



# OPERATING BUDGET

**FISCAL YEAR  
ENDING 2017**







# City of Santa Fe, New Mexico

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*Javier M. Gonzales, Mayor*

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Mike Harris, Dist. 4

April 20, 2016

City of Santa Fe Governing Body  
200 Lincoln Ave  
Santa Fe, NM 87501

To the Governing Body and General Public:

I am happy to submit for your consideration the attached technical overview memo and City Manager's Proposed Operating Budget for Fiscal Year 2016-2017. This budget was a huge collaborative effort, combining input from the Governing Body and public with hard work from the Finance Director, Budget Director, and every department and division in City Government.

Our primary goal, as laid out by the Governing Body and our own intent to strengthen our City's financial footing, was to deliver a balanced budget that would eliminate the \$15 million structural deficit in the General Fund and give us a clear path forward. I believe the proposed budget does just that.

We have also achieved a simplified and more transparent financial structure. Operations for general government are funded only from the General Fund, ending the practice of shifting costs to Enterprise Funds to cover unrelated expenses. Expenditures are aligned with revenues. Capital funds and other one-time money are used only for capital projects. Refinancing has simplified our debt structure and lowered the costs associated with those obligations.

Our proposed budget invests in economic growth, putting resources into growth in the Arts, Tourism, and the Film industry to the tune of an additional \$750,000. At the Airport, critical for business and for tourism, we increase staffing, modernize facilities, and strengthen partnerships with commercial carriers. Downtown, we re-structured our parking fees at meters to be more business friendly and lowered rates at garages.

Beyond finding balance, alignment, and strategic investment, we have also begun to address long-term challenges that hold city government back from its potential to serve this community more efficiently, more effectively, and more responsively. Beginning with this budget proposal, if adopted, we will fundamentally change the way we do business and the way we deliver services to the people of Santa Fe.

That process began with a careful examination of service delivery, with efficiency foremost in mind. In some cases, we saw opportunities to eliminate positions and re-organize departments in ways that preserve service levels but lead to greater savings to Santa Fe taxpayers, greater collaboration among divisions, and more efficient delivery. That led to a directive to reduce staff size by no longer approving management or supervisory positions that oversee fewer than five staff.

We are also working to address the fact that our current network, computer systems and processes are costing us an unacceptable level of time, money, and efficiency. So we have begun a massive, citywide process of updating our Enterprise Resource Planning systems, bringing your city government into the 21<sup>st</sup> century and eliminating large amounts of waste and duplicated effort.

To provide better service for a lower cost, we will also realign the Housing and Community Development Department. The move will put our long-range planning staff and Metropolitan Planning Organization under one roof with our land use planners, and open up Tourism's resources to leverage on behalf of Economic Development. All while saving money by eliminating multiple positions and exploring the eventual funding of our significant economic development efforts with Lodgers' Tax rather than General Fund revenues.

Another positive theme consistent in our work was the exploration of collaborations that can multiply our efforts and spread the costs across several entities where appropriate. In that vein, we are partnering with the Regional Transportation District to evaluate using their capabilities to support our public transportation needs in an equitable manner for the city and region.

We're working with Santa Fe County to support the Film Commission and Film Office, bringing together the Northern counties for a Regional Airport Service Level Study, taking advantage of the great resources at the Santa Fe Community College for training formerly conducted in-house, and joining a conversation with the county on combining our back-office work like accounting and payroll.

We believe this budget's balanced nature is a foundation to move forward. It stabilizes our finances enough to finally engage meaningfully in a Strategic Planning process, one that takes public input on services central to the city government's role in the community. This will also introduce clear goals and performance metrics into the budget and organization in ways that deliver results.

A key element of the proposed budget is a \$5.7 million cut in General Fund operations, primarily achieved through attrition of personnel. Input gathered from the Strategic Planning process will guide how staffing is aligned to services.

As we begin the process of Governing Body review, amendment, debate and eventual approval of a budget, I want to thank City Staff for their hard work both in putting this document together and in making hard decisions to cut back in the current fiscal year. Their work to come in well under budget helped ensure a larger than expected end of year balance that is going to be critical to balancing the budget moving forward. That hard work deserves our thanks and recognition.

I look forward to the next steps, and to answering any questions, from the public or the City Council, about the proposed plan I have submitted.

Sincerely,



Brian Snyder  
City Manager

Proposed Organizational Structure of the City of Santa Fe  
Fiscal Year Ending 2017

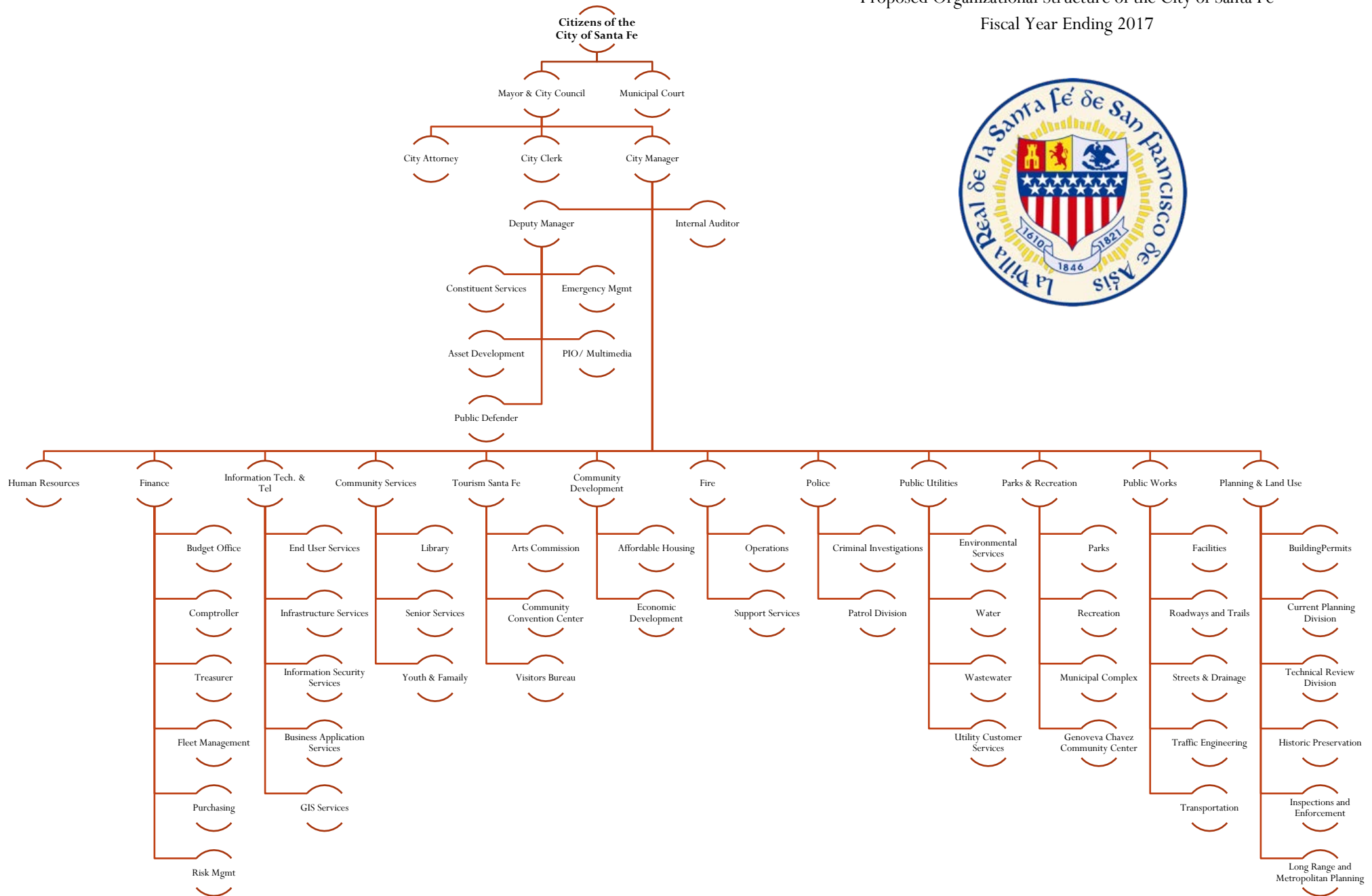




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## I. FINANCIAL MANAGEMENT POLICIES

**GUIDING PRINCIPLES:** The following five principles shall guide the direction given in this policy document:

1. Equitable
2. Consistent
3. Sustainable
4. Competitive
5. Full community participation.

### 1. Budget

**A. Budget Preparation:** The City Administration shall, prior to March 15, recommend to the Governing Body the annual budget covering the next fiscal year. The budget including the General Fund, Special Revenue Funds, and Enterprise Funds shall contain the following information:

1. The Governing Body, by resolution, shall adopt appropriate, general principles and priorities for the upcoming budget; and
2. A letter from the City Administration explaining the proposed financial plan for the next fiscal year; and
3. Budget summaries for the General Fund, Major Special Revenue Funds and Enterprise Funds, including a beginning fund balance, estimated revenues, operating expenditures, capital outlay and ending fund balance for each fund; and
4. Debt service expenditures, along with comparisons of estimated expenditures to prior year actual expenditures; and
5. Proposed revenues and expenditures, by source, for each department for the budget year, with comparisons to prior year actual and current year revenues and expenditures; and
6. Indication of proposed activity changes (additional staffing) including operating and capital expenditures required supporting the additional staffing.

**B. Basis of Budgeting:** Revenue and expenditures are budgeted on a cash basis with encumbrances (contractual commitments to be performed) considered the equivalent of expenditures.

**C. Budget Calendar and Roles and Responsibility:** The City's budget shall be developed on an annual basis with enough time and in a fashion that allows for sufficient deliberation by the Governing Body and engagement with the citizenry. The City's fiscal year begins on July 1 and ends twelve months later on June 30. The development of the budget is done in a progressive and collaborative manner following the direction that the Governing Body provides at the onset of the process:

1. No later than October 31, the Finance Director shall present a 5-year forecast of revenues and expenditures, highlighting significant financial challenges and decisions the City may be facing. The Finance Director shall also recommend the key assumptions for developing the budget, including inflation and other factors that may affect revenue and expenditures in the new fiscal year; and
2. There shall be an annual assessment of existing policy actions considered as unfunded mandates that have a recurring expenditure and a determination if they should be amended or terminated;



and

3. Following submission of the budget to the Governing Body, at least two public hearings for citizen comments are held between the months of April and May. Following adoption by resolution, the budget is submitted before May 31 to the New Mexico Department of Finance and Administration to obtain interim approval; and
4. At fiscal year-end, cash positions are established and the Governing Body makes a final review and approves the final budget by resolution.

**D. Budget Control System:** The Finance Director is responsible for maintaining a budgetary control system to ensure adherence to the adopted budget. On a monthly basis, the Finance Director will prepare summary reports that compare actual revenues and expenditures to budgeted amounts and provides a year-end performance projection for each department. These reports are presented to the Finance Committee of the Governing Body with distribution all of its members to keep them all informed of the City's budget performance.

A key aspect of budget control is the process for amending or adjusting the approved budget. No changes can be made to either the capital or operating budget without a proper approval of a formal request as follows:

1. Any increase in appropriation, whether in operations and maintenance or capital improvement, requires approval by resolution of the Governing Body
2. Any single budget adjustment for more than \$50,000 or project modification greater than \$50,000 in value requires approval by resolution of the Governing Body
3. The City Administration has authority to approve budget adjustments within a business unit or capital project not exceeding \$50,000 in the aggregate within a fiscal year, and
4. The Finance Director has authority to approve adjustments up to \$5,000 within a business unit or capital projects.
5. In accordance with NMSA 6-6-11 and 6-6-12, appropriations expire at the end of the fiscal year, and shall be carried forward only as re-appropriations by the Governing Body as either part of the current year budget or as duly approved budget adjustment requests.

**E. Fiscal Notes:** The Finance Department shall provide the Governing Body a fiscal impact statement for all major policy decisions that may affect the City's finances. The fiscal notes shall include start-up costs of a program/project and the associated operations costs for a minimum of five years. These notes shall also include projected impact on the affected fund ending balance. Unbudgeted items will require identification of savings necessary to fund needs. Fiscal notes for refunding bond reimbursement resolutions shall require the fiscal impact to debt service both in real dollars and tax rate for a minimum of five years.

**F. Balance Budget Definition:** All funds are required to reach at least a balance between current revenues and current expenditures. Total anticipated revenues must equal the sum of budgeted expenditures for each fund in the current fiscal year.

**G. Performance Measures:** Where possible, the City Administration will integrate performance measurement and productivity indicators beginning in the City's published Fiscal Year (FY) 2017/2018 budget document.

## 2. Revenue Policies

**H. Revenue Diversification and Stabilization:** The City will strive to attain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source. Because it is highly influenced by economic conditions out of the City's control, Gross Receipts Tax (GRT), which historically accounts for the majority of the City's general fund revenue, tends to be volatile. Property tax, which accounts for a much smaller percentage of the City's general fund revenue, is more stable. The City will address its exposure to revenue volatility through a strategy of promoting economic development and diversification to strengthen its overall economic base.

**I. One-Time Revenues and Unpredictable Revenues:** The City will use one-time or unpredictable revenues like the sale of land for capital expenditures or for expenditures required by the revenue, and not for recurring personnel, operational or maintenance costs.

**J. New Revenues:** The City will consider a set of established criteria for any proposed additional revenue:

1. Competitiveness – the revenue or tax burden of the City relative to neighboring communities
2. Diversity – the balance of revenue sources that can withstand changes in the business cycle
3. Efficiency – the cost of administering a tax or fee should bear a reasonable relation to revenues collected, and any new tax or fee should have minimal effect on private economic decisions, and
4. Fairness – the distribution of the City's revenue burden as measured by ability to pay, the benefits received, or the community's definition of the resident's fair share of the revenue burden.
5. Alignment – taxes and fees shall bear a reasonable association to the costs for the service they are intended to fund.

**K. Existing Revenues:** The City shall conduct a periodic systematic review of all existing revenues including, but not limited to, fees, charges and tax rates to determine if their original intent is still current and desirable.

**L. Revenue Estimates:** To maintain a stable level of services, the City shall prepare revenue estimates through a conservative, objective, and analytical approach. There shall be an analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. The objective should be to reduce the likelihood of actual revenues falling short of budget estimates during the year and avoid mid-year service reductions.

**M. User Fees:** The City will seek to recover the full cost of services provided directly to citizens, unless a City interest is identified and approved by the Governing Body to reduce a specific fee. Full cost is defined to include all direct costs to provide the service and appropriate related indirect cost.

Fees assessed at less than full cost are established to achieve an objective related to a user group, such as providing easier access to programs or encouraging participation by certain targeted groups such as youth or lower income individuals. The Governing Body shall explicitly approve any fee that is designed to recover less than the full cost of the respective service.

Each department shall, on an annual basis, identify all program costs and develop fee recommendations for consideration in the upcoming budget following the policy direction given by the Governing Body at the start of the budgeting process as established in Section 1(C) of this Resolution.

The City shall assess a fee to all of its Enterprises for the use of City-owned Right-of-Way based on fair market value.

### 3. Expenditure Policy

The City will maintain a level of expenditures that will provide for the health, safety and welfare of the residents of the City of Santa Fe.

- A. Efficiency:** The City will utilize every means necessary to maximize the efficiency and productivity of government operations.
- B. Maintenance of Capital Assets:** Within the resources available each fiscal year, the City shall maintain capital assets and infrastructure to protect the City's investment, minimize future replacement and maintenance costs, and sustain service levels.

### 2. Fund Balance and Reserve Policy

The General Fund's principal revenue source is GRT, which tends to be volatile. This calls for an adequate General Fund balance level to ensure liquidity in all cases and demonstrate the City's financial strength to the independent rating agencies.

The New Mexico Department of Finance and Administration, Local Government Division regulations mandates that all municipalities maintain a minimum general fund balance of 1/12<sup>th</sup> (8.3%) of general fund operating expenditures. To ensure this requirement is always met, the City shall establish a contingency reserve above the state-mandated minimal level of total fund balance.

The City's goal shall be to establish and maintain a total General Fund reserve of not less than ten percent (10%) of General Fund operating expenditures.

Unreserved fund balances in excess of what is required shall be used to fund capital items in the operating and capital budget. However, if projected revenue in future years is not sufficient to support projected requirements, a higher unreserved ending balance may be budgeted to achieve long-term structural balance.

#### 4. Capital Improvement Plan

The City shall adopt a capital budget to serve as a long-term planning tool that allows for prioritization, financing coordination, and timely technical design and application of capital projects and programs. To ensure the capital budget effectively reflects the priorities and conditions of the times, it shall be a five-year plan that is updated and approved annually before May 31. It shall contain a balanced mix of financing for funding capital project, including pay-as-you-go, grants, and debt, without excessive reliance on any one source. It shall be developed in coordination with the operating budget, projecting operating costs associated with new capital improvements and incorporating the economic and fiscal forecasts used to develop the operating budget.

#### 5. Procurement

The City shall adopt a procurement policy that shall be reviewed by the Governing Body every two years to ensure it complies with all current applicable laws, incorporates best practices, and aligns with the City's priorities and related policies.

**A. The Chief Procurement Officer:** The City Administration shall assign the role of a Chief Procurement Officer to a qualified staff person who shall be responsible for the fair and efficient application of the procurement policy. The City's procurement policy shall establish the duties and responsibilities of the Chief Procurement Officer, which shall include keeping the procurement policy up to date.

**B. Procurement Planning:** Each department shall prepare an annual procurement plan that discloses all of the significant purchases of goods and services contemplated during the fiscal year. The collection of all the departments' procurement plans shall comprise the City of Santa Fe's Annual Procurement Plan. The Chief Procurement Officer shall be responsible for coordinating the development, updating, and making this plan accessible to the public.

#### 6. Accounting and Annual Audit

The City's accounting practices will always conform to generally accepted accounting principles as set forth by the authoritative standard-setting body for units of local government.

An annual audit will be performed by an independent certified public accounting firm and an official comprehensive annual financial report (CAFR) shall be issued no later than 6 months following fiscal year-end. The independent certified public accounting firm shall present to the Audit and Finance Committees the results of the annual audit no later than 60 days from the issuance of the City's CAFR.



## 7. Debt Management Policy

The City shall limit its debt to a level that is competitive with comparable cities in its rating class as reported by Standard & Poor's and Fitch rating agencies.

The City shall follow the accepted parameters and practices established by the market to plan, issue, manage, continually evaluate, and report on all its debt obligations in conjunction with the City of Santa Fe Debt Management and Post Issuance Policy #13-1185. This policy shall be brought forward for review and approval annually. The salient points in this policy are reiterated below to facilitate a broader overview and context for the City's annual budget.

- A. Use of Long-term Debt Financing:** Long-term debt financing will not be used for a recurring purpose, such as current operating and maintenance expenditures. The City will use long-term debt financing only for one-time capital improvement projects and major equipment acquisitions included under the following circumstances:
1. When the project is included in the City's five-year capital budget
  2. When it is a project mandated immediately by state or federal requirements
  3. When it is a project for which grant money has been offered and the matching funds are not readily available from other sources; and
  4. When the project is the result of growth within the community that requires unanticipated and unplanned infrastructure or capital improvements by the City.
- B. Workforce Accounts:** Unless explicitly directed otherwise by the Governing Body, City workforce accounts may be used only for projects and/or work orders funded with operating revenues or reserves.
- C. Types of Debt:** Debt financing may include general obligation bonds, revenue bonds, lease/purchase as well as public improvement district bonds, special assessment bonds, and tax increment financing (TIF) Bonds. Loans may also be used when the terms are more financially attractive than alternative financing or for specific programs such as may be offered through the New Mexico Finance Authority.
- D. Project Life:** Only capital assets or projects with an economic value lasting more than five years shall be financed using debt.
- E. Refunding Policy:** The Finance Department and the City's financial advisor will monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3%, with certain exceptions, such as bonds to be refunded have restrictive or outdated covenants, or restructuring debt is deemed to be desirable.
- F. Limitations on Maturity:** The City normally will issue bonds with maturities of no less than 10

years for general obligation bonds and 12 years for revenue bonds except for refunding bonds.

- G. Debt Structure and Annual Debt Burden:** The City will seek to structure each debt issue with level principal and interest payments over the life of the debt. In compliance with the terms of the City's bond ordinance, the City will seek to structure expenditures and any other GRT-supported debt service so it does not aggregately exceed the amount of the GRT received annually over the life of the debt.
- H. Statutory Limitation:** The Constitution of the State of New Mexico limits the amount of outstanding general obligation bonds to 4% of the assessed value of taxable property within the City.
- I. Credit Enhancements:** Credit enhancement (letters of credit, bond insurance, etc.) may be used, but only when net debt service on the bonds is reduced by more than the costs of the enhancement.
- J. Investment of Bond Proceeds:** All general obligation and revenue bond proceeds shall be invested as part of the City's cash pool unless otherwise specified by the bond legislation. Investments will be consistent with those authorized by existing city ordinance, state law and by the City's investment policies.
- K. Sale Process:** The City will generally conduct financings on a competitive basis. However, negotiated financings may be used due to market volatility or the use of an unusual or complex financings or security structure.
- L. Professional Services:** The City may employ outside financial specialists to advise it in developing a bond issuance strategy, preparing bond documents, and marketing bonds to investors. The key financial advisors include its financial advisor, bond counsel, underwriter (on a negotiated sale), external investment advisor, and in some instance a disclosure counsel. Other outside firms, such as those providing paying agent/registrar services, trustee, credit enhancement, auditing, or printing services, are retained as required.
- M. Bond Rating Goals:** The City will seek to maintain and, if possible, improve the current ratings to minimize borrowing costs and preserve access to credit.
- N. Disclosure:** The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities and will abide by the provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure.
- O. Post Issuance Compliance:** The City shall comply with IRS regulations governing post issuance compliance for municipal tax-exempt debt. The City shall also comply with the terms of the Tax Certificate issued with each bond issue to maintain and preserve the City's tax-exempt status.
- P. Rating Agency Relations:** Full disclosure of operations and open lines of communication shall be

made to the rating agencies. City staff, with the assistance of the financial advisor, shall prepare the necessary materials and presentation to the rating agencies. Two credit ratings will be sought from Standard & Poor's, Fitch and/or Moody's as recommended by the City's financial advisor.

## 8. Investment Policy

The guiding principles for City's investment of its funds shall be the maximization of the safety of principal and ensuring that sufficient funds are available to meet its operating needs and unanticipated cash demands while earning the highest possible return within the parameters established in the City of Santa Fe Investment Policy #14-0383. This policy shall be reviewed and approved annually. Cash management and investment items of major importance are reiterated below to facilitate a broader overview and context for the City's annual budget.

- A. Scope:** Unless otherwise noted, this policy applies to all financial assets over which the City has direct control as well as those funds that the City is responsible for as custodian, trustee or fiscal agent.
- B. Delegation of Authority:** Pursuant to City of Santa Fe City Code, Section 11-8c, the Governing body has authorized the City Administration to assign the role of Investment Officer to an invest money not immediately needed for operation of the City government. To the extent permitted by law, any authority granted in State statute shall be secondary to lawfully enacted ordinances of the City. The Cash Management and Investment Officer shall be responsible for all transactions undertaken and, in conjunction with the Finance Director, shall establish a system of controls to regulate the investment activities of subordinate officials.

The Cash Management and Investment Officer shall carry out established written procedures and internal controls for the operation of the investment program consistent with this ordinance. Procedures should include references to: safekeeping, delivery versus payment, investment accounting, repurchase agreements, wire transfer agreements, collateral/depository agreements, and banking services contracts.

No person may engage in an investment transaction except as provided under this ordinance and the procedures established by the Cash Management and Investment Officer.

- C. Prudence:** Investments shall be made with judgment and care, under circumstances then prevailing, which a person of prudence, discretion and intelligence would exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.
- D. Authorized Investment Advisor and Financial Institutions:** The City uses an external investment advisor to assist with selecting appropriate investments, executing trades, annually reviewing the investment policy, and other tasks as defined in the investment advisor professional agreement. The investment advisor agreement is bid every four years per purchasing regulations.

The selected investment advisor will provide annual certification of having read and understood the Investment Policy and will verify that all registrations and investment certifications are current. The investment advisor will also provide an annual list of broker dealers that have been fully vetted for use in purchasing City investments.

All financial institutions conducting banking and investment business with the City are to provide annual financial statements and annual certification that they have read and understood the Investment Policy.

**E. Internal Controls:** The City Administration shall assign the role of Cash Management and Investment Advisor to a qualified staff person who shall establish and maintain an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. Investments, policies and procedures will be reviewed annually by an external auditor as part of the Comprehensive Annual Financial Report. The internal controls shall address the following, as well as any other items the external auditor deems important:

1. Control of collusion
2. Completeness and accuracy of accounting and record keeping for all investment transactions
3. Custodial safekeeping
4. Avoidance of physical delivery of securities
5. Clear delegation of authority to subordinate staff members
6. Written confirmation of telephone transactions for investments and wire transfers,
7. Existence of a fiscal agent agreement and a collateral agreement with the fiscal agent and third party custodian, and
8. Collateral verification and reconciliation.

**F. Delivery vs Payment:** All trades, where applicable, will be executed by delivery versus payment. This ensures that securities are deposited in the eligible financial institution prior to the release of funds. Securities will be held by a third party custodian as evidenced by safekeeping receipts.

**G. Suitable and Authorized Investments:** The following types of investments are authorized:

1. U.S. Government obligations, U.S. Government agency obligations, and U.S. Government instrumentality obligations
2. Repurchase agreements
3. Certificates of deposit
4. Investment grade obligations of state and local government and public authorities
5. The New Mexico State Treasurer's Local Government Investment Pool
6. Government money market mutual funds, and

The following types of investments are prohibited:

1. Derivative instruments, collateralized mortgage obligations or equity securities
2. Investment purchases on margin or short sale
3. Any investment instrument not authorized by the Council Approved Investment Policy.



**H. Collateralization:** Bank deposits, certificates of deposit and repurchase agreements shall be collateralized by securities of the United States and the State of New Mexico, including surety bonds as provided in NMSA 6-10-15 at 102% of market value of the City's deposited principal. A letter of credit for at least 50% of the deposited principle combined with a portfolio of current performing loans in Santa Fe County for at least 60% of the deposited principle may serve as an alternative form of collateralization.

**I. Investment Parameters:**

1. Diversification. The City will diversify its use of investment instruments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities.
2. Maximum Maturities.
  - a. To limit the city's exposure to the possibility of loss due to interest rate fluctuations, the City will not commit any funds, with the exception of trust and bond funds, to maturities longer than five years from the date of purchase.
  - b. On investments made as legal reserves for bonded indebtedness, the maturity date will not exceed the final maturity date of the bond issue to which they are pledged.
  - c. Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as bank accounts, overnight repurchase agreements, the New Mexico Local Government Investment Pool, or money market mutual funds to ensure that appropriate liquidity is maintained to meet ongoing obligations.

**K. Reporting:**

1. Methods. The Cash Management and Investment Officer shall prepare for the Governing Body and City Administration an investment report, at least quarterly.
2. Performance Standards. The investment portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. The portfolio will be managed such that no risk exists of having to sell securities at a loss to meet liquidity needs.
3. Marking to Market. The portfolio will be marked to market as of June 30 each fiscal year. Changes in the financial market will be monitored and mark to market reports may be issued more often than annually as appropriate.

**3. Excess Revenue from Enterprise Funds**

Net Revenue is the balance of recurring revenue after deducting costs for operations and maintenance, including fair market value for the use of the City's extensive rights-of-way, and debt service. Net revenue generated by the City's enterprise funds shall be used for (a) capital investment, (b) repair and replacement, (c) debt management, (d) revenue stabilization, and (d) working capital within that fund and not be relied on to balance other funds. Only the revenue that remains after these needs are satisfied and a working capital reserve of 12% of operating expenditures is built up shall be deemed excess revenue subject to appropriation by the Governing Body.

## II. BUDGET OVERVIEW

This overview presents the City Manager's Proposed Operating Budget for Fiscal Year 2016-17. It is important to point out that for the first time since at least the start of the recession almost ten years ago, the plan recommended is balanced in every respect. It does not draw from reserves or one-time income or capital funds to cover operations. Operating revenues cover operating expenditures as a whole and in every fund except the Airport Fund, which needs a transfer of \$145,726 from the General Fund to bridge a short-term funding gap it faces next year as it goes through a major physical and managerial transition. To be sure, operations like the Genoveva Chavez Community Center (GCCC) and the Municipal Recreation Complex (MRC) will also receive support from the General Fund, but as governmental (i.e. non-enterprise) operations they are funded as part of the General Fund without expectation that they generate sufficient income to cover their costs.

Total recurring operating revenues of \$320 million exceed total recurring operating expenditures by more than \$14 million. This scenario will allow \$12 million to the capital budget in accordance with the FY 2015-2020 capital improvement plan (CIP) approved January, the proposed budget adds \$2 million to the City's total current unrestricted reserves of \$188.8 million. The General Fund, the largest and most critical fund, reflects the same strength. Recurring operating revenue of \$82.5 million for this core fund exceed recurring operating expenditures by \$.2 million. The budgeted ending balance of \$7.7 million or 9.9% of expenditures less transfers is achieved with this plan. This reserve exceeds the State-mandated minimum of 8.3% (1/12th) of total operating expenditures and nearly meets the Governing Body's goal of 10%.

Under this plan, the City continues to pursue all of its programmatic missions in a financially sustainable fashion. The City's finances are strengthened by closing the structural deficit in the General Fund, which grew to \$15 million in FY 2015-16, without closing programs or detrimentally affecting public safety service levels. This is accomplished primarily by cutting \$5.3 million from operations—mostly through personnel attrition—and effectively moving \$7 million of annual gross receipts tax (GRT) taxing capacity from the already financially strong Water Utility. Increases in General Fund fees and service charges provide less than \$0.4 million toward closing the deficit. Non-General Fund fees, including \$1.2 million in higher parking fees and the Water Utility Franchise Fee each contribute \$1.5 million. The competitiveness of the local economy is protected by avoiding a net increase in GRT and maintaining current property taxes.

Besides strengthening the City's finances and protecting its capacity to deliver governmental services, the proposed budget represents a major restructuring of the City's finances. It culminates a year of hard work by the Governing Body and staff to clearly understand and finally close a looming structural deficit. It is guided by the critical policy decisions the Governing Body took over the course of the year. The first was the formal adoption of best practices and financial management policies. Next was the approval of City's first ever 5-year CIP. This was then followed by the approval of the deficit-closing framework that ultimately guided the development of the balanced budget being presented today.

A major part of this financial restructuring is the reversal of many long-standing practices. For example, General Fund costs are no longer shifted to special revenue and enterprise funds, and no funds operate

with recurring deficits. The General Fund now reflects all of the costs associated with the governmental programs and services assigned to it, and all of the enterprise and special revenue funds carry only the costs associated with their specific missions. There is now a clear separation of operating revenues and expenditures from capital revenues and expenditures. Operating expenditures are limited to recurring operating revenue, and one-time income and capital revenue go solely to fund one-time or capital improvement projects. There is also now an overarching structure that brings together all of the City's different funds and financial plans under a single plan. That structure is defined by the guiding principle of limiting recurring expenditures to recurring revenues as mandated by Resolution 2015-106 which established Best Practices and Policies to Help Guide the Management of the City's Finances and the preferred practice in municipal finance of treating the General Fund as the parent of all the other City funds. Special revenue or enterprise funds are now all treated as potential liabilities to the General Fund, and the latter's reserves are guarded so that deficits can be balanced with transfers from it instead of from other funds' reserves. Among other things, this way of budgeting will allow for a higher degree of transparency because deficits anywhere in the City are reflected in the General Fund, not in many different funds.

It is important to note that the proposed operating budget is only an important step to securing the City's financial sustainability, not the final step. Capital improvements and acquisitions are not covered in this proposal. They are addressed in the capital budget, a separate document. The City Manager's Proposed Capital Budget for Fiscal Years 2016-2021 will be presented to the various committees in time for consideration by the Governing Body alongside the proposed operating budget. This budget will update the CIP approved in January. It will also reflect steps taken to strengthen the City's capital project management capabilities, including \$12,000 to train and certify all the project managers as requested by the Governing Body.

Another more important reason the operating budget is not the final step toward financial sustainability is that it does not address the impending effect of the sunset of the State's "hold harmless" payments to the City. Next year, that effect will be almost \$1.4 million and will grow by about \$0.7 million every year thereafter until 2030 when the loss in this revenue stream reaches \$12 million. In this way, closing the recurring deficit of \$15 million next year really only allows the City to get to zero just in time to prepare for the growing revenue shortfall created by the loss of hold harmless payments. Surmounting this challenge will take as much dedication and teamwork as it took to close the deficit that began to open up at the start of the last recession. The plan proposed here is intended to put the City in a strong position and pointed in the right direction to meet this future challenge successfully.

### **Recurring Operating Deficit is Closed**

The significant task of closing the \$15 million deficit is accomplished through the framework approved by the Governing Body in February (Resolution 2016-16) and modified in March to incorporate the effect of re-financing the Water Capital Outlay Bonds:

### Deficit-closing Framework

<u>Component</u>	<i>Millions \$'s</i>	
	<u>Amended Framework</u>	<u>Proposed Budget</u>
New Tax Revenue	7.0	2.6
Increased Fees and Charges	2.5	2.1
Franchise Fee	1.5	1.5
Cuts [FY 2015-16] FY2016-17	[3.5]+ 4.0	5.3
Total Revenue/Savings	18.5	11.5
Recurring Deficit	15.0	11.5
Net Surplus(Deficit)	3.5	0

The proposed budget relies on a greater amount of cuts to operations and a lower hike in fees and new tax revenue than called for in the framework. This shift occurred in part because NM Tax & Revenue delays two months to remit income from any GRT. This means the City will not begin receiving the \$0.9 million it will have accrued in January and February from the new ¼% Municipal GRT the Governing Body approved on March 30, 2016 until March 2017, even as it continues receiving income from the ¼% Water Capital Outlay GRT two months after it sunsets on January 1, 2017. The change is also because it was deemed that the proposed fee hikes reached a point of diminishing returns before they could reach the \$2.5 million target. To be sure, the increases are spread widely across the organization:

	<u>Millions \$'s</u>
Land Use	0.1
Fire Inspection	0.1
Parking	1.2
Airport	0.5
Fee Waivers &	0.2
Other	
Total	2.1

Expenditure reductions are the only avenue available to shore up the \$.4 shortfall of fee increases. The proposed \$4.9 million in cuts are primarily in the departments' personnel budgets. Less than \$0.4 million of this amount comes from non-personnel line items like Supplies, Contracts, and Maintenance. These cuts are not expected to undermine the City's ability to deliver any of the programs and services it currently offers.

Throughout the course of the current fiscal year, management has closely scrutinized requests to fill vacant positions and strategically slowed the hiring process. This effort had already had the impact of a major budget cut by the time the Governing Body directed that at least \$3.5 million from the current fiscal year be saved so the effective date of the new ¼% Municipal GRT could be pushed back to January 1, 2017, when the ¼% Water Capital Outlay GRT is rolled back. The exercise to cut \$4.9 million from salaries and associated benefits next year is essentially the same as the one to cut \$3.5 million this year.



The difference is that next year's cuts are permanent, as many vacant positions are eliminated permanently, not kept vacant temporarily.

### **Guiding Principles and Personnel Attrition**

The proposed budget follows the policy direction the Governing Body pronounced through the resolution it approved in November (2015-106) that established Best Practices and Policies to Help Guide the Management of the City's Finances and the resolution (2016-16) it approved in February that provided Guidance on the Structure of the Budget and set out a deficit-closing framework.

The five guiding principles in the preamble of the approved Best practices and Policies to Help Guide the Management of the City's Finances informed the strategy for balancing the budget:

- Equity
- Consistency
- Sustainable
- Competitive, and
- Full Community Participation.

Making sure to keep intact all of the programs and services the City has been providing to date, the most important change in the budget, namely a major reduction in Personnel expenditures, adhered to the principle of *Full Community Participation*. The budget could not have been balanced without at least this magnitude of a cut, and most of it necessarily had to come from Personnel because it is by far the biggest component of the General Fund. Yet rather than trying to develop a neutral (i.e. value-free) rationale to cutting back this critical component of the budget, a more collaborative and transparent approach was adopted. The proposed approach is to avoid framing the momentous discussion of what positions to eliminate in terms of a purely technical and time-sensitive proposal that holds the budget in balance. It is recommended that the final decision on these cuts be made with policy guidance from the Governing Body and with effective input from the community. The proposed budget provides for this by cutting salaries and associated benefits in every department based on their average attrition rate, while not predetermining exactly what positions are cut. 2% was the assumed vacancy rate in the FY15/16 budget. Prompted by the Council action to guarantee savings in the current year, staff found an additional attrition rate of 5.8%. In the General Fund, the total 7.8% amounts to a \$4.9 million cut in the department's Personnel budget. This reduction is real and firmly embedded in the budget, but it is realized only through actual attrition over the course of the fiscal year. The experience this year indicates that more positions will become vacant than are necessary for a budget cut even this size to be realized. There is opportunity to pick and choose which positions to fill, keep open temporarily, and eliminate permanently, all while safely achieving the budget reduction target. This affords the community a meaningful chance to engage and provide input and the Governing Body the opportunity to provide effective policy direction.

Along with the invaluable benefit of providing for a collaborative effort by all interested parties, the recommended approach to reducing the size of City staff also allows the City to take measured steps toward achieving the institutional changes necessary to operate with a smaller workforce. Reform is necessarily dynamic, difficult, and long-term, not a series of easy one-time fixes, and the reduction in

force, even if attempted through attrition, represents indeed a profound reform effort. Setting aside more time and providing for more deliberation will improve the chances that the decisions made to reduce the size of the workforce prove successful.

### **Performance Measurement and new Enterprise Resource Platform (ERP)**

The proposed budget assumes the launch of two major City-wide reform efforts next year: the introduction of performance measurement and the replacement of the City's antiquated Financial Management System with a new ERP.

The budget document this year does not include any performance indicators. In drafting it, staff's focus was almost entirely on closing the structural deficit and aligning the City's finances to the approved financial management best practices and policies. It is well understood, however, that the next step is performance measurement. It is also well understood from experience gleaned from other cities that have been successful with it that performance measurement is best implemented through a deliberative process that continually builds both buy-in and capacity within the organization. Implementing performance measurement is like moving an organization up a learning curve. It first has to reach a point where it understands and accepts the logic of performance measurement before it attempts to adopt indicators and manage its operations with them. The first and most critical phase requires an investment in time and patience and trading-off other priorities.

It is proposed that instead of hurrying the organization to adopt performance indicators, a strategic planning approach be taken with the proposed new Council Budget Committee serving as the oversight committee. It is recommended that a key objective of the assigned staff and committee members be to model what the departments will be asked to do. That is, establish the necessary strategic policy direction that will inform what, why, and how performance is measured. The next step is to develop an actionable plan to inculcate the culture of performance measurement in the organization and monitor progress consistently over time.

This approach will help elevate performance measurement from a staff assignment to a major policy initiative with both staff and policy leaders responsible for moving it forward. It will also ensure that the organization is better prepared to propose performance indicators for the budget document next year.

As the move toward performance measurement is weighted, it should be taken into full account that the organization is already committed to a major reform effort next year through the implementation of the new ERP. It is expected that this project will last two years from preparation for the installation to complete migration to the system, with the peak period occurring in the middle of next fiscal year. The project will affect every department to some degree at some point in its trajectory, but the work will be concentrated with the staff most involved in financial administration and technology management.

The proposed budget provides the necessary resources for the successful completion of this important project. However, it will take more than monetary resources to ensure its success. It represents a major reform effort in and of itself, requiring a lot of process mapping and re-alignment—if not wholesale design or re-engineering. It must be deemed a high priority at all levels of the organization to be successful, as it too will compete for staff's and the Governing Body's time and patience. To this end, it

is recommended that the top priority next year be the implementation of the new ERP and that performance measurement be pursued in support of and as a follow up to it. The proposed plan includes \$50,000 in the General Government Department's budget to fund a robust strategic planning effort that will result in an action plan to achieve this.

### **Change Highlights**

A number of important financial actions are recommended to balance the operating budget next fiscal year, some of which the Governing Body has already taken:

- Implement the new ¼% Municipal GRT effective January 1, 2017
- Roll back the ¼% Water Capital Outlay GRT effective January 1, 2017
- Increase parking fees to generate another \$1.2 million to avoid having to subsidize the Parking Fund by \$900,000
- Increase parks and recreation fees to generate \$200,000
- Increase land use and development fees to generate an extra \$125,000
- Reform the short-term rental ordinance to allow for an increase of \$1 million in Lodgers Tax and GRT revenue next year.
- Cut \$5.3 million from operations in the General Fund, primarily through a 7.8% Assumed Attrition Rate
- Establish a 4% Franchise Fee on the Water Utility
- Establish a Franchise Fee on the Water and Solid Waste Utilities equal to the value of service they have historically given the General Fund
- Forgo the mandated funding of \$150,000 to the Public Finance Campaign fund
- Discontinue the printing and publishing of already available committee agendas.

A number of programmatic changes are also proposed:

- Eliminate the director position in the Housing and Community Development Department
- Eliminate one FTE in Land Use
- Transfer Long-range Planning and Metropolitan Planning Organization from Housing and Community Development Department to the Planning and Land Use Department
- Eliminate two FTE's from Finance
- Eliminate HR trainer position, rather partner with Santa Fe Community College for training resources
- Fund a \$80,000 study to establish a Drainage program/utility
- Transfer the Public Information Officer from Parking to the General Government Department.
- Fund a strategic planning effort involving the Governing Body and executive management, \$50,000.
- Fund strategic planning in partnership with Santa Fe County to explore greater efficiencies, opportunities and better serve our constituents, \$30,000.
- Establish public-private partnership for the formation of the a Santa Fe Film Office
- Present alternative hours of operations for Libraries and Recreation Centers

Revenue projections were conservatively formulated based on historical information, regional and national economic trends, current activity in areas such as the issuance of building permits and other internal data, and the professional estimation and analysis of the Finance Department staff and other qualified city personnel. Revenue projections take into account anticipated increases in GRT, Property Tax, and Permit revenues. Economic information and state-related revenue data were obtained from the Legislative Finance Committee, New Mexico Department of Taxation and Revenue and the New Mexico Department of Finance and Administration. Other financial and economic information was solicited from the University of New Mexico, New Mexico State University and various national, state and local publications and reports.

**General Fund:** the General Operating Fund pays for the cost of running the day-to-day business of the City. Revenues are derived primarily from local and shared taxes, fees and services, licenses and permits, and a variety of other revenues including grants, interest income, and inter-fund transfers. Total revenue in the General Fund for FY 16/17 is \$82.5 million and exceeds expenditures by \$0.2 million.

**Special Revenue Funds:** these funds include most of the City's Federal, State and local/private grant funding, as well as appropriations funded by revenues dedicated to specific purposes (such as Impact Fees). The City is continuing to deal with the challenges of providing services and infrastructure in an age of reduced grant funding from all sources. FY 2016/17 budgeted revenue in the City's special revenue funds totals \$37,824,970.

**Capital Improvements Program (CIP) Funds:** these funds are largely comprised of the City's CIP Budget, which due to its multi-year nature is a separate budget and process from the operating budget presented in this document. Funding is mostly provided by the City's bonded debt, secured by pledged GRT and Property Tax revenue. Though the CIP represents the majority of this fund type, the CIP Funds category also includes the ½% GRT Income Fund [3102], which in addition for paying for a large portion of the City's GRT-funded CIP debt. The revenue in 3102 for FY 16/17 is estimated at \$15.9 million.

**Debt Service Funds:** these funds account for most of the debt service payments for the City's outstanding debt, including GRT Revenue Bonds and GO Bonds; in addition, outstanding loans due to the New Mexico Finance Authority (NMFA) are serviced in this category. As noted above, portions of the City's revenue streams (including GRT and Property Tax) are allocated to these funds for the assigned purpose of paying debt service. For FY 2016/17 budgeted expenditures in the City's debt service funds total \$15,660,256

**Enterprise Funds:** enterprise funds include City operations and activities that are designed to be largely self-sustaining. The largest entities within this category are classified as "major" enterprises, based on revenue and expenditures. The principal major enterprises are the City's Utilities (Water, Wastewater and Solid Waste); as such, utility service charges represent the largest share of revenues in this category (53.6%). Other major enterprises include the Railyard and Civic Convention Center. "Non-major" enterprise entities include: Parking Operations; the MRC and Marty Sanchez Links de Santa Fe Golf

Course; the GCCC; the Santa Fe Airport; and the City's Transit Bus System. For FY 2015/16, budgeted revenue, including tax subsidies in the City's enterprise funds totals \$112,978,469.

**Internal Service Funds:** this group of funds includes the City's benefits and self-insurance funds, administered by the Human Resources Department and the Risk Management Division respectively. Almost all of the revenue in the internal service funds comes from assessments to other City departments for their shares of insurance claims/premiums and employee benefits expenses. For FY 2015/16, budgeted revenue in the City's internal service funds totals \$27,572,191.

**Trust & Agency Funds:** these funds support the City's Special Recreation League operations through dedicated league fees. These funds also include the non-departmental Buckman Direct Diversion budget, which is jointly funded by the City and County of Santa Fe. For FY 2015/16, budgeted revenue in the City's trust & agency funds totals \$7,308,880.

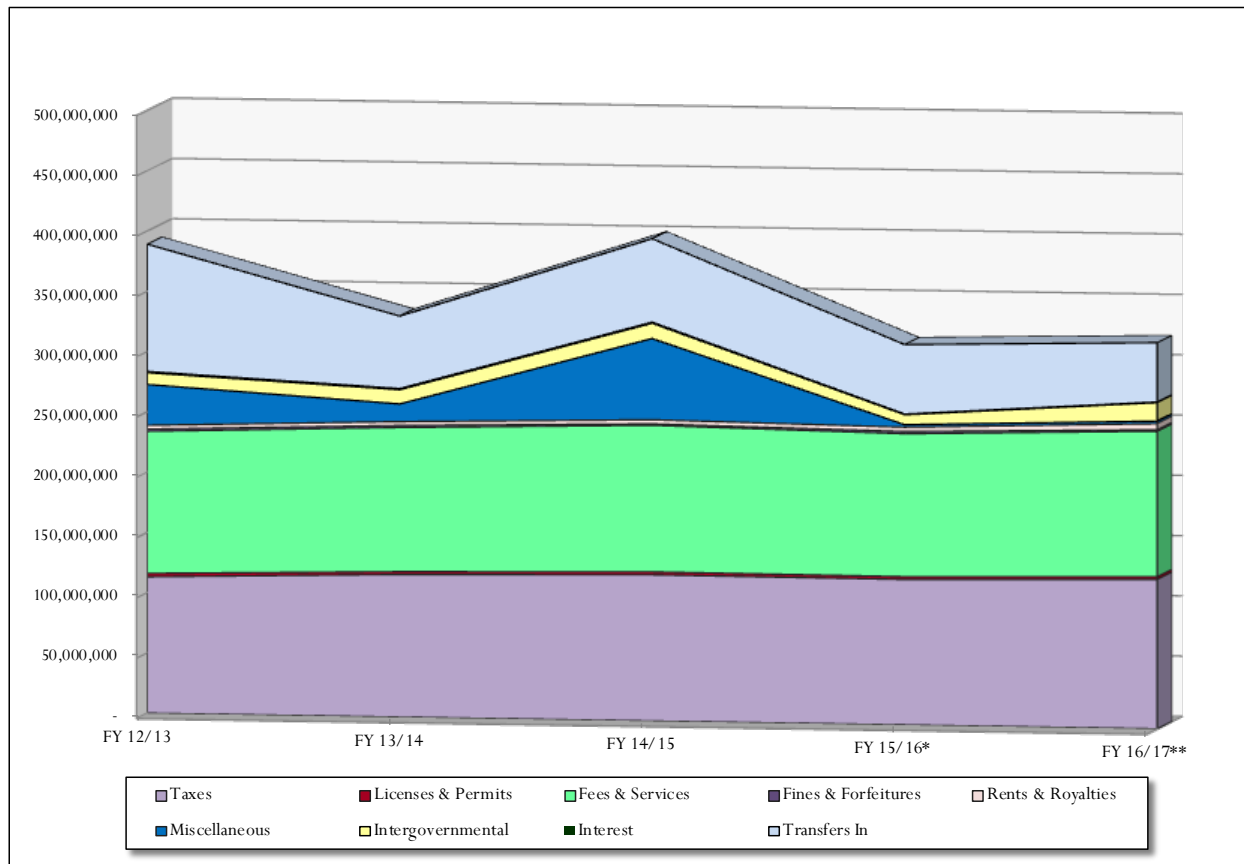


**CITY OF SANTA FE  
ALL FUNDS - REVENUES BY CATEGORY  
FY 2012/13 THROUGH FY 2016/17**

CATEGORY	ACTUAL REVENUE FY 2012/13	ACTUAL REVENUE FY 2013/14	ACTUAL REVENUE FY 2014/15	FY 2015/16 BASE BUDGET	PROPOSED BUDGET FY 2016/17	CUMULATIVE CHANGE 12/13-16/17	AVERAGE ANNUAL GROWTH %
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	92,256,105	95,725,848	97,673,616	96,901,999	97,486,351	5,230,246	1.4%
-Property Tax	8,082,970	9,251,086	9,486,321	9,595,716	9,761,061	1,678,091	5.0%
-Franchise Tax	2,992,354	2,892,235	2,821,230	3,165,000	4,625,575	1,633,221	13.1%
-Lodgers' Tax	8,009,033	8,376,475	9,251,039	9,000,000	10,000,000	1,990,967	5.9%
-Gasoline Tax	1,328,791	1,517,278	1,470,813	1,405,000	1,445,000	116,209	2.4%
-Other Taxes	483,481	529,276	538,069	549,795	490,110	6,629	0.6%
<i>Subtotal - Taxes</i>	<i>113,152,733</i>	<i>118,292,198</i>	<i>121,241,088</i>	<i>120,617,510</i>	<i>123,808,097</i>	<i>10,655,364</i>	<i>2.3%</i>
<u>Licenses &amp; Permits:</u>							
-Business Licenses	354,374	410,559	408,073	441,260	385,834	31,460	2.7%
-Building/Zoning Permits	2,279,589	1,689,454	1,834,702	1,665,445	1,805,500	(474,089)	-4.5%
-Other Licenses & Permits	260,543	278,194	254,516	272,500	241,598	(18,945)	-1.5%
<i>Subtotal - Licenses &amp; Permits</i>	<i>2,894,506</i>	<i>2,378,207</i>	<i>2,497,291</i>	<i>2,379,205</i>	<i>2,432,932</i>	<i>(461,574)</i>	<i>-3.8%</i>
<u>Fees &amp; Service Charges:</u>							
-Airport Fees	1,006,942	985,684	1,171,150	825,268	1,088,821	81,879	4.8%
-Ambulance Fees	1,924,545	1,577,361	1,670,052	1,700,000	1,641,543	(283,002)	-3.5%
-Civic Center Fees	242,450	185,318	279,496	342,500	390,000	147,550	15.9%
-Housing Fees	(12,350)	209,918	165,024	-	-	12,350	N/A
-Impact Fees	412,287	710,993	694,733	7,000	7,000	(405,287)	-7.2%
-Insurance Premiums	24,884,259	24,993,908	27,661,061	29,020,613	27,556,262	2,672,003	2.7%
-Meals Fees	71,544	57,350	53,062	-	-	(71,544)	N/A
-Parking Fees	4,192,333	3,927,368	3,963,969	4,413,523	5,203,113	1,010,780	6.0%
-Planning/Land Use Fees	149,064	207,451	291,442	268,400	289,200	140,136	19.9%
-Police/Court Fees	698,372	579,170	1,168,508	1,053,727	857,079	158,707	14.1%
-Public Transportation Fees	421,601	431,955	399,344	442,500	442,500	20,899	1.4%
-Recreation Fees	3,252,356	3,247,009	3,359,291	3,335,043	3,313,194	60,838	0.5%
-Solid Waste Fees	17,240,040	18,034,108	17,903,375	11,218,863	18,614,394	1,374,354	8.1%
-Wastewater Fees	11,135,128	11,000,820	11,007,850	11,506,378	11,629,038	493,910	1.1%
-Water Fees	38,205,195	34,511,650	32,024,473	36,520,146	34,314,486	(3,890,709)	-2.2%
-Reimbursed Expenses	7,361,234	12,768,900	12,616,119	7,307,591	8,022,545	661,311	10.0%
-Other Fees/Services	6,562,546	6,103,248	7,038,375	10,491,894	7,105,050	542,504	6.3%
<i>Subtotal - Fees &amp; Services</i>	<i>117,747,544</i>	<i>119,532,215</i>	<i>121,467,325</i>	<i>118,453,446</i>	<i>120,474,225</i>	<i>2,726,681</i>	<i>0.6%</i>
<u>Fines &amp; Forfeitures:</u>							
-Parking Fines	482,760	520,223	502,462	1,100,000	526,089	43,329	17.8%
-Violations Fines	916,761	634,284	252,980	318,759	315,309	(601,452)	-16.5%
-Other Fines & Forfeitures	471,013	569,687	486,382	495,457	450,605	(20,408)	-0.2%
<i>Subtotal - Fines &amp; Forfeitures</i>	<i>1,870,535</i>	<i>1,724,194</i>	<i>1,241,824</i>	<i>1,914,216</i>	<i>1,292,003</i>	<i>(578,532)</i>	<i>-3.5%</i>
<u>Rents/Royalties/Concessions:</u>							
-Airport Rentals	83,361	51,016	132,494	14,140	444,071	360,710	768.0%
-Equipment Rentals	50,301	47,966	47,798	51,000	51,000	699	0.4%
-Parks & Recreation - Rentals	225,848	290,899	233,043	246,200	289,048	63,200	8.0%
-Other Rentals	2,838,982	2,826,018	3,064,750	3,249,000	4,266,336	1,427,354	11.3%
<i>Subtotal - Rents/Royalties</i>	<i>3,198,492</i>	<i>3,215,899</i>	<i>3,478,085</i>	<i>3,560,340</i>	<i>5,050,455</i>	<i>1,851,963</i>	<i>13.2%</i>

[continued next page]

CATEGORY	ACTUAL REVENUE FY 2012/13	ACTUAL REVENUE FY 2013/14	ACTUAL REVENUE FY 2014/15	FY 2015/16 BASE BUDGET	PROPOSED BUDGET FY 2016/17	CUMULATIVE CHANGE 12/13-16/17	AVERAGE ANNUAL GROWTH %
<u>Miscellaneous Revenues:</u>							
-Bond Proceeds	29,610,029	11,760,000	58,550,000	-	-	(29,610,029)	N/A
-Insurance Recoveries	125,005	-	86,586	30,000	30,000	(95,005)	N/A
-Sales Revenue	505,717	501,705	486,822	304,500	459,500	(46,217)	2.4%
-Other Misc. Revenue	3,568,008	2,309,314	8,149,624	1,735,138	1,641,115	(1,926,893)	33.4%
<i>Subtotal - Miscellaneous</i>	<i>33,808,759</i>	<i>14,571,019</i>	<i>67,273,031</i>	<i>2,069,638</i>	<i>2,130,615</i>	<i>(31,678,144)</i>	<i>52.7%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	3,235,237	2,906,658	5,609,257	2,831,659	3,160,764	(74,473)	11.2%
-Federal Grants	6,156,337	6,116,202	6,880,709	5,219,428	5,130,404	(1,025,933)	-3.5%
-SF County Grants	194,563	1,388,266	104,052	-	1,736,110	1,541,547	N/A
-Other Grants	181,171	1,371,323	54,052	131,600	5,242,415	5,061,244	1147.0%
<i>Subtotal - Intergovernmental</i>	<i>9,767,309</i>	<i>11,782,450</i>	<i>12,648,070</i>	<i>8,182,687</i>	<i>15,269,693</i>	<i>5,502,384</i>	<i>19.8%</i>
Interest on Investments	1,017,050	977,130	948,752	612,695	602,288	(414,762)	-11.0%
Transfers In	105,610,069	60,091,554	69,139,601	57,582,002	49,162,178	(56,447,891)	-14.8%
<b>TOTAL REVENUES</b>	<b>389,066,998</b>	<b>332,564,866</b>	<b>399,935,069</b>	<b>315,371,739</b>	<b>320,222,486</b>	<b>(68,844,512)</b>	<b>-3.5%</b>

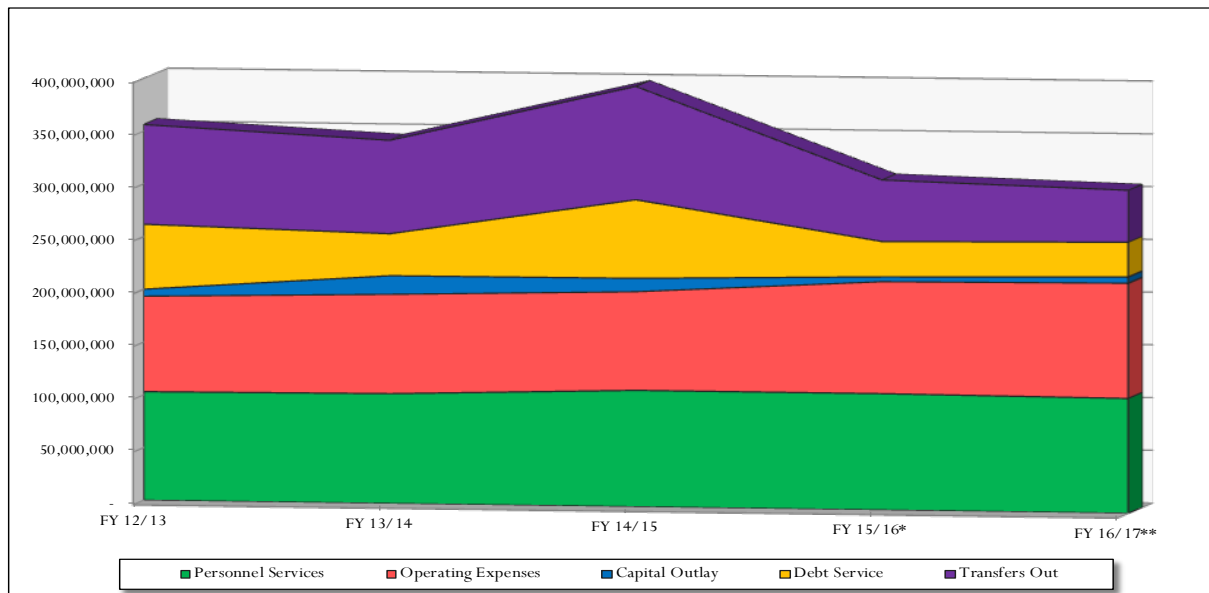


\*Base Budget \*\*City Manager Proposed Budget

Table 1 - All Funds Revenue Summary

**CITY OF SANTA FE  
ALL FUNDS - EXPENDITURES BY CATEGORY  
FY 2012/13 THROUGH FY 2016/17**

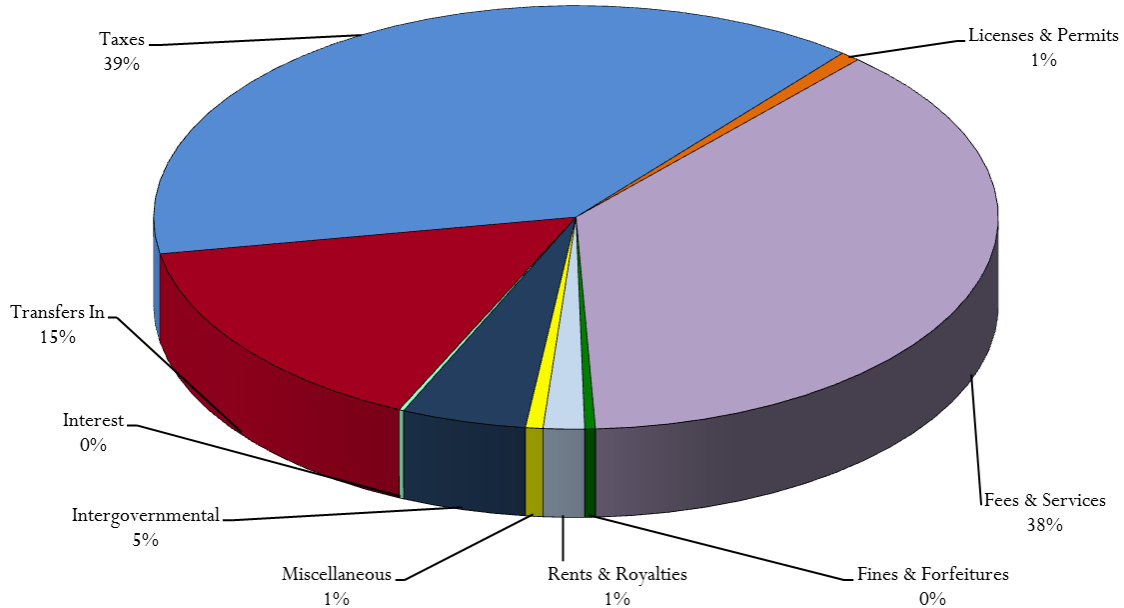
CATEGORY	ACTUAL EXPENSES FY 2012/13	ACTUAL EXPENSES FY 2013/14	ACTUAL EXPENSES FY 2014/15	FY 2015/16 BASE BUDGET	PROPOSED BUDGET FY 2016/17	CUMULATIVE CHANGE 12/13-16/17	AVERAGE ANNUAL GROWTH %
<u>Personnel Services:</u>							
-Salaries	69,343,316	69,839,835	73,281,377	71,214,945	69,418,768	75,452	0.1%
-Benefits	33,733,942	34,409,212	37,197,378	39,187,746	39,525,127	5,791,185	4.1%
<i>Subtotal - Personnel Services</i>	<i>103,077,258</i>	<i>104,249,047</i>	<i>110,478,755</i>	<i>110,402,691</i>	<i>108,943,895</i>	<i>5,866,637</i>	<i>1.4%</i>
<u>Operating Expenses:</u>							
-Contractual Services	20,591,233	20,902,893	22,270,216	27,175,615	23,851,369	3,260,136	4.5%
-Utilities	11,587,710	11,164,646	12,118,162	11,387,407	12,120,780	533,070	1.3%
-Repairs & Maintenance	4,238,941	4,114,986	4,507,098	5,700,297	5,967,502	1,728,561	9.4%
-Supplies	8,277,122	8,312,338	8,155,644	10,347,702	10,765,004	2,487,882	7.4%
-Insurance	26,723,979	28,167,219	28,686,808	31,135,208	32,247,411	5,523,432	4.8%
-Other Operating Costs	19,058,468	21,500,850	17,731,813	20,390,727	24,219,997	5,161,529	7.3%
<i>Subtotal - Operating Expenses</i>	<i>90,477,453</i>	<i>94,162,931</i>	<i>93,469,741</i>	<i>106,136,956</i>	<i>109,172,063</i>	<i>18,694,610</i>	<i>4.9%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	4,220,768	5,660,242	8,896,094	4,584,499	5,478,919	1,258,151	15.6%
-Land & Building	2,436,352	11,966,703	3,793,651	37,303	511,297	(1,925,055)	373.6%
<i>Subtotal - Capital Outlay</i>	<i>6,657,120</i>	<i>17,626,944</i>	<i>12,689,745</i>	<i>4,621,802</i>	<i>5,990,216</i>	<i>(666,904)</i>	<i>25.7%</i>
<u>Debt Service:</u>							
-Principal	43,216,357	22,943,220	55,899,676	19,608,553	19,105,177	(24,111,180)	7.3%
-Interest	18,386,264	16,854,003	18,605,466	13,873,348	13,739,866	(4,646,398)	-6.1%
<i>Subtotal - Debt Service</i>	<i>61,602,621</i>	<i>39,797,223</i>	<i>74,505,142</i>	<i>33,481,901</i>	<i>32,845,043</i>	<i>(28,757,578)</i>	<i>-1.3%</i>
Transfers Out	94,488,128	88,541,191	107,377,071	58,292,102	49,262,178	(45,225,950)	-11.6%
<b>TOTAL EXPENDITURES</b>	<b>356,302,581</b>	<b>344,377,336</b>	<b>398,520,454</b>	<b>312,935,452</b>	<b>306,213,395</b>	<b>(50,089,186)</b>	<b>-2.8%</b>



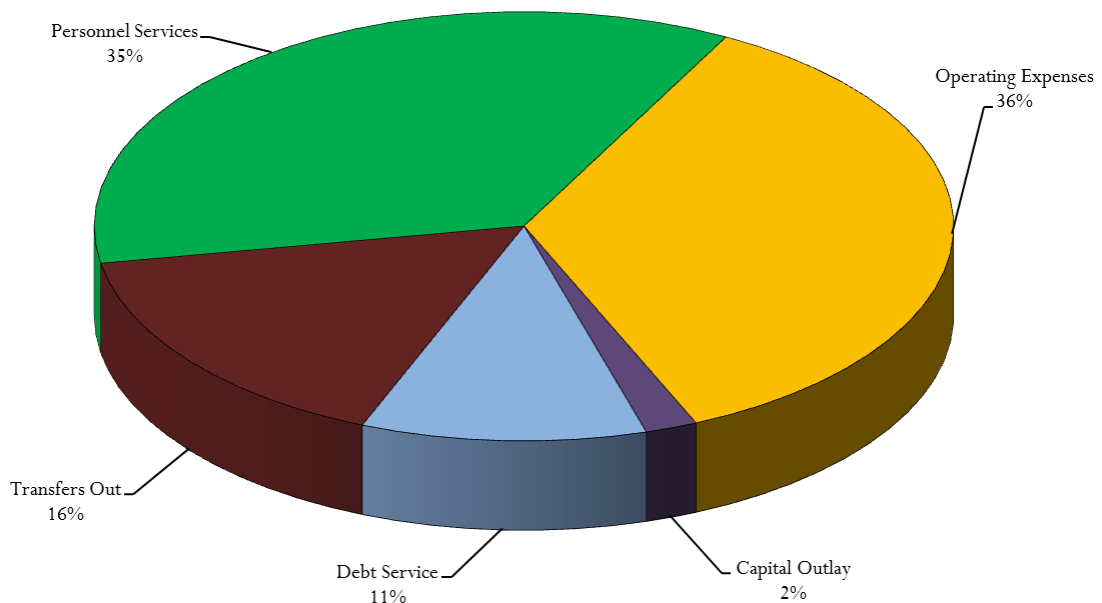
\*Base Budget \*\*City Manager Proposed Budget

Table 2 - All Funds Expenditure Summary

**Revenue (All Funds) - FY 2016/17**  
**\$320,222,486**



**Expenditures (All Funds) - FY 2016/17**  
**\$306,213,395**



# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### CITY OF SANTA FE FY 2016/2017 MUNICIPAL SCHEDULE

Fund	Fund Title	Beginning Balance*	Budgeted Revenue	Budgeted Transfers In	Budgeted Expenditures	Budgeted Transfers Out	NET Bud. Fund Change	Ending Balance*
1001	General Fund	7,498,850	81,553,613	956,099	78,025,407	4,266,305	218,000	7,716,850
2112	1% Lodgers Tax Advertising	670,927	23,464	1,392,857	1,328,475	87,448	398	671,325
2113	Special Uses Lodgers Tax (45%)	345,519	2,176	2,089,286	92,850	1,998,612	-	345,519
2114	Lodgers Tax Proceeds	1	10,000,000	-	-	9,750,000	250,000	250,001
2115	Marketing Lodgers Tax (50%)	418,956	243,535	3,498,898	3,735,385	-	7,048	426,004
2116	Municipal GRT	755,455	8,007,608	-	-	7,949,613	57,995	813,450
2117	Economic Development	(17,901)	1,433,130	-	1,078,024	20,000	335,106	317,205
2118	Capital Equipment Reserve	(27,317)	30,497	27,581	156,761	-	(98,683)	(126,000)
2120	MGRT-Railyard/General	16,908	1,968,773	-	-	1,925,355	43,418	60,326
2121	Municipal GRT-GCCC/Parks	642,100	1,995,042	-	-	1,995,042	-	642,100
2122	Convention Center-Lodgers Tax	1,148,799	7,835	-	-	-	7,835	1,156,634
2127	Comcast Franchise PEG Fee	3,024	20,000	-	13,333	6,667	-	3,024
2128	Wayfinding Signage	170,872	615	-	-	-	615	171,487
2130	Municipal Court Automation	200,687	42,548	-	10,000	-	32,548	233,235
2201	Corrections Fee Fund	64,653	150,000	-	150,000	-	-	64,653
2202	MC State Pass-Thru Fees	5,130	131,316	-	93,252	-	38,064	43,194
2205	DWI School	43,080	68,000	-	68,000	-	-	43,080
2206	Emergency Med Svs Grant	(15,000)	20,000	-	20,000	-	-	(15,000)
2207	Emergency Prep Grant	170,923	7,000	-	7,000	-	-	170,923
2209	State Fire Fund	496,059	770,811	-	964,312	-	(193,501)	302,558
2210	Municipal GRT-Police	(198,623)	1,992,743	-	1,985,716	-	7,027	(191,596)
2211	Law Enforcmt. Protection Grant	371	126,600	-	126,600	-	-	371
2223	Muni Court Program	62,998	-	110,000	110,000	-	-	62,998
2224	Pub Safety Special Revenue	614,893	390,750	-	841,263	-	(450,513)	164,380
2225	MC-Home Detention Prgm	351,877	137,597	-	19,280	110,000	8,317	360,194
2227	DWI Forfeiture Program	283,058	456,704	-	523,822	-	(67,118)	215,940
2230	Animal Spay/Neuter Program	62,138	-	-	-	21,000	(21,000)	41,138
2231	Animal Control Training/Education	7,698	51,000	21,000	72,000	-	-	7,698
2232	Fire Hazard Reduction Grants	166,340	591,121	-	160,011	-	431,110	597,450
2233	Fire-Wildland Urban Interface	199,385	300,170	-	13,863	-	286,307	485,692
2234	Fire Training Fund	50,774	29,000	-	29,000	-	-	50,774
2236	Mobile Integrated Health	-	-	-	40,000	-	(40,000)	(40,000)
2252	Police Property Tax/Safety	567,949	9,183	-	-	-	9,183	577,132
2304	Ridefinders	(56,853)	71,773	29,101	100,541	-	333	(56,520)
2324	Section 112	47,163	231,086	39,380	315,111	-	(44,645)	2,518
2325	Section 5303	(12,815)	82,468	20,617	78,976	-	24,109	11,294
2401	Storm Water Drainage	13,541	2,320,000	-	328,178	-	1,991,822	2,005,363
2501	Affordable Housing Loan	32,836	1,448	-	32,836	-	(31,388)	1,448
2502	NW Quadrant Development	251,040	904	-	-	-	904	251,944
2505	Quality of Life	165,894	808	259,434	235,357	-	24,885	190,779
2506	Comm Dev Block Grant	(7,832)	512,408	-	526,541	-	(14,133)	(21,965)
2508	Affordable Housing Trust	24,252	-	-	14,163	-	(14,163)	10,089
2509	Shelter Plus Care	(284,790)	1,277,945	-	1,088,929	-	189,016	(95,774)
2512	Tierra Contenta Land Sale	773,639	3,725	-	-	-	3,725	777,364
2513	Children & Youth Programs	831,478	1,308,011	-	1,273,606	-	34,405	865,883
2515	Human Service Provider	270,265	893,706	-	893,706	-	-	270,265
2516	Juvenile Justice Program	71,228	185,000	-	185,000	-	-	71,228
2519	Senior Companion	70,465	161,461	30,197	191,658	-	-	70,465
2520	Senior Center Programs	472	-	507,998	507,998	-	-	472
2524	Senior Employment Program	1,843	34,824	3,161	37,985	-	-	1,843
2526	FGP	30,745	131,108	111,027	242,135	-	-	30,745
2527	RSVP	21,035	72,912	48,746	121,658	-	-	21,035
2528	Senior Nutrition Program	25,213	392,081	493,456	885,537	-	-	25,213
2530	Senior Caregiver	53,017	358,030	402,304	760,334	-	-	53,017
2534	Senior Assisted Transportation	50,038	121,350	670,662	792,012	-	-	50,038
2535	Senior Non-Reporting Programs	5,802	-	4,715	4,715	-	-	5,802
2536	Cash In Lieu	8	151,682	-	151,682	-	-	8
2602	Veteran Programs	83,243	574	-	79,388	-	(78,814)	4,429
2700	Library Grants	(307,226)	-	-	188,360	-	(188,360)	(495,586)
2703	State Library Grants	(35,729)	-	-	13,276	-	(13,276)	(49,005)
2704	Plaza Use Fund	111,095	25,461	-	25,000	-	461	111,556
2705	Recreation Fund	55,677	100,000	473,450	573,450	-	-	55,677
2706	Archeological Fund	126,154	504	-	-	-	504	126,658
2712	Santa Fe Beautiful Grant	(12,911)	78,000	-	46,398	-	31,602	18,691
2714	Arts Education Grants	(0)	-	65,750	65,750	-	-	(0)

Table 3 - Municipal Schedule FY 16/17



# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### CITY OF SANTA FE FY 2016/2017 MUNICIPAL SCHEDULE

Fund	Fund Title	Beginning Balance*	Budgeted Revenue	Budgeted Transfers In	Budgeted Expenditures	Budgeted Transfers Out	NET Bud. Fund Change	Ending Balance*
2716	Southside Library	68,667	3,674	998,009	1,045,409	-	(43,726)	24,941
2718	Emergcy Mgmt Performance Grant	62,817	125,795	62,660	144,201	-	44,254	107,071
2720	Impact Fees - Roads	1,305,977	7,378	-	-	-	7,378	1,313,355
2721	Impact Fees - Parks	232,488	911	-	-	-	911	233,399
2722	Impact Fees - Police	107,003	428	-	-	-	428	107,431
2728	Public Financing for Elections	446,241	17,106	-	-	-	17,106	463,347
2729	NM Homeland Sec Grnt 2009-0011	-	3,350	-	3,350	-	-	-
2736	NM Homeland Sec EMW-2014-SS0030	-	59,691	-	59,691	-	-	-
2737	NM Homeland Sec EMW-2014-Comp	-	82,150	-	68,154	-	13,996	13,996
3102	1/2% GRT Income Fund	195,451	15,998,032	-	3,306,657	12,691,375	-	195,451
3103	CIP Reallocation Fund	375,841	84,803	-	-	-	84,803	460,644
3326	Paved Street Rehab	2,700,446	1,445,000	-	1,471,644	-	(26,644)	2,673,802
3754	Parks Maintenance	44,936	-	-	316,756	-	(316,756)	(271,820)
4120	2008 GRT CIP Bond Issue	2,008	611	1,523,956	1,523,957	-	610	2,618
4124	2012A & CIP Refunding Bonds	61,595	5,147	5,647,116	5,647,116	-	5,147	66,742
4125	2013A Refunding Bonds	10,194	3,259	3,287,691	3,287,691	-	3,259	13,453
4126	2013B Refunding Bonds	10,558	111	670,066	670,066	-	111	10,669
4127	2014 GRT CIP Bond Fund	90,007	122	730,004	730,004	-	122	90,129
4150	2008 General Obligation Bond	1,104,415	2,033,622	-	2,283,734	-	(250,112)	854,303
4151	2013 General Obligation Bond	11,787	757,669	-	852,835	-	(95,166)	(83,379)
4152	2014 General Obligation Bond	40,511	345,554	-	388,985	-	(43,431)	(2,920)
4209	NMFA-Land Acquisition	2,462	-	275,868	275,868	-	-	2,462
5100	Civic Convention Center	529,186	398,974	1,972,619	2,366,725	-	4,868	534,054
5102	CCC Debt Service Fund	253	1,215	2,205,952	2,205,953	-	1,214	1,467
5105	Civic Center Art Space	89,425	11,023	87,448	106,570	-	(8,099)	81,326
5150	Parking Enterprise Fund	466,408	5,943,197	-	5,119,952	965,670	(142,425)	323,983
5152	Parking Violations Bureau	(53,750)	-	-	53,750	-	(53,750)	(107,500)
5153	Parking Debt Service Fund	258,615	28,193	902,308	902,308	-	28,193	286,808
5200	Utilities Administration Fund	287	556,894	-	556,894	-	-	287
5205	Utility Customer Service	5,048,336	4,104,247	-	4,104,247	-	-	5,048,336
5250	Environmental Services	3,379,466	14,300,891	14,000	14,773,562	275,868	(734,539)	2,644,927
5300	Water Division Operating Fund	5,394,021	34,470,632	-	28,385,972	3,407,149	2,677,511	8,071,532
5301	Water Debt Service Fund	3,978,175	14,328	-	-	-	14,328	3,992,503
5302	Water Div. Acquisition Fund	2,989,755	10,768	-	-	-	10,768	3,000,523
5303	Water Div. Reserve - Arbitrag	3,137,438	11,300	-	-	-	11,300	3,148,738
5317	River Conservation Fund	206,243	699	-	-	-	699	206,942
5330	1/4% Water GRT	4,405,497	3,989,459	-	-	-	3,989,459	8,394,956
5353	Conservation	1,039,774	91,219	223,300	569,934	-	(255,415)	784,359
5391	Water Bond 2009 A/B	269,717	895,099	3,183,849	4,027,804	-	51,144	320,861
5400	Transit Bus Operations	421,856	2,987,695	5,651,517	8,296,353	342,859	-	421,856
5406	Transit Debt Service	286	-	342,859	342,859	-	-	286
5421	SF Paratransit Operations	40,850	140,000	1,115,929	1,253,485	-	2,444	43,294
5450	Wastewater Management	14,724,529	13,468,789	-	12,608,329	-	860,460	15,584,989
5458	W/W Closure/Post-Closure	696	362	-	-	-	362	1,058
5464	Impact Fee-W/W	2,042,732	133,265	-	-	-	133,265	2,175,997
5500	SWAMA Caja del Rio Landfill	5,225,820	6,701,517	-	6,665,811	500,000	(464,294)	4,761,526
5502	SWAMA Equipment Replacement	999,840	4,127	350,000	-	-	354,127	1,353,967
5503	SWAMA Gas Collection System	179,955	1,800	-	-	-	1,800	181,755
5505	SWAMA Insurance Deductibles	105,291	379	-	-	-	379	105,670
5508	SWAMA Emergency Cash Reserves	490,015	1,765	-	-	-	1,765	491,780
5509	SWAMA Closure/Post Closure	2,349,216	9,363	50,000	-	-	59,363	2,408,579
5600	Municipal Recreation Complex	(1,006,848)	1,061,937	375,829	1,437,766	-	-	(1,006,848)
5603	Fore Kids Golf Tournament	18,661	9,026	-	4,376	3,713	937	19,598
5604	MRC - Fields	1	39,500	154,532	194,032	-	-	1
5605	MRC - Debt Service	155,721	1,665	1,181,847	1,182,088	-	1,424	157,145
5700	Genoveva Chavez Community Ctr	1,354,140	1,984,833	2,310,288	4,295,121	-	-	1,354,140
5800	Airport Fund	(86,227)	1,066,685	812,062	1,878,747	-	-	(86,227)
5802	Airport Terminal Fund	311,481	424,220	-	-	424,220	-	311,481
5803	Airport Landside Fund	95,642	242,116	-	-	242,116	-	95,642
5850	Railyard Development	3,119	515,115	789,951	1,305,066	-	-	3,119
5856	Railyard-Market Station	7,875	51,637	338,181	389,818	-	-	7,875
5857	Railyard Operations	74,239	-	300,566	300,566	-	-	74,239
5858	Railyard Parks	185,573	722	164,772	165,494	-	-	185,573
5859	Railyard Security	110,621	398	-	802	-	(404)	110,217
5910	College of Santa Fe Operating	(7,070)	755	75,227	401	-	75,581	68,511
5912	College of Santa Fe - Debt	356,223	2,352,654	-	2,223,567	75,227	53,860	410,083

CITY OF SANTA FE  
FY 2016/2017 MUNICIPAL SCHEDULE

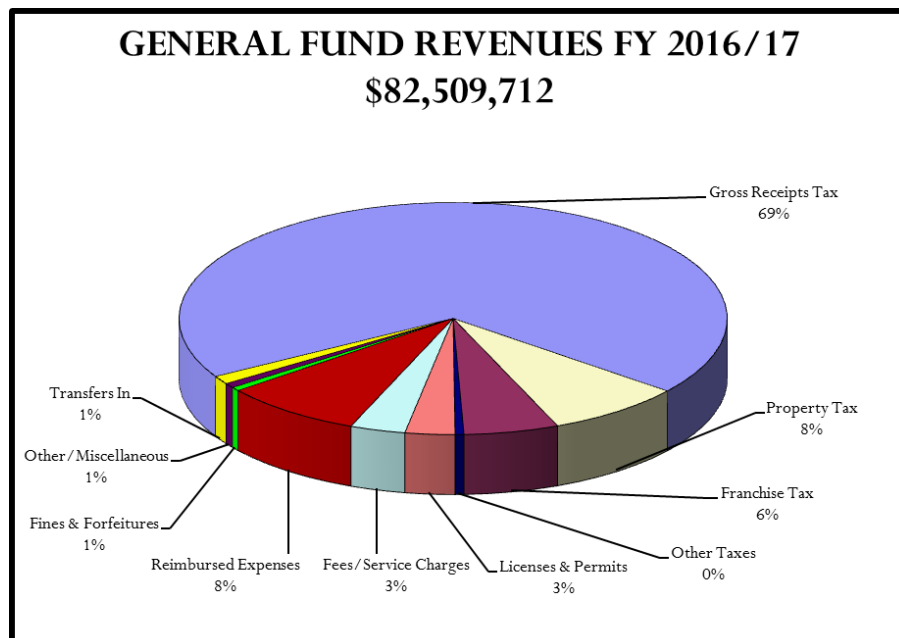
Fund	Fund Title	Beginning Balance*	Budgeted Revenue	Budgeted Transfers In	Budgeted Expenditures	Budgeted Transfers Out	NET Bud. Fund Change	Ending Balance*
5913	College of SF - Utilities	298,875	1,071	-	-	-	1,071	299,946
5914	College of SF - Emergency	362,431	1,304	-	-	-	1,304	363,735
6101	Risk/Safety Administration	1,446,206	4,095,733	-	3,379,340	2,128,939	(1,412,546)	33,660
6104	Insurance Claims Fund	(594,716)	41,519	2,108,053	1,758,928	-	390,644	(204,072)
6106	Benefits Administration	334,186	608,077	-	617,342	-	(9,265)	324,921
6107	Santa Fe Health Fund	7,954,478	19,855,480	-	21,250,825	75,000	(1,470,345)	6,484,133
6109	Workers' Comp Fund	6,143,130	1,782,403	-	1,368,394	-	414,009	6,557,139
6110	Unemployment Claims Fund	-	200,000	-	200,000	-	-	-
6120	Santa Fe Dental Fund	(13,548)	1,084,865	-	995,401	-	89,464	75,916
7103	Special Recreation League	125,126	74,842	-	68,579	-	6,263	131,389
7401	BDD-City of Santa Fe	(202,195)	1,631	-	-	-	1,631	(200,564)
7410	BDD Operating Fund	2,366,178	6,810,000	-	93,304	-	6,716,696	9,082,874
7412	BDD Special Projects	15,892	532	-	-	-	532	16,424
7415	BDD Repair & Replacement Fund	1,547,153	416,056	-	-	-	416,056	1,963,209
7416	BDD Emergency Reserve	1,655,349	5,819	-	-	-	5,819	1,661,168
<b>TOTAL</b>		<b>104,763,599</b>	<b>271,060,308</b>	<b>49,162,178</b>	<b>256,951,217</b>	<b>49,262,178</b>	<b>14,009,091</b>	<b>118,772,690</b>

\*Projected, based on 7/1/15 Audited balances and current FY 15/16 budget

### III. GENERAL FUND

In addition to following the framework set forth by the Council to close the deficit are two additional critical structural changes. First, the operating expenditures that had been shifted away to other funds needed be correctly allocated in the general fund. Secondly, in an attempt to simplify the City's budget, extraneous funds were combined with the General Fund. To do so the following changes were incorporated:

- The Police Property tax fund 2252 relocated all revenues and expenditures into the General Fund. The personnel expenditures of SFPD in fund 2210, Municipal GRT – Police, were also reallocated to the general fund. All non-personnel expenditures for SFPD in the General Fund were reallocated to fund 2210. The outcome is a more direct account for the personnel and non-personnel costs to operating the Police Department.
- The Fire Property tax Fund 2251 relocated all revenues and expenditures into the General Fund
- With the exception of three staff members, all streets repair and maintenance staff are reallocated to the general fund in Public Works or Parks and Recreation, rather than in Storm Drainage fund 2401.
- The operating expenditures for the Southside Library, GCCC, and MRC are now represented in the General Fund, rather than the Capital Improvement Fund 3102. This expenditure is represented in the transfer amount.
- All General Fund staff being paid for by the other departments i.e. Utility Department or Parking Division are now paid directly by the General Fund. The increase in reimbursable expenditure reflects the charges borne by the Utility Department for general government staff, such as the Attorney's office.



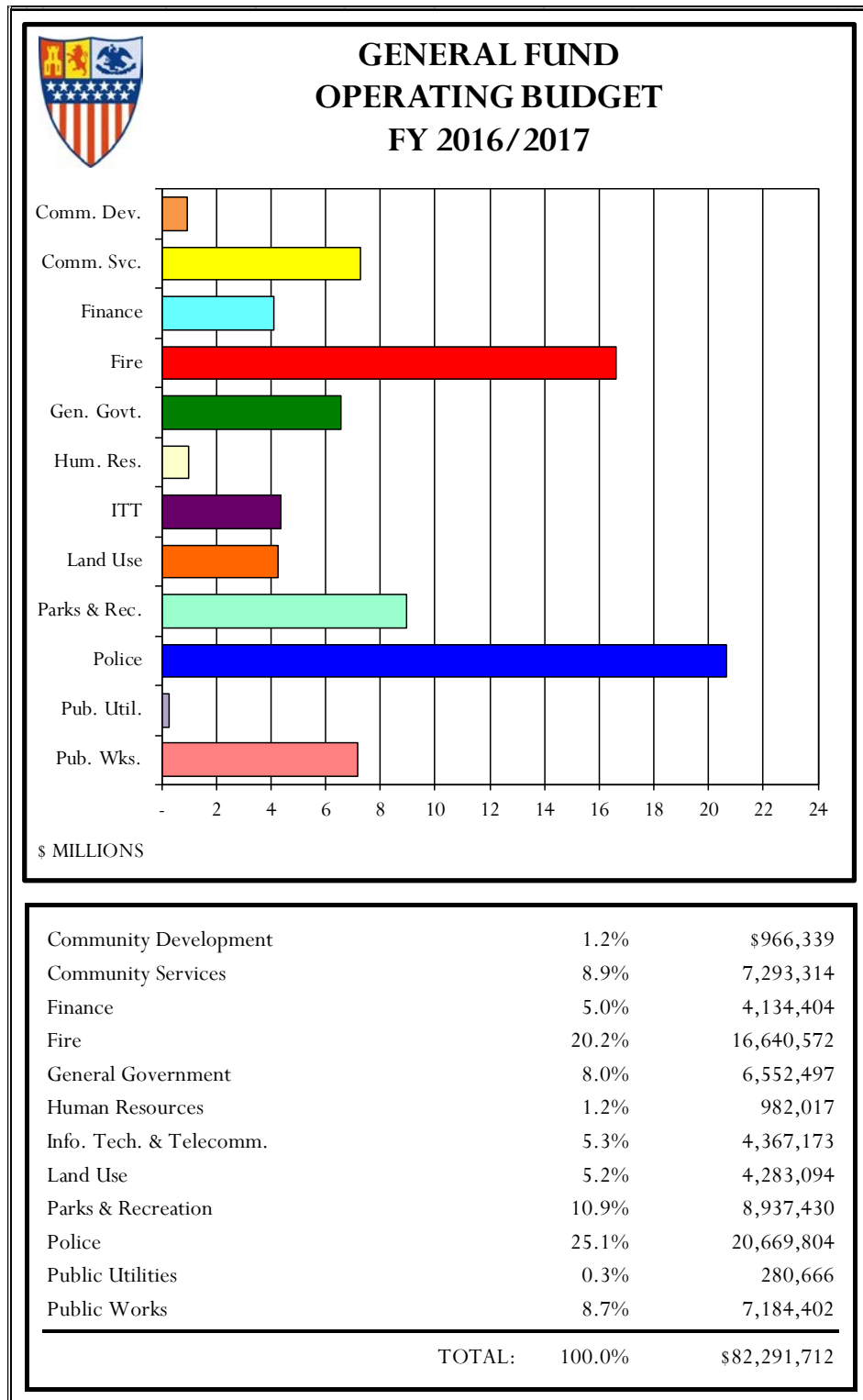


Table 4 - General Fund Uses Table

## CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET FUND OVERVIEW: GENERAL FUND [1001]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>9,689,077</b>	<b>8,568,937</b>	<b>8,568,937</b>			<b>7,498,850</b>
<i>Revenues :</i>						
Gross Receipts Tax	53,672,235	53,130,499	42,238,869		10,891,630	57,002,045
Property Tax:						
-General Operations Property Tax	3,422,547	3,464,594	2,350,339		1,114,255	3,553,219
-Fire Property Tax	-	-	-		-	1,537,960
-Police Property Tax	-	-	-		-	1,537,960
Franchise Tax	2,802,673	3,145,000	3,035,885		109,115	4,605,575
Other Taxes	478,232	490,000	303,256		186,744	430,273
Licenses & Permits	2,461,998	2,360,445	2,162,769		197,676	2,414,432
Ambulance Fees	1,670,052	1,700,000	1,341,084		358,916	1,641,543
Planning/Land Use Fees	291,442	268,400	204,590		63,810	289,200
Recreation Fees	460,486	510,000	376,146		133,854	443,051
Reimbursed Expenditures	5,775,565	6,247,587	5,138,983		1,108,604	6,813,281
Other Fees/Services	188,981	215,792	194,708		21,084	314,270
Fines & Forfeitures	429,736	499,381	293,507		205,874	432,144
Miscellaneous Revenues	69,736	153,000	77,257		75,743	292,084
Interest on Investments	42,828	42,463	30,871		11,592	41,149
Intergovernmental/ Other Grants	107,280	205,427	78,331		127,096	205,427
Transfers In	4,291,762	6,417,805	5,448,171		969,634	956,099
<b>Subtotal - Revenues</b>	<b>76,165,553</b>	<b>78,850,393</b>	<b>63,274,765</b>		<b>15,575,628</b>	<b>82,509,712</b>
<b>TOTAL RESOURCES</b>	<b>85,854,630</b>	<b>87,419,330</b>	<b>71,843,701</b>		<b>15,575,628</b>	<b>90,008,562</b>
<i>Expenditures :</i>						
Community Development Department	1,178,093	1,347,083	717,617	197,783	431,683	966,339
Community Services Department:						
-Administration Division	478,314	553,004	330,220	38,606	184,178	498,076
-Library Division	2,620,019	2,746,929	1,901,082	185,569	660,278	3,620,370
-Senior Services Division	2,379,969	2,351,415	1,959,512	-	391,903	2,420,312
-Youth & Family Division	769,508	775,406	525,037	9,010	241,360	754,556
Finance Department	4,269,908	4,068,563	2,905,875	44,272	1,118,417	4,134,404
Fire Department	16,116,482	15,203,145	11,859,636	101,901	3,241,608	16,640,572
General Government	5,561,835	6,870,407	4,566,781	321,776	1,981,850	6,552,497
Human Resources Department	995,689	1,120,944	723,601	28,391	368,952	982,017
Information Technology and Telecommunications Department	3,305,976	3,719,346	2,447,210	311,166	960,970	4,367,173
Land Use Department	3,846,646	4,543,926	2,913,660	78,961	1,551,305	4,283,094
Parks & Recreation Department	7,629,367	8,217,727	5,426,458	204,945	2,586,324	8,937,430
Police Department	21,772,761	21,760,558	15,841,611	224,520	5,694,428	20,669,804
Environmental Services / Graffiti	292,426	292,153	212,139	4,917	75,097	280,666
Public Works Department:						
-Administration Division	19,856	10,220	8,823	59	1,338	8,772
-Airport Division (GF Subsidy)	206,676	-	-	-	-	145,726
-Engineering Division	2,637,150	2,688,945	1,619,449	596,408	473,088	2,512,459
-Facilities Maintenance Division	2,733,555	2,640,492	1,739,868	87,058	813,566	2,676,201
-Streets & Drainage Division	471,462	1,010,217	532,089	586	477,542	1,841,244
<b>TOTAL EXPENDITURES*</b>	<b>77,285,693</b>	<b>79,920,480</b>	<b>56,230,668</b>	<b>2,435,927</b>	<b>21,253,885</b>	<b>82,291,712</b>
<b>ENDING BALANCE</b>	<b>8,568,937</b>	<b>7,498,850</b>	<b>15,613,034</b>			<b>7,716,850</b>
Contingency	2,494,632	1,295,200	1,295,200			1,214,732
City Council-Mandated Minimum General Fund Balance**	6,074,305	6,203,650	6,203,650			6,502,117
Estimated Transfer to Capital Improvement***			4,323,935			

\*Includes Transfers to Other Funds: FY 2014/15 - \$5,967,421; FY 2015/16 - \$5,476,683; FY 2016/17 - \$4,266,305

\*\*Minimum balance defined as 1/12 budgeted annual General Fund expenditures excluding transfers (30 days)

\*\*\* Estimate less cash needed to close various account deficits - \$(3,790,249)

Table 5 - General Fund Summary



IV. SPECIAL REVENUE FUNDS

CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET  
FUND OVERVIEW: POLICE GROSS RECEIPTS TAX FUND [2210]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	(59,837)	205,731	205,731			(198,623)
<u>Revenues :</u>						
Gross Receipts Tax	1,963,001	1,945,000	1,551,683		393,317	1,991,982
Miscellaneous Revenues	(1)	-	687		(687)	-
Interest on Investments	53	-	510		(510)	761
Transfers In:						
-General Fund (Police Subsidy)	402,073	-	-		-	-
<b>Subtotal - Revenues</b>	<b>2,365,126</b>	<b>1,945,000</b>	<b>1,552,880</b>		<b>392,120</b>	<b>1,992,743</b>
<b>TOTAL RESOURCES</b>	<b>2,305,289</b>	<b>2,150,731</b>	<b>1,758,611</b>		<b>392,120</b>	<b>1,794,120</b>
<u>Expenditures :</u>						
Personnel Services:						
-Salaries	1,338,374	1,401,164	1,010,352		390,812	-
-Benefits	630,156	711,943	494,970		216,973	-
Operating Expenses:						
-Contractual Services	1,101	20,000	-	-	20,000	352,280
-Utilities	-	-	-	-	-	138,700
-Repairs & Maintenance	5,395	15,000	183	-	14,818	151,300
-Supplies	85,840	152,000	80,204	4,217	67,579	1,022,013
-Insurance	8,947	8,947	7,456	-	1,491	9,223
-Other Operating Costs	29,745	34,800	33,492	805	503	312,200
Capital Outlay:						
-Capital Purchases	-	5,500	5,500	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,099,558</b>	<b>2,349,354</b>	<b>1,632,155</b>	<b>5,022</b>	<b>712,176</b>	<b>1,985,716</b>
ENDING BALANCE	205,731	(198,623)	126,456			(191,596)

Table 6 - Police Gross Receipts Tax Fund [2210]

## CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET RELATED FUNDS OVERVIEW: QUALITY OF LIFE FUND [2505] & RECREATION FUND [2705]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>QUALITY OF LIFE FUND [2505]:</b>						
<b>BEGINNING BALANCE</b>	<b>146,528</b>	<b>261,993</b>	<b>261,993</b>			<b>165,894</b>
<i>Revenues :</i>						
Gross Receipts Tax (Transfer In)	702,000	702,000	585,000		117,000	259,434
Miscellaneous Revenues	(8)	-	-		-	-
Interest on Investments	968	843	635		208	808
<b>Subtotal - Revenues</b>	<b>702,960</b>	<b>702,843</b>	<b>585,635</b>		<b>117,208</b>	<b>260,242</b>
<b>TOTAL RESOURCES</b>	<b>849,488</b>	<b>964,836</b>	<b>847,628</b>		<b>117,208</b>	<b>426,136</b>
<i>Expenditures :</i>						
Community Services Department:						
-Library - Courier Service	15,581	19,300	12,285	7,015	-	16,100
-Library Materials/Media	23,058	22,610	22,610	-	(0)	22,610
-Youth & Family - Youth Programs	87,688	128,585	60,617	22,360	45,609	112,600
-Youth & Family - Transfer to Recreation Fund (Youth Programs)	325,000	455,000	379,167		75,833	-
Parks & Recreation Department:						
-Administration - Special Events	624	8,822	3,117	747	4,958	5,922
-Admin. - Parks & Rec. Marketing	7,538	12,000	6,790	830	4,380	9,200
-GCCC - Outdoor Recreation Prog.	5,000	5,000	4,167	-	833	-
-Parks - Tree Maintenance	56,756	81,375	16,984	35,630	28,761	68,925
TOURISM Santa Fe:						
-Arts & Culture - Youth Mural Prog.	36,250	-	-	-	-	-
-Arts & Culture - Arts Education Grant/Local Match	30,000	66,250	55,208		11,042	-
<b>TOTAL EXPENDITURES</b>	<b>587,495</b>	<b>798,942</b>	<b>560,944</b>	<b>66,582</b>	<b>171,416</b>	<b>235,357</b>
<b>ENDING BALANCE - FUND [2505]</b>	<b>261,993</b>	<b>165,894</b>	<b>286,684</b>			<b>190,779</b>
<b>RECREATION FUND [2705]:</b>						
<b>BEGINNING BALANCE</b>	<b>113,204</b>	<b>86,710</b>	<b>86,710</b>			<b>55,677</b>
<i>Revenues :</i>						
Gross Receipts Tax (Transfer In)	-	-	-		-	473,450
Recreation Fees	89,700	100,000	16,755		83,245	100,000
Miscellaneous Revenues	1,998	2,000	-		2,000	-
Interest on Investments	127	-	89		(89)	-
Other Transfers In:						
-Quality of Life Fund (Youth Programs)	325,000	455,000	379,167		75,833	-
<b>Subtotal - Revenues</b>	<b>416,824</b>	<b>557,000</b>	<b>396,010</b>		<b>160,990</b>	<b>573,450</b>
<b>TOTAL RESOURCES</b>	<b>530,028</b>	<b>643,710</b>	<b>482,720</b>		<b>160,990</b>	<b>629,127</b>
<i>Expenditures :</i>						
Community Services Department:						
-Youth & Family - Youth Programs						
-Salaries/Benefits	326,625	450,516	216,763		233,753	466,633
-Other Operating Costs	96,405	106,817	32,496	37,816	36,505	96,817
Parks & Recreation Department:						
-Recreation - Special Events						
-Easter Event	4,005	10,000	8,585	1,300	115	10,000
-Sports Events	16,284	20,700	13,970	938	5,792	-
<b>TOTAL EXPENDITURES</b>	<b>443,318</b>	<b>588,033</b>	<b>271,814</b>	<b>40,054</b>	<b>276,165</b>	<b>573,450</b>
<b>ENDING BALANCE - FUND [2705]</b>	<b>86,710</b>	<b>55,677</b>	<b>210,907</b>			<b>55,677</b>

Table 7 - Quality of Life [2505] & Recreation Fund [2705]

CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET  
FUND OVERVIEW: ECONOMIC DEVELOPMENT FUND [2117]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	4,298	(243,509)	(243,509)			(17,901)
<u>Revenues :</u>						
Gross Receipts Tax	411,845	397,000	315,344		81,656	403,393
Payment in Lieu of Tax (Thornburg IRB Pass-Through to SFPS)	59,837	59,795	61,853		(2,058)	59,837
Land Rentals	250,087	240,000	169,509		70,491	964,900
Miscellaneous Revenues	2,527	-	1,000		(1,000)	-
Interest on Investments	1,475	-	560		(560)	-
NM Dept. of Finance & Adm. Grant	5,000	5,000	-		5,000	5,000
Transfers In:						
-General Fund (Econ. Dev. Subsidy)	-	243,508	-		243,508	-
-Tierra Contenta Land Sale [2512]	114,500	377,522	314,602		62,920	-
<b>Subtotal - Revenues</b>	<b>845,272</b>	<b>1,322,825</b>	<b>862,868</b>		<b>459,957</b>	<b>1,433,130</b>
<b>TOTAL RESOURCES</b>	<b>849,570</b>	<b>1,079,316</b>	<b>619,359</b>		<b>459,957</b>	<b>1,415,229</b>
<u>Expenditures :</u>						
Personnel Services:						
-Salaries	65,756	65,520	48,636		16,884	65,520
-Benefits	26,924	27,453	20,343		7,110	27,757
Operating Expenses:						
-Contractual Services	674,991	890,072	454,836	359,232	76,004	894,672
-Utilities	696	-	106	-	(106)	-
-Repairs & Maintenance	-	500	-	-	500	500
-Supplies	5,702	2,100	1,928	230	(58)	2,067
-Insurance	6,668	6,077	5,064	-	1,013	6,571
-Other Operating Costs	79,851	85,495	7,352	1,852	76,292	80,937
Transfers to Other Funds:						
-General Fund (Asset Development)	-	20,000	16,667		3,333	20,000
-HUD Section 108 Loan Fund [4203]	192,491	-	-		-	-
-Arts/Convention Ctr. Gallery [5105]	40,000	-	-		-	-
<b>TOTAL EXPENDITURES</b>	<b>1,093,079</b>	<b>1,097,217</b>	<b>554,932</b>	<b>361,314</b>	<b>180,971</b>	<b>1,098,024</b>
ENDING BALANCE	(243,509)	(17,901)	64,427			317,205

Table 8 - Economic Development Fund [2117]

**CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET**  
**FUND OVERVIEW: 50% MARKETING LODGERS TAX FUND [2115]**

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>800,523</b>	<b>886,019</b>	<b>886,019</b>			<b>418,956</b>
<i>Revenues :</i>						
Licenses & Permits	5,570	4,500	1,450		3,050	2,500
Fees & Services (Hotel Rebates)	-	-	-		-	50,000
Sales Revenue	104,496	70,000	65,371		4,629	70,000
Miscellaneous Revenues	83,765	96,250	69,756		26,494	118,000
Interest on Investments	4,624	3,681	2,149		1,532	3,035
Transfers In:						
-Lodgers Tax Distribution [2114]	1,933,004	1,928,571	1,506,656		421,915	2,089,286
-45% Special Uses Lodgers Tax Fund [2113] Allocation to CVB	1,116,801	1,116,801	930,668		186,134	1,409,612
-Other Transfers In	8,500	2,025	1,688		337	-
<b>Subtotal - Revenues</b>	<b>3,256,759</b>	<b>3,221,828</b>	<b>2,577,737</b>		<b>644,091</b>	<b>3,742,433</b>
<b>TOTAL RESOURCES</b>	<b>4,057,283</b>	<b>4,107,847</b>	<b>3,463,756</b>		<b>644,091</b>	<b>4,161,389</b>
<i>Expenditures :</i>						
Personnel Services:						
-Salaries	888,980	876,059	782,827		93,232	945,329
-Benefits	424,364	446,664	363,148		83,516	473,132
Operating Expenses:						
-Contractual Services	513,707	635,305	342,597	155,586	137,122	759,075
-Utilities	5,525	20,000	3,659	12,080	4,261	20,000
-Repairs & Maintenance	-	14,900	-	11,652	3,248	1,400
-Supplies	20,357	33,200	16,529	475	16,196	23,200
-Insurance	27,261	25,128	20,940	-	4,188	33,066
-Other Operating Costs	1,261,069	1,637,635	1,174,370	355,784	107,481	1,480,183
Transfers to Other Funds:						
-1% Lodgers Tax Advertising (Arts & Culture)	30,000	-	-		-	-
<b>TOTAL EXPENDITURES</b>	<b>3,171,264</b>	<b>3,688,891</b>	<b>2,704,071</b>	<b>535,577</b>	<b>449,243</b>	<b>3,735,385</b>
<b>ENDING BALANCE</b>	<b>886,019</b>	<b>418,956</b>	<b>759,686</b>			<b>426,004</b>

**Table 9 - 50% Lodgers Tax Fund [2115]**

V. CAPITAL IMPROVEMENT FUND

CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET  
FUND OVERVIEW: ½% GRT INCOME FUND [3102]  
(CITY CAPITAL IMPROVEMENT PLAN GRT)

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	2,312,108	2,909,842	2,909,842			195,451
<u>Revenues :</u>						
Gross Receipts Tax	15,894,589	15,744,500	12,562,908		3,181,592	15,998,032
Miscellaneous Revenues	631	-	139		(139)	-
Transfers In:						
-Water Fund [5300] (Debt Repayment)	2,000,000	-	-		-	-
<b>Subtotal - Revenues</b>	<b>17,895,220</b>	<b>15,744,500</b>	<b>12,563,047</b>		<b>3,181,453</b>	<b>15,998,032</b>
<b>TOTAL RESOURCES</b>	<b>20,207,328</b>	<b>18,654,342</b>	<b>15,472,889</b>		<b>3,181,453</b>	<b>16,193,483</b>
<u>Expenditures :</u>						
Community Services/Library (Southside Library Subsidy)	971,728	971,728	809,773		161,955	-
Finance Department/ Administration:						
-ADA Compliance	267	-	142	-	(142)	104,560
-Capital Equipment Reserve (Transfer)	-	-	-		-	27,581
-GRT Bond Debt Service (Transfers)	10,947,934	11,190,856	9,325,713		1,865,143	11,188,767
Information Technology and Telecommunications Department:						
-Geographic Information Sys. (GIS)	268,962	282,120	126,808	85,945	69,368	253,614
-ITT Equipment	711,598	1,107,424	657,853	288,941	160,630	986,810
Land Use Department/Long-Range Planning (Transportation Grant Match)	52,746	96,268	87,477		8,791	59,997
Parks & Recreation Department:						
-Genoveva Chavez Comm. Ctr. Subsidy	584,461	509,461	424,551		84,910	44,753
-Municipal Rec. Complex Subsidy	1,486,298	1,543,929	1,235,970		307,959	1,314,928
-Parks Division Equipment	-	-	-	757	(757)	-
Public Works Department:						
-Administration (Railyard Subsidy)	-	104,610	-		104,610	-
-Engineering Division (CIP/Traffic)	835,559	1,049,992	656,332	5,717	387,943	1,087,905
-Facilities Maintenance (CIP Admin.)	731,424	808,640	565,094	18,031	225,515	823,510
Non-Departmental:						
-CIP Administration/ Accounting	106,508	105,552	78,204	-	27,348	105,607
-Transfer to General Fund [1001]	600,000	-	-		-	-
-Transfer to Financial Sys. CIP [3139]	-	513,311	-		513,311	-
-Transfer to Ft. Marcy CIP [3715]	-	175,000	-		175,000	-
<b>TOTAL EXPENDITURES</b>	<b>17,297,486</b>	<b>18,458,891</b>	<b>13,967,917</b>	<b>399,391</b>	<b>4,091,583</b>	<b>15,998,032</b>
ENDING BALANCE	2,909,842	195,451	1,504,973			195,451

Table 10 - Capital Improvement Fund [3102]



**VI. ENTERPRISE FUNDS**

**CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET  
FUND OVERVIEW: CIVIC CONVENTION CENTER FUND [5100]**

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>1,315,793</b>	<b>639,670</b>	<b>639,670</b>			<b>529,186</b>
<u>Revenues :</u>						
Civic Center Fees	279,496	342,500	245,362		97,138	340,000
Reimbursed Expenditures	54,635	15,000	55,603		(40,603)	15,000
Other Fees/Services	18,849	12,500	16,691		(4,191)	30,000
Facilities Rental	-	-	-		-	-
Sales Revenue	2,415	-	-		-	-
Miscellaneous Revenues	14,329	12,000	10,291		1,709	12,000
Interest on Investments	11,193	4,247	5,758		(1,511)	1,974
Transfers In:						
-Lodgers Tax Distribution [2114/2122]	505,883	1,305,846	1,088,205		217,641	1,972,619
-Parking Fund [5150] (Garage Debt)	344,981	-	-		-	-
<b>Subtotal - Revenues</b>	<b>1,231,781</b>	<b>1,692,093</b>	<b>1,421,910</b>		<b>270,183</b>	<b>2,371,593</b>
<b>TOTAL RESOURCES</b>	<b>2,547,574</b>	<b>2,331,763</b>	<b>2,061,580</b>		<b>270,183</b>	<b>2,900,779</b>
<u>Expenditures :</u>						
Personnel Services:						
-Salaries	390,994	434,636	281,165		153,471	591,923
-Benefits	203,124	255,001	149,808		105,193	402,483
Operating Expenses:						
-Contractual Services	70,171	216,776	106,406	51,299	59,071	113,400
-Utilities	278,085	289,000	243,518	41,591	3,891	309,000
-Repairs & Maintenance	67,534	131,600	47,691	30,997	52,912	236,400
-Supplies	69,988	99,250	49,871	24,601	24,777	116,583
-Insurance	19,815	18,274	15,228	-	3,046	25,681
-Other Operating Costs	84,445	346,967	253,408	4,961	88,598	570,255
Capital Outlay:						
-Capital Purchases	-	6,573	-	-	6,573	-
-Land/Building/Infrastructure	-	4,500	-	3,058	1,442	1,000
Transfers to Other Funds:						
-General Fund (Facilities Maint.)	137,522	-	-		-	-
-Marketing Lodgers Tax Fund [2115]	8,500	-	-		-	-
-CCC CIP Fund [5110]	577,726	-	-		-	-
<b>TOTAL EXPENDITURES</b>	<b>1,907,904</b>	<b>1,802,577</b>	<b>1,147,095</b>	<b>156,509</b>	<b>498,973</b>	<b>2,366,725</b>
<b>ENDING BALANCE</b>	<b>639,670</b>	<b>529,186</b>	<b>914,485</b>			<b>534,054</b>

Table 11 - Community Convention Center Fund [5100]

### CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET

#### FUND OVERVIEW: PARKING OPERATIONS FUND [5150]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>1,205,688</b>	<b>569,359</b>	<b>569,359</b>			<b>466,408</b>
<i>Revenues :</i>						
Licenses & Permits	-	1,260	-		1,260	-
Parking Fees	3,963,969	4,413,523	3,086,704		1,326,819	5,203,113
Reimbursed Expenditures	19,855	62,004	4,095		57,909	211,264
Other Fees/Services	2,525	-	-		-	-
Parking Fines	502,462	1,100,000	493,639		606,361	526,089
Miscellaneous Revenues	373	-	4,684		(4,684)	-
Interest on Investments	5,695	5,229	1,445		3,784	2,731
Transfers In:						
-Railyard Market Station Fund [5856]	-	1,614	1,345		269	-
<b>Subtotal - Revenues</b>	<b>4,494,879</b>	<b>5,583,630</b>	<b>3,591,912</b>		<b>1,991,718</b>	<b>5,943,197</b>
<b>TOTAL RESOURCES</b>	<b>5,700,568</b>	<b>6,152,989</b>	<b>4,161,271</b>		<b>1,991,718</b>	<b>6,409,605</b>
<i>Expenditures :</i>						
Personnel Services:						
-Salaries	1,834,577	1,830,782	1,311,895		518,887	1,759,659
-Benefits	1,000,154	1,034,696	725,030		309,666	1,059,217
Operating Expenses:						
-Contractual Services	169,134	117,845	72,869	30,961	14,015	174,658
-Utilities	102,390	102,100	74,500	28,190	(589)	102,100
-Repairs & Maintenance	118,889	159,914	105,145	38,953	15,816	192,214
-Supplies	140,501	231,493	111,267	34,559	85,667	221,807
-Insurance	142,395	163,148	135,957	-	27,191	120,606
-Other Operating Costs	853,608	1,152,264	774,769	76,829	300,666	1,273,191
Capital Outlay:						
-Capital Purchases	-	193,500	-	64,192	129,308	216,500
Transfers to Other Funds:						
-CCC Fund [5100/5102] (Garage Debt)	344,981	343,950	343,950		-	-
-Parking Debt Service Fund [5153]	360,638	293,590	531,520		(237,930)	902,308
-Railyard Market Station Fund [5856] (Office Space Rental)	63,941	63,299	52,749		10,550	63,362
<b>TOTAL EXPENDITURES</b>	<b>5,131,209</b>	<b>5,686,581</b>	<b>4,239,650</b>	<b>273,684</b>	<b>1,173,247</b>	<b>6,085,622</b>
<b>ENDING BALANCE</b>	<b>569,359</b>	<b>466,408</b>	<b>(78,379)</b>			<b>323,983</b>

Table 12 - Parking Operations Fund [5150]

### CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET

#### FUND OVERVIEW: WATER OPERATING FUND [5300]

DESCRIPTION	FISCAL YEAR	FISCAL YEAR 2015/2016				FY 2016/17
	2014/2015 ACTUAL	YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	CITY MANAGER PROPOSED
<b>BEGINNING BALANCE</b>	<b>22,887,152</b>	<b>20,801,177</b>	<b>20,801,177</b>			<b>5,394,021</b>
<u>Revenues :</u>						
Water Fees	31,729,990	36,435,753	25,267,190		11,168,563	33,985,206
Other Fees/Services	34,299	104,000	-		104,000	104,000
Meter Violations	6,706	6,000	2,800		3,200	6,000
Fines & Forfeitures	1,000	-	1,313		(1,313)	-
Utilities Reimbursements	5,227	300,000	7,550		292,450	300,000
Insurance Recoveries	16,294	-	-		-	-
Sales Revenue	-	-	-		-	-
Miscellaneous Revenues	45,911	30,000	1,519,434		(1,489,434)	30,000
Interest on Investments	126,994	111,384	83,975		27,409	45,426
Federal Bureau of Reclamation Grant	-	-	40,740		(40,740)	-
Transfers In:						
-Water GRT/CIP Funds [5313/5330/ 5357/5358] (2006D Bond payoff)	-	24,424,797	24,514,797		(90,000)	-
<b>Subtotal - Revenues</b>	<b>31,966,422</b>	<b>61,411,934</b>	<b>51,437,799</b>		<b>9,974,135</b>	<b>34,470,632</b>
<b>TOTAL RESOURCES</b>	<b>54,853,574</b>	<b>82,213,111</b>	<b>72,238,976</b>		<b>9,974,135</b>	<b>39,864,653</b>
<u>Expenditures :</u>						
Personnel Services:						
-Salaries	4,010,597	4,527,465	3,143,601		1,383,864	4,134,740
-Benefits	2,066,928	2,497,541	1,694,416		803,125	2,356,545
Operating Expenses:						
-Contractual Services	5,162,757	10,053,481	931,118	606,988	8,515,375	6,009,766
-Utilities	1,336,058	1,684,956	1,019,262	722,694	(56,999)	1,932,984
-Repairs & Maintenance	600,819	2,326,491	427,857	564,966	1,333,668	1,429,923
-Supplies	645,750	1,108,796	555,414	172,236	381,146	1,040,054
-Insurance	289,862	272,378	226,982	-	45,396	331,542
-Other Operating Costs	5,781,478	7,543,945	2,448,783	34,621	5,060,541	10,197,634
Capital Outlay:						
-Capital Purchases	261,202	124,381	48,409	42,507	33,465	52,629
Debt Service:						
-Principal	3,278,247	35,316,591	-		35,316,591	716,122
-Interest Payable	1,987,457	1,845,913	922,956		922,957	184,033
Transfers to Other Funds:						
-General Fund (Payment in Lieu of Tax)	-	3,836,065	3,196,721		639,344	-
-1/2% GRT Fund [3102] (Debt Repaymt.)	2,000,000	-	-		-	-
-Utility Customer Service [5205/5206] (Automated Meter Reading Project)	2,500,000	580,501	580,501		-	-
-Water Conservation Fund [5353]	223,300	223,300	186,083		37,217	223,300
-Water Debt Service Fund [5391]	3,185,110	3,187,470	2,656,225		531,245	3,183,849
-Water CIP Projects [various funds]	722,833	1,689,816	1,408,180		281,636	-
<b>TOTAL EXPENDITURES</b>	<b>34,052,397</b>	<b>76,819,090</b>	<b>19,446,508</b>	<b>2,144,013</b>	<b>55,228,569</b>	<b>31,793,121</b>
<b>ENDING BALANCE</b>	<b>20,801,177</b>	<b>5,394,021</b>	<b>52,792,468</b>			<b>8,071,532</b>

Table 13 - Water Operating Fund [5300]

CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET  
FUND OVERVIEW: WASTEWATER MANAGEMENT FUND [5450]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>14,825,332</b>	<b>14,307,140</b>	<b>14,307,140</b>			<b>14,724,529</b>
<i>Revenues :</i>						
Gross Receipts Tax	1,963,060	1,945,000	1,551,562		393,438	1,976,320
Wastewater Fees	10,699,865	11,286,655	8,909,109		2,377,546	11,283,169
Other Fees/Services	40,252	20,000	18,777		1,223	20,000
Utilities Reimbursements	103,978	120,000	41,371		78,629	120,000
Sales Revenue	-	-	-		-	-
Miscellaneous Revenues	12,489	9,684	17,864		(8,180)	9,684
Interest on Investments	84,412	75,731	47,168		28,563	59,616
<b>Subtotal - Revenues</b>	<b>12,904,057</b>	<b>13,457,070</b>	<b>10,585,851</b>		<b>2,871,219</b>	<b>13,468,789</b>
<b>TOTAL RESOURCES</b>	<b>27,729,389</b>	<b>27,764,210</b>	<b>24,892,991</b>		<b>2,871,219</b>	<b>28,193,318</b>
<i>Expenditures :</i>						
Personnel Services:						
-Salaries	2,755,239	3,426,001	2,111,774		1,314,227	3,283,868
-Benefits	1,514,388	1,973,196	1,202,027		771,169	1,901,385
Operating Expenses:						
-Contractual Services	914,645	1,351,203	296,144	51,587	1,003,473	1,079,546
-Utilities	984,111	1,068,147	565,840	309,832	192,475	1,149,147
-Repairs & Maintenance	628,651	731,204	379,122	205,708	146,374	785,673
-Supplies	537,026	661,708	400,575	142,930	118,203	651,845
-Insurance	357,837	237,572	197,977	-	39,595	339,873
-Other Operating Costs	921,375	855,437	679,065	2,598	173,774	831,992
Capital Outlay:						
-Capital Purchases	24,640	199,613	89,018	-	110,595	-
Debt Service:						
-Principal	1,725,000	1,840,000	-		1,840,000	1,970,000
-Interest Payable	750,050	695,600	347,800		347,800	615,000
Transfers to Other Funds:						
-Sewer Line Rehab. CIP Fund [5460]	1,963,645	-	-		-	-
-W/W Master Plan CIP Fund [5470]	345,642	-	-		-	-
<b>TOTAL EXPENDITURES</b>	<b>13,422,249</b>	<b>13,039,681</b>	<b>6,269,342</b>	<b>712,655</b>	<b>6,057,684</b>	<b>12,608,329</b>
<b>ENDING BALANCE</b>	<b>14,307,140</b>	<b>14,724,529</b>	<b>18,623,649</b>			<b>15,584,989</b>

Table 14 - Wastewater Management Fund [5450]

## CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET

### FUND OVERVIEW: SOLID WASTE MANAGEMENT FUND [5250]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>6,648,754</b>	<b>7,105,502</b>	<b>7,105,502</b>			<b>3,379,466</b>
<u>Revenues :</u>						
Gross Receipts Tax	1,963,001	1,945,000	1,551,683		393,317	1,976,320
Solid Waste Fees	10,491,295	11,145,863	8,565,460		2,580,403	12,014,394
Utilities Reimbursements	56,854	-	24,000		(24,000)	276,000
Sales Revenue	1,102	-	1,063		(1,063)	5,000
Miscellaneous Revenues	343	125,000	-		125,000	-
Interest on Investments	35,625	32,985	21,410		11,575	29,177
NM Environment Department Grant	75,623	-	-		-	-
Transfers In:						
-General Fund (Sustainable SF)	-	50,000	50,000		-	-
-45% Special Uses Lodgers Tax Fund [2113] (Event Coverage)	14,000	14,000	11,667		2,333	14,000
<b>Subtotal - Revenues</b>	<b>12,637,844</b>	<b>13,312,848</b>	<b>10,225,283</b>		<b>3,087,565</b>	<b>14,314,891</b>
<b>TOTAL RESOURCES</b>	<b>19,286,597</b>	<b>20,418,350</b>	<b>17,330,785</b>		<b>3,087,565</b>	<b>17,694,357</b>
<u>Expenditures :</u>						
Personnel Services:						
-Salaries	2,516,691	2,620,209	1,876,080		744,129	2,504,925
-Benefits	1,490,456	1,643,284	1,140,193		503,091	1,654,006
Operating Expenses:						
-Contractual Services	902,321	1,193,928	57,988	34,743	1,101,196	929,822
-Utilities	2,358,835	2,536,081	1,804,777	12,448	718,856	2,541,081
-Repairs & Maintenance	430,616	793,129	452,474	61,821	278,834	613,615
-Supplies	684,623	1,050,546	464,476	142,282	443,788	970,407
-Insurance	257,573	234,233	195,194	-	39,039	262,514
-Other Operating Costs	848,753	1,383,945	710,688	31,889	641,368	1,444,202
Capital Outlay:						
-Capital Purchases	960,097	1,888,236	889,184	-	999,052	2,313,364
-Land/Building/Infrastructure	147,602	2,111,365	44,808	72,605	1,993,952	231,566
Debt Service:						
-Principal	865,000	900,000	-		900,000	945,000
-Interest Payable	442,660	408,060	204,030		204,030	363,060
Transfers to Other Funds:						
-NMFA Land Acquisition Loan [4209]	275,868	275,868	229,890		45,978	275,868
<b>TOTAL EXPENDITURES</b>	<b>12,181,095</b>	<b>17,038,884</b>	<b>8,069,782</b>	<b>355,788</b>	<b>8,613,314</b>	<b>15,049,430</b>
<b>ENDING BALANCE</b>	<b>7,105,502</b>	<b>3,379,466</b>	<b>9,261,003</b>			<b>2,644,927</b>

Table 15 - Solid Waste Management Fund [5250]

## CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET FUND OVERVIEW: TRANSIT OPERATING FUND [5400]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>287,834</b>	<b>21,921</b>	<b>21,921</b>			<b>421,856</b>
<i>Revenues :</i>						
Gross Receipts Tax (Transfer In)	4,846,361	5,584,736	4,653,947		930,789	5,351,517
Transit Fees	318,625	302,500	238,421		64,079	302,500
Other Fees/Services	2,189	-	-		-	-
Reimbursed Expenditures	969,681	950,000	627,020		322,980	950,000
Sales Revenue	(10)	-	-		-	-
Miscellaneous Revenues	166,990	123,595	114,905		8,690	123,595
Interest on Investments	1,980	2,605	-		2,605	-
US Department of Transportation Grant	1,563,948	1,611,600	-		1,611,600	1,611,600
Other Transfers In:						
-45% Special Uses Lodgers Tax						
Fund [2113] (Event Coverage)	300,000	300,000	250,000		50,000	300,000
-2014 GRT Bond Fund [4127]	100,000	-	-		-	-
-Other Transfers In	2,508	10,896	-		10,896	-
<b>Subtotal - Revenues</b>	<b>8,272,272</b>	<b>8,885,932</b>	<b>5,884,294</b>		<b>3,001,638</b>	<b>8,639,212</b>
<b>TOTAL RESOURCES</b>	<b>8,560,106</b>	<b>8,907,853</b>	<b>5,906,215</b>		<b>3,001,638</b>	<b>9,061,068</b>
<i>Expenditures :</i>						
Personnel Services:						
-Salaries	3,500,861	3,372,989	2,868,853		504,136	3,448,261
-Benefits	1,804,864	1,957,421	1,470,112		487,309	2,067,032
Operating Expenses:						
-Contractual Services	130,310	179,552	107,074	16,455	56,023	188,635
-Utilities	126,315	137,975	92,300	44,007	1,668	141,009
-Repairs & Maintenance	377,915	375,701	294,434	37,442	43,825	398,740
-Supplies	686,985	694,895	484,009	159,197	51,690	623,110
-Insurance	276,640	336,186	280,155	-	56,031	291,899
-Other Operating Costs	881,608	1,008,467	794,006	15,347	199,114	1,082,767
Capital Outlay:						
-Capital Purchases	14,482	550	-	-	550	54,900
-Land/Building/Infrastructure	13,724	-	-	-	-	-
Transfers to Other Funds:						
-2014 CIP GRT Debt Service [4127]	100,000	-	-		-	-
-Transit Debt Service [5406]	311,966	342,859	285,716		57,143	342,859
-JARC/Welfare-to-Work [5409]	-	-	-		-	-
-Downtown Transit Center [5411]	59,775	-	-		-	-
-Transit Grants Matching [5407/5416]	197,001	23,214	17,162		6,052	-
-Paratransit Operations [5421]	55,738	56,188	46,823		9,365	-
<b>TOTAL EXPENDITURES</b>	<b>8,538,185</b>	<b>8,485,997</b>	<b>6,740,643</b>	<b>272,447</b>	<b>1,472,906</b>	<b>8,639,212</b>
<b>ENDING BALANCE</b>	<b>21,921</b>	<b>421,856</b>	<b>(834,428)</b>			<b>421,856</b>

Table 16 - Transit Operating Fund [5400]



## CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET

### FUND OVERVIEW: MUNICIPAL RECREATION COMPLEX / GOLF COURSE FUND [5600]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>(1,060,837)</b>	<b>(929,776)</b>	<b>(929,776)</b>			<b>(1,006,848)</b>
<u>Revenues :</u>						
Recreation Fees	1,018,609	1,002,237	602,715		399,522	967,737
Reimbursed Expenditures	4,454	4,000	3,861		139	4,000
Parks & Recreation Rentals	26,387	25,200	18,343		6,857	25,200
Other Rentals	23,000	23,000	16,884		6,116	18,000
Miscellaneous Revenues	34,570	47,769	43,775		3,994	47,000
Transfers In:						
-General Fund (MRC Subsidy)	-	-	-		-	295,221
-½% GRT Fund [3102] (MRC Subsidy)	197,605	176,255	146,879		29,376	80,608
-2014 GRT Bond Fund [4127]	100,000	-	-		-	-
<b>Subtotal - Revenues</b>	<b>1,404,624</b>	<b>1,278,461</b>	<b>832,457</b>		<b>446,004</b>	<b>1,437,766</b>
<b>TOTAL RESOURCES</b>	<b>343,787</b>	<b>348,685</b>	<b>(97,319)</b>		<b>446,004</b>	<b>430,918</b>
<u>Expenditures :</u>						
Personnel Services:						
-Salaries	347,943	367,356	220,236		147,120	364,458
-Benefits	132,219	134,435	84,629		49,806	256,527
Operating Expenses:						
-Contractual Services	148,759	178,301	100,444	8,342	69,515	180,031
-Utilities	180,732	152,445	109,517	41,888	1,040	152,445
-Repairs & Maintenance	27,959	41,403	18,116	14,870	8,417	51,312
-Supplies	72,152	138,811	74,615	33,426	30,770	116,597
-Insurance	2,334	2,334	1,945	-	389	18,302
-Other Operating Costs	211,783	217,111	133,493	46,708	36,910	213,694
Capital Outlay:						
-Capital Purchases	149,681	102,385	101,386	-	999	84,400
-Land/Building/Infrastructure	-	20,952	20,952	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,273,563</b>	<b>1,355,533</b>	<b>865,333</b>	<b>145,233</b>	<b>344,967</b>	<b>1,437,766</b>
<b>ENDING BALANCE</b>	<b>(929,776)</b>	<b>(1,006,848)</b>	<b>(962,652)</b>			<b>(1,006,848)</b>

Table 17 - Municipal Recreation Complex/Golf Course Fund [5600]

CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET  
FUND OVERVIEW: MUNICIPAL RECREATION COMPLEX / MRC FIELDS FUND [5604]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	(20,842)	(60,764)	(60,764)			1
<u>Revenues :</u>						
Recreation Fees	-	-	-		-	34,500
Other Rentals	-	-	-		-	5,000
Transfers In:						
-General Fund (MRC Subsidy)	-	-	-		-	102,059
-1/2% GRT Fund [3102] (MRC Subsidy)	-	60,765	-		60,765	52,473
<b>Subtotal - Revenues</b>	-	<b>60,765</b>	-		<b>60,765</b>	<b>194,032</b>
<b>TOTAL RESOURCES</b>	<b>(20,842)</b>	<b>1</b>	<b>(60,764)</b>		<b>60,765</b>	<b>194,033</b>
<u>Expenditures :</u>						
Personnel Services:						
-Salaries	32,521	-	71,103		(71,103)	32,231
-Benefits	7,402	-	25,982		(25,982)	41,314
Operating Expenses:						
-Contractual Services	-	-	1,462	630	(2,092)	2,062
-Repairs & Maintenance	-	-	5,615	1,500	(7,115)	17,383
-Supplies	-	-	45,661	9,369	(55,030)	45,400
-Other Operating Costs	-	-	3,264	-	(3,264)	2,284
Capital Outlay:						
-Capital Purchases	-	-	-	-	-	53,358
<b>TOTAL EXPENDITURES</b>	<b>39,922</b>	<b>-</b>	<b>153,088</b>	<b>11,499</b>	<b>(164,587)</b>	<b>194,032</b>
<b>ENDING BALANCE</b>	<b>(60,764)</b>	<b>1</b>	<b>(213,852)</b>			<b>1</b>

Table 18 - MRC Fields Fund [5604]

## CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET

### FUND OVERVIEW: GENOVEVA CHAVEZ COMMUNITY CENTER FUND [5700]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>1,502,260</b>	<b>1,607,279</b>	<b>1,607,279</b>			<b>1,354,140</b>
<i>Revenues :</i>						
Gross Receipts Tax (Transfer In)	1,795,647	1,795,647	1,496,373		299,274	1,995,042
Recreation Fees	1,733,959	1,648,400	1,221,221		427,179	1,693,500
Equipment Rentals	47,798	51,000	35,429		15,572	51,000
Parks & Recreation Rentals	187,638	201,000	153,553		47,447	205,000
Other Rentals	22,738	27,000	15,639		11,361	25,000
Sales Revenue	(52)	-	831		(831)	-
Miscellaneous Revenues	4,258	6,000	11,519		(5,519)	6,000
Interest on Investments	7,531	6,954	3,605		3,349	4,333
Other Transfers In:						
-General Fund (GCCC Subsidy)	140,000	-	-		-	191,780
-Quality of Life Fund [2505]						
(Outdoor Recreation Program)	5,000	5,000	4,167		833	-
-1/2% GRT Fund [3102] (GCCC Subsidy)	584,461	509,461	424,551		84,910	44,753
-MRC FORE Kids Golf Tourney [5603]	2,826	4,028	3,357		671	3,713
-Santa Fe Health Fund [6107]						
(Employee Wellness Program)	75,000	-	-		-	75,000
<b>Subtotal - Revenues</b>	<b>4,606,803</b>	<b>4,254,490</b>	<b>3,370,245</b>		<b>884,245</b>	<b>4,295,121</b>
<b>TOTAL RESOURCES</b>	<b>6,109,064</b>	<b>5,861,769</b>	<b>4,977,524</b>		<b>884,245</b>	<b>5,649,261</b>
<i>Expenditures :</i>						
Personnel Services:						
-Salaries	1,824,094	1,753,980	1,318,306		435,674	1,683,992
-Benefits	810,030	910,201	617,093		293,108	1,000,187
Operating Expenses:						
-Contractual Services	262,824	279,913	154,562	67,873	57,478	264,760
-Utilities	614,862	491,700	368,532	99,964	23,204	491,700
-Repairs & Maintenance	101,559	155,201	71,506	47,816	35,880	168,553
-Supplies	209,321	216,612	107,343	47,727	61,541	212,797
-Insurance	17,116	24,616	14,263	-	10,353	111,248
-Other Operating Costs	254,422	313,631	236,150	9,717	67,763	317,131
Capital Outlay:						
-Capital Purchases	143,859	53,324	55,957	-	(2,633)	27,950
-Land/Building/Infrastructure	-	44,753	30,714	15,901	(1,861)	16,803
Transfers to Other Funds:						
-General Fund (Facilities Maint.)	263,698	263,698	219,748		43,950	-
<b>TOTAL EXPENDITURES</b>	<b>4,501,785</b>	<b>4,507,629</b>	<b>3,194,175</b>	<b>288,998</b>	<b>1,024,456</b>	<b>4,295,121</b>
<b>ENDING BALANCE</b>	<b>1,607,279</b>	<b>1,354,140</b>	<b>1,783,349</b>			<b>1,354,140</b>

Table 19 - Genoveva Chavez Community Center Fund [5700]

CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET  
FUND OVERVIEW: AIRPORT FUND [5800]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	(431,429)	(206,025)	(206,025)			(86,227)
<u>Revenues :</u>						
Airport Fees	688,623	825,268	262,723		562,545	802,178
Airport Rentals	11,849	14,140	54,720		(40,580)	66,071
Other Rentals	238,543	170,000	108,583		61,417	188,436
NM Dept. of Transportation Grant	-	-	-		-	10,000
Transfers In:						
-General Fund (Airport Subsidy)	206,676	-	-		-	145,726
-½% GRT Fund [3102] (Airport Subsidy)	-	-	-		-	-
-Airport Terminal Fund [5802]	455,646	455,646	379,705		75,941	424,220
-Airport Landside Fund [5803]	127,000	127,000	105,833		21,167	242,116
<b>Subtotal - Revenues</b>	<b>1,728,337</b>	<b>1,592,054</b>	<b>911,563</b>		<b>680,491</b>	<b>1,878,747</b>
<b>TOTAL RESOURCES</b>	<b>1,296,907</b>	<b>1,386,029</b>	<b>705,538</b>		<b>680,491</b>	<b>1,792,520</b>
<u>Expenditures :</u>						
Personnel Services:						
-Salaries	667,333	510,600	446,259		64,341	774,205
-Benefits	318,633	369,001	229,289		139,712	489,108
Operating Expenses:						
-Contractual Services	102,205	200,650	90,764	79,966	29,920	163,290
-Utilities	72,951	62,680	73,271	10,850	(21,440)	97,797
-Repairs & Maintenance	21,031	44,781	29,516	5,843	9,421	48,349
-Supplies	24,614	37,298	18,958	7,109	11,232	37,770
-Insurance	37,773	50,797	33,279	-	17,519	49,991
-Other Operating Costs	158,393	168,449	139,806	838	27,805	190,237
Capital Outlay:						
-Capital Purchases	100,000	12,000	5,620	-	6,380	12,000
-Land/Building/Infrastructure	-	16,000	12,452	2,792	756	16,000
<b>TOTAL EXPENDITURES</b>	<b>1,502,932</b>	<b>1,472,256</b>	<b>1,079,214</b>	<b>107,397</b>	<b>285,646</b>	<b>1,878,747</b>
<b>ENDING BALANCE</b>	<b>(206,025)</b>	<b>(86,227)</b>	<b>(373,675)</b>			<b>(86,227)</b>

Table 20 - Airport Fund [5800]

### CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET

#### RELATED FUNDS OVERVIEW: AIRPORT TERMINAL FUND [5802] & LANDSIDE FUND [5803]

DESCRIPTION	FISCAL YEAR	FISCAL YEAR 2015/2016				FY 2016/17
	2014/2015 ACTUAL	YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	CITY MANAGER PROPOSED
<b>AIRPORT TERMINAL FUND [5802]:</b>						
BEGINNING BALANCE	335,714	310,675	310,675			311,481
<i>Revenues :</i>						
Airport Fees	325,279	370,000	78,697		291,303	44,976
Airport Rentals	120,645	85,060	132,875		(47,815)	378,000
Miscellaneous Revenues	1,242	-	30		(30)	-
Interest on Investments	1,631	1,469	767		702	1,244
Subtotal - Revenues	448,797	456,529	212,368		244,161	424,220
TOTAL RESOURCES	784,511	767,204	523,043		244,161	735,701
<i>Expenditures :</i>						
Operating Expenses:						
-Contractual Services	18,190	77	48,691	14,366	(62,980)	-
Transfers to Other Funds:						
-Airport Fund [5800]	455,646	455,646	379,705	-	75,941	424,220
TOTAL EXPENDITURES	473,836	455,723	428,396	14,366	12,961	424,220
ENDING BALANCE - FUND [5802]	310,675	311,481	94,648			311,481
<b>AIRPORT LANDSIDE FUND [5803]:</b>						
BEGINNING BALANCE	64,707	95,323	95,323			95,642
<i>Revenues :</i>						
Airport Fees	157,248	127,000	116,627		10,373	241,667
Miscellaneous Revenues	(3)	-	-		-	-
Interest on Investments	371	319	306		13	449
Subtotal - Revenues	157,616	127,319	116,933		10,386	242,116
TOTAL RESOURCES	222,323	222,642	212,256		10,386	337,758
<i>Expenditures :</i>						
Transfers to Other Funds:						
-Airport Fund [5800]	127,000	127,000	105,833	-	21,167	242,116
TOTAL EXPENDITURES	127,000	127,000	105,833	-	21,167	242,116
ENDING BALANCE - FUND [5803]	95,323	95,642	106,422			95,642

Table 21 - Airport Terminal & Landslide Fund

**VII. INTERNAL SERVICE FUNDS**

**CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET  
FUND OVERVIEW: RISK/SAFETY ADMINISTRATION FUND [6101]**

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
<b>BEGINNING BALANCE</b>	<b>1,587,590</b>	<b>2,150,147</b>	<b>2,150,147</b>			<b>1,446,206</b>
<i>Revenues :</i>						
Departmental Insurance Assessments	4,373,114	4,334,456	3,612,047		722,409	4,091,109
Insurance Recoveries	-	-	852		(852)	-
Interest on Investments	722	659	2,383		(1,724)	4,624
<b>Subtotal - Revenues</b>	<b>4,373,836</b>	<b>4,335,115</b>	<b>3,615,282</b>		<b>719,833</b>	<b>4,095,733</b>
<b>TOTAL RESOURCES</b>	<b>5,961,426</b>	<b>6,485,262</b>	<b>5,765,429</b>		<b>719,833</b>	<b>5,541,939</b>
<i>Expenditures :</i>						
Personnel Services:						
-Salaries	345,308	468,510	230,191		238,319	302,632
-Benefits	173,282	244,167	120,065		124,102	156,389
Operating Expenses:						
-Contractual Services	107,027	160,231	46,244	117,044	(3,057)	155,000
-Utilities	2,949	7,500	1,240	2,623	3,637	7,500
-Repairs & Maintenance	1,231	4,500	891	19	3,590	4,500
-Supplies	11,022	11,700	4,670	2,625	4,405	10,900
-Insurance	2,008,822	2,736,968	2,002,940	63,516	670,513	2,737,884
-Other Operating Costs	11,630	4,535	(275)	2,639	2,171	4,535
Transfers to Other Funds:						
-Emergency Management Performance Grant Fund [2718] (Local Match)	21,045	20,886	17,405		3,481	20,886
-Insurance Claims [6104] (Claims Assessed to Departments)	1,128,963	1,380,059	1,150,049		230,010	2,108,053
<b>TOTAL EXPENDITURES</b>	<b>3,811,279</b>	<b>5,039,056</b>	<b>3,573,419</b>	<b>188,466</b>	<b>1,277,171</b>	<b>5,508,279</b>
<b>ENDING BALANCE</b>	<b>2,150,147</b>	<b>1,446,206</b>	<b>2,192,010</b>			<b>33,660</b>

Table 22 - Risk/Safety Administration Fund [6101]



CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET

FUND OVERVIEW: INSURANCE CLAIMS FUND [6104]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	136,054	(255,925)	(255,925)			(594,716)
<u>Revenues :</u>						
Insurance Recoveries	70,291	30,000	15,337		14,663	30,000
Miscellaneous Revenues	830	10,000	21,144		(11,144)	10,000
Interest on Investments	455	-	-		-	1,519
Transfers In:						
-Risk/Safety Adm. Fund [6101] (Claims Assessed to Departments)	1,128,963	1,380,059	1,150,049		230,010	2,108,053
<b>Subtotal - Revenues</b>	<b>1,200,539</b>	<b>1,420,059</b>	<b>1,186,529</b>		<b>233,530</b>	<b>2,149,572</b>
<b>TOTAL RESOURCES</b>	<b>1,336,593</b>	<b>1,164,134</b>	<b>930,604</b>		<b>233,530</b>	<b>1,554,856</b>
<u>Expenditures :</u>						
Operating Expenses:						
-Contractual Services	156,566	273,337	123,263	50,065	100,009	273,415
-Supplies	34,007	38,000	18,634	1,642	17,724	38,000
-Insurance	1,363,262	1,385,963	662,667	46,803	676,494	1,385,963
-Other Operating Costs	38,683	61,550	19,712	26,156	15,682	61,550
<b>TOTAL EXPENDITURES</b>	<b>1,592,518</b>	<b>1,758,850</b>	<b>824,277</b>	<b>124,665</b>	<b>809,909</b>	<b>1,758,928</b>
ENDING BALANCE	(255,925)	(594,716)	106,328			(204,072)

Table 23 - Insurance Claims Fund [6104]

## CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET FUND OVERVIEW: SANTA FE HEALTH FUND [6107]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	5,788,635	6,899,629	6,899,629			7,954,478
<u>Revenues :</u>						
Health Insurance Premiums	19,488,739	21,383,574	15,891,896		5,491,678	19,831,200
Miscellaneous Revenues	6,383	100,000	95,272		4,728	-
Interest on Investments	28,031	25,613	18,344		7,269	24,280
<b>Subtotal - Revenues</b>	<b>19,523,152</b>	<b>21,509,187</b>	<b>16,005,512</b>		<b>5,503,675</b>	<b>19,855,480</b>
<b>TOTAL RESOURCES</b>	<b>25,311,788</b>	<b>28,408,816</b>	<b>22,905,141</b>		<b>5,503,675</b>	<b>27,809,958</b>
<u>Expenditures :</u>						
Operating Expenses:						
-Contractual Services	627,102	566,381	362,140	18,546	185,694	595,000
-Supplies	5,656	299	1,024	0	(726)	299
-Insurance	17,704,005	19,887,358	13,790,236	238,652	5,858,471	20,655,226
-Other Operating Costs	395	300	-	-	300	300
Transfers to Other Funds:						
-Genoveva Chavez Comm. Ctr. [5700] (Employee Wellness Program)	75,000	-	-		-	75,000
<b>TOTAL EXPENDITURES</b>	<b>18,412,159</b>	<b>20,454,338</b>	<b>14,153,400</b>	<b>257,198</b>	<b>6,043,739</b>	<b>21,325,825</b>
ENDING BALANCE	6,899,629	7,954,478	8,751,741			6,484,133

Table 25 - Santa Fe Health Fund [6107]

## CITY OF SANTA FE - FY 2016/17 PROPOSED BUDGET FUND OVERVIEW: WORKERS' COMPENSATION FUND [6109]

DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				FY 2016/17 CITY MANAGER PROPOSED
		YEAR-END BUDGET	YEAR-END ACTUAL	YEAR-END ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	5,474,262	5,726,298	5,726,298			6,143,130
<u>Revenues :</u>						
Workers' Compensation Premiums	1,919,325	1,741,011	1,465,788		275,223	1,741,011
Miscellaneous Revenues	84,368	20,000	80,620		(60,620)	20,000
Interest on Investments	27,782	25,546	15,744		9,802	21,392
<b>Subtotal - Revenues</b>	<b>2,031,476</b>	<b>1,786,557</b>	<b>1,562,152</b>		<b>224,405</b>	<b>1,782,403</b>
<b>TOTAL RESOURCES</b>	<b>7,505,738</b>	<b>7,512,855</b>	<b>7,288,450</b>		<b>224,405</b>	<b>7,925,533</b>
<u>Expenditures :</u>						
Operating Expenses:						
-Contractual Services	45,646	61,331	27,448	18,148	15,735	60,000
-Insurance	1,572,156	1,308,004	893,285	-	414,719	1,308,004
-Other Operating Costs	161,638	390	7,161	-	(6,771)	390
<b>TOTAL EXPENDITURES</b>	<b>1,779,440</b>	<b>1,369,725</b>	<b>927,893</b>	<b>18,148</b>	<b>423,684</b>	<b>1,368,394</b>
ENDING BALANCE	5,726,298	6,143,130	6,360,557			6,557,139

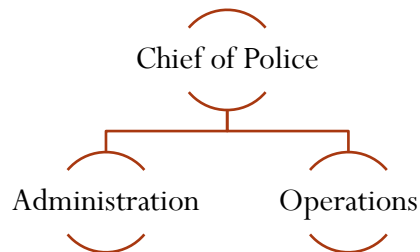
Table 24 - Workers' Compensation Fund [6109]

## VIII. DEPARTMENT EXPENDITURES

DEPARTMENT	Proposed FY 16/17 Operating Budget		Current FY 15/16 Operating Budget	
	FULL TIME EQUIVALENTS	# OF POSITIONS	FULL TIME EQUIVALENTS	# OF POSITIONS
Civic Ctr/Visitors Bureau	37	37	31	31
Community Development	14	14	14	19
Community Services	135	238	137	243
Finance	59	59	51	51
Fire Department	166	165	163	163
General Government	66	67	65	66
Human Resources	13	13	12	15
Info Tech & Telecom	30	30	31	31
Land Use	48	48	46	46
Parks and Recreation	153	196	161	192
Police Department	232	232	236	236
Public Utilities	253	262	259	259
Public Works	98	99	109	117
Transportation	179	187	179	188
<b>Grand Total</b>	<b>1483</b>	<b>1647</b>	<b>1494</b>	<b>1657</b>

### 1. Public Safety

#### a. Police:



#### Overview

In partnership with the community, it is the mission of the Santa Fe Police Department to reduce crime and the fear of crime, identify and solve problems, and efficiently manage the public resources entrusted to us. The Police Department is functionally organized into two divisions: Administration & Operations. The Administration Division is comprised of the following sections/units: Budget & Accounting, Professional Standards/IA, Training, Recruiting, Police Community Relations, Records, Fleet, Evidence and Property, and the DWI Forfeiture Program. The Operations Division consists of the department's Patrol force, Investigations, Support Operations and Special Operations sections.

#### Major Changes

One significant change proposed in the Police Department's budget for FY 16/17 is the reduction and/or consolidation of business units used by the Department. Specifically, all personnel costs will be moved to the General Fund from the GRT and Property Tax Revenue business units. This budget re-organization was completed with the knowledge and approval of the City Manager and Finance Director and will facilitate the budget management and review processes. Another change is the elimination and/or reclassification of several positions that will result in a financial savings. A position in the DWI Forfeiture Program has been eliminated and a Police Officer position has been reclassified to an Evidence Technician position. Also contained in this budget is the purchase of 4 more Ford Fusion vehicles that will bring the total number in the fleet to 18. Finally, barring any unforeseen major emergencies or incidents, the SFPD overtime budget will be reduced by \$112,000 in FY 16/17.

### **Work Plan**

This year the department focused on structural reorganization and personnel reallocation in order to accomplish our mission despite being short staffed. For example, the Crimes Against Children Unit was increased by two detectives. An in-house Narcotics unit was established by transferring personnel previously assigned to the municipal airport, the D.E.A. and Region III Task Force. In addition, the work schedule of our patrol personnel was adjusted to more accurately coincide with the times of calls for service, thereby putting more officers on the street when call volume is highest. As a result of the recent annexation, the Department's "service footprint" has been increased by approximately 6 square miles and 13,000 new residents. Due to this significant increase, our goal for next year is to maintain both violent and property crimes at the 2015 level. Other goals are to maintain response times to calls for service at current levels; establish a task force partnership with the local FBI office; increase the number of detectives assigned to Criminal Investigations; decrease disorderly calls for service in the downtown area by 10%; and increase recruiting efforts to bring the total number of police officer vacancies below 10.

# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### CITY OF SANTA FE POLICE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2016/17 PROPOSED BUDGET

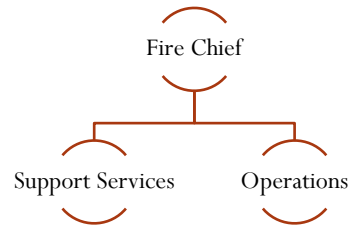
SUMMARY BY DIVISION	ACTUAL	2015/16	2015/16	2015/16	DEPARTMENT	CITY MANAGER
	EXPENDITURES	YEAR-END	YEAR-END	YEAR-END	REQUEST	PROPOSED
	2014/15	BUDGET	ACTUAL	ENCUMBRANCE	2016/17	2016/17
Police Administration	10,145,595	10,725,477	7,628,168	727,312	7,726,087	7,726,087
Criminal Investigations	3,493,799	3,384,047	2,653,891	43,383	3,233,876	3,233,876
Patrol Division	13,940,647	14,922,248	10,627,266	109,443	13,499,044	13,499,044
<b>TOTAL POLICE DEPARTMENT</b>	<b>27,580,041</b>	<b>29,031,772</b>	<b>20,909,325</b>	<b>880,137</b>	<b>24,459,007</b>	<b>24,459,007</b>

SUMMARY BY CATEGORY	ACTUAL	2015/16	2015/16	2015/16	DEPARTMENT	CITY MANAGER
	EXPENDITURES	YEAR-END	YEAR-END	YEAR-END	REQUEST	PROPOSED
	2014/15	BUDGET	ACTUAL	ENCUMBRANCE	2016/17	2016/17
Salaries, Wages & Benefits	19,660,818	19,875,561	14,362,892	-	17,660,437	17,660,437
Contractuals & Utilities	1,524,821	1,752,011	1,176,026	368,055	1,907,410	1,907,410
Repairs & Maintenance	95,509	173,700	61,315	36,493	188,300	188,300
Supplies	1,027,021	1,372,212	826,055	72,821	1,290,554	1,290,554
Insurance	1,256,168	1,378,779	1,145,232	-	1,197,218	1,197,218
Other Operating Costs	833,416	1,147,071	880,544	142,680	1,282,201	1,282,201
Capital Purchases	774,650	1,412,366	1,064,408	260,088	891,000	891,000
Transfers to Other Funds	2,407,637	1,920,072	1,392,853	-	41,887	41,887
<b>TOTAL POLICE DEPARTMENT</b>	<b>27,580,041</b>	<b>29,031,772</b>	<b>20,909,325</b>	<b>880,137</b>	<b>24,459,007</b>	<b>24,459,007</b>

SUMMARY BY FUND	ACTUAL	2015/16	2015/16	2015/16	DEPARTMENT	CITY MANAGER
	EXPENDITURES	YEAR-END	YEAR-END	YEAR-END	REQUEST	PROPOSED
	2014/15	BUDGET	ACTUAL	ENCUMBRANCE	2016/17	2016/17
General Fund	21,772,761	21,760,558	15,841,611	224,520	20,669,804	20,669,804
Corrections Fee Fund	215,510	150,000	92,651	57,349	150,000	150,000
Federal Forfeiture Sharing	28,234	-	328	-	-	-
DWI School	70,106	94,600	45,597	44,576	68,000	68,000
Municipal GRT-Police	2,099,558	2,349,354	1,632,155	5,022	1,985,716	1,985,716
Law Enforcement Protection Grant	132,474	138,100	101,451	11,204	126,600	126,600
Edward Byrne Justice Asst. Grants	-	76,091	42,245	20,099	-	-
Public Safety Special Revenue	280,453	987,749	755,364	76,352	841,263	841,263
DWI Forfeiture Program	430,344	747,539	371,368	109,749	523,822	523,822
Police Grants	-	100,000	-	97,125	-	-
Animal Control Spay/Neuter Program	-	-	-	-	21,000	21,000
Animal Control Training/ Education	38,656	113,500	85,186	1,050	72,000	72,000
Police Property Tax/ Safety Fund	2,366,954	2,514,281	1,940,725	232,738	-	-
Camera Nuisance Abatement	144,991	-	644	354	-	-
Railyard Security Fund	-	-	-	-	802	802
<b>TOTAL POLICE DEPARTMENT</b>	<b>27,580,041</b>	<b>29,031,772</b>	<b>20,909,325</b>	<b>880,137</b>	<b>24,459,007</b>	<b>24,459,007</b>

Table 26 - Police Department Expenditure Summary

### b. Fire Department:



#### Overview

The City of Santa Fe Fire Department (SFFD) is an all hazard response department that serves the City of Santa Fe and surrounding areas. Our mission is to provide sustainable quality of life now and in the future by preventing the loss of life and property through professional and efficient planning, preparation, training, fire prevention, public education, and delivery of emergency services. The SFFD accomplishes its mission with 163 full-time positions, and up to 20 seasonal positions. The Department consists of two divisions. The Support Services Division works to support response through the Training, Fire Prevention, Fleet, and Mobile Integrated Health Sections, as well as providing support for medical operations and the health and safety of our responders. The responders of the Operations Division work out of five operational fire stations, the Santa Fe Airport rescue and firefighting station, and a wildland urban interface station. In 2015 we responded to nearly 14,000 calls for assistance and provided standby capability for thousands of events; calls for emergency medical assistance comprised close to 85% of our volume. With routine growth and the emergency response annexation slated for 2018 we expect our volume to rise to over 17,000 calls for assistance. In 2015 our Wildland Urban Interface Section completed over 200 property assessments and 35 acres of hazardous fuel reduction, as well as help to establish a Firewise Community and created the Greater Santa Fe Fireshed Coalition. Our Fire Prevention Section taught fire safety to over 3000 kids through 164 school presentations and reached over 50,000 people (estimated) in over 300 public events, as well as remodeled our fire safety inspection program for businesses and conducted over 3,000 inspections. Our Training Section provided over 20,000 quality training hours to our ranks in order to maintain certification and proficiency in all aspects of emergency response as well as prepare for the future, and conducted the 30th Recruit Academy. The emerging Mobile Integrated Health Office enrolled and served its first cohort of participants, reducing the call volume of this group of high system utilizers by over 50 percent while making drastic improvements to their quality of life.

#### Major Changes

During this year the Santa Fe Fire Department plans to work on operational efficiency by designing and staffing lighter response vehicles and improving response times. In addition, we will complete a remodel of Fire Station 6 which will allow an improvement to fire coverage and overall supervision of our responders. These changes will ultimately help lead to a decreased (improved) ISO rating for the entire City of Santa Fe.

#### Work Plan

During FY 16/17 the SFFD will continue to provide the quality emergency response that our community has come to expect. To accomplish this mission we will need to maintain our facilities, equipment, and apparatus, promote health and wellness of our responders, and maintain our training. We will complete the replacement of our aging self-contained breathing apparatus; continue to prepare ourselves as best as we can for the upcoming annexation; as well grow our department as a whole to accommodate increasing demands. Finally, we will leverage our resources and form collaborations to further expand the Mobile Integrated Health Office to serve our high volume populations through well-coordinated preventive and innovative approaches.

**CITY OF SANTA FE  
FIRE DEPARTMENT - EXPENDITURES SUMMARY  
FISCAL YEAR 2016/17 PROPOSED BUDGET**

	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
<b>SUMMARY BY DIVISION</b>						
Fire Administration	4,993,562	4,792,529	3,968,569	45,437	16,650,716	16,650,716
Operations	14,683,311	13,870,640	10,564,535	108,269	173,874	173,874
Support Services	868,696	1,414,337	557,279	675,513	1,050,168	1,050,168
<b>TOTAL FIRE DEPARTMENT</b>	<b>20,545,568</b>	<b>20,077,506</b>	<b>15,090,384</b>	<b>829,219</b>	<b>17,874,758</b>	<b>17,874,758</b>

	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
<b>SUMMARY BY CATEGORY</b>						
Salaries, Wages & Benefits	15,763,819	15,883,704	12,131,261	-	15,197,064	15,197,064
Contractuals & Utilities	246,752	310,069	185,203	86,103	257,000	257,000
Repairs & Maintenance	111,689	99,270	70,270	23,481	104,753	104,753
Supplies	788,544	755,567	598,078	122,589	691,054	691,054
Insurance	329,274	369,674	308,062	-	410,989	410,989
Other Operating Costs	240,239	283,406	223,644	6,268	254,475	254,475
Capital Purchases	1,514,956	1,078,460	331,815	590,778	938,536	938,536
Transfers to Other Funds	1,550,296	1,297,356	1,242,051	-	20,887	20,887
<b>TOTAL FIRE DEPARTMENT</b>	<b>20,545,568</b>	<b>20,077,506</b>	<b>15,090,384</b>	<b>829,219</b>	<b>17,874,758</b>	<b>17,874,758</b>

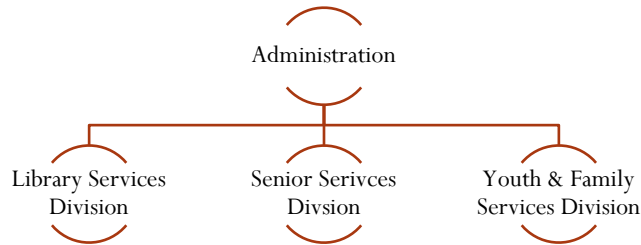
	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
<b>SUMMARY BY FUND</b>						
General Fund	16,116,482	15,203,145	11,859,636	101,901	16,640,572	16,640,572
Capital Equipment Reserve	426	-	8	-	-	-
Emergency Medical Services Grant	19,279	108,000	48,809	35,727	20,000	20,000
Emergency Preparedness Grant	513	7,000	6,572	-	7,000	7,000
State Fire Fund	829,041	1,285,170	459,917	639,786	964,312	964,312
Fire Hazard Reduction Grants	327,575	379,874	290,454	9,044	160,011	160,011
Fire Wildland-Urban Interface Grants	252,307	117,472	-	-	13,863	13,863
Fire Training Fund	15,014	29,000	27,913	(559)	29,000	29,000
Homeland Security Hazmat Grant	19,863	14,167	11,460	-	-	-
Mobile Integrated Health Program	-	-	30,495	-	40,000	40,000
Fire Property Tax/Safety Fund	2,857,029	2,933,678	2,355,120	43,321	-	-
Fire Impact Fees	108,040	-	-	-	-	-
<b>TOTAL FIRE DEPARTMENT</b>	<b>20,545,568</b>	<b>20,077,506</b>	<b>15,090,384</b>	<b>829,219</b>	<b>17,874,758</b>	<b>17,874,758</b>

**Table 27 - Fire Department Expenditure Summary**



## 2. Community Development Departments

### a. Community Services:



#### Overview

Community Services is organized under four divisions: Administration, Division of Library Services, Division of Senior Services and Youth and Family Services. Administration oversees the department's overall operations such as budget and personnel. Division of Library Services mission is to inform, enrich and educate the members of the community by creating and promoting access to a diversity of ideas and information, and by supporting lifelong learning and reading. The Division of Senior Services provides a consolidated comprehensive array of programs to serve our elderly. Our programs are designed to allow older adults to remain at home as comfortably, independently, and to avoid costly institutionalization funded by taxpayers. The Youth and Family Services Division provides a continuum of services to improve the quality of life of the residents of Santa Fe. This is done by provision of contracts for services, technical assistance and general community planning activities in the areas of health and human services, children and youth programs, and juvenile justice.

#### Major Changes

There are three major changes proposed in Community Services budget for fiscal year 2016/17. The first is the reduction of two full time classified positions, three seasonal positions and delete a business unit along with the funds in the Youth and Family Services Division. The Library Services Division is analyzing the impact of reduced hours while maintaining access to library facilities 7 days per week.

#### Work Plan

The department has focused initiatives in the divisions such as: implementing the Mayor Gonzales Children's Cabinet Action Plans, implementing the results-based accountability and data project initiative through all CYC grant funded agencies, and the release of the 2016 Youth Summit Report. Further initiatives include: design and implement a request for funding system to administer the \$180,000 the Veteran's Fund in Santa Fe; partner with private and community partners in the Summer Youth Program for increased and diversified programming and/or services during the summer.

The Division of Library Services is creating and implementing a new Spanish/Bilingual pilot Books and Babies Program at the Southside Library; Providing a Hoopla database to provide e-Books, e-Audiobooks, music and e-Video for patrons; and update and redesign the online catalog with new responsive design.

The primary goal for the Division of Senior Services is to secure the same level of funding to continue to maintain and provide the same quality services currently available to the elderly population throughout our community and continue to reach out to those individuals in need of services.

# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### CITY OF SANTA FE COMMUNITY SERVICES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2016/17 PROPOSED BUDGET

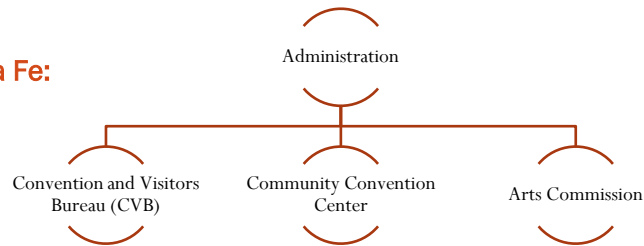
SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Community Services Administration	478,314	553,004	330,220	38,606	498,076	498,076
Library	4,730,630	5,066,089	3,588,554	274,633	4,909,325	4,906,125
Senior Services	6,150,228	6,831,759	5,044,880	302,956	6,116,026	6,116,026
Youth & Family	3,880,632	4,351,669	2,604,889	869,785	3,878,291	3,862,306
<b>TOTAL COMMUNITY SERVICES</b>	<b>15,239,804</b>	<b>16,802,521</b>	<b>11,568,542</b>	<b>1,485,981</b>	<b>15,401,718</b>	<b>15,382,533</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	6,742,626	7,249,245	5,025,715	-	7,060,945	7,060,945
Contractuals & Utilities	2,718,600	3,034,611	1,719,106	964,576	3,031,772	3,012,587
Repairs & Maintenance	89,610	105,305	78,143	15,219	41,907	41,907
Supplies	1,157,550	1,388,315	841,182	241,845	1,386,964	1,386,964
Insurance	458,207	317,358	264,487	-	351,994	351,994
Other Operating Costs	379,641	316,026	225,860	27,870	253,761	253,761
Capital Purchases	164,241	732,055	364,849	236,471	4,100	4,100
Transfers to Other Funds	3,529,328	3,659,606	3,049,200	-	3,270,275	3,270,275
<b>TOTAL COMMUNITY SERVICES</b>	<b>15,239,804</b>	<b>16,802,521</b>	<b>11,568,542</b>	<b>1,485,981</b>	<b>15,401,718</b>	<b>15,382,533</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	6,247,811	6,426,754	4,715,851	233,184	7,293,314	7,293,314
Quality of Life	451,327	625,495	474,678	29,375	170,495	151,310
Children & Youth Programs	1,179,291	1,250,290	705,270	441,955	1,273,606	1,273,606
Human Service Providers	886,409	919,100	597,516	279,791	893,706	893,706
Juvenile Justice Program	194,451	183,351	81,279	78,854	185,000	185,000
Senior Companion Program	194,216	199,560	152,170	2,201	191,658	191,658
Senior Center Programs	482,346	489,585	341,298	5,766	507,998	507,998
Senior Employment Program	34,824	34,824	25,747	-	37,985	37,985
Foster Grandparent Program	228,627	243,360	175,095	1,637	242,135	242,135
Retired Senior Volunteer Program	116,675	137,980	93,001	2,870	121,658	121,658
Senior Nutrition Program	860,802	877,353	602,340	36,633	885,537	885,537
Senior Caregiver Program	722,858	769,491	560,352	8,010	760,334	760,334
Senior Assisted Transportation	759,690	810,748	579,341	10,413	792,012	792,012
Senior Non-Reporting Programs	1,975	3,904	2,331	-	4,715	4,715
Cash In Lieu of Commodities Prog.	155,701	151,682	151,682	1,074	151,682	151,682
State Agency Capital Improvement	202,354	761,857	402,010	234,350	-	-
Veteran Programs	15,254	82,604	6,745	-	79,388	79,388
Library Grants	81,950	243,760	139,482	(3,544)	188,360	188,360
State Library Grants	5,471	28,329	30,293	(5,249)	13,276	13,276
Recreation Fund	423,029	557,333	249,259	37,816	563,450	563,450
South Side Library	1,012,824	1,033,433	673,028	90,841	1,045,409	1,045,409
½% GRT Income Fund	971,728	971,728	809,773	-	-	-
Special Recreation Leagues	10,190	-	-	-	-	-
<b>TOTAL COMMUNITY SERVICES</b>	<b>15,239,804</b>	<b>16,802,521</b>	<b>11,568,542</b>	<b>1,485,981</b>	<b>15,401,718</b>	<b>15,382,533</b>

Table 28 - Community Service Expenditure Summary

### b. Tourism Santa Fe:



#### Overview

TOURISM Santa Fe (TSF) promotes a healthy tourism economy and economic development by positioning the city as a key destination that offers leisure, meeting and business travelers' world-class amenities and adventure in an authentic, beautiful, culturally significant and historic setting. Focusing on Santa Fe as a world class destination provides a strong foundation for the City to be positioned as an excellent location to start, move or grow a business.

The department is organized with three divisions: The Convention and Visitors Bureau, The Community Convention Center, the Arts Commission.

- Convention and Visitors Bureau (CVB) consists of three sub divisions and two contracted services – Marketing - responsible for increasing the awareness of all aspects of the destination through advertising, public relations and social media; Sales - responsible for bringing meeting, tour and social groups into the community through the use of the Community Convention Center or in individual hotel facilities; Visitor Centers – located at the Community Convention Center, Railyard and Plaza, the visitor centers offer local and regional information in a welcoming walk in environment; the Film Liaison assists film and TV production with logistic and permitting support; to leverage our rich history the Native American Liaison links the city tourism efforts with those of the surrounding tribes and pueblos.
- Community Convention Center (CCC) offers space for group meetings to meet, eat and exhibit supporting up to 650 participants. With a total of 40,000 square feet of meeting space and an 18,000 square foot column free ballroom, individual events can be accommodated for up to 1,500 participants. Set up is performed by city staff with food, beverage and other support needs supplied by approved local providers.
- Arts Commission (Arts) supports local non-profit arts and cultural affairs by offering marketing grants and guidance with a total staff of 4. It also operates the Community Gallery and oversees the city Art in Public Places and Art on Loan programs.

#### Major Changes

The proposed budget supports a new joint City/County Film Office (\$100k) to be formed as an agency of the County with management by and responsibility to both entities. It also sets up a regional marketing effort for the Santa Fe Airport (\$50k) to reposition it as a Northern New Mexico Gateway Airport, increase the number of direct flights, maintain the flights in existence and grow the overall demand for seats to and from the facility. The budget includes recognition of the continued growth in lodger's tax collections in the amount of \$750k generated through proven increases in hotel rate and occupancy and successful implementation of the Short Term Rental Ordinance provisions. Expenses have been analyzed and properly aligned between the CVB and the CCC. This realignment was made possible by the completion of the transition of 30% of the facility principal and debt payments to the Parking Division. Average span of control within the department is 7.6.

### Work Plan

Sales, Marketing and the Arts Commission will continue their existing direction, expanding their support to the overall tourism effort. A focus will be placed on the Community Convention Center as the new operations manager develops a maintenance plan that outlines staffing requirements, maintenance inventory and the levels of deferred maintenance with budget requirements and timeframes.. A capital reserve fund will also be established to capture any available funds remaining from the collection of the two point convention center fee.

#### CITY OF SANTA FE TOURISM SANTA FE - EXPENDITURES SUMMARY FISCAL YEAR 2016/17 PROPOSED BUDGET

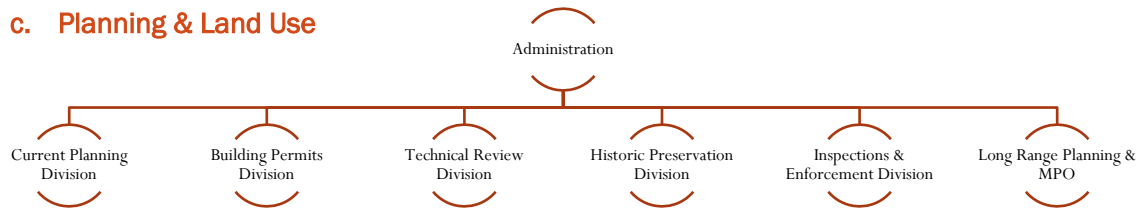
SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Arts & Culture	1,475,587	1,902,242	836,060	681,034	1,664,093	1,664,093
Santa Fe Civic Center	46,266,871	8,813,646	5,420,346	156,509	4,572,678	4,572,678
Visitors Bureau	3,171,264	3,688,891	2,704,071	535,577	3,735,385	3,735,385
<b>TOTAL TOURISM SANTA FE</b>	<b>50,913,722</b>	<b>14,404,779</b>	<b>8,960,476</b>	<b>1,373,120</b>	<b>9,972,156</b>	<b>9,972,156</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	2,248,610	2,348,180	1,816,656	-	2,756,481	2,756,481
Contractuals & Utilities	1,533,436	1,442,934	836,651	340,968	1,432,798	1,432,798
Repairs & Maintenance	67,534	146,500	47,691	42,649	237,800	237,800
Supplies	99,470	164,233	92,763	26,099	172,833	172,833
Insurance	57,170	52,947	44,706	-	69,023	69,023
Other Operating Costs	2,137,907	3,107,855	1,739,208	960,346	3,029,465	3,029,465
Capital Purchases	-	11,073	-	3,058	1,000	1,000
Debt Service	40,203,532	2,866,030	785,515	-	2,185,308	2,185,308
Transfers to Other Funds	4,566,062	4,265,027	3,597,286	-	87,448	87,448
<b>TOTAL TOURISM SANTA FE</b>	<b>50,913,722</b>	<b>14,404,779</b>	<b>8,960,476</b>	<b>1,373,120</b>	<b>9,972,156</b>	<b>9,972,156</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
1% Lodgers Tax - Arts	1,249,702	1,594,903	659,748	637,703	1,415,923	1,415,923
Special Uses Lodgers Tax (45%)	24,174	75,850	14,048	4,599	75,850	75,850
Marketing Lodgers Tax (50%)	3,171,264	3,688,891	2,704,071	535,577	3,735,385	3,735,385
Convention Center-Lodgers Tax	3,668,369	4,116,075	3,473,218	-	-	-
Quality of Life	66,250	66,250	55,208	-	-	-
Arts Education Grants	30,000	66,250	28,653	36,597	65,750	65,750
Civic Convention Center	1,907,904	1,802,577	1,147,095	156,509	2,366,725	2,366,725
Convention Center Debt Service	40,690,598	2,894,994	800,033	-	2,205,953	2,205,953
Civic Center Art Space	105,461	98,989	78,403	2,136	106,570	106,570
<b>TOTAL TOURISM SANTA FE</b>	<b>50,913,722</b>	<b>14,404,779</b>	<b>8,960,476</b>	<b>1,373,120</b>	<b>9,972,156</b>	<b>9,972,156</b>

Table 29 - Tourism Santa Fe Expenditure Summary

## c. Planning & Land Use



### Overview

The mission of the Land Use Department is to address the land use needs of our citizens through the creation and support of strong and vibrant communities for an improved quality of life. We seek to create opportunities for economic investment and job growth through the professional and equitable administration of codes, the processes we adopt and the landscape we serve which includes a respect for preserving the character of historic Santa Fe. To be at our best, our commitment to customer service is an ongoing priority.

Administration oversees department operations, including monitoring the operating budget, providing fiscal recommendations, procurement operations, contract development, personnel oversight, and staff support. Current Planning Division provides compliance with the City's land development code and department policies while providing customer service to applicants, neighborhoods, and the City's decision-making bodies. Long Range Planning works to plan the built environment and provide guidance on future land use in order to create a sustainable, pleasant, well-connected city. The Santa Fe Metropolitan Planning Organization (MPO) pursues transportation planning and funding for a well-connected, multi-modal region. Building Permits Division ensures code compliance for the preservation of life, safety, and the general welfare for the people of the City of Santa Fe through the performance of residential and commercial plan review and permit services. Technical Review Division oversees compliance of private sector infrastructure construction; development in the City's Escarpment Overlay District and Federal Emergency Management Agency (FEMA) flood hazard area; terrain & storm water management, landscape & site design, Gunnison's Prairie Dog ordinances, and enforcement of the City's Development Water Budget ordinance. Historic Preservation Division preserves the character of Santa Fe through the administration of the Historic Districts and Archaeological Districts ordinances and by educating the public about historic preservation. This occurs through plan review services, site visits and data collection of historic properties. Inspections & Enforcement Division safeguards the health, safety, and welfare of the citizens of Santa Fe by ensuring that construction, renovation, and demolition work is completed in accordance with the City's adopted codes and ordinances.

### Major Changes

There is one significant change proposed in the Land Use Department's budget next fiscal year. This is the reduction of two FTE's, an Engineer Associate (Terrain Management) and a Senior Planner (Current Planning Division).

### Work Plan

This last fiscal year, the Land Use department focused on a number of major reforms including: development of Division business plans, streamlining of plan review/permit operations and as Current Planning Division procedures. We coordinated the reviews and permitting of several major projects before the Planning Commission and Governing Body, analyzed potential amendments to the Development Code and supported various other departments with new ordinances and resolutions.

Next fiscal year, the department will build on the progress achieved thus far and continue streamlining operations. The focus will be on a 25% estimated workload increase with Pulte's construction of several hundred new homes (July), Presbyterian's new Hospital (August), and the Christus St. Vincent hospital expansion (May). All remaining FTE's within the Department are critical. We will strive to keep all positions filled and utilize staff services to their maximum potential.

**CITY OF SANTA FE**  
**LAND USE DEPARTMENT - EXPENDITURES SUMMARY**  
**FISCAL YEAR 2016/17 PROPOSED BUDGET**

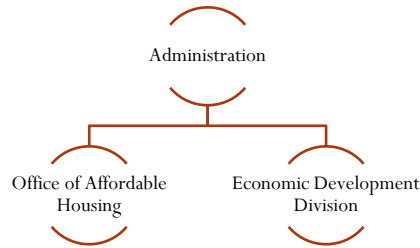
SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Land Use Administration	482,289	506,875	368,367	22,626	609,576	609,576
Building Permit Division	504,682	714,987	369,483	4,991	659,192	659,192
Current Planning	643,139	664,671	385,137	525	615,865	615,865
Historic Preservation	410,979	493,503	247,012	(7,192)	351,319	351,319
Inspections & Enforcement	1,473,953	1,474,082	1,140,992	11,158	1,398,214	1,398,214
Long-Range Planning	872,405	907,272	506,104	44,037	642,967	642,967
Technical Review	379,790	463,463	273,784	614	400,048	400,048
<b>TOTAL LAND USE DEPARTMENT</b>	<b>4,767,236</b>	<b>5,224,853</b>	<b>3,290,879</b>	<b>76,759</b>	<b>4,677,181</b>	<b>4,677,181</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	4,086,450	4,468,690	2,946,086	-	4,212,643	4,212,643
Contractuals & Utilities	332,491	362,764	135,867	34,420	119,600	119,600
Repairs & Maintenance	1,763	10,849	1,221	6,072	10,849	10,849
Supplies	71,621	108,310	65,204	6,368	88,215	88,215
Insurance	148,278	107,875	89,896	-	114,685	114,685
Other Operating Costs	83,191	153,579	41,952	29,899	131,189	131,189
Capital Purchases	567	-	-	-	-	-
Transfers to Other Funds	42,875	12,786	10,655	-	-	-
<b>TOTAL LAND USE DEPARTMENT</b>	<b>4,767,236</b>	<b>5,224,853</b>	<b>3,290,879</b>	<b>76,759</b>	<b>4,677,181</b>	<b>4,677,181</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	4,148,617	4,543,926	2,913,660	78,961	4,283,094	4,283,094
Section 112 Grant	460,271	397,371	263,561	(7,779)	315,111	315,111
Section 5303 Grant	110,162	179,793	65,369	19,676	78,976	78,976
Archaeological Fund	21,633	10,000	8,333	-	-	-
Historic Preservation Grant	26,552	93,763	39,956	(14,099)	-	-
<b>TOTAL LAND USE DEPARTMENT</b>	<b>4,767,236</b>	<b>5,224,853</b>	<b>3,290,879</b>	<b>76,759</b>	<b>4,677,181</b>	<b>4,677,181</b>

Table 30 - Land Use Expenditure Summary

**d. Housing & Community Development Department:**



**Overview**

The Housing and Community Development Department (HCDD) works to foster a future for our community that is connected, vibrant, well-planned and economically strong. HCDD consists of four interconnected areas, all of which support the long term vision and planning for the City. The Office of Affordable Housing (OAH) provides access to affordable housing opportunities for all residents from the homeless to the homeowner. The Economic Development Division (EDD) builds a diverse economy with a multitude of employment opportunities for everyone.

**Major Changes**

HCDD executes projects, facilitates programming and administers funding so that high-wage jobs and a multitude of employment opportunities are integrated with high quality, affordable housing that is well planned and accessible through many different types of transportation (bike paths/lanes, buses). HCDD focuses resources towards identified areas of greatest need. Major changes in operations include developing and communicating better data, and focusing on particular sectors of the city of Santa Fe (i.e. Siler and the proposed Midtown Innovation District).

Another critical goal for HCDD is to increase the supply of housing across a variety of income levels, including for the workforce, so that people can live and work in the community. The EDD is also focused on making sure that entrepreneurial/business development programs and workforce/talent development programs are increasingly aligned. This delivers an accessible, complementary range of services and fosters strong businesses, a skilled workforce and greater overall diversity in Santa Fe's economy to support the high wage, high impact jobs and talent of the future.

**Work Plan**

This year HCDD worked to integrate thinking across all four areas and to foster interconnected knowledge and projects. The Department also collectively pursued better data and metrics on the community and communication of that data and the community trends highlighted by this information.

In FY 2016/17, HCDD plans to execute a series of updated strategies focused on key areas (both physical and programmatic) of the City (i.e. Siler and St. Michael's areas) and on key areas of need (i.e. rental housing, film and digital media industry, and West River Corridor) and to continue to build upon the areas of collaboration such as the Arts + Creativity Center and Bike and Brew/Bike to Work Week. HCDD plans a sustained push towards greater inter-departmental alignment of programs and resources (transportation, land use, housing and economic development/jobs) and to respond to the trends illustrated by community data.



# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### CITY OF SANTA FE COMMUNITY DEVELOPMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2016/17 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Community Development Admin.	2,971,805	2,726,919	1,290,516	1,845	2,437,053	2,437,041
Affordable Housing	2,478,895	2,897,662	1,502,840	1,305,124	2,171,803	2,171,803
Economic Development	1,330,684	1,676,405	742,882	361,314	1,412,643	1,477,267
<b>TOTAL COMM. DEVELOPMENT</b>	<b>6,781,385</b>	<b>7,300,986</b>	<b>3,536,237</b>	<b>1,668,283</b>	<b>6,021,499</b>	<b>6,086,111</b>

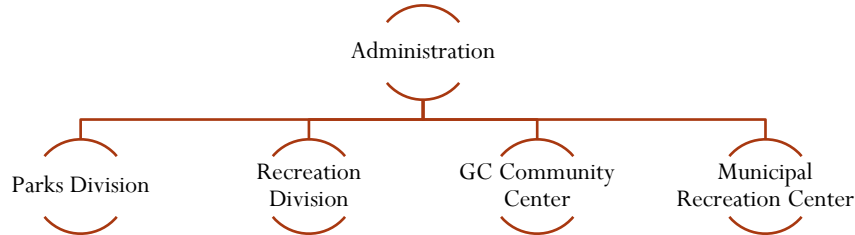
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	717,613	1,032,885	532,002	-	856,719	856,719
Contractuals & Utilities	2,898,311	3,507,085	2,194,155	1,664,130	2,717,128	2,781,800
Repairs & Maintenance	-	550	-	-	550	550
Supplies	10,488	10,596	4,787	1,201	8,913	8,913
Insurance	17,225	18,941	15,784	-	16,658	16,598
Other Operating Costs	98,337	97,415	12,798	2,952	102,737	102,737
Capital Purchases	585,969	4,037	(134,637)	-	-	-
Debt Service	2,220,950	2,223,526	754,263	-	2,223,567	2,223,567
Transfers to Other Funds	232,491	405,951	157,086	-	95,227	95,227
<b>TOTAL COMM. DEVELOPMENT</b>	<b>6,781,385</b>	<b>7,300,986</b>	<b>3,536,237</b>	<b>1,668,283</b>	<b>6,021,499</b>	<b>6,086,111</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	876,122	1,347,083	717,617	197,783	966,387	966,339
Economic Development	1,093,079	1,097,217	554,931	361,314	1,033,364	1,098,024
Affordable Housing Loan	195,228	368,533	206,664	161,869	32,836	32,836
Comm Dev Block Grant	545,810	671,780	277,498	351,400	526,541	526,541
Affordable Housing Trust	80,097	14,163	12,000	10,361	14,163	14,163
Shelter Plus Care	1,171,354	1,204,361	623,963	585,556	1,088,929	1,088,929
Utilities Administration Fund	148	63,446	123	-	60,084	60,084
College of Santa Fe Operating	12,631	216,194	701	-	401	401
College of Santa Fe - Debt	2,220,946	2,318,127	844,827	-	2,298,794	2,298,794
College of SF - Utilities	585,969	-	297,832	-	-	-
College of SF - Emergency	-	82	82	-	-	-
<b>TOTAL COMM. DEVELOPMENT</b>	<b>6,781,385</b>	<b>7,300,986</b>	<b>3,536,237</b>	<b>1,668,283</b>	<b>6,021,499</b>	<b>6,086,111</b>

Table 31 - Housing & Community Development Department

### 3. City Services Departments

#### a. Parks and Recreation Department



##### Overview

The Parks and Recreation Department oversees the operation of 70 developed parks; 125 miles of trails; the system of medians; MRC Golf Course and sports fields; Ft. Marcy Community Center; Salvador Perez Community Center; Genoveva Chaves Community Center (GCCC); and Bicentennial (BC) Pool.

The department is organized under with four divisions: Administration oversees the overall operation of the department, as well as the Marketing & Special Events staff. Parks oversees the Parks, Open Space, Trails, Medians, and historical locations within the City, as well as grounds maintenance of a number of City buildings. This division also includes the IPM unit. GCCC is the largest community center in the department and includes: administrative, ice arena, swimming pool, fitness, and outdoor recreation. A large number of recreational, fitness, aquatic, and ice programs and activities occur in this facility. Ft. Marcy is our second largest Community Center and also the location of our recreation division, which holds programs, classes, and activities at their community center and adjoining park. Salvador Perez contains a swimming pool and fitness area, as well as runs programs and activities. Finally, there is BC Pool which is the City's only outdoor seasonal swimming pool. Open Memorial Weekend through Labor Day weekend, it is highly used by the community.

##### Major Changes for the Fiscal Year

Combining business units in the Parks Division to better streamline the operation of the division; moved CIP maintenance staff to operating budgets for Parks and MRC; increases in fees and charges at the Community Centers and the Golf Course; adjustment in hours of operation at the Community Centers to better serve the public and to not operate during slow times of the day; increase in partnerships and sponsors for special events and advertising; and updated policies for races, special events, park reservations, and leagues.

##### Work Plan

The Department work plan for this year includes: (1) Continue to look at alternative funding for its programs, activity guide and special events; (2) Close out the 2008 Park Bond and the 2012 Park Bond; (3) Develop a Fees & Charges policy, to streamline our program and activity operations and when appropriate eliminate programs that are no longer profitable (4) Increase and improve customer service; (5) Provide a safe experience for clients and staff; and (6) Continue to strengthen the department's marketing ventures.

# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### CITY OF SANTA FE PARKS & RECREATION DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2016/17 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Parks & Recreation Administration	51,740	114,324	45,361	4,446	59,757	54,057
Genoveva Chavez Community Ctr.	4,501,785	4,507,629	3,194,175	288,998	4,295,121	4,295,121
Municipal Recreation Complex	2,607,498	2,673,738	1,189,022	156,732	3,219,255	3,219,255
Parks, Trails & Watershed	5,990,595	7,650,875	4,364,525	270,876	6,647,923	6,647,923
Recreation Division	2,557,143	2,548,417	1,746,197	81,768	2,508,046	2,508,046
<b>TOTAL PARKS &amp; RECREATION</b>	<b>15,708,761</b>	<b>17,494,983</b>	<b>10,539,279</b>	<b>802,821</b>	<b>16,730,102</b>	<b>16,724,402</b>

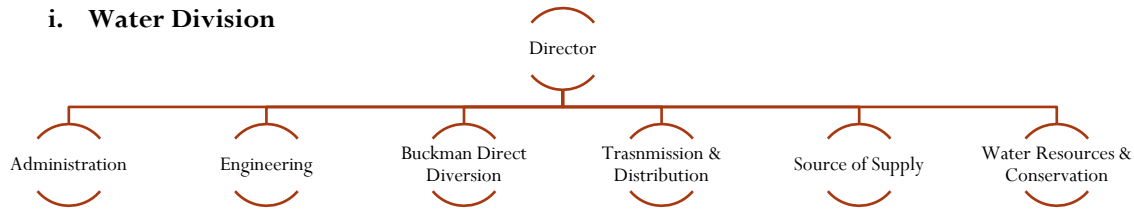
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	8,180,475	9,414,810	6,176,002	-	8,294,556	8,294,556
Contractuals & Utilities	3,306,207	3,702,138	2,227,289	444,334	3,631,719	3,631,719
Repairs & Maintenance	174,741	397,998	124,389	79,470	509,292	509,292
Supplies	776,700	869,394	558,630	120,953	965,913	963,013
Insurance	427,903	385,982	315,402	-	423,680	423,680
Other Operating Costs	684,146	850,993	512,091	124,083	918,373	915,573
Capital Purchases	398,612	291,589	233,528	33,981	211,949	211,949
Debt Service	1,288,453	1,309,353	164,676	-	1,181,847	1,181,847
Transfers to Other Funds	471,524	272,726	227,272	-	592,773	592,773
<b>TOTAL PARKS &amp; RECREATION</b>	<b>15,708,761</b>	<b>17,494,983</b>	<b>10,539,279</b>	<b>802,821</b>	<b>16,730,102</b>	<b>16,724,402</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	7,629,367	8,217,727	5,426,458	204,945	8,937,430	8,937,430
Special Events Projects	-	5,053	-	-	-	-
Quality of Life	69,918	107,197	31,058	37,207	89,747	84,047
Plaza Use Fund	17,780	25,000	18,604	(413)	25,000	25,000
Recreation Fund	20,289	30,700	22,555	2,238	10,000	10,000
Parks Impact Fees	60,000	-	-	-	-	-
½% GRT Income Fund	-	-	-	757	-	-
Parks Maintenance Fund	674,333	1,650,252	521,150	80,112	316,756	316,756
Municipal Recreation Complex (Golf)	1,273,563	1,355,533	865,333	145,233	1,437,766	1,437,766
MRC Bond Fund	53	-	51	-	-	-
MRC - FORE Kids Golf Tournament	5,266	8,404	5,667	-	8,089	8,089
MRC - Fields	39,922	-	153,088	11,499	194,032	194,032
MRC - Debt Service	1,288,693	1,309,801	164,883	-	1,182,088	1,182,088
Genoveva Chavez Community Center	4,501,785	4,507,629	3,194,175	288,998	4,295,121	4,295,121
Railyard Parks	68,743	209,108	86,057	25,751	165,494	165,494
Special Recreation Leagues	59,047	68,579	50,200	6,492	68,579	68,579
<b>TOTAL PARKS &amp; RECREATION</b>	<b>15,708,761</b>	<b>17,494,983</b>	<b>10,539,279</b>	<b>802,821</b>	<b>16,730,102</b>	<b>16,724,402</b>

Table 32 - Parks and Recreation Expenditure Summary

### b. Public Utilities Department

#### i. Water Division



#### Overview

The Water Division ensures that its City customers will have a safe, clean, sustainable, and reliable supply of drinking water. Water is produced efficiently, conveyed, treated to be in compliance with local, state, and federal regulations and guidelines, and delivered on demand under all conditions to City water customers in order to protect the public's health, safety, and welfare, while protecting the environment and supporting a healthy local economy.

The Water Division is organized around six (6) sections: Administration, Engineering, Buckman Direct Diversion (BDD), Transmission and Distribution, Source of Supply, and Water Resources Management/Conservation. **Administration** oversees the Division's operations and provides support services such as accounting, budget, payroll, accounts payable, and accounts receivable, to the other Division sections. **Engineering** designs, oversees or procures services for the design and construction of new facilities, or to continue refurbishing or replacing existing facilities as required to provide reliable drinking water in compliance with federal Safe Drinking Water Act requirements. The **Buckman Direct Diversion** regional drinking water facility is jointly owned by the City of Santa Fe and Santa Fe County, but it is managed, operated, maintained and repaired by City Water Division staff, in order to produce a clean, reliable, and sustainable source of drinking water derived from the Rio Grande and delivered on demand to the City and County respective transmission systems. **Transmission and Distribution** manages, operates, repairs and maintains the Water Division's conveyance facilities and appurtenant equipment in order to reliably deliver high quality water to utility customers in compliance with all applicable policy and law, and to protect the public's CIP investment. **Source of Supply** protects and manages all of the sources of water supply for the City, including the upper Santa Fe River Watershed, the City Well Field, and the Buckman Well Field, operates the Canyon Road Water Treatment Plant, as well as water storage facilities, and similarly coordinates with the BDD, in order to produce for delivery to Water Division customers, a clean, safe, reliable and sustainable, on-demand supply of drinking water that meets all applicable regulatory standards. **Water Resources Management/Conservation** secures and protects an adequate, safe, reliable, and sustainable portfolio of water supply sources, water rights, and applicable permits, to meet the water demands of Santa Fe water customers, now and well into the future; which includes reduction of water demands as well as the efficient use of water of Santa Fe's water system customers through the development of water conservation measures and the implementation of the approved water conservation program.

#### Major Changes

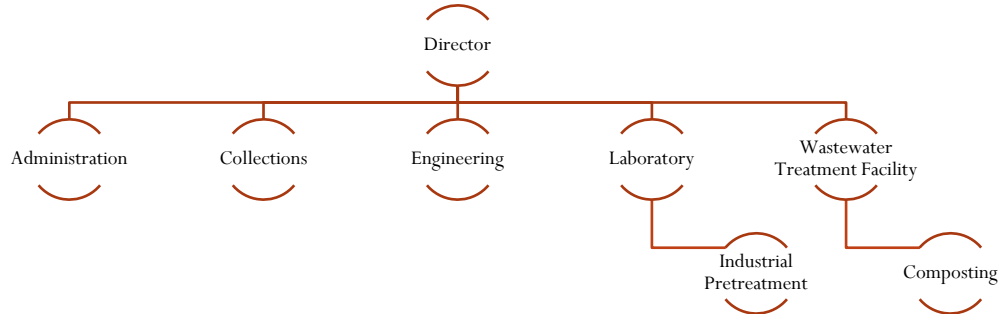
There are a few significant changes that will affect the proposed Water Division's budget next fiscal year. The first is the recently awarded "On-call Engineering Services" contract that will immediately facilitate the implementation of previously identified important infrastructure projects in the approved CIP, which will result in the increased rate of drawdown of the CIP funds.

The 2006 Water Bond (\$33.6M) will be paid off in full. Additionally, the ¼-cent GRT currently earmarked for the Water Division will be re-directed to the City's General Fund. A 4% Franchise Tax will be levied against the Water Division and subsequently paid into the City's General Fund. And lastly, the 2009 bond and NMFA Drinking Water Loans 2 and 4 will be re-financed, to leave a remaining balance in the Water Division BU of approximately \$40 million. Otherwise, the Water Division's proposed budget for next fiscal year will remain largely flat when compared to the current fiscal year.

## Work Plan

This year, the Division will be focused on improved permit compliance and tracking, as well as long-range planning, which may include identification of a sustainable wastewater potable water reuse project. In addition, the Division will focus on designing and constructing additional needed CIP infrastructure projects. Improvements will be made to the Divisions' water rights acquisition, permitting, and management programs.

## ii. Wastewater Management Division



## Overview

The Wastewater Management Division ensures 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.

Wastewater Management is organized under seven sections: Administration, Collections, Composting, Engineering, Laboratory, Industrial Pretreatment and Wastewater Treatment Facility. **Administration** oversees the division's operations and provides support services such as accounting, payroll, accounts payable, and accounts receivable to the other division sections in the development and monitoring of their operating and capital budgets. **Collection** provides operational and maintenance services for the infrastructure needed to collect and convey sanitary sewer from the customer to the treatment facility. **Composting** oversees the disposal of biosolids removed through the treatment process including the production of Class A compost while ensuring compliance with all applicable federal and state regulations. **Engineering** assists the city by providing development review as well as providing technical support to city customers and to the other sections through project management. **Laboratory** provides in-house testing of wastewater material for process control and compliance with all applicable State and Federal regulations. **Industrial Pretreatment** provides regulatory compliance and oversight of discharges into the collections system and treatment facility to include high strength and industrial discharges. **Wastewater Treatment Facility** provides operational and maintenance services required for treating sanitary sewer to ensure compliance with all applicable federal and state regulations for effluent discharging and reuse as well as storm-water and solids disposal.

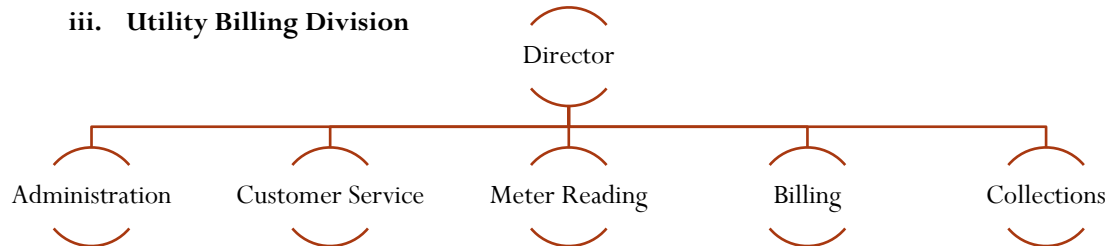
## Major Changes

There are two significant changes affecting the proposed Wastewater Management's budget next fiscal year. The first is the addition of nutrient removal to the National Pollution Discharge Elimination System (NPDES) permit that will require additional monitoring and a nutrient removal and process optimization study (identified in the 5-year capital budget). The other change is a reduction of biosolids disposal through land application effective January 1, 2017 and is anticipated to remain consistent through 2021 through the renewal of New Mexico Environmental Department Discharge Permit 135.

## Work Plan

This year, the division will be focused on compliance with new permit limitations and implementing programs to achieve goals established within the Five Year Collection and Facility Master Plans including main line rehabilitation, enhancements to solids handling, Supervisory Control and Data Acquisition (SCADA) implementation, carbon footprint reduction, and critical system equipment replacement.

### iii. Utility Billing Division



## Overview

The Utility Billing Division ensures that all water meters are read, utility invoices are properly generated for water, wastewater, environmental services and storm water fees.

Utility Billing is organized under five sections: Administration, Customer Service, Collections, Billing, and Meter Reading. **Administration** oversees the division's operations and provides support services such as accounting, payroll, accounts payable, and accounts receivable to the other division sections in the development and monitoring of their operating and capital budgets. **Customer Service** provides customer support for billing concerns, leak adjustments, and credits for conservation efforts. **Meter Reading** is responsible for timely reading water meters. **Billing** is responsible for generation of invoices for the water, wastewater and environmental service divisions. **Collections** section actively assists residential and commercial customers with payment plans.

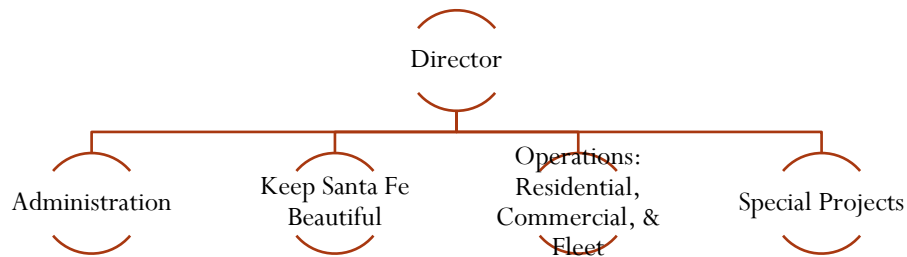
## Major Changes

The automated meter reading (AMR) system is nearly finished for all small water meters. With the advent of this system, meter readers are being retrained to proactively assist customers with leaks. A change order to the Badger Meter contract goes before City Council on April 27<sup>th</sup>. If this amendment is approved, replacement of large meters will begin July or 2016. The new billing system software will go live this year. This will provide staff with a better overall view of customers' accounts and a cleaner looking invoice.

## Work Plan

This year, the division will be focused on implementing the new billing software and rolling out the customer portal of the new metering system.

### iv. Environmental Services Division



#### Overview

The Environmental Services Division provides trash and recycling services to approximately 30,000 single-family homes and 2500 commercial accounts in the City of Santa Fe. Our mission: *The Environmental Services Division is dedicated to the protection of our environment, our community, and our people.*

Environmental Services is organized into several sections. **Administration** oversees the Division's Customer Service team and provides support to the Division for budget management, purchasing, and payroll. **Keep Santa Fe Beautiful** works in partnership with the City for litter prevention and beautification, as well as assisting with recycling outreach and education; this section also includes the Graffiti Abatement team. **Community Relations** works with commercial customers to increase recycling and addresses enforcement issues for all programs, and our **Special Projects Administrator** coordinates large projects and environmental monitoring and compliance. **Operations** includes several sections; **Residential** trash collections; **Commercial** trash collections; and **Recycling**, collecting from both residential and commercial sources; **Equipment Maintenance** provides fleet maintenance and repair for fifty-six collection vehicles and eighteen light vehicles; the **Welding** section maintains and delivers thousands of dumpsters.

#### Major Changes

The most significant change affecting the proposed Environmental Services budget in the next fiscal year is the transition to automated collections of residential curbside recycling, including 30,000 new recycling carts and seven new collection trucks. The carts and trucks will feature new technologies, including RFID tags and readers, allowing us to greatly improve service delivery and targeted outreach. The new trucks will be powered with Compressed Natural Gas (CNG), bringing the total of CNG powered vehicles from sixteen to twenty-three. To refuel these trucks and allow for additional fleet transition, we are building a CNG slow-fill station in conjunction with the Transit Division adjacent to our maintenance and storage yard on Siler Rd.

#### Work Plan

This year, the division will be focused on a major public outreach campaign to prepare the public for the cart distribution. Residents will need to know what can be recycled in the cart, and how to recycle glass, large cardboard, or items in exceedance of cart capacity. We will establish several recycling drop-off sites to collect these materials. New routes are planned for the transition to automated collection, and Maintenance Worker positions will be moved from the back of the recycling trucks into cart, dumpster, and vehicle maintenance.



# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### CITY OF SANTA FE PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2016/17 PROPOSED BUDGET

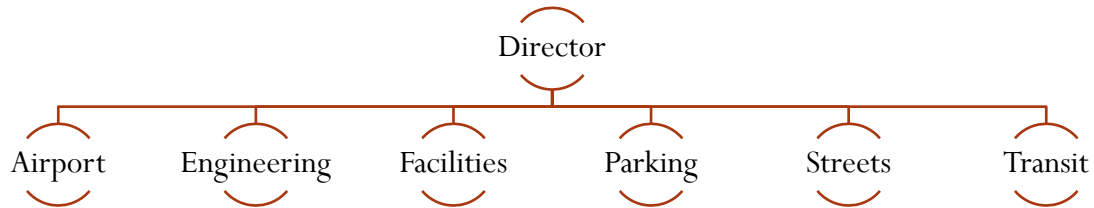
SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Public Utilities Administration	309,695	462,026	249,809	1,650	496,810	496,810
Environmental Services	12,511,076	17,413,834	8,321,979	362,765	15,376,494	15,376,494
Utility Customer Service	3,886,366	7,377,119	5,392,009	535,686	3,486,854	3,486,854
Wastewater Management	13,422,692	13,040,105	6,269,766	712,655	12,608,329	12,608,329
Water Operations	50,002,705	99,557,815	38,758,119	2,193,705	36,390,859	36,390,859
<b>TOTAL PUBLIC UTILITIES</b>	<b>80,132,533</b>	<b>137,850,899</b>	<b>58,991,681</b>	<b>3,806,461</b>	<b>68,359,346</b>	<b>68,359,346</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	17,166,356	20,126,322	13,258,957	-	18,789,125	18,789,125
Contractuals & Utilities	12,127,406	18,821,173	4,869,714	2,052,715	14,521,641	14,521,641
Repairs & Maintenance	1,678,870	3,896,661	1,267,081	838,426	2,851,019	2,851,019
Supplies	1,986,156	3,115,510	1,494,578	473,473	2,986,566	2,986,566
Insurance	1,005,663	822,905	685,754	-	1,017,996	1,017,996
Other Operating Costs	8,037,808	10,425,502	4,257,022	156,934	13,095,065	13,095,065
Capital Purchases	2,232,330	7,684,864	4,254,285	284,912	2,597,559	2,597,559
Debt Service	13,073,756	45,028,707	3,096,057	-	8,817,358	8,817,358
Transfers to Other Funds	22,824,188	27,929,255	25,808,233	-	3,683,017	3,683,017
<b>TOTAL PUBLIC UTILITIES</b>	<b>80,132,533</b>	<b>137,850,899</b>	<b>58,991,681</b>	<b>3,806,461</b>	<b>68,359,346</b>	<b>68,359,346</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	292,426	292,153	212,139	4,917	280,666	280,666
Santa Fe Beautiful Grant	37,554	82,797	40,058	2,060	46,398	46,398
Utilities Administration	309,695	462,026	249,809	1,650	496,810	496,810
Utility Customer Service	3,886,366	7,377,119	5,392,009	535,686	3,486,854	3,486,854
Environmental Services Fund	12,181,095	17,038,884	8,069,782	355,788	15,049,430	15,049,430
Water Division Operating Fund	34,052,397	76,819,090	19,446,508	2,144,013	31,793,121	31,793,121
Water Debt Service Fund	1,051	902	902	-	-	-
Water Acquisition Fund	790	678	678	-	-	-
Water Reserve for Arbitrage	829	711	711	-	-	-
¼% Water GRT Fund	11,613,176	17,413,168	17,010,916	-	-	-
Water Conservation Fund	304,806	1,287,767	673,466	49,692	569,934	569,934
Water 2009 A/B Bond Debt Service	4,029,655	4,035,499	1,624,939	-	4,027,804	4,027,804
Wastewater Management	13,422,249	13,039,681	6,269,342	712,655	12,608,329	12,608,329
Wastewater Impact Fees	443	424	424	-	-	-
<b>TOTAL PUBLIC UTILITIES</b>	<b>80,132,533</b>	<b>137,850,899</b>	<b>58,991,681</b>	<b>3,806,461</b>	<b>68,359,346</b>	<b>68,359,346</b>

Table 33 - Public Utilities Expenditure Summary

**c. Public Works**



**Overview**

The Public Works Department plans, designs, builds and maintains community facilities, streets and drainage systems, restores and revitalizes trails and the river, provides safe and efficient multi-modal traffic flow through the city, as well as, providing aviation, parking and transit services to the residents of, and visitors to, the City of Santa Fe.

Public Works is organized with six divisions: Airport, Engineering, Facilities, Parking, Streets and Drainage, and Transit. Airport oversees and manages ongoing federal investment in the airfield, general aviation and commercial airline activities and non-aeronautical partners associated with the airport such as car rental, concession, and etc. Engineering provides technical and administrative project management expertise in the study, design and construction of city-wide road, trails, river and watershed improvement projects, as well as, maintains safe, efficient and cost-effective multi-modal traffic flow. Facilities provides the planning, design, construction, maintenance and cleanliness of safe, efficient and cost-effective public facilities. Parking manages the operation, revenue collection and accounting of all parking permits, on-street parking meters, all city-owned surface parking lots and parking structures in the downtown area, as well as, parking operations at the Airport. The division oversees the enforcement and adjudication of parking citations. Streets and Drainage Maintenance ensures the essential services including maintenance and rehabilitation of public streets and drainage ways including the tasks of snow removal, concrete construction, grading, sweeping, pavement maintenance, engineering/inspection, drainage maintenance and administration. Transit oversees and manages the day-to-day operations of three distinct transit programs delivering service with the City of Santa Fe, namely, the Santa Fe Trails fixed-route bus system which delivers service on multiple routes, the Santa Fe Ride paratransit system which exclusively serves the elderly and disabled population with door-to-door services, and the Santa Fe Pick-Up system which provides fare-free circular service to the downtown, Canyon Road and Museum Hill areas.

**Major Changes**

There are two significant changes proposed in Public Work's budget next fiscal year. The first is the reorganization of the Transportation Department into Public Works Department resulting in the elimination of one department director position. The other change is the reorganization of the Roadways & Trails Engineering Division and Traffic Engineering Division into a singular Engineering Division. This reorganization will eliminate one division director position.

**Work Plan**

Airport – design of Runway 2-20 and Taxiways Alpha & Golf refurbishment; purchase snow removal equipment, update of FAA Part 139 and TSA Part 1542 regulatory compliance, issuing RFPs for Engineering Services, Rental Car and Food Concessions Agreements, completion of Airline Lease Agreement, Airport Master Plan and Air Service Development projects, add new revenue streams. Engineering – finish projects

that are nearing completion, continue work on-going projects, begin on-deck projects, and initiate under-develop projects. Facilities – continue work with AMERESCO to develop a maintenance plan and work order system, improve cleaning techniques and systems, and complete capital improvement/bond/grant projects. Parking – complete RFPs for citation administration revenue reconciliation system (CARRS) and parking access and revenue control system (PARCS), upgrade all parking meters to smart meters, introduce pay-by-phone program for parking meters, and pay-by-web for citations, parking permits, RFP and other parking related payments. Streets – continue to ensure public safety by providing essential services including maintenance and rehabilitation of public streets and drainage. Transit – focus on maintaining on-time services along with the high level of maintenance for all of the city’s assets, the procurement of 7 new buses to replace aging fleet and move forward on 3 major CIP projects.

**CITY OF SANTA FE  
PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY  
FISCAL YEAR 2016/17 PROPOSED BUDGET**

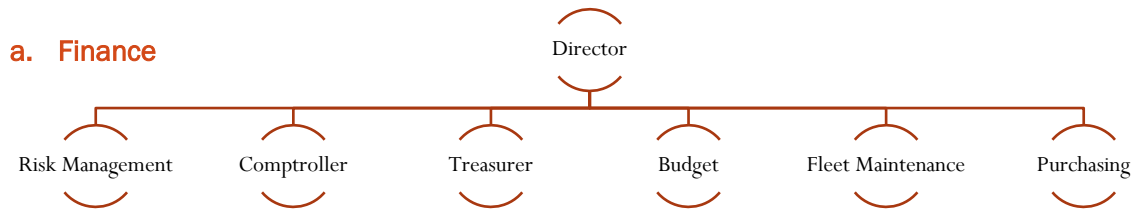
SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Public Works Administration	1,917,577	2,005,971	577,817	62,067	2,004,222	2,004,222
Airport Division	2,310,444	2,054,979	1,613,442	121,763	2,690,809	2,690,809
Engineering Division	3,472,709	3,738,937	2,275,781	602,125	3,890,364	3,600,364
Facilities Maintenance	3,464,979	3,449,132	2,304,962	105,089	3,499,711	3,499,711
Parking Division	5,217,176	6,033,921	4,387,207	273,684	7,041,680	7,041,680
Streets & Drainage Maintenance	3,700,515	4,342,579	3,214,191	23,185	3,918,477	3,641,066
Transit	16,344,767	15,736,935	11,231,442	469,667	10,336,097	10,336,097
<b>TOTAL PUBLIC WORKS</b>	<b>36,428,166</b>	<b>37,362,454</b>	<b>25,604,842</b>	<b>1,657,580</b>	<b>33,381,360</b>	<b>32,813,949</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	17,754,588	17,953,724	12,979,805	-	17,948,827	17,671,416
Contractuals & Utilities	2,595,234	2,553,635	1,547,108	902,635	2,825,366	2,825,366
Repairs & Maintenance	760,426	852,133	611,117	108,397	1,111,941	1,111,941
Supplies	1,283,053	1,510,360	897,578	229,571	1,793,883	1,503,883
Insurance	914,925	1,163,193	960,275	-	907,373	907,373
Other Operating Costs	2,049,547	2,561,906	1,773,831	112,307	2,777,152	2,777,152
Capital Purchases	3,124,920	6,006,402	4,035,514	304,670	834,854	834,854
Debt Service	1,923,747	2,178,440	494,521	-	2,786,554	2,786,554
Transfers to Other Funds	6,021,727	2,582,661	2,305,092	-	2,395,410	2,395,410
<b>TOTAL PUBLIC WORKS</b>	<b>36,428,166</b>	<b>37,362,454</b>	<b>25,604,842</b>	<b>1,657,580</b>	<b>33,381,360</b>	<b>32,813,949</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	6,068,699	6,349,874	3,900,230	684,111	7,751,813	7,184,402
Ridefinders Program	111,502	85,124	64,461	1,250	100,541	100,541
Storm Water Drainage	1,776,132	1,556,459	1,260,435	10,380	328,178	328,178
Roads Impact Fees	317	326,282	325,032	-	-	-
½% GRT Income Fund	1,566,983	1,858,632	1,221,426	23,748	1,911,415	1,911,415
Paved Street Rehabilitation	1,452,603	1,449,621	1,096,635	12,219	1,471,644	1,471,644
Parking Enterprise Fund	5,131,209	5,686,581	4,239,650	273,684	6,085,622	6,085,622
Parking Violations Bureau	-	53,750	-	-	53,750	53,750
Parking Debt Service	85,967	293,590	147,557	-	902,308	902,308
Transit Bus Operations	8,538,185	8,485,997	6,740,643	272,447	8,639,212	8,639,212
Transit Debt Service	3,811,966	343,360	33,269	-	342,859	342,859
Santa Fe Trails Welfare-to-Work	400,662	398,412	80,353	-	-	-
Transit Bus - Federal Grants	2,328,223	5,237,519	3,549,868	192,426	-	-
Santa Fe Paratransit Operations	1,154,230	1,186,523	762,847	3,544	1,253,485	1,253,485
Airport Operations Fund	1,502,932	1,472,256	1,079,214	107,397	1,878,747	1,878,747
Airport Terminal Fund	473,836	455,723	428,396	14,366	424,220	424,220
Airport Landside Fund	127,000	127,000	105,833	-	242,116	242,116
Railyard Development	1,208,727	1,304,402	232,651	-	1,305,066	1,305,066
Railyard - Market Station	416,141	391,760	119,143	-	389,818	389,818
Railyard Operations	272,853	299,589	217,199	62,008	300,566	300,566
<b>TOTAL PUBLIC WORKS</b>	<b>36,428,166</b>	<b>37,362,454</b>	<b>25,604,842</b>	<b>1,657,580</b>	<b>33,381,360</b>	<b>32,813,949</b>

Table 34 - Public Works Department Expenditure Summary

#### 4. Administrative Support Service Departments



##### Overview

The Finance Department provides financial management services to the city organization. The department's main focus in FY 2015-2016 was to promote transparency, accountability, and best financial management practices.

Finance's is organized under five divisions: Administration & Budget, Financial Management, Purchasing, Risk Management and Fleet Management. **Administration & Budget** oversees the department's operations and provides support to the other city departments in the development and monitoring of their operating and capital budgets. **Financial Management** provides accounting, payroll, accounts payable, and accounts receivable support to the city organization. **Purchasing** helps the departments procure the materials, goods, and services they need to accomplish their respective missions, while ensuring compliance with all applicable federal and state laws and city policies. **Risk Management** assists the city organization protect its assets through a common insurance program and manage its risk exposure by providing as-needed advice to the departments and offering and ongoing safety training to program to the employees. **Fleet Management** provides maintenance and repair services for city-owned vehicles and heavy equipment.

##### Major Changes

There are two significant changes proposed in Finance's budget nest fiscal year. The first is the reduction of two FTE's, one in Procurement and another one in Accounting. The other big change is the creation of a Treasurer's Division that will oversee all of the City's receipt, and cash management and debt management responsibilities, which are currently report separately to two different divisions in the department. This re-organization will eliminate one supervisor position with a span-of-control (SOC) of 2.0 and raise the overall departmental SOC above 5.0.

##### Work Plan

This year, the department focused on a number of major reforms, including the adoption of the first ever 5-year capital budget and the overarching Financial Management Policies. Finance also provided the analytical platform for the approval of a framework for finally closing the City's structural deficit. That framework and the Financial Management Policies guided the drafting of the FY 2016-17 Budget Plan.

Next year, the department will build on the progress achieved so far toward adopting best financial practices and processes. The focus will be on implementing a new suite of financial management systems that will integrate payroll, procurement, accounting, budgeting, cash management, and other critical functions into a single modern enterprise resource planning (ERP) system that will replace the current outdated and limited system. As the workload and ultimate institutional effect associated with it are both very extensive, the ERP

project will comprise most of the department's work plan next year. Included within this is the mapping and updating of financial management policies and processes, as well as the migration to the new ERP.

**CITY OF SANTA FE  
FINANCE DEPARTMENT - EXPENDITURES SUMMARY  
FISCAL YEAR 2016/17 PROPOSED BUDGET**

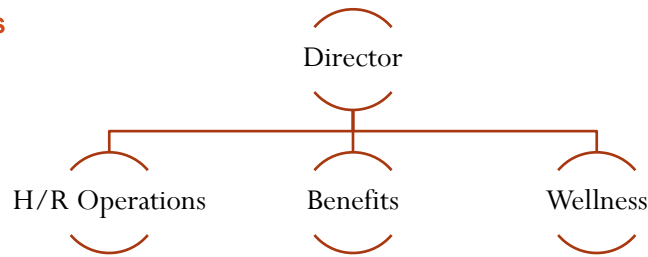
SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Finance Administration	831,505	1,010,113	802,859	8,687	1,525,455	1,490,866
Budget Office	200,770	(3,322)	(554)	-	1,031	1,031
Financial Management	2,736,922	2,632,631	1,782,821	152,880	2,440,274	2,440,274
Fleet Management	550,573	614,828	446,688	1,703	584,237	584,237
Purchasing	556,937	579,975	274,508	11,258	496,710	496,710
Risk Management	7,183,237	8,167,631	5,325,589	331,278	8,635,601	8,635,601
<b>TOTAL FINANCE DEPARTMENT</b>	<b>12,059,944</b>	<b>13,001,856</b>	<b>8,631,911</b>	<b>505,806</b>	<b>13,683,308</b>	<b>13,648,719</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	4,078,495	4,447,827	2,995,747	-	4,136,570	4,101,981
Contractuals & Utilities	842,050	869,457	448,835	196,434	1,009,809	1,009,809
Repairs & Maintenance	23,464	24,509	12,741	2,396	26,509	26,509
Supplies	121,497	215,944	155,745	12,630	223,763	223,763
Insurance	5,041,531	5,521,511	3,635,020	110,318	5,524,483	5,524,483
Other Operating Costs	688,692	395,586	216,368	184,028	426,814	426,814
Capital Purchases	-	126,000	-	-	206,421	206,421
Transfers to Other Funds	1,264,215	1,401,022	1,167,454	-	2,128,939	2,128,939
<b>TOTAL FINANCE DEPARTMENT</b>	<b>12,059,944</b>	<b>13,001,856</b>	<b>8,631,911</b>	<b>505,806</b>	<b>13,683,308</b>	<b>13,648,719</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	4,269,908	4,068,563	2,905,875	44,272	4,168,993	4,134,404
Capital Equipment Reserve	34,277	158,761	12,350	8,242	156,761	156,761
½% GRT Income Fund	267	-	142	-	104,560	104,560
Utility Customer Service	572,255	606,901	387,955	122,014	617,393	617,393
Risk/Safety Administration	3,811,279	5,039,056	3,573,419	188,466	5,508,279	5,508,279
Insurance Claims Fund	1,592,518	1,758,850	824,277	124,665	1,758,928	1,758,928
Workers' Compensation Fund	1,779,440	1,369,725	927,893	18,148	1,368,394	1,368,394
<b>TOTAL FINANCE DEPARTMENT</b>	<b>12,059,944</b>	<b>13,001,856</b>	<b>8,631,911</b>	<b>505,806</b>	<b>13,683,308</b>	<b>13,648,719</b>

Table 35 - Finance Department Expenditure Summary

### b. Human Resources



#### Overview

The Human Resources Department's mission is to advance management's goals while protecting the rights of City employees. In fulfilling the mission, HR staff provides a range of services to managers and employees to include; administering benefits; ensuring compliance with City ordinances, rules and regulations; ensuring compliance with federal, state, and local employment laws; maintaining employment records; providing consultation on personnel issues; providing training and development as well as recruiting for city staff.

The Human Resources Department is divided into three sections: Human Resources, Benefits and Wellness. **Human Resources** provide support to the other city departments in compliance, personnel issues, position and employee actions as well as testing and recruitment. The **Benefit operation** oversees the medical, dental, vision, life and voluntary benefits as well as reconciles the accounts pertaining to such. The **Wellness** section is responsible for adhering to the resolution based on maintaining the wellness of city staff.

#### Major Changes

There are two significant changes proposed in HR's budget for this next fiscal year. The first is the reduction of an FTE, the HR Trainer. The other is the creation of a classified full-time administrative secretary, who is currently an unfunded temporary, which will assist in the Wellness area. This addition is needed based on the increase in the wellness activities with the new healthcare provider. With this, the elimination of the trainer position and an unfunded temporary FTE, the span-of-control (SOC) for HR remains at 4.0.

#### Work Plan

This year, the department focused on implementing the new health insurance benefits and coordinating the new benefits with the new carrier. In addition, the new required federal requirements surrounding the Affordable Care Act were implemented and processed. The applicant screening process was streamlined; new HIPPA requirements were implemented, new procedures on onboarding and off-boarding were executed.

Next fiscal year, the department will build on the progress achieved so far in streamlining procedures and practices; in addition we will focus on implementing a new modern enterprise resource planning (ERP) system that will replace the current outdated and limited system. As the workload and ultimate institutional effect associated with it are both very extensive, the ERP project will comprise most of the department's work plan next year included within this is the mapping and updating of HR policies and processes, as well as the migration to the new ERP. With time the goal for the department is to also take on these additional projects of updating and revising the existing City Personnel Rules & Regulations; teaming up with outside resources in training city staff on leadership skills, customer service, communication, ADA and basic supervisory skills.



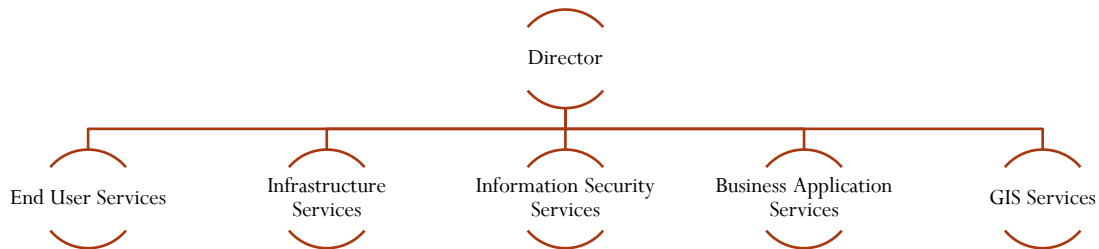
**CITY OF SANTA FE  
HUMAN RESOURCES DEPARTMENT - EXPENDITURES SUMMARY  
FISCAL YEAR 2016/17 PROPOSED BUDGET**

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	1,272,699	1,197,362	893,169	-	1,228,701	1,228,701
Contractuals & Utilities	751,999	823,027	440,144	21,485	822,000	822,000
Repairs & Maintenance	474	2,000	461	-	2,000	2,000
Supplies	21,475	19,126	7,180	14,463	36,165	36,165
Insurance	18,566,645	20,835,446	14,454,023	238,652	21,802,986	21,802,986
Other Operating Costs	275,452	329,181	261,640	24,186	153,733	153,733
Transfers to Other Funds	75,000	-	-	-	75,000	75,000
<b>TOTAL HUMAN RESOURCES</b>	<b>20,963,745</b>	<b>23,206,142</b>	<b>16,056,618</b>	<b>298,786</b>	<b>24,120,585</b>	<b>24,120,585</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	995,689	1,120,944	723,601	28,391	982,017	982,017
Benefits Administration	676,950	644,619	504,611	13,197	617,342	617,342
Santa Fe Health Fund	18,412,159	20,454,338	14,153,400	257,198	21,325,825	21,325,825
Unemployment Claims Fund	-	-	-	-	200,000	200,000
Santa Fe Dental Fund	878,947	986,241	675,005	-	995,401	995,401
<b>TOTAL HUMAN RESOURCES</b>	<b>20,963,745</b>	<b>23,206,142</b>	<b>16,056,618</b>	<b>298,786</b>	<b>24,120,585</b>	<b>24,120,585</b>

**Table 36 - Human Resources Expenditure Summary**

### c. Information Technology & Telecommunications



#### Overview

The Vision of the Department is to *be a trusted technology advisor to the City; achieved by implementing best practices in operational processes and management, becoming a more capable, collaborative, and agile department.* The ITT Department provides and supports a broad range of information technology systems and services to meet the evolving needs of the workforce and customers for all City Departments. The services provided include Business Applications, GIS & Mapping, Office and Personal Computing, Data and Voice Networks, Radio Devices & Systems, Vehicle Technology, Phones and Unified Communications, Security, Servers, Storage, Back Up and Web Sites. The Department is organized into four (4) teams: End User Services, Infrastructure Services, Business Application Services and Administrative Services. The current portfolio of technology used and supported includes 30+ business applications, 2,000 personal computers, 100 network switches-firewalls-routers, 80 servers and 35 connected work sites. The sophistication of technology is high and ranges from vehicle video systems to court case management systems.

#### Major Changes

The major change to the budget for FY16-17 is providing for a full year of salaries, benefits and related personnel expenses for the five (5) new positions created in the prior fiscal year. Also, due to the City's budget deficit, the Department did not request additional positions as recommend in the ITT Department Reorganization Plan. City IT funding continues to lag industry benchmarks for the local government sector. The industry benchmark for IT spending is 3.6% of total operating budget; the current City IT spending level is 1.8%. The industry benchmark for IT staffing is 3.6% IT FTEs as % of total FTEs; the current City IT spending level is 2.1%.

#### Work Plan

The major goals for Department for FY 16/17 include the following, listed by Service Area:

##### ***End User Services***

- Work with City Departments to right-size the City printer fleet with the objective to improve print services and reduce costs
- Complete the implementation of a City IT Service Desk following industry best practices

##### ***Infrastructure Services***

- Complete the virtualization of City servers to reduce the data center footprint with associated energy savings
- Move City computing infrastructure to a modern Data Center, located outside a public building, with adequate and redundant power, cooling, fire suppression, monitoring and physical security

- Evaluate, select and begin to implement a modern City Land Mobile Radio System (LMR) in partnership with the County of Santa Fe and State of New Mexico

### *Information Security Services*

- Establish and implement information security policies and procedures; an employee security training program; and security controls for high risk vulnerabilities

### *Business Application Services*

- Complete the implementation of a modern Enterprise Resource Planning (ERP) system to automate core financial activities processes by June 30, 2017
- Start the implementation of a modern Enterprise Resource Planning (ERP) system to automate payroll and human resource processes with a target complete date of December 31, 2017

### *GIS Services*

- Provide technology and GIS support to a new City Open Data program

**CITY OF SANTA FE**  
**INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY**  
**FISCAL YEAR 2016/17 PROPOSED BUDGET**

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
Salaries, Wages & Benefits	2,230,195	2,436,346	1,614,565	-	2,769,376	2,769,376
Contractuals & Utilities	943,472	1,033,649	547,179	399,459	1,180,054	1,180,054
Repairs & Maintenance	605,248	343,632	190,921	92,133	255,618	255,618
Supplies	118,870	723,149	468,079	73,014	759,674	759,674
Insurance	55,659	51,671	43,059	-	68,004	68,004
Other Operating Costs	312,518	400,148	298,347	86,987	452,777	452,777
Capital Purchases	20,575	120,295	69,722	34,459	122,094	122,094
<b>TOTAL INFO. TECH. &amp; TELECOMM.</b>	<b>4,286,536</b>	<b>5,108,890</b>	<b>3,231,871</b>	<b>686,051</b>	<b>5,607,597</b>	<b>5,607,597</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	2015/16 YEAR-END BUDGET	2015/16 YEAR-END ACTUAL	2015/16 YEAR-END ENCUMBRANCE	DEPARTMENT REQUEST 2016/17	CITY MANAGER PROPOSED 2016/17
General Fund	3,305,976	3,719,346	2,447,210	311,166	4,367,173	4,367,173
½% GRT Income Fund	980,560	1,389,544	784,661	374,886	1,240,424	1,240,424
<b>TOTAL INFO. TECH. &amp; TELECOMM.</b>	<b>4,286,536</b>	<b>5,108,890</b>	<b>3,231,871</b>	<b>686,051</b>	<b>5,607,597</b>	<b>5,607,597</b>

**Table 37 - ITT Expenditure Summary**

### d. General Government Department

#### v. City Attorney

##### Overview

*A lawyer, as a member of the legal profession, is a representative of clients, an officer of the legal system and a public citizen having special responsibility for the quality of justice.*

*As a representative of clients, a lawyer performs various functions. As advisor, a lawyer provides a client with an informed understanding of the client's legal rights and obligations and explains their practical implications. As advocate, a lawyer zealously asserts the client's position under the rules of the adversary system. As negotiator, a lawyer seeks a result advantageous to the client but consistent with requirements of honest dealing with others. As an evaluator, a lawyer acts by examining a client's legal affairs and reporting about them to the client or to others. Rules of Professional Conduct, Preamble – A Lawyer's Responsibilities*

This language provides the professional framework for the services provided by the City Attorney's Office (CAO) to its clients, who include the Mayor and City Councilors individually, the Governing Body as a whole, the City Manager and City Clerk, Department Heads and Division Directors, and other City employees in the exercise of their duties as public officials and employees. CAO services encompass multiple practice areas, including employment, water and land use law and litigation. There are eight attorneys in the CAO, including seven full-time attorneys and one part-time attorney, four paralegals, including the Office Manager, the Records Custodian, one who handles garnishments, bankruptcies and foreclosures and the fourth that supports the City Prosecutor at Municipal Court. A Legislative Liaison and Legislative Assistant are also under the CAO umbrella.

The CAO advises the City Manager, the Human Resources Department and Department Heads and Division Directors on all personnel matters, including disciplinary actions and policies and procedures, represents the City in mediations, arbitrations and court proceedings and advises on negotiations.

The CAO prosecutes petty misdemeanors (shoplifting; battery; parking; traffic offenses), DWIs and code violations (land use; animal) in Municipal Court. We handle vehicle forfeiture cases, including administrative hearings, petitions in District Court and related appellate cases. In support of our vehicle forfeiture ordinance, in 2014 we developed and hosted a conference co-sponsored and funded by NMDOT relating to the issue. We also handle other litigation and administrative proceedings in-house. We work closely with our insurer, Risk Management and the Claims Committee to minimize risk and control litigation costs and awards.

We staff all land use boards and commissions, draft their findings and conclusions, prosecute appeals to the Governing Body from those decisions, conduct trainings, and advise on all planning, permitting and inspections referred to us by the Land Use Department.

We review all contracts, providing comment and revisions as required, identifying and addressing issues of compliance with applicable law. We draft most bills and resolutions and work with sponsors and supporting staff through the committee and Council approval process. We also staff Council Committees and the

Governing Body and provide staff support for advisory committees. Finally, the CAO processes hundreds of IPRA requests a year.

The CAO provides legal opinions to the Governing Body at its request. In addition, we seek to identify areas where added legal support will minimize risk and enhance the bottom line, most recently at the Airport. We are also working closely with the Asset Development Department to assist in the management of the City's property.

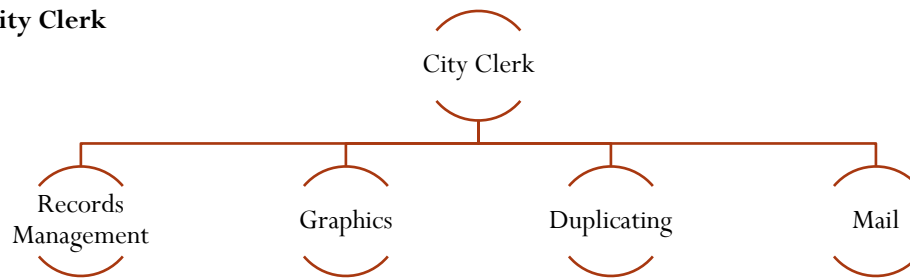
### **Major Changes**

In the last budget year the CAO terminated its contract with outside counsel to provide prosecutorial support and cross-trained staff to provide the same services, as well as to provide back up support to each other to assure coverage. The CAO also under-filled a full-time position with a part-time hire and upgraded its technology to provide better service at a lower cost. The CAO is now serving divisions, like the Airport, that have not received legal support in the past.

### **Work Plan**

The CAO will continue to survey and adopt available technologies like online research and training tools, to provide better service and reduce costs, cross-train for efficiency and reach out to other departments with "preventive lawyering".

#### **vi. City Clerk**



### **Overview**

The City Clerk's Office maintains custody of Governing Body, board, committee and commission minutes; ordinances and resolutions; and maintains city web page with such documents. The City Clerk's Office has custody of all official records and documents, such as contracts, leases, deeds, findings of fact and other official documents approved by the City Manager or the Governing Body. The City Clerk is responsible for conducting all facets of municipal elections in accordance with State and City Election Codes and the City's Charter. The City Clerk's Office processes all requests for new liquor licenses, special dispenser permits and annual liquor license renewals.

The City Clerk's Office includes four sections: Records Management, Graphics and Mail and Duplicating. Records Management preserves current records and those requiring long term retention pursuant to State and City Records Retention Schedules. Records Management microfilms permanent and long term City records, stores short term records, processes records withdrawal requests and destroys records that have met their legal retention. Graphics provides professional graphic art services to City departments for the design of master plans, line graphs, pie charts, illustrations, logos, interactive forms, newsletters, print advertising, brochures, invitations, event programs, t-shirt designs, signage, business cards, flyers, posters,

etc. The Mailroom provides City departments with the most cost effective and professional mailing/shipping services; mail delivery and pick up to City satellite offices; processes daily incoming and outgoing mail, including bulk mailings. The Duplicating Office offers all City departments scanning and duplicating services for minor to complex jobs and consistently meets all requested deadlines; ensures sufficient duplicating supplies are on hand and that equipment is the best quality, most efficient and economical for the City.

### **Major Changes**

A significant proposal is to include the purchase of Ranked Choice Voting software in the City Clerk's budget. Ranked Choice Voting was approved by the voters at the 2008 Municipal Election. The software that will allow for Ranked Choice Voting is currently being developed by an election vendor for release later this year. Certification by the Secretary of State shall occur prior to the City utilizing the software. Public education and outreach regarding Ranked Choice Voting is essential for a smooth and efficient voting transition.

### **Work Plan**

This year, the City Clerk's Office established an additional Early Voting location which allowed for the extension of voting hours and Saturday voting. The City Clerk's Office also consolidated all precincts into Voting Convenience Centers (VCCs) so that voters would not have to find a specific, precinct/district based location to vote at but could choose to vote at any of the 12 VCCs located throughout the city.

The City Clerk's Office will strive to enhance voting opportunities for the public with the ultimate goal of increasing voter participation.

## **vii. Internal Audit**

### **Overview**

The mission of the City of Santa Fe Internal Audit Department is to provide independent, objective assurance and review services designed to promote transparency, accountability, efficiency, and effectiveness of City government for the citizens of the City of Santa Fe.

Internal Audit reports administratively to the City Manager, but also has reporting lines to the Audit Committee and the Governing Body.

### **Major Changes**

During the previous fiscal year (FYE 2016) Internal Audit purchased an electronic work-papers application. The upcoming year will just include the annual fees on this package. No other major changes noted.

### **Work Plan**

This year, the department is focused on a number of major initiatives including full implementation of an integrated electronic work-papers system, continued work with the established Fraud, Waste, and Abuse Hotline, and the performance of 3 to 5 audits as detailed in the Annual Audit Plan. The plan is found on Internal Audit's webpage. An additional staff person has been requested and would add approximately 4 to 6 audits to the Audit Plan.

### **viii. Constituent Services**

#### **Overview**

Constituent Services provides information to the general public, businesses, visitors elected official and city staff about all city services and programs; receives and tracks request for city services via the City's Citizen Relationship Management (CRM) system, through an elected official, email, in person, and United States Postal Service.

The division's main focus in FY 2015-2016 was to successfully implement and administer a 311 pilot program working with Animal Services, Graffiti Removal and the Streets Division; and to revamp the content on the City's official website. In addition the division also administers two Plaza Park Vendor Programs (Artist/Artisan and Pushcart).

#### **Major Changes**

The major changes for Constituent Services was re-routing of five different telephone extension into our office as part of the 311 pilot. This has significantly increased the number of phone calls received and answered while at the same time allowing greater efficiencies to the other divisions.

As the Governing Body has express a great interest in implementing a citywide 311 program, staff continually analyzes telephone calls received in other division/sections in an effort to determine if those telephone lines can be re-routed and managed by Constituent Services staff.

Constituent Services staff is also working on revamping the content on the City's official website. Working closely with the ITT department we have coordinated a "Modernize Your Website" workshop the week of 04/25/16. From this workshop we will develop the frame work and style guide to follow when drafting content. The style guide will focus on the user experience, especially those that use a mobile device.

#### **Work Plan**

For the remainder of this FY staff will be focusing on making improvements to the existing CRM system's functionality and mapping capabilities. Staff will also be completing a customer service administrative policy and procedure. Constituent Services will also be working closely with ITT and Desert Elements Designs in an effort to revamp our existing website and develop a style guide. Staff will also be coordinating an internal website governance committee in an effort to implement and maintain consistency throughout the website. Next year, Constituent Services will build on the progress made and distribute the style guide to all staff members in charge of maintaining their respective webpages; continue to closely monitor the Google Analytics and coordinate ongoing web training accordingly. In addition, staff will work with each department/division/section on the use of the CRM system; walk through their internal workflow and make sure the CRM system matches and is being use to its fullest potential; identify and provide training accordingly. Staff will continue to work with Desert Elements Design to explore the options of moving our website to a responsive site and how we can continuously improve the user experience while embracing new technologies.



### ix. Multimedia Production Office

#### Overview

The Multimedia Production Office provides film production for the City of Santa Fe organization. The department's main focus is to produce programming for the City's Government channel (SFGTV-28) and to produce live events such as City Council meetings, press conferences and special events. Lastly, the office also supports staff with audio/visual support and PSA's. The Multimedia Office is under the City Manager's Office and Public Information Office.

#### Major Changes

Two big changes for the office this upcoming year is the elimination of a position due to retirement and the conversion of the government channel from standard definition to high definition.

#### Work Plan

This year will be focused on improving the quality of the government channel. We took a step towards this goal by purchasing a new program management server that connects social media to the channel and supports true high definition. We want the channel to look more professional and less public access. We will continue to keep our contracted help to assist the office with City events and meetings due to loss of a position. We would like to include staff training in this plan. Training will allow staff to be more efficient and better serve the City Departments. We will continue to produce are weekly show City Hall Live which has now been on for approximately 7 years and produce special projects for City Departments.

### x. City Manager's Office

#### Overview

The City Manager coordinates the implementation of the governing body policy decisions and the initiation of all intergovernmental operations of the City. The City Manager is responsible for directing the various departments and providing guidance in the implementation of the mandates of the governing body.

#### Major Changes

The City Manager's office has cut from our budget where necessary to help maintain a balanced budget.

#### Work Plan

Continue to maintain a fluid line of communication between our office and our Elected Officials. Support the Department Head's in maintaining a balanced team effort with their staff to offer the best services the City can provide the public.

# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### CITY OF SANTA FE GENERAL GOVERNMENT - EXPENDITURES SUMMARY FISCAL YEAR 2016/17 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	2015/16	2015/16	2015/16	DEPARTMENT	CITY MANAGER
	EXPENDITURES	YEAR-END	YEAR-END	YEAR-END	REQUEST	PROPOSED
	2014/15	BUDGET	ACTUAL	ENCUMBRANCE	2016/17	2016/17
Mayor & Council	688,804	682,281	528,220	12,815	690,497	690,497
City Manager	1,375,461	1,935,978	1,196,688	111,691	1,783,547	1,783,547
City Attorney	1,115,169	1,150,995	831,616	49,329	1,446,698	1,446,698
City Clerk	1,206,927	1,950,330	1,023,539	126,601	1,294,389	1,294,389
Internal Audit	129,352	322,281	280,534	1,263	126,780	126,780
Municipal Court	1,861,855	1,909,198	1,261,559	160,481	1,858,514	1,848,514
<b>TOTAL GENERAL GOVERNMENT</b>	<b>6,377,567</b>	<b>7,951,063</b>	<b>5,122,157</b>	<b>462,180</b>	<b>7,200,425</b>	<b>7,190,425</b>

SUMMARY BY CATEGORY	ACTUAL	2015/16	2015/16	2015/16	DEPARTMENT	CITY MANAGER
	EXPENDITURES	YEAR-END	YEAR-END	YEAR-END	REQUEST	PROPOSED
	2014/15	BUDGET	ACTUAL	ENCUMBRANCE	2016/17	2016/17
Salaries, Wages & Benefits	4,437,631	5,179,942	3,527,952	-	5,225,422	5,225,422
Contractuals & Utilities	646,463	1,415,030	695,845	314,312	902,305	902,305
Repairs & Maintenance	46,526	93,264	25,392	37,626	91,964	91,964
Supplies	119,092	220,299	110,545	38,385	149,435	149,435
Insurance	115,489	106,592	88,827	-	118,177	118,177
Other Operating Costs	728,277	517,885	328,055	57,953	403,752	403,752
Capital Purchases	152,423	149,359	121,631	13,903	192,703	182,703
Transfers to Other Funds	131,667	268,692	223,910	-	116,667	116,667
<b>TOTAL GENERAL GOVERNMENT</b>	<b>6,377,567</b>	<b>7,951,063</b>	<b>5,122,157</b>	<b>462,180</b>	<b>7,200,425</b>	<b>7,190,425</b>

SUMMARY BY FUND	ACTUAL	2015/16	2015/16	2015/16	DEPARTMENT	CITY MANAGER
	EXPENDITURES	YEAR-END	YEAR-END	YEAR-END	REQUEST	PROPOSED
	2014/15	BUDGET	ACTUAL	ENCUMBRANCE	2016/17	2016/17
General Fund	5,561,835	6,870,407	4,566,781	321,776	6,562,497	6,552,497
Comcast Franchise PEG Fee	19,520	20,000	5,556	13,333	20,000	20,000
Municipal Court Automation Fund	-	11,140	1,238	5,419	10,000	10,000
Municipal Court Pass-Thru Fees	81,842	93,252	57,081	-	93,252	93,252
Municipal Court Program Fund	109,996	110,000	52,497	57,503	110,000	110,000
Public Safety Special Revenue Fund	276,083	-	-	-	-	-
Home Detention Program Fund	10,782	129,280	96,352	8,667	129,280	129,280
DWI Forfeiture Program	29,922	-	-	31,589	-	-
Emergcy Mgmt Performance Grant	98,952	165,209	78,974	3,020	144,201	144,201
Public Financing for Elections	124	300,120	75,109	-	-	-
Homeland Security Grants	188,511	251,655	188,570	20,873	131,195	131,195
<b>TOTAL GENERAL GOVERNMENT</b>	<b>6,377,567</b>	<b>7,951,063</b>	<b>5,122,157</b>	<b>462,180</b>	<b>7,200,425</b>	<b>7,190,425</b>

Table 38 - General Government Expenditure Summary

## IX. DEBT SERVICE

FY 2016-2017 BONDS & LOANS BY FUNDING SOURCE													
FUNDING SOURCE	GL FUND	DESCRIPTION	FUND	PURPOSE	DATE OF ISSUE	YEAR DUE	AMOUNT OF ISSUE	PRINCIPAL OUTST. 6/30/16	INT/FEES PAYABLE FY 16/17	TOTAL DEBT SERVICE FY 16/17	PRINCIPAL OUTST. 6/30/17	INT/FEES OUTST. 6/30/17	TOTAL DEBT OUTST. 6/30/17
12% GRT	3102	GRT Rev. Bonds 2008 - CIP	4120	CIP/Con. Ctr.	04/07/2008	2035	20,135,000	18,720,000	978,788	1,523,788	18,175,000	3,362,913	21,537,913
12% GRT	3102	GRT Refunding Bonds 2012A	4124	CIP	03/01/2012	2026	32,725,000	27,150,000	1,186,125	5,646,125	22,690,000	4,515,950	27,205,950
12% GRT	3102	GRT Refunding Bonds 2013A	4125	Partial Ref 2006	06/18/2013	2020	10,880,000	7,785,000	306,200	3,286,200	4,805,000	412,800	5,217,800
12% GRT	3102	GRT Refunding Bonds 2014	4127	CIP	09/20/2014	2029	15,460,000	15,460,000	728,513	728,513	15,460,000	6,709,313	22,169,313
12% GRT	3102	MFC 2005 Refunding Bonds	5605	MFC Ref.	08/31/2005	2024	15,315,000	6,385,000	292,113	1,317,113	5,340,000	766,100	6,106,100
		<b>TOTAL GRT CIP BONDS</b>					<b>94,515,000</b>	<b>75,480,000</b>	<b>3,491,738</b>	<b>12,501,738</b>	<b>66,470,000</b>	<b>15,767,075</b>	<b>82,237,075</b>
12% GRT	3102	NMFA - Land Acquisition	4209	Land Purch.	08/01/2008	2028	3,610,000	2,504,981	805,435	275,868	2,340,265	694,283	3,034,548
		<b>TOTAL GRT BONDS</b>					<b>3,610,000</b>	<b>2,504,981</b>	<b>111,152</b>	<b>275,868</b>	<b>2,340,265</b>	<b>694,283</b>	<b>3,034,548</b>
12% GRT	3102	<b>TOTAL FROM 12% GRT</b>					<b>98,125,000</b>	<b>77,984,981</b>	<b>3,602,890</b>	<b>12,777,605</b>	<b>68,810,265</b>	<b>16,461,358</b>	<b>85,271,623</b>
PROP TAX	4150	General Obligation 2008	4150	Parks	06/10/2008	2028	20,000,000	14,470,000	602,508	1,537,508	13,535,000	3,513,967	17,048,967
PROP TAX	4150	General Obligation 2010	4150	Parks	11/01/2010	2030	10,300,000	8,155,000	283,744	743,744	7,695,000	1,988,922	9,683,922
PROP TAX	4151	General Obligation 2013	4151	Parks/Environ	07/23/2013	2033	12,000,000	11,045,000	351,344	851,344	10,545,000	3,374,184	13,919,184
PROP TAX	4152	General Obligation 2014	4152	Parks/Environ	07/23/2013	2033	5,800,000	5,600,000	182,494	387,494	5,395,000	1,792,326	7,187,326
		<b>TOTAL FROM PROPERTY TAX</b>					<b>48,100,000</b>	<b>39,270,000</b>	<b>1,420,089</b>	<b>3,520,089</b>	<b>37,170,000</b>	<b>10,669,399</b>	<b>47,839,399</b>
Lodgers	2122	GRT Rev. Bonds 2008-CCtrPkg*	5102	Con. Ctr./Parking	04/07/2008	2035	8,570,000	7,095,000	363,013	593,013	6,865,000	3,807,926	10,672,926
Lodgers	2122	NMFA #14 - CCtrPkg*	5102	Con. Ctr./Parking	03/28/2006	2035	42,220,000	38,880,000	-	0	20,165,150	8,862,863	29,028,013
Lodgers	2122	NMFA #27 - CCtrPkg*	5102	Ref NMFA #14	04/08/2015	2035	21,383,000	20,856,000	922,019	1,612,863	27,030,150	12,670,789	39,700,939
		<b>TOTAL FROM LODGER'S TAX</b>					<b>72,173,000</b>	<b>57,951,000</b>	<b>1,285,031</b>	<b>2,205,881</b>	<b>27,030,150</b>	<b>12,670,789</b>	<b>39,700,939</b>
Parking Rev.	5153	NMFA #27 - CCtrPkg*	5153	Ref NMFA #14	04/08/2015	2035	12,407,000	12,349,000	493,157	902,308	11,939,850	5,247,730	17,187,579
		<b>TOTAL FROM PARKING REVENUE</b>					<b>12,407,000</b>	<b>12,349,000</b>	<b>493,157</b>	<b>902,308</b>	<b>11,939,850</b>	<b>5,247,730</b>	<b>17,187,579</b>
MGRIT Infra	5250	GRT Refunding Bonds 2006B	5250	Solid Waste	07/31/2006	2023	15,160,000	7,595,000	363,060	1,308,060	6,650,000	1,194,025	7,844,025
		<b>TOTAL FROM MGRIT INFRASTRUCTURE</b>					<b>15,160,000</b>	<b>7,595,000</b>	<b>363,060</b>	<b>1,308,060</b>	<b>6,650,000</b>	<b>1,194,025</b>	<b>7,844,025</b>
MGRIT Envr.	5450	GRT Rev. Ref. Bonds 2012B	5450	WW	03/01/2012	2022	9,485,000	9,485,000	411,750	1,646,750	8,230,000	1,291,300	9,521,300
WW Revenues	5450	GRT/WW Bonds 2006C	5450	WW	09/29/2006	2021	14,280,000	4,065,000	203,250	938,250	3,330,000	426,250	3,756,250
		<b>TOTAL FROM MGRIT ENVRIO &amp; WW REVENUES</b>					<b>24,060,000</b>	<b>13,550,000</b>	<b>615,000</b>	<b>2,585,000</b>	<b>11,560,000</b>	<b>1,717,550</b>	<b>13,277,550</b>
MGRIT Transit	2116	NMFA Transit Buses Loan	5400	Transit	08/01/2014	2026	3,500,000	2,993,873	66,379.00	342,859	2,716,393	369,333	3,085,726
		<b>TOTAL FROM MGRIT TRANSIT</b>					<b>3,500,000</b>	<b>2,993,873</b>	<b>66,379</b>	<b>342,859</b>	<b>2,716,393</b>	<b>369,333</b>	<b>3,085,726</b>
Muni RY GRT	2120	GRT Refunding Bonds 2010B-RY	5850	Railroad	12/14/2010	2026	10,490,000	7,870,000	371,650	1,071,650	7,170,000	1,592,600	8,762,600
Muni RY GRT	2120	GRT Refunding Bonds 2013B	4126	Ref NMFA Pkg Gg	06/18/2013	2036	13,780,000	13,205,000	479,825	669,825	13,015,000	5,146,975	18,161,975
		<b>TOTAL BONDS FROM RAILROAD GRT</b>					<b>24,270,000</b>	<b>21,075,000</b>	<b>851,475</b>	<b>1,741,475</b>	<b>20,185,000</b>	<b>6,739,575</b>	<b>26,924,575</b>
Muni RY GRT*	2120	NMFA - Railroad I - #8	5850	Railroad	05/14/2004	2024	579,025	336,673	17,861	52,828	301,906	68,038	369,944
Muni RY GRT*	2120	NMFA-Railroad II - #15B	5850	Railroad	10/26/2006	2026	892,227	625,250	37,738	85,179	577,809	189,175	766,984
		<b>TOTAL LOANS FROM RAILROAD GRT</b>					<b>1,471,252</b>	<b>962,123</b>	<b>55,599</b>	<b>138,007</b>	<b>879,715</b>	<b>257,213</b>	<b>1,136,928.08</b>
		<b>TOTAL FROM MUNICIPAL RAILROAD GRT</b>					<b>25,741,252</b>	<b>22,037,123</b>	<b>907,074</b>	<b>1,879,482</b>	<b>21,064,715</b>	<b>6,996,788</b>	<b>28,061,503.08</b>
1/4% Cap. Outlay	5300	Water Refunding Bonds 2006D	5300	Water	09/14/2006	2025	49,790,000	45,410,000	3,219,143	4,024,143	54,605,000	49,743,650	104,348,650
1/4% Cap. Outlay	5391	Water Utility Bonds 2009AB	5391	Water	12/15/2009	2039	59,970,000	55,410,000	3,219,143	4,024,143	54,605,000	49,743,650	104,348,650
		<b>TOTAL BONDS FROM WATER GRT</b>					<b>109,760,000</b>	<b>100,820,000</b>	<b>6,438,286</b>	<b>8,048,286</b>	<b>109,210,000</b>	<b>99,487,300</b>	<b>208,697,300</b>
1/4% Cap. Outlay	5300	NMFA Drinking Water - #DW2	5300	Water	05/16/2008	2029	15,150,000	10,516,155	210,323	926,445	9,800,033	1,320,327	11,120,360
1/4% Cap. Outlay	5358	NMFA Drinking Water - #DW4 **	5358	Water	05/03/2013	2034	2,445,292	2,296,682	45,934	153,194	2,189,422	414,867	2,604,289
		<b>TOTAL BONDS FROM WATER GRT</b>					<b>17,595,292</b>	<b>12,812,837</b>	<b>256,257</b>	<b>1,079,639</b>	<b>11,989,455</b>	<b>1,735,194</b>	<b>13,724,649</b>
1/4% Cap. Outlay	All	<b>TOTAL FROM WATER GRT</b>					<b>127,355,292</b>	<b>113,632,837</b>	<b>6,694,540</b>	<b>9,127,921</b>	<b>121,199,455</b>	<b>99,925,144</b>	<b>211,421,949</b>
DEPT RENT	Varies	GRT Rev/Bonds 2012C - Mkt. Sh.	5856	Market Station	12/20/2012	2033	4,685,000	4,260,000	173,100	348,100	4,085,000	1,495,450	5,580,450
LAUREATE	5910	NMFA - College of Santa Fe - #20	5910	Education	09/14/2009	2036	29,615,000	25,660,000	1,478,567	2,223,567	24,915,000	17,315,703	42,230,703
		<b>TOTAL DEBT SERVICE</b>					<b>460,921,544</b>	<b>301,853,814</b>	<b>13,878,746</b>	<b>33,196,732</b>	<b>282,535,828</b>	<b>125,616,968</b>	<b>408,152,796</b>

## **X. APPENDIX**

### **1. Monthly Financial Report – February 2016**

The following report is a summary of financial results for the City. It provides summarized information on how the City's financial sources and uses have performed to date by department and major categories. Significant financial developments and budget variances are highlighted and explained. The report also includes a projection of revenues and expenditures to the end of the fiscal year based on year-to-date activity and historical trends.

#### **Highlights**

Based on activity accounted for through February when retail activity peaks during the winter season, the City remains on track to end the fiscal year 12% better than expected. Over all, revenues are trending 3% above budget, and expenditures are headed to a level at least 9% below budget.

#### Revenue

Total gross receipts tax revenue (GRT), the City's principle revenue stream and a strong indicator of retail activity in the local economy, have been coming at a rate that is 3% above budget since the fall. This will allow for a projection of \$100.3 million (5%) by year-end, instead of the \$96.9 million (2%) assumed in the budget. This represents an overall peak performance in GRT since the 2008, when the recession began (Page 9). It is important to point out, however, that even at this high level, GRT is still almost 10% below the 10-year mark after proper adjustments are made for inflation.

The other major non-utility revenue streams, while much smaller, have performed even better (Page 3):

Property Tax	9%
Franchise Tax	18%
Licenses & Permits	9%.

Only Lodgers Tax and Parking Fees, originally budgeted at \$9.0 million, appear to be moving in the opposite direction through February, -8% and -6% respectively.

#### Expenditures

Expenditures are coming in much lower than budgeted, -9% overall and -6% in the General Fund. At this rate, \$31.1 million will flow into ending balances across the City with \$4.6 million of that going to the General Fund's balance. Contractual Services accounts for the largest share (40%) of underspending across the board, with Personnel representing the second largest share (24%).

The pattern of underspending is different in the General Fund. In this area, all of the departments except Fire are showing significant underspending. Moreover, the principle area of underspending (\$3.5 million) is Personnel. This is not happenstance. It is being driven primarily by Management's decision throughout the year to slow down hiring. At this rate, vacancy will end up almost 6% above the 2% rate assumed in the budget.

# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### ALL FUNDS - OPERATING BUDGET SUMMARY & PROJECTIONS

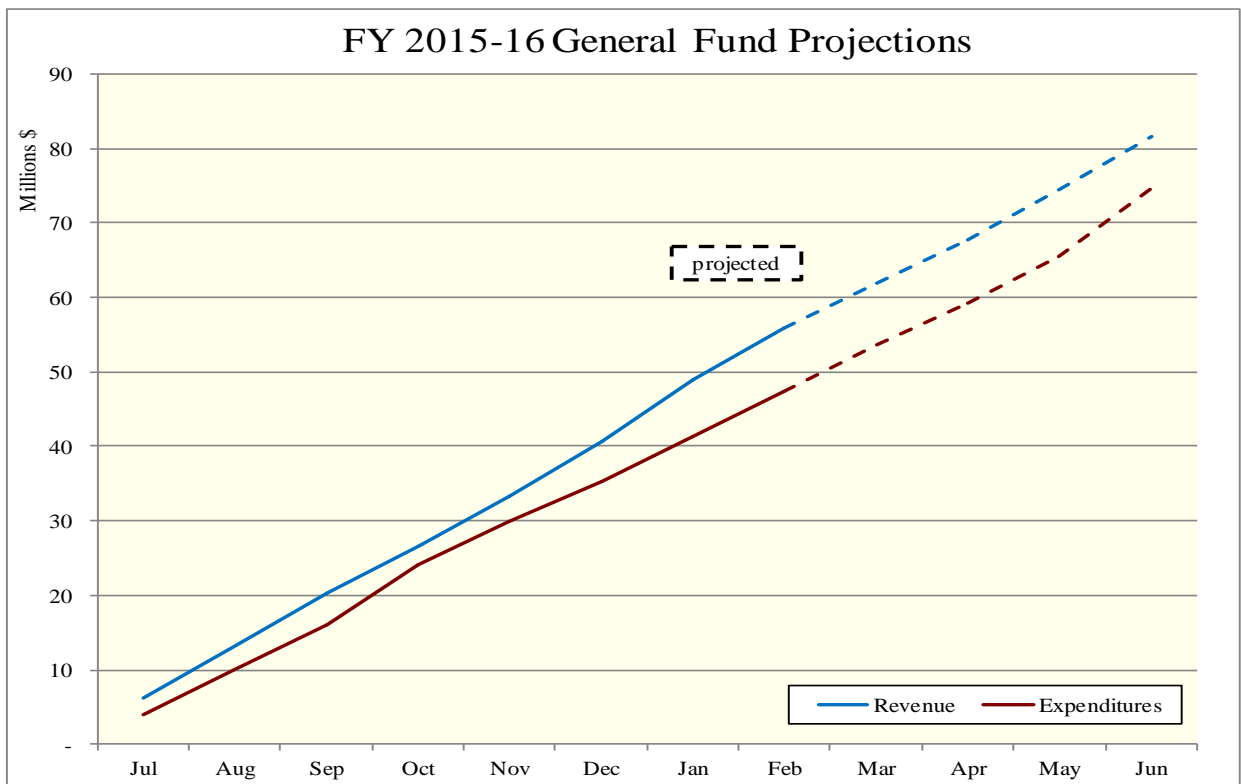
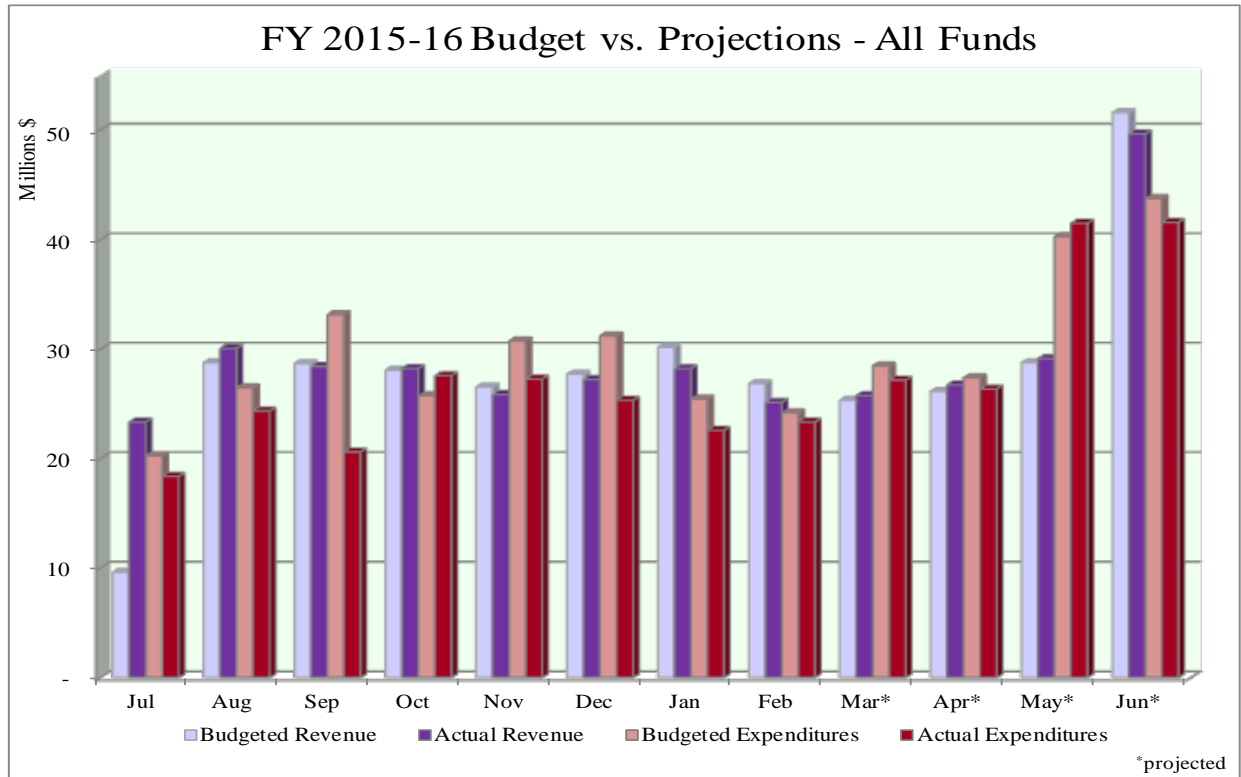
DESCRIPTION	FISCAL YEAR 2014/2015 ACTUAL	FISCAL YEAR 2015/2016				
		APPROVED BUDGET	AMENDED BUDGET	YEAR TO DATE*	PROJECTED YEAR-END	PROJECTED VARIANCE
<b>BEGINNING BALANCE</b>	<b>148,136,772</b>	<b>149,957,485</b>	<b>149,957,485</b>	<b>149,957,485</b>	<b>149,957,485</b>	
<i>Revenues:</i>						
Gross Receipts Tax	97,673,616	96,901,999	96,901,999	69,560,821	100,259,411	3%
Property Tax	9,486,321	9,595,716	9,595,716	6,817,687	10,448,542	9%
Franchise Tax	2,821,230	3,165,000	3,165,000	2,913,225	3,725,238	18%
Lodgers' Tax	9,251,039	9,000,000	9,000,000	5,967,815	8,323,659	-8%
Gasoline Tax	1,470,813	1,405,000	1,405,000	976,506	1,706,211	21%
Other Taxes	538,069	549,795	549,795	267,073	524,470	-5%
Licenses & Permits	2,497,291	2,379,205	2,379,205	1,673,310	2,585,564	9%
Ambulance Fees	1,670,052	1,700,000	1,700,000	1,135,172	1,818,305	7%
Insurance Premiums/Deductibles	27,661,061	29,020,613	29,020,613	18,715,848	28,716,006	-1%
Parking Fees	3,963,969	4,413,523	4,413,523	2,723,204	4,167,328	-6%
Recreation Fees	3,359,291	3,335,043	3,335,043	1,972,490	3,308,867	-1%
Solid Waste Fees	17,903,375	17,688,863	17,548,363	12,033,158	19,178,034	9%
Wastewater Fees	11,007,850	11,632,524	11,632,524	8,001,448	12,849,268	10%
Water Fees	32,024,473	36,705,664	36,727,092	22,670,690	38,276,302	4%
Other Fees/Services**	23,877,253	17,286,103	21,235,880	9,015,307	21,572,742	2%
Fines & Forfeitures	1,241,824	1,914,216	1,914,216	885,982	1,389,265	-27%
Miscellaneous Revenues***	70,751,567	6,067,062	5,849,955	4,882,431	7,286,796	25%
Interest on Investments	948,752	836,378	825,691	299,420	561,092	-32%
State Grants	5,609,257	2,704,574	8,200,138	2,463,586	8,200,138	0%
Federal Grants	7,060,022	4,861,100	5,584,567	1,783,694	5,584,567	0%
SF County/Other Grants	158,104	6,850,286	7,210,031	35,000	7,210,031	0%
Transfers In	69,746,212	59,938,813	60,083,675	41,711,767	60,083,675	0%
<b>Subtotal - Revenues</b>	<b>400,721,443</b>	<b>327,951,477</b>	<b>338,278,026</b>	<b>216,505,635</b>	<b>347,775,509</b>	<b>3%</b>
<b>TOTAL RESOURCES</b>	<b>548,858,214</b>	<b>477,908,962</b>	<b>488,235,511</b>	<b>366,463,120</b>	<b>497,732,994</b>	
<i>Expenditures:</i>						
Salaries	73,311,291	74,639,608	76,232,789	45,858,809	71,760,440	-6%
Benefits	37,212,030	41,243,973	41,306,443	24,286,272	38,311,780	-7%
Contractual Services	22,311,011	23,415,300	31,020,840	16,409,625	18,762,563	-40%
Utilities	12,118,162	11,499,870	13,045,375	11,294,170	11,702,089	-10%
Repairs & Maintenance	4,507,098	5,005,621	7,202,573	4,200,428	4,989,093	-31%
Supplies	8,156,790	10,708,716	11,178,462	7,122,070	9,417,947	-16%
Insurance	28,686,808	31,421,753	31,488,640	20,087,254	29,340,469	-7%
Other Operating	17,732,798	21,168,296	21,694,170	11,730,829	17,814,382	-18%
Capital Purchases	8,896,094	3,688,027	14,872,342	12,731,421	14,872,342	0%
Land & Building	4,086,434	37,303	3,952,125	574,557	3,952,125	0%
Debt Service-Principal	55,899,676	22,159,873	22,159,873	2,035,000	22,159,873	0%
Debt Service-Interest	18,605,466	16,123,604	16,124,054	8,803,750	16,124,054	0%
Transfers Out	107,377,071	65,082,144	66,843,800	46,292,005	66,843,800	0%
<b>TOTAL EXPENDITURES</b>	<b>398,900,729</b>	<b>326,194,088</b>	<b>357,121,486</b>	<b>211,426,190</b>	<b>326,050,957</b>	<b>-9%</b>
<b>ENDING BALANCE</b>	<b>149,957,485</b>	<b>151,714,874</b>	<b>131,114,025</b>	<b>155,036,929</b>	<b>171,682,037</b>	

\*Includes year-to-date actuals plus encumbrances; excludes CIP funds

\*\*Other Fees/Services include: Internal Service Charges; Airport Fees; Police/Court Fees; Transit Fees; Land Use Fees; and various other fees/services

\*\*\*Miscellaneous Revenues are primarily comprised of Bond Proceeds. This category also includes: Bond Premiums; Sales Revenue; Reimbursements; Refunds; Advertising Income; Insurance Recoveries; Rental Income; and other miscellaneous revenues

## ANALYSIS



# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### GENERAL FUND SUMMARY & PROJECTIONS

DESCRIPTION	FISCAL YEAR	FISCAL YEAR 2015/2016				
	2014/2015 ACTUAL	APPROVED BUDGET	AMENDED BUDGET	YEAR TO DATE*	PROJECTED YEAR-END	PROJECTED VARIANCE
<b>BEGINNING BALANCE</b>	<b>9,689,077</b>	<b>8,568,937</b>	<b>8,568,937</b>	<b>8,568,937</b>	<b>8,568,937</b>	
<i>Revenues:</i>						
Gross Receipts Tax	53,672,235	53,130,499	53,130,499	38,123,059	54,943,519	3%
Property Tax	3,422,547	3,464,594	3,464,594	2,298,179	3,521,500	2%
Franchise Tax	2,802,673	3,145,000	3,145,000	2,899,185	3,702,133	18%
Other Taxes	478,232	490,000	490,000	267,077	524,478	7%
Licenses & Permits	2,461,998	2,360,445	2,360,445	1,648,303	2,546,115	8%
Ambulance Fees	1,670,052	1,700,000	1,700,000	1,135,172	1,818,305	7%
Planning/Land Use Fees	291,442	268,400	268,400	192,620	296,628	11%
Recreation Fees	460,486	510,000	510,000	331,191	555,576	9%
Reimbursed Expenditures**	5,775,565	6,247,587	6,247,587	4,117,291	6,187,354	-1%
Other Fees/Services	188,981	215,792	215,792	131,096	203,544	-6%
Fines & Forfeitures	429,736	499,381	499,381	245,273	414,082	-17%
Miscellaneous Revenues	69,736	149,000	153,000	71,150	157,407	3%
Interest on Investments	42,828	42,463	42,463	15,233	28,546	-33%
State/Other Grants	107,280	109,840	205,427	78,331	227,477	11%
Transfers In	4,291,762	6,410,305	6,417,805	4,378,537	6,417,805	0%
<b>Subtotal - Revenues</b>	<b>76,165,553</b>	<b>78,743,306</b>	<b>78,850,393</b>	<b>55,931,699</b>	<b>81,544,470</b>	<b>3%</b>
<b>TOTAL RESOURCES</b>	<b>85,854,630</b>	<b>87,312,243</b>	<b>87,419,330</b>	<b>64,500,636</b>	<b>90,113,406</b>	
<i>Expenditures:</i>						
Community Development Department	1,178,093	1,235,470	1,101,551	853,797	985,304	-11%
Community Services Department:						
-Administration Division	478,314	445,004	553,004	323,803	462,284	-16%
-Library Division	2,620,019	2,746,929	2,746,929	1,774,437	2,535,797	-8%
-Senior Services Division	2,379,969	2,351,415	2,351,415	1,567,610	2,351,415	0%
-Youth & Family Division	769,508	774,840	774,840	461,756	709,746	-8%
Finance Department	4,269,908	4,069,264	4,069,264	2,544,230	3,876,042	-5%
Fire Department	16,116,482	15,156,812	15,165,430	10,381,731	15,460,137	2%
General Government	5,561,835	6,710,104	6,870,407	4,177,609	6,000,653	-13%
Human Resources Department	995,689	1,045,944	1,120,944	622,313	969,732	-13%
Information Technology and Telecommunications Department	3,305,976	3,719,346	3,719,346	2,477,246	3,278,811	-12%
Land Use Department	3,846,646	4,213,818	4,543,926	2,503,404	3,887,020	-14%
Parks & Recreation Department	7,611,199	8,196,926	8,217,727	4,957,466	7,600,646	-8%
Police Department	21,772,761	21,724,777	21,736,444	13,526,869	21,216,107	-2%
Environmental Services / Graffiti	292,426	292,153	292,153	186,870	292,373	0%
Public Works Department:						
-Administration Division	38,024	31,021	10,220	6,698	9,938	-3%
-Engineering Division	2,637,150	2,649,445	2,653,445	2,070,075	2,165,515	-18%
-Facilities Maintenance Division	2,733,555	2,640,492	2,640,492	1,548,298	2,241,899	-15%
-Streets & Drainage Division	471,462	729,546	729,546	446,427	675,030	-7%
Transportation (Airport Subsidy)	206,676	-	-	-	-	0%
<b>TOTAL EXPENDITURES</b>	<b>77,285,693</b>	<b>78,733,306</b>	<b>79,297,083</b>	<b>50,430,638</b>	<b>74,718,447</b>	<b>-6%</b>
<b>ENDING BALANCE</b>	<b>8,568,937</b>	<b>8,578,937</b>	<b>8,122,247</b>	<b>14,069,998</b>	<b>15,394,959</b>	
City Council-Mandated Minimum General Fund Balance***	6,136,549	6,159,061	6,200,756		6,200,756	
Equivalent # Days of Operation	44	42	40		80	

\*Includes year-to-date actuals plus encumbrances

\*\*Reimbursed Expenditures are mostly comprised of internal charges to various City Divisions for services provided by GF Departments such as Finance, ITT, & HR

\*\*\*Minimum balance defined as 1/12 budgeted annual General Fund expenditures excluding transfers (30 days)



# OPERATING BUDGET

## FISCAL YEAR ENDING 2017

### SUMMARY & PROJECTIONS: FUNDS WITH NEGATIVE PROJECTED BALANCES

DESCRIPTION	FISCAL YEAR	FISCAL YEAR 2015/2016				
	2014/2015 ACTUAL	APPROVED BUDGET	AMENDED BUDGET	YEAR TO DATE*	PROJECTED YEAR-END	PROJECTED VARIANCE
<b>MUNICIPAL RECREATION COMPLEX FUND [5600]</b>						
BEGINNING BALANCE	(1,060,837)	(929,776)	(929,776)	(929,776)	(929,776)	
<u>Revenues:</u>						
Recreation Fees	1,018,609	1,002,237	1,002,237	602,665	1,010,974	1%
Reimbursed Expenditures	4,454	4,000	4,000	3,861	5,839	46%
Parks & Recreation Rentals	26,387	25,200	25,200	17,568	33,378	32%
Other Rentals	23,000	23,000	23,000	15,339	23,319	1%
Miscellaneous Revenues	34,570	47,000	47,769	38,556	91,894	92%
Transfers In	297,605	176,255	176,255	117,503	176,255	0%
Subtotal - Revenues	1,404,624	1,277,692	1,278,461	795,492	1,341,659	5%
TOTAL RESOURCES	343,787	347,916	348,685	(134,284)	411,883	
<u>Expenditures:</u>						
Salaries	347,943	367,356	367,356	195,548	305,996	-17%
Benefits	132,219	134,435	134,435	73,162	115,414	-14%
Contractual Services	148,759	175,450	178,301	107,736	156,546	-12%
Utilities	180,732	152,067	152,445	151,405	155,077	2%
Repairs & Maintenance	27,959	57,480	41,403	32,455	28,883	-30%
Supplies	72,152	70,815	138,811	67,431	99,912	-28%
Insurance	2,334	2,334	2,334	1,556	2,334	0%
Other Operating	211,783	220,840	217,111	172,052	193,745	-11%
Capital Purchases	149,681	103,509	102,385	101,386	102,385	0%
Land & Building	-	-	20,952	-	20,952	0%
TOTAL EXPENDITURES	1,273,563	1,284,286	1,355,533	902,731	1,181,243	-13%
ENDING BALANCE [5600]	(929,776)	(936,370)	(1,006,848)	(1,037,015)	(769,360)	
<b>AIRPORT FUND [5800]</b>						
BEGINNING BALANCE	(431,429)	(206,025)	(206,025)	(206,025)	(206,025)	
<u>Revenues:</u>						
Airport Fees	688,623	825,268	825,268	238,195	371,169	-55%
Airport Rentals	11,849	14,140	14,140	53,706	83,688	492%
Other Rentals	238,543	170,000	170,000	100,404	152,643	-10%
Transfers In	789,322	582,646	582,646	388,431	582,646	0%
Subtotal - Revenues	1,728,337	1,592,054	1,592,054	780,736	1,190,146	-25%
TOTAL RESOURCES	1,296,907	1,386,029	1,386,029	574,711	984,121	
<u>Expenditures:</u>						
Salaries	667,333	595,600	510,600	376,907	589,789	16%
Benefits	318,633	369,001	369,001	191,285	301,754	-18%
Contractual Services	102,205	115,650	200,650	115,056	139,473	-30%
Utilities	72,951	62,680	62,680	80,313	94,661	51%
Repairs & Maintenance	21,031	44,781	44,781	33,807	43,513	-3%
Supplies	24,614	41,228	37,298	24,994	30,932	-17%
Insurance	37,773	50,797	50,797	28,979	37,578	-26%
Other Operating	158,393	164,519	168,449	109,436	175,957	4%
Capital Purchases	100,000	12,000	12,000	5,620	12,000	0%
Land & Building	-	16,000	16,000	15,244	16,000	0%
TOTAL EXPENDITURES	1,502,932	1,472,256	1,472,256	981,640	1,441,656	-2%
ENDING BALANCE [5800]	(206,025)	(86,227)	(86,227)	(406,930)	(457,535)	

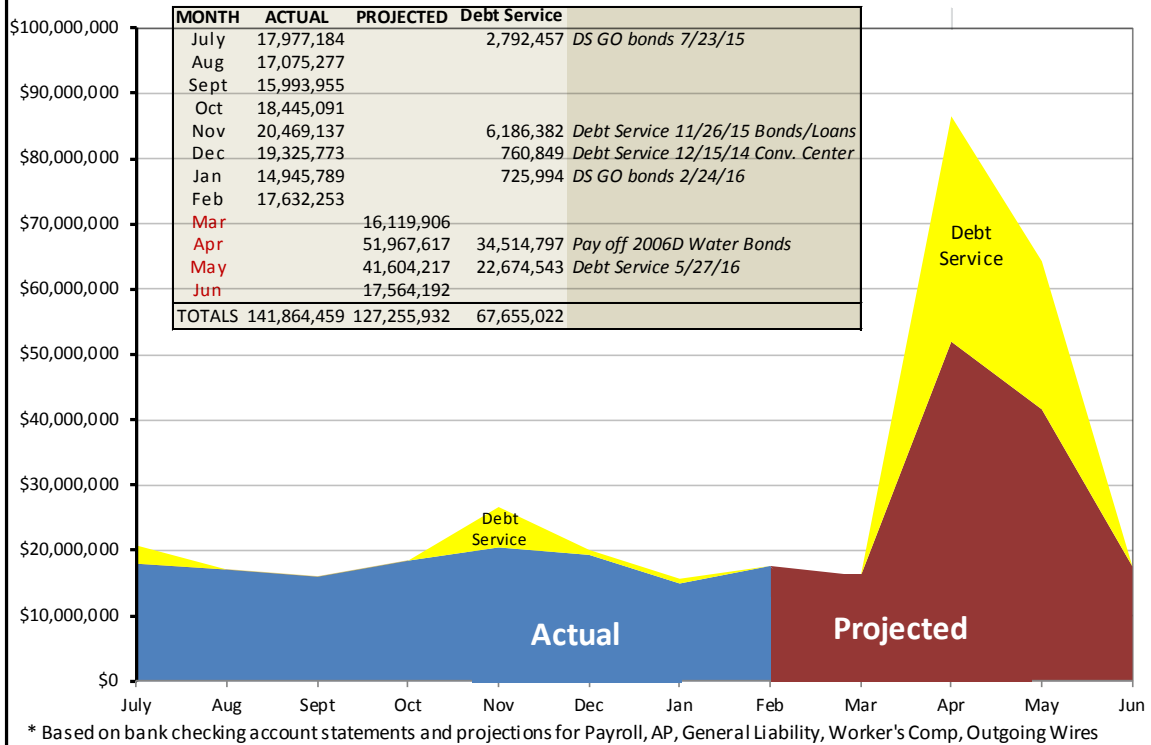
\*Includes year-to-date actuals plus encumbrances; excludes CIP funds

**City of Santa Fe**  
**Funds With Projected (Budgeted) Ending Deficits\***

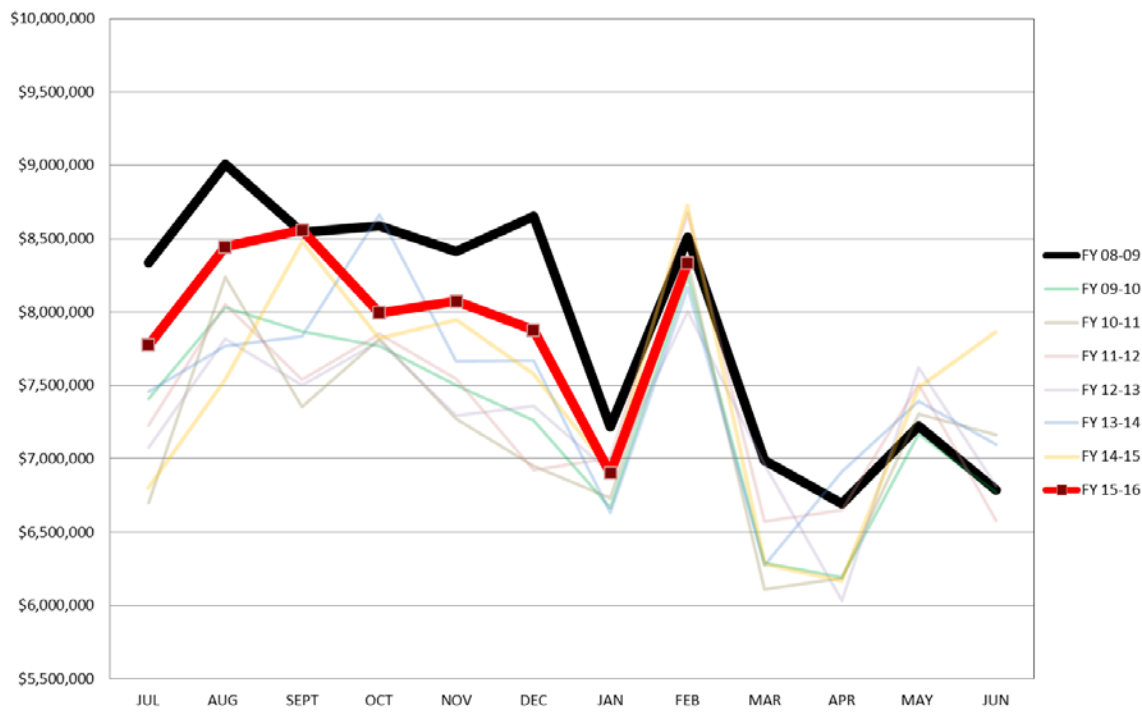
Fund	Title	Beg Cash July 1, 2015	Current Bud. - Revenue	Current Bud. - Transfers In	Current Bud. - Expenditures	Current Bud. - Transfers Out	NET Budgeted Income (Loss)	Prj Cash 7/1/16 - Budget Basis
2210	Municipal GRT-Police	205,731	1,945,000	-	2,349,354	-	(404,354)	(198,623)
2251	Fire Property Tax/Safety	718	1,499,600	1,119,910	2,867,791	65,887	(314,168)	(313,450)
2401	Storm Water Drainage	(280,671)	1,570,000	-	1,556,459	-	13,541	(267,130)
3139	E1 ERP Financial Software	(513,311)	-	-	70,535	-	(70,535)	(583,846)
5152	Parking Violations Bureau	-	-	-	53,750	-	(53,750)	(53,750)
5600	Municipal Recreation Complex	(929,776)	1,102,206	176,255	1,355,533	-	(77,072)	(1,006,848)
5604	MRC - Fields	(60,764)	-	-	-	-	-	(60,764)
5800	Airport Fund	(206,025)	1,009,408	582,646	1,472,256	-	119,798	(86,227)
5810	Airport-CIP Terminal Upgrades	(46,896)	1,032,803	22,222	1,055,025	-	-	(46,896)
5811	Airport-CIP Paving Projects	(210,818)	-	-	-	-	-	(210,818)
5812	Airport -CIP Runway Pads	(118,235)	248,378	-	270,222	-	(21,844)	(140,079)
5816	Airport-CIP Runway 2-20	(130,366)	-	-	-	-	-	(130,366)
5856	Railyard-Market Station	(104,609)	51,643	347,991	390,146	1,614	7,874	(96,735)
6104	Insurance Claims Fund	(255,925)	40,000	1,380,059	1,758,850	-	(338,791)	(594,716)
<b>TOTAL</b>		<b>(2,650,948)</b>	<b>8,499,038</b>	<b>3,629,083</b>	<b>13,199,921</b>	<b>67,501</b>	<b>(1,139,301)</b>	<b>(3,790,249)</b>

\*Audited Cash/Budget Figures as of 3/14/2016

**CASH LEVELS ON HAND TO MEET ALL ANTICIPATED EXPENSES**



**Year-to-Date Gross Receipts Tax Revenue:  
Comparison to 2008 in 2015-\$s**



## City of Santa Fe Cash Balance Comparisons

Fund Type	Type of Account	AUDITED Cash Balance 06-30-2015	Restricted State Mandated "minimum balance"	Restricted for Debt Payment/ Actuarial Reserve/ miscellaneous	Committed- Accts Payable & Escrows	AUDITED Total Cash Available 06-30-2015	Cash Balance General Ledger 09-30-2015	Cash Balance General Ledger 12-31-2015	Cash Balance General Ledger 02-29-2016
<b>Major Government Funds</b>									
	GEN - General Fund	8,568,937	6,200,756	2,909,233	-	10,381,308	11,801,648	15,072,465	
	GRT - 1/2% Gross Receipts Tax	2,909,842		25,161	2,884,681	6,846,715	3,176,684	2,958,556	
	DBT - Debt Service Funds	5,183,678	3,446,040		1,737,638	2,485,880	7,649,825	10,264,768	
<b>Special Revenue Government Funds</b>									
	General Government								
	CAP - Capital Equipment Reserve	100,905			-	100,905	96,905	177,876	178,547
	MTG - Mortgage Refund Residual	8,410			-	8,410	8,419	8,425	8,428
	FEE - Franchise Fee	3,024			10,158	(7,134)	(2,493)	(1,155)	2,460
	LNS - Economic Development	(243,509)			70,876	(314,385)	(252,204)	23,338	(28,111)
	LDG - Lodger's Tax Funds	3,444,103			537,807	2,906,296	5,481,351	4,860,508	4,174,105
	SPL - Other Special Revenue Funds	579,275			-	579,275	579,919	586,344	611,564
	SFB - Santa Fe Business Incubator	33,132			-	33,132	33,169	33,194	33,206
	GRT - 1/2% Gross Receipts Tax	1,716,267			-	1,716,267	4,998,214	2,132,665	2,145,191
	CHD - Child Care Center	-			-	-	-	-	-
	Public Safety								
	ANM - Animal Services	147,056			-	147,056	157,656	150,220	97,504
	BMG - Emergency Services Funds	883,350			15,820	867,530	613,100	696,402	889,343
	ENV - Environmental Services	130,062			-	130,062	121,889	260,654	430,829
	LAW - Law Enforcement Grants	3,085,260			167,224	2,918,036	3,032,908	3,103,891	2,962,087
	HOS - Affordable Housing Program	-			-	-	(0)	-	-
	Public Works								
	CON - Resource Conservation	1,810			-	1,810	1,810	1,810	1,810
	DRN - City Drainage Projects	(280,671)			13,019	(293,690)	(344,607)	(513,307)	(580,868)
	IFP - Impact Fee Projects	2,011,146			-	2,011,146	2,419,293	2,560,477	2,283,829
	TRN - Transportation Grants	122,102			6,066	116,036	18,967	37,934	223,664
	Community Development								
	COM - Community Development Grants	696,309			47,561	648,748	1,139,397	867,264	870,041
	SEN - Senior Grants	342,440			7,894	334,546	(140,731)	456,100	169,205
	Culture and Recreation								
	HIS - Historic Preservation Grants	158,752			11,738	147,014	133,976	148,439	150,979
	LIB - Library Grants	313,904			9,483	304,421	130,720	117,979	151,412
	NEA - NEA Grant	(77)			-	(77)	(77)	(77)	(77)
	PLA - Plaza Use Fund	111,384			-	111,384	130,131	126,325	129,272
	PUB - Public Facilities Purchases	56,594			-	56,594	56,657	56,699	56,721
	QUA - Quality of Life Project	261,993			12,687	249,306	188,157	259,049	260,047
	REC - Recreation Grants	872,878			128,485	744,393	712,351	944,289	1,056,557
	TEA - Land Development	1,424,780			50,705	1,374,075	1,375,631	1,187,682	1,125,244
	SRL - Special Recreation League	118,744			1,633	117,111	114,558	126,985	114,573
	<b>Total Special Revenue Funds</b>	<b>16,099,423</b>	<b>-</b>	<b>-</b>	<b>1,091,156</b>	<b>15,008,267</b>	<b>20,805,067</b>	<b>18,410,010</b>	<b>17,517,562</b>

City of Santa Fe Lodging Tax Report Fiscal Year Ending June 2016												
4% Lodging Tax												
Month	Fiscal Year 2011-2012	Monthly % Gain/Loss	Fiscal Year 2012-2013	Monthly % Gain/Loss	Fiscal Year 2013-2014	Monthly % Gain/Loss	Fiscal Year 2014-2015	Monthly % Gain/Loss	Fiscal Year 2015-2016	Monthly % Gain/Loss	Fiscal Year 2016-2017	Monthly % Gain/Loss
July	\$ 429,660	-7.87%	\$ 541,735	26.08%	\$ 468,946	-13.44%	\$ 481,652	2.71%	\$ 570,167	18.38%	\$ 570,167	18.38%
August	\$ 584,497	4.40%	\$ 536,103	-8.28%	\$ 517,387	-3.49%	\$ 621,466	20.12%	\$ 616,913	-0.73%	\$ 616,913	-0.73%
September	\$ 587,900	-5.45%	\$ 608,861	3.57%	\$ 527,862	-13.30%	\$ 672,318	27.37%	\$ 698,438	3.89%	\$ 698,438	3.89%
October	\$ 457,746	9.70%	\$ 461,151	0.74%	\$ 557,971	21.00%	\$ 548,857	-1.63%	\$ 584,244	6.45%	\$ 584,244	6.45%
November	\$ 447,667	-8.51%	\$ 450,359	0.60%	\$ 489,805	8.76%	\$ 358,944	-26.72%	\$ 588,408	58.36%	\$ 588,408	58.36%
December	\$ 223,558	-4.81%	\$ 261,800	17.11%	\$ 195,314	-25.40%	\$ 434,235	122.33%	\$ 387,228	-10.83%	\$ 387,228	-10.83%
January	\$ 275,908	5.85%	\$ 345,975	25.40%	\$ 399,718	15.53%	\$ 416,999	4.32%	\$ 334,371	-19.81%	\$ 334,371	-19.81%
February	\$ 184,248	-8.47%	\$ 193,829	5.20%	\$ 198,194	2.25%	\$ 208,802	5.35%	\$ 259,328	24.20%	\$ 259,328	24.20%
March	\$ 167,482	-15.54%	\$ 211,949	26.55%	\$ 240,976	13.70%	\$ 283,865	17.80%				
April	\$ 276,748	-3.04%	\$ 320,760	15.90%	\$ 342,814	6.88%	\$ 346,779	1.16%				
May	\$ 263,949	-0.44%	\$ 298,822	13.21%	\$ 310,324	3.85%	\$ 356,909	15.01%				
June	\$ 481,800	37.83%	\$ 427,960	-11.17%	\$ 478,706	11.86%	\$ 431,390	-9.88%				
<b>Fiscal Year Totals</b>	<b>\$ 4,381,163</b>	<b>0.72%</b>	<b>\$ 4,659,304</b>	<b>6.35%</b>	<b>\$ 4,728,017</b>	<b>1.47%</b>	<b>\$ 5,162,217</b>	<b>9.18%</b>	<b>\$ 4,019,098</b>			
<b>Cumulative Months</b>												
<b>July - February Totals</b>	<b>\$ 3,191,184</b>	<b>93.63%</b>	<b>\$ 3,399,813</b>	<b>6.54%</b>	<b>\$ 3,355,197</b>	<b>-1.31%</b>	<b>\$ 3,743,274</b>	<b>10.10%</b>	<b>\$ 4,019,098</b>	<b>19.79%</b>		
Convention Center 3% Lodgers Tax												
Month	Fiscal Year 2011-2012	Monthly % Gain/Loss	Fiscal Year 2012-2013	Monthly % Gain/Loss	Fiscal Year 2013-2014	Monthly % Gain/Loss	Fiscal Year 2014-2015	Monthly % Gain/Loss	Fiscal Year 2015-2016	Monthly % Gain/Loss	Fiscal Year 2016-2017	Monthly % Gain/Loss
July	\$ 322,245	-7.87%	\$ 406,301	26.08%	\$ 351,709	-13.44%	\$ 361,239	2.71%	\$ 427,625	18.38%	\$ 427,625	18.38%
August	\$ 438,373	4.40%	\$ 402,077	-8.28%	\$ 388,040	-3.49%	\$ 466,099	20.12%	\$ 462,685	-0.73%	\$ 462,685	-0.73%
September	\$ 440,925	-5.45%	\$ 456,646	3.57%	\$ 395,896	-13.30%	\$ 504,239	27.37%	\$ 523,829	3.88%	\$ 523,829	3.88%
October	\$ 343,310	9.70%	\$ 345,863	0.74%	\$ 418,479	21.00%	\$ 411,643	-1.63%	\$ 438,183	6.45%	\$ 438,183	6.45%
November	\$ 335,750	-8.51%	\$ 337,769	0.60%	\$ 367,354	8.76%	\$ 269,208	-26.72%	\$ 426,306	58.36%	\$ 426,306	58.36%
December	\$ 167,668	-4.81%	\$ 196,350	17.11%	\$ 146,487	-25.39%	\$ 325,676	122.32%	\$ 290,421	-10.83%	\$ 290,421	-10.83%
January	\$ 206,931	5.85%	\$ 259,482	25.40%	\$ 299,790	15.53%	\$ 312,749	4.32%	\$ 250,778	-19.81%	\$ 250,778	-19.81%
February	\$ 138,186	-8.46%	\$ 145,372	5.20%	\$ 148,646	2.25%	\$ 156,601	5.35%	\$ 194,496	24.20%	\$ 194,496	24.20%
March	\$ 125,611	-15.54%	\$ 158,962	26.55%	\$ 180,732	13.70%	\$ 212,899	17.80%				
April	\$ 207,561	-3.04%	\$ 240,570	15.90%	\$ 257,110	6.88%	\$ 260,084	1.16%				
May	\$ 197,961	-0.44%	\$ 224,117	13.21%	\$ 232,743	3.85%	\$ 267,682	15.01%				
June	\$ 361,350	37.83%	\$ 320,970	-11.17%	\$ 359,030	11.86%	\$ 323,543	-9.88%				
<b>Fiscal Year Totals</b>	<b>\$ 3,285,871</b>	<b>0.72%</b>	<b>\$ 3,494,478</b>	<b>6.35%</b>	<b>\$ 3,546,015</b>	<b>1.47%</b>	<b>\$ 3,871,663</b>	<b>9.18%</b>	<b>\$ 3,014,323</b>			
<b>Cumulative Months</b>												
<b>July - February Totals</b>	<b>\$ 2,393,388</b>	<b>93.63%</b>	<b>\$ 2,549,860</b>	<b>6.54%</b>	<b>\$ 2,516,401</b>	<b>-1.31%</b>	<b>\$ 2,807,456</b>	<b>10.10%</b>	<b>\$ 3,014,323</b>	<b>19.79%</b>		
<b>Fiscal Year Comparison</b>	<b>2010-2011</b>	<b>0.72%</b>	<b>2011-2012</b>	<b>6.35%</b>	<b>2012-2013</b>	<b>1.47%</b>	<b>2013-2014</b>	<b>9.18%</b>	<b>2014-2015</b>	<b>11.57%</b>	<b>2015-2016</b>	<b>7.37%</b>
<b>Combined [4%] + [3%] Fiscal Year Total</b>	<b>\$ 7,667,034</b>	<b>0.72%</b>	<b>\$ 8,153,783</b>	<b>6.35%</b>	<b>\$ 8,274,032</b>	<b>1.47%</b>	<b>\$ 9,033,880</b>	<b>9.18%</b>	<b>\$ 7,033,421</b>	<b>-22.14%</b>		
Current Year to Date Comparison to Prior Year to Date												
<b>July 2015 - February 2016</b>	<b>\$ 5,584,572</b>	<b>93.63%</b>	<b>\$ 5,949,673</b>	<b>6.54%</b>	<b>\$ 5,871,598</b>	<b>-1.31%</b>	<b>\$ 6,550,729</b>	<b>11.57%</b>	<b>\$ 7,033,421</b>	<b>7.37%</b>		

### 2. City of Santa Fe Self Insurance Fund

City of Santa Fe							
Health Insurance Fund - <b>ESTIMATED</b> Five Year Projection							
Proposed 2% increase in premiums for employees and City							
	A	B	C	D	E	F	G
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	5 Year Total
<b>Contributions</b>		<b>ESTIMATED</b>					
1 Beginning Cash	\$ 5,779,462	\$ 5,726,298	\$ 5,335,606	\$ 5,397,652	\$ 5,000,000	\$ 5,000,000	\$ 32,239,017
2 City Contribution (Health Fund)	\$ 13,951,842	\$ 14,651,672	\$ 16,116,839	\$ 17,393,532	\$ 18,593,685	\$ 19,932,431	\$ 100,640,001
2a City Cont. (Workers Comp)	\$ 750,000						
3 Total City Contribution	\$ 14,701,842	\$ 14,819,403	\$ 15,115,790	\$ 15,864,362	\$ 17,381,565	\$ 18,736,479	\$ 96,619,441
4 Employee Contribution	\$ 4,516,252	\$ 4,552,365	\$ 4,643,413	\$ 4,873,366	\$ 5,345,578	\$ 5,755,650	\$ 29,686,624
5 Total Contributions	\$ 19,218,094	\$ 19,371,768	\$ 19,759,203	\$ 20,737,728	\$ 22,727,143	\$ 24,492,129	\$ 126,306,065
6 % Employee % of Premium	23.50%	23.50%	23.50%	23.50%	23.50%	23.50%	23.50%
7 Total Funding % Increase	8.50%	0.80%	2.00%	5.00%	10.00%	7.70%	
<b>Expenses</b>							
8 Medical Claims	\$ 15,419,687	\$ 15,055,467	\$ 14,769,413	\$ 15,803,271	\$ 16,909,500	\$ 18,093,165	\$ 96,050,503
9 Pharmacy Claims	\$ 1,648,284	\$ 2,830,980	\$ 2,777,191	\$ 3,110,454	\$ 3,483,708	\$ 3,901,753	\$ 17,752,370
10 Individual Stop Loss	\$ 872,774	\$ 787,257	\$ 940,000	\$ 1,052,800	\$ 1,179,136	\$ 1,320,632	\$ 6,152,599
11 Aggregate Stop Loss	\$ 70,743	\$ 68,522	\$ 70,578	\$ 72,695	\$ 74,876	\$ 77,122	\$ 434,536
12 UHC / Cigna Administration	\$ 624,376	\$ 423,611	\$ 575,027	\$ 592,278	\$ 610,046	\$ 628,347	\$ 3,453,685
13 ACA Reinsurance Fee	\$ 195,061	\$ 130,220	\$ 97,423	\$ 35,200	\$ -	\$ -	\$ 457,904
14 PCORI Fee	\$ 3,200	\$ 6,400	\$ 6,656	\$ 6,922	\$ 7,199	\$ 7,487	\$ 37,864
15 Life Ins Premium	\$ 411,219	\$ 431,171	\$ 431,171	\$ 431,171	\$ 431,171	\$ 431,171	\$ 2,567,074
16 Vision Premium	\$ 25,913	\$ 28,833	\$ 29,698	\$ 30,589	\$ 31,507	\$ 32,452	\$ 178,992
17 Total Expenses	\$ 19,271,258	\$ 19,762,461	\$ 19,697,157	\$ 21,135,380	\$ 22,727,143	\$ 24,492,129	\$ 127,085,527
18 Transfer Out							
19 Contributions - Expenses	\$ (53,163.98)	\$ (390,692.52)	\$ 62,046.05	\$ (397,651.91)	\$ -	\$ -	\$ (779,462.36)
20 Ending Fund Balance	\$ 5,726,298	\$ 5,335,606	\$ 5,397,652	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	

## ***XI. GLOSSARY***

**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. (Also see Accrual Basis, Modified Accrual Basis, and Cash Basis.)

**ACCRUAL BASIS** - 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 which 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, are levied on both real and personal property according to the property's valuation and the tax rate.

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

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

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

**ANNUALIZE** - Calculating cost for a full year, for the purpose of preparing a mid - year or annual budget.

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

**ARRA** - American Recovery and Reinvestment Act

**ASSESSED VALUATION** - A value which is established for real and personal property for use as a basis for levying property taxes (Note: Property values are established by the county.)

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

**ASSETS** - Property owned by a government which has a monetary value.

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

**AVAILABLE (UNDESIGNATED) FUND BALANCE** This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**BALANCED BUDGET** A BUDGET is balanced when current expenditures are equal to revenues.

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

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

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

**BUDGET** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year or period.

**BUDGET ADJUSTMENT** - A procedure to revise a budget appropriation either by City Council approval through the adoption of a budget resolution or by 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. The request may be approved by the City Council approval through the adoption of a budget resolution if the adjustment is greater than \$50,000. It may be approved by the City Manager if it involves an adjustment of no more than \$50,000 between business units or capital projects. It may be approved by the Finance director if the adjustment is no more than \$5000 within a business unit or capital project.

**BUDGET CALENDAR** - The schedule of key dates which a government 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 which provides the City Council and the public with a general summary of the most important aspects of the budget, 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. The City Council adopts or rejects all budget ordinances.

**BUDGETARY BASIS** - This refers to the basis of accounting used to estimate financing sources and uses in the budget.

**BUDGETARY CONTROL** - The control or 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.

**CAPITAL ASSETS** - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.



**CAPITAL BUDGET** - Is the financial plan of capital projects expenditures for the fiscal year beginning July 1.

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

**CAPITAL IMPROVEMENTS PROGRAM (CIP)** - The process of planning, monitoring, programming, and budgeting, over a multi-year period used to allocate the City's capital monies.

**CAPITAL OUTLAY** - One of the expenditures account categories used to account for the purchase of any item whose value exceeds \$5,000 with a useful life greater than two years.

**CAPITAL PROJECT** - A cost accounting covering a specific project included in the CIP.

**CARRY FORWARD** - Appropriated funds from the previous fiscal year that are reappropriated in the next fiscal year for the purpose designated.

**CASH BASIS** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CDBG** - Community Development Block Grant

**CHARGES FOR SERVICES** - Revenues that represent revenue received by the City for service performed by the City for general services.

**CHART OF ACCOUNTS** - The classification system used by a city to organize the accounting for various funds.

**CIPCAC** - Capital Improvement Plan Citizen's Advisory Committee

**CIPTAC** - Capital Improvement Plan Technical Advisory Committee

**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.

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

**COMMODITIES** - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, 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 and it is 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 that have been made since July 1.

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

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

**DEFICIT** - The excess of an entity's liabilities over its assets or the excess of expenses over revenues during a single 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. That portion of the cost of a capital asset which is charged as an expense during a particular period.

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

**DIVISION** - A sub unit of a department which encompasses a substantial portion of the duties assigned to a department. May consist of several activities

**DFA** - New Mexico Department of Finance and Administration

**DPS** - Department of Public Safety

**DPSA** - Department of Public Safety Association

**DWI** - Driving While Intoxicated

**EAP** - Employee Assistance Program

**EFFECTIVENESS** - Is a type of measure category sometimes referred to as quality indicators. Effectiveness measures examine the degree to which services are responsive to the needs and desires of the customers. These measures tell how well the job is being performed, how well the intent is being fulfilled.

**EFFICIENCY** - Is a type of measurement category sometimes called productivity. This is often measured in terms of unit cost over time. Efficiency refers to the ratio of the quantity of service to the cost in dollars or labor, required to produce the service.

**EGRT** Environmental Gross Receipts Tax

**EMS** Emergency Medical Services

**EMPLOYEE (FRINGE) BENEFITS** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for various pension, medical and life insurance plans.

**ENCUMBRANCE** - The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**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 the fiscal year

**EXPENDITURE/EXPENSE** - The outflow of funds paid for an asset, goods, or services obtained.

**FAIR MARKET VALUE** - The value of a piece of real estate in the open market. Used to determine the assessed value of property for taxing purposes

**FHWA** - Federal Highway Administration

**FINES AND FORFEITURES** - A revenue source that consists primarily of fines from the Municipal Court.

**FISCAL YEAR** - A twelve month period to which the annual operating budget applies and at the end of which the city government determines its financial position and the results of its operations.

**RESOLUTION** - A special order or temporary order of the City Council.

**RESOURCES** - 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 public use.

**REVENUE ESTIMATES** - Revenues are projected often using trend analysis.

**REVENUE BONDS** - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund or other designed source, such as Gross Receipts Tax.

**ROW** - Right of way

**SAD** - Special Assessment District. A source of funding for certain capital improvement projects

**SHARED REVENUE** - Taxes collected by the state are distributed, in part, back to the cities within the state in proportion to their population.

**SPECIAL REVENUE FUND** - A fiscal and accounting entity with self-balancing set of accounts recording cash and other financial resources, including one-time transfers and current revenue, together with all related liabilities and residual equities or balances

**SINKING FUND** - Established to pay for general obligation bond debt.

**SCADA** - System Control and Data Acquisition. A radio system for monitoring and managing the City's water and wastewater facilities

**SPECIAL ASSESSMENT DISTRICT** - These are districts that receive capital improvements. Since these improvements increase the value of the property in a specific area, the property owners benefiting from the improvements pay for the improvements, not all property owners.

**STRATEGIC PLAN** - A plan that outlines the broad community and organization vision, expresses fundamental values, and identifies the most important commitments that will move the organization in the direction of the vision.

**TAX LEVY** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base

**TAXES** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

**TRANSFER IN/OUT** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**UNENCUMBERED BALANCE** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of budget still available for future purposes.

**UNRESERVED FUND BALANCE** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation

**USER FEES** - The payment of a fee for direct receipt of a public service by the party benefiting from the service (i.e., swimming pools)

**WW** Wastewater

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

**WWTP** - Wastewater Treatment Plant

**XERISCAPE** - Water conservation through creative landscaping design

**ZERO-BASE BUDGETING (ZBB)** - Is a method of detailed budget analysis and justification that combines elements of management by objectives and program evaluation. It is a vehicle to link management and planning to the budget process.



# OPERATING BUDGET

**FISCAL YEAR  
ENDING 2017**

**City of Santa Fe  
Budget Office**

200 Lincoln Avenue, Santa Fe, NM 87504