14.6%
TOTAL COMMUNITY SERVICES	15,549,199	16,031,179	18,355,462	19,489,436	1,133,974	6.2%

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	6,439,118	6,611,145	6,491,714	7,208,253	716,539	11.0%
Contractuals & Utilities	2,908,705	2,759,234	4,287,694	3,942,445	(345,249)	-8.1%
Repairs & Maintenance	38,912	43,549	56,512	58,395	1,883	3.3%
Supplies	1,328,437	1,105,728	1,952,256	1,428,437	(523,819)	-26.8%
Insurance	346,533	396,255	324,172	238,631	(85,541)	-26.4%
Other Operating Costs	950,146	1,210,536	1,128,882	3,760,281	2,631,399	233.1%
Capital Purchases	121,404	438,948	240,140	827,000	586,860	244.4%
Transfers to Other Funds	3,415,944	3,465,785	3,874,092	2,025,994	(1,848,098)	-47.7%
TOTAL COMMUNITY SERVICES	15,549,199	16,031,179	18,355,462	19,489,436	1,133,974	6.2%

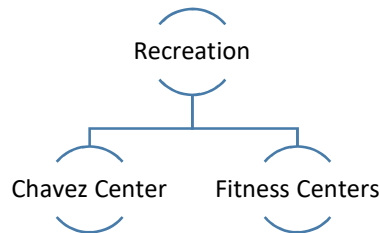
	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY FUND						
General Fund	7,792,008	8,257,170	8,951,749	7,055,394	(1,896,355)	-21.2%
Law Enforcement	128,080	141,310	217,091	86,331	(130,760)	-60.2%
Community Development	959,580	892,856	1,226,106	1,256,502	30,396	2.5%
Senior Citizen Grants/ Programs	3,879,417	4,156,958	4,536,990	7,891,863	3,354,873	73.9%
Library	893,133	984,749	1,391,500	1,233,750	(157,750)	-11.3%
Quality of Life	123,066	43,788	170,210	57,610	(112,600)	-66.2%
Recreation Programs	1,768,528	1,549,809	1,861,816	1,902,460	40,644	2.2%
Special Recreation Leagues	5,387	4,539	-	5,526	5,526	N/A
TOTAL COMMUNITY SERVICES	15,549,199	16,031,179	18,355,462	19,489,436	1,133,974	6.2%



FISCAL YEAR 2022 - ADOPTED BUDGET

RECREATION

GINO RINALDI, INTERIM 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, and maintains clean, safe indoor spaces.

FY22 Adopted Budget

The Recreation Department's total FY22 Adopted Budget increased by \$3.4 million, or 57.5%, from the FY21 budgeted levels. The Recreation Department's General Fund FY22 Adopted Budget increased by \$1 million, or 45.9%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- Over \$1 million for Family Friendly Recreation to support the following:
 - Funding for a Summer 2021 Youth Program at pre-Covid levels. This program provides out-of-school activities for 800+ youth throughout the entire City;
 - Funding to open all three recreation centers - GCCC, Ft. Marcy and Salvador Perez; and
 - Funding to fill all lifeguard positions.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.

GENOVEVA CHAVEZ COMMUNITY CENTER

JERRY SCHILLING, ACTING GCCC COMPLEX MANAGER

Mission

The goal of the Genoveva Chavez Community Center (GCCC) is to encourage Santa Fe residents to exercise healthy habits by utilizing our safe, clean, professional, and accessible facility as a positive means of enhancing 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



FISCAL YEAR 2022 - ADOPTED BUDGET

Santa Fe's public service initiative to encourage every constituent to utilize and enjoy diverse social and recreational methods in order 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE RECREATION DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Recreation Administration	2,414,859	2,658,078	2,314,986	4,105,664	1,790,678	77.4%
Genoveva Chavez Community Ctr.	4,302,083	4,500,963	3,627,322	5,256,057	1,628,735	44.9%
TOTAL RECREATION	6,716,942	7,159,041	5,942,308	9,361,721	3,419,413	57.5%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	3,701,458	3,805,819	3,609,541	5,017,277	1,407,736	39.0%
Contractuals & Utilities	1,121,513	844,018	944,231	1,063,939	119,708	12.7%
Repairs & Maintenance	300,022	122,229	123,100	129,600	6,500	5.3%
Supplies	319,250	268,163	313,100	397,295	84,195	26.9%
Insurance	205,329	167,450	275,066	271,236	(3,830)	-1.4%
Other Operating Costs	972,527	1,639,635	677,270	846,764	169,494	25.0%
Capital Purchases	25,141	36,302	-	-	-	N/A
Transfers to Other Funds	71,702	275,426	-	1,635,610	1,635,610	N/A
TOTAL RECREATION	6,716,942	7,159,041	5,942,308	9,361,721	3,419,413	57.5%

SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
General Fund	2,317,164	2,591,448	2,280,586	3,328,130	1,047,544	45.9%
Quality of Life	17,037	10,114	17,500	17,500	-	0.0%
Recreation Programs	24,279	16,920	16,900	760,034	743,134	4397.2%
Special Recreation Leagues	56,379	39,595	-	-	-	N/A
Genoveva Chavez Community Ctr	4,302,083	4,500,963	3,627,322	5,256,057	1,628,735	44.9%
TOTAL RECREATION	6,716,942	7,159,041	5,942,308	9,361,721	3,419,413	57.5%



FISCAL YEAR 2022 - ADOPTED BUDGET

EMERGENCY MANAGEMENT & SAFETY

BRIAN WILLIAMS, ACTING 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

Services provided by Emergency Management include planning, training, conducting emergency exercises, managing the Emergency Operations Center, and grant management.

FY22 Adopted Budget

The Emergency Management Department's total FY22 Adopted Budget increased by \$59,837, or 2.1%, from the FY21 budgeted levels. The Department's General Fund FY22 Adopted Budget increased by \$29,099, or 24.5%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- \$200 thousand in additional funding for Safety Training and Safety Supplies.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE EMERGENCY MANAGEMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY DIVISION						
Emergency Management	494,037	264,830	630,794	271,446	(359,348)	-57.0%
Safety Division	2,437,096	2,680,618	2,265,060	2,684,245	419,185	18.5%
TOTAL EMERGENCY MANAGEMENT	2,931,133	2,945,448	2,895,854	2,955,691	59,837	2.1%

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	606,712	464,068	407,988	509,209	101,221	24.8%
Contractuals & Utilities	79,265	252,755	473,556	473,556	-	0.0%
Repairs & Maintenance	51,278	3,090	4,000	4,000	-	0.0%
Supplies	14,491	31,185	72,460	172,460	100,000	138.0%
Insurance	1,827,293	2,086,202	1,570,278	1,563,535	(6,743)	-0.4%
Other Operating Costs	126,744	46,212	47,159	232,931	185,772	393.9%
Capital Purchases	86,082	7,200	320,413	-	(320,413)	-100.0%
Transfers to Other Funds	139,268	54,736	-	-	-	N/A
TOTAL EMERGENCY MANAGEMENT	2,931,133	2,945,448	2,895,854	2,955,691	59,837	2.1%

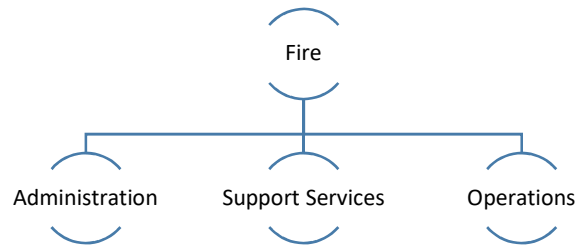
	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY FUND						
General Fund	-	-	118,796	147,895	29,099	24.5%
Emergency Services	494,037	264,830	511,998	123,551	(388,447)	-75.9%
Risk Management	570,377	568,131	628,915	1,048,100	419,185	66.7%
Workers' Compensation	1,866,719	2,112,487	1,636,145	1,636,145	-	0.0%
TOTAL EMERGENCY MANAGEMENT	2,931,133	2,945,448	2,895,854	2,955,691	59,837	2.1%



FISCAL YEAR 2022 - ADOPTED BUDGET

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 interests of the public by taking the steps necessary to reduce human suffering as well as the preventable loss of life and property. Department staff 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 other agencies. Above all else, the Department's staff prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding that they deserve.

FY22 Adopted Budget

The Fire Department's total FY22 Adopted Budget increased by \$4.3 million, or 19.7%, from the FY21 budgeted levels. The Fire Department's General Fund FY22 Adopted Budget increased by \$4.5 million, or 22.9%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- \$100 thousand for Firefighter Equitable Retirement- State law has historically and unfairly prohibited some firefighters who work certain schedules from obtaining the full retirement credit for all hours they work. During the 2021 legislative session, Senate Bill 90 proposed changes to the state law to allow hours worked to be counted, so that when it comes time for the City's firefighters to retire, they receive the retirement benefits to which they are entitled. The legislature passed Senate Bill 90 and Governor Lujan Grisham signed the bill into law this year. In response, the City is committing this additional funding to implement the City's portion of the increases in firefighter retirement contributions.
- To continue our commitment to responding appropriately to behavioral health-related 911 calls, the City is allocating \$475 thousand for an expansion of the Alternative Response Unit. This expansion will bring on four (4) additional FTEs for the Alternative Response Unit, including: (1) Case Management Supervisor who will provide clinical, operational and administrative support for all Case Managers; (1) EMS Captain to provide assessment, treatment and navigation with a specialty in medical issues; and (2) Case Managers to provide assessment, treatment and navigation with a specialty in social and behavioral health issues. This funding also covers costs associated with start-up, supplies and equipment.



FISCAL YEAR 2022 - ADOPTED BUDGET

- To ensure Wildland Fire readiness in what is expected to be a high-risk season due to an extended drought, and because grant funding decreased in FY21, the City is investing \$500 thousand to hire 15 temporary employees in the Wildland Firefighting section. This section is responsible for responding to Wildland fire-related calls or events in and out of the city limits. These crews can be deployed in- or out-of-state to assist with wildland fires, and when they are deployed out-of-state, reimbursement revenue is then generated. Crew members also assist full-time Fire department employees with various calls throughout the summer, including trail rescues of lost or injured hikers.
- Because the Fire Department has an important role in responding to residents whose health crises include behavioral health needs, the City is making an investment of over \$200 thousand in additional funding for the Fire Environmental Services section to provide department-wide training, crisis intervention, de-escalation training, behavioral health and mental illness recognition, and sensitivity training.
- The City is investing \$778 thousand in additional funding in the General Fund to fill Fire Department positions that were frozen in FY21 and to hire 15-20 cadets to send to the Fire Academy in FY22.
- The FY22 Budget includes a collective bargaining reserve in the Fire Department's budget totaling \$404,826, an amount equivalent to a 4% increase to salary and all salary-dependent benefits, for members of the IAFF Local 2059, which will be allocated through the collective bargaining process.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.

ADMINISTRATION DIVISION

PAUL BABCOCK, FIRE CHIEF

Mission

The Administration Division is the core of the executive leadership and administrative operations supporting all employees of the Department. The mission of the Department 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 and 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 other agencies. Above all else, City of Santa Fe Fire Department staff prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding they deserve.

Description of Services

The Division manages the Fire Department in the areas of personnel; accounting; budget; procurement; contracts; data collection; management and reporting; records; ITT services; mobile



FISCAL YEAR 2022 - ADOPTED BUDGET

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 section 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 section 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, section staff maintain special skills that include basic ASE certifications, CDL driver's licenses, EVTCC (Emergency Vehicle Technician Certification Commission) certifications, and trained and certified fire pump mechanics.
- The Training section relies upon and follows State statutes and guidelines as well as National standards and best practices to provide comprehensive training across all activities 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: the National Registry of EMTs; the New Mexico EMS Bureau; New Mexico State Statutes; the National Fire Protection Association; the New Mexico Firefighters Training Academy; the Occupational Safety and Health Administration; SFFD/SFFA CBA rules, regulations and standard operating guidelines; and the Insurance Services Office. In addition to internal training, the Training section 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 section helps other City Departments and schools with training and fire safety education.
- The Health and Safety Officer monitors and provides education and policies to Department staff to promote their health and well-being. This effort includes annual physicals for all personnel, proactive health screenings, monitoring of hazardous materials exposures, and the development of 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 section works to reduce property loss and the number of fire-related incidents in the City of Santa Fe via a number of specific programs. Plan review is done cooperatively with the Land Use Department on all properties and developments within certain parameters. Inspections are done annually on businesses and certain high-risk use properties and business types, and according to local resolutions. Code enforcement is done periodically, on an unannounced basis for certain occupancies, and as requested by complaints or for follow-up. All inspections, plan reviews, and enforcement are done to



FISCAL YEAR 2022 - ADOPTED BUDGET

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 section 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 by virtue of the 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 participants to existing resources. Other programs are directed toward the delivery of Naloxone to those identified as at risk for narcotic overdose, services to address falls in elderly populations, and efforts to relieve emergency response units when not needed. In 2019, the Law Enforcement Assisted Diversion (LEAD) program was added to the Fire Department's community assistance profile. The LEAD program will divert individuals to a community-based, harm-reduction intervention program for low-level, non-violent behavioral health cases.

OPERATIONS

PHILLIP MARTINEZ, ASSISTANT FIRE CHIEF

Mission

The Operations Division's 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 the City's 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. The Department's 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 minimum of one fire



FISCAL YEAR 2022 - ADOPTED BUDGET

engine and one ambulance. The Fire Department responds to approximately 17,000 calls for service per year. The Department also endeavors to meet National Fire Protection Association (NFPA) response standards as the Standard of Coverage throughout all responses, and to ensure that the Department's response on the airport property is consistent with Federal Aviation Administration (FAA) standards.

CITY OF SANTA FE FIRE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Fire Administration	13,525,067	4,812,608	2,205,060	3,950,569	1,745,509	79.2%
Fire Operations	4,941,926	12,905,187	14,888,772	16,744,453	1,855,681	12.5%
Support Services	2,562,718	3,436,234	4,510,001	5,168,381	658,380	14.6%
TOTAL FIRE DEPARTMENT	21,029,712	21,154,029	21,603,833	25,863,403	4,259,570	19.7%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	17,485,194	17,417,871	17,456,340	20,951,955	3,495,615	20.0%
Contractuals & Utilities	394,145	542,482	505,011	644,349	139,338	27.6%
Repairs & Maintenance	92,712	78,108	99,052	112,052	13,000	13.1%
Supplies	804,330	1,038,057	619,541	1,342,483	722,942	116.7%
Insurance	307,704	361,359	207,433	401,355	193,922	93.5%
Other Operating Costs	747,925	587,603	1,093,294	1,237,047	143,753	13.1%
Capital Purchases	1,016,480	948,691	1,500,000	1,050,000	(450,000)	-30.0%
Transfers to Other Funds	181,222	179,859	123,162	124,162	1,000	0.8%
TOTAL FIRE DEPARTMENT	21,029,712	21,154,029	21,603,833	25,863,403	4,259,570	19.7%

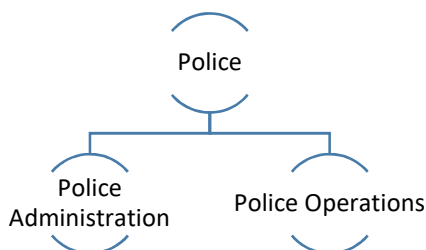
SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
General Fund	19,370,551	19,744,223	19,545,791	24,018,065	4,472,274	22.9%
Emergency Services	1,159,218	1,188,131	2,014,638	1,546,791	(467,847)	-23.2%
Fire Environmental Service	499,943	221,675	43,404	298,547	255,143	587.8%
TOTAL FIRE DEPARTMENT	21,029,712	21,154,029	21,603,833	25,863,403	4,259,570	19.7%



FISCAL YEAR 2022 - ADOPTED BUDGET

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. The Department endeavors to foster open communication, mutual respect, absolute trust, integrity, and justice within the 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, prevent 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 non-sworn staff that provide crime analysis, budget maintenance, and effective records and evidence management and storage.

FY22 Adopted Budget

The Police Department's total FY22 Adopted Budget increased by \$1.9 million, or 7.2%, from the FY21 budgeted levels. The Police Department's General Fund FY22 Adopted Budget increased by \$1.6 million, or 6.8%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- The City has renewed its commitment to invest \$71 thousand to support a Domestic Violence (DV) and Sexual Assault Contract for a coordinator who reports to Police Department's Special Victims Unit to maintain DV, Sexual Assault, stalking, and human traffic data and statistics for monthly review. This coordinator will also serve as a liaison between SFPD personnel and the victims of those crimes.
- The City will invest \$1.4 million in the General Fund to restore 13 frozen positions including both sworn and non-sworn classifications, as well as to replace 7-8 vehicles and restore funding for operations that was reduced in FY21.
- The City is investing \$112 thousand for a Police Workload Assessment to evaluate the Police Department's call loads department-wide, and to provide an objective staffing recommendation. While there is no one-size-fits-all approach to determine how a police



FISCAL YEAR 2022 - ADOPTED BUDGET

department should be staffed, a quantitative approach will help the City determine if the existing organizational structure and number and types of positions is appropriate, and whether staffing is deployed most efficiently to achieve the public safety needs of the City. The Workload Assessment will help the City determine appropriate sworn/civilian personnel staffing ratios based on workload and service priority.

- An additional \$728 thousand appropriation in the Law Enforcement Fund will assist the Police Department in the purchase of equipment, replacing vehicles and restoring funding for operations that was reduced in FY21.
- The FY22 Budget includes a collective bargaining reserve in the Police Department's budget totaling \$423,127, an amount equivalent to a 4% increase in salary and salary-dependent benefits, for members of the Santa Fe Police Officer's Association, which will be allocated through the collective bargaining process.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.

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 including 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

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. These personnel are assigned to patrol, criminal investigations, support operations, and special operations, and work tirelessly to protect and serve our City's residents and guests. Division staff 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 2021/22 ADOPTED BUDGET**

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY DIVISION						
Police Administration	10,397,388	9,189,263	9,475,413	10,892,540	1,417,127	15.0%
Police Operations	17,223,581	17,023,279	16,523,433	16,978,563	455,130	2.8%
TOTAL POLICE DEPARTMENT	27,620,969	26,212,542	25,998,846	27,871,103	1,872,257	7.2%

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	19,864,595	19,267,083	18,744,886	19,977,987	1,233,101	6.6%
Contractuals & Utilities	1,161,567	1,012,257	1,207,400	1,443,400	236,000	19.5%
Repairs & Maintenance	37,685	43,964	49,000	229,000	180,000	367.3%
Supplies	930,831	908,286	926,116	1,014,231	88,115	9.5%
Insurance	1,304,098	1,055,214	1,293,288	1,177,751	(115,537)	-8.9%
Other Operating Costs	2,381,983	2,433,899	2,725,349	3,345,038	619,689	22.7%
Capital Purchases	1,674,512	1,441,535	1,052,807	683,696	(369,111)	-35.1%
Transfers to Other Funds	265,697	50,304	-	-	-	N/A
TOTAL POLICE DEPARTMENT	27,620,969	26,212,542	25,998,846	27,871,103	1,872,257	7.2%

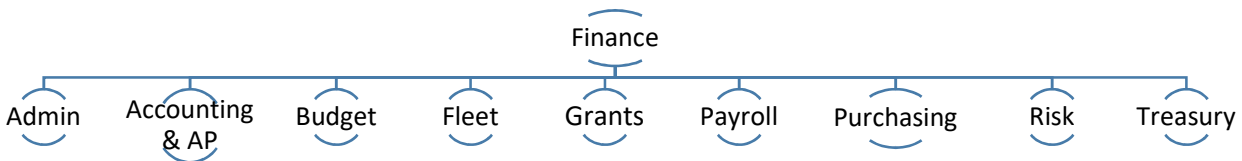
	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY FUND						
General Fund	24,056,361	24,309,550	23,281,328	24,865,738	1,584,410	6.8%
Animal Services	63,727	869	49,940	49,940	-	0.0%
Law Enforcement	3,500,881	1,902,123	2,667,578	2,955,425	287,847	10.8%
TOTAL POLICE DEPARTMENT	27,620,969	26,212,542	25,998,846	27,871,103	1,872,257	7.2%



FISCAL YEAR 2022 - ADOPTED BUDGET

FINANCE DEPARTMENT

MARY MCCOY, FINANCE DIRECTOR



Mission

The Finance Department is committed to building the public trust with excellence and integrity 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 served, including 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. The Department 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 provided in a manner that is responsive to the needs of the citizens of Santa Fe. The Department also ensures compliance with the laws governing the City of Santa Fe.

FY22 Adopted Budget

The Finance Department's total FY22 Adopted Budget increased by \$3.7 million, or 15.6%, from the FY21 budgeted levels. The Finance Department's General Fund FY22 Adopted Budget increased by \$2 million, or 44.1%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- \$700 thousand and 6 new FTEs to manage the additional workload created by substantial federal funding opportunities, multiple audits, numerous budget adjustments, and the implementation of new technology, including:
 - 2 new accounting positions to assist with maintaining a monthly close process, submitting a timely audit and processing additional federal funding;
 - 2 new procurement positions to provide accurate and timely procurement and contractual assistance/oversight for all City departments;



FISCAL YEAR 2022 - ADOPTED BUDGET

- 1 new budget analyst position to assist in managing the anticipated additional federal revenue as well as ongoing budget monitoring; and
- 1 new fiscal administrator position to manage multiple contracts, purchases, payments etc. and provide additional administrative support.
- 1 new FTE in the Treasury Division funded by the Lodgers' Tax to manage increased workload for processing Lodgers' Tax receipts and tax compliance.
- 1 new FTE in Risk to manage the division, funded from the Risk Fund.
- \$500 thousand to support audit preparation and a timely audit submission.
- \$472 thousand to fill positions that were frozen in FY21.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.

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 day-to-day operational support for the Finance Department. The Division serves as a liaison 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 document processing, and the compilation and presentation of meeting materials for the Finance Committee. Due to the stable support provided by this Division, the Finance Department is able to operate in an efficient and effective manner, streamlining processes for consistent performance.

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. The Division is also charged with 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



FISCAL YEAR 2022 - ADOPTED BUDGET

oversight; recording and reporting of cash, check, and credit card accounts; and recording and reporting of general ledger activity.

BUDGET DIVISION

ALEXIS LOTERO, BUDGET OFFICER

Mission

The Budget Division serves the City's strategic priorities through a budget development process 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 manner.

Description of Services

The Budget Division assists City departments in developing the Annual Operating and Capital Budgets, 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. Division staff have extensive expertise in working on vehicles ranging from riding lawn mowers to large trucks. 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 that City employees can deliver services the public expects.



FISCAL YEAR 2022 - ADOPTED BUDGET

GRANTS MANAGEMENT

PATRICK LUCERO, FINANCE PROJECT MANAGER, ACTING GRANTS MANAGER

Mission

The mission of the Grants Management Division (GMD) is to administer 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, in accordance with the Office of Management and Budget (OMB) Guidance for Grants and Agreements. The Division also ensures that the City adheres 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 is responsible for the centralization and grants administration for the City’s Community Development Block Grants (CDBG), Transit Grants, Airport Grants, Senior Service Grants, and the CARES ACT Grant. GMD provides the specified grants with the accounting and finance oversight/management per OMB, CFR, and the Audit Rule. GMD develops and maintains an electronic and hard copy file repository for each individual grant and its supporting documentation. GMD handles all drawdown requests; expenditure and revenue tracking; grant matching requirements; supporting documentation; required reports; Single Audit requests; Federal Monitoring Visits; and grant closeouts. GMD also researches new grant opportunities as they apply to the City of Santa Fe’s program and project development.

PAYROLL DIVISION

VACANT, PAYROLL MANAGER

Mission

The Payroll Division is dedicated to ensuring that all payroll-related functions are completed accurately and in a timely fashion, in order to provide to City employees proper compensation for 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 with all Federal and State payroll and tax requirements.

Description of Services

The Payroll Division closely monitors and validates the entry, 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



FISCAL YEAR 2022 - ADOPTED BUDGET

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 that add 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 the Risk Management Division 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, 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

TREASURY DIVISION

BRADLEY FLUETSCH, CFA, PLANNING AND INVESTMENT 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, and provides additional oversight of Accounts Receivable and the Central Cashier Office at City Hall, all bank account activities, and the prudent management of the City's investment (\$262 million) and debt portfolios (\$275 million). The Division manages the City's external banking relationships while maintaining strong internal controls and functionality, and provides financial reporting of revenues and performs revenue forecasting and projections. The Division also 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE FINANCE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Finance Administration	1,423,612	1,760,989	933,129	1,319,065	385,936	41.4%
Accounting	1,978,826	1,532,453	1,311,557	2,062,339	750,782	57.2%
Budget	16,377,557	17,674,982	13,025,618	14,409,900	1,384,282	10.6%
Fleet Management	1,302,827	1,512,835	1,358,968	1,527,555	168,587	12.4%
Grants Management	-	-	609,150	859,764	250,614	41.1%
Payroll	575	200,126	329,038	346,612	17,574	5.3%
Purchasing	265,681	341,150	424,062	610,330	186,268	43.9%
Risk Management	5,271,135	4,444,471	4,892,271	5,098,777	206,506	4.2%
Treasurer	744,826	518,691	523,414	823,482	300,068	57.3%
TOTAL FINANCE DEPARTMENT	27,365,039	27,985,698	23,407,207	27,057,824	3,650,617	15.6%

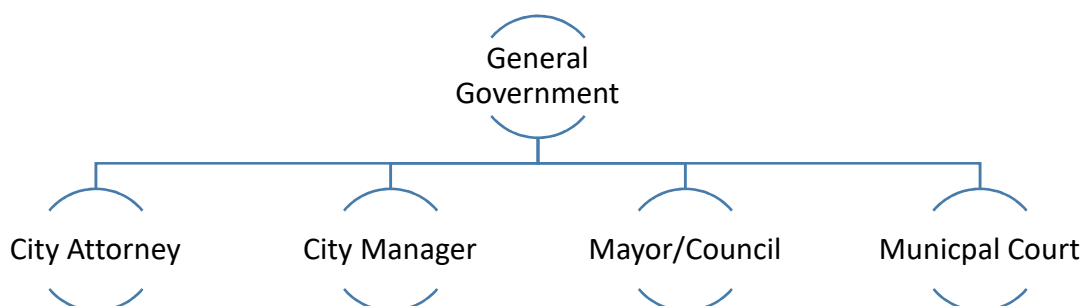
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	3,735,201	3,500,902	3,823,710	5,345,034	1,521,324	39.8%
Contractuals & Utilities	722,086	1,043,323	1,116,746	1,936,624	819,878	73.4%
Repairs & Maintenance	259,246	236,208	247,000	247,000	-	0.0%
Supplies	593,125	600,752	423,572	423,572	-	0.0%
Insurance	3,454,339	4,463,889	4,435,842	4,347,401	(88,441)	-2.0%
Other Operating Costs	606,811	609,770	422,814	773,449	350,635	82.9%
Capital Purchases	14,772	-	-	-	-	N/A
Transfers to Other Funds	17,979,459	17,530,854	12,937,523	13,984,744	1,047,221	8.1%
TOTAL FINANCE DEPARTMENT	27,365,039	27,985,698	23,407,207	27,057,824	3,650,617	15.6%

SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
General Fund	4,471,734	4,490,562	4,481,864	6,457,705	1,975,841	44.1%
Capital Equipment Reserve	12,656	875	-	-	-	N/A
Lodgers' Tax Fund	-	-	-	123,398	123,398	N/A
1/2% GRT Income Fund	16,306,687	17,536,954	12,674,104	13,850,389	1,176,285	9.3%
Risk Management	5,271,135	4,444,471	4,892,271	5,098,777	206,506	4.2%
Services to Other Depts	1,302,827	1,512,835	1,358,968	1,527,555	168,587	12.4%
TOTAL FINANCE DEPARTMENT	27,365,039	27,985,698	23,407,207	27,057,824	3,650,617	15.6%



FISCAL YEAR 2022 - ADOPTED BUDGET

GENERAL GOVERNMENT



FY22 Adopted Budget

The General Government Department is comprised of the Mayor and City Council, City Manager/Internal Audit, the City Attorney, and the Municipal Court.

The Mayor/Council FY22 Adopted Budget increased by \$131,321, or 15.1%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- Acknowledging the reopening of City Government, the Mayor's Office is proposing:
 - \$17.7 thousand for operating and office supplies;
 - \$10 thousand for printing/publishing and additional funding for dues for professional organizations; and
 - \$40 thousand additional funding was provided for the City Council, with input from Councilors, to include office supplies, food for in-person events, travel and registration for conferences.
- No salary increase is included for the Mayor or City Council.
- Increases in other operating costs including services of other departments.

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 of policy decisions made by the Governing Body and the intergovernmental operations of the City. The City Manager is responsible for directing the various departments and providing guidance on 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 Council member regarding their concerns in each of their districts



FISCAL YEAR 2022 - ADOPTED BUDGET

and in the City as a whole. The City Manager works closely with department directors to provide the best customer service to constituents and to improve services within the City. The City Manager also works with City departments to provide a safe and respectful work place for the City's employees.

FY22 Adopted Budget

The City Manager/Internal Audit FY22 Adopted Budget decreased by \$307,093, or 34.9%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- \$74 thousand in consulting services for the legislative lobbyist contract and other support.
- Additional funding to support resuming in-person activities and needs of the office such as:
 - \$22 thousand for miscellaneous items including subscriptions, dues and registration fees, and
 - Planning for post COVID Council and other meetings, the City Manager has included \$5 thousand for food.
- A 3% salary increase for the City Manager.
- Increases in other operating costs including services of other departments.

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 within 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.

FY22 Adopted Budget

The City Attorney FY22 Adopted Budget increased by \$266,394, or 12%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- \$131 thousand to support reclassifying a paralegal position and funding the assistant city attorney position.
- \$46 thousand to fund the PrimeGov system for Council documents.



FISCAL YEAR 2022 - ADOPTED BUDGET

- \$2.6 thousand for additional continuing education.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the City Attorney.
- Increases in other operating costs including services of other departments.

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). In addition, 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 represents 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, to reduce recidivism by working with the root cause of the problem, and to save money.
- The electronic monitoring program helps lower public safety expenses and taxpayer expenses by reducing the jail population and requiring offenders to pay for services. In addition, electronic monitoring provides increased public safety by using monitoring technologies.

FY22 Adopted Budget

The Municipal Court FY22 Adopted Budget increased by \$213,905, or 12.9%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:



FISCAL YEAR 2022 - ADOPTED BUDGET

- \$70 thousand in the General Fund to support reestablishing the Drug Court, which was not funded in FY21.
- \$9 thousand in the General Fund to increase the number of Westlaw licenses in order to provide appropriate resources for the Municipal Court's legal staff.
- \$39.9 thousand in the General Fund to promote retention of staff and to ensure that compensation is commensurate with staff duties and experience.
- \$13 thousand from the Law Enforcement Fund to perform necessary repairs and maintenance, and to replace failing air conditioner units and an ADA door.
- Funding for a 4% salary increase for non-union employees. No increase is included for the Municipal Court Judge.
- Increases in other operating costs including services of other departments.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE GENERAL GOVERNMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Mayor & Council	972,776	1,017,306	870,368	1,001,689	131,321	15.1%
City Manager	939,368	710,615	717,483	412,148	(305,335)	-42.6%
City Attorney	1,673,443	2,552,545	2,214,350	2,480,744	266,394	12.0%
Internal Audit	19,722	52,900	161,683	159,925	(1,758)	-1.1%
Municipal Court	1,643,006	1,866,156	1,660,229	1,874,134	213,905	12.9%
TOTAL GENERAL GOVERNMENT	5,248,314	6,199,521	5,624,113	5,928,640	304,527	5.4%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	3,904,913	3,947,803	3,661,184	3,830,629	169,445	4.6%
Contractuals & Utilities	457,266	1,216,108	729,950	908,044	178,094	24.4%
Repairs & Maintenance	7,029	9,714	9,000	27,396	18,396	204.4%
Supplies	93,684	150,722	189,729	282,864	93,135	49.1%
Insurance	82,402	94,746	145,716	122,708	(23,008)	-15.8%
Other Operating Costs	666,921	780,429	888,534	756,999	(131,535)	-14.8%
Transfers to Other Funds	36,100	-	-	-	-	N/A
TOTAL GENERAL GOVERNMENT	5,248,314	6,199,521	5,624,113	5,928,640	304,527	5.4%

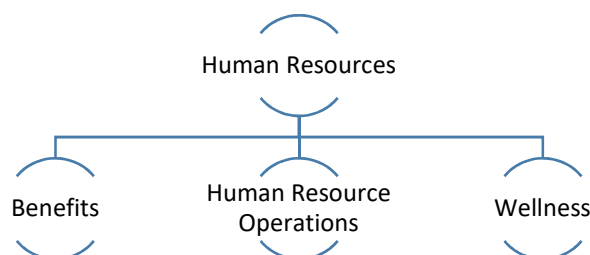
SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
General Fund	5,006,842	6,022,308	5,575,033	5,838,540	263,507	4.7%
Law Enforcement	241,472	177,214	49,080	90,100	41,020	83.6%
TOTAL GENERAL GOVERNMENT	5,248,314	6,199,521	5,624,113	5,928,640	304,527	5.4%



FISCAL YEAR 2022 - ADOPTED BUDGET

HUMAN RESOURCES DEPARTMENT

BERNADETTE SALAZAR, DIRECTOR OF HUMAN RESOURCES



Mission

The mission of the Human Resources Department is to provide City Departments 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: general administration; employee relations; employee development; total compensation; and employee health and wellness.

FY22 Adopted Budget

The Human Resources Department's total FY22 Adopted Budget increased by \$1.5 million, or 5.5%, from the FY21 budgeted levels. The Human Resources General Fund FY22 Adopted Budget increased by \$56,391, or 1.6%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- Investing in a compensation package for the City's workforce, which has made extraordinary efforts to keep Santa Fe operating during the pandemic with high performance standards, despite the reduced budget and, in some cases, reduced staff.
- A collective bargaining reserve in the HR Department's budget totaling \$1,235,082, an amount equivalent to a 4% increase in salaries and salary-dependent benefits, for members of AFSCME Local 3999.
- Health Insurance – the increase for health insurance costs in FY22 will be fully funded from cash reserves, without increases to employees' rates.
- Funding for training and tuition assistance:
 - \$50 thousand in additional funding for Citywide Training, and
 - \$100 thousand additional funding for Tuition Assistance.
- The City implemented the recommendations of the December 2018 Classification and Compensation Study, which brought employees up to the new minimum of their respective job classes, based on industry standards. For FY22, the proposed budget invests \$200 thousand to engage in a new Classification and Compensation Study.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE HUMAN RESOURCES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	1,265,884	1,319,422	3,312,189	2,793,446	(518,743)	-15.7%
Contractuals & Utilities	851,233	939,865	1,146,229	1,628,895	482,666	42.1%
Repairs & Maintenance	27,499	2,378	-	-	-	N/A
Supplies	45,378	14,176	30,900	30,900	-	0.0%
Insurance	22,017,913	23,263,882	22,580,674	23,867,025	1,286,351	5.7%
Other Operating Costs	179,474	185,551	100,979	346,746	245,767	243.4%
Capital Purchases	33,762	-	-	-	-	N/A
Transfers to Other Funds	75,000	225,000	75,000	75,000	-	0.0%
TOTAL HUMAN RESOURCES	24,496,143	25,950,275	27,245,971	28,742,012	1,496,041	5.5%

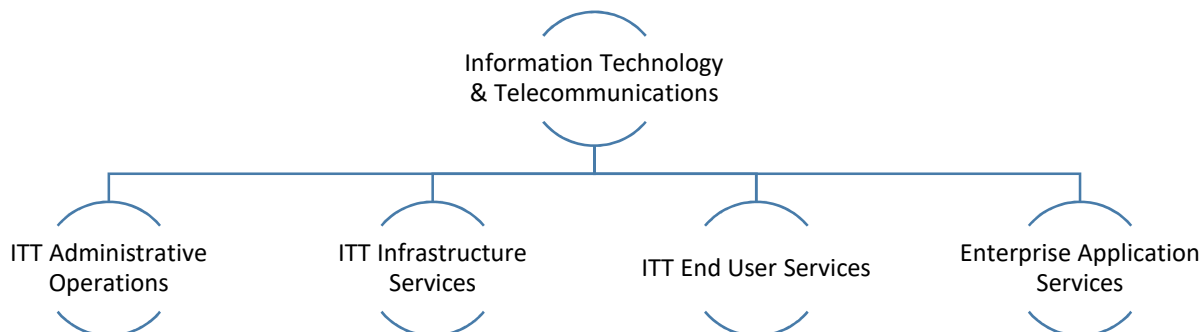
SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
General Fund	1,343,918	1,440,885	3,455,838	3,512,229	56,391	1.6%
Risk Management	-	-	-	62,000	62,000	N/A
Santa Fe Health/Dental	23,019,170	24,420,022	23,590,133	24,967,783	1,377,650	5.8%
Unemployment Claims	133,056	89,368	200,000	200,000	-	0.0%
TOTAL HUMAN RESOURCES	24,496,143	25,950,275	27,245,971	28,742,012	1,496,041	5.5%



FISCAL YEAR 2022 - ADOPTED BUDGET

INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

MANUEL GONAZLES, ACTING 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, and by becoming a more capable, collaborative, and agile department that 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 maintenance; information security; ITT procurement; GIS mapping services; radio device maintenance and services; unified telecommunications; maintenance of servers/workstations/mobile devices; and data storage and archiving.

FY22 Adopted Budget

ITT Department's total FY22 Adopted Budget increased by \$5 million, or 38.3%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- As the City continues to invest in modernization, the City will invest \$670 thousand to add 6 FTEs to the ITT Department.
- Creation of a Project Management Office (PMO) and the investment of \$1.8 million for contracted services and hardware costs. The new PMO will provide support to City departments on several critical projects such as: upgrading from UCIS to Advanced Billing; management of the Public Safety Radio System (P25); upgrading the Kronos timekeeping (UKG) Workforce Central to the Kronos Dimensions platform; upgrading the Munis system (Finance & Human Capital Management); upgrading the EnerGov system, implementing a new ticketing system to replace the Footprints system; updating and testing the IT Disaster Recovery plan; and updating the IT Strategic Plan. Support from the new PMO staff will include planning and milestones; defining the requirements of business partners; ensuring projects are completed within budget; creating transparency in project status reporting; and



FISCAL YEAR 2022 - ADOPTED BUDGET

providing consistency of project delivery in the initiation, planning, implementation and close-out stages.

- \$300 thousand for software subscriptions.
- \$250 thousand for contracted support of ITT systems.
- \$2.5 million for ERP expansion costs, including an upgrade of the Tyler Munis system.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.

ADMINISTRATIVE OPERATIONS DIVISION

MANUEL GONZALES, ACTING 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

The Administrative Operations Division is responsible for the procurement of IT material, equipment, supplies, construction, and services required by the City of Santa Fe. The Division ensures that purchases are acquired legally from responsible providers at the lowest possible costs, in compliance with the City's Procurement Code. The Division is also responsible for: contracting on behalf of the ITT Department; budget reconciliation for purchases made for multiple City Departments, in line with allocated services guidelines; internal project management services; Enterprise Resource Planning (ERP) program management services in support of the City's initiatives; and the provision of organizational information security services.

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 services and operational enhancements that maximize performance and support for all aspects of digital operations in 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 Infrastructure Services Division provides 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. Division services also include: supporting



FISCAL YEAR 2022 - ADOPTED BUDGET

various components including servers, phones, data centers, switches, routers, radios, and other equipment; providing for healthy network/internet connectivity, firewalls, and data security; evaluating department and division needs; assessing the feasibility of systems and, where appropriate, implementing new solutions; and supporting Radio and Vehicle Technology Services. In addition, 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 in order to support the mobile workforce.

END USER SERVICES

EDWARD J. DURAN, ITT END USER SERVICES MANAGER

Mission

The End User Services 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 assisting staff in making the best use of technology in their business roles.

Description of Services

The End User Services 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; and installing, maintaining, troubleshooting, programming, and repairing desktop phones and associated headsets. The Division also evaluates hardware and software to determine efficiency, reliability, and compatibility with desktop systems.

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; and assessing the feasibility of systems and, where appropriate, implementing new solutions. The Division also provides technical expertise to manage and maintain software applications, and educates City personnel in the effective use of these systems.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY* FISCAL YEAR 2021/22 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY DIVISION						
ITT Administration	793,534	3,824,835	2,204,327	4,281,927	2,077,600	94.3%
End User Services	720,801	512,952	659,257	755,899	96,642	14.7%
Enterprise Application Services	2,255,504	2,161,241	2,819,042	2,591,528	(227,514)	-8.1%
Enterprise Resource Planning*	1,768,662	1,779,334	3,041,951	6,069,871	3,027,920	99.5%
Infrastructure Services	3,830,637	4,115,307	4,343,595	4,374,252	30,657	0.7%
TOTAL INFO. TECH. & TELECOMM.	9,369,138	12,393,669	13,068,172	18,073,477	5,005,305	38.3%

	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY CATEGORY*						
Salaries, Wages & Benefits	2,939,694	2,842,969	3,771,289	4,541,203	769,914	20.4%
Contractuals & Utilities	3,258,913	3,491,743	4,149,253	5,898,301	1,749,048	42.2%
Repairs & Maintenance	314,012	172,881	176,388	176,388	-	0.0%
Supplies	1,535,673	1,280,322	1,993,693	2,293,693	300,000	15.0%
Insurance	104,090	68,423	89,111	80,224	(8,887)	-10.0%
Other Operating Costs	1,128,797	1,182,501	1,328,167	1,628,167	300,000	22.6%
Capital Purchases	76,959	223,830	313,000	313,000	-	0.0%
Transfers to Other Funds	11,000	3,131,000	1,247,271	3,142,501	1,895,230	152.0%
TOTAL INFO. TECH. & TELECOMM.	9,369,138	12,393,669	13,068,172	18,073,477	5,005,305	38.3%

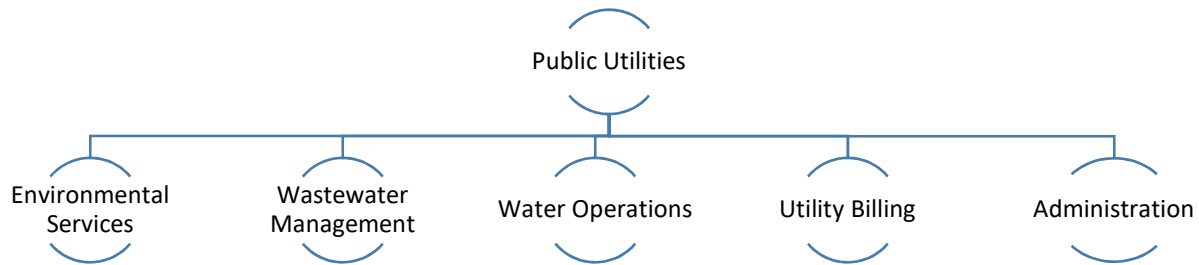
	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
SUMMARY BY FUND						
1/2% GRT Income Fund	77,445	3,131,000	1,476,784	3,607,917	2,131,133	144.3%
Special Projects CIP Fund*	1,768,662	1,779,334	3,041,951	4,380,000	1,338,049	44.0%
Services to Other Depts	7,523,031	7,483,335	8,549,437	10,085,560	1,536,123	18.0%
TOTAL INFO. TECH. & TELECOMM.	9,369,138	12,393,669	13,068,172	18,073,477	5,005,305	38.3%



FISCAL YEAR 2022 - ADOPTED 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.

FY22 Adopted Budget

The Public Utilities Department's total FY22 Adopted Budget increased by \$1.4 million, or 2.2%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- An overall increase, primarily in the Environmental Services and Water Divisions, including the following:
 - \$1.4 million for contracts;
 - \$215 thousand for supplies; and
 - \$497 thousand for salaries and benefits above FY21 levels.
- A decrease of \$569.9 thousand in debt service principal and interest.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.

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.



FISCAL YEAR 2022 - ADOPTED BUDGET

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:

- The Administration section includes the management team, customer service/field support employees, and the outreach and education group, which also includes recycling marketing, compliance, sustainability, and the Keep Santa Fe Beautiful (KSFB) and Graffiti programs. KSFB receives grant funding and is a partnership between the City and the 501(c)(3) KSFB organization, which is overseen by its Board of Directors.
- 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.

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 wastewater reuse facilities. Wastewater Management treats sanitary sewage produced in the City of Santa Fe's service area in order to protect the public's environment, health/safety, and welfare. The Division also produces compost and provides for the reuse of treated wastewater as 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

Description of Services

The Water Division is comprised of the following operational sections: 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. Utility service payments can be made via cash, check or credit card.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Public Utilities Administration	457,053	1,518,309	932,625	1,360,313	427,688	45.9%
Environmental Services	12,512,407	14,160,692	15,516,868	15,741,917	225,049	1.5%
Utility Customer Service	4,020,062	1,582,848	4,252,584	4,708,575	455,991	10.7%
Wastewater Management	27,776,026	11,886,525	14,283,067	13,763,680	(519,387)	-3.6%
Water Operations	27,610,455	39,856,748	28,317,458	29,122,652	805,194	2.8%
TOTAL PUBLIC UTILITIES	72,376,003	69,005,122	63,302,602	64,697,137	1,394,535	2.2%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	17,006,409	17,244,424	20,663,087	20,617,326	(45,761)	-0.2%
Contractuals & Utilities	7,047,567	7,115,106	8,596,515	9,734,754	1,138,239	13.2%
Repairs & Maintenance	2,181,777	1,774,043	2,458,505	2,173,648	(284,857)	-11.6%
Supplies	2,425,113	3,078,857	2,515,823	2,305,410	(210,413)	-8.4%
Insurance	1,354,224	1,021,576	1,090,271	1,430,579	340,308	31.2%
Other Operating Costs	11,273,207	29,960,722	14,179,405	13,085,815	(1,093,590)	-7.7%
Capital Purchases	6,116,560	1,430,004	790,904	950,448	159,544	20.2%
Debt Service	7,309,980	2,006,957	8,011,766	7,441,864	(569,902)	-7.1%
Transfers to Other Funds	17,661,165	5,373,433	4,996,326	6,957,293	1,960,967	39.2%
TOTAL PUBLIC UTILITIES	72,376,003	69,005,122	63,302,602	64,697,137	1,394,535	2.2%

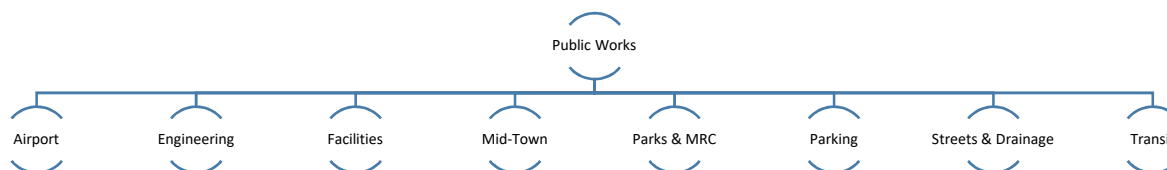
SUMMARY BY FUND	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
General Fund	270,652	220,021	-	-	-	N/A
Community Development	37,019	4,325	25,922	67,556	41,634	160.6%
Waste Water Management	22,035,862	11,886,525	14,283,067	13,763,680	(519,387)	-3.6%
Water Management	27,610,455	39,856,748	28,317,458	29,122,652	805,194	2.8%
Environmental Services	12,204,736	13,936,346	15,490,946	15,674,361	183,415	1.2%
Utilities Administration	4,477,115	3,101,157	5,185,209	6,068,888	883,679	17.0%
Enterprise Debt Service	5,740,164	-	-	-	-	N/A
TOTAL PUBLIC UTILITIES	72,376,003	69,005,122	63,302,602	64,697,137	1,394,535	2.2%



FISCAL YEAR 2022 - ADOPTED BUDGET

PUBLIC WORKS DEPARTMENT

REGINA WHEELER, 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-friendliness 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 of 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 also plans and manages the City's capital improvement projects for parks, buildings, roads, trails, sidewalks, parking facilities, the airport, and the transit and storm water systems. In FY22, 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 property, and the facilities, grounds and infrastructure at the Midtown campus.

FY22 Adopted Budget

The Public Works Department's total FY22 Adopted Budget decreased by \$1.9 million, or 3.7%, from the FY21 budgeted levels. The Public Works General Fund FY22 Adopted Budget increased by \$1.8 million, or 10.4%, from the FY21 budgeted levels. The FY22 Adopted Budget includes the following:

- Over \$1 million invested in the City's Parks system to support the following:
 - Weed control in medians; irrigation assessments, upgrades, and training;
 - Tot lots and playground improvements, including court resurfacing (basketball, tennis, and pickle ball);
 - Litter cleanups, portable toilet rentals for selected locations and public events, and safety and equipment training for employees;
 - Reinstating nonprofit trail maintenance contracts, and security camera coordination and placement;



FISCAL YEAR 2022 - ADOPTED BUDGET

- Data collection including labor and water-conservation assessments; tree planting, parks maintenance, and inventories for TreeSmart SF; and
- Hiring frozen positions, including: a project manager to assess and oversee CIP projects and conduct and maintain inventories; an administrative assistant to streamline procurement and increase productivity; a golf-course manager for the Marty Sanchez Links de Santa Fe; and six (6) seasonal laborers to assist during warmer months when park usage is up and weeding and trash pickup requirements increase.
- \$300 thousand and 4 new FTEs to assume maintenance responsibilities transferred to the City from the State of New Mexico for Cerrillos Road, St. Michael's Drive and the bottom part of Old Pecos Trail. These additional resources will support operations necessary to meet these responsibilities, including street sweeping, storm drain maintenance, snow removal, and general road maintenance. The City of Santa Fe has had an agreement with the state since 2003 to assume the maintenance of these roadways. In FY22 the City has committed to the assumption of this responsibility.
- \$575 thousand for 5 new FTEs and start-up supplies in the Public Works Administration Division to build project administration capacity and implement other department priorities.
- Funding for a 4% salary increase for non-union employees and a 3% salary increase for the Department Director.
- Increases in other operating costs including services of other departments.

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 maintains 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 State and Federal grant funding.

ENGINEERING

JAVIER ROSADO, 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 goals for the City of Santa Fe.



FISCAL YEAR 2022 - ADOPTED BUDGET

Description of Services

The Division oversees traffic engineering and operations; roadways and trails planning, design and construction; storm water infrastructure design, construction and maintenance; and 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 and preventive and emergency maintenance for City facilities, and Midtown property maintenance management.

MID-TOWN CAMPUS

SAM BURNETT, PROPERTY MAINTENANCE MANAGER

Mission

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

Description of Services

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

MUNICIPAL RECREATION COMPLEX (MRC)

MELISSA MCDONALD, ACTING 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 for sports turf recreational users; maintain a financially-sound business; make our citizens and visitors feel welcomed at the MRC facility; and provide a pleasant work environment for our employees. The Division's commitment to these simple goals ensures the effective and user-friendly management of the golf course and recreational facilities. Marty Sanchez Links de Santa Fe (MSL) is committed to being the golf course of choice for the citizens and visitors of Santa Fe.



FISCAL YEAR 2022 - ADOPTED BUDGET

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

MELISSA MCDONALD, ACTING PARKS DIVISION DIRECTOR

Mission

In pursuit of the goals of preserving Santa Fe's culture, supporting our creative nature, and adhering to our sustainability goals, the Parks Division's mission is to provide residents and guests with safe, clean, and enjoyable outdoor experiences in 70 parks; 26 open spaces; 170 miles of trails; the historic plaza; the Marty Sanchez golf course; and a wide variety of amenities including baseball fields, soccer fields, dog parks, skate parks, tennis courts, basketball courts, pickle-ball courts, disc golf courses, playgrounds, tot lots, ADA walking paths, picnic shelters, benches, and barbecue grills. The Division's mission also includes the regular removal of waste and trash-bag replacement for trash and recycling receptacles located near most of these amenities.

Addressing the effects of climate change is also among the Parks Division's highest priorities. In addition to maintaining significant acreage of irrigated turf grass, the Division is fully committed to the health and growth of the City's tree canopy and to the data collection needs associated with the TreeSmart Santa Fe initiative.

Description of Services

To ensure high-quality services to the community, the Parks Division operates and maintains parks, open spaces, trails, and medians, which includes: managing users of these amenities; building and maintaining infrastructure; collaborating with stakeholders and service providers; and compliance with ADA standards, New Mexico Environment Department regulations, and EPA requirements, while pursuing and managing grant funding to the greatest extent possible. The Division also evaluates proposed future park lands and reviews development plans for conformity with Division requirements.

PARKING

NOEL CORREIA, PARKING DIVISION DIRECTOR

Mission

The Parking Division is committed to providing an 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

Description of Services

The Division oversees parking facility operations and maintenance; parking enforcement and revenue assurance; parking administration, including the adjudication of parking fines; and 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

The Streets and Drainage Division maintains the streets, sidewalks, trails and drainage infrastructure of the City of Santa Fe. Division tasks include: snow removal; concrete construction; grading; street sweeping; pavement maintenance; engineering/inspection; and drainage system maintenance.

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 Transit 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.



FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Public Works Administration	2,014,361	6,122,527	3,035,602	3,231,989	196,387	6.5%
Airport Division	2,994,894	4,452,383	3,969,620	2,715,564	(1,254,056)	-31.6%
Engineering Division	5,309,323	5,050,493	5,131,433	5,693,091	561,658	10.9%
Facilities Maintenance	4,403,016	4,259,778	4,523,209	5,374,730	851,521	18.8%
Midtown Campus	3,938,543	4,958,059	3,860,058	4,103,172	243,114	6.3%
Municipal Recreation Complex	3,254,084	1,652,503	2,577,798	1,581,448	(996,350)	-38.7%
Parking Division	6,191,838	6,769,322	5,498,294	4,972,679	(525,615)	-9.6%
Parks Division	6,208,292	7,063,157	6,633,646	7,879,650	1,246,004	18.8%
Streets Maintenance	5,328,520	5,894,507	6,547,860	4,691,165	(1,856,695)	-28.4%
Transit	10,448,956	11,273,054	10,799,779	10,407,349	(392,430)	-3.6%
TOTAL PUBLIC WORKS	50,091,828	57,495,783	52,577,299	50,650,837	(1,926,462)	-3.7%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2018/19	ACTUAL EXPENDITURES 2019/20	2020/21 MIDYEAR BUDGET	ADOPTED BUDGET 2021/22	\$ CHANGE 2020/21 vs. 2021/22	% CHANGE 2020/21 vs. 2021/22
Salaries, Wages & Benefits	21,652,349	21,318,118	21,339,932	23,473,086	2,133,154	10.0%
Contractuals & Utilities	6,466,685	7,264,636	6,703,596	8,308,730	1,605,134	23.9%
Repairs & Maintenance	1,421,546	2,720,400	2,174,952	3,003,492	828,540	38.1%
Supplies	1,965,460	1,935,058	1,896,630	2,345,252	448,622	23.7%
Insurance	1,555,008	1,355,654	1,529,674	1,825,644	295,970	19.3%
Other Operating Costs	4,200,002	12,437,511	4,900,980	5,101,597	200,617	4.1%
Capital Purchases	1,634,357	2,219,499	2,570,068	1,014,250	(1,555,818)	-60.5%
Debt Service	6,061,251	1,421,948	5,887,032	4,710,077	(1,176,955)	-20.0%
Transfers to Other Funds	5,135,170	6,822,957	5,574,435	868,709	(4,705,726)	-84.4%
TOTAL PUBLIC WORKS	50,091,828	57,495,783	52,577,299	50,650,837	(1,926,462)	-3.7%

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FISCAL YEAR 2022 - ADOPTED BUDGET

CITY OF SANTA FE PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2021/22 ADOPTED BUDGET

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SUMMARY BY FUND	ACTUAL	ACTUAL	2020/21	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2020/21 vs.	2020/21 vs.
	2018/19	2019/20	BUDGET	2021/22	2021/22	2021/22
General Fund	15,582,566	19,081,370	17,158,076	18,938,110	1,780,034	10.4%
City Drainage Fund	1,693,525	1,038,531	1,291,019	1,535,745	244,726	19.0%
Impact Fees Fund	475,000	-	54,000	-	(54,000)	-100.0%
Transportation Grants	76,475	76,799	95,059	96,892	1,833	1.9%
Plaza Use Fund	24,603	20,252	15,000	15,000	-	0.0%
Quality of Life	38,064	2,052	12,337	81,337	69,000	559.3%
Streets & Roadways	2,212,308	3,407,005	3,883,625	1,720,416	(2,163,209)	-55.7%
1/2% GRT Income Fund	1,833,027	1,584,931	1,828,700	2,311,270	482,570	26.4%
Railyard Properties	1,903,722	3,606,874	2,913,553	2,268,747	(644,806)	-22.1%
Midtown Campus	1,443,720	4,958,059	2,181,800	4,103,172	1,921,372	88.1%
Municipal Recreation Complex	1,563,067	1,301,951	1,269,971	1,581,448	311,477	24.5%
Parking	5,492,040	6,769,322	4,337,384	4,972,679	635,295	14.6%
Transit Bus System	10,029,623	11,196,256	10,361,909	10,310,457	(51,452)	-0.5%
Airport	2,911,055	4,452,383	2,710,060	2,715,564	5,504	0.2%
Enterprise Debt Service	4,813,033	-	4,464,806	-	(4,464,806)	-100.0%
TOTAL PUBLIC WORKS	50,091,828	57,495,783	52,577,299	50,650,837	(1,926,462)	-3.7%



FISCAL YEAR 2022 - ADOPTED BUDGET

VI. FY22 REVENUE AND ECONOMIC ANALYSIS

In the last year, the national economy underwent an unprecedented economic shock due to the COVID-19 pandemic. The City of Santa Fe reported record unemployment levels in the second quarter of 2020 as pandemic closures left much of the city's restaurant, retail, and tourism industry unable to operate. FY21 budget projections estimated a 21% drop in Gross Receipts Taxes and substantial declines in both Lodgers' Tax and fee revenues. Buoyed by the federal economic stimulus and low interest rates, construction and real estate led a substantial improvement in the local economy through the beginning of calendar year 2021. Gross Receipts Tax collections have outperformed expectations, allowing the revenue budget for FY21 to be revised upward from \$90.6 million to \$97.0 million. Lodgers' Tax is expected to underperform expectations, while Property Taxes will also come in below budget. Taken in aggregate, the FY22 total revenue estimate for the City of Santa Fe should exceed \$294.7 million on the momentum of the continued economic recovery.

In March 2020, following nationwide closings and historically high unemployment, Congress passed the Coronavirus Aid, Relief, and Economic Security (CARES) Act, distributing \$2.2 Trillion in economic stimulus to support both individuals and businesses. This was the largest single stimulus package in United States history, and in combination with actions taken by the Federal Reserve, allowed for a swifter economic recovery than was thought possible. The American Rescue Plan Act, a \$1.9 trillion dollar stimulus passed on March 11, 2021, promises to further revitalize the US economy throughout FY22. GDP is expected to grow at the fastest rate since 1983, and a strong recovery is expected in the travel, accommodation, and retail sectors.

Substantial uncertainty still exists, and whenever possible, the City of Santa Fe has sought to be conservative with the FY22 revenue projections. New Mexico remains a leading state in vaccine distribution, and re-openings are expected to continue in earnest through the beginning of FY22. Nationwide, historically high savings rates and greater disposable income correlates to robust discretionary spending in normal times. However, the threat of continued variants of the COVID-19 virus, potential closings, and the postponement of local events will likely make the fiscal recovery more gradual.

The following subsections provide a summary of both revenue history and projections to assist in budgetary planning. FY22 revenue projections utilized multiple economic models to provide a scientific estimate of future revenues: trend analysis, regression analysis, and multifactor econometric models. Although current revenue estimates are based on a cautious optimism as the city approaches FY22, uncertainties surrounding the reopening of the economy remain.

National Economic Outlook

During FY20, the US economy endured an unprecedented economic shock. Unemployment and GDP losses during Spring 2020 were the worst experienced since the Great Depression. However, a combination of factors makes a strong economic recovery likely during calendar year 2021. Strong fiscal stimulus and low interest rates will power consumer spending, GDP growth, construction, and real estate through the end of calendar year 2021. Likewise, historically low bankruptcies and high capital investment should enable a robust multi-year recovery.



FISCAL YEAR 2022 - ADOPTED BUDGET

Gross Domestic Product (GDP) measures the value of the good and services an economy produces during a given time period, and represents the most complete gauge of overall economic strength. The decline in GDP in the second quarter of 2020 represented a historic decline not seen since the great depression. The \$2.2 trillion CARES Act stimulus package passed by Congress on March 27, 2020 helped accelerate the economic recovery, with GDP improving by an annualized rate of 33% in the subsequent quarter. Looking forward, the passage of an additional \$1.9 Trillion Stimulus via the American Rescue Plan Act of 2021 represents roughly 9% of US GDP, and spending from this plan is likely to further accelerate economic growth in the coming year.

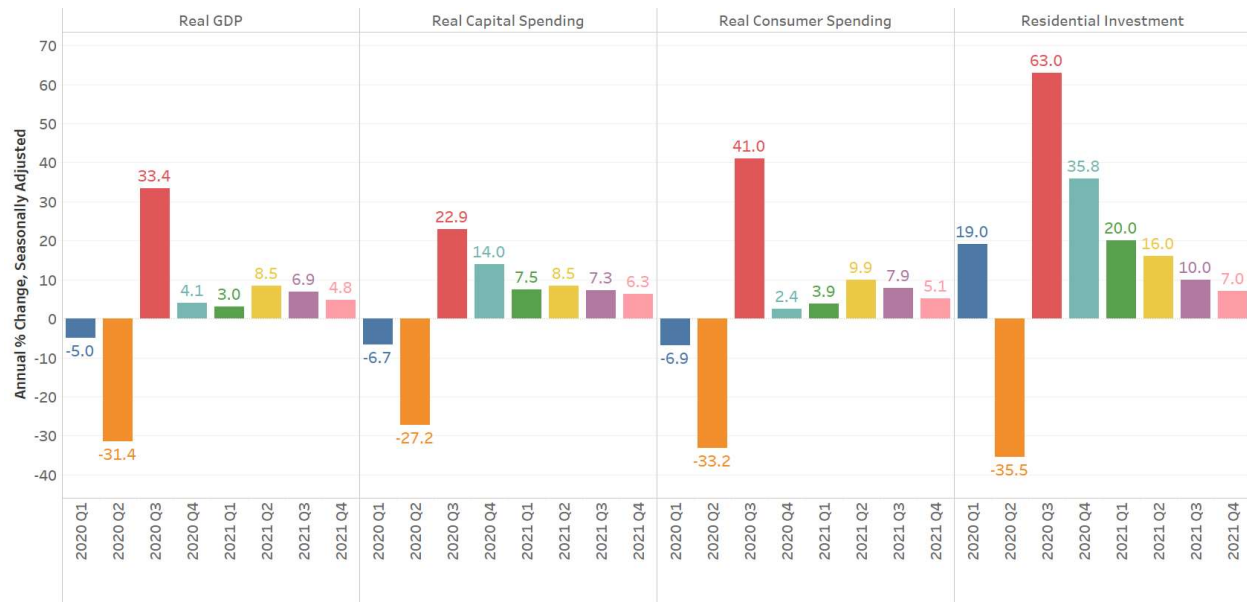
Looking ahead, consensus economic projections for 2021 have been revised upward due to the substantial federal stimulus. Estimated GDP growth in 2021 is expected to reach or exceed 6%, the highest level seen since 1983. Further, additions to real capital spending by businesses (investment in physical assets) and residential investment (including residential construction and redevelopment) are expected to exceed GDP growth in the coming year. Taken together, this strong investment outlook indicates that the national economy is building long-term economic capacity to ensure future economic growth.

With five trillion dollars in stimulus packages passed during the last year, the risk of an additional recession following a period of economic recovery (i.e. a ‘double-dip’ recession) has been greatly reduced. Inflation can occur when there is a rapid increase in the money supply that cannot be adequately absorbed by the economy, or when aggregate economic demand grows faster than aggregate supply (called ‘demand-pull’ inflation). Given the unprecedented stimulus, the risk for inflation in the United States seems tangibly higher than in previous years. Measured using the Consumer Price Index (CPI), which utilizes a representative basket of goods, inflation is expected to peak around 3% during 2021 before falling back to roughly 2% in subsequent quarters. Moderate inflation reduces living standards if consumer prices rise faster than wages, but also makes fixed debt payments relatively more affordable. In response to inflation, the Federal Reserve can raise the discount rate, effectively reducing monetary supply and also inflation. However, Federal Reserve Chair Jerome Powell has signaled that the Federal Reserve does not intend to take action during the next year and would tolerate inflation higher than 2% during a transitory economic recovery period. The rapid increase in rates between 2004 and 2006 in response to inflationary concerns is unlikely to be repeated in the next year.

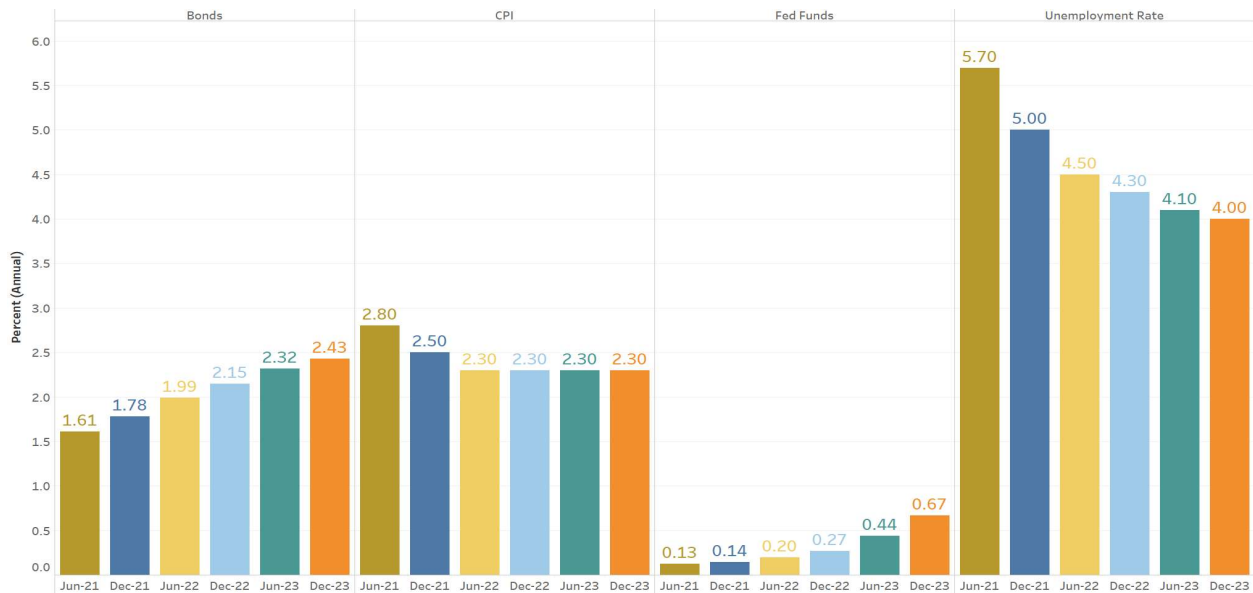
Higher yields in 10-year and 30-year bonds have steepened the US Yield Curve, indicating anticipated economic expansion. Every prior recession in the last fifty years has been preceded by an ‘inverted’ yield curve, where short-term rates are equal to or exceed long-term rates for US Treasuries. The steepening yield curve points towards economic growth, and the bond market suggests that increases in the Federal Reserve interest rates will not occur until early 2023. Continued low interest rates will continue to power economic growth and provide an engine for all other economic activities, particularly in the real estate, construction, and project financing sectors. This continued economic growth should enable a further decline in the unemployment rate by 2023 to levels comparable to 2019.



FISCAL YEAR 2022 - ADOPTED BUDGET



Data Source: Consumer Finance Board, Author's Own Calculations

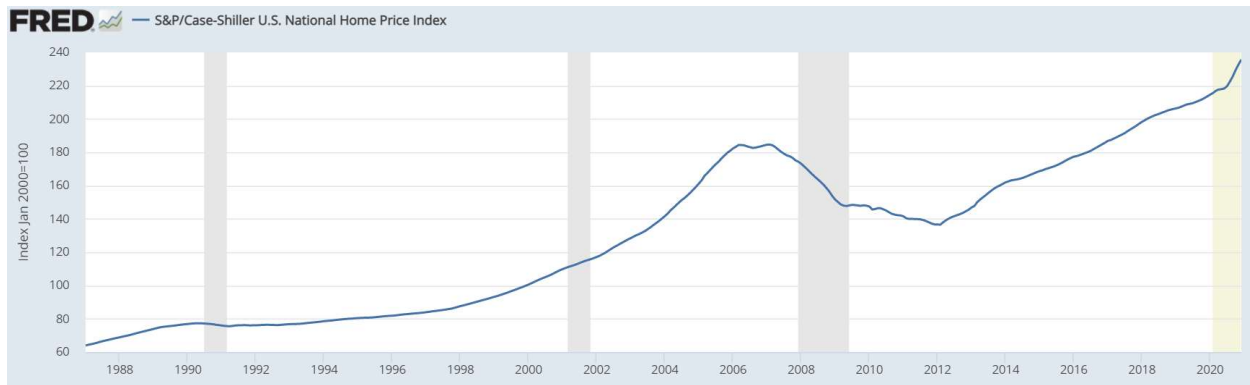


Data Source: Wall Street Journal

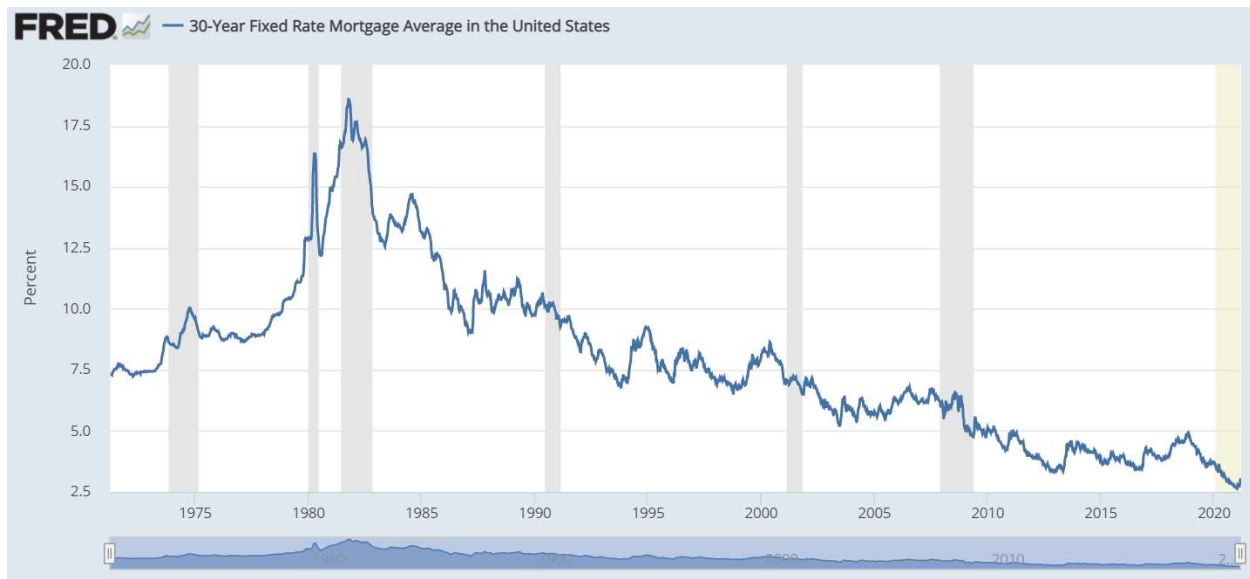
National real estate growth, enhanced by the lowest 30-year mortgage rates in recorded financial history, exceeded 10% year-over-year through December 2020. Mortgages under forbearance remained elevated substantially above pre-pandemic levels (averaging 5% of mortgages in March 2021), although this can also be attributed to incentives related to the CARES Act. Student loan balances grew 12% (Experian) to historically high levels during 2020, while origination levels softened. While the recession of 2020 brought with it higher forbearance and student loan delinquencies, consumer bankruptcies were historically low during the fourth quarter of 2020. This indicates that a combination of factors are both limiting and delaying bankruptcies, encouraging a stronger economic recovery as we approach the second half of 2021.



FISCAL YEAR 2022 - ADOPTED BUDGET



Data Source: The Federal Reserve Economic Data

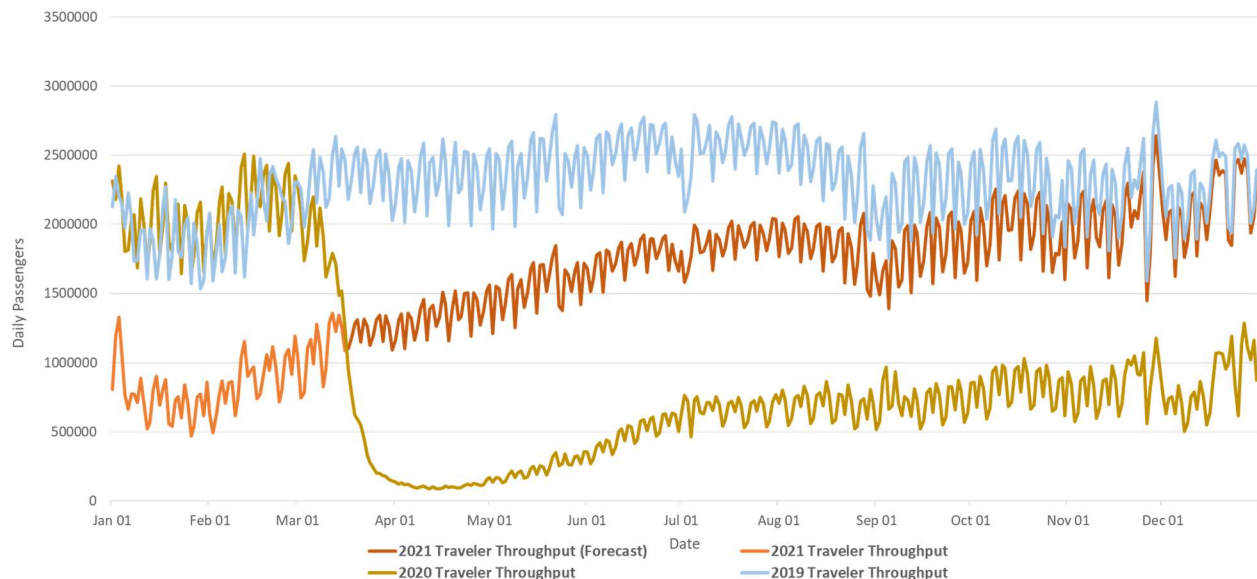


Data Source: The Federal Reserve Economic Data

As of March 2021, restaurant and travel expenditures have been improving. Recent data from the Transportation Security Administration (TSA) indicates that passenger traffic has improved from a seven-day average equal to 35% of 2019 values to over 50% in March. This trajectory is expected to continue, as savings rates remain historically high and demand for travel improves with greater mobility following economic reopening. Travel recovery should achieve 80% of 2019 levels during summer 2021, and potentially recover most of the remaining difference by the end of the year.



FISCAL YEAR 2022 - ADOPTED BUDGET



Data Source: The Transportation Security Administration / Authors' Own Projections

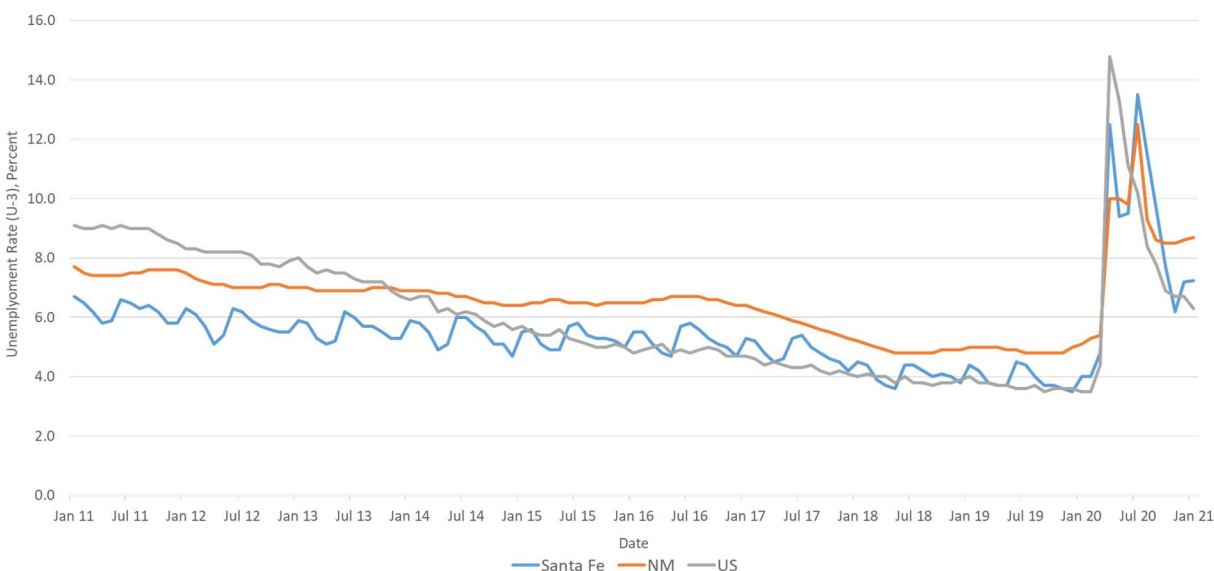
The unemployment rate remains particularly high. US unemployment (U-3) stood at 6.2% in February 2021, significantly improved from the 14.8% unemployment rate recorded in April 2020, but remaining above the pre-pandemic level of 3.5%. The civilian labor force remains roughly four million workers smaller (out of 160 million), indicating that a substantial number of workers remain underutilized and outside of the labor force when compared to the period before the pandemic. This can be attributed to a combination of factors: permanent layoffs, early retirements, and parents leaving the workforce to provide child or eldercare. Strong economic growth and reopening will provide incentives for many of these workers to return to the labor force. Structural unemployment remains a problem, and the number of long-term unemployed persons (greater than 27 weeks) remains at over four million, and over six million workers remain part time for economic reasons.

State and Local Economy

In New Mexico, the recent economic conditions have likewise produced historically high unemployment and significant displacement across industries. New Mexico's high levels of government employment (relative to other states) and lack of publicly traded large companies tends to insulate the state from employment extremes common in other places. New Mexico's unemployment levels peaked at 12.5% during July 2020, and have since fallen to 8.7% (preliminary) as of January 2021, substantially higher than the national average. Job losses in New Mexico also tend to require a longer period of recovery than the overall economy. As of the most recent report, unemployment in New Mexico is 32% lower than the prior year in the mining and logging sector (including oil and gas extraction); 30% lower in the leisure and hospitality sector; and 11% lower than the prior year in both the financial activities and manufacturing sectors. Unemployment in New Mexico grew from roughly 45,000 in mid-2019 to over 83,000 today.



FISCAL YEAR 2022 - ADOPTED BUDGET



Data Source: The Bureau of Labor Statistics

In comparison with the rest of New Mexico, Santa Fe maintains proportionately greater employment in the government and travel and leisure sectors, with fewer employed in professional services or manufacturing. Employment peaked in late 2019 in Santa Fe County, with fewer than 2,700 unemployed residents out of a labor force of 76,000. Preliminary data from January 2021 indicates that unemployment has risen to over 6,000 residents out of a reduced labor force of 70,668. Much of the growth can be explained by the year-on-year loss of jobs in the government (1,600 jobs) and travel and leisure (4,700 jobs) sectors.

Hotel occupancy in Santa Fe was particularly vulnerable to the wave of pandemic-related shutdowns, with occupancy losses peaking in April 2020 at 76% below the prior year. Since then, occupancy has moderately recovered, with February 2021 occupancy at 31.3%, only 42% below the 54.7% value for the prior year. Mid-range projected hotel occupancy in 2021 is expected to strongly exceed 2020 levels while remaining somewhat below 2019 levels. The headwinds of continued economic growth and looser travel restrictions will enable a moderate to strong recovery, but uncertainty remains regarding the potential for additional disruption with viral variants.



FISCAL YEAR 2022 - ADOPTED BUDGET

Hotel Occupancy % and Forecast, 2020-2021 (STR Data, City of Santa Fe)



Data Source: City of Santa Fe STR Data; Author's Own Calculations

The restaurant industry is likewise poised for significant recovery. Data from OpenTable suggests that after reaching a nadir in 2020, seated dining has roughly recovered to half its prior levels in 2021. New Mexico somewhat lags the United States as a whole, given relatively stricter pandemic restrictions that remain in force across much of the state. The trajectory is expected to continue, with restaurants returning to near-full capacity by August 2021.

Seated Diners (2020-2021) where 2019=100



Data Source: OpenTable

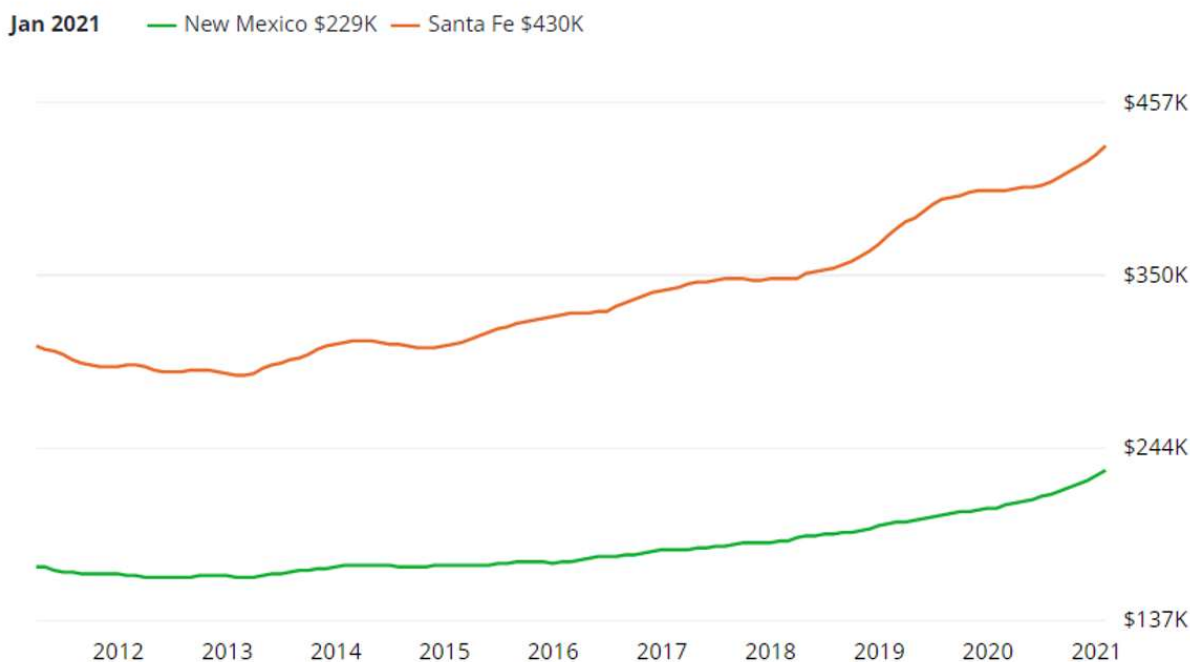


FISCAL YEAR 2022 - ADOPTED BUDGET

On the more significant positive side, both real estate and construction have remained particularly robust throughout the pandemic. Several different indices for home prices around Santa Fe recorded between 15 and 25% increases in real estate values, which exceed both state and national averages. Steep rises in prices were also driven by a historically low housing inventory in Santa Fe, as demand for homes greatly exceeded the existing supply. Listing prices in February 2021 remained roughly 31% above prior year values, and the number of listings experiencing a reduced price was at its lowest point in all five years of recorded values. Higher prices, while making the city more expensive, represent a positive indicator of demand for Santa Fe real estate. Higher equity values on existing homes support expenditures on house improvements and real estate quality.

Construction has proved robust during the economic downturn, with overall construction employment remaining unchanged in Santa Fe during the pandemic. New building permits for residential houses has continued a three-year boom, exceeding mean values in most one-month periods prior to the pandemic. Higher construction levels expand both the population of the city as well as its tax revenues, both in terms of property taxes and gross receipts taxes (GRT).

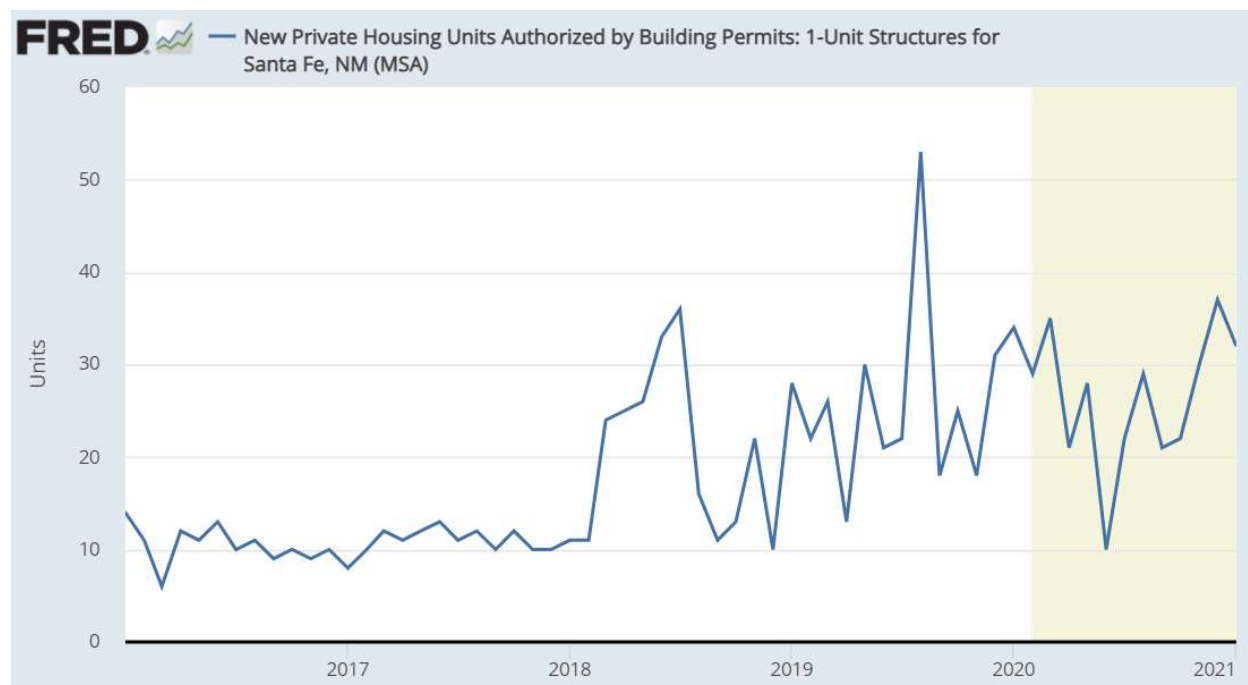
Zillow Home Value Index



Data Source: Zillow



FISCAL YEAR 2022 - ADOPTED BUDGET



Data Source: Federal Reserve Economic Data

Overall, the city of Santa Fe is poised for a continued economic recovery in the final months of FY 2021 leading into FY 2022. Higher consumer spending will be driven by the additional stimulus and pent-up demand, which will particularly help restaurants, hotels, and retail stores. Low interest rates and low housing inventory will continue to boost real estate prices, while construction is expected to remain particularly robust in response to continued high demand. Recessionary conditions remain unlikely, as a steep yield curve and low financing costs are expected to continue to improve city employment conditions. Moderate inflation remains a tangible risk, as higher prices usually increase both costs and revenues for municipalities. The worst-case scenario remains a renewed period of restricted economic activity in response to a virulent strain of the COVID-19 virus, which would put further downward pressure on the restaurant and hotel industries that serve the city's tourism sector.

Labor and Workforce

With 84,683 people (US Census Bureau Estimate, 2019), Santa Fe represents roughly 4% of the 2.1 Million residents of New Mexico. Demographically, the population of Santa Fe is older (22.6% of the population is over 65) and wealthier (per capita income is roughly 36% above the state average), and maintains a lower poverty rate than the state as a whole. Over 12% of all New Mexico consumer spending on accommodation and food services during the year occurs in the City of Santa Fe. Retail sales per capita are over 2.5 times the state average, and 42% of the population possesses a college degree, far above the state levels. Despite these differences, the City of Santa Fe maintains a workforce nearly as diverse as the state of New Mexico itself: the population is 55.2% Hispanic or Latino, 1.2% Black or African American, 1.8% Native American, and 3% multiracial. Over 14% of the city is foreign-born.



FISCAL YEAR 2022 - ADOPTED BUDGET

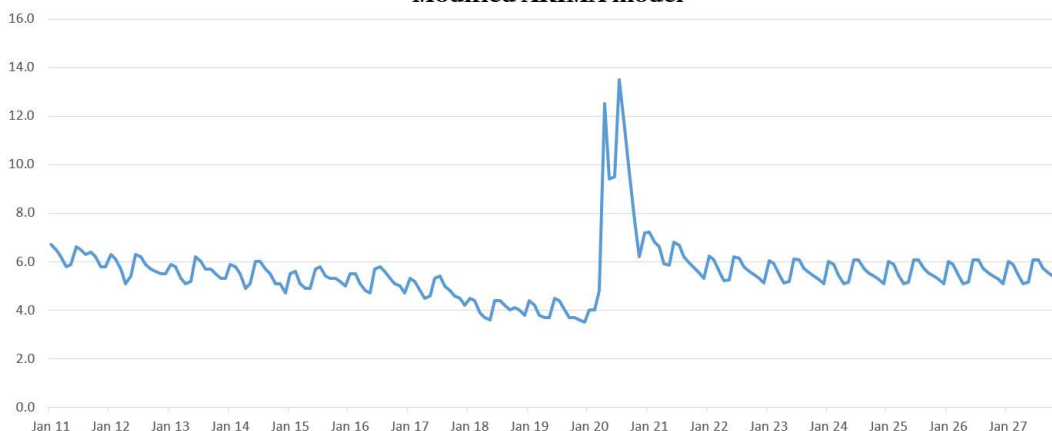
Historically, the strength of the government and tourism sectors has helped keep employment in the city below state and national averages. Employment tends to be seasonal, with greater unemployment in summer. The city has over 12,000 firms, and 78% of the city's labor force is employed in non-farm payrolls representing roughly 55,000 workers. Regarding non-farm employment, 25% of the city is employed in government, 17.9% in education and health services, and 17.5% in trade, transportation, and utilities.

Non-Farm Sector	Labor Force (000s)	% of Total
Government	13.7	25.0%
Education and Health Services	9.8	17.9%
Trade, Transportation, and Utilities	9.6	17.5%
Leisure and Hospitality	6.7	12.2%
Professional and Business Services	5.1	9.3%
Other Services	3.1	5.7%
Mining, Logging, and Construction	2.9	5.3%
Financial Activities	2.3	4.2%
Manufacturing	0.8	1.5%
Information	0.8	1.5%

Data Source: The Bureau of Labor Statistics

Unemployment in Santa Fe climbed to a preliminary seasonally-adjusted figure of 8.3% (8.6% unadjusted), and while the city typically maintains lower unemployment than the state of New Mexico as a whole, the disproportionate size of the city's accommodation, restaurant, and retail sectors makes the city particularly vulnerable to pandemic closures. Normal unemployment for the last ten years has hovered between 5% and 6%. Exceptionally low unemployment, mirroring the trend nationally, occurred in 2018 and 2019, with unemployment levels falling below 4% of the labor force. Projecting the unemployment rate forward using an *Autoregressive Integrated Moving Average* model, also known as an ARIMA model, generates a trend approaching the long-term unemployment average. In turn, the model has also been adjusted for seasonality to depict year-on-year variation in employment in the hospitality and tourism sectors.

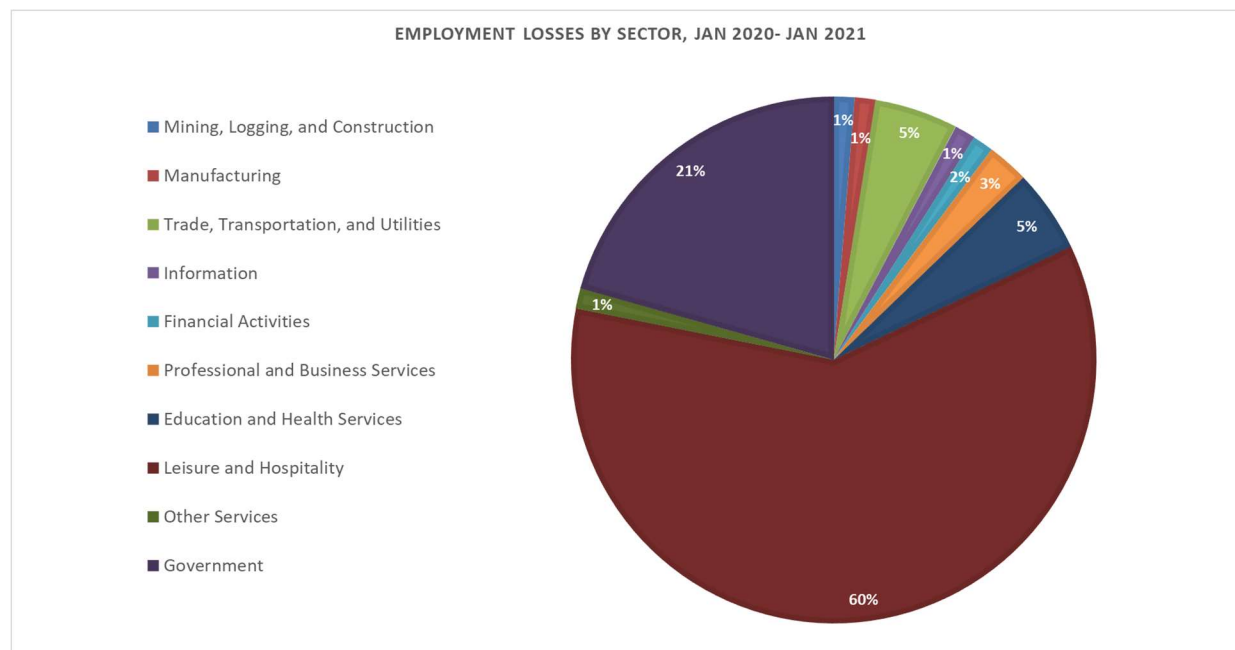
Unemployment Dynamics for Santa Fe, 2011-2027
Modified ARIMA model





FISCAL YEAR 2022 - ADOPTED BUDGET

Rapid recovery in unemployment levels has occurred nationally, with a somewhat lagged value for both Santa Fe and New Mexico as a whole. Given the economic headwinds, substantial improvement in unemployment is likely as we finish FY 2021 and enter FY 2022. Adverse economic conditions caused by a viral-variant are possible, which would keep unemployment levels elevated above the long-term average.



When compared to 2020, Santa Fe maintains nearly 8,000 fewer jobs in the non-farm sector. The greatest year-on-year declines were in leisure and hospitality (-4,700 jobs), government (-1,600 jobs), and education and health services (-400 jobs). Rapid economic growth and continued progress in reopening should improve these numbers by the end of summer 2021.

Many firms in Santa Fe have been able to maintain payrolls through the paycheck protection program (PPP). In total, over \$217 million was disbursed to Santa Fe businesses in the first stimulus, with \$2.3 billion extended to the state as a whole. These loans, which can be forgiven, supported over 24,000 jobs in the city and prevented more egregious economic consequences. Despite this, many employers were forced to lay off or furlough employees during the last year. Three of the five largest Santa Fe Metropolitan Area employers are government-based. Healthcare and tribal employment are also substantial drivers of local employment.

SANTA FE METROPOLITAN AREA EMPLOYERS		
Employer	Business	# of Employees
State of New Mexico	Government	20,000+
Christus St. Vincent	Healthcare	2000-3000
City of Santa Fe	Government	1000-2000
County of Santa Fe	Government	1000-2000
City Of Gold Casino	Tribal	500-999
Buffalo Thunder Resort and Casino	Tribal	500-999
Santa Fe Community College	Education	500-999
Wal-Mart	Retail	500-999
Eldorado Hotel and Spa	Tourism	250-499



FISCAL YEAR 2022 - ADOPTED BUDGET

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 recurring revenue is predictable and historically stable under normal circumstances. Most recurring revenue is received from the collection of taxes and fees & services, at 39.7 percent and 38.2 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 to declines in the 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 and Projection Estimation

Santa Fe tax revenue is primarily generated from gross receipts tax (GRT), lodgers' tax, property tax, gasoline tax, and franchise fees. To project these values in FY22 and beyond, a rigorous economic analysis was applied. First, historical data was evaluated against a series of broader economic variables, including GDP, wage growth, industrial production, housing starts, unemployment, and inflation. Unemployment was a statistically significant driver of GRT and lodgers' tax; property tax was statistically correlated to both GRT and population size. Local economic data can be challenging to predict, particularly in an unprecedented pandemic and economic crisis. However, national economic drivers are less volatile, and predicting these values can provide insight to the future revenue drivers of the city of Santa Fe.

Once this was established, recurring revenue streams were subjected to three different projection models. First, an economic trend analysis was established to evaluate future rates based on past growth. Trend models are efficient and easy to construct, but unusual or seasonal values can distort the projections; to correct for this, the model omitted extreme values from consideration in the analysis. Second, a regression model was employed that was derived from historical data. Regressions, unlike trend analysis, factor in all relevant data points to make projections and utilize a consistent methodology. However, regressions are most effective when the data and assumptions of past periods apply to future periods. Third, the model employed a multifactor econometric model that was derived from projections of the economic state in 2020. These models can be incredibly effective, but the variables utilized have to be continually monitored to ensure an accurate prediction. To provide a more seasoned analysis, the final projection averaged all three of these models to produce an estimate of value.

For non-recurring revenues, including over 800 revenue source line-items in the budget, a combination of trend and regression modeling was used, depending on the quality of the historical data. Smaller, non-recurring revenue sources are more volatile, adding to the difficulty of modeling these sources. Utilizing data from FY18 through FY20 allowed for greater precision in the FY22 estimate.

Finally, the models assume a gradual but incomplete reopening for the end of FY21 and the first half of FY22. Whenever possible, the analysis errs in favor of a conservative projection of forecasted revenues, although significant uncertainty remains.

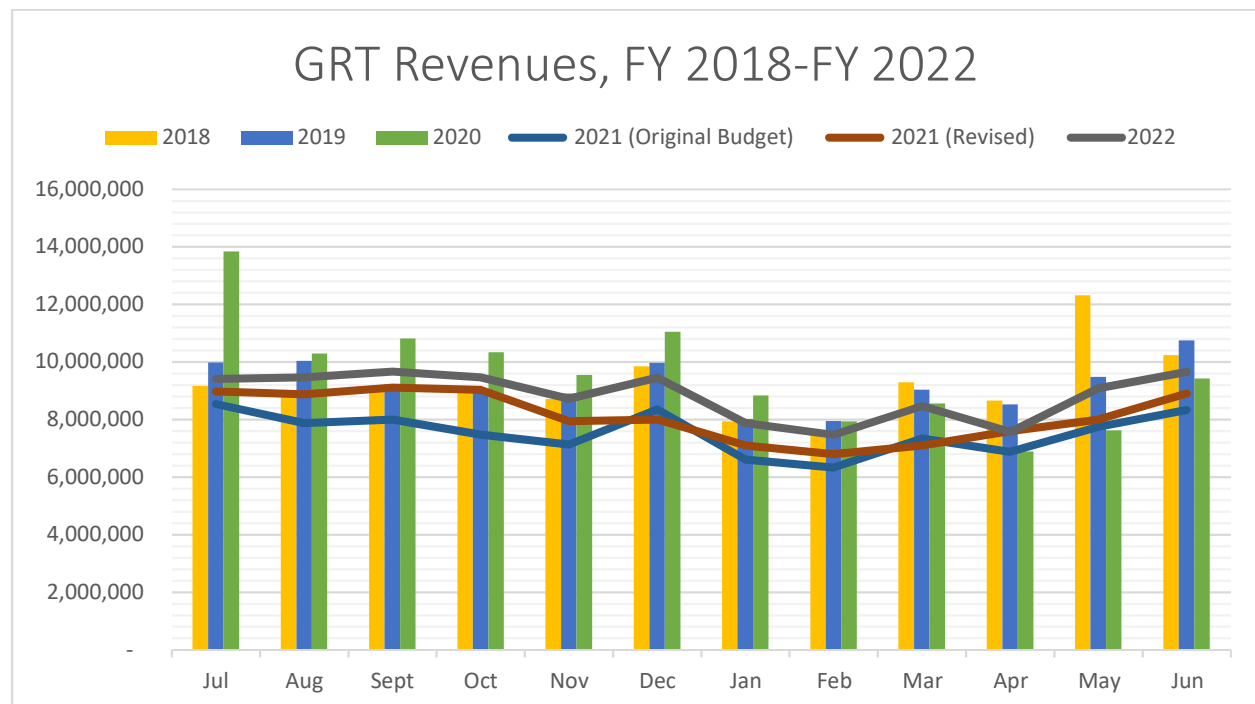


FISCAL YEAR 2022 - ADOPTED BUDGET

Gross Receipts Tax

Gross Receipts Tax (GRT) represents the largest single source of non-fee revenue for the City of Santa Fe, comprising approximately 32.2% of recurring revenues. The combined 2021 gross receipt tax rate for Santa Fe is 8.44%, with 5.13% going to the state of New Mexico and the remaining 3.31% collected and distributed by the New Mexico Taxation and Revenue Department (NM TRD) back to the city. Beginning in March 2020, the pandemic drastically reduced GRT revenues. April and May 2020 saw GRT nearly 20% lower than in the prior year.

In response to the significant uncertainty and decrease in economic activity due to the pandemic, the City of Santa Fe Finance Department budgeted FY21 collections lower than the prior years. The original FY21 budget estimated GRT revenue of \$90.6 million was based on significant uncertainty regarding the duration of the economic downturn. The federal economic stimulus and progress toward reopening thanks to the availability of the vaccine boosted FY21 revenues significantly. The subsequent GRT budget has been revised upward to \$97.0 million, while higher values seem increasingly likely.



Source: City of Santa Fe Finance Department

GRT collections in FY22 are estimated to be \$108.9 million, an increase of \$11.9 million, or 12.3%, above the revised FY21 revenue estimates of \$97 million. This represents an approximation with significant uncertainty, as the strong economic growth projected in the next year is predicated upon a gradual reopening process for businesses across New Mexico. Two reasons for cautious optimism exist: as of late March 2021, New Mexico remains the US state making the greatest progress in administering the vaccine, with 35% of residents having been given one dose, and 21% of residents now fully vaccinated. Secondly, the \$1.9 Trillion stimulus provided by the American Rescue Plan Act of 2021 provided an estimated \$100 million in direct

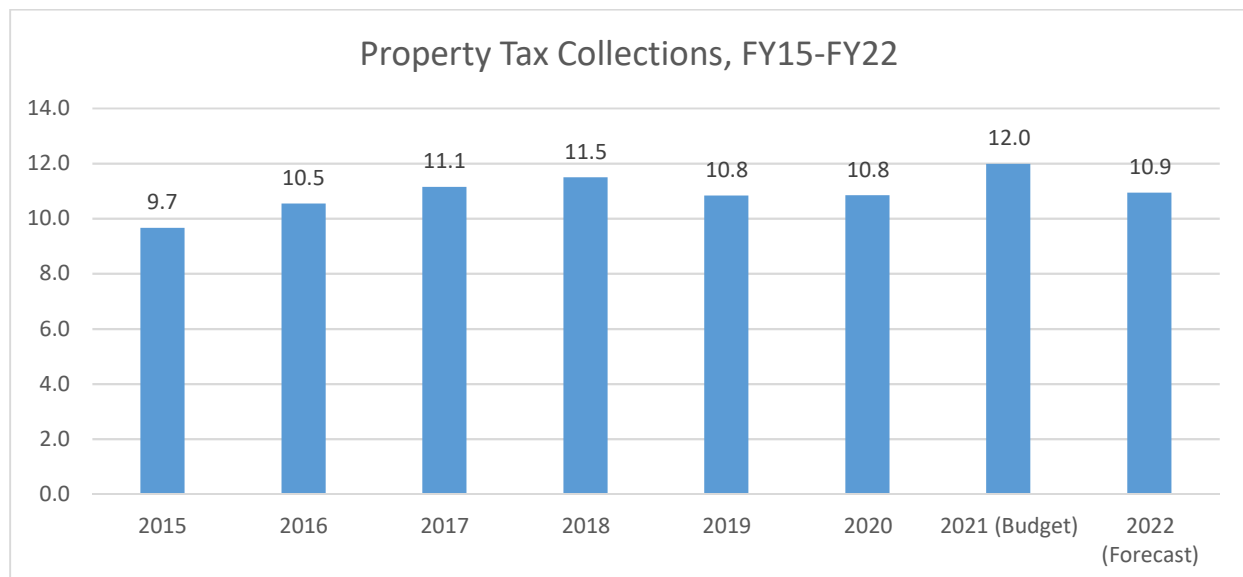


FISCAL YEAR 2022 - ADOPTED BUDGET

stimulus payments to Santa Fe residents. Assuming an elevated pandemic-level savings rate and historic levels of consumer spending, this may result in an additional GRT revenue for the city. FY22 will be the first year that sales tax collected on goods acquired from internet sellers will be directly passed on to municipalities and is included in the City's GRT estimates.

Property Tax

Property Taxes are levied annually on real and personal property by the County of Santa Fe Assessor to establish a value for Property Tax to be levied upon. The county of Santa Fe Assessor collects and distributes Santa Fe's allocation back to the City on a monthly basis. In past years, property tax revenues have ranged from \$10.8 million in FY18, to \$11.4 million in FY19, to \$10.8 million in FY20. The FY21 property tax revenue estimate was set at \$12.0 million. From July 2020 through January 2021, property tax collections totaled \$6.1 million. The pandemic and election generated unusual property collection values on a month-by-month basis, complicating the projection scenario for FY22. Using revised data that incorporated the actual collected values, property tax is anticipated to be \$10.9 million in FY22, close to the average collections received during the previous five years. Increasing property values and population growth should expand the property tax collections over the next three to five years, resuming the period of steady growth that began following the 2008-2009 economic recession.



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, natural gas, water, cable, telecom and telephone service providers, and are based on consumer use. Franchise fees have increased from \$4.4 million in FY18 to \$4.8 million in FY19 and \$5.1 million in FY20, after an incremental increase in PNM's franchise fee rates. The FY21 budget accounted for \$4.6 million in franchise fees, following the anticipated decline in



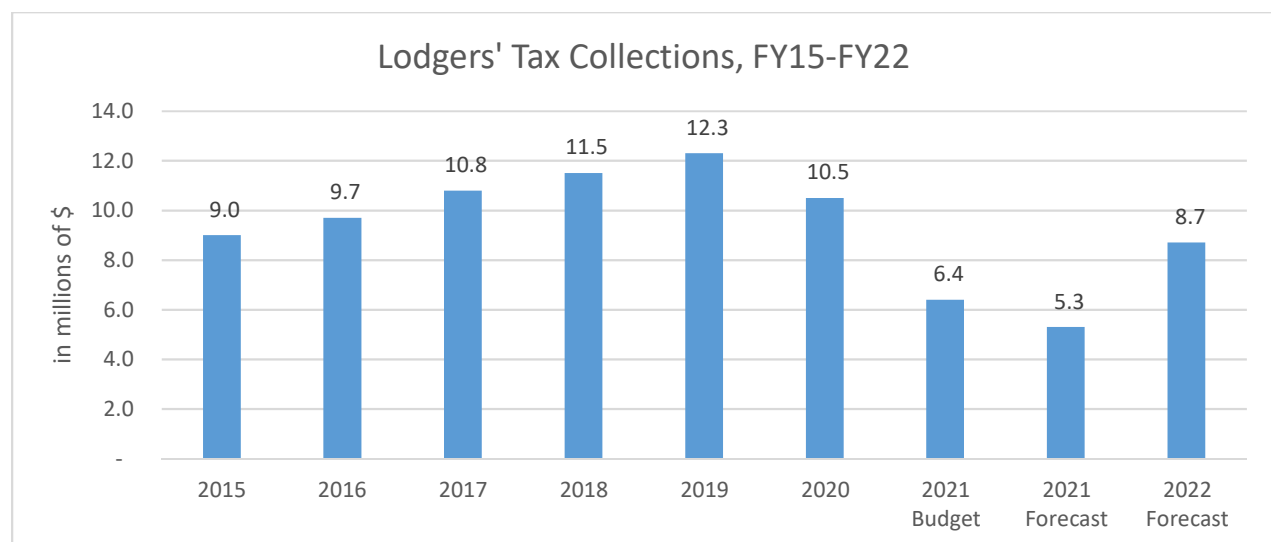
FISCAL YEAR 2022 - ADOPTED BUDGET

revenue due to reduced economic activity. Looking forward to FY22, the mid-tier projection estimates \$5.1 million in franchise fee revenue.

Lodger's Tax

The City of Santa Fe charges a lodgers' tax of 7% on the price of hotel, motel, and short-term rentals. Prior to the pandemic, lodgers' tax collections grew faster than any other recurring revenue source in Santa Fe, at an 8% annual rate between FY15 and FY19. Lodgers' tax collections remain strongly seasonal, with the greatest collections occurring between June and November of each calendar year. After peaking at \$12.5 million in revenues in FY19, collections proved uniquely vulnerable to the COVID-19 pandemic: year-on-year revenue declined 81% between May 2019 and May 2020. 98,479 passengers utilized the Santa Fe Regional Airport in 2020, roughly one-third of the 283,238 passengers who utilized the Airport in 2019, and this mirrored the national trend. The traveler count is expected to increase steadily during 2021, but many events that typically attract visitors to Santa Fe remain cancelled through summer 2021. This will limit the short-term recovery of lodgers' tax revenue, even as tourists remain drawn to the other attractions of the City.

The FY21 budget incorporated the drastic declines in lodgers' tax that were expected during the pandemic, and anticipated total revenues of \$6.4 million. With only 36% of the budget collected in the six months ending December 2021, it seems increasingly unlikely that lodgers' tax will meet this value. FY22 projections for lodgers' tax revenue incorporated a series of growth scenarios in the econometric analysis. Strong economic recovery is likely to be tempered by the lack of in-person events, continued (but loosening) economic restrictions, and some hesitancy in consumer behavior to return to traveling. The mid-range FY22 estimate predicts \$8.7 million in lodgers' tax revenues.



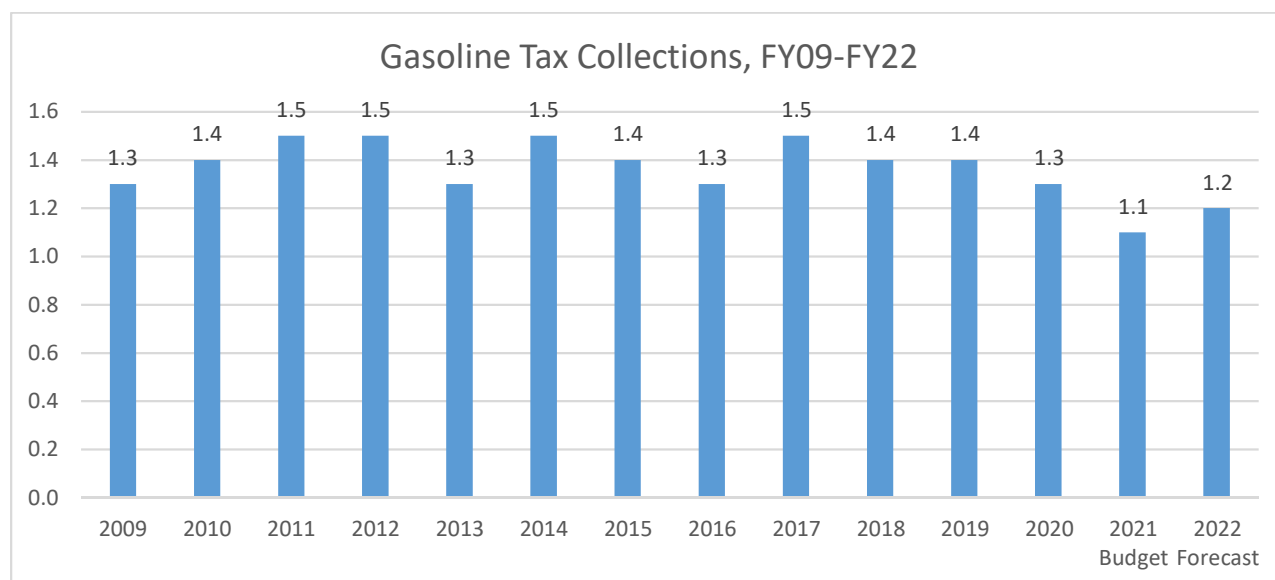
Source: City of Santa Fe Finance Department



FISCAL YEAR 2022 - ADOPTED BUDGET

Gasoline Tax

The gasoline tax is levied on the volume of fuel consumed in Santa Fe. Gasoline is considered a relatively inelastic economic good, since changes in price do not substantially affect demand. However, technological improvement in the fuel efficiency of vehicles, electric cars, and public transportation all serve to reduce aggregate gasoline consumption. Further, Santa Fe's gasoline demand also depends highly on tourism and other external economic factors. Over the prior 12 years, gasoline tax collections have varied from \$1.3 to \$1.5 million. Reduced travel and higher unemployment lowered expectations for gasoline tax collections to only \$1.1 million in FY21, while FY22 should see a modest recovery to \$1.2 million.



Source: City of Santa Fe Finance Department

Looking ahead, demand for gasoline is expected to gradually fall as consumers adopt electric vehicles. Between 2019 and 2026, energy analysts expect a nine-fold increase in the number of electric vehicles on the roads worldwide.

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, while FY19 receipts totaled \$3.9 million and FY20 receipts totaled \$4.5 million; the FY21 budget was \$3.3 million and the FY22 budget is \$3.7 million, an increase of 10 percent reflecting decreases in building permits and short-term rental permits during the economic downturn. The improvement in the economic situation in FY22 is expected to help lift license and permit revenue to \$3.7 million.

Fees and Services

Fees and Services seek to recover the full cost of services directly provided by the City to residents. The City provides a wide array of services that generate such fees, which include: airport fees;



FISCAL YEAR 2022 - ADOPTED BUDGET

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 \$120.3 million, and in FY20 totaled \$129.5 million, in large part from water, wastewater and solid waste fees, reimbursed expenses and parking fees. The FY21 fees and services budget is \$117.4 million, with \$129.3 million budgeted for FY22.

The Public Utilities Department will see continued uncertainty around business closures and development, offset by robust residential usage. Parking Fees collected in FY19 totaled \$5.6 million and in FY20 totaled \$3.7 million, with \$3.7 million budgeted in FY21. Parking Fees are expected to grow to \$4.1 million in FY22, while airport fees are expected to generate subpar but recovering revenues of \$685 thousand.

Fines and Forfeitures

Fines and forfeitures are comprised of parking fines, traffic and water violations, court fines, and library fines. Collections amounted to \$1.3 million in FY19 and \$0.9 million in FY20, and were budgeted at \$0.8 million for FY21. Due to the continued economic recovery, fines and forfeitures are expected to reach \$0.9 million in FY22.

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. In FY19, Santa Fe earned \$2.2 million from rents, royalties, and concessions and \$2.1 million in FY20 which was reduced to \$1.4 million in the FY21 budget due to lower demand from the pandemic. Modest recovery is expected in FY22 and revenues should exceed \$1.7 million.

Miscellaneous Revenue

Revenues in this category include miscellaneous revenues from bond issuance premiums and proceeds, insurance recoveries and various other small revenue sources.

Transfers In

Transfers in reflect the movement of money between funds as a means of distributing revenue to the fund where the money is ultimately expended.

Non-Recurring Revenue

Non-recurring revenue received by the City is categorized as one-time revenue. Examples include the sale of land for capital expenditures and revenue not earmarked for recurring personnel, operational or maintenance costs.



FISCAL YEAR 2022 - ADOPTED BUDGET

Reserves

The FY22 budget maintains sufficient reserves to comply with the Governing Body-approved financial policy threshold of maintaining a 10% General Fund reserve. Because of the City's fiscal responsibility over the last few years, the City is positioned to prioritize funding the health and well-being of the 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 FY22 Adopted Budget uses a mix of ongoing and one-time revenue to balance the budget. Given the nature of the global public health crisis and the economic downturn, it is more important now than ever to utilize these 'rainy day funds' to maintain vital city services for residents. As part of the FY22 Adopted Budget, the City is proposing to use \$9 million of cash reserves to augment service levels as the economy recovers.

Total funding sources in the FY22 Adopted Budget across all funds amount to \$347.3 million, which includes cash reserves. This represents a \$27.5 million or 8.6% increase from the FY21 budgeted levels. Reserves are intentionally built up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship.

Grants

Grants secured by the City may represent one-time funding, or they may be recurring. The term, timing, and nature of each grant varies widely across recipient departments. In FY19, the City received \$6.4 million in grant funding. In FY20, the City received \$9.5 million and in FY21, the City expects \$13.6 million, not including the \$17.6 million in CARES Act grants received in the fall of 2021. For FY22 the City is budgeting \$15.4 million in grants, not including the American Rescue Plan Act funding, which will be allocated at a future date.



FISCAL YEAR 2022 - ADOPTED BUDGET

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 which are 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 expend 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 - Employee 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 principal are detailed in a bond ordinance)



FISCAL YEAR 2022 - ADOPTED BUDGET

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's approval through the adoption of a budget resolution, or by a City Administrator authorization to adjust appropriations within a departmental 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; adjustments above \$5,000 but no more than \$60,000 shall be approved by the City Manager; and adjustments above \$60,000 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 financial expenditure plan for capital projects

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 the allocation of capital monies over a multi-year period



FISCAL YEAR 2022 - ADOPTED BUDGET

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 life 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 employee 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 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



FISCAL YEAR 2022 - ADOPTED BUDGET

EFFECTIVENESS - Sometimes referred to as a quality indicator, 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 in time, money, and/or labor required to produce a good or 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



FISCAL YEAR 2022 - ADOPTED 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 that are 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 (GIS) - 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 from an initiator 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 supplies, 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 - An imposition of taxes for the support of government activities

LICENSES AND PERMITS - The 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



FISCAL YEAR 2022 - ADOPTED BUDGET

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 within a separate category 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 that 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, advertising, and furniture

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

OBLIGATIONS - Commitments that 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 permits 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



FISCAL YEAR 2022 - ADOPTED BUDGET

PAYMENT IN LIEU OF TAXES (PILOT) - 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

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 or utility fees

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 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



FISCAL YEAR 2022 - ADOPTED BUDGET

SYSTEM CONTROL AND DATA ACQUISITION (SCADA) - A radio system for monitoring and managing the City's water and wastewater systems

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



FISCAL YEAR 2022 - ADOPTED BUDGET

ABBREVIATIONS

ACA - Affordable Care Act
ACD - Arts & Culture Department (City of Santa Fe)
ADA - Americans with Disabilities Act
ADO - Asset Development Office
AFH (or OAH, HSG) - Affordable Housing Department (City of Santa Fe)
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 (City of Santa Fe/Tourism Santa Fe Department)
CDBG - Community Development Block Grant
CDL - Commercial Driver's License
CEG - Community Engagement Department (City of Santa Fe)
CERT - Community Emergency Response Team
CHART - Cultures, Histories, Art, Reconciliation, and Truth
CIAC - Capital Improvement Advisory Committee
CIP - Capital Improvement Plan (or Program, Project)
CIPCAC - Capital Improvement Plan Citizen's Advisory Committee
CIPTAC - Capital Improvement Plan Technical Advisory Committee
CISA - Certified Information Systems Auditor



FISCAL YEAR 2022 - ADOPTED BUDGET

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
COM (or CSD) - Community Services Department (City of Santa Fe)
CPO - Chief Procurement Officer
CPR - Cardiopulmonary Resuscitation
CRM - Citizen Relationship Management
CRWTP - Canyon Road Water Treatment Plant
CVB - Convention and Visitors Bureau (City of Santa Fe/Tourism Santa Fe Department)
CY - Calendar Year
CYFD - Children, Youth & Families Department (State of New Mexico)
DFA -Department of Finance and Administration (State of New Mexico)
DHS – Department of Homeland Security (Federal)
DHSEM - Department of Homeland Security and Emergency Management (State of New Mexico)
DOJ - Department of Justice (Federal)
DOT - Department of Transportation (State of New Mexico or Federal)
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
ECD (or EDD) - Economic Development Department (City of Santa Fe)
EGRT - Environmental Gross Receipts Tax
EMMA - Electronic Municipal Market Access
EMPG - Emergency Management Performance Grant
EMS - Emergency Medical Services



FISCAL YEAR 2022 - ADOPTED BUDGET

EMT - Emergency Medical Technician
EOC - Emergency Operations Center
EOD - Explosive Ordinance Disposal
EOP - Emergency Operations Plan
EPA - Environmental Protection Agency (Federal)
ERP - Enterprise Resource Planning
ESD - Environmental Services Division (City of Santa Fe/Public Utilities Department)
ESWTR - Enhanced Surface Water Treatment Rule
EVTCC - Emergency Vehicle Technician Certification Commission
FAA - Federal Aviation Administration
FCC - Federal Communications Commission
FDIC - Federal Deposit Insurance Corporation
FEMA - Federal Emergency Management Agency
FF and E - Furniture, Fixtures, and Equipment
FFY - Federal Fiscal Year
FGP - Foster Grandparents Program
FHWA - Federal Highway Administration
FIN (or FB) - Finance Department (City of Santa Fe)
FINRA - Financial Industry Regulatory Authority
FIR - Fiscal Impact Report
FMD - Facilities Maintenance Division (City of Santa Fe/Public Works Department)
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 (City of Santa Fe/Recreation Department)
GEN - General Government Department (City of Santa Fe)
GFOA - Government Finance Officers Association
GIS - Geographic Information System
GMD - Grants Management Division (City of Santa Fe/Finance Department)



FISCAL YEAR 2022 - ADOPTED BUDGET

GO BONDS - General Obligation Bonds

GPRGC - Grandparents Raising Grandchildren Program

GPS - Global Positioning System

GREAT - Gang Resistance Education And Training

GRT - Gross Receipts Tax

HHS - U.S. Office of Health and Human Services

HPD - Historic Preservation Division (City of Santa Fe/Planning & Land Use Department)

HR (or HRS, HRD) - Human Resources Department (City of Santa Fe)

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 (Federal)

ISACA - Information Systems Audit and Control Association

ISC - Interstate Stream Commission

IT - Information Technology

ITT - Information Technology and Telecommunications Department (City of Santa Fe)

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



FISCAL YEAR 2022 - ADOPTED BUDGET

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 (City of Santa Fe/Public Works Department)

MSGP - Multi-Sector General Permit

MSL - Marty Sanchez Links de Santa Fe Golf Course

MSRB - Municipal Securities Rulemaking Board

MTC - Mid-Town Campus (City of Santa Fe/Public Works Department)

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

NON - Non-Departmental (City of Santa Fe)

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

OBG - Office for Business Growth

O and M - Operations and Maintenance

OSE - Office of the State Engineer (State of New Mexico)



FISCAL YEAR 2022 - ADOPTED BUDGET

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

PLU - Planning & Land Use Department (City of Santa Fe)

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

PTW - Parks, Trails & Watershed Division (City of Santa Fe/Public Works Department)

PUD - Public Utilities Department (City of Santa Fe)

PWD - Public Works Department (City of Santa Fe)

QWEL - Qualified Water Efficient Landscaper

RCD (or REC) - Recreation Department (City of Santa Fe)

RFP - Request For Proposal

RFQ - Request For Quote

RMD - Risk Management Division (City of Santa Fe/Finance Department)

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



FISCAL YEAR 2022 - ADOPTED BUDGET

SDM - Streets & Drainage Maintenance Division (City of Santa Fe/Public Works Department)

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

SFPD - Santa Fe Police Department

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 (City of Santa Fe/Community Services Department)

SWAT - Special Weapons And Tactics

SWMA (or SWAMA, SFSWMA) - Santa Fe Solid Waste Management Agency

SWOT - Strengths, Weaknesses, Opportunities, and 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 Department (City of Santa Fe)

TSS - Total Suspended Solids

TWAS - Thickened Waste Activated Sludge

UCS - Utility Customer Service Division (City of Santa Fe/Public Utilities Department)

UPWP - Unified Planning Work Program

WWD (or WWM) - Wastewater Management Division (City of Santa Fe/Public Utilities Department)

YFD - Youth & Families Division (City of Santa Fe/Community Services Department)