

THE CITY OF  
SANTA FE  
— ★ —

**FY 2023-24 Recommended Budget**

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



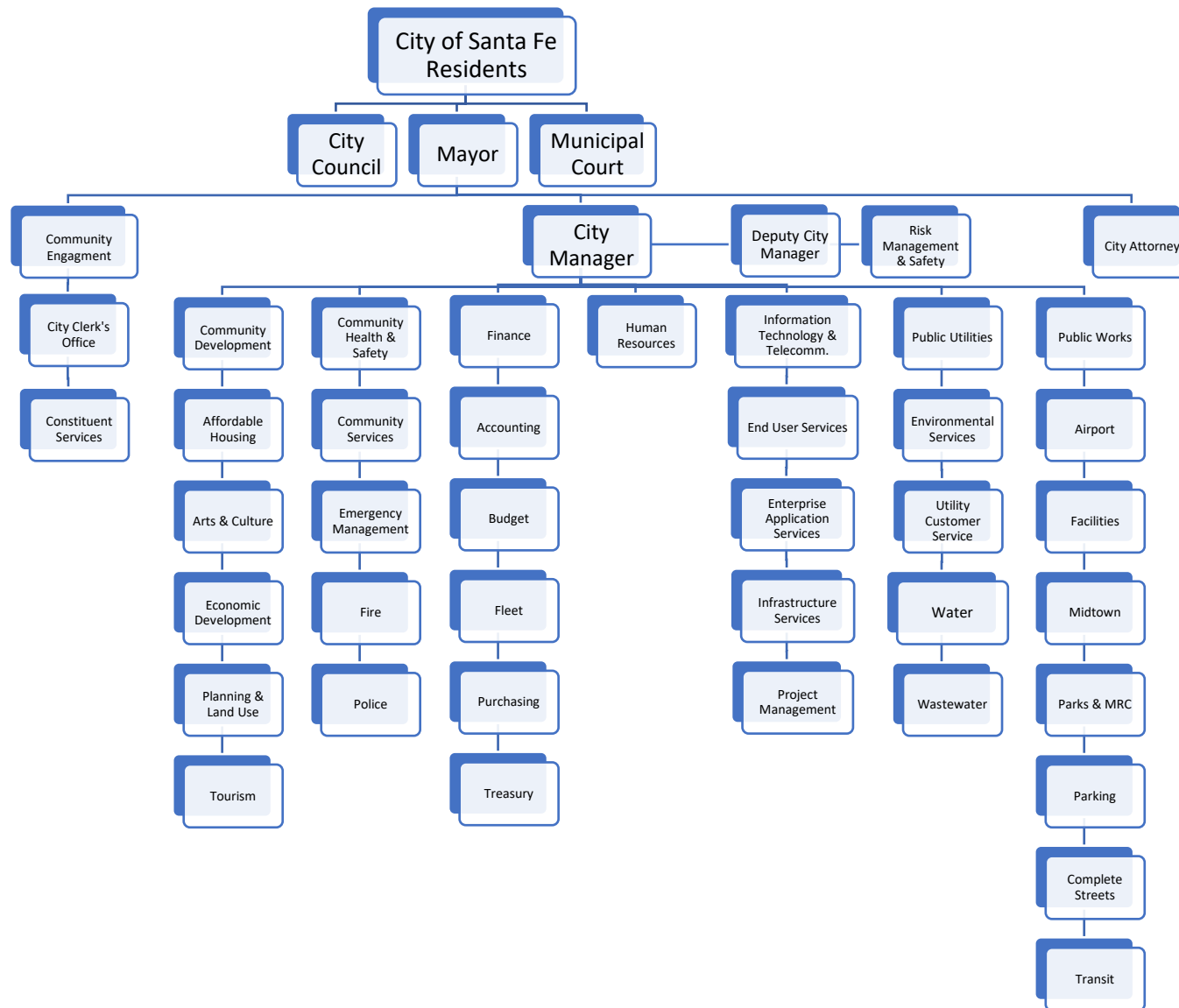
# FISCAL YEAR 2024 - RECOMMENDED BUDGET

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## FISCAL YEAR 2024 - RECOMMENDED BUDGET

## I. CITY OF SANTA FE - ORGANIZATIONAL CHART





# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## II. ELECTED OFFICIALS



Mayor Alan Webber



Renee Villarreal - District 1 Councilor



Signe Lindell - District 1 Councilor



Carol Romero-Wirth - District 2 Councilor



Michael J. Garcia - District 2 Councilor



Chris Rivera - District 3 Councilor



Lee Garcia - District 3 Councilor



Jamie Cassutt - District 4 Councilor



Amanda Chavez - District 4 Councilor



# City of Santa Fe, New Mexico

200 Lincoln Avenue, P.O. Box 909, Santa Fe, N.M. 87504-0909

[www.santafenm.gov](http://www.santafenm.gov)

*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

Lee Garcia, District 3

Chris Rivera, District 3

Jamie Cassutt, District 4

Amanda Chavez, District 4

April 3, 2023

Santa Fe City Council  
200 Lincoln Avenue  
Santa Fe, New Mexico 87504

To the City Council and the People of Santa Fe:

I am pleased and proud to submit this budget for your consideration.

It is a sound budget and a strong budget. In building it, we have taken into account the historically high Gross Receipts Tax revenues from last year. That budget included substantial spending increases; additional allocations were approved by the Governing Body over the course of the fiscal year. Those investments are maintained in this budget. At the same time, we are mindful of macro-economic warning signs that suggest a cautious approach to this year's budget, with fiscal restraint and a conservative approach to expenditures. We are calling this a "flat budget"; but it is a budget that maintains the increases from last year, delivers great value and outstanding service to the people of Santa Fe, and recognizes and rewards the tremendous work of the City's employees, who produce those results, day in and day out.

A budget is a moral document. It is also a strategic one. The investments made through this budget represent commitments to the city we have inherited, to the city we will shape in the year ahead, and to the city we aspire to be in the years to come.

Our priorities—and our commitments—remain steadfastly the same from the previous five years.

We need to continue to focus on housing—affordable housing, workforce housing, senior housing, housing for young people just getting started, housing for families, and housing for our homeless residents.

We need to enhance our investment in parks and neighborhood amenities in all parts of our city.

We need to be family-friendly and neighborhood-focused.

We need to manage the growth of Santa Fe in a way that protects our quality of life; our heritage is built on history, culture, art, and a way of life that is unmatched—and cannot be compromised.

We need to continue making sustainability our watchword; Santa Fe is and must be a leader in combatting climate change and protecting the future of generations to come.

We need to continue to invest in the people who do the work of the City, to give them the tools, training, support, and encouragement they need to deliver the best services to the best city in the world.

We're committed to this work—it's the work of building a better future. It's the work of delivering services and providing solutions to the people of Santa Fe. It's the work of using our resources to make life better for everyone, every day—and it's the work of making investments that will make life better for generations to come.

Building on the foundation of past budgets, this budget has two additional themes.

First, in the fiscal year ahead we will focus on *sustaining innovation*. For the last five years, we have brought new ideas, fresh approaches, and original thinking to City government. Structural innovations, such as the far-reaching reorganization of City departments, have resulted in increased internal collaboration and improved external service delivery. We have pursued policy innovations, such as the City's participation in the national coalition to end chronic and veteran homelessness known as "Built for Zero." As a consequence, we're seeing smarter, more effective approaches to complex social issues that we must address. Programmatic innovations, such as mortgage assistance for first responders, or the Alternative Response Unit (ARU), demonstrate our commitment to finding smart ways to solve difficult problems. In this budget, we are sustaining the innovative solutions that we've advanced to provide better, more impactful outcomes for the people of Santa Fe.

Second, in this budget we introduce our commitment to a "*just Santa Fe*." Our community's devotion to justice is long-standing and deep. We are a city that welcomes immigrants; we embrace inclusionary zoning; we adopted the nation's first living wage; we celebrate the worth and value of every individual, without regard to race or ethnicity, sexual orientation or gender identity, religious faith, nation of origin, disability, or any other difference or distinction. We take seriously the admonition to "love thy neighbor as thyself."

This budget takes that spirit, and uses it to guide the way we support and advance the practice of justice in Santa Fe. Our approach to pay increases for City employees is emblematic of the way we are using the lens of justice to make policy choices. Last year, we were able to authorize a pay increase that was the equivalent of an 8% across-the-board raise for all City employees—a

historic raise. This year, with fewer available resources, rather than propose an across-the-board increase, we have allocated funds to provide for a 1% increase for City employees earning more than \$100,000 per year, and the equivalent of a 3% increase for City employees earning less than \$100,000 per year. That's economic justice. Another example: in a budget that is essentially flat, we have allocated over \$1.3 million to furnish and staff the newly constructed Teen Center. That's social justice. This budget continues our support for the Solarize Santa Fe program, helping lower-income residents gain the economic and environmental benefits of solarizing their residences. That's social, economic, and environmental justice. Throughout this budget, in ways small and large, you'll find the lens of justice bringing our investments into clear focus.

Below is a summary, broken out by department, of the City of Santa Fe's FY24 Recommended Budget. Overall, the FY24 Recommended Budget reflects a General Fund expenditure increase of approximately \$7.7 million, or 6.2%, over FY23 original budgeted levels. The FY24 All Funds expenditures budget of \$403.4 million reflects an increase of over \$20.5 million, or 5.4%, when compared to the original FY23 budget. This expenditure growth reflects a significant recovery since the economic downturn caused by the worldwide pandemic. In addition, the FY24 Recommended Budget adds an additional \$10.5 million to our overall reserves, and maintains a General Fund reserve well over the State-mandated 1/12 reserve requirement.

### **Community Development Department**

The Community Development Department is made up of the following: Affordable Housing, Arts and Culture, Economic Development, Planning and Land Use, and Tourism. Included in the FY24 Recommended Budget is \$4.2 million to fund housing assistance, \$409,257 in grant funding to support art sponsorships and cultural programming, \$683,000 for LEDA projects, \$319,584 to update the General Plan in the Planning and Land Use Department, and nearly \$2.1 million to promote and advertise Santa Fe as a tourism destination.

### **Community Engagement Department**

The Community Engagement Department comprises the City Clerk, Constituent Services, and the Public Defender's Office. The FY24 Recommended Budget supports Spanish translation services for public meetings, \$124,379 for online streaming of Committee/Council meetings, and continued funding of \$100,000 for the Culture, History, Art, Reconciliation and Truth (CHART) initiative.

### **Community Health and Safety Department**

The Community Health and Safety Department includes Community Services, Emergency Management, the Fire Department and the Police Department. The FY24 Recommended Budget includes \$1.5 million to fund contracted homelessness services as well as \$1 million for eviction prevention services. The FY24 Recommended Budget also provides over \$1.3 million to staff and equip the new Southside Teen Center. A much-needed wildfire evacuation analysis is



funded at \$88,585 in the Office of Emergency Management. The Recommended Budget includes \$540,000 for the purchase of two ambulances and three other Fire Department vehicles, funded through the NM State Fire Fund grant. The Police Department's Recommended Budget also includes nearly \$2.3 million for the purchase of Police vehicles and associated equipment.

### **Finance Department**

The Finance Department is comprised of the Accounting, Budget, Fleet Management, Purchasing, and Treasury Divisions. The Finance Department's FY24 Recommended Budget provides over \$15 million to pay the City's debt service obligations, and over \$2.3 million in funding for contracted services related to the annual audit. Funding is also provided for Enterprise Resource Planning to assist with upgrading the City's financial system.

### **Human Resources Department**

The Human Resources Department's FY24 Recommended Budget includes over \$26.5 million for employee health and life insurance claims and associated costs. Funding in the amount of \$1.2 million is also provided for city-wide employee salary increases that may potentially be recommended by the soon-to-be-completed Classification and Compensation study.

### **Information Technology and Telecommunications Department**

The Information Technology and Telecommunications Department is made up of End User Services, Enterprise Application Services, Infrastructure Services and the Project Management Office. Funding for purchases of computer hardware and associated equipment is recommended at over \$2.7 million. Updates and maintenance to software applications are supported with an allocation of nearly \$2.4 million.

### **Public Utilities Department**

The Public Utilities Department includes Environmental Services, Utility Customer Service, Wastewater Management and Water Operations. The Public Utilities Department's FY24 Recommended Budget provides over \$2.4 million for vehicle replacements in the Environmental Services Division. \$550,000 is also recommended for technical support for the utility billing system and a planned system upgrade.

### **Public Works Department**

The Public Works Department includes Airport, Facilities, Midtown, Parking, Parks and MRC, Complete Streets and Transit. The Public Works Department's FY24 Recommended Budget includes over \$2.8 million for upkeep and maintenance of facilities city-wide, and nearly \$1.8 million for water usage at City parks. The Recommended Budget provides \$1 million to support contracted project management services, including traffic calming. The Budget provides

\$195,000 for the School Crossing Guards Program as well as \$431,307 for vegetation management services in City parks, medians, open spaces, and arroyos.

I am proud of the hard work that went into the development of this budget; we owe our City Manager, Deputy City Manager, Department Directors, and—most of all—our outstanding Finance Department team a great deal of gratitude for their great work.

This is a budget of which we can all be proud. With this budget, we continue the great work of delivering outstanding services to the people of Santa Fe, supporting our employees who deliver those services and safeguarding our city's livability and sustainability for future generations—the future residents whom we all ultimately serve.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Alan Webber', with a stylized, flowing script.

Alan Webber  
Mayor



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **IV. EXECUTIVE SUMMARY**

Santa Feans have experienced a strong recovery that has provided the opportunity to continue efforts to transform the City of Santa Fe into a more just and prosperous city. The FY24 Recommended Budget continues to build on the Mayor and the City Council's collaboration to set a fiscally sustainable course for the City of Santa Fe, while investing in shared priorities to deliver exceptional services to build a better city for Santa Feans.

We are listening to our community. This budget focuses on maintaining core and essential services that were restored over the last fiscal year; at the same time, we are finding ways to innovate in the delivery of those services. Federal economic stimulus aid was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe in FY23 and will continue to support the City's expansion of key social services, business and facilities, parks and trails over the next 2 years.

The FY24 Recommended Budget also continues to invest in our workforce. The men and women who work for the City have made extraordinary efforts to keep Santa Fe functioning during the transition from the pandemic back to full operational capacity, and have provided opportunities to modernize City government. This has resulted in improvements to City operations, and more positive citizen experiences with City services.

#### **FY24 Recommended Budget - Expenditures**

The FY24 Recommended Budget meets the City's financial obligations, including retirement plan and health insurance requirements, and leverages the City's resources into shared goals. The recommended FY24 All Funds expenditures of \$403.4 million reflects a decrease of \$22.2 million, or 5.2%, when compared to FY23 midyear budgeted levels. The recommended FY24 General Fund expenditures total \$131.8 million, a decrease of \$2.5 million, or 1.9%, from the FY23 budgeted levels at midyear. These decreases are attributable to expenses carried forward from the FY22 budget to the FY23 budget for ongoing Department initiatives, as well as one-time expenses approved to be funded in FY23 from FY22 Gross Receipts Tax (GRT) revenue earned in excess of budgeted estimates. Thus, this does not reflect a decrease in ongoing City Departments' services or spending, but rather reflected the one-time nature of a significant portion of the City's FY23 budget.

#### **FY24 Budget Highlights**

The FY24 Recommended Budget is a fiscally responsible budget that focuses on strategic investments in critical areas including:

Investments in a compensation package for our workforce who do their best each day to make Santa Fe the best place to live. The compensation package includes:

- \$703,000 for hiring and retention incentives for first responders in the Fire and Police Departments to recruit and maintain our talented and experienced team in a highly competitive job market.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- A collective bargaining reserve for Police Union personnel in the Police Department's budget totaling \$432,267, an amount equivalent to a 3% increase to salary and salary-dependent benefits for employees making less than \$100,000 and a 1% increase for those making more than \$100,000. Compensation for members of the Santa Fe Police Officer's Association will be allocated through the collective bargaining process.
- A collective bargaining reserve for Fire Union personnel totaling \$382,814 in the Fire Department's budget, an amount equivalent to a 3% increase to salary and salary-dependent benefits for employees making less than \$100,000 and a 1% increase for those making more than \$100,000. Compensation for members of the IAFF Local 2059 will be allocated through the collective bargaining process.
- A collective bargaining reserve for AFSCME employees totaling \$1,157,455 across all City Departments, an amount equivalent to a 3% increase to salary and salary-dependent benefits for employees making less than \$100,000 and a 1% increase for those making more than \$100,000. Compensation for members of AFSCME Local 3999 will be allocated through the collective bargaining process.
- An allocation equivalent of a 3% increase to salary and salary-dependent benefits for employees making less than \$100,000 and a 1% increase for those making more than \$100,000; these increases will apply to all exempt and non-union City employees.

### **Creating Housing and Livable Neighborhoods, Balanced with Sustainable Growth**

- The Affordable Housing Department's FY24 Recommended Budget totals \$5.4 million, and includes an allocation of \$4.2 million to fund housing assistance services for City residents, thereby continuing the City's commitment to Affordable Housing. This allocation comprises:
  - \$505,188 in grants to nonprofit organizations working to provide housing assistance services, and
  - \$3,653,756 in direct housing assistance payments to eligible City residents.

### **Creating Good Jobs and Rewarding Careers for Everyone**

- Addition of one (1) FTE MRA Director position to assist in the Midtown Redevelopment project;
- \$190,000 for workforce development and job training;
- \$175,000 for business incubation and small business resources;
- \$150,000 for the Economic Development Strategic Plan; and



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$683,000 in funding for LEDA projects, including companies like Marty's Meals, Beck & Bulow, Altar Spirits, Savant X, Meow Wolf, Second Street Brewery, Earth Traveler, and various industry cluster development projects.

### **Preserving, Protecting, and Advancing our History, Art and Culture**

- \$409,257 in grant funding for art sponsorships, cultural programming, Creative Cities projects, cultural tourism, and the City Historian and Poet Laureate;
- \$17,500 to support the Summer Bandstand and New Year's Eve Events; and
- \$45,000 for various contracted Arts Education activities.

### **Helping Those Who Need the Most Help**

- \$1,500,000 for contracted homelessness services, including congregate and non-congregate shelter services;
- \$1,328,303 and ten (10) new FTE positions to staff, furnish and equip the new Southside Teen Center;
- \$1 million for eviction prevention services;
- \$369,802 in contracted services for the Library, including security services, elevator maintenance and courier services;
- \$202,852 in contracted security, building maintenance and equipment maintenance services for the Genoveva Chavez Community Center (GCCC); and
- \$84,410 for contracted services for youth recreation programs, including CPR/First Aid training, Art Smart, sports camps, outdoor recreation instruction, and Wildlife Center and Children's Museum programming services.

### **Making Santa Fe Sustainable**

- The City is continuing its investment of \$500,000 for the Clean Energy Fund. This Fund was established to reduce the city's carbon footprint and move rapidly toward meeting its 2040 carbon neutral goals.
- In FY24, the City will complete the city-wide solarization project, resulting in substantial energy savings and representing a significant milestone in the City's transition to a renewable energy future.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- The City has also converted City-owned streetlights to LED, improving dark sky protection, reliability, and safety while simultaneously achieving a 60% reduction in energy use.

### **Keeping Santa Fe Safe and Secure**

- \$88,585 for a wildfire evacuation analysis and other required services.
- \$2,261,117 for the purchase of Police vehicles and associated equipment.
- \$556,000 for incarceration and care of City inmates at the Santa Fe County Detention Center.
- \$244,000 in the Animal Services section for the housing and care of impounded animals at the Santa Fe Animal Shelter.
- \$100,000 in contracted services for the City's False Alarm Reporting Program.
- \$540,000 for the purchase of two ambulances and three other Department vehicles, funded through the NM State Fire Fund grant.
- \$347,430 for software used in Fire Department operations.
- \$183,000 for medical/pharmacy oversight, staff counseling and mental health services.
- \$128,572 for Emergency Medical Services (EMS) licensure fees, background checks and psychological exams for new hires, employee physicals, and promotional testing services.

### **Improving Basic City Services and Upgrading Infrastructure**

- \$319,584 for the General Plan update and related planning objectives.
- \$152,548 for a diagnostic review of the Land Development Code.
- \$2,833,044 for maintenance and upkeep of facilities and grounds city-wide, including the Airport, Midtown, Parks/MRC, and the Railyard.
- \$1,767,543 for water usage at City parks.
- \$1,700,600 in debt service costs for the Midtown campus;
- \$1,584,138 for security services, alarm monitoring/maintenance and access control system maintenance at the Railyard, Airport, Midtown campus, MRC/parks, parking garages, Transit and various other City facilities.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$1,484,895 in debt service costs in the Complete Streets Division for repayment of the City's Gas Tax-backed bonded debt.
- \$1,160,650 in debt service costs for Parking, including scheduled payments for NM Finance Authority (NMFA) loans.
- \$1,100,000 for drainage infrastructure repairs and flood/erosion control efforts per the Storm Water Management Strategic Plan.
- \$1,000,000 for contracted project management and engineering services, including traffic calming.
- \$775,824 for temporary staffing services required by Parks & Open Space/MRC.
- \$625,000 for compressed natural gas (CNG) used to fuel the City's bus fleet.
- \$468,000 for Transit vehicle maintenance, including maintenance of the City's bus fleet.
- \$464,889 in debt service costs for the LED Streetlights and City-Wide Solarization projects.
- \$445,500 in the Parks & Open Space Division for homeless encampment cleanups.
- \$431,307 for vegetation management services in City parks, medians, right-of-way, open spaces and arroyos.
- \$425,000 for vegetation management and hazard removal/mitigation services required by the Storm Water Management section.
- \$200,000 for purchase, installation and communication costs for parking meters.
- \$195,000 for the School Crossing Guards program, per agreement with Santa Fe Public Schools.
- \$6,729,271 in the Water Operations Division reflecting payment of the City's share of costs for Buckman Direct Diversion (BDD) operations and maintenance.
- \$4,730,000 in the Environmental Services Division for landfill tipping fees.
- \$2,440,000 in the Environmental Services Division for vehicle replacements, including solid waste collection vehicles.
- \$1,300,000 in the Environmental Services Division for a new maintenance building.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$550,000 in the Utility Customer Service Division for technical support for the Utility Billing system and the planned upgrade to a new billing system.
- \$525,340 in the Wastewater Management Division for various vehicle replacements.
- \$195,170 in the Water Operations Division for various vehicle replacements.
- \$100,000 in the Water Operations Division for Water Conservation Program rebate payments.

### **Making City Government Work for Everyone**

- A \$3 million, or 12%, increase for fixed costs such as health insurance increases.
- \$1.2 million to fund city-wide employee salary increases that may potentially be recommended by the soon-to-be-completed Classification and Compensation study.
- \$124,379 for expenses related to broadcasting and online streaming of Committee/Council meetings.
- \$120,000 for Public Campaign Finance services and contributions to eligible candidates.
- \$100,000 in funding for the Culture, History, Art, Reconciliation and Truth (CHART) project.
- \$87,000 for supplies needed for special events.
- \$75,000 for shopping cart removal services.
- \$70,000 for stenographer and Spanish translation services for public meetings.

### **FY24 Recommended Budget - Revenues**

The FY24 projected revenue outlook for the City is slightly more optimistic than anticipated when the FY23 budget was adopted in April 2022. The largest single source of revenue to the City is Gross Receipts Tax (GRT), which represents 35.4% of total operating City revenue. For the current fiscal year, GRT is projected to end up approximately 3% over budget, although it should be noted that this figure also reflects a 3% decrease from the FY22 GRT number. Other major items such as property tax, franchise fees, other taxes and utility fees are also trending slightly above budgeted estimates, though some categories such as gasoline tax, parking fees and fines/forfeitures are underperforming so far in FY23. The outlook for FY24 is one of caution, with inflation continuing to fuel concerns of an impending recession.

The budgeted FY24 All Funds revenue of \$403.4 million reflects an increase of \$15.1 million, or 3.8%, when compared to the FY23 midyear budget.





## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

Santa Fe's largest funding source is tax revenue, accounting for 43.7% of all revenues. Of that category, 81% comes from gross receipts taxes, 6 percent from property taxes and 13% from other taxes, such as lodgers' tax. Service fees, primarily from the City's utilities, account for 34% of total revenue. The budgeted FY24 General Fund revenue of \$131.8 million reflects an increase of \$7.7 million, or 6.2%, when compared to the FY23 midyear budget.

Mayor Webber's administration has built up the City's "rainy day funds," or reserves, which have enabled the City to continue investing in the City's core services and prioritize funding to build and support our community initiatives. Reserves are intentionally built-up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship or uncertainty. Overall, the FY23 Recommended Budget reflects an addition of \$10.5 million into the City's cash reserves.

As was done in FY22, adjustments to the operating budget may be likely in the coming fiscal year. If additional funding becomes available during FY24, City staff is committed to bringing forward budget adjustments in order to continue to invest in critical service areas that are identified throughout the upcoming budget hearings.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## ALL FUNDS SUMMARY

### CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY FY 2019/20 THROUGH FY 2023/24

CATEGORY	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	ACTUAL EXPENSES FY 2021/22	FY 2022/23 MIDYEAR BUDGET	PROPOSED BUDGET FY 2023/24	AMOUNT CHANGE 22/23-23/24	PERCENT CHANGE 22/23-23/24
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	115,129,601	112,820,977	146,420,020	137,729,188	146,420,020	8,690,832	6.3%
-Property Tax	10,850,664	10,485,441	11,173,551	11,063,527	11,060,027	(3,500)	0.0%
-Franchise Fees	5,074,062	5,196,786	4,190,119	5,705,841	6,002,111	296,270	5.2%
-Lodgers' Tax	9,947,568	7,629,850	17,074,505	12,863,702	15,000,000	2,136,298	16.6%
-Gasoline Tax	1,333,045	1,596,238	1,542,860	1,674,660	1,250,000	(424,660)	-25.4%
-Other Taxes	477,671	469,728	675,826	520,923	1,135,493	614,570	118.0%
<i>Subtotal - Taxes</i>	<i>142,812,611</i>	<i>138,199,020</i>	<i>181,076,881</i>	<i>169,557,841</i>	<i>180,867,651</i>	<i>11,309,810</i>	<i>6.7%</i>
<u>Licenses &amp; Permits:</u>							
-Business Licenses	607,826	641,893	776,807	924,044	755,000	(169,044)	-18.3%
-Building/Zoning Permits	3,671,853	3,112,747	2,858,975	5,211,678	3,533,695	(1,677,983)	-32.2%
-Other Licenses & Permits	216,140	173,990	172,124	155,247	177,500	22,253	14.3%
<i>Subtotal - Licenses &amp; Permits</i>	<i>4,495,818</i>	<i>3,928,630</i>	<i>3,807,906</i>	<i>6,290,969</i>	<i>4,466,195</i>	<i>(1,824,774)</i>	<i>-29.0%</i>
<u>Fees &amp; Service Charges:</u>							
-Airport Fees	2,192,631	994,707	1,980,757	1,719,388	2,192,000	472,612	27.5%
-Ambulance Fees	4,645,196	4,661,818	4,366,880	5,800,000	7,500,000	1,700,000	29.3%
-Civic Center Fees	283,558	84,903	250,281	6,315	423,500	417,185	6606.3%
-Housing Fees	1,296,160	367,676	630,505	479,515	789,155	309,640	64.6%
-Impact Fees	2,723,215	2,903,093	1,851,251	3,101,551	2,184,151	(917,400)	-29.6%
-Insurance Premiums	27,379,431	25,399,599	25,374,189	27,094,210	31,155,091	4,060,881	15.0%
-Meals Fees	50,988	90,060	63,612	50,840	42,400	(8,440)	-16.6%
-Parking Fees	3,702,079	417,971	531,283	5,015,774	4,430,000	(585,774)	-11.7%
-Planning/Land Use Fees	235,688	378,556	4,514,542	380,357	409,800	29,443	7.7%
-Police/Court Fees	550,756	343,066	522,687	645,230	445,020	(200,210)	-31.0%
-Public Transportation Fees	249,851	180,217	219,353	231,224	285,000	53,776	23.3%
-Recreation Fees	1,963,134	253,323	813,187	2,755,577	2,670,800	(84,777)	-3.1%
-Solid Waste Fees	12,841,679	13,125,214	12,662,239	16,263,478	13,947,331	(2,316,147)	-14.2%
-Wastewater Fees	13,586,183	13,857,764	13,516,492	11,665,201	13,258,700	1,593,499	13.7%
-Water Fees	38,736,782	37,790,990	35,529,646	34,045,448	36,187,200	2,141,752	6.3%
-Reimbursed Expenses	14,822,079	12,686,259	15,128,785	20,119,911	21,835,542	1,715,631	8.5%
-Other Fees/Services	3,978,306	3,560,782	3,915,348	4,668,214	3,621,000	(1,047,214)	-22.4%
<i>Subtotal - Fees &amp; Services</i>	<i>129,237,717</i>	<i>117,095,996</i>	<i>121,871,036</i>	<i>134,042,233</i>	<i>141,376,690</i>	<i>7,334,457</i>	<i>5.5%</i>
<u>Fines &amp; Forfeitures:</u>							
-Parking Fines	638,981	(1,915)	2,550	660,000	600,000	(60,000)	-9.1%
-Violations Fines	16,031	2,607	2,806	-	3,250	3,250	N/A
-Other Fines & Forfeitures	267,784	183,316	191,300	222,201	202,200	(20,001)	-9.0%
<i>Subtotal - Fines &amp; Forfeitures</i>	<i>922,796</i>	<i>184,009</i>	<i>196,655</i>	<i>882,201</i>	<i>805,450</i>	<i>(76,751)</i>	<i>-8.7%</i>
<i>[Continued next page]</i>							



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY FY 2019/20 THROUGH FY 2023/24

CATEGORY	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	ACTUAL EXPENSES FY 2021/22	FY 2022/23 MIDYEAR BUDGET	PROPOSED BUDGET FY 2023/24	AMOUNT CHANGE 22/23-23/24	PERCENT CHANGE 22/23-23/24
<i>[Revenues by Category - continued]</i>							
<u>Rents/Royalties/Concessions:</u>							
-Airport Rentals	74,404	76,358	104,126	59,939	117,050	57,111	95.3%
-Equipment Rentals	24,496	-	21,214	33,000	37,000	4,000	12.1%
-Parks & Recreation - Rentals	210,333	62,059	204,111	248,863	257,000	8,137	3.3%
-Other Rentals	1,826,361	1,954,366	2,267,730	2,640,318	2,745,100	104,782	4.0%
<i>Subtotal - Rents/Royalties</i>	<i>2,135,594</i>	<i>2,092,782</i>	<i>2,597,181</i>	<i>2,982,120</i>	<i>3,156,150</i>	<i>174,030</i>	<i>5.8%</i>
<u>Miscellaneous Revenues:</u>							
-Bond Proceeds	5,445,000	20,367	31,779	-	-	-	N/A
-Insurance Recoveries	13,401	530	47,952	1,954	-	(1,954)	-100.0%
-Sales Revenue	53,377	189,432	8,146	252,958	8,524,285	8,271,327	3269.8%
-Other Misc. Revenue	1,043,436	(757,924)	(933,889)	2,670,122	2,133,352	(536,770)	-20.1%
<i>Subtotal - Miscellaneous</i>	<i>6,555,213</i>	<i>(547,595)</i>	<i>(846,013)</i>	<i>2,925,034</i>	<i>10,657,637</i>	<i>7,732,603</i>	<i>264.4%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	3,552,664	2,752,018	3,360,628	6,675,819	3,546,326	(3,129,493)	-46.9%
-Federal Grants	1,763,659	1,022,558	15,331,263	22,688,416	7,228,211	(15,460,205)	-68.1%
-SF County Grants	115,012	58,423	27,015	41,326	47,096	5,770	14.0%
-Other Grants	4,079,403	-	-	126,500	-	(126,500)	-100.0%
<i>Subtotal - Intergovernmental</i>	<i>9,510,738</i>	<i>3,833,000</i>	<i>18,718,906</i>	<i>29,532,061</i>	<i>10,821,633</i>	<i>(18,710,428)</i>	<i>-63.4%</i>
Interest on Investments	82,709	7,593	(29,917)	779,689	976,700	197,011	25.3%
Transfers In	51,948,311	43,547,744	59,561,253	51,866,399	60,796,281	8,929,882	17.2%
<b>TOTAL REVENUES</b>	<b>347,701,508</b>	<b>308,341,179</b>	<b>386,953,888</b>	<b>398,858,547</b>	<b>413,924,387</b>	<b>15,065,840</b>	<b>3.8%</b>
Cash Reserves				26,745,151			
<b>TOTAL RESOURCES</b>	<b>347,701,508</b>	<b>308,341,179</b>	<b>386,953,888</b>	<b>425,603,698</b>	<b>413,924,387</b>	<b>(11,679,311)</b>	<b>-2.7%</b>

\*excludes Buckman Direct Diversion and SF Solid Waste Management Agency



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

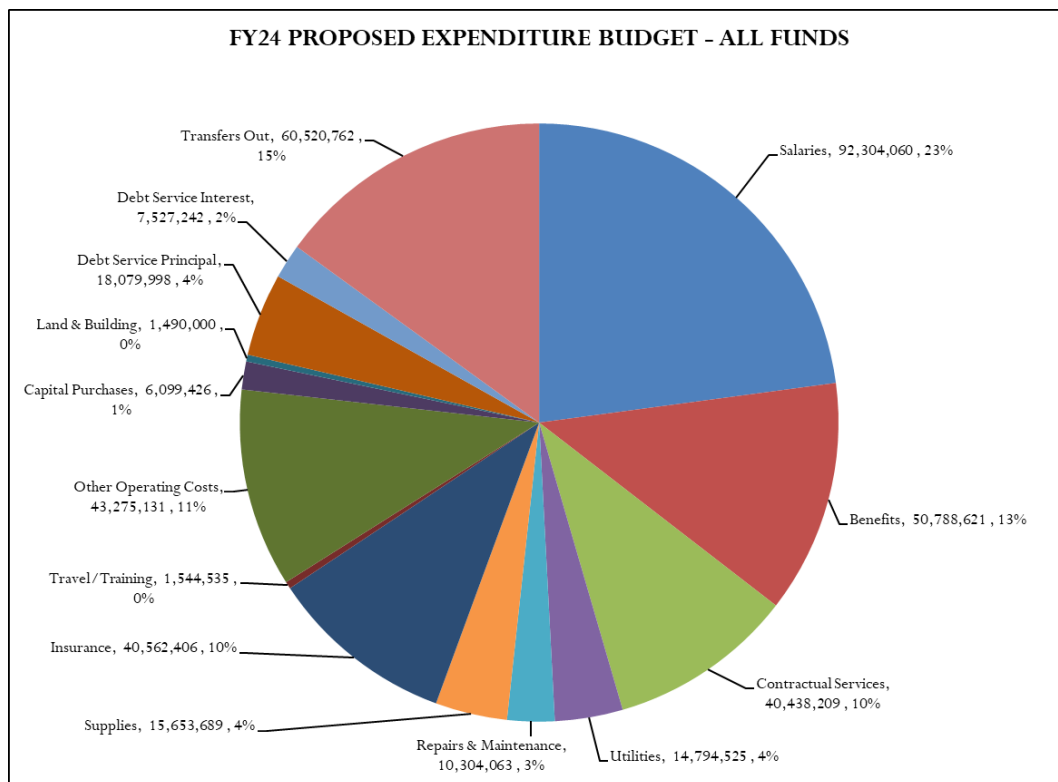
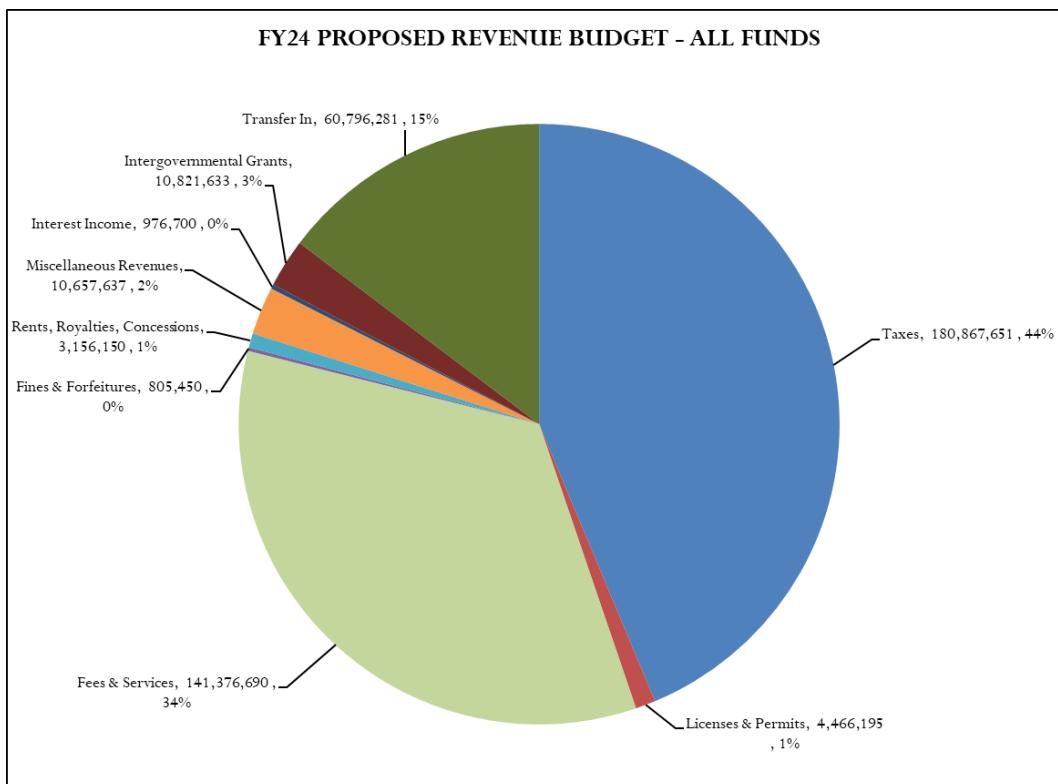
## CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY CATEGORY FY 2019/20 THROUGH FY 2023/24

CATEGORY	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	ACTUAL EXPENSES FY 2021/22	FY 2022/23 MIDYEAR BUDGET	PROPOSED BUDGET FY 2023/24	AMOUNT CHANGE 22/23-23/24	PERCENT CHANGE 22/23-23/24
<u>Personnel Services:</u>							
-Salaries	72,701,074	65,972,802	73,156,794	90,707,053	92,304,060	1,597,007	1.8%
-Benefits	34,190,619	32,428,529	34,222,268	42,577,438	50,788,621	8,211,183	19.3%
<i>Subtotal - Personnel Services</i>	<i>106,891,693</i>	<i>98,401,331</i>	<i>107,379,062</i>	<i>133,284,491</i>	<i>143,092,681</i>	<i>9,808,190</i>	<i>7.4%</i>
<u>Operating Expenses:</u>							
-Contractual Services	17,040,714	24,840,356	23,037,152	62,974,304	40,438,209	(22,536,095)	-35.8%
-Utilities	11,132,027	12,335,275	12,641,691	13,671,488	14,794,525	1,123,037	8.2%
-Repairs & Maintenance	5,341,817	4,976,460	6,545,416	10,991,240	10,304,063	(687,177)	-6.3%
-Supplies	10,701,741	9,609,711	12,553,892	15,694,473	15,653,689	(40,784)	-0.3%
-Insurance	34,564,957	30,931,346	27,783,821	36,787,165	40,562,406	3,775,241	10.3%
-Travel/Training	576,050	427,721	772,514	1,413,476	1,544,535	131,059	9.3%
-Other Operating Costs	56,411,063	26,711,660	22,607,053	44,513,473	43,275,131	(1,238,342)	-2.8%
<i>Subtotal - Operating Expenses</i>	<i>135,768,370</i>	<i>109,832,530</i>	<i>105,941,540</i>	<i>186,045,619</i>	<i>166,572,558</i>	<i>(19,473,061)</i>	<i>-10.5%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	7,253,943	4,076,207	2,640,553	17,032,124	6,099,426	(10,932,698)	-64.2%
-Land & Building	-	1,623,274	1,470,230	5,340,514	1,490,000	(3,850,514)	-72.1%
<i>Subtotal - Capital Outlay</i>	<i>7,253,943</i>	<i>5,699,481</i>	<i>4,110,783</i>	<i>22,372,638</i>	<i>7,589,426</i>	<i>(14,783,212)</i>	<i>-66.1%</i>
<u>Debt Service:</u>							
-Principal	15,812,519	19,880,109	12,611,880	16,486,640	18,079,998	1,593,358	9.7%
-Interest	10,525,005	8,296,352	6,750,772	8,143,678	7,527,242	(616,436)	-7.6%
-Other Debt Service	(1,271,757)	-	-	-	-	-	N/A
<i>Subtotal - Debt Service</i>	<i>25,065,767</i>	<i>28,176,460</i>	<i>19,362,652</i>	<i>24,630,318</i>	<i>25,607,240</i>	<i>976,922</i>	<i>4.0%</i>
Transfers Out	57,519,052	48,583,544	92,990,007	59,270,632	60,520,762	1,250,130	2.1%
<b>TOTAL EXPENDITURES</b>	<b>332,498,825</b>	<b>290,693,347</b>	<b>329,784,044</b>	<b>425,603,698</b>	<b>403,382,667</b>	<b>(22,221,031)</b>	<b>-5.2%</b>

\*excludes Buckman Direct Diversion and SF Solid Waste Management Agency



## FISCAL YEAR 2024 - RECOMMENDED BUDGET





# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY DEPARTMENT FY 2019/20 THROUGH FY 2023/24

DEPARTMENT	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	ACTUAL EXPENSES FY 2021/22	FY 2022/23 MIDYEAR BUDGET	PROPOSED BUDGET FY 2023/24	AMOUNT CHANGE 22/23-23/24	PERCENT CHANGE 22/23-23/24
Affordable Housing	1,450,603	6,771,029	3,692,549	16,379,441	5,417,886	(10,961,555)	-66.9%
Arts & Culture	1,677,561	895,888	1,481,196	2,102,000	2,064,524	(37,476)	-1.8%
Community Engagement	1,712,213	1,683,266	2,654,977	3,359,296	3,386,012	26,716	0.8%
Community Services	23,190,221	27,506,549	20,948,201	33,818,597	33,793,629	(24,968)	-0.1%
Economic Development	1,858,997	1,697,596	2,617,444	9,057,836	3,490,211	(5,567,625)	-61.5%
Emergency Management	264,830	1,174,962	713,070	814,268	581,095	(233,173)	-28.6%
Finance	23,541,227	18,893,319	23,130,046	29,849,173	27,320,000	(2,529,173)	-8.5%
Fire	21,154,029	22,281,241	25,389,142	25,889,523	26,118,647	229,124	0.9%
General Government	13,324,610	11,462,887	9,118,900	15,162,221	16,406,084	1,243,863	8.2%
Human Resources	25,950,275	23,765,622	26,071,416	36,516,337	33,168,806	(3,347,531)	-9.2%
Info Tech & Telecom	10,614,335	9,139,110	12,127,210	15,806,786	13,910,157	(1,896,629)	-12.0%
Planning & Land Use	5,437,315	5,606,134	5,391,316	7,784,377	8,170,139	385,762	5.0%
Police	26,212,542	23,224,367	26,879,861	40,459,247	36,247,327	(4,211,920)	-10.4%
Public Utilities	69,005,122	52,363,705	49,465,135	80,588,994	78,908,983	(1,680,011)	-2.1%
Public Works	57,495,783	48,688,079	67,575,662	66,606,035	64,068,499	(2,537,536)	-3.8%
TOURISM Santa Fe	9,423,762	9,103,862	9,827,146	10,631,447	11,480,174	848,727	8.0%
<i>Non-Departmental</i>	<i>40,185,399</i>	<i>26,435,730</i>	<i>42,700,772</i>	<i>30,778,120</i>	<i>38,850,494</i>	<i>8,072,374</i>	<i>26.2%</i>
<b>TOTAL EXPENDITURES</b>	<b>332,498,825</b>	<b>290,693,347</b>	<b>329,784,044</b>	<b>425,603,698</b>	<b>403,382,667</b>	<b>(22,221,031)</b>	<b>-5.2%</b>

*\*excludes Buckman Direct Diversion and SF Solid Waste Management Agency*



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## GENERAL FUND SUMMARY

### CITY OF SANTA FE GENERAL FUND - REVENUES BY CATEGORY FY 2019/20 THROUGH FY 2023/24

CATEGORY	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	ACTUAL EXPENSES FY 2021/22	FY 2022/23 MIDYEAR BUDGET	PROPOSED BUDGET FY 2023/24	AMOUNT CHANGE 22/23-23/24	PERCENT CHANGE 22/23-23/24
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	72,676,481	71,544,818	93,241,717	87,340,228	91,660,137	4,319,909	4.9%
-Property Tax	8,732,173	8,901,690	8,642,543	9,092,019	9,092,019	-	0.0%
-Franchise Fees	5,032,537	5,127,106	4,140,696	5,637,767	5,940,111	302,344	5.4%
-Other Taxes	477,671	469,728	675,826	520,923	1,135,493	614,570	118.0%
<i>Subtotal - Taxes</i>	<i>86,918,862</i>	<i>86,043,343</i>	<i>106,700,781</i>	<i>102,590,937</i>	<i>107,827,760</i>	<i>5,236,823</i>	<i>5.1%</i>
<u>Licenses &amp; Permits:</u>							
-Business Licenses	607,826	641,893	776,807	924,044	755,000	(169,044)	-18.3%
-Building/Zoning Permits	3,638,513	3,066,752	2,858,975	5,154,062	3,469,695	(1,684,367)	-32.7%
-Other Licenses & Permits	204,280	166,040	167,899	140,247	172,500	32,253	23.0%
<i>Subtotal - Licenses &amp; Permits</i>	<i>4,450,618</i>	<i>3,874,685</i>	<i>3,803,681</i>	<i>6,218,353</i>	<i>4,397,195</i>	<i>(1,821,158)</i>	<i>-29.3%</i>
<u>Fees &amp; Service Charges:</u>							
-Ambulance Fees	4,645,196	4,661,818	4,366,880	5,800,000	7,500,000	1,700,000	29.3%
-Impact Fees	11,843	17,530	2,940	29,261	15,000	(14,261)	-48.7%
-Planning/Land Use Fees	235,688	378,456	4,514,542	380,357	409,800	29,443	7.7%
-Police/Court Fees	52,285	43,837	34,973	49,769	42,500	(7,269)	-14.6%
-Recreation Fees	180,209	50,215	188,012	116,120	200,300	84,180	72.5%
-Reimbursed Expenses	5,449,759	4,864,978	5,329,794	5,074,520	6,387,449	1,312,929	25.9%
-Other Fees/Services	50,663	54,400	42,248	2,761	32,500	29,739	1077.1%
<i>Subtotal - Fees &amp; Services</i>	<i>10,625,643</i>	<i>10,071,234</i>	<i>14,479,390</i>	<i>11,452,788</i>	<i>14,587,549</i>	<i>3,134,761</i>	<i>27.4%</i>
<u>Fines &amp; Forfeitures:</u>							
-Violations Fines	2,423	871	2,100	-	2,250	2,250	N/A
-Other Fines & Forfeitures	214,590	142,533	141,053	156,046	145,000	(11,046)	-7.1%
<i>Subtotal - Fines &amp; Forfeitures</i>	<i>217,013</i>	<i>143,404</i>	<i>143,153</i>	<i>156,046</i>	<i>147,250</i>	<i>(8,796)</i>	<i>-5.6%</i>
<u>Rents/Royalties/Concessions:</u>							
-Parks & Recreation - Rentals	9,467	40	17,655	-	12,500	12,500	N/A
-Other Rentals	648	4,219	8,607	18,827	5,100	(13,727)	-72.9%
<i>Subtotal - Rents/Royalties</i>	<i>10,114</i>	<i>4,259</i>	<i>26,262</i>	<i>18,827</i>	<i>17,600</i>	<i>(1,227)</i>	<i>-6.5%</i>
<u>Miscellaneous Revenues:</u>							
-Sales Revenue	2,507	21	-	225,556	4,000,000	3,774,444	1673.4%
-Other Misc. Revenue	(1,906,404)	(2,155,106)	(2,706,035)	214,281	285,000	70,719	33.0%
<i>Subtotal - Miscellaneous</i>	<i>(1,903,897)</i>	<i>(2,155,085)</i>	<i>(2,706,035)</i>	<i>439,837</i>	<i>4,285,000</i>	<i>3,845,163</i>	<i>874.2%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	56,345	47,301	49,871	-	-	-	N/A
-SF County Grants	17,710	22,943	2,015	-	-	-	N/A
<i>Subtotal - Intergovernmental</i>	<i>74,055</i>	<i>70,245</i>	<i>51,885</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>N/A</i>
Interest on Investments	-	-	-	57,826	-	(57,826)	-100.0%
Transfers In	2,334,946	7,621,688	4,053,300	3,112,782	512,078	(2,600,704)	-83.5%
<b>TOTAL REVENUES</b>	<b>102,727,355</b>	<b>105,673,772</b>	<b>126,552,416</b>	<b>124,047,396</b>	<b>131,774,432</b>	<b>7,727,036</b>	<b>6.2%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

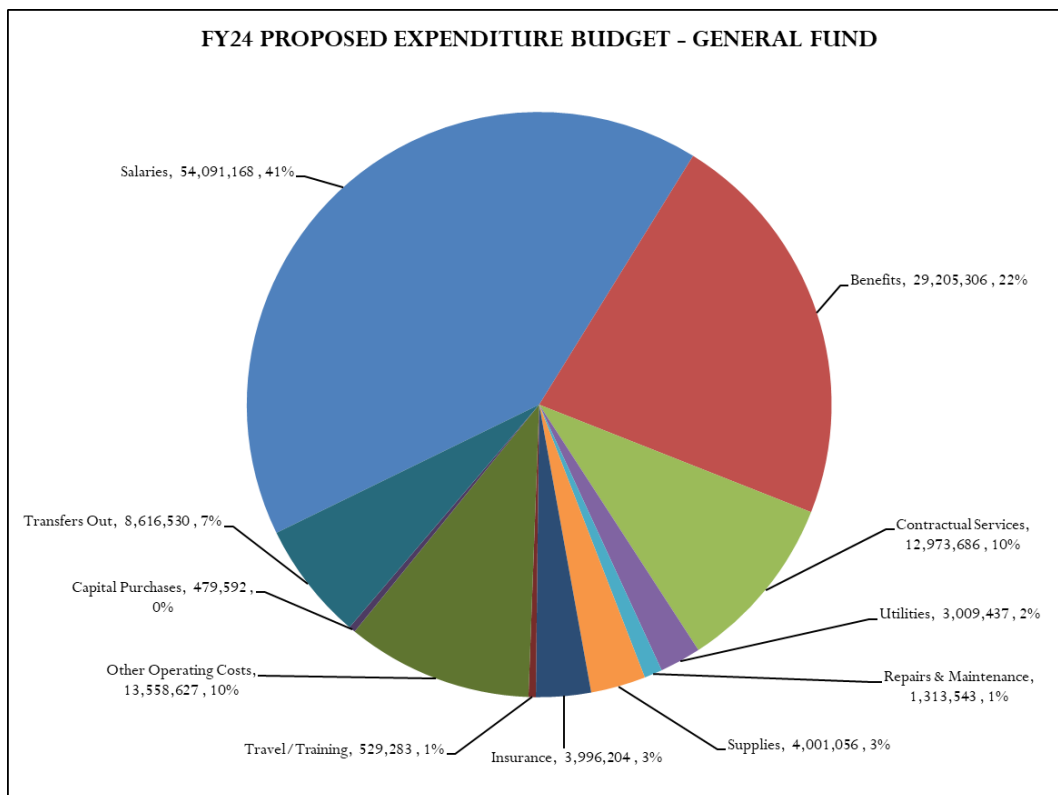
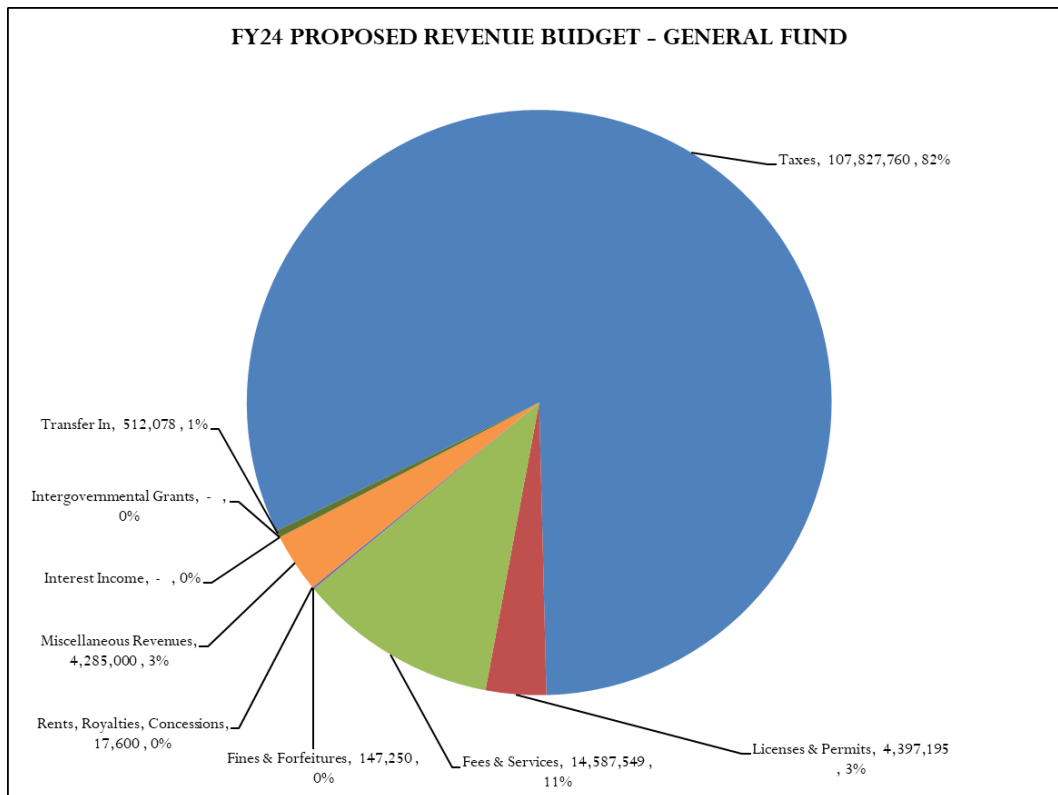
## CITY OF SANTA FE GENERAL FUND - EXPENDITURES BY CATEGORY FY 2019/20 THROUGH FY 2023/24

CATEGORY	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	ACTUAL EXPENSES FY 2021/22	FY 2022/23 MIDYEAR BUDGET	PROPOSED BUDGET FY 2023/24	AMOUNT CHANGE 22/23-23/24	PERCENT CHANGE 22/23-23/24
<u>Personnel Services:</u>							
-Salaries	42,249,089	38,830,003	44,838,692	56,190,259	54,091,168	(2,099,091)	-3.7%
-Benefits	19,742,445	18,747,872	20,580,939	24,586,382	29,205,306	4,618,924	18.8%
<i>Subtotal - Personnel Services</i>	<i>61,991,534</i>	<i>57,577,875</i>	<i>65,419,631</i>	<i>80,776,641</i>	<i>83,296,474</i>	<i>2,519,833</i>	<i>3.1%</i>
<u>Operating Expenses:</u>							
-Contractual Services	4,984,137	4,364,081	7,087,236	14,911,514	12,973,686	(1,937,828)	-13.0%
-Utilities	3,939,821	4,813,999	3,778,199	3,559,479	3,009,437	(550,042)	-15.5%
-Repairs & Maintenance	762,913	792,562	687,235	1,581,185	1,313,543	(267,642)	-16.9%
-Supplies	2,834,226	1,912,434	4,102,292	3,928,153	4,001,056	72,903	1.9%
-Insurance	3,108,959	2,939,037	2,698,894	2,040,730	3,996,204	1,955,474	95.8%
-Travel/Training	149,424	54,641	232,392	563,721	529,283	(34,438)	-6.1%
-Other Operating Costs	7,137,625	6,252,492	7,491,695	14,954,229	13,558,627	(1,395,602)	-9.3%
<i>Subtotal - Operating Expenses</i>	<i>22,917,105</i>	<i>21,129,246</i>	<i>26,077,942</i>	<i>41,539,011</i>	<i>39,381,836</i>	<i>(2,157,175)</i>	<i>-5.2%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	1,760,273	383,524	799,957	3,744,677	479,592	(3,265,085)	-87.2%
<i>Subtotal - Capital Outlay</i>	<i>1,760,273</i>	<i>383,524</i>	<i>799,957</i>	<i>3,744,677</i>	<i>479,592</i>	<i>(3,265,085)</i>	<i>-87.2%</i>
Transfers Out	7,943,095	12,298,794	24,318,313	8,205,824	8,616,530	410,706	5.0%
<b>TOTAL EXPENDITURES</b>	<b>94,612,007</b>	<b>91,389,440</b>	<b>116,615,844</b>	<b>134,266,153</b>	<b>131,774,432</b>	<b>(2,491,721)</b>	<b>-1.9%</b>





## FISCAL YEAR 2024 - RECOMMENDED BUDGET





# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE GENERAL FUND EXPENDITURES BY DEPARTMENT FY 2019/20 THROUGH FY 2023/24

DEPARTMENT	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	ACTUAL EXPENSES FY 2021/22	FY 2022/23 MIDYEAR BUDGET	PROPOSED BUDGET FY 2023/24	AMOUNT CHANGE 22/23-23/24	PERCENT CHANGE 22/23-23/24
Affordable Housing	682,380	2,724,731	704,869	4,297,686	1,693,789	(2,603,897)	-60.6%
Community Engagement	1,692,213	1,623,266	2,529,577	3,291,222	3,264,012	(27,210)	-0.8%
Community Services	10,848,619	10,987,557	9,081,041	11,919,226	16,002,521	4,083,295	34.3%
Economic Development	1,061,464	803,543	1,028,192	2,257,563	1,139,496	(1,118,067)	-49.5%
Emergency Management	-	512,488	175,794	171,267	177,195	5,928	3.5%
Finance	4,490,562	5,204,265	5,638,741	10,249,956	9,048,177	(1,201,779)	-11.7%
Fire	19,744,223	19,757,019	24,528,784	24,029,159	24,942,293	913,134	3.8%
General Government	6,022,308	4,832,638	5,287,699	6,612,514	7,614,479	1,001,965	15.2%
Human Resources	1,440,885	1,878,316	4,911,627	8,249,990	4,688,823	(3,561,167)	-43.2%
Planning & Land Use	5,018,412	4,901,510	5,025,597	7,184,111	7,535,608	351,497	4.9%
Police	24,309,550	21,076,167	24,494,737	32,801,264	31,974,031	(827,233)	-2.5%
Public Utilities	220,021	121,877	-	-	-	-	N/A
Public Works	19,081,370	16,966,062	33,209,186	23,202,195	23,694,008	491,813	2.1%
<b>TOTAL GENERAL FUND</b>	<b>94,612,007</b>	<b>91,389,440</b>	<b>116,615,844</b>	<b>134,266,153</b>	<b>131,774,432</b>	<b>(2,491,721)</b>	<b>-1.9%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

FY24 Recommended Budget- Position Count								Notes- Changes from FY23 to FY24 (transfers, adding new positions, etc.)
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate	
<b>Community Development</b>	<b>132</b>	<b>132</b>	<b>133</b>	<b>0</b>	<b>\$ -</b>	<b>26</b>	<b>20%</b>	
Affordable Housing	5	5	5	0	-	1	20%	
Arts and Culture	5	5	5	0	-	3	60%	
Economic Development	12	10	11	0	-	1	9%	<b>1 New FTE</b> - MRA Director 4172,791;
Planning and Land Use	64	66	66	0	-	12	18%	
Tourism	46	46	46			9	20%	
<b>Community Engagement</b>	<b>23</b>	<b>23</b>	<b>22</b>	<b>0</b>	<b>\$ -</b>	<b>3</b>	<b>14%</b>	Transfer of Communications Director to City Manager's Office
<b>Community Health and Safety</b>	<b>647</b>	<b>657</b>	<b>656</b>	<b>1</b>	<b>\$ 107,943</b>	<b>104</b>	<b>16%</b>	
Community Services	214	224	223	1	107,943	51	23%	Recreation is now a Division of Community Services as of FY24
Emergency Management	2	2	2	0	-	0	0%	Safety Division moved to General Government in FY24
Fire	199	199	199	0	-	15	8%	
Police	232	232	232	0	-	38	16%	
<b>Finance</b>	<b>58</b>	<b>58</b>	<b>55</b>	<b>0</b>	<b>\$ -</b>	<b>13</b>	<b>24%</b>	Transfer of Finance Project Manager to ITT; transfer of Risk Analyst and Risk Manager to Risk Management (Risk Management and Safety moved to General Government in FY24)
<b>General Government</b>	<b>55</b>	<b>55</b>	<b>58</b>	<b>0</b>	<b>\$ -</b>	<b>10</b>	<b>17%</b>	
City Attorney	18	18	18	-	-	2	11%	
City Council	8	8	8	-	-	-		
City Manager	2	2	4	-	-	2	50%	Transfer of Communications Director from Community Engagement: <b>1 New FTE</b> Administrative Manager
Mayor	2	2	3	-	-	1	33%	Transfer of Neighborhood Engagement Coordinator/Senior Advisor from Community Engagement
Municipal Court	19	19	19	-	-	4	21%	
Risk Management & Safety	6	6	6	-	-	1	17%	Safety was transferred from Community Development to General Government. Emergency Management is now separate from Safety
<b>Human Resources</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>-</b>	<b>\$ -</b>	<b>2</b>	<b>11%</b>	
<b>ITT</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>0</b>	<b>\$ -</b>	<b>10</b>	<b>23%</b>	
<b>Public Utilities</b>	<b>258</b>	<b>258</b>	<b>258</b>	<b>0</b>	<b>\$ -</b>	<b>61</b>	<b>24%</b>	
<b>Public Works</b>	<b>361</b>	<b>368</b>	<b>368</b>	<b>3</b>	<b>\$ 30,113</b>	<b>115</b>	<b>31%</b>	
<b>Total</b>	<b>1,595</b>	<b>1,613</b>	<b>1,612</b>	<b>4.00</b>	<b>\$ 138,056</b>	<b>344</b>	<b>21%</b>	<b>1 - New FTE Total</b>

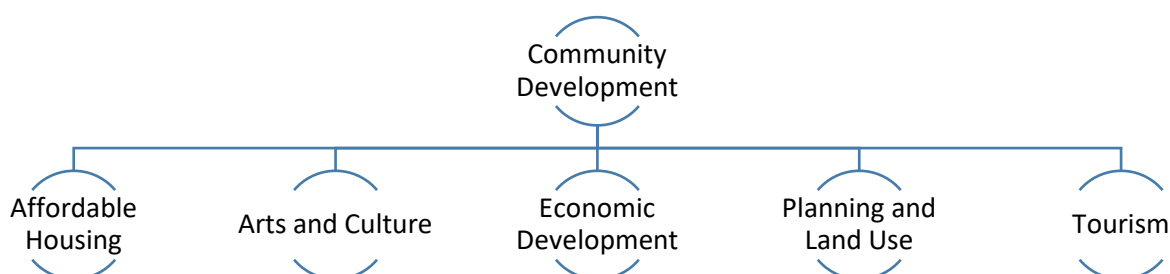


# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## V. EXPENDITURES

### COMMUNITY DEVELOPMENT DEPARTMENT

RICHARD BROWN, COMMUNITY DEVELOPMENT DIRECTOR



### Mission

The mission of the Community Development Department is to create a Santa Fe where business, residents, and tourists thrive through effective land use, housing affordability, arts and culture, available jobs, business expansion, and resiliency. The Department also allows alignment of programs and funding, focused on housing, cultural and economic opportunities, which connect core components of our land use planning and development to our longstanding need for additional affordable housing and economic mobility, while ensuring a cultural connection to our history.

### Description of Services

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

The Community Development Department is currently deploying federal economic stimulus aid that was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe which will support the City's expansion of key social services and provide support to businesses over the next two years.

FY24 Recommended Budget- Position Count								
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate	Notes- Changes from FY23 to FY24 (transfers, adding new positions, etc.)
<b>Community Development</b>	<b>132</b>	<b>132</b>	<b>133</b>	<b>0</b>	<b>\$ -</b>	<b>26</b>	<b>20%</b>	
Affordable Housing	5	5	5	0	-	1	20%	
Arts and Culture	5	5	5	0	-	3	60%	
Economic Development	12	10	11	0	-	1	9%	<b>1 New FTE</b> - MRA Director 4172,791;
Planning and Land Use	64	66	66	0	-	12	18%	
Tourism	46	46	46			9	20%	



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **AFFORDABLE HOUSING**

ALEXANDRA LADD, AFFORDABLE HOUSING DIRECTOR

#### **Mission**

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

#### **Description of Services**

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, and Analysis of Fair Housing), real estate development (Tierra Contenta and donation of City-owned land), and programming (financial support for homebuyer training/counseling, home repair, down payment assistance, and rental assistance). Housing needs are addressed across a spectrum, from the homeless to the homeowner, and rely on an established network of community partners, including the public, nonprofit, and private sectors. To this end, the bulk of the proposed budget is used to support staff time to administer federal grant money from HUD (CDBG and Continuum of Care/Shelter Plus Care), general funding to sub-recipients who, in turn, provide services directly to those in need, and implementation of Chapter 26. This chapter includes the Santa Fe Homes Program (SFHP), which requires a percentage of housing built by private developers to be set aside for income-certified, low- and moderate-income residents, the Affordable Housing Trust Fund (funded through local development revenues), and fair housing.

#### **FY24 Recommended Budget**

The Affordable Housing Department's FY24 Recommended Budget totals \$5.4 million. The Department's FY24 Recommended Budget decreased by \$11 million, or 66.9%, from FY23 budgeted levels. This decrease was attributable to expenses carried forward from the FY22 budget to the FY23 budget for ongoing Department initiatives, as well as one-time expenses approved to be funded in FY23 from FY22 Gross Receipts Tax (GRT) revenue earned in excess of budgeted estimates. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant portion of the Department's FY23 budget. The Department's General Fund FY24 Recommended Budget decreased by \$2.6 million, or 60.6%, from FY23 budgeted levels. Once again, this was due to a significant increase in one-time expenses that were added to the Department's FY23 budget. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year, and
- An allocation of \$4.2 million to fund housing assistance services for City residents, thereby continuing the City's commitment to Affordable Housing.



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### Department Highlights

Over the past year, the Affordable Housing Department:

- Administered the expenditure of \$3,134,913 in housing funding which supported services for low- and moderate-income families in Santa Fe, including the following:
  - \$648,500 invested in downpayment assistance, helping 34 households;
  - \$1,227,171 invested in emergency shelter, hotel stays and rental assistance, helping 736 families and individuals;
  - \$969,647 invested in support services and non-congregate shelter for families experiencing homelessness or housing instability, helping 1,005 households; and
  - \$289,595 invested in home repair and rehabilitation, improving 104 homes for renters and homeowners.
- In addition, the Santa Fe Homes Program (SFHP) resulted in:
  - 29 income-qualified homebuyers buying newly constructed, price-restricted homes;
  - 6 homes kept affordable through resale;
  - Completion of 110 new apartments that were leased to income-qualified tenants;
  - Construction and building permit approvals for 98 price-restricted home ownership dwellings; and
  - Approval of 143 affordable homes for future construction.
- In FY24, Department staff will continue compliance with the administration, monitoring and reporting requirements imposed by the City's Community Development Block Grant (CDBG) entitlement grant provided by the US Department of Housing and Urban Development (US HUD), which includes:
  - Allocation of approximately \$500,000 in housing assistance funds provided via contracts with sub-recipients, and
  - Preparation, processing and facilitating City Council and US HUD approval for the 2023-24 Action Plan, the 2022-23 CAPER and the 2023-28 Consolidated Plan.
- Other Departmental goals for FY24 include the following:
  - Continued implementation of the SFHP to facilitate the construction of 20 affordably-priced single-family homes for purchase by income-certified homebuyers; provision of 30 rent-restricted apartments for income-certified renters; and other services including lien servicing, document preparation and record keeping;
  - Administering local housing trust funds (\$3,000,000) to provide financial support for downpayment assistance, home repair and facility development and repair;
  - Providing homebuyer training and counseling, income certification for the SFHP and assistance with SFHP resales;
  - Donating city-owned land to support the development of newly constructed affordable housing in order to provide opportunities for mixed-income, mixed-tenure development; and



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- Overseeing the completion of Paseo del Sol road in Tierra Contenta to allow for the initiation of Phase 3 of development.

### CITY OF SANTA FE AFFORDABLE HOUSING DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
Salaries, Wages & Benefits	271,893	371,802	519,453	572,408	52,955	10.2%
Contractuals & Utilities	4,544,768	3,271,006	12,482,663	4,158,944	(8,323,719)	-66.7%
Supplies	24,048	3,777	36,640	27,840	(8,800)	-24.0%
Insurance	8,178	7,443	3,565	9,293	5,728	160.7%
Other Operating Costs	22,143	37,370	58,170	61,591	3,421	5.9%
Capital Purchases	-	-	250,000	-	(250,000)	-100.0%
Transfers to Other Funds	1,900,000	1,151	3,028,950	587,810	(2,441,140)	-80.6%
<b>TOTAL AFFORDABLE HOUSING</b>	<b>6,771,029</b>	<b>3,692,549</b>	<b>16,379,441</b>	<b>5,417,886</b>	<b>(10,961,555)</b>	<b>-66.9%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
General Fund	2,724,731	704,869	4,297,686	1,693,789	(2,603,897)	-60.6%
Community Development	4,046,298	2,987,680	11,831,755	3,724,097	(8,107,658)	-68.5%
Land Development	-	-	250,000	-	(250,000)	-100.0%
<b>TOTAL AFFORDABLE HOUSING</b>	<b>6,771,029</b>	<b>3,692,549</b>	<b>16,379,441</b>	<b>5,417,886</b>	<b>(10,961,555)</b>	<b>-66.9%</b>



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### ARTS AND CULTURE

VACANT, ARTS AND CULTURE DEPARTMENT DIRECTOR

#### Mission

The Arts and Culture Department provides leadership by and for the City to support arts and cultural affairs and recommends policies and programs that develop and promote artistic excellence in the community.

#### Description of Services

Arts and Culture is responsible for the execution of a grant programs; arts education; the Culture Connects program; the Community Gallery; the Youth Cultural Passport program; the Mayor's Awards for Excellence in the Arts; and the provision of public art. In addition, the Department provides oversight for the City Historian and Poet Laureate, and assists the City with art needs such as the College of Santa Fe Art Collection.

#### FY24 Recommended Budget

The Arts and Culture Department's FY24 Recommended Budget totals \$2.1 million, funded by Lodgers' Tax. The Department's FY24 Recommended Budget decreased by \$37,476, or 1.8%, from FY23 budgeted levels. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$409,257 in grant funding for art sponsorships, cultural programming, Creative Cities projects, cultural tourism, and the City Historian and Poet Laureate;
- \$17,500 to support the Summer Bandstand and New Year's Eve Events; and.
- \$45,000 for various contracted Arts Education activities.

#### Department Highlights

Over the past year, the Arts and Culture Department:

- Oversaw the Culture, History, Art, Reconciliation and Truth (CHART) final report and recommendations from a 12-month process of community engagement through in-person and virtual convening, listening sessions, cultural history series, art activations, blogs, one-on-one interviews, surveys and workshops;
- Launched Ojos Diferentes, an augmented reality walking tour highlighting cultural history and heritage as a function of the City Historian program;





## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- Reopened the Community Gallery to the public with two exciting exhibitions – Brick X Brick: Artworks Inspired by Earthen Architecture, and Neon & Chrome: The Visual Vocabulary of Route 66;
- Successfully installed artworks at various locations in the community, including the Convention Center, Southside Library, the Municipal Recreation Complex (MRC), the Water Street restroom facilities, the Salvador Perez pool facility, and the Genoveva Chavez Community Center (GCCC);
- Hosted the 30th Annual Mayor’s Award for Excellence in the Arts event celebration honoring past and current awardees dating back 30 years; and
- Created, produced and released Phase 2 of Femous, a promotional marketing campaign intended to encourage cultural tourism through the promotion of living cultural assets in our community.

The following are the Arts & Culture Department’s goals for FY24:

- Launch of the first inaugural Monothon exhibit, reviving a beloved community-based fundraising event;
- Codification of the Community Gallery in the Arts and Culture Department Ordinance;
- Leveraging ArtSystems software to formalize and digitize the public art portfolio;
- Installation and dedication of public art installations throughout the community, including collaboration with local arts collective Alas de Agua to install public artworks at the Southside Teen Center;
- Initiation of Phase 3 of Femous, a promotional marketing campaign intended to encourage cultural tourism through the promotion of living cultural assets in our community; and
- Enhance the Cultural Investment Funding Program while lowering accessibility barriers to local nonprofit arts organizations.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE ARTS & CULTURE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	296,041	324,367	527,714	561,820	34,106	6.5%
Contractuals & Utilities	223,876	393,586	525,985	519,242	(6,743)	-1.3%
Repairs & Maintenance	759	1,025	4,000	4,000	-	0.0%
Supplies	9,057	18,530	18,550	24,550	6,000	32.3%
Insurance	17,376	5,582	11,933	15,393	3,460	29.0%
Other Operating Costs	347,780	669,634	651,026	793,593	142,567	21.9%
Transfers to Other Funds	1,000	68,473	362,792	145,926	(216,866)	-59.8%
<b>TOTAL ARTS &amp; CULTURE</b>	<b>895,888</b>	<b>1,481,196</b>	<b>2,102,000</b>	<b>2,064,524</b>	<b>(37,476)</b>	<b>-1.8%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
Lodgers' Tax Fund	803,530	1,332,124	1,951,080	1,908,598	(42,482)	-2.2%
Arts & Culture Grants	63,000	68,169	-	-	-	N / A
Santa Fe Convention Center	29,358	80,904	150,920	155,926	5,006	3.3%
<b>TOTAL ARTS &amp; CULTURE</b>	<b>895,888</b>	<b>1,481,196</b>	<b>2,102,000</b>	<b>2,064,524</b>	<b>(37,476)</b>	<b>-1.8%</b>



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### ECONOMIC DEVELOPMENT

JOHANNA NELSON, ECONOMIC DEVELOPMENT DIRECTOR

#### Mission

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

#### Description of Services

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

#### FY24 Recommended Budget

The Economic Development Department's FY24 Recommended Budget totals \$3.5 million. The Department's FY24 Recommended Budget decreased by \$5.6 million, or 61.5%, from FY23 budgeted levels. This decrease was attributable to expenses carried forward from the FY22 budget to the FY23 budget for ongoing Department initiatives, as well as one-time expenses approved to be funded in the FY23 budget. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant portion of the Department's FY23 budget. The Department's General Fund FY24 Recommended Budget decreased by \$1.1 million, or 49.5%, from FY23 budgeted levels. Once again, this was due to a significant increase in one-time expenses that were added to the Department's FY23 budget. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year.
- Addition of one (1) FTE MRA Director position to assist in the Midtown Redevelopment project;
- \$683,000 in funding for LEDA projects including companies like Marty's Meals, Beck & Bulow, Altar Spirits, Savant X, Meow Wolf, Second Street Brewery, Earth Traveler, and various industry cluster development projects \$190,000 for workforce development and job training;
- \$175,000 for business incubation and small business resources; and



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$150,000 for the Economic Development Strategic Plan.

### **Department Highlights**

Over the past year, the Economic Development Department:

- Completed the Vexus Fiber franchise agreement for City-wide broadband;
- Completed the second round of Midtown Redevelopment public engagement to create a Community Development Plan, and facilitated the approval of the Midtown Redevelopment Resolution by the Governing Body;
- Promoted nearly 30 small business social capital building and resiliency projects through sponsored ecosystem partner events, webinars and activations;
- Accelerated over 20 startup businesses through various business acceleration programs (Creative Startups, Santa Fe Innovates);
- Partnered with the Santa Fe Chamber of Commerce to launch the Southside Feria event;
- Promoted the first '40 under 40' Leadership Awards with the Santa Fe Hispanic Chamber of Commerce;
- Completed licensing on over five TV/film productions at Garson Studios; and
- Processed an estimated 500 new business licenses.

For FY24, the Economic Development Department will pursue the following goals:

- Complete the Five-Year Strategic Action Plan;
- Release Midtown Site Phase 2 Development RFPs for Housing and Mixed-Use, and launch the Metropolitan Redevelopment Area (MRA) Plan for the Midtown site;
- Begin Master Planning for the El Lucero Crossing Development;
- Work with the Santa Fe Chamber of Commerce to create a Southside Small Business Economic Development Zone; and
- Launch the City of Santa Fe/UNM Anderson Center for Responsible Entrepreneurship.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE ECONOMIC DEVELOPMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	910,142	899,252	1,342,151	1,658,332	316,181	23.6%
Contractuals & Utilities	448,167	1,055,219	6,037,453	1,662,453	(4,375,000)	-72.5%
Supplies	2,331	11,747	26,116	-	(26,116)	-100.0%
Insurance	22,906	18,802	15,360	22,565	7,205	46.9%
Other Operating Costs	129,050	352,592	411,392	146,861	(264,531)	-64.3%
Transfers to Other Funds	185,000	279,833	1,225,364	-	(1,225,364)	-100.0%
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>1,697,596</b>	<b>2,617,444</b>	<b>9,057,836</b>	<b>3,490,211</b>	<b>(5,567,625)</b>	<b>-61.5%</b>

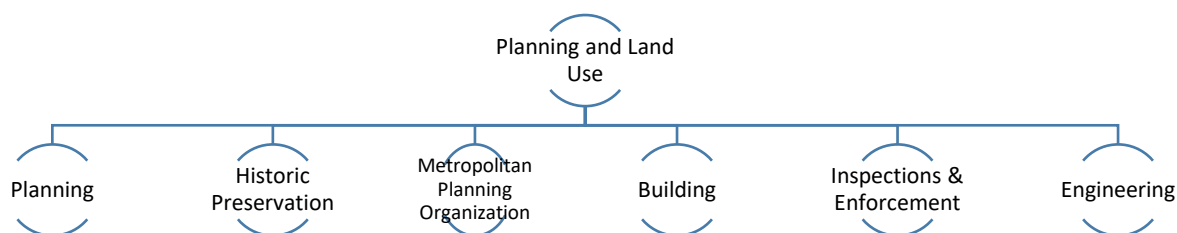
	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
General Fund	803,543	1,028,192	2,257,563	1,139,496	(1,118,067)	-49.5%
Economic Development	894,053	1,589,252	2,450,273	2,350,715	(99,558)	-4.1%
Community Development	-	-	4,350,000	-	(4,350,000)	-100.0%
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>1,697,596</b>	<b>2,617,444</b>	<b>9,057,836</b>	<b>3,490,211</b>	<b>(5,567,625)</b>	<b>-61.5%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## PLANNING AND LAND USE

JASON KLUCK, PLANNING AND LAND USE DIRECTOR



### Mission

The Planning and Land Use Department provides expert land use guidance supporting our community's desired future state. The Department achieves 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.

### FY24 Recommended Budget

The Planning and Land Use Department's FY24 Recommended Budget totals \$8.2 million. The Department's FY24 Recommended Budget increased by \$385,762, or 5%, from FY23 budgeted levels. The Department's General Fund FY24 Recommended Budget increased by \$351,497, or 4.9%, from FY23 budgeted levels. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year.
- \$319,584 for the General Plan update and related planning objectives;
- \$152,548 for a diagnostic review of the Land Development Code;



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$265,000 for various on-call support services throughout the Department;
- \$60,000 for Short Term Rental data collection;
- \$60,000 for document scanning and digitization services; and
- \$45,000 to update the 2020 Metropolitan Transportation Plan per Federal requirement.

### **Department Highlights**

Over the past year, the Planning and Land Use Department:

- Provided increased staff capacity to support effective operations management, operational process improvements and refinements, and community engagement;
- Facilitated the Planning Commission's recommended approval of the Midtown Master Plan and associated rezoning cases;
- Continued optimization of the EnerGov system by linking and processing cases and permit reviews, and uploading files for archiving;
- Continued ongoing implementation and management of a variety of measures to help ensure stability of permitting operations, such as flexible permit intake options, pre-permit conferences and the development of a third party plan review program;
- Continued implementation of a comprehensive Infrastructure Completion Policy for all major projects being constructed in the City;
- Developed and implemented Cold Weather Concrete plan requirements for Concrete placement in the colder months;
- Implemented the updated Junk Vehicle Ordinance and process refinements to enforcement procedures;
- Continued the refinement of Host Compliance and Air B&B software to enable greater efficiency and effectiveness in the enforcement of the Short-Term Rental Ordinance;
- Facilitated approval of the Certified Local Government (CLG) grant for renovation of the main Library, and made substantial progress on the CLG grant for development of the Santa Fe Foundation Walking Tour App; and
- Facilitated the adoption of the Santa Fe Local Road Safety Plan, sponsored by the Federal Highway Administration.



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

For FY24, the Planning and Land Use Department will pursue the following goals:

- Continue to move forward with the Land Development Code and General Plan Update projects, and continue implementation and expansion of EnerGov functionality including further digitization of operations with e-review;
- Transform the Residential Pipeline Map into an interactive GIS map available online for City leadership and citizens to access updated information on residential development happening around the city;
- Create a new development plan manual that will improve efficiency by allowing a common format, standardize applications and reduce errors and omissions;
- Improve efficiency and turnaround time by implementing the third party plan review and e-review projects, and other process improvements;
- Develop a program to systematically inspect drainage facilities on commercial and multi-family projects;
- Dedicate sufficient staff and other resources to complete electrical plan reviews for solar permits within 4-5 business days, maintain a 3-4 business day turnaround for investigations and complaints, and a 24-48 hour turnaround time on requested inspections;
- Publish historic preservation guidance and informational documents online for public use, update the publicly accessible historic building status (GIS) map, and continue to hold training sessions for the public on preservation methods and information studies;
- Complete the Santa Fe Neighborhood Safety Study Project, thereby creating a toolkit for City Officials to assist with road and street safety issues for constituents; and
- Complete updates to the MPO's Travel Demand Model, forecasting growth to 2050.

### PLANNING

MARGARET MOORE, PLANNING DIVISION MANAGER

#### Description of Services

The Planning Division encompasses current and future strategic planning. 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





## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

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.

### **HISTORIC PRESERVATION**

VACANT, HISTORIC PRESERVATION DIVISION 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.

### **METROPOLITAN PLANNING ORGANIZATION**

ERICK AUNE, MPO MANAGER, 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.

### **BUILDING**

RICHARD TRUJILLO, BUILDING DIVISION MANAGER

#### **Description of Services**

The Building 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. The Division is also responsible for administering the Green Building Code.

### **INSPECTIONS AND ENFORCEMENT**

BOBBY PADILLA, INSPECTIONS AND ENFORCEMENT DIVISION MANAGER, CBO

#### **Description of Services**

The Inspections and Enforcement Division safeguards the health, safety, and welfare of the citizens



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

of Santa Fe by inspecting structures under construction to guarantee they are built according to established minimum standards for structural, mechanical, plumbing, and electrical work, ensuring these structures are safe, sound, and sanitary. The Division is also responsible for investigating zoning and building complaints and violations, and processing Short Term Rental permits and associated inspections.

### **ENGINEERING**

DEE BEINGESSNER, ENGINEERING DIVISION MANAGER, ENGINEER SUPERVISOR

#### **Description of Services**

The Engineering Division engages in technical review of, and related inspections for, development projects and building permits to ensure compliance with policies and regulations pertaining to grading and drainage, landscaping, escarpment overlay, the Americans with Disabilities Act (ADA), Gunnison's prairie dog protection, and floodplain management. The Division administers all 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.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE PLANNING & LAND USE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY DIVISION</b>						
Land Use Administration	1,996,187	1,619,022	2,870,474	2,732,684	(137,790)	-4.8%
Building Permit Division	424,675	583,325	794,108	887,933	93,825	11.8%
Historic Preservation	535,452	494,363	522,746	590,839	68,093	13.0%
Inspections & Enforcement	1,172,208	1,230,796	1,622,511	1,765,095	142,584	8.8%
Metropolitan Planning Organization	356,648	365,719	446,508	477,372	30,864	6.9%
Planning Division	751,299	665,256	838,645	952,956	114,311	13.6%
Technical Review	369,664	432,835	689,385	763,260	73,875	10.7%
<b>TOTAL PLANNING &amp; LAND USE</b>	<b>5,606,134</b>	<b>5,391,316</b>	<b>7,784,377</b>	<b>8,170,139</b>	<b>385,762</b>	<b>5.0%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	3,941,534	4,243,040	5,335,323	6,073,009	737,686	13.8%
Contractuals & Utilities	587,228	272,736	1,282,766	1,068,490	(214,276)	-16.7%
Repairs & Maintenance	7,374	4,532	4,218	3,374	(844)	-20.0%
Supplies	121,829	73,949	103,275	49,806	(53,469)	-51.8%
Insurance	207,136	172,313	89,008	145,584	56,576	63.6%
Other Operating Costs	421,033	618,778	899,650	829,876	(69,774)	-7.8%
Capital Purchases	-	-	70,137	-	(70,137)	-100.0%
Transfers to Other Funds	320,000	5,969	-	-	-	N/A
<b>TOTAL PLANNING &amp; LAND USE</b>	<b>5,606,134</b>	<b>5,391,316</b>	<b>7,784,377</b>	<b>8,170,139</b>	<b>385,762</b>	<b>5.0%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
General Fund	4,901,510	5,025,597	7,184,111	7,535,608	351,497	4.9%
Impact Fees Fund	-	-	89,758	93,159	3,401	3.8%
Transportation Grants	356,648	365,719	446,508	477,372	30,864	6.9%
Community Development	281,493	-	-	-	-	N/A
Historic Preservation	66,482	-	64,000	64,000	-	0.0%
<b>TOTAL PLANNING &amp; LAND USE</b>	<b>5,606,134</b>	<b>5,391,316</b>	<b>7,784,377</b>	<b>8,170,139</b>	<b>385,762</b>	<b>5.0%</b>



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### TOURISM SANTA FE

RANDY RANDALL, TOURISM DIRECTOR



### Mission

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

### Description of Services

The Department promotes the City of Santa Fe through marketing, direct sales, event creation and a grant program for nonprofit event producers. The Department also markets and operates the Community Convention Center (CCC).

### FY24 Recommended Budget

The Tourism Department's FY24 Recommended Budget totals \$11.5 million, funded by Lodgers' Tax. The Department's FY24 Recommended Budget increased by \$848,727, or 8%, from FY23 budgeted levels. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$2,085,000 in funding for advertising and promotion of Santa Fe as a tourism destination and marketing for the CCC;
- \$270,000 to promote and support various community events including Art Week, Indigenous People's Day, Dia de los Muertos, and Fiestas de Santa Fe;
- \$259,400 in contracted services for security, maintenance and upkeep of the CCC;
- \$216,800 for website management and public relations; and
- \$100,000 for OTAB event support funding.



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### Department Highlights

Over the past year, the Tourism Department:

- Raised the profile of Santa Fe as a Tourism destination, achieving the following:
  - A ranking of third-best city destination in the US by the Travel & Leisure Reader's Choice poll;
  - A ranking of third place in the Conde Nast Traveler Reader's Choice Awards poll of "Best Small Cities in the US"; and
  - A ranking of #7 in the Travel & Leisure/Money.UK study as the "Best Destination for Art Lovers in the World."
- Opened a new visitor information kiosk at the Water Street restrooms facility;
- Launched a new interactive Trip Planning tool (VisitWidget) to allow visitors to craft their own personal itineraries while they're in Santa Fe, and continued to build interactive, self-guided tours including the Craft Beer & Spirits Tour, the Santa Fe Food Truck Tour, and the Santa Fe Breakfast Burrito Tour;
- Produced the Visitor Guide for 2023 internally with new size and format, and produced a new Dining Guide for the City that has been extremely popular with visitors and residents;
- Partnered with SWAIA for their Centennial Celebration hosting 8 art/fashion/travel journalists, which produced earned media of 98,132,956 impressions with a value of \$654,219;
- Restarted the Department's Group Sales efforts, increasing lead generation by 26% and definite bookings by 67%, and increasing social businesses by 58%; and
- Orchestrated a new joint marketing promotion with Albuquerque to encourage visitation in both cities; won two industry "Top Hat" Awards for earned media and the joint marketing effort with Albuquerque.

For FY24, the Tourism Department will pursue the following goals:

- Maintain citywide average rate and increase occupancy by 2 points;
- Continue the ongoing maintenance program at the CCC to keep it in first class condition, and restore CCC use by groups with lodging to pre pandemic level;
- Initiate a Plaza roving visitor information program with paid and volunteer staffing;



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- Increase group room night production by 25%, to 20,000 definite group room nights, and increase the number of leads to hotels by 25%, from 239 to 300; and
- Expand the partnership with the Santa Fe Chamber of Commerce to increase sales on the Santa Fe Marketplace by 50%.

### **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 planning support, 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 the management of advertising; public relations; social media; direct group sales; booking of the CCC; event creation and support; management of OTAB grants; and operation of the City's visitor centers. The Division also serves as a liaison to the Film Commission and Sister Cities Committee.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE TOURISM SANTA FE - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
Santa Fe Civic Center	5,795,396	5,431,226	5,631,334	5,974,927	343,593	6.1%
Visitors Bureau	3,308,466	4,395,920	5,000,113	5,505,247	505,134	10.1%
<b>TOTAL TOURISM SANTA FE</b>	<b>9,103,862</b>	<b>9,827,146</b>	<b>10,631,447</b>	<b>11,480,174</b>	<b>848,727</b>	<b>8.0%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
Salaries, Wages & Benefits	2,567,383	2,796,147	2,975,150	3,541,181	566,031	19.0%
Contractuals & Utilities	932,320	870,483	1,475,659	1,413,600	(62,059)	-4.2%
Repairs & Maintenance	64,062	153,849	152,000	168,000	16,000	10.5%
Supplies	117,961	194,161	208,890	218,115	9,225	4.4%
Insurance	89,185	70,040	54,876	86,992	32,116	58.5%
Other Operating Costs	1,952,840	3,268,782	3,418,886	3,720,494	301,608	8.8%
Capital Purchases	125,102	759,180	473,500	500,000	26,500	5.6%
Debt Service	3,255,010	1,656,990	1,754,396	1,779,506	25,110	1.4%
Transfers to Other Funds	-	57,514	118,090	52,286	(65,804)	-55.7%
<b>TOTAL TOURISM SANTA FE</b>	<b>9,103,862</b>	<b>9,827,146</b>	<b>10,631,447</b>	<b>11,480,174</b>	<b>848,727</b>	<b>8.0%</b>

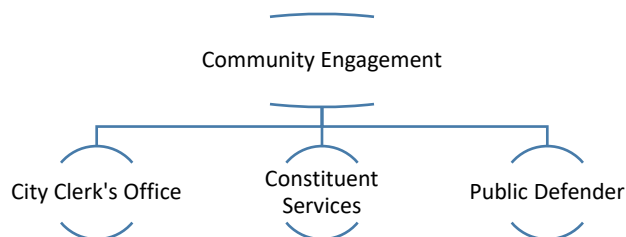
SUMMARY BY FUND	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
Lodgers' Tax Fund	3,308,466	4,395,920	5,000,113	5,505,247	505,134	10.1%
Santa Fe Convention Center	5,795,396	5,362,445	5,631,334	5,974,927	343,593	6.1%
Enterprise Debt Service	-	68,781	-	-	-	N/A
<b>TOTAL TOURISM SANTA FE</b>	<b>9,103,862</b>	<b>9,827,146</b>	<b>10,631,447</b>	<b>11,480,174</b>	<b>848,727</b>	<b>8.0%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## COMMUNITY ENGAGEMENT DEPARTMENT

KRISTINE MIHELICIC, CITY CLERK



### Mission

The mission of the Community Engagement Department is to serve as the public-facing “front door” for City Government, connecting City Government to our constituents by serving as a central hub for getting help, information, and data. In this department, constituents can get answers to their questions, find updates on City programs and projects, find out about government business, examine records from the past, and offer input toward the City’s future.

### Description of Services

The Community Engagement Department is considered the front door of City Government. The Department provides the following functions: City Clerk’s Office, Constituent Services, Communications, Special Events and the Public Defender’s Office.

### FY24 Recommended Budget

The Community Engagement Department’s FY24 Recommended Budget totals \$3.4 million. The Department’s FY24 Recommended Budget increased by \$26,716, or 0.8%, from FY23 budgeted levels. The Department’s General Fund FY24 Recommended Budget decreased by \$27,210, or 0.8%, from FY23 budgeted levels. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$124,379 for expenses related to broadcasting and online streaming of Committee/Council meetings;
- \$120,000 for Public Campaign Finance services and contributions to eligible candidates;
- \$100,000 in funding for the Culture, History, Art, Reconciliation and Truth (CHART) project;
- \$87,000 for supplies needed for special events;





## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$75,000 for shopping cart removal services; and
- \$70,000 for stenographer and Spanish translation services for public meetings.

### **Department Highlights**

Over the past year, the Community Engagement Department:

- Launched the new City website and Instagram presence;
- Completed the Language Accessibility Study;
- Launched and completed the Shopping Cart Pilot Project;
- Completed the Community Engagement Standardization Guide; and
- Reviewed the City's records center, including over 5,000 boxes of records.

For FY24, the Community Engagement Department will pursue the following goals:

- Launch the online election portal, allowing for acceptance of nomination petitions and online contributions, and providing a candidate dashboard;
- Complete the overhaul and rewrite of the Election Code and Public Campaign Finance Code;
- Transition record keeping and tracking to an electronic database system;
- Increase direct outreach by 25% through ads, direct mailers, earned and paid media; and
- Create a new annual calendar for all special events.

### **CITY CLERK'S OFFICE**

KRISTINE MIHELIC, CITY CLERK

#### **Mission**

The Office of the City Clerk is dedicated to 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. The Office oversees the committee process and ensures agendas, packet material, and meeting requirements are met for open meetings. The Office also preserves official documents and provides for fair and ethical processes relating to elections.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **Description of Services**

The City Clerk's Office provides information regarding key services and functions of the City; enhances the integrity and transparency of City government by maintaining, preserving, online posting of agendas, packets, minutes and legislation; oversees and administers the Public Campaign Finance program and performs duties required by the Local Election Act; provides record retention oversight for the city; and maintains the mail, postage, printing and duplicating functions for the City of Santa Fe. The City Clerk's Office also processes approved contracts and legislation; posts contracts online; codifies ordinances and maintains the online 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. The Office also generates Proclamations and Muchisimas Gracias awards for our community.

The Public Defender strives for the pursuit of justice and the protection of our constitutional rights, and stands for equal access to quality legal representation, which improves lives, reduces recidivism, and makes the community safer. The Public Defender's mission is to provide professional legal services to indigent people charged with crimes in the City of Santa Fe.

### **CONSTITUENT SERVICES**

#### **VACANT, CONSTITUENT & COUNCIL SERVICES DIRECTOR**

#### **Mission**

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

#### **Description of Services**

Constituent Services directly connects City Government with our constituents. The Constituent Services team maintains the main phone line for the City, the graffiti hotline, and the phone lines for Complete Streets, Animal Services, the Mayor's Office, and the City Manager's Office. The Division oversees all constituent concerns and manages the central report and request online tool. This team ensures resident concerns are translated into action by the City's departments. The team hosts weekly satellite hours, attends community events, and offers constituent support to the community.

The Communications team is responsible for providing communication to our residents through email distribution; press releases; social media; government TV; advertising, and the city's website. The Communications team develops outreach materials for all departments and creates information outreach plans for daily operations, programs, and focused initiatives. The team also builds all ads, promotional and marketing material for the City of Santa Fe and creates the Weekly wrap.



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

Special Events oversees, promotes, and coordinates all events held by the City of Santa Fe, including the Covid Memorial, Easter Egg Hunt, State of the City, Summer Events (movies in the park, spray downs), Plaza lighting, and Halloween community event. The Special Events team works with all departments to coordinate and promote events like ribbon cuttings, push back ceremonies, and “noodle cuttings.”

### PUBLIC DEFENDER

DAVID THOMAS, PUBLIC DEFENDER

#### Mission

The Public Defender strives for the pursuit of justice and the protection of our constitutional rights. The Public Defender’s mission is to provide professional legal services to indigent people charged with crimes in the City of Santa Fe. The office stands for equal access to quality legal representation, which improves lives, reduces recidivism, and makes the community safer.

FY24 Recommended Budget- Position Count								
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate	Notes- Changes from FY23 to FY24 (transfers, adding new positions, etc.)
Community Engagement	23	23	22	0	\$ -	3	14%	Transfer of Communications Director to City Manager's Office



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE COMMUNITY ENGAGEMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2022/23	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2022/23 vs.	2022/23 vs.
	2020/21	2021/22	BUDGET	2023/24	2023/24	2023/24
City Clerk	903,794	1,207,790	1,362,888	1,409,923	47,035	3.5%
Constituent Services	779,471	1,447,187	1,996,408	1,976,089	(20,319)	-1.0%
<b>TOTAL COMMUNITY ENGAGEMENT</b>	<b>1,683,266</b>	<b>2,654,977</b>	<b>3,359,296</b>	<b>3,386,012</b>	<b>26,716</b>	<b>0.8%</b>

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2022/23	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2022/23 vs.	2022/23 vs.
	2020/21	2021/22	BUDGET	2023/24	2023/24	2023/24
Salaries, Wages & Benefits	1,135,213	1,337,285	1,941,400	2,002,463	61,063	3.1%
Contractuals & Utilities	283,460	759,130	734,295	657,010	(77,285)	-10.5%
Repairs & Maintenance	21,430	14,361	6,450	11,273	4,823	74.8%
Supplies	10,511	59,936	119,804	132,303	12,499	10.4%
Insurance	35,993	40,234	28,052	42,503	14,451	51.5%
Other Operating Costs	132,400	318,437	361,787	478,460	116,673	32.2%
Capital Purchases	2,183	54,394	99,434	-	(99,434)	-100.0%
Transfers to Other Funds	62,076	71,200	68,074	62,000	(6,074)	-8.9%
<b>TOTAL COMMUNITY ENGAGEMENT</b>	<b>1,683,266</b>	<b>2,654,977</b>	<b>3,359,296</b>	<b>3,386,012</b>	<b>26,716</b>	<b>0.8%</b>

SUMMARY BY FUND	ACTUAL	ACTUAL	2022/23	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2022/23 vs.	2022/23 vs.
	2020/21	2021/22	BUDGET	2023/24	2023/24	2023/24
General Fund	1,623,266	2,529,577	3,291,222	3,264,012	(27,210)	-0.8%
Franchise Fee Fund	60,000	71,200	68,074	62,000	(6,074)	-8.9%
Public Campaign Financing	-	54,200	-	60,000	60,000	N/A
<b>TOTAL COMMUNITY ENGAGEMENT</b>	<b>1,683,266</b>	<b>2,654,977</b>	<b>3,359,296</b>	<b>3,386,012</b>	<b>26,716</b>	<b>0.8%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## COMMUNITY HEALTH AND SAFETY DEPARTMENT

KYRA OCHOA, COMMUNITY HEALTH AND SAFETY DIRECTOR



### Mission

The mission of the Community Health and Safety Department is to provide all people in Santa Fe with a safe, healthy environment in which to live, work, and to visit. We collaborate across the Police, Fire, Community Services, and Emergency Management Departments to help all visitors and community members thrive.

### Description of Services

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

The Community Health and Safety Department will be deploying federal economic stimulus aid that was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe which will support the City's expansion of key social services over the next 2 years.

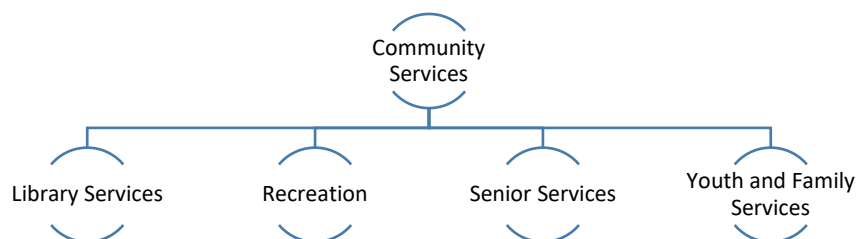
FY24 Recommended Budget- Position Count								
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate	Notes- Changes from FY23 to FY24 (transfers, adding new positions, etc.)
<b>Community Health and Safety</b>	<b>647</b>	<b>657</b>	<b>656</b>	<b>1</b>	<b>\$ 107,943</b>	<b>104</b>	<b>16%</b>	
Community Services	214	224	223	1	107,943	51	23%	Recreation is now a Division of Community Services as of FY24
Emergency Management	2	2	2	0	-	0	0%	Safety Division moved to General Government in FY24
Fire	199	199	199	0	-	15	8%	
Police	232	232	232	0	-	38	16%	



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## COMMUNITY SERVICES

MARIA TUCKER, COMMUNITY SERVICES DIRECTOR



### Mission

The Community Services Department's mission is to provide a broad spectrum of activities and resources to support and engage the community as a whole, especially those most in need, creating programs and policies to improve quality of life for all. All divisions align to address the social determinants of health—access to health and behavioral health care, housing, food, transportation, personal safety, education, childcare, physical activity, social supports and employment—that make up the foundation of health and wellbeing.

### Description of Services

The Community Services Department is comprised of four divisions—Libraries, Senior Services, Recreation, and Youth and Family Services. The Community Services Department exists to provide an array of direct services and resources that support the community and its residents. The Department provides diverse programs and welcoming staff and facilities, contributing to the health, education and well-being of our entire community.

### FY24 Recommended Budget

The Community Services Department's FY24 Recommended Budget totals \$33.8 million. The Department's FY24 Recommended Budget decreased by \$24,968, or 0.1%, from FY23 budgeted levels. This net decrease was attributable to American Rescue Plan Act (ARPA) grant expenses carried forward from the FY22 budget to the FY23 budget for ongoing Department initiatives, as well as one-time expenses approved to be funded in FY23 from FY22 Gross Receipts Tax (GRT) revenue earned in excess of budgeted estimates. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant portion of the Department's FY23 budget. The Department's General Fund FY24 Recommended Budget increased by \$4.1 million, or 34.3%, from FY23 budgeted levels. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$1,500,000 for contracted homelessness services, including congregate and non-congregate shelter services;



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$1,328,303 to staff and equip the new Southside Teen Center;
- \$1 million for eviction prevention services;
- \$369,802 in contracted services for the Library, including security services, elevator maintenance and courier services;
- \$202,852 in contracted security, building maintenance and equipment maintenance services for the Genoveva Chavez Community Center (GCCC); and
- \$84,410 for contracted services for youth recreation programs, including CPR/First Aid training, Art Smart, sports camps, outdoor recreation instruction, and Wildlife Center and Children's Museum programming services.



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### Department Highlights

In FY23, the City Council approved a Resolution to combine and incorporate the Recreation Administration Division and the GCCC Division of the former Recreation Department into a single Recreation Division under the Community Services Department. No net change to personnel or overall budget resulted from this administrative reorganization.

Over the past year, the Community Services Department:

- Fully reopened libraries, recreation facilities and senior centers to the public, including relaunching summer and afterschool youth programs, after successfully pivoting to curb-side pick-up of food and virtual programs during the pandemic;
- The Library Division secured grants and launched two city-wide, seven week-long Big Read programs in partnership with the NEA/Arts Midwest and community partners;
- The City's libraries hosted 264,966 visitors, circulating 664,202 items, with 24,877 computer sessions, including 1,058,657 wireless sessions. Children's / Young Adult Programs totaled 336 and were attended by 7,987 participants. Programs for Adults /General Interest (multigenerational) Programs totaled 208, with 6,907 attending;
- For the 2,282 senior citizens enrolled with Senior Services, the following were provided: 7,204 rides; 1,841 nutritious hot meals; 171,710 Meals on Wheels; 41,729 Grab-N-Go meals; and \$4,800 in assistance to grandparents raising grandchildren. In addition, 10,492 hours of tutoring/mentoring were provided to children in public schools and Head Start programs by the Foster Grandparents program; 30,088 service hours were provided by Retired Senior Volunteer Program (RSVP) volunteers to community partners in Santa Fe in order to address local needs; and 20,357 hours of assistance and friendship were provided by Senior Companion Program volunteers to adults who have difficulty with daily tasks;
- The Recreation Division reopened the newly-renovated Bicentennial and Ft. Marcy pools and improved staffing and recruitment for the Division's Aquatics function;
- The \$9.3 million Southside Teen Center construction project will be completed at the close of FY23, and the FY24 budget includes \$1,328,303 and ten (10) new FTE positions to staff, furnish and equip the Center;
- Supported non-congregate shelter for 60+ individuals currently served at Consuelo's Place, 23% of whom were housed;
- Recruited, hired and implemented the community health and safety park ranger program. Rangers have worked to relocate to shelter 14 unsheltered individuals per week, and 75+ encampments have been cleaned. The rangers are developing relationships with nonprofit outreach works to create pipelines for unsheltered individuals to access community services, and with the Santa Fe Police Department (SFPD) to address public safety; and





## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- Established a collaborative City and County Violence Prevention Unit (VPU) to address violence as a public health problem; operate in a highly coordinated way across all government departments that deal with violence; collect, analyze, and disseminate violent injury and death data; collaborate with community-based partners across sectors; and build institutional and community-based capacity to prevent and respond effectively to violence over time.
- The Human Services Committee and the Children and Youth Commission funded \$4.87 million in contracts for a three-year period for up to 22 non-profit agencies in the CONNECT network, which offers services to address unmet health and social needs. To date, CONNECT has helped 9,088 people by connecting them to food, housing, utilities, transportation, interpersonal safety and behavioral health resources.

For FY24, the Community Services Department will pursue the following goals:

- The City's libraries, recreation facilities and senior centers will continue to expand programs and access services post-Covid, fully staffing all locations and expanding opening hours;
- Complete the environmental and structural study for Fogelson Library, the master plan for Fogelson Library services and programs, and the Environmental and Historic Building Architectural Assessment for the Main Library;
- Complete the design and planning for a new Senior Services Center in Santa Fe;
- Increase youth program services and outreach with preventative resources that positively impact youth lives in Santa Fe;
- Enhance programming across Recreation in the form of leagues, clubs, fitness classes, camps, and aquatics that fill the needs for all age demographics within Santa Fe;
- Complete the launch of the Southside Teen Center, including programs, staffing, and collaboration with Libraries, Schools, and youth outreach programs within Santa Fe;
- Achieve a high-quality by-name list to reduce chronic homelessness by the end of FY23 and reduce CRMs for encampments by 75% by the end of FY24;
- Grow sustained advocacy and support services for domestic violence, intimate partner violence, sexual assault, and human trafficking survivors that are culturally and linguistically appropriate, trauma-informed, and available on a 24/7 on-call basis;
- Develop, implement, and evaluate a pilot project that recruits, supports, educates, navigates, and employs youth at high risk of violence for a minimum of one year; and



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- Leverage ARPA grant funding and collaborate with the Santa Fe Community College to develop a second Guaranteed Income project to be launched by the beginning of FY24, and promote ongoing City efforts to address the need for early childcare.

### **LIBRARY SERVICES**

MARGARET NEILL, 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. Santa Fe's public library branches are the only freely available indoor public spaces open to the community and provide technological, educational, and cultural offerings to the residents of Santa Fe.

#### **Description of Services**

The Santa Fe Public Library has three branches: Main, La Farge, and Southside. All locations serve active cardholders and others with research, access to technology, community meeting and study rooms, and a diverse offering of educational programs for all ages.

### **RECREATION**

BRIAN STINETT, RECREATION DIRECTOR

#### **Mission**

The mission of the Recreation Division is to provide quality, diverse, and accessible recreation programs, services and facilities that enhance the quality of life for all ages, cultures and abilities in Santa Fe.

#### **Description of Services**

The Recreation Division provides healthy indoor fitness, play, and event opportunities and direct youth service programs. The Recreation Division oversees four recreational facilities that provide diverse programming and clean, safe recreational amenities. The Genoveva Chavez Community Center (GCCC) is an 117,000 sq. ft. recreational facility that provides a wide array of recreational services to allow Santa Fe residents to exercise healthy habits by utilizing a safe, clean, professional, and accessible facility as a positive means to increasing their quality of life. In addition to the GCCC, the Recreation Division operates Fort Marcy Recreation Center, Salvador Perez Recreation Center, and the outdoor, seasonal Bicentennial Pool. The Recreation Division develops and initiates a wide variety of sports and fitness programs at City recreation facilities. The Division strives to offer exceptional customer service by aiming to exceed customers' expectations through the development and administration of quality recreational programs. The City's recreational facilities contribute to the City of Santa Fe's public service to encourage every constituent to utilize and enjoy diverse social and recreational methods and contribute to a healthy community.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

Youth Programs within the Division offer after-school, winter and spring break, and summer programming to all children in Santa Fe, ages 6-17. After-school and summer and spring break programs blend recreation opportunities with arts and educational support services, and are offered at the GCCC. Summer programs are offered at GCCC and in partnership with the Santa Fe Public Schools at an array of schools throughout the City.

### **SENIOR SERVICES**

MANUEL SANCHEZ, SENIOR SERVICES DIVISION DIRECTOR

#### **Mission**

The Division of Senior Services (DSS) provides a comprehensive array of quality programs that serve our elderly population. The Division's mission is to provide a broad spectrum of activities and resources to support and engage the community as a whole, especially those most in need, by creating programs and policies to improve quality of life.

#### **Description of Services**

The services provided by the DSS are essential components of a long-term care system that aims to keep older individuals active, healthy, and independent through the provision of nutrition support, transportation services, in-home support services, social engagement, volunteer opportunities and healthy aging activities, providing links to community resources and health promotion. These services are provided within Santa Fe city limits with the exception of in-home support services, which are offered within the city limits and Santa Fe County.

### **YOUTH AND FAMILY SERVICES**

JULIE SANCHEZ, YOUTH AND FAMILY SERVICES DIVISION DIRECTOR

#### **Mission**

The Youth and Family Services Division's mission is to improve the health, well-being, 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 an array of indirect services to the Santa Fe community. The Division provides staffing for a variety of Mayoral and department initiatives and task forces when required by a resolution, and also provides staffing for the Children & Youth Commission, the Veterans Advisory Board, the Mayor's Youth Advisory Board, the Immigration Committee, the Women's Commission, and the Human Services Committee.

The Division's work focuses primarily on strategies to improve the health and well-being of the Santa Fe community, and the development and implementation of special projects. The Division builds a program or project, finds funding to support it, and eventually transition it to an internal service (City-led) or external (non-project/business) partner. Ultimately, it is not the Division's goal to be a direct service entity, but rather to incubate programs and support innovative ideas, research, and data in order to advance the social priorities of the City.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE COMMUNITY SERVICES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY DIVISION</b>						
Community Services Administration	2,240,805	1,247,454	2,073,407	2,062,424	(10,983)	-0.5%
Library	4,923,811	3,453,079	5,399,102	5,509,014	109,912	2.0%
Recreation	5,755,938	6,361,428	8,520,305	12,669,425	4,149,120	48.7%
Senior Services	7,006,165	6,537,215	8,045,929	8,306,174	260,245	3.2%
Youth & Family	7,579,831	3,349,025	9,779,854	5,246,592	(4,533,262)	-46.4%
<b>TOTAL COMMUNITY SERVICES</b>	<b>27,506,549</b>	<b>20,948,201</b>	<b>33,818,597</b>	<b>33,793,629</b>	<b>(24,968)</b>	<b>-0.1%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	9,075,461	9,394,552	12,795,311	14,909,540	2,114,229	16.5%
Contractuals & Utilities	8,881,311	3,595,076	11,190,974	6,797,423	(4,393,551)	-39.3%
Repairs & Maintenance	89,430	86,971	260,975	217,562	(43,413)	-16.6%
Supplies	1,812,782	1,662,496	2,061,933	2,010,830	(51,103)	-2.5%
Insurance	599,001	509,810	434,032	659,052	225,020	51.8%
Other Operating Costs	1,537,935	1,435,129	2,104,325	2,086,613	(17,712)	-0.8%
Capital Purchases	453,145	-	830,100	112,000	(718,100)	-86.5%
Transfers to Other Funds	5,057,485	4,264,167	4,140,947	7,000,609	2,859,662	69.1%
<b>TOTAL COMMUNITY SERVICES</b>	<b>27,506,549</b>	<b>20,948,201</b>	<b>33,818,597</b>	<b>33,793,629</b>	<b>(24,968)</b>	<b>-0.1%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
General Fund	10,987,557	9,081,041	11,919,226	16,002,521	4,083,295	34.3%
Law Enforcement	4,032	43,398	86,331	86,331	-	0.0%
Community Development	6,325,236	919,226	7,356,592	2,814,240	(4,542,352)	-61.7%
Senior Citizen Grants/Programs	3,942,862	3,750,319	5,215,368	4,626,587	(588,781)	-11.3%
Library	1,072,246	1,036,151	1,284,119	1,128,957	(155,162)	-12.1%
Quality of Life	162,983	56,917	80,110	80,110	-	0.0%
Recreation Programs	1,601,033	2,164,551	2,652,422	4,613,182	1,960,760	73.9%
Special Recreation Leagues	-	362	5,526	5,526	-	0.0%
Genoveva Chavez Community Ctr.	3,410,600	3,896,236	5,218,903	4,436,175	(782,728)	-15.0%
<b>TOTAL COMMUNITY SERVICES</b>	<b>27,506,549</b>	<b>20,948,201</b>	<b>33,818,597</b>	<b>33,793,629</b>	<b>(24,968)</b>	<b>-0.1%</b>



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **OFFICE OF EMERGENCY MANAGEMENT**

**BRIAN WILLIAMS, EMERGENCY MANAGEMENT DIRECTOR**

#### **Mission**

The Office of Emergency Management (OEM) is responsible for coordinating the City's preparedness, response, recovery and mitigation of natural and human-caused disasters and emergencies. The Director of OEM serves as a Principal Advisor to City leadership on all emergency management and homeland security related issues. The OEM also manages the City's Emergency Operations Center.

#### **Description of Services**

The Office of Emergency Management serves to protect lives, property, the environment and the wellbeing of the residents of the City of Santa Fe. OEM manages multiple federal grants passed-thru the NM Department of Homeland Security and Emergency Management, including the State Homeland Security Grant Program; the Emergency Management Performance Grant program; the Hazardous Materials Emergency Preparedness grant; Hazard Mitigation and FEMA Disaster Recovery grants; and State disaster recovery grants.

#### **FY24 Recommended Budget**

The Office of Emergency Management's FY24 Recommended Budget totals \$581,095. The Department's FY24 Recommended Budget decreased by \$233,173, or 28.6%, from FY23 budgeted levels, driven by increases to the FY23 budget reflecting re-appropriation of remaining grant funding from the FY22 budget. The Department's General Fund FY24 Recommended Budget increased by \$5,928, or 3.5%, from FY23 budgeted levels. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$159,191 for various equipment purchases required for operational needs; and
- \$88,585 for a wildfire evacuation analysis and other required services.

#### **Department Highlights**

Over the past year, the Office of Emergency Management:

- Supported the City's COVID response throughout the pandemic, and supported the NM Department of Health's vaccination project with events on Saturdays through March at Market Station and Southside Library;
- Provided cold weather supplies, including hats, gloves and insulated ponchos as part of the City's CODE BLUE initiative to prevent hypothermia deaths among unsheltered people;



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- Purchased two Access and Functional Needs communications kits to support individuals with communications needs;
- Received an Emergency Management Preparedness/ARPA Grant supplement to revise the City Emergency Operations Plan;
- Obtained nearly \$1 million in State disaster recovery funds for the 2018 flood and an additional \$250,000 for COVID response efforts; and
- Sponsored a full-scale emergency response exercise with the National Guard Civilian Support Team and the Santa Fe Fire Department.

For FY24, the Office of Emergency Management will pursue the following goals:

- Develop two additional full-scale exercises with the NM Energy, Minerals and Natural Resources Department's WIPP program and at the City of Santa Fe Airport;
- Continue to improve the organization's fundamental capabilities, and revise and update key planning documents, including the City Emergency Operations Plan; and
- Reinforce the Office's training and exercise program, which was idled due to the COVID pandemic.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE EMERGENCY MANAGEMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL	ACTUAL	2022/23	PROPOSED	\$ CHANGE	% CHANGE
SUMMARY BY CATEGORY	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2022/23 vs.	2022/23 vs.
	2020/21	2021/22	BUDGET	2023/24	2023/24	2023/24
Salaries, Wages & Benefits	173,181	179,328	226,414	222,252	(4,162)	-1.8%
Contractuals & Utilities	15,778	4,919	14,000	88,585	74,585	532.8%
Repairs & Maintenance	-	-	1,750	250	(1,500)	-85.7%
Supplies	392,851	34,363	337,160	28,160	(309,000)	-91.6%
Insurance	12,274	4,823	3,375	5,110	1,735	51.4%
Other Operating Costs	65,663	79,552	231,569	236,738	5,169	2.2%
Capital Purchases	15,214	381,543	-	-	-	N/A
Transfers to Other Funds	500,000	28,542	-	-	-	N/A
<b>TOTAL EMERGENCY MANAGEMENT</b>	<b>1,174,962</b>	<b>713,070</b>	<b>814,268</b>	<b>581,095</b>	<b>(233,173)</b>	<b>-28.6%</b>

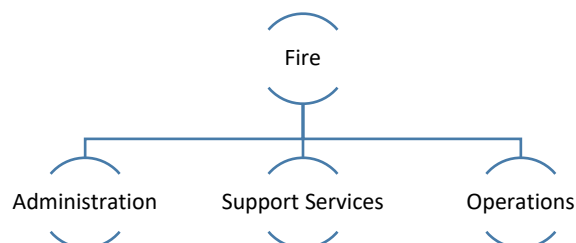
	ACTUAL	ACTUAL	2022/23	PROPOSED	\$ CHANGE	% CHANGE
SUMMARY BY FUND	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2022/23 vs.	2022/23 vs.
	2020/21	2021/22	BUDGET	2023/24	2023/24	2023/24
General Fund	512,488	175,794	171,267	177,195	5,928	3.5%
Emergency Services	662,474	537,276	343,001	403,900	60,899	17.8%
Community Development	-	-	300,000	-	(300,000)	-100.0%
<b>TOTAL EMERGENCY MANAGEMENT</b>	<b>1,174,962</b>	<b>713,070</b>	<b>814,268</b>	<b>581,095</b>	<b>(233,173)</b>	<b>-28.6%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## FIRE DEPARTMENT

BRIAN MOYA, FIRE CHIEF



### Mission

The Fire Department's mission is to preserve life and property through public education and prompt, efficient emergency response. The Department is dedicated to serving the best interest of the public by taking the steps necessary to reduce human suffering as well as the preventable loss of life and property. 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.

### Description of Services

Fire Department personnel commit to continued learning, personal growth, and professional development, and at all times work in a respectful, honest, and professional manner with each other, the public, and the members of all other agencies. The Department provides a sustainable quality of life now and in the future for the entire Santa Fe community through professional and efficient planning and preparation; training; fire prevention; public education; and the delivery of emergency services.

### FY24 Recommended Budget

The Fire Department's FY24 Recommended Budget totals \$26.1 million. The Department's FY24 Recommended Budget increased by \$229,124 million, or 0.9%, from FY23 budgeted levels. The Fire Department's General Fund FY24 Recommended Budget increased by \$913,134, or 3.8%, from FY23 budgeted levels. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled Fire Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$540,000 for the purchase of two ambulances and three other Department vehicles, funded through the NM State Fire Fund grant;
- \$347,430 for software used in Department operations;





## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- \$183,000 for medical/pharmacy oversight, staff counseling and mental health services; and
- \$128,572 for Emergency Medical Services (EMS) licensure fees, background checks and psychological exams for new hires, employee physicals, and promotional testing services.

### Department Highlights

Over the past year, the Fire Department:

- Implemented ImageTrend software to better track patient demographics, care and outcomes and foster improved intra-Departmental communication;
- Launched a second Alternate Response Unit (ARU) two (2) days per week, bringing coverage to 70 hours per week;
- Hired ten (10) Firefighter Trainees for the 35th Cadet Academy and integrated 6 lateral hires into the Department;
- Ordered two (2) Aircraft Rescue Fire Fighting (ARFF) trucks to support future airport operations, and replaced the Engine 1, Rescue 3, and Medic 6 vehicles; and
- Obtained \$3.9 million in state capital funding for Fire Station 2 to address present and future population growth.

For FY24, the Fire Department will pursue the following goals:

- Create a Behavioral Health Director position to establish a foundation for future growth of the ARU and manage contracted behavioral health support for all staff;
- Address paramedic retention by reducing and treating exposure to emotional trauma, building out a career ladder, and implementing a robust quality management system;
- Conduct the 36<sup>th</sup> Fire Cadet Academy;
- Implement recommendations provided to the Department by the Community Risk Assessment, to be completed in May 2023;
- Establish an ARU – Case Management career ladder for growth, establishing an additional case manager supervisor, and explore sources of funding to hire more case managers; and
- Obtain the remaining capital funding required for the construction of Fire Station 2.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **FIRE ADMINISTRATION**

BRIAN MOYA, FIRE CHIEF

#### **Mission**

The Administration Division is the core of the Fire Department's executive leadership and administrative operations, and supports all staff members of the Department.

#### **Description of Services**

Services provided by the Administration Division include: personnel management; accounting, budget, procurement, contracts, and financial management; data collection, management, and reporting; records management; ITT services (mobile computing, land mobile radio services, and logistics); and the management of facilities, equipment, apparatus, uniforms and personal protective gear.

### **FIRE OPERATIONS**

FREDDIE 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 our citizens and community by responding quickly, performing with excellence, and serving at every opportunity.

#### **Description of Services**

The Santa Fe Fire Department maintains a constant state of readiness and provides an all-hazards emergency response for the citizens of and visitors to the City of Santa Fe. All-hazards response includes motor vehicle accidents; technical rescue incidents; structural and wildland fire response; hazardous materials response; emergency medical services; airport rescue firefighting services; and general assistance to the public. The Operations Division'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 to the citizens of Santa Fe and its visitors. The delivery of high quality and effective 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 City's new annexation area. Each fire station is equipped with a fire engine and an ambulance at minimum. The Fire Department responds to approximately 18,000 calls for service per year from the citizens of and visitors to the City of Santa Fe. The Department works to meet National Fire Protection Association (NFPA) response standards as the Standard of Cover throughout all responses, and the Department's response on the Santa Fe Airport property meets Federal Aviation Administration (FAA) standards.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **SUPPORT SERVICES**

STEN JOHNSON, ASSISTANT FIRE CHIEF

#### **Mission and Description of Services**

The Support Services Division consists of six different components performing the following missions & services:

##### Fleet

The Fleet section is responsible for the design, purchase, and maintenance of the Fire Department's fleet, which includes seven firefighting apparatus, 11 ambulances, 16 specialized pieces of equipment, and 31 staff and utility vehicles. In addition to servicing the fleet of apparatus and vehicles, the SFFD Fleet section is responsible for the repair and maintenance of the Department's small engines, tools, pump testing unit, and air cascade and compressing stations. To ensure all of these services, the Fleet section maintains 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.

##### Training

The City of Santa Fe Fire Department's Training section relies upon and follows state statutes and guidelines as well as national standards and best practices to provide comprehensive training across all disciplines within the Department. 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 EMT's; the New Mexico EMS Bureau; New Mexico State Statutes; the National Fire Protection Association; the New Mexico Firefighters Training Academy; the US Occupational Safety and Health Administration; SFFD/SFFA Rules and 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, and provides staff with multiple nationally offered trainings in collaboration with the State Fire Marshal's Office and the National Fire Academy. Upon request, the Training Section also helps other City departments and schools with training and fire safety education.

##### Health & Safety

The Fire Department's Health and Safety Officer monitors and provides education and policies to the Department regarding the health and wellbeing of Department personnel. This responsibility 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 Health & Safety Officer also helps evaluate and purchase all personnel protective clothing for the Department.

##### Fire Prevention

The City of Santa Fe Fire Department Fire Prevention Office works to reduce property loss and the number of fire related incidents in the City of Santa Fe. This is done through a number of specific programs. Plan review is done cooperatively with the Planning & Land Use Department



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

on all properties within certain parameters and for all developments. Inspections are done annually on businesses and certain high risk use properties and business types, and according to local resolution. Code enforcement is done periodically, unannounced for certain occupancies, and as requested by complaint or for follow-up. All inspections, plan reviews, and enforcement are done to City Council approved International Code Council standards by Fire Prevention staff, which consists of the Fire Marshal, Deputy Fire Marshal, and three Fire Inspectors. In addition, the Fire Prevention staff works to affect public relations and public education with hundreds of scheduled events and visits to every school within the City.

### ITT Support

The Fire Department hosts and funds an ITT Specialist that is shared with the Santa Fe Police Department to provide IT services to both Departments.

### EMS

The EMS section is the home of the Fire Department's Emergency Medical Services and Mobile Integrated Health (MIH) functions, and coordinates the operations of the Alternative Response Unit (ARU). The section's services include direct provision of health care to the public and administrative direction, management, and support of the Department's public-facing health care activities.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE FIRE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY DIVISION</b>						
Fire Administration	4,092,898	3,800,034	4,751,348	4,120,723	(630,625)	-13.3%
Fire Operations	14,473,082	17,022,882	15,647,427	16,607,610	960,183	6.1%
Support Services	3,715,262	4,566,226	5,490,748	5,390,314	(100,434)	-1.8%
<b>TOTAL FIRE DEPARTMENT</b>	<b>22,281,241</b>	<b>25,389,142</b>	<b>25,889,523</b>	<b>26,118,647</b>	<b>229,124</b>	<b>0.9%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	17,068,761	19,890,124	20,443,218	20,953,116	509,898	2.5%
Contractuals & Utilities	457,860	681,958	629,556	637,556	8,000	1.3%
Repairs & Maintenance	106,420	134,479	132,432	207,444	75,012	56.6%
Supplies	1,075,101	1,725,497	1,422,966	1,691,142	268,176	18.8%
Insurance	207,433	401,355	288,150	489,903	201,753	70.0%
Other Operating Costs	1,275,730	1,145,281	1,367,090	1,476,323	109,233	8.0%
Capital Purchases	1,461,774	698,225	1,482,950	540,000	(942,950)	-63.6%
Transfers to Other Funds	628,162	712,222	123,161	123,163	2	0.0%
<b>TOTAL FIRE DEPARTMENT</b>	<b>22,281,241</b>	<b>25,389,142</b>	<b>25,889,523</b>	<b>26,118,647</b>	<b>229,124</b>	<b>0.9%</b>

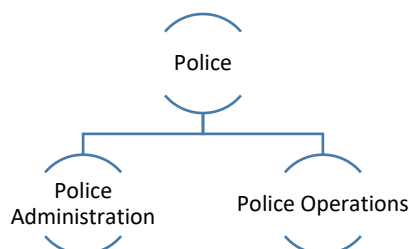
	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
General Fund	19,757,019	24,528,784	24,029,159	24,942,293	913,134	3.8%
Emergency Services	2,447,094	726,391	1,860,364	1,176,354	(684,010)	-36.8%
Fire Environmental Service	62,128	133,966	-	-	-	N/A
Impact Fees Fund	15,000	-	-	-	-	N/A
<b>TOTAL FIRE DEPARTMENT</b>	<b>22,281,241</b>	<b>25,389,142</b>	<b>25,889,523</b>	<b>26,118,647</b>	<b>229,124</b>	<b>0.9%</b>



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### POLICE DEPARTMENT

PAUL JOYE, CHIEF OF POLICE



### Mission

The mission of the Santa Fe Police Department (SFPD) 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 our community by working together to prevent, reduce, and combat crime and illegal activity.

### Description of Services

The Police Department is responsible for 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 crime; investigate criminal activity; apprehend suspects; investigate traffic incidents; and provide animal services. Police Detectives conduct special investigations ranging from property crimes to homicides. These activities are supported by professional staff providing crime analysis, budget management, effective records management, and evidence management and storage.

### FY24 Recommended Budget

The Police Department's FY24 Recommended Budget totals \$36.2 million. The Department's FY24 Recommended Budget decreased by \$4.2 million, or 10.4%, from FY23 budgeted levels. This decrease was attributable to expenses carried forward from the FY22 budget to the FY23 budget for ongoing Department initiatives, as well as one-time expenses approved to be funded in FY23 from FY22 Gross Receipts Tax (GRT) revenue earned in excess of budgeted estimates. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant portion of the Department's FY23 budget. The Department's General Fund FY24 Recommended Budget decreased by \$827,233, or 2.5%, from FY23 budgeted levels. Once again, this was due to a significant increase in one-time expenses that were added to the Department's FY23 budget. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled Police Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- \$2,261,117 for the purchase of Police vehicles and associated equipment;
- \$556,000 for incarceration and care of City inmates at the Santa Fe County Detention Center;
- \$244,000 in the Animal Services section for the housing and care of impounded animals at the Santa Fe Animal Shelter; and
- \$100,000 in contracted services for the City's False Alarm Reporting Program.

### Department Highlights

Over the past few years, the Police Department:

- Created the SFPD's first Sergeant Certification Course, a comprehensive deep dive into employee matters; critical incident management; supervisor liability and duties; employee administrative investigations; and other crucial topics, and achieved an 84% Course completion rate among appropriate Department personnel;
- Increased minimum officer staffing within the Patrol Section from 63 to 66 (excluding supervisors); this goal accounted for increasing the minimum number of officers available to respond to calls for service as well as addressing the average attrition rate of 5%, and was achieved simultaneously with the implementation of 6 promotional transfers;
- In 2022, 83% of homicide cases were solved and cleared by arrest;
- In 2022, the Support Operations Section implemented a new operational planning approach to the Zozobra and Fiesta events consisting of weekly stakeholder meetings and split commander responsibility for each event; this resulted in a successful Zozobra that was the largest to date with 71,089 attendees. Zero reported criminal incidents occurred inside of the venue and no motor vehicle collisions were reported during the exit plan;
- In 2021, the Special Victims Unit generated a 33% solvability rate, meaning that 33% of the cases assigned to a detective within the unit were closed with a successful resolution, and in 2022 the Unit increased its solvability rate to 54%; and
- In 2021, the Property Crimes Unit generated a 35% solvability rate, and in 2022 the Unit increased its solvability rate to 43%, a rate well above the national average of 19%.

For FY24, the Police Department will pursue the following goals:

- Reduce the number of motor vehicle thefts by at least 15% in 2023; in order to accomplish this goal, the Criminal Investigation Section will support the Property Crimes Unit by increasing efforts in fugitive apprehension and intelligence gathering;



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- Maintain an efficient clearance rate above the national average of 61.6% in homicide cases; to accomplish this goal, the Violent Crime Unit will be tasked with attending advanced training, increasing communication with the DA's Office, and maintaining organized and thorough case files;
- Complete the ongoing update to Evidence Management processes, policies, and infrastructure in order to obtain accreditation through the International Association of Property and Evidence; and
- Remain competitive in pay and benefits for sworn and civilian personnel, in order to help retain talented personnel and attract additional talent to join the SFPD team.

### **POLICE ADMINISTRATION**

BEN VALDEZ, DEPUTY CHIEF OF POLICE

#### **Mission**

The Administration Division provides logistical and administrative support to the Operations Division and is responsible for the day-to-day operations of the Santa Fe Police Department.

#### **Description of Services**

The Administration Division is comprised of both sworn and civilian personnel who serve in the Chief's Office; the Budget/Finance Section; the Professional Standards Unit; the Training and Recruiting Unit; the Community Relations Unit; the Records Section; the Fleet/Equipment Section; and the Property/Evidence Section. The Division strives to meet the needs of the community and the Department with compassion and respect through professional customer service and effective communication.

### **POLICE OPERATIONS**

MATTHEW CHAMPLIN, 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 in an impartial fashion.

#### **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 patrols, criminal investigations, support operations, and special operations, working tirelessly to protect and serve our City's residents and guests. Division personnel are charged with providing City residents and guests with a safe environment in which to live, work, and visit through professional service and quality policing.





# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE POLICE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2022/23	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2022/23 vs.	2022/23 vs.
	2020/21	2021/22	BUDGET	2023/24	2023/24	2023/24
Police Administration	8,239,514	8,315,556	23,689,484	15,507,574	(8,181,910)	-34.5%
Police Operations	14,984,853	18,564,306	16,769,763	20,739,753	3,969,990	23.7%
<b>TOTAL POLICE DEPARTMENT</b>	<b>23,224,367</b>	<b>26,879,861</b>	<b>40,459,247</b>	<b>36,247,327</b>	<b>(4,211,920)</b>	<b>-10.4%</b>

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2022/23	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2022/23 vs.	2022/23 vs.
	2020/21	2021/22	BUDGET	2023/24	2023/24	2023/24
Salaries, Wages & Benefits	17,428,213	18,249,057	21,906,338	23,753,325	1,846,987	8.4%
Contractuals & Utilities	804,506	936,217	1,531,493	1,531,493	-	0.0%
Repairs & Maintenance	88,685	162,464	235,870	235,870	-	0.0%
Supplies	609,779	915,960	1,195,842	1,348,159	152,317	12.7%
Insurance	869,788	754,251	734,889	1,374,805	639,916	87.1%
Other Operating Costs	2,337,073	3,097,279	10,031,645	6,760,759	(3,270,886)	-32.6%
Capital Purchases	1,071,323	121,534	4,823,170	1,242,916	(3,580,254)	-74.2%
Transfers to Other Funds	15,000	2,643,099	-	-	-	N/A
<b>TOTAL POLICE DEPARTMENT</b>	<b>23,224,367</b>	<b>26,879,861</b>	<b>40,459,247</b>	<b>36,247,327</b>	<b>(4,211,920)</b>	<b>-10.4%</b>

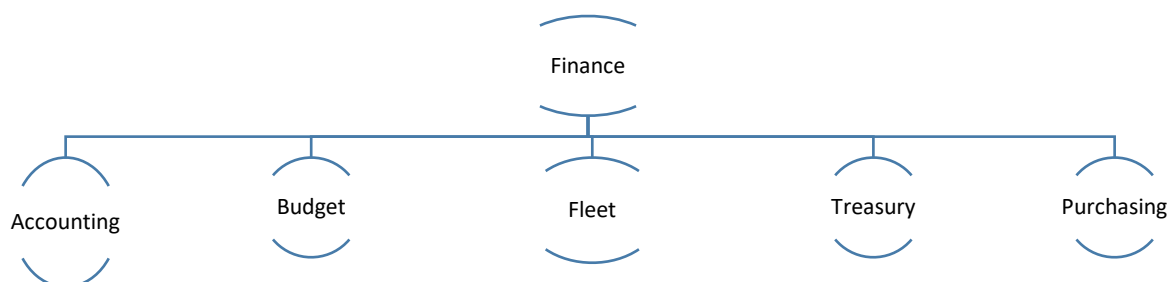
SUMMARY BY FUND	ACTUAL	ACTUAL	2022/23	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2022/23 vs.	2022/23 vs.
	2020/21	2021/22	BUDGET	2023/24	2023/24	2023/24
General Fund	21,076,167	24,494,737	32,801,264	31,974,031	(827,233)	-2.5%
Animal Services	34,698	3,669	97,772	28,050	(69,722)	-71.3%
Law Enforcement	2,098,502	2,381,456	7,560,211	4,245,246	(3,314,965)	-43.8%
Impact Fees Fund	15,000	-	-	-	-	N/A
<b>TOTAL POLICE DEPARTMENT</b>	<b>23,224,367</b>	<b>26,879,861</b>	<b>40,459,247</b>	<b>36,247,327</b>	<b>(4,211,920)</b>	<b>-10.4%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## FINANCE DEPARTMENT

EMILY OSTER, FINANCE DIRECTOR



### Mission

With excellence and integrity, the Finance Department is committed to building the public trust through sound financial management and innovative and effective business decisions while protecting the City's assets and ensuring compliance with federal, state, and local laws and regulations. The Department is committed to providing timely, accurate, clear, and concise information to the City's leadership and departments with exemplary customer service. Finance Department employees are stewards charged with the safeguarding and oversight of the City's financial assets and resources. The Department strives to provide trust and confidence to internal and external customers, staff, and constituents.

### Description of Services

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

The Finance Department will also assist City Departments in deploying federal economic stimulus aid that was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe over the next 2 years.

### FY24 Recommended Budget

The Finance Department's FY24 Recommended Budget totals \$27.3 million. The Department's FY24 Recommended Budget decreased by \$2.5 million, or 8.5%, from FY23 budgeted levels. This decrease was attributable to one-time expenses approved to be funded in FY23 from FY22 Gross Receipts Tax (GRT) revenue earned in excess of budgeted estimates. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant portion of the Department's FY23 budget. The Department's General Fund FY24 Recommended Budget decreased by \$1.2 million, or 11.7%,



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

from FY23 budgeted levels. Once again, this was due to a significant increase in one-time expenses that were added to the Department's FY23 budget. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$8,786,010 to pay debt service costs for the City's bonded debt;
- \$6,364,867 to fund debt service, capital costs and capital asset maintenance in various City funds that are not fully self-supporting;
- \$2,317,000 to fund contracted services related to the City's audit and year-end close procedures;
- \$1,525,000 for continued support services for the Enterprise Resource Planning (ERP) project, including functional experts to assist with upgrading the Munis financial system; and
- \$999,631 for continued administration and management of the American Rescue Plan Act (ARPA) grants received by various City Departments.

### ADMINISTRATION

ALEXIS LOTERO, ASSISTANT FINANCE DIRECTOR

#### Mission

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

#### Description of Services

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



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **ACCOUNTING DIVISION**

VACANT, CHIEF ACCOUNTING OFFICER

#### **Mission**

The mission of the Accounting 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, thereby ensuring the City is in compliance with federal, state and local financial and fiduciary laws.

#### **Description of Services**

The Accounting Division includes the functions of Accounting, Accounts Payable, Grants Management, and Payroll. The Division is responsible for recording and reporting the financial transactions of the City. Division services include, but are not limited to, the following: general accounting, fund accounting, and grants accounting and oversight; recording and reporting of cash, check, and credit cards accounts; accounts receivable; accounts payable; and recording and reporting of general ledger activity. The Division is also responsible for providing accounting and finance oversight/management for City grants per state and federal regulations. The Accounting Division is also responsible for ensuring all payroll-related functions are completed in an accurate and timely fashion, and in compliance with all federal and state payroll and tax requirements, in order to provide City employees with proper compensation for all work performed.

### **BUDGET DIVISION**

ANDY HOPKINS, BUDGET OFFICER

#### **Mission**

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

#### **Description of Services**

The Budget Division assists City departments in developing the City's Proposed 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 resource availability. The Division monitors day-to-day spending and reviews City purchasing activities through the exercise of budgetary controls, ensuring that the budget limitations set by the governing body are duly and properly enforced. The Budget Division also ensures that adjustments to the approved budget are processed correctly and are accompanied by the necessary authorizations and fund availability.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **FLEET MANAGEMENT DIVISION**

DAVID JARAMILLO, FLEET MANAGER

#### **Mission**

Fleet Management provides City departments with a comprehensive and extensive array of vehicle services. Team members have extensive expertise in working on vehicles ranging from riding lawn mowers to City buses. The City of Santa Fe constituents are a primary focus in terms of minimizing vehicle investments, maximizing the utility of the City's fleet, improving efficiency, and reducing 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 automobiles, trucks, and heavy equipment in a safe and cost-effective manner. The Division operates seven days per week and provides remote emergency repair and maintenance services so that City employees can deliver the services that the public expects.

### **PURCHASING DIVISION**

TRAVIS DUTTON-LEYDA, CHIEF PROCUREMENT OFFICER

#### **Mission**

The Purchasing Division provides services that add value and contribute to the City's success. The procurement team is committed to serving in accordance with best practices and cost-effective approaches in order 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.

### **TREASURY DIVISION**

CLARENCE ROMERO, TREASURY OFFICER

#### **Mission**

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

#### **Description of Services**

The Treasury Division manages all incoming revenues and outgoing payments, providing additional oversight for the Accounts Receivable function and the Central Cashier Office at City



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

Hall, managing all bank account activities, and providing prudent management of the City's investment and debt portfolios. The Division manages the City's external banking relationships while maintaining strong internal controls and functionality. The Division provides financial reporting of revenues, performs revenue forecasting and projections, files compliance reports as required with state and federal agencies, and tracks and reports non-financial operational metrics.

FY24 Recommended Budget- Position Count							
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate
Finance	58	58	55	0	\$ -	13	24%
							Transfer of Finance Project Manager to ITT; transfer of Risk Analyst and Risk Manager to Risk Management (Risk Management and Safety moved to General Government in FY24)



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE FINANCE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY DIVISION</b>						
Finance Administration	2,591,591	889,190	2,470,309	2,699,389	229,080	9.3%
Accounting	1,745,372	3,351,402	6,548,690	4,611,976	(1,936,714)	-29.6%
Budget	12,821,771	16,596,312	17,291,062	15,764,542	(1,526,520)	-8.8%
Fleet Management	951,863	1,124,554	1,562,635	1,596,936	34,301	2.2%
Purchasing	387,962	631,686	670,463	982,299	311,836	46.5%
Treasury	394,760	536,902	1,306,014	1,664,858	358,844	27.5%
<b>TOTAL FINANCE DEPARTMENT</b>	<b>18,893,319</b>	<b>23,130,046</b>	<b>29,849,173</b>	<b>27,320,000</b>	<b>(2,529,173)</b>	<b>-8.5%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	3,097,649	3,539,802	5,657,242	5,843,701	186,459	3.3%
Contractuals & Utilities	1,087,228	2,331,578	5,782,647	4,224,131	(1,558,516)	-27.0%
Repairs & Maintenance	197,352	102,076	287,000	282,546	(4,454)	-1.6%
Supplies	25,429	390,369	477,072	645,572	168,500	35.3%
Insurance	187,240	98,837	69,966	107,558	37,592	53.7%
Other Operating Costs	202,794	372,203	960,253	998,473	38,220	4.0%
Transfers to Other Funds	14,095,629	16,295,181	16,614,993	15,218,019	(1,396,974)	-8.4%
<b>TOTAL FINANCE DEPARTMENT</b>	<b>18,893,319</b>	<b>23,130,046</b>	<b>29,849,173</b>	<b>27,320,000</b>	<b>(2,529,173)</b>	<b>-8.5%</b>

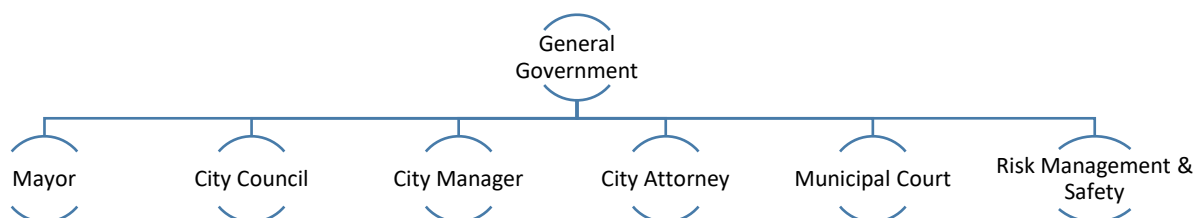
	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
General Fund	5,204,265	5,638,741	10,249,956	9,048,177	(1,201,779)	-11.7%
Capital Equipment Reserve	-	-	-	-	-	N/A
Lodgers' Tax Fund	-	-	286,326	290,998	4,672	1.6%
Community Development	97,297	-	999,631	999,631	-	0.0%
1/2% GRT Income Fund	12,639,894	16,366,751	16,750,625	15,384,258	(1,366,367)	-8.2%
Services to Other Depts	951,863	1,124,554	1,562,635	1,596,936	34,301	2.2%
<b>TOTAL FINANCE DEPARTMENT</b>	<b>18,893,319</b>	<b>23,130,046</b>	<b>29,849,173</b>	<b>27,320,000</b>	<b>(2,529,173)</b>	<b>-8.5%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## GENERAL GOVERNMENT

ALAN WEBBER, MAYOR



### Mission and Description of Services

The mission of General Government is to serve the citizens of Santa Fe through prudent and effective leadership of City government, while providing timely information and support to the Governing Body in order to enable City management and staff to maintain a vibrant, inclusive and thriving community for the citizens of Santa Fe.

### FY24 Recommended Budget

The General Government Department consists of the Mayor's Office, City Council, City Manager's Office, City Attorney's Office, Municipal Court, and Risk Management and Safety. For FY24, the Risk Management Division of the Finance Department and the Safety Division of the Emergency Management Department were combined and incorporated into a single Risk Management and Safety Division within General Government, under the direct supervision of the Deputy City Manager.

The total General Government FY24 Recommended Budget is \$16.4 million. The General Government FY24 Recommended Budget increased by \$1.2 million, or 8.2%, from FY23 budgeted levels. General Government's General Fund FY24 Recommended Budget increased by \$1 million, or 15.2%, from FY23 budgeted levels.

The Mayor's Office total FY24 Recommended Budget is \$688,769. The Mayor's FY24 Recommended Budget increased by \$194,245, or 39.3%, from FY23 budgeted levels; this increase was largely due to the transfer of the Neighborhood Engagement Coordinator position from the Community Engagement Department. The FY24 Recommended Budget includes \$18,078 in supplies, \$10,000 in printing/publication costs and \$81,000 in dues expenses.

The City Council's total FY24 Recommended Budget is \$622,420. The City Council's total FY24 Recommended Budget increased by \$15,359, or 2.5%, from FY23 budgeted levels. The FY24 Recommended Budget includes an allocation of \$15,000 per City Councilor for expenses including office and operating supplies, travel, printing and dues.





## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

The City Manager's total FY24 Recommended Budget is \$1.1 million. The City Manager's total FY24 Recommended Budget increased by \$309,853, or 40.9%, from FY23 budgeted levels. The FY24 Recommended Budget for the City Manager's Office includes \$78,000 for annual dues for the NM Municipal League; \$70,637 for legislative support services; \$60,000 for an Equity and Inclusion Study; \$60,000 for grant writing and training assistance; and \$50,000 for strategic planning services. The FY24 Recommended Budget also adds one (1) FTE Administrative Manager position to assist in the daily operations of the City Manager's Office.

The City Attorney's Office total FY24 Recommended Budget is \$3 million. The FY24 Recommended Budget for the City Attorney's Office increased by \$390,231, or 15.2%, from FY23 budgeted levels. The FY24 Recommended Budget for the City Attorney's Office includes \$200,856 for legal services related to the Midtown development, \$110,000 for other legal services, and \$102,606 to maintain software needed for daily operations.

The Municipal Court's total FY24 Recommended Budget is \$2.3 million. The Municipal Court's FY24 Recommended Budget increased by \$134,847, or 6.2%, from FY23 budgeted levels. The Municipal Court's FY24 Recommended Budget includes \$100,000 for landscaping maintenance, \$54,000 for Pro-Tem Judges, \$40,000 for the Teen Court Program, and \$30,000 for the DUI and Drug Court Program.

The Risk Management and Safety Division's total FY24 Recommended Budget is \$8.6 million. The Division's FY24 Recommended Budget increased by \$199,328, or 2.4%, from FY23 budgeted levels. The FY24 Recommended Budget for the Risk Management and Safety Division includes \$4,413,000 for general liability claims and administrative costs, \$1,929,994 for workers' compensation claims and indemnity costs, and \$400,000 for fleet, physical damage, property and police-related claims costs.

### **CITY MANAGER'S OFFICE**

JOHN BLAIR, 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 by the Governing Body and the management of intergovernmental operations for the City. The City Manager is responsible for directing the City's various departments and providing guidance for 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 City Council member regarding their concerns for each of their districts and the City as a whole. The City Manager works closely with department directors to



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

provide the best customer service to constituents and to improve service delivery within the City. The City Manager also works with City departments to provide a safe and respectful workplace for City employees.

### **CITY ATTORNEY'S OFFICE**

ERIN K. MCSHERRY, CITY ATTORNEY

#### **Mission**

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

#### **Description of Services**

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

### **MUNICIPAL COURT**

VIRGINIA VIGIL, MUNICIPAL COURT JUDGE

#### **Mission**

The mission of the Santa Fe Municipal Court is to administer justice to the people of Santa Fe in a fair, equitable, efficient, professional, and consistent manner. The Court seeks to serve as a model court for the State. In addition, the Court makes every effort to provide effective, efficient services in the processing of traffic citations, criminal cases, code enforcement, and animal cases. The Municipal Court Judge adjudicates traffic citations, petty misdemeanors, and 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> degree 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.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- Municipal Court Administration 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.
- The 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.
- The Drug and DUI Court reflects 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 use, and to reduce recidivism by working with the root cause of the problem.
- The electronic monitoring program helps lower public safety and taxpayer expenses by reducing jail populations and requiring offenders to pay for services. In addition, electronic monitoring provides increased public safety by using monitoring technologies.
- The Outreach Court program is a progressive diversionary program, allowing alternative resolutions in lieu of custody, fines, and fees for most misdemeanor charges. Participants may engage in life skills activities, substance abuse group meetings, literacy classes, and training, or may search for employment, counseling and programming aimed at improving their situation under the guidance of their community provider. The Outreach Court acknowledges these efforts in order to satisfy the Courts' requirements.

### **RISK MANAGEMENT AND SAFETY**

LAYLA ARCHULETA-MAESTAS, DEPUTY CITY MANAGER

#### **Mission**

The Risk Management and Safety Division serves to collaboratively assist City of Santa Fe employees in order to create a safer work environment for all employees.

#### **Description of Services**

The Risk Management and Safety Division serves the City of Santa Fe by assisting City departments to efficiently and properly identify, manage, and mitigate hazards and finance risks; striving to reduce the frequency, severity and associated costs of injuries and claims; and serving as a resource for the health, safety and well-being of City of Santa Fe employees.

- Risk Management is responsible for all Workers' Compensation claims; to this end, Risk Management staff work with insurance adjusters, insurance providers, employees, supervisors, and senior City management staff. Risk Management is also responsible for completion and transmittal of required reports and other information to the Federal Occupational Safety and Health Administration (OSHA) and Bureau of Labor Statistics (BLS). Risk Management provides assessments, resources, training, and technical assistance by performing comprehensive workplace evaluations, high-quality training,



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

customer service, and programs and resources to maintain regulatory compliance and protect the City of Santa Fe's financial integrity with professionalism and thorough communication, coordination and collaboration efforts.

- The Safety Office is the City's point of contact for compliance with relevant regulations ensuring workplace safety. The Safety Office provides consultation on preparing Job Hazard Assessments to employees and supervisors. In addition, the Office coordinates all mandated Safety Training per the Safety Training Policy, and is responsible for New Employee Safety Orientation (NESO). The Safety Office also provides information to OSHA, as requested, when there is an inspection or a citation is issued.

FY24 Recommended Budget- Position Count								
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate	Notes- Changes from FY23 to FY24 (transfers, adding new positions, etc.)
<b>General Government</b>	<b>55</b>	<b>55</b>	<b>58</b>	<b>0</b>	<b>\$ -</b>	<b>10</b>	<b>17%</b>	
City Attorney	18	18	18	-	-	2	11%	
City Council	8	8	8	-	-	-		
City Manager	2	2	4	-	-	2	50%	Transfer of Communications Director from Community Engagement: <b>1 New FTE</b> Administrative Manager
Mayor	2	2	3	-	-	1	33%	Transfer of Neighborhood Engagement Coordinator/Senior Advisor from Community Engagement
Municipal Court	19	19	19	-	-	4	21%	
Risk Management & Safety	6	6	6	-	-	1	17%	Safety was transferred from Community Development to General Government. Emergency Management is now separate from Safety



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE GENERAL GOVERNMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY DIVISION</b>						
Mayor & Council	779,723	832,666	1,101,585	1,311,189	209,604	19.0%
City Manager	814,667	422,230	756,724	1,066,577	309,853	40.9%
City Attorney	1,736,957	2,476,177	2,566,312	2,956,543	390,231	15.2%
Internal Audit	168,563	100,524	159,925	159,925	-	0.0%
Municipal Court	1,400,918	1,512,376	2,158,068	2,292,915	134,847	6.2%
Risk Management & Safety	6,562,058	3,774,926	8,419,607	8,618,935	199,328	2.4%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>11,462,887</b>	<b>9,118,900</b>	<b>15,162,221</b>	<b>16,406,084</b>	<b>1,243,863</b>	<b>8.2%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	3,828,440	4,050,907	5,048,909	5,751,157	702,248	13.9%
Contractuals & Utilities	852,150	1,087,737	2,062,681	1,931,811	(130,870)	-6.3%
Repairs & Maintenance	-	5,129	31,526	27,896	(3,630)	-11.5%
Supplies	140,677	305,555	463,098	462,772	(326)	-0.1%
Insurance	5,536,042	2,567,572	6,314,438	6,938,817	624,379	9.9%
Other Operating Costs	758,726	820,175	1,179,069	1,231,131	52,062	4.4%
Transfers to Other Funds	346,852	281,825	62,500	62,500	-	0.0%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>11,462,887</b>	<b>9,118,900</b>	<b>15,162,221</b>	<b>16,406,084</b>	<b>1,243,863</b>	<b>8.2%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
General Fund	4,832,638	5,287,699	6,612,514	7,614,479	1,001,965	15.2%
Law Enforcement	68,190	56,274	130,100	172,670	42,570	32.7%
Risk Management	5,469,132	2,815,753	6,780,603	6,607,941	(172,662)	-2.5%
Workers' Compensation	1,092,926	959,174	1,639,004	2,010,994	371,990	22.7%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>11,462,887</b>	<b>9,118,900</b>	<b>15,162,221</b>	<b>16,406,084</b>	<b>1,243,863</b>	<b>8.2%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## HUMAN RESOURCES DEPARTMENT

BERNADETTE SALAZAR, DIRECTOR OF HUMAN RESOURCES



### Mission

The mission of the Human Resources Department is to provide all 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 and the public. Activities are classified into seven functional areas, including: employee health and wellness; employee total compensation; employee and labor relations; employee training and development; employee recruitment and retention; HR compliance and operations; and HR innovation and technology.

### FY24 Recommended Budget

The Human Resources Department's FY24 Recommended Budget totals \$33.2 million. The Department's FY24 Recommended Budget decreased by \$3.3 million, or 9.2%, from FY23 budgeted levels. This decrease was attributable to one-time expenses approved to be funded in the FY23 budget. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant portion of the Department's FY23 budget. The Human Resources Department's General Fund FY24 Recommended Budget decreased by \$3.6 million, or 43.2%, from FY23 budgeted levels. Once again, this was due to a significant increase in one-time expenses that were added to the Department's FY23 budget. The FY24 Recommended Budget for Human Resources includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$26,558,935 for employee health and life insurance claims and associated administrative costs;



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$1,200,000 to fund city-wide employee salary increases that may potentially be recommended by the soon-to-be-completed Classification and Compensation study;
- \$1,015,383 for employee dental insurance claims and associated costs;
- \$145,000 for pre-employment costs such as physicals and background screening; and
- \$100,000 for phase 2/year 3 costs associated with the city-wide Classification and Compensation study.

### **Department Highlights**

Over the past year, the Human Resources Department:

- Negotiated with three unions and implemented 8% salary increases for all employees and 16% increases for certified Police officers;
- Implemented new hire and retention incentives to assist with effective recruitment and retention strategies;
- Hosted a teen job fair for summer jobs and a Public Works Rapid Hiring Event that resulted in 22 offer letters;
- Initiated the Tyler MUNIS Human Capital Management (HCM) system upgrade project, including 8 'super user' training sessions and 8 department user training sessions, earning an average performance rating of 4 or higher on a scale from 1 to 5; and
- Partnered with Santa Fe Community College to offer employees training in topics such as Excel, Word, and Leadership Skills.

For FY24, the Human Resources Department will pursue the following goals:

- Successfully complete the Tyler MUNIS HCM system upgrade;
- Implement an updated Performance Management Program;
- Finalize the city-wide Classification and Compensation study;
- Initiate a Diabetes Prevention Program; and
- Implement a policy regarding mandatory employee training.



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

FY 24 Recommended Budget- Position Count							
Department Name	FY 23 Original	FY 23 Current	FY 24 Recommended	# of FY 23 frozen (vacant/unfunded positions) proposed to be filled in FY 24	Cost of FY 23 frozen (vacant/unfunded positions) proposed to be filled in FY 24	Number of Vacant Positions	Vacancy Rate
Human Resources	17	18	18	-	\$ -	2	11%

## CITY OF SANTA FE HUMAN RESOURCES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	1,950,990	3,844,804	6,910,756	3,684,016	(3,226,740)	-46.7%
Contractuals & Utilities	1,130,938	882,884	2,252,576	1,869,639	(382,937)	-17.0%
Repairs & Maintenance	-	1,077	-	-	-	N / A
Supplies	22,782	52,743	53,000	56,000	3,000	5.7%
Insurance	20,440,440	20,058,482	26,827,688	27,020,251	192,563	0.7%
Other Operating Costs	145,472	295,496	397,317	463,900	66,583	16.8%
Transfers to Other Funds	75,000	935,931	75,000	75,000	-	0.0%
<b>TOTAL HUMAN RESOURCES</b>	<b>23,765,622</b>	<b>26,071,416</b>	<b>36,516,337</b>	<b>33,168,806</b>	<b>(3,347,531)</b>	<b>-9.2%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
General Fund	1,878,316	4,911,627	8,249,990	4,688,823	(3,561,167)	-43.2%
Community Development	19,997	-	-	-	-	N / A
Risk Management	-	-	62,000	-	(62,000)	-100.0%
Santa Fe Health/Dental	21,827,606	21,159,789	28,004,347	28,279,983	275,636	1.0%
Unemployment Claims	39,704	-	200,000	200,000	-	0.0%
<b>TOTAL HUMAN RESOURCES</b>	<b>23,765,622</b>	<b>26,071,416</b>	<b>36,516,337</b>	<b>33,168,806</b>	<b>(3,347,531)</b>	<b>-9.2%</b>

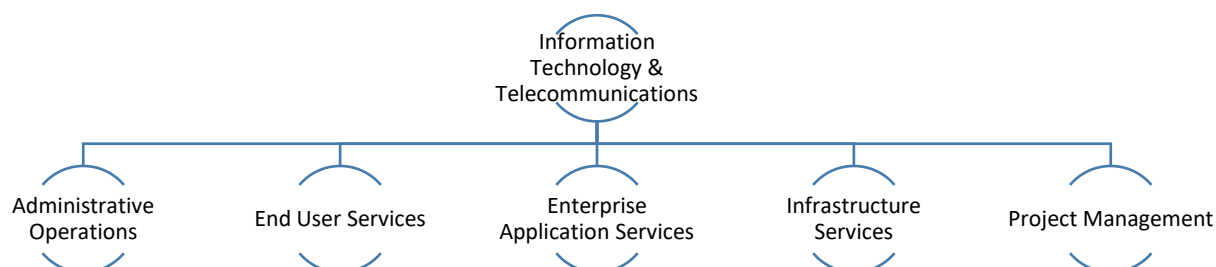




## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

MANUEL GONAZLES, 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 striving to become a more capable, collaborative, and agile department which consistently provides excellent technology services to support the City's service delivery mission.

### Description of Services

ITT offers several services to support operations for the City of Santa Fe, including business applications, end-user services, network infrastructure, information security, ITT procurement, GIA mapping, radio devices and services, unified telecommunications, servers/workstations/mobile devices, and data storage/archiving.

### FY24 Recommended Budget

The ITT Department's FY24 Recommended Budget totals \$13.9 million. The Department's FY24 Recommended Budget decreased by \$1.9 million, or 12%, from FY23 budgeted levels. This decrease was attributable to one-time expenses approved to be funded in FY23 from FY22 Gross Receipts Tax (GRT) revenue earned in excess of budgeted estimates. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant portion of the Department's FY23 budget. The FY24 Recommended Budget for ITT includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$2,749,770 for purchases of computer hardware and associated equipment for all City departments;



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- \$2,397,268 for updates and maintenance to software applications across all City departments;
- \$2,064,072 for voice and data communication charges incurred by all City departments; and
- \$719,807 for Police vehicle upfit costs, including radios and Mobile Data Terminals (MDTs).

### Department Highlights

Over the past year, the ITT Department:

- Implemented upgrades to the Tyler MUNIS ERP system, including HCM, FinMUNIS, and Tyler Cashiering, maintained communication to users and vendors, and conducted Quality Assurance/User Acceptance testing and city-wide training;
- Upgraded the EnerGov system, providing training and documentation to system users;
- Completed software integration into the city's phone system that enables the identification of a 911 caller's location;
- Successfully implemented the Employee Self Service (ESS) portal for all city staff, and provided user support and documentation;
- Successfully implemented Multifactor Authentication (MFA) and a 14-character passphrase for all users accessing the City's network; and
- Implemented the Arctic Wolf Cyber Security application, which monitors the network traffic for any irregularities that could represent a cyberattack on the City of Santa Fe.

For FY24, the ITT Department will pursue the following goals:

- Implement upgrades to the Kronos timekeeping application for City employees;
- Upgrade the current outdated utility billing system;
- Transition City departments to Tyler Cashiering from various third-party software applications;
- Discover and evaluate implementation priorities for the FinMUNIS and HCM system upgrades;
- Evaluate and prioritize City departments' use of security cameras and create an enterprise platform for security cameras; and



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- Continue to build out the current Citizen Self-Service (CSS) module of the EnerGov system in order to include more online permit applications, plan submittals, and e-reviews.

### **ITT ADMINISTRATIVE OPERATIONS DIVISION**

MANUEL GONZALES, INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS  
DEPARTMENT DIRECTOR

#### **Mission**

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

#### **Description of Services**

The ITT Administrative Operations Division is responsible for the procurement of IT materials, equipment, supplies, construction, and services required by the City of Santa Fe. The Division meets this goal by assuring that purchases are acquired legally from responsible providers at the lowest possible costs in compliance with the City's Procurement Code; contracting on behalf of the ITT Department; performing budget reconciliation for purchases made for multiple City Departments in line with allocated services guidelines; and providing internal project management services and organizational information security services.

### **END USER SERVICES**

EDWARD DURAN, 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. The Division fulfills this mission by providing an informative and supportive first point of contact and assisting City 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; installing, maintaining, troubleshooting, programming, and repairing desktop phones and associated headsets; and testing and evaluating hardware and software to ensure efficiency, reliability, and compatibility with desktop systems.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **ENTERPRISE APPLICATION SERVICES**

VACANT, ENTERPRISE APPLICATION SERVICES MANAGER

#### **Mission**

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

#### **Description of Services**

The Enterprise Application Services Division's services include: Enterprise Resource Planning program management and technical support; ensuring that City-wide management applications meet business requirements and are fully operational; analyzing department and division needs, assessing the feasibility of systems and, where appropriate, implementing new solutions; providing technical expertise to introduce, manage and maintain software applications; and educating City personnel in the effective use of these systems.

### **INFRASTRUCTURE SERVICES**

LARRY WORSTELL, INFRASTRUCTURE SERVICES MANAGER

#### **Mission**

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

#### **Description of Services**

The 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. The Division also supports various components including servers, phones, data centers, switches, routers, radios, and other equipment; provides for healthy network/internet connectivity, firewalls, and data security; evaluates department and division needs, assessing the feasibility of systems and, where appropriate, implementing new solutions; and provides for the on-going maintenance and support of the City's public safety land mobile radio system and computer technology (laptops, printers, sirens, lights, GPS) in City vehicles to support the mobile workforce.



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### PROJECT MANAGEMENT OFFICE

AUDREY ABEYTA, PROJECT MANAGEMENT OFFICE MANAGER

#### Mission

The ITT Project Management Office (PMO) provides support to City departments on IT-related projects by evaluating projects based on the City's strategies and priorities and providing a standardized approach to project delivery.

#### Description of Services

Services provided by the PMO include: providing effective prioritization of project management resources to support the strategic agenda; enabling the transparency of important data including capacity and availability; identifying and mitigating project implementation risks and other issues; providing support and ensuring the implementation of projects within budget while minimizing additional burdens on employees; and providing customers with consistency in project delivery by improving the organization of project methodology, including the design of planning, budgeting and resource strategy, documentation of project milestones and outcomes, and definition of clear deadlines with implementation steps in order to provide support to business partners.

FY24 Recommended Budget- Position Count								
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate	Notes- Changes from FY23 to FY24 (transfers, adding new positions, etc.)
ITT	44	44	44	0	\$ -	10	23%	



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY DIVISION</b>						
ITT Administration	2,508,057	4,098,181	3,060,156	853,039	(2,207,117)	-72.1%
End User Services	514,022	773,834	808,032	902,102	94,070	11.6%
Enterprise Application Services	2,450,763	2,637,007	3,112,372	3,269,608	157,236	5.1%
Enterprise Resource Planning	-	430,403	1,614,974	1,612,638	(2,336)	-0.1%
Infrastructure Services	3,666,267	4,187,785	7,211,252	7,272,770	61,518	0.9%
<b>TOTAL INFO. TECH. &amp; TELECOMM.</b>	<b>9,139,110</b>	<b>12,127,210</b>	<b>15,806,786</b>	<b>13,910,157</b>	<b>(1,896,629)</b>	<b>-12.0%</b>

	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	2,679,679	3,484,755	4,664,799	5,224,514	559,715	12.0%
Contractuals & Utilities	1,657,007	1,906,022	2,376,863	2,075,535	(301,328)	-12.7%
Repairs & Maintenance	181,006	166,133	794,807	745,807	(49,000)	-6.2%
Supplies	1,684,247	2,061,728	2,644,938	2,642,738	(2,200)	-0.1%
Insurance	89,111	80,224	58,280	97,986	39,706	68.1%
Other Operating Costs	1,204,646	1,264,492	2,766,077	2,749,577	(16,500)	-0.6%
Capital Purchases	396,144	21,356	343,000	374,000	31,000	9.0%
Transfers to Other Funds	1,247,271	3,142,501	2,158,022	-	(2,158,022)	-100.0%
<b>TOTAL INFO. TECH. &amp; TELECOMM.</b>	<b>9,139,110</b>	<b>12,127,210</b>	<b>15,806,786</b>	<b>13,910,157</b>	<b>(1,896,629)</b>	<b>-12.0%</b>

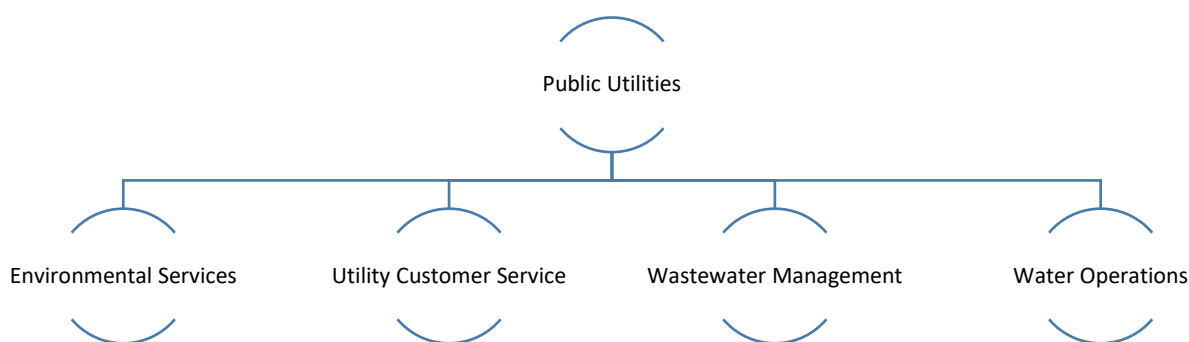
	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
<b>SUMMARY BY FUND</b>						
1/2% GRT Income Fund	2,016,035	3,500,587	2,301,677	-	(2,301,677)	-100.0%
Services to Other Depts	7,123,075	8,626,623	13,505,109	13,910,157	405,048	3.0%
<b>TOTAL INFO. TECH. &amp; TELECOMM.</b>	<b>9,139,110</b>	<b>12,127,210</b>	<b>15,806,786</b>	<b>13,910,157</b>	<b>(1,896,629)</b>	<b>-12.0%</b>



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### PUBLIC UTILITIES DEPARTMENT

JOHN DUPUIS, PUBLIC UTILITIES DIRECTOR



### Mission

The mission of the Public Utilities Department is to efficiently manage water, wastewater, solid waste, and customer service/billing functions, 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: Environmental Services (ESD), Utility Customer Service, Wastewater Management, and Water Operations.

### FY24 Recommended Budget

The Public Utilities Department's FY24 Recommended Budget totals \$78.9 million. The Department's FY24 Recommended Budget decreased by \$1.7 million, or 2.1%, from FY23 budgeted levels. This decrease was attributable to expenses carried forward from the FY22 budget to the FY23 budget for ongoing Department initiatives, as well as one-time expenses approved to be funded in the FY23 budget. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant portion of the Department's FY23 budget. The FY24 Recommended Budget includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$6,729,271 in the Water Operations Division reflecting payment of the City's share of costs for Buckman Direct Diversion (BDD) operations and maintenance;
- \$4,730,000 in the Environmental Services Division for landfill tipping fees;



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- \$2,440,000 in the Environmental Services Division for vehicle replacements, including solid waste collection vehicles;
- \$1,300,000 in the Environmental Services Division for a new maintenance building;
- \$550,000 in the Utility Customer Service Division for technical support for the Utility Billing system and the planned upgrade to a new billing system;
- \$525,340 in the Wastewater Management Division for various vehicle replacements;
- \$195,170 in the Water Operations Division for various vehicle replacements; and
- \$100,000 in the Water Operations Division for Water Conservation Program rebate payments.

### **Department Highlights**

Over the past year, the Public Utilities Department:

- Continued to maintain 100% regulatory compliance in all aspects of Department service delivery;
- Successfully negotiated a wheeling agreement with Santa Fe County, resulting in additional revenue to the Water Operations Division;
- Selected a vendor and finalized a contract to provide engineering design services for the San Juan/Chama Return Flow Project;
- Increased customer usage of the 'Eye on Water' app, which allows customers to monitor their water usage;
- Initiated a major upgrade to the utility billing system to replace the previous 20-year-old system, including system evaluation, testing and training;
- Assisted utility account holders with uploading applications to the State of NM for funding to pay towards utility bills, and adopted a temporary variance to allow payment arrangements to tenants as well as reducing down payment requirements and increasing the possible arrangement term from 6 months to 12 months;
- Implemented solid waste collection day changes and residential/commercial collection route optimizations;
- The Keep Santa Fe Beautiful (KSFB) program completed pollinator gardens and commissioned artwork in MLK Park;





## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- Created a “Green Bank” in ESD to provide funding for residential household solar and weatherization efforts;
- The Wastewater Management Division provided updated mapping system corrections for continual incorporation into the Geographic Information System (GIS) sewer map, and continued to update missing information in the GIS system;
- Provided classroom instruction to the New Mexico Water and Wastewater Association (NMWWA) as part of a continuing educational outreach program; and
- Converted to daily sampling in the Wastewater Laboratory to comply with new National Pollutant Discharge Elimination System (NPDES) permit requirements, and ensured all process control and compliance testing was completed in accordance with all relevant regulations.

For FY24, the Public Utilities Department will pursue the following goals:

- Continue to maintain 100% regulatory compliance in all aspects of Department service delivery;
- Update and relaunch the Water Operations Division’s website;
- Finalize updated policies for the Utility Customer Service Division;
- Reduce accounts receivable balances from 4.3 million to under 1.5 million in the 91+ day category by working with COVID-19 affected account holders, and process yearly write-offs to assist in the reduction of accounts receivable as recommended by the Public Utilities Department’s internal audit and as required for a healthy financial portfolio;
- Work with the Utility Customer Service Division’s water meter vendor to reduce the number of manually-read water meters per month;
- Develop a “Green Team” among City staff to focus on recycling and waste reduction in City facilities;
- Assist City departments in achieving the goal of a 20% reduction in greenhouse gases from City buildings and vehicles, and increase renewable energy use in Santa Fe via the Clean Energy Program; and
- Continue career development and training for all Public Utilities Department employees.



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **ENVIRONMENTAL SERVICES**

SHIRLENE SITTON, ENVIRONMENTAL SERVICES DIVISION DIRECTOR

#### **Mission**

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

#### **Description of Services**

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

The Environmental Services Division consists of several sections:

- The Administration section includes the management team, customer service/field support employees, and our outreach and education group, which also includes recycling marketing, compliance, sustainability, Keep Santa Fe Beautiful (KSFB), and the graffiti function. KSFB receives grant funding for its operations, which are overseen by the KSFB Board of Directors, and is the product of a partnership between the City and the national 501(c)(3) Keep America Beautiful non-profit organization.
- 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 Division's collection vehicles and light vehicles, for a total of 72 vehicles.

### **UTILITY CUSTOMER SERVICE DIVISION**

NANCY JIMENEZ, UTILITY BILLING DIVISION DIRECTOR

#### **Mission**

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

#### **Description of Services**

The Utility Customer Service Division provides prompt and courteous customer service, accurate water meter readings, timely billing for water, refuse, sewer and storm-water services, and



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

proactive collection services for delinquent accounts. Payments can be made via cash, check, or credit card.

### 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 wastewater collection system, wastewater treatment plant, solids management system, and wastewater re-use facilities. The Division 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. Wastewater Management also produces compost and re-use irrigation water to assist public and private industries in mitigating waste for a better tomorrow.

### WATER OPERATIONS DIVISION

JESSE ROACH, WATER DIVISION DIRECTOR

#### Mission

The Water Operations Division's mission is to provide a safe, reliable, and resilient water supply to meet Santa Fe's needs.

#### Description of Services

The Water Operations Division delivers safe drinking water to customer meters from two surface water treatment plants and two well fields. The Source of Supply section manages the Canyon Road Water Treatment Plant and the two well fields, while the Buckman Direct Diversion (BDD) section manages the BDD Water Treatment Plant, which is jointly owned with Santa Fe County. The Transmission and Distribution section manages the distribution network to deliver water to Santa Fe homes and businesses. The Engineering section manages capital spending to ensure that the water system is built according to Water Division standards. The Water Resources and Conservation section works to ensure that Santa Fe will continue to have reliable and resilient water supplies for the foreseeable future.

FY24 Recommended Budget- Position Count								
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate	Notes- Changes from FY23 to FY24 (transfers, adding new positions, etc.)
Public Utilities	258	258	258	0	\$ -	61	24%	



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
Public Utilities Administration	747,139	1,763,533	2,356,334	2,807,923	451,589	19.2%
Environmental Services	12,139,267	13,147,312	24,616,902	22,845,829	(1,771,073)	-7.2%
Utility Customer Service	4,217,538	4,579,768	6,570,121	4,325,633	(2,244,488)	-34.2%
Wastewater Management	11,381,700	10,764,804	15,822,445	17,811,889	1,989,444	12.6%
Water Operations	23,878,061	19,209,718	31,223,192	31,117,709	(105,483)	-0.3%
<b>TOTAL PUBLIC UTILITIES</b>	<b>52,363,705</b>	<b>49,465,135</b>	<b>80,588,994</b>	<b>78,908,983</b>	<b>(1,680,011)</b>	<b>-2.1%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
Salaries, Wages & Benefits	16,089,024	16,956,358	19,481,402	21,615,337	2,133,935	11.0%
Contractuals & Utilities	7,853,206	10,152,446	17,447,864	15,376,910	(2,070,954)	-11.9%
Repairs & Maintenance	1,770,917	3,023,699	3,402,673	3,400,897	(1,776)	-0.1%
Supplies	1,931,490	2,137,748	3,381,852	3,576,459	194,607	5.8%
Insurance	1,090,271	1,430,579	786,578	1,550,229	763,651	97.1%
Other Operating Costs	12,266,928	5,735,637	15,204,805	15,438,358	233,553	1.5%
Capital Purchases	212,506	125,387	5,561,009	4,475,510	(1,085,499)	-19.5%
Debt Service	7,988,080	2,654,459	6,874,122	6,864,104	(10,018)	-0.1%
Transfers to Other Funds	3,161,284	7,248,823	8,448,689	6,611,179	(1,837,510)	-21.7%
<b>TOTAL PUBLIC UTILITIES</b>	<b>52,363,705</b>	<b>49,465,135</b>	<b>80,588,994</b>	<b>78,908,983</b>	<b>(1,680,011)</b>	<b>-2.1%</b>

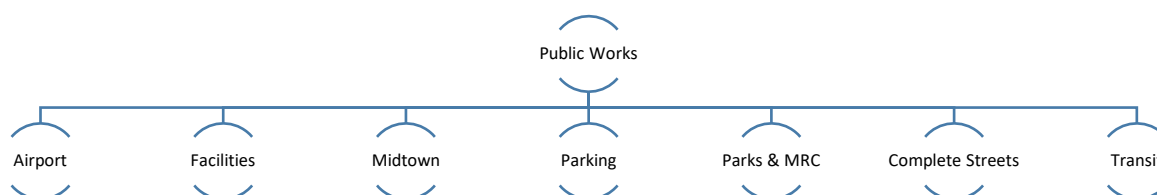
SUMMARY BY FUND	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
General Fund	121,877	-	-	-	-	N/A
Resource Conservation	-	456,450	1,432,808	1,102,664	(330,144)	-23.0%
Community Development	21,009	32,587	33,345	33,345	-	0.0%
Waste Water Management	11,381,700	10,764,804	15,822,445	17,811,889	1,989,444	12.6%
Water Management	23,878,061	19,209,718	31,223,192	31,117,709	(105,483)	-0.3%
Environmental Services	11,996,381	13,114,725	24,083,557	22,662,484	(1,421,073)	-5.9%
Utilities Administration	4,964,677	5,886,851	7,993,647	6,180,892	(1,812,755)	-22.7%
<b>TOTAL PUBLIC UTILITIES</b>	<b>52,363,705</b>	<b>49,465,135</b>	<b>80,588,994</b>	<b>78,908,983</b>	<b>(1,680,011)</b>	<b>-2.1%</b>



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## PUBLIC WORKS DEPARTMENT

REGINA WHEELER, PUBLIC WORKS DEPARTMENT DIRECTOR



### Mission

The Public Works Department strives to provide high quality, state of the art civic infrastructure for a sustainable, safe, and vital City.

### Description of Services

The Public Works Department plans, designs, builds, maintains, and operates the City's civic infrastructure, including parks, facilities, parking, transit, roadways, trails and storm water infrastructure. Through thoughtful stewardship of this infrastructure, the City realizes many of its resiliency, economic development, and family-friendly goals.

The seven Public Works divisions of Airport, Facilities, Midtown, Parking, Parks & Open Space/Municipal Recreation Complex (MRC), Complete Streets, and Transit are supported by over 360 employees who have the expertise, responsibility, and dedication to realize these goals for the City.

The Public Works Department plans and manages the City's capital improvement projects for parks, buildings, roads, trails, sidewalks, parking facilities, airport, transit, and storm water. The Department is also responsible for constructing, operating, and maintaining the infrastructure and partnerships for the Railyard and facilities, grounds, and infrastructure at the Midtown campus.

The Public Works Department will also be deploying federal economic stimulus aid that was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe which will support the City's priorities for facilities, parks and trails over the next 2 years.

### FY24 Recommended Budget

The Public Works Department's FY24 Recommended Budget totals \$64.1 million. The Department's FY24 Recommended Budget decreased by \$2.5 million, or 3.8%, from FY23 budgeted levels. This decrease was attributable to expenses carried forward from the FY22 budget to the FY23 budget for ongoing Department initiatives, as well as one-time expenses approved to be funded in the FY23 budget. Thus, this did not reflect a decrease in ongoing Department services or spending, but rather reflected the one-time nature of a significant



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

portion of the Department's FY23 budget. The Public Works Department's General Fund FY24 Recommended Budget increased by \$491,813, or 2.1%, from FY23 budgeted levels. The FY24 Recommended Budget for Public Works includes the following:

- Funding for a 3% salary increase for all filled AFSCME Union, non-union and exempt positions currently earning less than \$100,000 per year, with a 1% increase for positions earning over \$100,000 per year;
- \$2,833,044 for maintenance and upkeep of facilities and grounds city-wide, including the Airport, Midtown, Parks/MRC, and the Railyard;
- \$1,767,543 for water usage at City parks;
- \$1,700,600 in debt service costs for the Midtown campus;
- \$1,584,138 for security services, alarm monitoring/maintenance and access control system maintenance at the Railyard, Airport, Midtown campus, MRC/parks, parking garages, Transit and various other City facilities;
- \$1,484,895 in debt service costs in the Complete Streets Division for repayment of the City's Gas Tax-backed bonded debt;
- \$1,160,650 in debt service costs for Parking, including scheduled payments for NM Finance Authority (NMFA) loans;
- \$1,100,000 for drainage infrastructure repairs and flood/erosion control efforts per the Storm Water Management Strategic Plan;
- \$1,000,000 for contracted project management and engineering services, including traffic calming;
- \$775,824 for temporary staffing services required by Parks & Open Space/MRC;
- \$625,000 for compressed natural gas (CNG) used to fuel the City's bus fleet;
- \$468,000 for Transit vehicle maintenance, including maintenance of the City's bus fleet;
- \$464,889 in debt service costs for the LED Streetlights and City-Wide Solarization projects;
- \$445,500 in the Parks & Open Space Division for homeless encampment cleanups;



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- \$431,307 for vegetation management services in City parks, medians, right-of-way, open spaces and arroyos;
- \$425,000 for vegetation management and hazard removal/mitigation services required by the Storm Water Management section;
- \$200,000 for purchase, installation and communication costs for parking meters; and
- \$195,000 for the School Crossing Guards program, per agreement with Santa Fe Public Schools.

### Department Highlights

Over the past year, the Public Works Department:

- Improved community sustainability and resiliency:
  - Activated 1.5 megawatts of solar electricity generation at 13 City facilities;
  - Updated fixtures to reduce the City's water use by 2 million gallons per year;
  - Converted City-owned streetlights to LED, improving dark sky protection, reliability, and safety while simultaneously achieving a 60% reduction in energy use;
  - Completed a number of storm water system improvements including: trash racks at Camino Crucitas and St Francis, culvert improvements at Santander, completion of an additional phase of the Santa Fe River bank stabilization project, and installation of a rain garden on East Alameda, protecting our water quality; and
  - Initiated the weed control steam machine pilot project.
- Improved the City's transportation network:
  - Upgraded traffic signal control cabinets and retrofitted battery backups on 20% of City signals, improving safety and reliability;
  - Performed fog and crack sealing in-house to extend pavement life, completed the \$1 million Cerrillos Road pavement rehabilitation project and the \$2 million Camino Entrada Roundabout project, and improved safety on Cerro Gordo Road by installing a temporary road surface;
  - Conducted and implemented the recommendations of the Airport Road and St. Francis Drive signal timing studies to improve traffic flow and safety;
  - Completed the Agua Fria corridor study and provided recommendations for improved pedestrian/bicycle safety and traffic flow;
  - Completed critical traffic calming projects on Calle Atajo, Camino Pintores and Calle Nueva Vista;
  - Completed studies for improved traffic and pedestrian safety on Camino Alire, Berger and Old Santa Fe Trail, and at Ramirez Thomas Elementary School; and
  - Began construction on the Guadalupe Street Reconstruction and Bridge Rehabilitation project (receiving a \$10 million grant from NMDOT for the



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

construction phase of the project), the Agua Fria/South Meadows Intersection Improvements project and the Canada Rincon Trail project to provide safety and multimodal transportation improvements.

- Improved community health and well-being:
  - Successfully implemented the Park Ranger proactive patrolling model, improving security and homeless management in City parks;
  - Completed the \$1.25 million renovation project at the Bicentennial Pool in time for the 2022 swimming season;
  - Completed several improvements to the Ft. Marcy Aquatic Center, including roof, deck and HVAC system repairs;
  - Reconstructed the tennis courts at Herb Martinez Park and Larragoite Park;
  - Completed the \$9.3 million, 17,000 sq. ft. Southside Teen Center;
  - Completed the MRC Soccer Valley field and lighting improvements project;
  - Implemented the Tree Smart Program, including inventory mapping, achieving an 80% project completion milestone; and
  - Completed the \$425,000 Railyard Park renovation project, including climbing and slide structure repairs and replacement of 40 wood-block benches.
- Improved economic and cultural vibrancy:
  - Conducted a successful 2022 special event season, with a record number of 315 events;
  - Planned and coordinated the Santa Fe Southern Railway re-launch, which will restore a historic partner in the Santa Fe Railyard;
  - Completed design/build of the new Water St. restrooms facility, and managed a successful first season of operations;
  - Completed the \$1.65 million Santa Fe Train Depot interior and exterior historic rehabilitation, revitalizing a historic structure and important cultural landmark; and
  - Partnered with the Lensic to implement a pre-paid parking system in order to eliminate exit delays from the Sandoval Parking Garage.
- Improved customer service and process efficiency:
  - Answered hundreds of constituent Customer Relationship Management (CRM) submittals in a timely fashion;
  - Implemented a new Capital Projects Dashboard for public information about ongoing capital projects;
  - Built a capital projects team with project administrators and a capital projects manager;
  - Increased efficiency by combining the Streets and Engineering Divisions into the new Complete Streets Division;
  - Implemented 4 X 10-hour shifts for operational efficiency, employee satisfaction, and customer service;





## FISCAL YEAR 2024 - RECOMMENDED BUDGET

- Conducted extensive employee training, including the areas of Parks irrigation, Facilities Building Operator Certificates, Certified Public Procurement Project Management, Streets and Storm Water Professional Training, and Pavement Rehabilitation Technologies; and
- Initiated the process to relocate the Market Station offices to a new location convenient to City Hall to facilitate the expansion of a biotech startup company.

For FY24, the Public Works Department will pursue the following goals:

- Complete the LED conversion of PNM-owned streetlights to enable 60% energy savings and improve reliability;
- Complete and implement the recommendations of the signal timing study for Cerrillos Road;
- Complete the pedestrian crossing safety study on Paseo de Peralta at Cross of the Martyrs and Canyon Road;
- Complete GRT bond-funded traffic safety improvements, including traffic signal cabinet upgrades and battery backup retrofits, on the remaining 80% of the City's traffic signals;
- Continue to support planning and procurement for Midtown redevelopment, including infrastructure development, facility demolitions and improvements required for redevelopment, and continue to operate and maintain City-occupied facilities at Midtown;
- Update Transit routes and services with recommendations from the Multimodal Transition Plan, and implement new route management software in order to provide more actionable data and transparency;
- Implement a new work order system that is integrated with Constituent Services for the Parks Division, Complete Streets Division and Storm Water section;
- Implement capital planning software for improved transparency and coordination;
- Assist with planning for a future GRT bond issue to address deferred maintenance needs, and a GO bond package for public safety and libraries;
- Complete planning for a new Central Library at Midtown, and complete the assessment for the Main Library exterior renovation project;
- Complete the Ragle Park artificial turf baseball field, enabling a reduction in water use by 2.2 million gallons per year;



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

- Complete the Facilities Plan Update and plan for a new City Services Center to enhance accessibility, customer convenience and energy and operational efficiency;
- Complete an additional Santa Fe River bank stabilization project and the Arroyo de los Pinos repairs project, and complete planning and design for additional storm water projects including the Arroyo de los Chamisos and Arroyo Torreon drainage improvements projects;
- Complete 5 major road and trail construction projects, including the Guadalupe Reconstruction project (\$14 million), the Canada Rincon Trail project (\$1.6 million), the Agua Fria/South Meadows Intersection Improvements project (\$3.2 million), the Cottonwood Dr./Agua Fria Intersection Improvements project (\$2.5 million), and the Tierra Contenta Trail Construction project (\$2 million); and
- Complete the Downtown Transit Center project and the Southside Transit Center, creating safe, vibrant, and multimodal transportation hubs.

### **AIRPORT**

JAMES HARRIS, 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 Airport Division operates and maintains the Santa Fe Regional Airport, which includes managing leases, building and infrastructure maintenance, collaborating with airlines and FBOs to ensure high quality services to the community, compliance with FAA and Transportation Security Administration regulations, and pursuing and managing grant funding.

### **FACILITIES DIVISION**

SAM BURNETT, FACILITIES DIVISION DIRECTOR

#### **Mission**

The mission of the Facilities Division is to plan, design, construct and maintain safe, sustainable, functional, clean and cost-effective public properties and facilities.

#### **Description of Services**

The Facilities Division provides comprehensive facility and property planning, design, construction, management, and maintenance. The Division is comprised of the Capital Improvement Project (CIP) Management section; the Mechanical, Electrical, and Plumbing (MEP) Maintenance section; the Custodial section; the General Construction section; and the



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

Property Management section. The Division manages over 100 City facilities and more than 100 acres of city property, including City Hall, recreation centers, libraries, police and fire stations, the Santa Fe Railyard, and the Midtown campus property. The Facilities Division also assists in planning, securing funding, managing projects, and reporting on capital projects for the City.

### **PARKS AND OPEN SPACE DIVISION**

MELISSA MCDONALD, PARKS AND OPEN SPACE DIVISION DIRECTOR

#### **Mission**

The Parks and Open Space Division strives to provide safe and inspiring parks, open spaces, and recreational experiences that enhance the quality of life in Santa Fe while preserving our community's culture, nurturing our creative nature, and adhering to our sustainability goals.

#### **Description of Services**

In addition to evaluating proposed park lands, reviewing development plans, and managing the addition of new infrastructure and amenities, the Parks and Open Space Division maintains 77 parks; 30 open spaces; 171 miles of trails; the historic Plaza; the 1,200-acre Municipal Recreation Complex (MRC); the 27-hole Marty Sanchez Links de Santa Fe golf course; the Santa Fe river parks; 120 miles of road medians; and a wide variety of amenities including playgrounds, tot lots, grills and picnic tables, baseball diamonds, sports fields, and basketball, tennis, handball, and pickleball courts. The Division collaborates with stakeholders and service providers, and maintains compliance with Americans with Disabilities Act (ADA) standards, NM Environment Department regulations, and US Environmental Protection Agency (EPA) requirements. The Division also assists in the management of the City's various special events.

### **PARKING**

STEVE KASPAN, 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 simultaneously ensuring the success of the municipal parking system by employing state-of-the-art technologies and parking solutions.

#### **Description of Services**

The Parking Division oversees:

- Parking facility operations and maintenance;
- Enforcement of the Uniform Traffic Ordinance (UTO);
- Parking revenue generation, accounting and re-investment to improve the parking experience through modernization;
- Administration of parking operations on a daily basis, 365 days a year; and
- Contracts management, public relations and conflict resolution.



## FISCAL YEAR 2024 - RECOMMENDED BUDGET

### COMPLETE STREETS

VACANT, COMPLETE STREETS DIVISION DIRECTOR

#### Mission

The mission of the Complete Streets Division is to develop multi-modal transportation and storm water infrastructure to support resilience, mobility, and safety. The Division ensures safe mobility for the citizens of Santa Fe through the maintenance and rehabilitation of public streets, sidewalks, trails, and drainage ways.

#### Description of Services

The Complete Streets Division oversees:

- Engineering plan review, construction inspection and CRM response;
- Traffic engineering and operations, including installation, repairs and maintenance of the City's signals, streetlights, and signs;
- Maintenance of the streets, sidewalks, trails, and drainage infrastructure of the City, including snow removal, concrete construction, grading, sweeping, pavement maintenance, engineering/inspection, drainage maintenance, and administration;
- Capital projects planning and management for roadways and trails;
- Storm water infrastructure design, construction, and maintenance; and
- ADA-compliant infrastructure planning, design, and construction.

### TRANSIT

THOMAS MARTINEZ, DIRECTOR OF OPERATIONS AND MAINTENANCE

#### Mission

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

#### Description of Services

The Division oversees and manages the day-to-day operations of three distinct transit programs including the Santa Fe Trails fixed-route bus system, the Santa Fe Pick-Up system which is a fare-free circulator service to 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, Zozobra and the Canyon Road Farolito Walk.

FY24 Recommended Budget- Position Count								
Department Name	FY23 Original	FY23 Current	FY24 Recommended	# of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Cost of FY23 frozen (vacant/unfunded positions) proposed to be filled in FY24	Number of Vacant Positions	Vacancy Rate	Notes- Changes from FY23 to FY24 (transfers, adding new positions, etc.)
Public Works	361	368	368	3	\$ 30,113	115	31%	



# FISCAL YEAR 2024 - RECOMMENDED BUDGET

## CITY OF SANTA FE PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2023/24 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
Public Works Administration	2,732,145	2,399,951	3,919,518	3,771,592	(147,926)	-3.8%
Airport Division	3,712,371	10,602,235	5,167,663	3,445,105	(1,722,558)	-33.3%
Facilities Maintenance	5,467,145	12,500,856	6,538,057	6,411,207	(126,850)	-1.9%
Midtown Campus	3,686,589	3,713,797	4,810,998	4,667,358	(143,640)	-3.0%
Municipal Recreation Complex	2,264,232	1,464,850	1,977,551	2,727,880	750,329	37.9%
Parking Division	4,000,957	3,019,562	5,684,738	5,334,016	(350,722)	-6.2%
Parks Division	8,700,932	11,363,155	13,673,848	12,891,173	(782,675)	-5.7%
Complete Streets Division	9,062,276	14,078,741	14,236,768	12,863,681	(1,373,087)	-9.6%
Transit	9,061,431	8,432,516	10,596,894	11,956,487	1,359,593	12.8%
<b>TOTAL PUBLIC WORKS</b>	<b>48,688,079</b>	<b>67,575,662</b>	<b>66,606,035</b>	<b>64,068,499</b>	<b>(2,537,536)</b>	<b>-3.8%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
Salaries, Wages & Benefits	17,887,729	17,817,482	23,508,911	26,726,510	3,217,599	13.7%
Contractuals & Utilities	7,415,828	7,477,849	10,818,317	11,219,912	401,595	3.7%
Repairs & Maintenance	2,449,027	2,689,621	5,677,539	4,999,144	(678,395)	-11.9%
Supplies	1,628,837	2,905,335	3,143,337	2,739,243	(404,094)	-12.9%
Insurance	1,518,972	1,563,475	1,066,975	1,996,365	929,390	87.1%
Other Operating Costs	3,850,125	3,867,053	5,881,416	7,344,447	1,463,031	24.9%
Capital Purchases	1,962,090	1,949,162	8,439,338	345,000	(8,094,338)	-95.9%
Debt Service	5,862,538	3,315,963	4,877,666	4,604,026	(273,640)	-5.6%
Transfers to Other Funds	6,112,933	25,989,721	3,192,536	4,093,852	901,316	28.2%
<b>TOTAL PUBLIC WORKS</b>	<b>48,688,079</b>	<b>67,575,662</b>	<b>66,606,035</b>	<b>64,068,499</b>	<b>(2,537,536)</b>	<b>-3.8%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2020/21	ACTUAL EXPENDITURES 2021/22	2022/23 MIDYEAR BUDGET	PROPOSED BUDGET 2023/24	\$ CHANGE 2022/23 vs. 2023/24	% CHANGE 2022/23 vs. 2023/24
General Fund	16,966,062	33,209,186	23,202,195	23,694,008	491,813	2.1%
Resource Conservation	-	80,550	164,613	168,117	3,504	2.1%
City Drainage Fund	1,116,066	1,789,069	2,954,256	2,536,647	(417,609)	-14.1%
Impact Fees Fund	1,084,000	3,883,398	367,003	-	(367,003)	-100.0%
Transportation Grants	57,461	74,131	110,432	110,335	(97)	-0.1%
Community Development	-	-	1,800,000	-	(1,800,000)	-100.0%
Plaza Use Fund	14,209	12,995	57,050	47,050	(10,000)	-17.5%
Public Facilities Fund	168,022	141,447	123,268	-	(123,268)	-100.0%
Quality of Life	10,472	61,439	135,000	135,000	-	0.0%
Streets & Roadways	3,186,307	1,907,395	2,952,776	2,775,489	(177,287)	-6.0%
1/2% GRT Income Fund	2,055,728	5,933,963	3,603,569	4,412,177	808,608	22.4%
Railyard Properties	2,646,193	1,729,955	3,008,461	2,749,181	(259,280)	-8.6%
Midtown Campus	3,686,589	3,713,797	4,810,998	4,667,358	(143,640)	-3.0%
Municipal Recreation Complex	2,239,232	1,443,508	1,977,551	2,147,864	170,313	8.6%
Parking	4,000,957	3,019,562	5,684,738	5,334,016	(350,722)	-6.2%
Transit Bus System	9,003,970	8,358,385	10,486,462	11,846,152	1,359,690	13.0%
Airport	2,452,811	2,216,883	5,167,663	3,445,105	(1,722,558)	-33.3%
<b>TOTAL PUBLIC WORKS</b>	<b>48,688,079</b>	<b>67,575,662</b>	<b>66,606,035</b>	<b>64,068,499</b>	<b>(2,537,536)</b>	<b>-3.8%</b>



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **VI. GLOSSARY OF TERMS AND ABBREVIATIONS**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**BALANCED BUDGET** - A budget where expenditures are equal to revenues

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



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**CAPITAL BUDGET** - A capital project financial expenditure plan

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

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





## **FISCAL YEAR 2024 - RECOMMENDED 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 of two years

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

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

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

**CHARGES FOR SERVICES** - Revenues received for services rendered

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**DISBURSEMENT** - The expenditure of monies from an account

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





## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

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

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

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

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

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

**GOAL** - A statement of broad direction, purpose or intent

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

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

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

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

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

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

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

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

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

**LEVY** - To impose taxes for the support of government activities

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

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



## **FISCAL YEAR 2024 - RECOMMENDED 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 separately in the chart of accounts

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

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

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

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

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

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

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

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

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

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

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

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

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



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

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

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

**PILOT** - Payment In Lieu Of Taxes

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

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

**TAX** - A compulsory contribution levied by a government

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

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

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

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

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

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

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



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

### **ABBREVIATIONS**

ACA - Affordable Care Act  
ADA - Americans with Disabilities Act  
ADO - Asset Development Office  
AFSCME - American Federation of State, County, and Municipal Employees  
AIS - Annual Information Statement  
ALGA - Association of Local Government Auditors  
APA - American Planning Association  
ARRA - American Recovery and Reinvestment Act  
ASE - Automotive Service Excellence  
ATV - All-Terrain Vehicle  
BAR - Budget Amendment Resolution  
BDD - Buckman Direct Diversion  
BuRRT - Buckman Road Recycling and Transfer station  
CAD - Computer-Aided Design  
CAF - Corrective Action Fund  
CAFR - Comprehensive Annual Financial Report  
CAPER - Consolidated Action and Performance Evaluation Report  
CBA - Collective Bargaining Agreement  
CC - City Council  
CCC - Community Convention Center  
CDBG - Community Development Block Grant  
CDL - Commercial Driver's License  
CERT - Community Emergency Response Team  
CIAC - Capital Improvement Advisory Committee  
CIP - Capital Improvement Plan  
CIPCAC - Capital Improvement Plan Citizen's Advisory Committee  
CIPTAC - Capital Improvement Plan Technical Advisory Committee  
CISA - Certified Information Systems Auditor  
CLG - Certified Local Government  
CM - City Manager  
CMO - Collateralized Mortgage Obligation  
CNG - Compressed Natural Gas



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

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





## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

EVTCC - Emergency Vehicle Technician Certification Commission

FAA - Federal Aviation Administration

FCC - Federal Communications Division

FDIC - Federal Deposit Insurance Corporation

FEMA - Federal Emergency Management Agency

FF and E - Furniture, Fixtures, and Equipment

FFY - Federal Fiscal Year

FGP - Foster Grandparents

FHWA - Federal Highway Administration

FINRA - Financial Industry Regulatory Authority

FT - Full-Time

FTA - Federal Transit Administration

FTE - Full-Time Equivalent

FY - Fiscal Year

GAAP - Generally Accepted Accounting Principles

GAGAS - Generally Accepted Government Auditing Standards

GASB - Governmental Accounting Standards Board

GCCC - Genoveva Chavez Community Center

GFOA - Government Finance Officers Association

GIS - Geographic Information System

GO BONDS - General Obligation Bonds

GOAL - A statement of broad direction, purpose or intent

GPRGC - Grandparents Raising Grandchildren

GPS - Global Positioning System

GREAT - Gang Resistance Education And Training

GRT - Gross Receipts Tax

HPD - Historic Preservation Division

HR - Human Resources Department

HRB - Human Rights Bureau

HUD - U.S. Office of Housing and Urban Development

HVAC - Heating, Ventilation and Air Conditioning

ICIP - Infrastructure Capital Improvement Plan

IGA - Intergovernmental Agreement





## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

IP - Industrial Pretreatment

IPRA - Inspection of Public Records Act

IRS - Internal Revenue Service

ISACA - Information Systems Audit and Control Association

ISC - Interstate Stream Commission

IT - Information Technology

ITT - Information Technology and Telecommunications

JAG - Justice Assistance Grant

JPA - Joint Powers Agreement

KSFB - Keep Santa Fe Beautiful

LANL - Los Alamos National Laboratory

LED - Light Emitting Diode

LEDA - Local Economic Development Act

LEPF - Law Enforcement Protection Fund

LGD - Local Government Division (State of New Mexico Department of Finance and Administration)

LGIP - Local Government Investment Pool

LIHTC - Low Income Housing Tax Credit

LINC - Local Innovation Corridor

MIH - Mobile Integrated Health

MIHO - Mobile Integrated Health Office

MOU - Memorandum Of Understanding

MOW - Meals On Wheels

MPA - Metropolitan Planning Area

MPO - Metropolitan Planning Organization

MRC - Municipal Recreation Complex

MSGP - Multi-Sector General Permit

MSL - Marty Sanchez Links de Santa Fe

MSRB - Municipal Securities Rulemaking Board

MTP - Metropolitan Transportation Plan

NCS - National Citizens Survey

NCUA - National Credit Union Administration

NMAC - New Mexico Administrative Code



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

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



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

PT - Part-Time

PTE - Part-Time Equivalent

PTTMP - Part-Time Temporary

PWD - Public Works Department

QWEL - Qualified Water Efficient Landscaper

RFP - Request for Proposal

RFQ - Request for Quote

ROW - Right of way

RSVP - Retired Senior Volunteer Program

RTCR - Revised Total Coliform Rule

SAD - Special Assessment District

SBDC - Small Business Development Center

SCADA - Supervisory Control And Data Acquisition

SCBA - Self-Contained Breathing Apparatus

SCORE - Service Corp Of Retired Executives

SCP - Senior Companion Program

SEC - Securities and Exchange Commission

SEP - Senior Employment Program

SFBI - Santa Fe Business Incubator

SFCC - Santa Fe City Code

SFFD - Santa Fe Fire Department

SFGTV-28 - Santa Fe Government access cable Television channel 28

SFHP - Santa Fe Homes Program

SFPS - Santa Fe Public Schools

SFUAD - Santa Fe University of Art and Design

SIU - Significant Industrial User

SLO - State Land Office (State of New Mexico)

SNAG - Starting New At Golf

SSD - Senior Services Division

SWAT - Special Weapons And Tactics

SWOT - Strengths, Weaknesses, Opportunities, Threats

TAT - TMDL and Assessment Team

TBAR - Technical Budget Adjustment Request



## **FISCAL YEAR 2024 - RECOMMENDED BUDGET**

TBBL - Technically Based Local Limit

TEMS - Tactical Emergency Medical Service

TIC - True Interest Cost

TMDL - Total Maximum Daily Load

TSF - Tourism Santa Fe

TSS - Total Suspended Solids

TWAS - Thickened Waste Activated Sludge

UPWP - Unified Planning Work Program



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