



ANNUAL OPERATING REPORT

FISCAL YEAR
ENDING 2018



Elected Officials



Mayor Javier M. Gonzales



Councilor Renee Villarreal - District I



Councilor Signe I. Lindell – District I



Councilor Peter Ives - District II



Councilor Joseph M. Maestas – District II



Councilor Chris Rivera – District III



Councilor Carmichael Dominguez – District III



Councilor Ron Trujillo – District IV



Councilor Michael Harris – District IV



PROPOSED ANNUAL BUDGET | FISCAL YEAR 2017-2018

FY1718 Organizational Chart

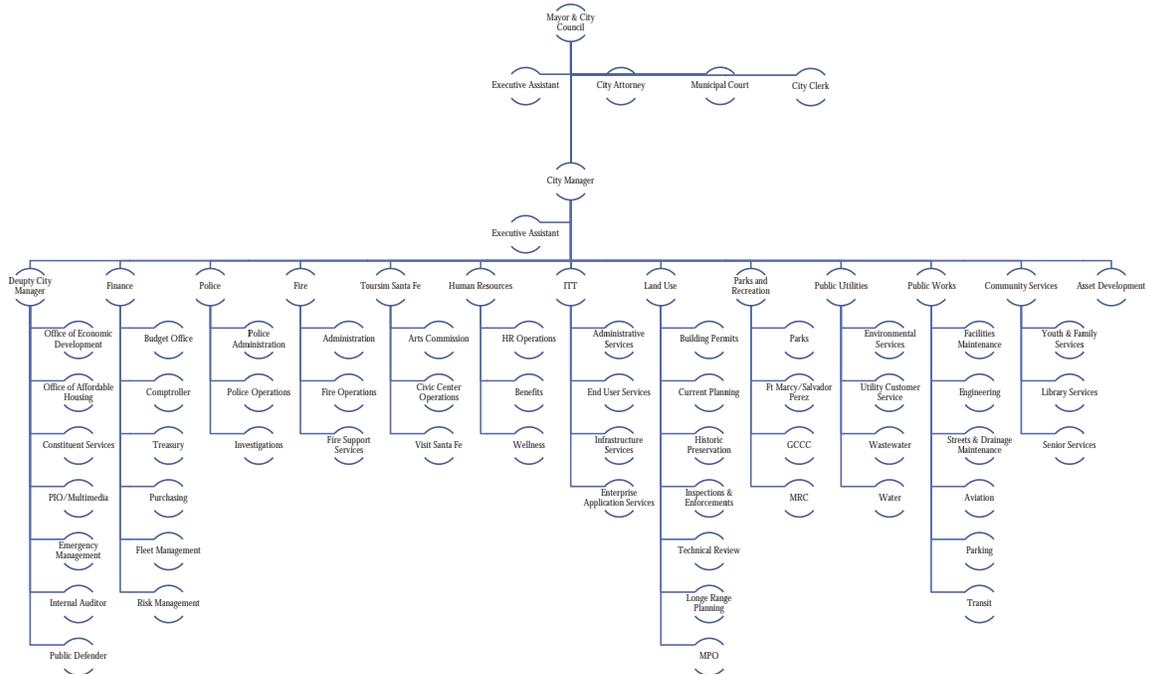




TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	6
	Strategic Planning	7
	Financial Budget Assumptions and Accounting Changes	9
	Employee Pay Increases	9
	Revenue Surplus	9
	Conclusion.....	10
II.	DETAILED EXPANSION PROPOSALS.....	10
1.	ASSET DEVELOPMENT	10
2.	EMERGENCY MANAGEMENT	11
3.	FIRE DEPARTMENT – CITY/COUNTY ANNEXATION	13
4.	FIRE DEPARTMENT – CADET ACADEMY.....	14
5.	FIRE – MOBILE INTEGRATED HEALTH OFFICE (MIHO)	15
6.	FIRE DEPARTMENT – MOBILE INTEGRATED HEALTH OFFICE (MIHO) #2.....	16
7.	PARKS AND RECREATION – MEDIAN REMEDIATION AND BEAUTIFICATION	17
8.	PUBLIC UTILITIES – ENVIRONMENTAL SERVICES	17
9.	PUBLIC WORKS – FACILITIES	19
10.	PUBLIC WORKS – STREETS AND DRAINAGE MAINTENANCE	20
11.	TOURISM – ARTS COMMISSION.....	21
12.	TOURISM – LA BAJADA HILL VISITOR’S CENTER	22
13.	TOURISM – TOURISM SANTA FE.....	22
III.	FINANCIAL MANAGEMENT POLICIES	24
1.	Budget.....	24
2.	Revenue Polices	27
3.	Expenditure Policy	28
4.	Capital Improvement Plan.....	29
5.	Procurement.....	29
6.	Accounting and Annual Audit	29
7.	Debt Management Policy (Proposed)	30
8.	Investment Policy	43



*PROPOSED
ANNUAL BUDGET*

**FISCAL YEAR
2017-2018**

9.	Excess Revenue from Enterprise Funds.....	52
G.	BUDGET OVERVIEW.....	53
II.	GENERAL FUND.....	63
III.	SPECIAL REVENUE FUNDS.....	67
V.	CAPITAL IMPROVEMENT FUND.....	71
VI.	ENTERPRISE FUNDS.....	72
VII.	INTERNAL SERVICE FUNDS.....	83
VIII.	DEPARTMENT EXPENDITURES.....	89
1.	Public Safety.....	89
a.	Police:.....	89
b.	Fire Department:.....	97
2.	Community Development Departments.....	104
a.	Community Services:.....	104
b.	Tourism Santa Fe:.....	116
c.	Planning & Land Use.....	122
3.	City Services Departments.....	133
a.	Parks and Recreation Department.....	133
b.	Public Utilities Department.....	146
c.	Public Works.....	160
4.	Administrative Support Service Departments.....	173
a.	Finance.....	173
b.	Human Resources.....	182
c.	Information Technology & Telecommunications.....	185
d.	General Government Department.....	192
IX.	DEBT SERVICE.....	216
X.	APPENDIX.....	217
XI.	GLOSSARY.....	218
XII.	NCS Community Livability Report.....	224



Table Index

Table 1 - All Funds Revenue Summary.....	56
Table 2 - All Funds Expenditure Summary	57
Table 3 - Municipal Schedule FY 16/17	60
Table 4 - General Fund Uses Table.....	64
Table 5 - General Fund Summary	65
Table 6 -Police Gross Receipts Tax Fund [2210].....	67
Table 7 - Quality of Life [2505] & Recreation Fund [2705].....	68
Table 8 - Economic Development Fund [2117].....	69
Table 9 - 50% Lodgers Tax Fund [2115].....	70
Table 10 - Capital Improvement Fund [3102].....	71
Table 11 - Community Convention Center Fund [5100]	72
Table 12 - Parking Operations Fund [5150]	73
Table 13 - Water Operating Fund [5300].....	74
Table 14 - Wastewater Management Fund [5450]	75
Table 15 - Solid Waste Management Fund [5250].....	76
Table 16 - Transit Operating Fund [5400].....	77
Table 17 - Municipal Recreation Complex/Golf Course Fund [5600].....	78
Table 18 - MRC Fields Fund [5604]	79
Table 19 - Genoveva Chavez Community Center Fund [5700].....	80
Table 20 - Airport Fund [5800]	81
Table 21 - Airport Terminal & Landslide Fund	82
Table 22 - Risk/Safety Administration Fund [6101]	83
Table 23 - Insurance Claims Fund [6104]	84
Table 24 - Santa Fe Health Fund [6107].....	85
Table 25 - Workers' Compensation Fund [6109].....	86
Table 26 Unemployment Claims Fund [6110]	87
Table 27 Services to Other Departments Fund [6200]	88
Table 28 - Police Department Expenditure Summary.....	95
Table 29 - Fire Department Expenditure Summary	102
Table 30 - Community Service Expenditure Summary	114
Table 31 - Tourism Santa Fe Expenditure Summary.....	120
Table 32 - Land Use Expenditure Summary.....	131
Table 33 - Parks and Recreation Expenditure Summary	144
Table 34 - Public Utilities Expenditure Summary.....	158
Table 35 - Public Works Department Expenditure Summary	171
Table 36 - Finance Department Expenditure Summary.....	180
Table 37 - Human Resources Expenditure Summary.....	183
Table 38 - ITT Expenditure Summary.....	190
Table 39 - General Government Expenditure Summary.....	214

I. EXECUTIVE SUMMARY

Fiscal Year 2017/18 Operating Budget – The Budget Different

The City Manager recommended Fiscal Year 2018 Operating budget represents significant advancement for the City Government. The General Fund has a revenue surplus of \$1.2 million, while the entire budget is built with a surplus of \$8.6 million. The improved financial condition is made possible by hard work, smart decisions and a strong local economy.

Speaking beyond financial terms, this year's Operating Budget represents the most transparent and collaborative process in recent years. This year staff used an on-line tool known as OpenGov Budget Builder to create the entire proposal contained herein. The Division proposals have been vetted by management over the course of hundreds of hours of meetings and reviews. The proposals were rigorously reviewed for justifications of costs, including significant itemization detail for contracts and services Citywide. Thus, City staff have become better financial managers and the budget is embedded with discipline and financial prudence.

The aforementioned improvements to our financial condition and the internal budget process are not the only reasons this budget is different. In addition, the approach to this operating budget goes further to be responsive and inclusive of the City's residents. As part of the on-going strategic planning, the City conducted a Quality of Life survey. The results of the survey will be presented as part of the context for the budget hearings. With the survey results top of mind, the Administration and Governing Body will be able to align priorities with the spending plan. Upon approval, the Operating Budget as well as this document will be available on the City of Santa Fe's OpenGov transparency portal.

City Manager Recommended Investments

The City Manager carefully considered expansions from the departments. Ultimately, the supported and recommended proposals that share one or more characteristics of being; proactive vs. reactive, are an identified Quality of Life priority, and/or have a return on investment. The following highlighted investments will be elaborated on during the hearings. The approximate cost of the bulleted items is \$3.1 million.

- **Smarter Policing** – The SFPD proposal includes automating the records management process to allow staff to spend more time conducting data analytics, rather than data processing. **\$25k**
- **Proactive Public Safety Approach** – The Fire Department proposal includes permanent funding for preventative medical response, Wildfire prevention and imminent annexation responsibilities. **\$1.1 million**
- **City beautification** – The Parks budget includes 14 new positions to effectively manage the City's medians and parks. **\$200k**
- **Preventative and proactive City street maintenance** – The Streets Division of Public Works includes **\$300k** for on call street repair and maintenance.

- **Invest in attracting more visitors by car and plane** – Tourism Santa Fe proposal includes investing in marketing with the Northern NM Air Alliance and re-opening the La Bajada visitors center. **\$284.7k**
- **Greater leverage of the City’s real estate assets** – The Office of Asset Development includes one new position to assist in generating more revenue through more aggressive sales and lease transactions. **\$112k**
- **Improve Library Experience** – The Community Services budget includes patron computer software. **\$90k**
- **Modernize how the Governing Body conducts business** – Includes **\$25k** to update the Council Chambers with tools to make meetings more efficient and transparent.
- **Training and Education** – An educated workforce is happier and more productive. When justified, departments put more dollars into training our workforce. Specific examples include inspection, project management, and financial management. Additionally, HR has **\$150k** in tuition reimbursement to support an aggressive marketing of this under-utilized benefit.
- **Preventative and proactive facility management** – The Facilities Division of Public Works three new positions for certified HVAC technicians. **\$357k**
- **Committed to securing Grant Funding and ADA responsibilities** – The Engineering Division of Public Works includes funding for the creation of a full-time ADA Coordinator. The proposal includes adequate resources for the critical functions of securing capital grant funding and City’s ADA responsibilities. **\$100k**
- **Finance Department modernization and succession planning** – The Finance department budget includes the creation of one new position to directly assist in modernizing the CAFR process, ERP execution and prepare for attrition of significant institutional resources and knowledge. **\$75k**
- **Technology Refresh** – The operating budget includes a 7-year computer refresh cycle for **\$210k**. The program is managed by ITT. All computer budgets were removed from the individual departments and are included in the ITT budget.
- **Improve IPRA turnaround at less cost** – The Attorney’s office included the creation of one new position to better utilize our legal resources and more quickly respond to requests for information. **\$75k**
- **Improved Emergency Response and Preparedness** – The Office of Emergency Management will add one Emergency Management Specialist to help complete outdated or non-existent emergency response plans **\$85k**

Strategic Planning

As directed by Resolution, staff and the Governing body are engaged in the three-pronged strategic planning initiative. To date accomplishments include; City-wide program inventory, adoption of Quality of Life Ambitions and Results Based Accountability framework, adoption of Population Indicators and completion of the National Citizens Survey (NCS) conducted by the National Research Center.

The results of the NCS contained in the appendices, provide information to the Administration and Governing about the quality of life in Santa Fe. The report illustrates eight key areas of focus: Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement. Further, the Economy and Education and Enrichment are of particular concern to residents of the Santa Fe Community.

10 of the 13 City Manager recommended investments align with the key areas of focus.

WHAT WE'RE DOING ABOUT IT ↓		KEY FOCUS AREAS →							
No.	Investment	Safety	Built Environment	Economy	Natural Environment	Education & Enrichment	Mobility	Recreation & Wellness	Community Engagement
1	Smarter Policing	✓							
2	Proactive Public Safety Approach	✓							
3	City beautification		✓		✓				
4	Preventative and proactive City street maintenance		✓		✓		✓		
5	Invest in attracting more visitors			✓					
6	Greater leverage of the City's real estate assets		✓	✓					
7	Improve Library Experience					✓			
8	Modernize Council Chambers								✓
9	Training and Education					✓			
10	Improved Emergency Response and Preparedness	✓							
Total		3	3	2	2	2	1	0	1

These investments represent the City government being more in tune with the priorities of Santa Fe's population. As staff and the Governing Body continue to listen more closely, and respond more accurately, the intention is to improve the lowest performing aspects of the key areas of focus.

The last component to complete this year is developing Performance Measurements at the department level. Training will commence on the tails of budget hearings, and staff will be poised to begin data development and/or collection for fiscal year 2018.

With all components in place, the organization will complete the pivot to a Prioritized Results Based Strategic Plan. The new version of the organization will make data driven decisions when allocating resources.

Financial Budget Assumptions and Accounting Changes

Before wading into the complex details of the Fiscal Year 2018 budget, there are some critical assumptions and structural changes to acknowledge.

- **Gross Receipt Tax (GRT) Revenue** – Throughout the course of the year, the Finance Department has been researching historical GRT patterns and closely monitoring monthly distributions. Most current data through February indicates a 5% – 6% projected growth rate over the current budgeted revenue estimates. The pattern is consistent with a strong local Santa Fe economy as reflected in the Unemployment data. The budget is presented with an additional 2% increase for the current year underestimate, plus 4% to capture a total of 6%. The approach fairly leaves 1%-2% as non-recurring and is not budgeted.
- **Hold Harmless Reduction** - The budget assumes the continued 6%-7% per year reduction in Hold Harmless GRT payments from the State of New Mexico, approximately \$500k. The result is an effective GRT increase of 5.41%
- **Vacancy/Attrition Credit** – The proposed budget has a credit of 4% of salaries and 7% of benefits to reflect the projected under spend of these expenditures. These figures are consistent with the Quarterly Financial Performance reports.
- **Internal Service Cost Model** – As previously discussed, the Finance Department, in conjunction with other departments, is implementing a more accurate internal service cost model. In the first phase the budgets of ITT and Fleet were moved out of the General Fund and into Internal Service funds. As a result, the ITT and Fleet expenditures are more accurately reflected in the overall cost of operating the government. A consequence of this action essentially double counts these expenditures and increases the overall size of the operating budget. The increase is artificial and does not require any real revenue increases to support.

Employee Pay Increases

The recommended budget does not contemplate increases in wages for cost of living adjustments (COLA) or otherwise. A 1% COLA for all employees will cost approximately \$820k. Capacity to pay for a COLA can be derived from the revenue surplus plus enacting an operating property tax. The recent pay off of the 2008 General Obligation bonds creates the ability to use some property tax for a COLA while keeping taxes flat. The City Manager recommends finding a solution that provides a reasonable COLA and seeds a pool of funds for increases based upon merit and performance.

Revenue Surplus

The General Fund includes a \$1.2 million revenue surplus because of a strong economy and a disciplined expenditure proposal. Additionally, the State mandated 8.3% and City policy recommended 1.7% reserve requirements are satisfied for the General Fund.

The total surplus of 9.9 million is comprised by fund type in the following table.

General Fund	\$1.2
Special Revenue Funds	.8
Capital Funds	2.0
Debt Service	-
Enterprise Funds	3.8
Internal Services and Fiduciary	__8
Total	\$ 8.6

In millions

All funds and fund types have legally allowable uses of revenues and are therefore restricted to their purposes. The surpluses can be associated to a variety of reasons, but none the less represent a positive attribute to the City's financial condition.

Conclusion

In conclusion, the City Manager is pleased to present the Fiscal Year 2018 Operating Budget to the Finance Committee. The proposal embodies significant strides in the process and resulting financial road map for the next year. Staff is proud of the financial discipline paired with rigorous collaboration which truly results in the Budget Different, suitable for The City Different.

II. DETAILED EXPANSION PROPOSALS

1. ASSET DEVELOPMENT

Executive Summary

See Asset Development Office Non-Expansion budget proposal.

Deliverables and Milestones

See Asset Development Office Non-Expansion budget proposal.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

The ADO is funded through the General Fund. Although no revenues generated by the ADO are returned to support ADO operations, the ADO has closed approximately \$445,500 in surplus land sales and leases/licenses valued at \$8.5 million since the inception of the ADO.

B: Are any new costs other than inflation included in this proposal?

Yes. The ADO is currently very busy with numerous transactions, legislation, special governing body requests, support services to various departments, and various time-sensitive real estate matters requiring consultation with the governing body. The ADO's Property Manager is occupied more than half of his time with information services to other city departments, leaving the Asset Development Director to handle all other programs of the office. Because of the volume of transactions and projects

underway this continually delays important, planned projects such as implementation of lease management systems, data base development, development of administrative procedures, filing and record keeping, and significant large-scale revenue generating projects such as the Airport Business Park, Siler Yard consolidation plan, and other projects. Ultimately, this means that among other important tasks that are delayed, potential revenues are left untapped. The ADO proposes adding (1) FTE who would be a person skilled in real estate development and project management and who could assist the Asset Development Director as needed and also be assigned to carry out certain projects on their own. A draft job description of a "Development Project Manager" has been developed and is included this expansion proposal.

This expansion proposal contains additional funding for: (1) addition FTE including salary and benefits, (1) desktop computer, (1) telephone, (1) work desk, (1) set of office software, and funding for fuel for what we hope will be an existing, underutilized city vehicle that will be reassigned exclusively to the ADO. (Note: Currently ADO staff drive their personal vehicles for city business.)

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No (see Item A above).

D: Do you expect to have an increase in expenditures?

Yes (see Item B above).

2. EMERGENCY MANAGEMENT

Executive Summary

This expansion proposal is to create an additional position within the Office of Emergency Management. This position, Emergency Management Specialist, will be responsible for planning and leading collaborative planning processes and developing and documenting emergency response plans for the City. Responsibilities include facilitating stakeholder and technical advisory groups, and writing and editing plan documents. This position is part of the emergency response team and will work in the City of Santa Fe Emergency Operations Center when it is activated during an emergency and is responsible for responding 24/7 to assist the Emergency Manager during an incident or event.

The table below depicts jurisdictions with similar population size and threats/hazards to Santa Fe, within New Mexico, and their current emergency management program staffing.

Jurisdiction Population Size Emergency Management Positions

- City of Santa Fe 83,200 Emergency Management Director
- Los Alamos 12,019 Emergency Management Director; Emergency Management Specialist
- Farmington 45,854 Emergency Management Director; Emergency Management Planner
- Santa Fe County 64,300 Emergency Management Director; Emergency Management Planner; Emergency Management Special Projects Administrator
- Rio Rancho 91,956 Emergency Management Director; Emergency Management Special Projects Administrator
- Bernalillo County (excl. Albuquerque) 117,726 Emergency Management Director; Deputy Emergency Manager; Emergency Management Specialist

The City of Santa Fe Office of Emergency Management is required by Federal and State grant requirements to develop, maintain, and update (annually) various emergency plans. Currently, the office maintains the following plans:

- Emergency Operations Plan – how the city will operate and respond during an emergency
- Hazard Mitigation Plan – strategies to reduce the impacts of hazards within our community
- Threat and Hazard Identification Assessment – what threats/hazards the community faces
- Multi-Year Training and Exercise Plan – strategic training and exercise plan
- City of Santa Fe “Red Book” – emergency information for elected and senior officials

Additional planning documents that would benefit the City that need to be developed include

- Emergency Operations Center Guide – guidelines and procedures for the Santa Fe Emergency Operations Center
- Continuity of Government Plan - ensuring essential city functions continue during an emergency
- Disaster Recovery Plan - restoring all City infrastructure and operations after a disaster
- Emergency Sheltering Plan – coordinating mass-sheltering operations
- Point of Dispensing Plan - mass prophylaxis plan

The City of Santa Fe Office of Emergency Management participates in ongoing planning efforts for the following (below; not a comprehensive list) as well advises in the development of new emergency planning documents.

- Santa Fe Municipal Airport Emergency Plan
- Wildfire Operations Plan
- Nichols Reservoir – Emergency Action Plan
- McClure Reservoir – Emergency Action Plan
- Santa Fe Public Schools Emergency Operations Plan
- Santa Fe Public Schools Continuity of Operations Plan
- Santa Fe County Emergency Operations Plan
- Santa Fe County Hazard Mitigation Plan
- State of New Mexico Threat and Hazard Identification Risk Assessment

The Emergency Management Director, as a single position within the Office of Emergency Management, currently must balance critical planning efforts with grant management, training development, exercise development, special-event planning, stakeholder involvement and community outreach. Effective emergency management planning requires a dedicated and ongoing evaluation of current threats and hazards against current response and recovery capabilities. Today’s world has an evolving threat landscape. Global warming is making hot days hotter, rainfall and flooding heavier, hurricanes stronger and droughts more severe; infectious diseases pose significant threats to human health and international security; the threat of terrorism is underscored by incidents not only occurring abroad, but within the United States. Therefore, planning efforts must be prioritized, requiring greater dedication and emphasis. While this office acknowledges that importance, current resource limitations inhibit these necessary efforts.

Preparedness planning is a critical function of emergency management. The creation of this position will ensure that the City of Santa Fe and its citizens are better prepared to face the threats and hazards that pose the greatest risk, ensuring a more effective, efficient, and coordinated response and recovery when disaster strikes.

Deliverables and Milestones

If this position is approved within the FY17-18 budget, an expansion request will be included in the City of Santa Fe's Emergency Management Performance Grant (EMPG) to the New Mexico Department of Homeland Security and Emergency Management (NMDHSEM) for FY 17-18. This grant would cover 50% of the Emergency Management Specialist position salary and benefits. If approved by NMDHSEM and upon receipt of the sub-grant agreement, anticipated Sept. 2017, the position would be posted Q4 2017 and filled shortly thereafter.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

If this position is approved within the FY17-18 budget, an expansion request will be included in the City of Santa Fe's Emergency Management Performance Grant (EMPG) to the New Mexico Department of Homeland Security and Emergency Management (NMDHSEM) for FY 17-18. This grant would cover 50% of the Emergency Management Specialist position salary and benefits. The 50% city match required for funding for this position would come from a surplus in funding that the Emergency Management Director position receives from Fire, Police, and Risk Management, in the amount of \$10,510 each FY. The Emergency Management Director also acts as the Airport Security Coordinator; such duties are not reimbursable under the EMPG grant as these duties are not emergency management related. The Airport will provide \$26,075 for these services. This surplus will be utilized towards funding this expansion. The amount remaining to make up the 50% city match will come from the Fire Department and Police Department (Police Department funding is contingent upon available funds).

B: Are any new costs other than inflation included in this proposal?

No other new costs are associated in this proposal.

C: Are self-supporting revenues i.e. grant or fees for service included in this proposal?

See answer to question A; funding is provided via EMPG grant and other City departments.

D: Do you expect to have an increase in expenditures?

An increase in expenditures is not anticipated.

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

Yes

3. FIRE DEPARTMENT – CITY/COUNTY ANNEXATION

Executive Summary

These additional 9 personnel (FTEs) will be the first of 18 fire personnel hired in preparation for the City of Santa Fe Fire Department to cover new City land and property in the annexation area.

Deliverables and Milestones

To adequately provide fire and emergency medical services to annexation area.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

General Fund

B: Are any new costs other than inflation included in this proposal?

Yes, addition of 9 fire personnel

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No

D: Do you expect to have an increase in expenditures?

Yes, an annual 1% or more per CBA

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

Yes

4. FIRE DEPARTMENT – CADET ACADEMY

Executive Summary

The purpose of this expansion is to provide the funding necessary to conduct a training academy to fill the vacancies of the Santa Fe Fire Department. Currently, we have eleven vacancies in our approved organizational chart. All of our current promoted positions are filled from within, which means that all of our vacancies eventually filter to the level of Firefighter/EMT or Firefighter/Paramedic. Due to the skill and knowledge set needed to perform the essential functions even at a basic level, a new employee must complete a training academy prior to being used for emergency response. The Santa Fe Fire Department training academy is an eighteen week educational and experiential program during which the candidates learn everything needed to perform firefighting, rescue, and emergency medical tasks at a basic level. In addition, candidates will receive certification and licensure needed to meet state and national requirements for the position. All training occurs internally at the Santa Fe Fire training academy, and with the assistance of partners within the city and state. In years prior, in collaboration with the governing body and senior leadership, we set the trigger point for a recruit academy to be when we reach ten vacancies, which we have now reached. Further, we anticipate two or more retirements within the fiscal year. In addition, we lose an average of two candidates per academy, either due to inability to keep up with the demands of the program, or due to injury. Therefore, we are requesting that we start the 2017 recruit academy with fourteen candidates. This funding will cover the salaries for the candidates during the academy, as well as the personal protective equipment, operational supplies, and instructional needs to needed to complete the academy.

Deliverables and Milestones

Successfully hire, train and graduate all members of the academy class as fully qualified and certified Firefighters and Emergency Medical Technicians.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

General Fund and local taxes.

B: Are any new costs other than inflation included in this proposal?

Yes, an additional \$180,024 to the Department's Budget for a Cadet Academy for 11 personnel.

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No

D: Do you expect to have an increase in expenditures?

No, this request is to only pay for the Cadet Firefighters while they are in the academy.

This is not a request to expand the Department's organizational chart/POL by 11 personnel.

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

5. FIRE – MOBILE INTEGRATED HEALTH OFFICE (MIHO)

Executive Summary

This request for an additional FTE is needed to add capacity to the Mobile Integrated Health Office (MIHO) to take on contracts with Presbyterian Health Plan and Blue Cross Blue Shield. This position will be used to deliver MIH services to their members who have had recent health challenges which have required that they go to the hospital for services. The services will be delivered under an agreement that will only be formalized if the budget expansion is approved; the current capacity of the MIHO is not such that these services could be performed with existing staff. If the program expansion is approved, these contracts are projected to bring in approximately \$155,000 in revenue in FY 17/18; the contract being negotiated with Presbyterian Health Plan would bring in approximately \$140,000, and the Blue Cross Blue Shield Program is forecasted to bring in \$15,000.

Program evaluation by Dr. Kelly O'Donnell is currently underway to capture the total value that these (as well as all) MIH services are creating. Through qualitative data, we hope to prove the public value created, and through data analytics we hope to be able to report to the Governing Body the fiscal impact this intervention has on Fire and Police Department resource deployment, as well as jail costs for program participants. Presbyterian Health Plan and Blue Cross Blue Shield are willing to invest in these services because of the savings which accrue to their organizations from navigating program participants to appropriate care (individuals enrolled in MIHO's flagship program, CONNECT, have had a 53% decrease in 911 utilization at the time of the last data analysis).

Deliverables and Milestones

Track the reduced need to use expensive emergency resources in the 3, 6, and 12 months before the intervention as compared to the 3, 6, and 12 months following the intervention, the number of barriers to health which are removed, and a customer satisfaction survey conducted at the end of the intervention.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

General Fund and local taxes.

B: Are any new costs other than inflation included in this proposal?

Yes, an additional \$90,532.00 to the Department's Budget for MIHO operations.

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No

D: Do you expect to have an increase in expenditures?

No

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

Yes, greater capability to provide Mobile Integrated Health services to the City of Santa Fe.

6. FIRE DEPARTMENT – MOBILE INTEGRATED HEALTH OFFICE (MIHO) #2

Executive Summary

The requested overtime budget would serve two purposes: 1) continuation of the Mobile Integrated Health MIH Special Team (a group of early-adopter employees who have been contributing to the development and success of MIHO), and 2) pilot projects to explore programs to improve patient care while finding new revenue sources for MIHO.

The MIH Special Team is made up of SFFD EMTs who remain on their normal shift work (on fire trucks and ambulances) but come in on their days off to participate in the CONNECT program, the NALOXONE program, and in research and development of new programs. This team not only increases the opportunities to integrate this new service delivery model to the field staff and increase the talents of the Office, but it also serves as a way for EMTs to experience what MIH is about and lets them consider whether they are interested in applying for full-time positions as they become available.

The requested overtime budget is critical for exploring options such as follow-up visits for seniors, follow-up visits for recently-discharged individuals, and response to behavioral health and low acuity 911 calls. These visits would first and foremost be focused on assuring that our community members have the connections they need to stay healthy. One of the things our community members need for optimal health is insurance coverage. By connecting individuals with insurance coverage, we can assure that any bills generated by ambulance transports go to that individual's insurance company and not to the patient. This would reduce the financial stress on our patients as well as improve ambulance transport collection rates.

Deliverables and Milestones

Track the reduced need to use expensive emergency resources in the 3, 6, and 12 months before the intervention as compared to the 3, 6, and 12 months following the intervention, the number of barriers to health which are removed, and a customer satisfaction survey conducted at the end of the intervention.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

General Fund and local taxes.

B: Are any new costs other than inflation included in this proposal?

Yes, an additional \$40,000.00 to the Department's Budget for MIHO operational overtime.

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No

D: Do you expect to have an increase in expenditures?

No

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

Yes, greater capability to provide Mobile Integrated Health services to the City of Santa Fe.

7. PARKS AND RECREATION – MEDIAN REMEDIATION AND BEAUTIFICATION

Executive Summary

Per Resolution 2016-68 the Parks Division developed a plan to improve the appearance of the medians and sidewalks along the City roadways. This will require additional labor, 15 temporary seasonal employees. Primary duties will include maintaining visibility, soil building, storm water retention and beautification of medians.

Deliverables and Milestones

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

Division relies on the governing body to approve, authorize and allocate monies from the general fund revenue for this expansion. Funding Cycle bridges end/beginning of fiscal year (April through September).

B: Are any new costs other than inflation included in this proposal?

No.

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No.

D: Do you expect to have an increase in expenditures?

No.

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

Division objective remains to address seasonal demand for special event support, sports leagues support, Park sanitation and horticulture; while addressing a growing number of arterials, collectors, thoroughfares, and designated boulevard. Without these additional positions, some or all of the support functions will suffer.-

8. PUBLIC UTILITIES – ENVIRONMENTAL SERVICES

Executive Summary

The Environmental Service Division is the sole-source provider of municipal solid waste collection from residential and commercial sources for the City of Santa Fe. The ESD collects trash and recycling from 29,300 single-family homes, and about 2,500 businesses, institutions, and multi-family complexes.

Cart Maintenance

The Division implemented a new curbside recycling program in the spring of 2017. The ESD replaced the hand-collected recycling bins with automated collection trucks and carts. The investment for just the recycling carts was over 1.3 million dollars; with ongoing costs for repair, replacement, and new builds. These carts double the amount of carts at our residential addresses. The trash has been collected in carts since 2007. With 60,000 residential carts and 2,400 commercial carts in the field, we need to create a cart maintenance team. We are requesting two full time Maintenance Workers in this budget expansion to deliver, replace, and repair carts. This is also a best practice suggestion in the 2014 Comprehensive Study for Environmental Services. Previously, the duties of cart maintenance have fallen mostly to our Welders, who constitute our Container Maintenance program. The additional FTE's will be added to this section, so that the costs and responsibilities for both dumpsters and carts are budgeted and tracked together. There are currently two welders who repair dumpsters and also assist the Fleet Maintenance section for welding repairs on vehicles.

Fleet Maintenance

The Environmental Services Division (Division) maintains 44 large solid waste collection vehicles and 29 small and medium size vehicles. The Fleet Maintenance team operates out of a one-bay shop, with one Supervisor and four Heavy Equipment Mechanics. The constraints of the vehicle maintenance shop make it difficult to maintain a fleet of our size, or provide a place to work for any additional staff.

In order to meet our goals for fleet maintenance, we must have more mechanics on staff. With limited space, we plan to implement a second shift of one Lead Mechanic (reclassified position) and two Heavy Equipment Mechanics. This would maximize the utilization of the space we have to include an afternoon shifts to keep collection vehicles on the road as scheduled. The second shift would work approximately 1:00 p.m. until 9:00 p.m., when our trucks are off the road for the day. Repairs and Preventative Maintenance can be conducted without disrupting operations, and the need for back-up units could be lessened. This, too, is a needed improvement reported in the 2014 Comprehensive Study for Environmental Services.

Deliverables and Milestones

In FY 16-17, the ESD established a new residential automated curbside recycling program. This included the purchase of seven new trucks and 33,000 new recycling carts.

The Division is also planning to implement a variable rate pricing structure for different size trash carts, or "pay-as-you-throw." This encourages more participation in recycling programs, and less waste to the landfill. However, it will also require additional trash carts in two sizes, to offer three sizes and three rates.

In FY 17-18, the ESD is planning to implement industry-specific technology in order to better track collections, report set-out and diversion rates, ensure collection route efficiency, and control inventory tracking of the 60,000 recycling and trash carts at single-family accounts. The cart maintenance team will use this technology for work orders and other types of tracking. Additionally, we will implement fleet maintenance software, to track repairs and costs over the life of each vehicle.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

The ESD is an enterprise fund with a fee-for-service structure. We have residential and commercial rates that are our basis for budgeting.

B: Are any new costs other than inflation included in this proposal?

New Costs included in this budget include a cart maintenance team to repair, replace, and set new carts. We have 60,000 trash and recycling carts at residential addresses and 2,400 more at commercial accounts, representing approximately 3M in assets. Additionally, we are requesting to add two mechanics to create a second shift for repair and maintenance of vehicles. This will greatly improve our service capability while working within the confines of our one-bay shop.

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

Supporting revenues from rates charged for collection; ESD is an Enterprise fund.

D: Do you expect to have an increase in expenditures?

Increased expenditures for cart personnel, cart maintenance, cart purchases and tracking technology are included in the budget request; increased expenditures for mechanics, maintenance and repair, fleet maintenance technology, and shop improvements are included in this budget request.

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

The addition of the Cart Maintenance team as described above will be an increase in service levels to our residential and commercial customers. Our internal service levels for fleet maintenance and repair will be increased by adding two mechanics.

9. PUBLIC WORKS – FACILITIES

Executive Summary

In the upcoming fiscal year 2017/18, the Facilities Division is proposing an expansion of **three (3) positions** for the Maintenance Section. Currently, the section consists of eleven employees. The section spends between 80%-90% of their time taking care of emergencies as they arise. Due to the extensive number of facilities under the care of the section and the average age of our facilities, fifty-three (53) years old; it is difficult to be proactive in maintenance planning when the majority of work requires the section to be reactive.

In early-2016, Ameresco, Inc. provided a report that indicated our Facility Maintenance section was significantly understaffed in relation to the amount of square footage under the care of the section. The report indicated that based on the square footage of our facilities would require a staff of twenty-six (26) employees.

With the additional help that would be provided with our expansion request, the section will be able to start working with a proactive approach to provide preventative maintenance to our equipment and facilities. Additionally, working with Ameresco, the section has begun the implantation of a new system that will provide improved efficiency through the Service Request, Preventative Maintenance, and Asset Planner modules. The system will improve areas such as budgeting, project planning, and overall comprehensive improvement in sustained economic and operational infrastructure.

The new system is early in its infancy in regards to implementation. The section expects that over the next three to five years, that through the full utilization of the system, that the preventative maintenance and overall improved planning will have a direct impact on how much funding is required to maintain the City's equipment and facilities.

With the additional staff, the Maintenance Section projects that proactive practices and the continued development of the Ameresco system will positively impact the budget in a way that makes the expansion of staffing justifiably significant as it will allow the section to operate much closer to the expectations and capabilities that the Ameresco report indicated is possible with proper staffing levels.

Deliverables and Milestones

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

General Fund

B: Are any new costs other than inflation included in this proposal?

Yes it is the full package of employees, uniforms, benefits, City Units, etc.

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No

D: Do you expect to have an increase in expenditures?

No

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

Yes - to have a preventive instead of reactive approach to equipment and repairs.

10. PUBLIC WORKS – STREETS AND DRAINAGE MAINTENANCE

Executive Summary

Expansion Request - In 2009 the Streets and Drainage Maintenance Division lost 7 classified positions and in July 2016 we lost 9 temporary positions (30% of the field crews). We are requesting to expand our current roster by 5 employees to balance our crews to meet everyday demands for Street and Drainage Maintenance issues.

Due to the economic slowdown in 2009 we permanently lost 7 classified positions. Also, we lost 9 temporary employees that helped with everyday general maintenance operations such as;

- Physical labor tasks such as loading and unloading equipment, materials, etc.,
- Hand work (shovel. pick, stone placement, pothole repair, culvert maintenance, etc.)
- Filling and placing sandbags
- Assisting with special events
- Clearing drains, trees, retention & detention ponds, arroyos, and shrubs
- Payroll and admin assistance
- Snow removal, monsoon, emergency response, etc.,

Since 2009 we have taken on expanded responsibility with smaller work forces: Over 150 new streets, new subdivisions, 80+ lane-miles of city/county annexed roads, absorbed new responsibilities, such as taking over the Storm Water Division, sidewalk violations, and aged infrastructure. Losing the temporary employees meant we lost over 30% of our field crews. Currently, turn over time to complete tasks is longer because equipment operators have to complete the tasks that the laborers did and it is taking away from operating the equipment that maintains the City's Street and Drainage infrastructure. In addition, our office staff needs additional support with the extensive paperwork and administrative challenges that have recently developed with new programs and requirements.

Currently crews seldom perform preventive maintenance as in previous years but mostly conduct reactive maintenance (after issues occur). While crews do their best with available resources, turnaround and response times have been compromised with reduced crews particularly during emergency and weather events. General maintenance of street and drainage infrastructure has also been hindered and in many cases premature failures are occurring.

Deliverables and Milestones

To better address and improve turnaround time to complete maintenance and emergency situations.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

General Fund and Dedicated Gas Tax revenue

B: Are any new costs other than inflation included in this proposal?

No

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No

D: Do you expect to have an increase in expenditures?

Slight

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

Reduce turnaround time

11. TOURISM – ARTS COMMISSION

Executive Summary

The Arts Commission requests the creation of a one-year term position for fiscal year 2017-18. The position would work under the direct supervision of the Arts Commission Director within the TOURISM Santa Fe Department. The purpose of the position is to implement specific partnership opportunities identified in recently adopted Culture Connects Santa Fe: Cultural Cartography. The Lodgers' Tax for the Arts (Fund: 2112) existing cash balance will provide funding for the position.

Deliverables and Milestones

If approved, recruitment of the position will begin immediately with the goal of a July 1, 2017 effective date. The position's deliverables and milestones will match the opportunities for implementation identified by the City Manager.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

Funding for this proposal will come from the fund balance of the Lodgers' Tax for the Arts (Fund: 2112). Sufficient funds exist to fund the position. The work of the proposed position aligns with the legislated uses of the Lodgers' Tax for the Arts.

B: Are any new costs other than inflation included in this proposal?

The new costs included in this proposal are limited to salary and benefits for one year.

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No.

D: Do you expect to have an increase in expenditures?

Increases in expenditures are limited to salary and benefits for one year.

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

This position will focus on implementation of the Cultural Cartography.

12. TOURISM – LA BAJADA HILL VISITOR’S CENTER

Executive Summary

The Visitor Center at La Bajada Hill has been operated by the State Tourism Department to provide information to visitors traveling on I-25 for the benefit primarily of hotels in Santa Fe, Northern New Mexico and Albuquerque. In the summer of 2016 the state closed the center but DOT still provides facilities at the rest stop. The intent is to take over the visitor center space at no rental cost through an agreement with DOT and operate it as a welcome center for Santa Fe and Northern NM. Cost of the center operation will be underwritten by TOURISM SF (50%) and from other organizations in Northern NM benefiting from the operation of the center including but not limited to Santa Fe County, Rio Arriba County, Cumbres and Toltec Scenic Railroad, Gaming locations, tribes and pueblos, hotels wishing to extend a special rate offer to travelers Taos Ski Valley, Taos, Los Alamos County, etc.

Deliverables and Milestones

The center will be operated 5 days per week, Tuesday through Saturday or Wednesday through Sunday with a staff of two (due to the remote nature of the location). It will offer information weighted on the basis of sponsorship level. Businesses wanting to offer special information beyond a standard rack card will pay an annual participation fee of \$150 if in Santa Fe County or \$250 from other locations. All participants will be responsible for delivery of materials to the center.

The center will be operated for the balance of calendar year 2017 to evaluate the volume of traffic and effectiveness of the investment. If it is not determined to provide a strong enough benefit to the area, it will be closed and the operation discontinued. Measurement will be made from the tracking of traffic and effectiveness of special offers made by partners.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City’s Fiscal Year cycle?

\$61,300 of funding will come from Lodger’s Tax in lieu of that amount of advertising.

\$50,000 will come from investment partners and \$35,000 will come from the sale of Santa Fe (or other Northern NM) logo items at the center.

B: Are any new costs other than inflation included in this proposal?

Yes

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

Yes - partner sponsorship fees and retail sales.

D: Do you expect to have an increase in expenditures?

No

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

This expands our visitor center operation from three to four.

13. TOURISM – TOURISM SANTA FE

Executive Summary

Provide support to ongoing programs and events as well as working with one-time events in the city that create excitement for tourists and further the mission of the department.

Deliverables and Milestones

Expand and enhance the current programs including the Visitor's Centers in the city, the proposed visitor center at La Bajada Hill, establish a limited retail program, expand the Margarita Trail, expand participation and value of Destimetrics, and oversee Celebrate Global Arts and Culture, New Year's Eve Celebration, Indigenous Peoples Day, the OTAB Grants Program and work with users of city parks for events related to tourism under the terms of the expanded use ordinance.

Requested Funding

A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

Funds will be available in the Visit Santa Fe Budget through the expanded Lodger's Tax revenue proposed.

B: Are any new costs other than inflation included in this proposal?

One salary and benefits

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

Lodger's Tax.

D: Do you expect to have an increase in expenditures?

We will be able to stay within the proposed budget for Visit Santa Fe with this added position.

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

As described above, additional emphasis will be placed on the ongoing programs and events of the department. These are currently being handled as added responsibilities to our existing personnel. With this new position we will not only be able to expand and enhance the value of these programs, but also allow the existing personnel more time to focus on their core responsibilities and through that add value.

III. 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 quarterly 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. This report will also provide a list of all vacant positions, the average vacancy and positions unfilled or proposed to be eliminated. The combination of this information will be the basis for how the organization is achieving the attrition rate.

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:

- i. Budget Amendment Resolution (U/L, U/M, & U/F)* - All BARs require City Council approval. BARs up to \$5,000 may be approved by the Finance Director. BARs between \$5,001 and \$50,000 may be approved by the City Manager. BARs within the threshold of management approval will be presented with the quarterly budget report, as prescribed in City Code XI.11-4 D. A BAR associated with grant applications will follow 11-4 F (1) (2). All BAR forms must be complete, including changes in the trial balance, and must be free of grammatical and mathematical errors. ***Incomplete or incorrect forms will not be processed and the amended request will be considered a new request.***
- ii. Internal budget adjustments between line items (same business unit)* – If sub-category (level 5) budget is available, an internal budget adjustment (U/T) between line items in the same business unit ***is not necessary*** in order to execute a purchase. When the requisition is held, the purchaser

should notify the Budget Division to confirm category level appropriation is sufficient. To guard against over expending the budget at the category level, each division is required to submit one internal budget adjustment to address negative line items at mid-year.

- iii. **Internal budget adjustments between line items and business units (same fund)** – If sub-category level budget is not available in a business unit *then it is necessary* to submit an internal budget adjustment (U/T) to move funds from another business unit or another sub-category in the same business unit. The internal budget adjustment request must include an explanation as to why adequate budget was not requested in the original budget submission. Further, the internal BAR must specifically provide detail on the following categories:

1. **510010 Contractual** – All additions and deletions in this category and subsequent line-item detail, i.e., 510100 through 510810.
2. **570010 Capital Purchase** - All additions and deletions in this category and subsequent line-item detail, i.e., 570100 through 570950

Divisions are limited to one (1) internal budget adjustment between business units per month per fund. Line-items budgeted directly by the Finance Department, i.e. insurance, salaries and benefits, etc. will not be included in the quota of 1 per month per fund. In depth understanding of the line items within a category is a requirement of the person managing the budgets of a department. *Incomplete or incorrect forms will not be processed and the amended request will be considered a new request.*

- 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 Polices

- A. **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.
- B. **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.
- C. **New Revenues:** The City will consider a set of established criteria for any proposed additional revenue:
3. Competitiveness – the revenue or tax burden of the City relative to neighboring communities
 4. Diversity – the balance of revenue sources that can withstand changes in the business cycle
 5. 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
 6. 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.
 7. Alignment – taxes and fees shall bear a reasonable association to the costs for the service they are intended to fund.
- D. **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.
- E. **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.

- F. **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.

- a. **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 1/12th (8.3%) of general fund operating expenditures less transfers out.

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 less transfers out.

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 (Proposed)

1.0 POLICY

A debt management policy helps insure that the City maintains the current or an improved bond rating in order to minimize borrowing costs and preserve access to credit. (See Exhibit A for a Glossary of Terms.)

The City's Debt Management Policy ("the Debt Policy") provides guidance for staff to:

- a. Insure high quality debt management decisions;
- b. Insure support for debt issuances both internally and externally;
- c. Impose order and discipline in the debt issuance process;
- d. Promote consistency and continuity in the decision making process;
- e. Insure that the debt management decisions are viewed positively by rating agencies, investment community and taxpayers; and
- f. Demonstrate a commitment to long-term financial planning objectives.
- g. Minimize negative impacts to operational budgets.
- h. Provide semi-annual review of debt portfolio regarding defeasance, refunding or new issuance.

2.0 SCOPE

This Policy applies to all debt instruments including bonds, loans or internally funded obligations issued by the City or between departments.

3.0 OBJECTIVES

The primary objective of this Policy is to:

- a. Maintain or enhance the City's credit ratings and investors' perceptions.
- b. Insure that the City is in compliance with all bond ordinances and debt covenants.

- c. Insure that the City is in compliance with all IRS, Federal and State laws or requirements relating to the issuance of debt, especially tax-exempt debt.
- d. Manage and set parameters for the City's use of debt and insure that its use is for capital improvements, related expenditures and other long-term assets in accordance with State law and City ordinances.
- e. Insure that debt service is aligned with the source of revenue, and life of the underlying asset; and
- f. Debt service and bond proceed funds shall be managed and invested in accordance with all federal, state and local laws and in conjunction with the Tax Compliance Certificate of each bond issue to assure availability to cover project costs and debt service payments when due.

4.0 IMPLEMENTATION

The Policy requires:

- a. Payment of principal and interest on all outstanding debt in full and when due;
- b. Structuring of principal and interest retirement schedules to: (1) achieve a low borrowing cost for the City, (2) accommodate the debt service payments of existing debt, and (3) respond to perceptions of market demand;
- c. Selection of a method of sale that shall maximize the financial benefit to the City;
- d. Effective communication with bond rating agencies to ensure complete and clear understanding of the credit worthiness of the City; and
- e. Full, complete, and accurate disclosure of financial conditions and operating results in every financial report, bond prospectus and Annual Information Statement ("AIS"). All reports shall conform to guidelines issued by the Government Finance Officers Association ("GFOA"), Securities and Exchange Commission ("SEC"), and the Internal Revenue Service (IRS) to meet the disclosure needs of rating agencies, underwriters, investors, and taxpayers.

5.0 STRUCTURE OF DEBT

5.1 Debt service shall be structured to the greatest extent possible to:

- a. Match projected cash flows and pledged revenues;
- b. Minimize the impact of future tax levies;
- c. Maintain a consistent payment of principal;
- d. Maintain a level overall annual debt service payment structure; and

- e. Equal the lesser of the useful life of the asset being financed or the maximum legal maturity for the obligations issued to finance the acquisition and construction of the asset.

5.2 Fixed Interest versus Variable Interest

The City generally issues fixed rate bonds primarily to protect the City against interest rate risk. The City has the option to issue variable rate bonds or enter an interest rate swap to convert the City's fixed rate debt to variable rate if market conditions warrant and Council approves it.

5.3 Other Considerations

Debt is issued such that:

- a. The maximum maturity for General Obligation Bonds is 20 years.
- b. The maximum maturity for Revenue bonds is 20 years
- c. The maximum maturity for System Revenue bonds is 30 years.
- d. The City may choose a longer term for System Revenue bonds for projects whose lives are greater than 30 years.
- e. Call provisions for bond issues shall be consistent with the lowest interest cost to the City. The targeted maximum length to call is 10 years. However, the City may opt for a call date longer than 10 years if it is in the City's best interest.

6.0 FINANCING ALTERNATIVES

The City shall develop a level of cash and debt funded capital improvement projects that provide the citizens with the desired amount of City services at the lowest cost. City staff shall assess all financial alternatives for funding capital improvements prior to issuing debt.

6.1 Pay-As-You-Go Financing

Pay-as-you-go financing should be considered before issuing any debt. Pay-as-you go financing may include: intergovernmental grants from federal, state and other sources, current revenues or fund balances, private sector contributions, and public/private partnerships. Once the City has determined that pay-as-you-go is not a feasible or sufficient financing option, the City may use bonds, loans, or other debt financing sources as deemed appropriate by City staff and approved by Council. (See Exhibit B for more detail on short term capital improvement funding options.)

6.2 Internal Financing Program

Project financing less than \$10 million and terms less than five years should be first evaluated for internal financing from the City's internal loan program.

- a. Funds are available, and the internal loan portfolio has sufficient capacity.
- b. The repayment stream identifiable, quantifiable and reliable.
- c. The spread between internal financing and the next best alternative is financially attractive.
- d. The project meets the criteria for an external loan.
- e. The borrower shall commit to timely payment of both principal and interest.

6.3 General Obligation Bonds

6.3.1 General obligation bonds may be used if the following criteria are met:

- a. The size of the issuance is \$10 million or above;
- b. The G.O. bond funds are used for new and expanded facilities, major repair or renovations to existing facilities, or quality-of-life projects;
- c. The useful life of the capital asset acquired/constructed/improved will be ten (10) years or more, or the funds will extend the useful life of an asset for more than ten (10) years; and
- d. Voter authorization is given through approval in a bond election in accordance with State law and City ordinances.

6.3.2 Reimbursement resolutions, if required for funds to be advanced prior to issuance of General Obligation bonds, may be used for projects funded through General Obligation bonds.

6.4 Revenue Bonds

Capital improvement project bonds shall be secured and payable from Gross Receipts Tax (GRT) revenues.

6.4.1 The City funds the majority of capital projects through Revenue Bonds including:

- a. Capital asset acquisitions such as heavy equipment, vehicles, IT equipment;
- b. Rehabilitation, renovation, improvement and/or extension of the useful life of existing facilities;
- c. Plan, design, build and construct new facilities;
- d. Infrastructure projects such as street and drainage work, street resurfacing, unpaved rights-of-way, ADA retrofitting and rehabilitation projects, and street lighting;
- e. Emergency rehabilitation of City facilities such as storm water drainage; or

f. Any other service or project that concerns the health, safety and welfare of the citizens.

6.4.2 Revenue bonds or other long-term debt may be used when:

- a. The need for the capital project is urgent and immediate;
- b. The capital project is necessary to prevent an economic loss to the City;
- c. The source of pledged revenue to pay off the Revenue bond is specific and can be expected to cover the additional debt;
- d. The expected debt is the most cost-effective financing option available;
- e. The average maturity of the debt does not exceed the projected life of the project.

6.4.3 Reimbursement resolutions, if required for funds to be advanced prior to issuance of CIP Bonds, may be used for projects funded through CIP Bonds.

6.5 System Revenue Bonds -- Enterprise Funds

System Revenue Bonds for enterprise capital improvement programs will be limited to those projects for which the enterprise fund has with the capability to support the debt either through its own revenue or another pledged source, other than ad valorem taxes, and which meet the same criteria as outlined above.

7.0 METHODS OF SALE

The City's debt obligations may be sold by competitive or negotiated sale methods. The selected method of sale depends upon the option which is expected to result in the lowest cost and most favorable terms to the City given the financial structure used, market conditions, and prior experience. When considering the method of sale, the City may consider the following issues:

- a. Financial conditions;
- b. Market conditions;
- c. Transaction-specific conditions;
- d. City-related conditions;
- e. Risks associated with each method;
- f. Complexity of the Issue – Municipal securities with complex security features require greater marketing and buyer education efforts on the part of the underwriter, to improve the investors' willingness to purchase;
- g. Volatility of Bond Yields – If municipal markets are subject to abrupt changes in interest rates, there may be a need to have some flexibility in the timing of the sale to take advantage of positive market changes or to delay a sale in the face of negative market changes;

- h. Familiarity of Underwriters with the City's Credit Quality – If underwriters are familiar with the City's credit quality, a lower True Interest Cost (TIC) may be achieved. Awareness of the credit quality of the City has a direct impact on the TIC an underwriter will bid on an issue. Therefore, where additional information in the form of presale marketing benefits the interest rate, a negotiated sale may be recommended. The City strives to maintain an excellent bond rating. As a result, the Municipal Bond Market is generally familiar with the City's credit quality; and
- i. Size of the Issue - The City may choose to offer sizable issues as negotiated sales so that pre-marketing and buyer education efforts may be done to more effectively promote the bond sale.

7.1 Competitive Sale

In a competitive sale, bonds are awarded in a sealed bid sale to an underwriter or syndicate of underwriters that provides the lowest TIC bid. TIC is defined as the rate, which will discount the aggregate amount of debt service payable over the life of the bond issue to its present value on the date of delivery. It is customary for bids to be submitted electronically through a secure website.

7.2 Negotiated Sale

In a negotiated sale, the City chooses an underwriter or underwriting syndicate that is interested in reoffering a particular series of bonds to investors. The terms of the sale, including the size of the underwriter's discount, date of sale, and other factors, are negotiated between the two parties. Although the method of sale is termed negotiated, individual components of the sale may be competitively bid. The components are subject to a market analysis and reviewed prior to recommendation by staff. Negotiated sales are more advantageous when flexibility in the sale date is needed or when less conventional bond structures are being sold. Negotiated sales are also often used when the issue is particularly large or if the sale of the debt issuance would be perceived to be more successful with pre-marketing efforts.

7.3 Private Placement

A private placement is a negotiated sale of debt securities to a limited number of selected investors including financial institutions or government agencies or authorities. The City may engage a placement agent to identify likely investors if deemed necessary. A private placement may be beneficial when the issue size is small, when the security of the bonds is somewhat weaker, or when a governmental lending agency or authority can provide beneficial interest rates or terms compared to financing in the public market.

8.0 REFUNDING OF DEBT

All forms of refunding debt shall be approved by Council in accordance with City ordinances and the Department of Finance and Administration in accordance with State law.

8.1 Advance Refunding

Advanced refunding and forward delivery refunding transactions for savings may be considered when the net present value savings as a percentage of the par amount of refunded bonds is approximately three percent (3%).

8.2 Current Refunding

Current refunding transactions issued for savings may be considered when the net present value savings as a percentage of the par amount of refunded bonds is approximately three percent (3%).

8.3 Refunding for Debt Restructuring

From time to time, the City may also issue refunding debt for other purposes, rather than net present value savings, such as restructuring debt, changing covenants, or changing the repayment source of the bonds.

8.4 Defeasance

From time to time, the City may find it attractive to defease a bond issue rather than refund it. The net present value of savings as a percentage of the paramount defease shall be at least five percent (5%).

9.0 DEBT LIMITS

9.1 General Obligation Bonds

The State Constitution limits the amount of outstanding general obligation bonds to four percent (4%) of the taxable value of property within the City.

9.2 Revenue Bonds

The City's Revenue Bond limit shall be evaluated relative to:

- a. Percent of personal income
- b. Per Capita
- c. Debt service as a percent of GRT revenue, or other funding sources
- d. Limits imposed by Federal or State laws or regulations
- e. Rating.

9.3 **System Revenue Debt** – legally required limit of 130% revenue in excess of debt service. 200% or greater is recommended to maintain an AA rating.

10.0 MATURITY LEVELS

10.1 Revenue Debt

The term of revenue debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed 20 years.

10.2 General Obligation Debt

The term of general obligation debt shall not exceed the State maximum of 20 years.

10.3 System Revenue Debt

The term of System Revenue Debt shall not exceed the expected life of the capital asset being financed and in no case shall it exceed 30 years.

10.4 Internal Loans

Shall not exceed the expected useful life of the capital asset and in no case shall exceed five years.

11.0 MANAGEMENT OF DEBT SERVICE FUND

11.1 Debt Funds

All debt funds called for in bond ordinances shall be created in the general ledger and utilized as directed by the bond ordinance

11.2 Interest Earnings

Interest earnings on bond and loan proceeds shall be used solely to fund direct or related capital expenditures, or to service current and future debt payments.

11.3 Debt Service Reserves – General Obligation Bonds

Debt service reserves for general obligation bonds shall not be required.

11.4 Debt Service Reserves – Revenue Bonds

Debt service reserves for revenue bonds shall be maintained at levels required by controlling bond ordinances.

11.5 Debt Service Reserves for System Revenue Bonds

Debt service reserves for system revenue bonds shall be maintained at levels required by the controlling bond ordinances.

11.6 IRS Rules and Regulations

The City shall comply with all IRS rules and regulations.

12.0 RATINGS

Compliance with the City's debt management policy helps insure that the City maintains the current or potentially improve its Credit rating in order to minimize borrowing costs and increase access to credit. The City will take the following steps.

12.1 Maintain good relationships with bond rating agencies as well as disclose financial reports and information to these agencies and to the public.

12.2 Obtain a rating from at least one nationally recognized bond-rating agency on all issues being sold in the public market.

12.3 Make timely disclosure of annual financial information or other requested information to the rating agencies.

13.0 CONTINUING DISCLOSURE

The City provides continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities and will abide by the provisions of SEC Rule 15c2-12 concerning primary and secondary market disclosure. City shall submit a Continuing Disclosure filing, audited financial statements prior to April 1st of each year and at other such times where an occurrence of a specific event that can have an impact on key features of the bonds or material change in the City's financial situation.

13.1 Continuing disclosure shall be conducted via Electronic Municipal Market Access or EMMA on the MSRB website which the City maintains an organizational account.

13.2 The City shall maintain an issuer page that is updated as needed.

13.3 The City shall maintain a link from the MSRB Issuer webpage to the City's and City's webpage to the MSRB Issuer Page.

14.0 SELECTION OF FINANCIAL ADVISOR

14.1 Selection

The City will solicit proposals, as defined in the City Purchasing Manual, in accordance with State law and City ordinances, to select a financial advisor at least once every four years. City staff shall review the resulting professional services agreement periodically to ensure that the selected financial advisor is performing at a satisfactory level.

14.2 Scope of Work

The financial advisor selected shall provide financial advisory services related to the authorization and issuance of debt instruments, refunding or defeasance of outstanding debt, debt management planning services, and assist the City in managing its relationship with Rating Agencies, Investors and Underwriters as requested by the City.

14.4 Selection of Underwriters

The City will work with the selected Financial Advisor to select underwriters for each bond issue.

15.0 SELECTION OF BOND COUNSEL

15.1 Request for Qualifications

The City's Purchasing Manual currently exempts the procurement of attorneys from the competitive RFP process. However the City reserves the right to conduct a Request for Qualifications (RFQ) to select the bond counsel for debt issues while also recognizing the value in maintaining a relationship with bond counsel due to the complexity of issues and laws related in issuing municipal bonds.

15.2 Scope of Work

Bond Counsel shall, at a minimum:

- a. Possess comprehensive municipal debt knowledge and experience, as well as extensive knowledge of State municipal finance law.
- b. Be responsible for providing an opinion in two specific areas: whether the securities are valid and legally binding obligations of the issuer, and whether the interest on the bonds is exempt from federal taxation.
- c. Prepare all bond documents necessary to execute the bond issuance.
- d. Prepare all loan documents necessary to execute loans or prepay loans with NMFA.
- e. Be responsible for coordinating with the City Attorney's office, the City Clerk's office, and the City's financial advisor to ensure that all tasks associated with the bond issuance are completed within prescribed timeframes.
- f. To the extent required by State law, be responsible for coordinating with the New Mexico Office of the Attorney General and the New Mexico Department of Finance and Administration on matters relating to the approval of City obligations.
- g. Other advice and direction as requested by the City in order to comply with bond ordinances, IRS, Federal or State laws and regulations.

II. POST ISSUANCE POLICY

1.0 POLICY

It is the policy of the City of Santa Fe (the "City") to follow Post-Issuance Tax Compliance Procedures (the "Procedures") to insure that all applicable post-issuance requirements of federal income tax law are met to preserve the tax-exempt status of the City's bonds.

2.0 GENERAL PROCEDURES

2.1 The Tax Compliance Certificate

The Tax Compliance Certificate (“Tax Certificate”) issued for each bond issue describing the requirements and provisions of the Code must be followed in order to maintain the tax exempt status of the interest on such bonds.

The Tax Certificate will contain the reasonable expectations of the City at the time of issuance of the related bonds with respect to the use of the gross proceeds of such bonds and the assets to be financed or refinanced with the proceeds thereof.

2.2 Procedures

- a. In order to comply with the covenants and representations set forth in the bond documents and in the Tax Certificate the City will monitor all City bond issues using the post issuance compliance requirements.
- b. Attached Exhibit C, Post Issuance Tax Compliance Responsibility Matrix, identifies tasks and proposed general assignment of responsibility. This matrix will be amended as needed but will serve to provide ongoing guidance.
- c. Attached Exhibit D, Post Issuance Tax Compliance Review by Bond Issue, identifies the same tasks as in Exhibit C but provides a framework for regular review and tracking. Regular meetings/phone calls will facilitate keeping this matrix up-to-date. This should prove useful in the event of an IRS audit of any of the City’s bonds. Appended to this Exhibit is a description of each task.

3.0 DESIGNATION OF RESPONSIBLE PERSON

Monitoring of post issuance compliance requirements involves not only the City’s bond counsel and municipal advisor, but the City Attorney, the Finance Director, the City departments responsible for construction of particular capital projects. Successful monitoring will be a team approach led by the Finance Department. (See Exhibit C described above.)

4.0 EXTERNAL ADVISORS/DOCUMENTATION

- a. The City shall consult with bond counsel and other legal counsel and advisors as needed throughout the issuance process to identify requirements and to establish procedures necessary or appropriate so that the bonds will continue to qualify for tax-exempt status. Those requirements and procedures shall be documented in the Tax Certificate and/or other documents finalized at or before issuance of the bonds. Those requirements and procedures shall include future compliance with applicable arbitrage rebate requirements and all other applicable post-issuance requirements of federal tax law throughout (and in some cases beyond) the term of the bonds.

- b. The City also shall consult with bond counsel and other legal counsel and advisors as needed following issuance of the bonds to ensure that all applicable post-issuance requirements in fact are met. This shall include, without limitation, consultation in connection with future long-term contracts with private parties for the use of bond-financed or refinanced assets.
- c. The City shall engage expert advisors (a “Rebate Service Provider”) to assist in the calculation of the arbitrage rebate payable with respect to the investment of the bond proceeds, unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of bonds.
- d. Unless otherwise provided by the resolution or other authorizing documents relating to the bonds, unexpended bond proceeds shall be held in a segregated bond fund. The investment of bond proceeds shall be managed by the City. The City shall prepare regular, periodic statements regarding the investments and transactions involving bond proceeds.

5.0 ARBITRAGE REBATE AND YIELD

Unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of bonds, the City shall be responsible for:

- a. Engaging, by contract, the services of a Rebate Service Provider, procured in accordance with State law and City ordinances, and, prior to each rebate calculation date, delivering periodic statements concerning the investment of bond proceeds to the Rebate Service Provider.
- b. Providing to the Rebate Service Provider, as may be requested, additional documents and information pertaining to the expenditure of proceeds from each bond issue being annually reviewed.
- c. Assuring payment of the required rebate amounts, if any, no later than 60 days after each five (5) year anniversary of the issue date of the bonds, and no later than 60 days after the last bond of each issue is redeemed.
- d. During the construction period of each capital project financed in whole or in part by bonds, monitoring the investment and expenditure of bond proceeds and consulting with the Rebate Service Provider to determine compliance with the applicable exceptions with any arbitrage rebate requirements.
- e. Retaining copies of all arbitrage reports and account statements as described below under “Record Keeping Requirements”.

6.0 USE OF BOND PROCEEDS AND BOND-FINANCED OR REFINANCED ASSETS

The City, in the Tax Certificate and/or other documents finalized at or before the issuance of the bond, shall be responsible for the following tasks:

- a. Monitor the use of bond proceeds and the use of bond-financed or refinanced assets (e.g. facilities, furnishing or equipment) throughout the term of the bonds to ensure compliance with covenants and restrictions set forth in the Tax Certificate.
- b. Maintain records identifying the capital assets or portion of capital assets that are financed or refinanced with proceeds of the bonds, including a final allocation of bond proceeds as described below under “Record Keeping Requirements”.
- c. Consult with bond counsel and other legal counsel and advisors in the review of any contracts or arrangements involving private use of bond-financed or refinanced assets to ensure compliance with all covenants and restrictions set forth in the Tax Certificate.
- d. Maintain records for any contracts or arrangements involving the use of bond-financed or refinanced assets as described below under “Record Keeping Requirements”.
- e. Confer, at least annually, with City personnel responsible for bond-financed or refinanced capital assets to identify and discuss any existing or planned use of bond-financed or refinanced capital assets, to ensure that those uses are consistent with all covenants and restrictions set forth in the Tax Certificate.
- f. To the extent that the City discovers that any applicable tax restrictions regarding use of the bond proceeds and bond-financed or refinanced assets may have or may be violated, consulting promptly with bond counsel and other legal advisors to determine a course of action to remediate all nonqualified bonds, if such counsel advises that a remedial action is necessary.

7.0 RECORD KEEPING REQUIREMENT

The City shall be responsible for maintaining the following documents for the term of the issuance of bonds (including refunding bonds, if any) plus at least three years.

- a. A copy of the bond closing transcript(s) and other relevant documentation delivered to the City at or in connection with closing of the issuance of bonds, including any elections made by the City in connection therewith.
- b. A copy of all material documents relating to capital expenditures financed or refinanced by bond proceeds, including (without limitation) construction contracts, purchase orders, invoices, requisitions and payment records, draw requests for bond proceeds and evidence as to the amount and date for each draw down of bond proceeds, as well as documents relating to costs paid or reimbursed with bond proceeds and records identifying the asset or portion of assets that are financed or refinanced with bond proceeds, including a final allocation of bond proceeds.
- c. A copy of all contracts and arrangements involving the use of bond-financed or refinanced assets.

- d. A copy of all records of investments, investment agreements, arbitrage reports and underlying documents in connection with any investment agreements, and copies of all bidding documents, if any. [Paying agent account statements, bank statements for reserve funds, etc.]

III. DEBT MANAGEMENT AND POST ISSUANCE POLICY REVIEW

This Debt Management and Post Issuance Policy shall be reviewed at least once every year by the City Council. Any modifications to this Policy, at any time, shall be approved by City Council.

8. Investment Policy

1.0 PURPOSE:

1.1 The purpose of this investment policy is to indicate a conscious, formal effort by the City of Santa Fe (the "City") to develop, implement and monitor the investment of all City funds. It shall be considered an important means to communicate to staff and to the public the City's policies on management of financial assets.

2.0 APPLICABLE TO:

2.1 Finance Director, Assistant Finance Director, Treasury Officer, Cash Management and Investment Officer.

3.0 REFERENCES:

- 3.1 SFCC 11-8C.
- 3.2 Code of Ethics Ordinance 1-7.5H.
- 3.3 Securities & Exchange Commission Rule 15(c) 3-1 (uniform net capital rule).
- 3.4 NMSA 1978 sections 6-10-10, 6-10-16, 6-10-17, 6-10-18, 6-10-36, 6-10-44, and 3-45-24.
- 3.5 NMAC 2.60.4
- 3.6 Local Government Investment Pool Investment Policy

4.0 DEFINITIONS:

4.1 Relevant terms are defined under Procedures.

5.0 POLICY:

5.1 It is the policy of the City to invest public funds in a manner which preserves principal, meets the daily cash flow requirements and earns the highest investment return while conforming to all state and local statutes governing the investment of public funds.

6.0 PROCEDURES:

6.1 This investment policy applies to all financial assets of the City. These funds are accounted or in the City's Comprehensive Annual Financial Report and include:

General Fund;
Special Revenue Funds;
Capital Project Funds;
Enterprise Funds;
Trust and Agency Funds; and
Any new fund created by the City Council, unless specifically exempted.

6.2 PRUDENCE

The standard of care to be used by the Investment Officer shall be the "prudent person" rule which states:

"Investments shall be made with the exercise of that degree of judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence 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."

This standard shall be applied in the context of managing an overall portfolio. The Investment Officer acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Public confidence in the investment program is imperative. The City will avoid any transaction that might impair the public's confidence. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs. A balance is struck between preservation of principal, liquidity and the income to be earned.

6.3 OBJECTIVES

The primary objectives, in priority order, of the City's investment activities shall be:

Preservation of Principal:

The preservation of principal and mitigation of investment risks (default/credit risk, interest rate risk, and reinvestment risk) are the foremost objectives of the investment

program. The City will ensure the preservation of its investments by limiting default/credit risk, interest rate risk and reinvestment risk. Default/credit risk is the risk of loss due to the failure or downgrade of the security issuer or backer. Interest rate risk is the risk that the value of an investment will decline with changes in interest rates, e.g. an increase in interest rates will cause a decline in the value of a bond during its holding period prior to maturity. Reinvestment risk is the risk that funds from maturing investments will be reinvested at lower interest rates than that of the maturing investment due to decreases in the level of interest rates. The City will mitigate the effect of default/credit risk by:

- Investing in investment grade government debt securities rated A or better;
- Investing in securities, funds or pools that comply with New Mexico Statute 6-10-10;
- Complete and thorough due diligence and credit analysis on each investment issuer;
- Pre-qualifying all financial institutions and securities dealers with whom the City will do business; and
- Diversifying the investment portfolio to minimize the adverse effects of the failure of any one issuer or backer.

Liquidity: The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all of the regular expenses of the City as well as payments on the City's debt obligations in a timely manner provided they may be reasonably anticipated.

Return on Investments: The City's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and cash flow characteristics of the portfolio.

Fully Invested: The City recognizes that cash is an earning asset. It is the City's policy to invest cash balances over amounts required to meet current financial obligations to achieve the highest return consistent with the above-defined objectives. The goal is to have all of the City's available investable assets fully invested at all times and to keep idle cash at a minimum.

Scheduling of Maturities: Investment maturities may be scheduled to coincide with projected cash flow needs taking into account large routine expenditures (e.g. payroll, debt service and Capital Improvement Program disbursements), as well as considering sizeable blocks of anticipated revenues and inflows, (e.g. gross receipts, franchise taxes and investment maturities).

Diversification: The City shall diversify investments to avoid unreasonable risks from concentrating investments in specific security types and individual financial institutions.

6.4 DELEGATION OF AUTHORITY

Pursuant to SFCC 11-8C, the Governing Body has authorized the City Manager to appoint an Investment Officer to invest money not immediately needed for the operation of the City government. The Investment Officer shall establish written procedures for the investment program consistent with the investment policy. Procedures should include reference to: safekeeping, repurchase agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director and the Investment Officer. The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of other employees involved in investment transfers.

6.5 ETHICS AND CONFLICT OF INTEREST

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions or allow personal gain. Employees and investment officials shall disclose as per Code of Ethics Ordinance 1-7.6 any financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any personal financial/investment positions that could be related to the performance of the City, particularly with regard to the time of purchases and sales.

6.6 AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

The Investment Officer will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealer firms selected by credit worthiness who are authorized to provide investment services in the State of New Mexico. These may include “primary” dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15(c)3-1 (uniform net capital rule).

All financial institutions and broker/dealer firms who desire to become qualified bidders for investment transactions must supply the Investment Officer with the following: audited financial statements; proof of Financial Industry Regulatory Authority (FINRA) certification; and certification of having an understanding of and agreeing to comply with the City’s investment policy.

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Investment Officer. In addition, a current audited

financial statement is required to be on file for each financial institution and broker/dealer firm through which the City invests.

All broker/dealer firms and financial institutions conducting business with the City shall receive a copy of the City's investment policy, a broker/dealer certification form and a letter signed by the Finance Director that describes the relationship that the City is establishing with the broker/dealer firm or financial institution. This letter will contain the following information:

- City employees who are authorized to buy and sell investments on behalf of the City;
- City employees who are authorized to wire or otherwise transfer funds out of City accounts;
- City employees who are authorized to make changes to the City's instructions regarding authority, delivery instructions, or other critical aspects of the relationships;
- City employees who should be notified if the dealer or financial institution detects any activity that it believes may be irregular given the City's investment policy and practices;
- Controls that the dealer or financial institution should use for wire transfers of funds and securities into and out of City accounts;
- Standard delivery instructions for investments and proceeds from maturities; and,
- Dealers and financial institutions will be notified immediately both verbally and in writing about the change in status of any employee authorized to conduct investment business with that institution.

If the City has contracted with an Investment Advisor, the advisor shall be responsible for performing financial due diligence on the brokers/dealers with which it trades on the City's behalf. On an annual basis, the advisor will provide the City with a list of its authorized brokers/dealers as well as the firm's written certification of compliance with the City's Investment Policy.

6.7 AUTHORIZED AND SUITABLE INVESTMENTS

City funds shall be invested in accordance with New Mexico Statute 6-10-36 and shall be equitably distributed among banks and credit unions having their main or manned branch offices within the municipal boundaries, and who are interested in doing business with the City as directed by Statute 6-10-36, Paragraph C. Funds that are declared excess due to the inability of local financial institutions to accept these deposits may be invested in the following investments pursuant to NMSA 1978 sections 6-10-10, 6-10-36, 6-10-44 and 3-45-24:

- Bonds or negotiable securities of the United States including U.S. treasury bills, treasury notes, TIPS and treasury bonds;

- Other securities issued by the United States government or its agencies or instrumentalities that are either direct obligations of the United States, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Federal Home Loan Bank, the Federal Farm Credit Bank, or are backed by the full faith and credit of the United States Government;
- Money market funds that are registered with the SEC, maintain total asset size of not less than \$100,000,000, and carry an investment rating of Aaa-mf, AAAm as rated by Moody's and Standard & Poor's;
- Contracts for the present purchase and future resale of securities ("repurchase agreements");
- Shares of a diversified investment company registered pursuant to the federal Investment Company Act of 1940 that invests in fixed-income securities or debt instruments that are listed in a nationally recognized, broad-market, fixed-income-securities market index; provided that the investment company or manager has total assets under management of at least one hundred million dollars (\$100,000,000) and provided that the board of finance of the county or municipality may allow reasonable administrative and investment expenses to be paid directly from the income or assets of these investments;
- Individual, common or collective trust funds of banks or trust companies that invest in fixed-income securities or debt instruments that are listed in a nationally recognized, broad-market, fixed-income-securities market index; provided that the investment company or manager has total assets under management of at least one hundred million dollars (\$100,000,000) and provided that the board of finance of the county or municipality may allow reasonable administrative and investment expenses to be paid directly from the income or assets of these investments; or
- Shares of pooled investment funds managed by the state investment officer, as provided in Subsection G of Section 6-8-7 NMSA 1978; provided that the board of finance of the county or municipality may allow reasonable administrative and investment expenses to be paid directly from the income or assets of these investments.
- Bonds or negotiable securities of the State of New Mexico or of any county, municipality or school district which has a taxable valuation of real property of at least one million dollars and has not defaulted in payment of interest or sinking fund obligations or failed to pay any bonds at maturity at any time within the past five years and is rated AA equivalent or better on purchase date; and,
- Any bonds or other obligations issued pursuant to the Municipal Housing Law or issued by any public housing authority or agency in the United States, when such bonds or other obligations are secured by a pledge of annual contributions to be paid by the United States government or any agency thereof.

Reasonable prudent measures will be taken to liquidate an investment that is downgraded to less than the required minimum rating.

6.8 PROHIBITED INVESTMENTS

Notwithstanding specific authority granted elsewhere in this document, the City or Santa Fe specifically prohibits the following investments and investment practices:

- Collateralized mortgage obligations (CMOs) and other hybrid mortgage-backed, pass through securities;
- Agency securities whose interest rate is tied to a long-term rate or lagging index, or whose interest rate is determined by an index that adjusts opposite to changes in a market index, including, but not limited to, inverse floaters, leveraged floaters, capped and range floaters and dual index floaters;
- Zero coupon securities, with the exception of Treasury bills and other direct obligations of the U. S. government as well as discount notes issued by the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Federal Home Loan Bank, or the Federal Farm Credit Bank;
- Investment purchases on margin including short sales; and,
- Equity securities.

6.9 INVESTMENT POOLS

A review of the Local Government Investment Pool and its operating policies should be done on a periodic basis. A copy of the most recent audit of the pool must be kept on file or be accessible on-line.

6.10 COMPETITIVE BIDS/EQUITABLE DISTRIBUTION

It is the City's policy to invest all moneys on the basis of competitive bids or offers when practical. When U.S. government securities are being purchased in the secondary market, a minimum of three offers will be solicited. When U.S. government securities are being sold, a minimum of three bids will be received. Transactions shall be made with those firms tendering the best bids or offers to the City. When purchasing new issue securities at par, the purchases will be distributed equitably among the City's qualified brokers as is practicable and prudent. Written documentation of the quotes shall be maintained for a minimum of 3 years.

6.11 COLLATERALIZATION

Collateralization will be required on all repurchase agreements and bank/credit union deposits in excess of amounts insured by the Federal Deposit Insurance Corporation or the National Credit Union Association.

- **Repurchase Agreements:** The collateralization will be 102% including accrued interest and shall consist of US Treasury, or US Government agency debt. Collateral with maturities greater than 10 years shall be collateralized at 103%. Collateral shall be reviewed daily by the Investment Officer or Investment Advisor and maintained at a minimum of 102% or 103% if the maturity is longer than 10 years. Collateral substitution is permissible with the permission of the Investment Officer or Investment Advisor.
- **Checking Deposits:** Deposits with the primary fiscal agent, may be collateralized at fifty percent (50%) in accordance with New Mexico Statute 6-10-17 and that collateral shall be in compliance with NMAC 2.60.4.10 A(1) or (7).
- **Certificate of Deposits:** Shall be collateralized in compliance with NMAC 2.60.4.9, NMAC 2.60.4.10 A(1) or (7)

Collateral for checking and certificates of deposits will be reviewed monthly to ensure that the market value of the securities pledged exceeds the investment or related bank balances with a final fiscal year review in June. Additional collateral may be requested if the Investment Officer deems that the deposits and investments are not sufficiently protected by the pledged collateral.

Exceptions to the collateralization level requirement include deposits in the State Treasurer's Office Local Government Investment Pool.

6.12 SAFEKEEPING AND CUSTODY

All security transactions, including collateral for repurchase agreements entered into by the City shall be conducted on a delivery-versus-payment (DVP) basis. Securities will be held in the custody of the City's fiscal agent and evidenced by monthly statements, maintained and filed by the Investment Officer.

6.13 DIVERSIFICATION

The City will diversify its investments by security type and institution. With the exception of U.S. treasury securities, authorized pools and the City's fiscal agent, no more than 50% will be invested in a single security type or with a single financial institution.

6.14 TRADING SECURITIES

The City may take advantage of temporary conditions in the U.S. government securities market by trading securities of comparable quality to further improve the overall rate of the return on the portfolio.

Transactions will be competitively marketed to at least three broker/dealers whether proposed by the City or broker/dealers. Trading of securities is permissible if the City's investment goals will be met and the Investment Officer deems the transaction appropriate and consistent with the City's Investment Policy.

6.15 MAXIMUM MATURITIES

Investment maturities shall be limited to five years, unless matched to a specific cash flow.

6.16 INTERNAL CONTROL

Investments shall be included as a specific area in the City's annual audit by the City's independent auditor. In addition, the City's internal auditor may periodically review the City's investments and investment transactions. These reviews will provide internal control by assuring compliance with policies and procedures.

6.17 PERFORMANCE STANDARDS

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the City's cash flow needs.

Staff is currently conducting an in-depth analysis of potential benchmarks to evaluate the performance of the City's investment portfolio. The benchmark is a critical component to any investment policy as it reflects the objectives of preservation of principal and balancing investment risks, liquidity and income to be earned of the City's investment portfolio. A forth coming addendum to the investment policy regarding the benchmark will be provided in the near future.

6.18 REPORTING

The Investment Officer shall provide to the Finance Committee quarterly investment reports which provide the status of the current investment portfolio. The management report should include comments on the fixed income markets and

economic conditions, potential changes in the portfolio and/or investment strategies to be implemented.

The quarterly report should include the following:

- A listing of individual securities held at the end of the reporting period by investment category;
- The call date or final maturity of all investments listed;
- Portfolio Duration, a measure of interest rate risk.
- Yield to maturity and yield to worst;
- Par value, amortized book value and market value; and
- Percentage of the portfolio represented by each investment category.

6.19 INVESTMENT POLICY ADOPTION

The City's investment policy shall be adopted by resolution of the City Council. The policy shall be renewed annually by the Finance Committee with any modifications approved by the City Council.

6.20 COMPLIANCE WITH CITY INVESTMENT POLICY

In addition to receiving written certification of compliance with the City's Investment Policy from all brokers directly assisting the City and any external investment advisor whose services may be retained, any bank or credit union serving as a depository for City funds shall also be required to provide written certification of compliance with the City's Investment Policy and all related and relevant State Statutes (NM Statute 6-10-18), whether referenced in the Investment Policy or not. Such certification will also be required of any other such person or firm that undertakes to work with the City to assist in handling investments for which the terms of this policy apply.

The annually adopted Investment Policy shall be forwarded to all such parties in a timely manner with a request for the return of the certification form via mail, fax, or email. Any interim Investment Policy amendments will also be forwarded to relevant parties and will require resigning and return of the certification form.

9. 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.

G. BUDGET OVERVIEW

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 17/18 is \$91.3 million and exceeds expenditures by \$1.2 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 2017/18 budgeted revenue in the City's special revenue funds totals \$39.8 and exceeds expenditures by 883k.

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 17/18 is estimated at \$18.3 million and exceeds expenditures by \$1.9 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 2017/18 budgeted expenditures in the City's debt service funds total \$29.4 million

Enterprise Funds: enterprise funds include City operations and activities that a fee is charged for services. Enterprise funds are designed to highlight to what extent the fees cover the cost of operations. 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 (83.5%). Only the Water funds are supported by fees. Other major enterprises include the Railyard, Santa Fe Convention Center, and College of Santa Fe. "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. All other enterprise funds are subsidized by taxes. For FY 2017/18, budgeted revenue, including tax subsidies, SWAMA and debt service in the City's enterprise funds totals \$97.0 million.

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



PROPOSED FISCAL YEAR
ANNUAL BUDGET 2017-2018

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. In FY 2017/18 the City added ITT and Fleet to the Internal Service Funds as we transition to a full Internal Service Cost Model. For FY 2017/18 budgeted revenue in the City's internal service funds totals \$38.5 million.

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 (BDD) budget, which is jointly funded by the City and County of Santa Fe. For FY 2017/18, budgeted revenue in the City's trust & agency funds totals \$75K. To date BDD has not submitted a budget to the City of Santa Fe.

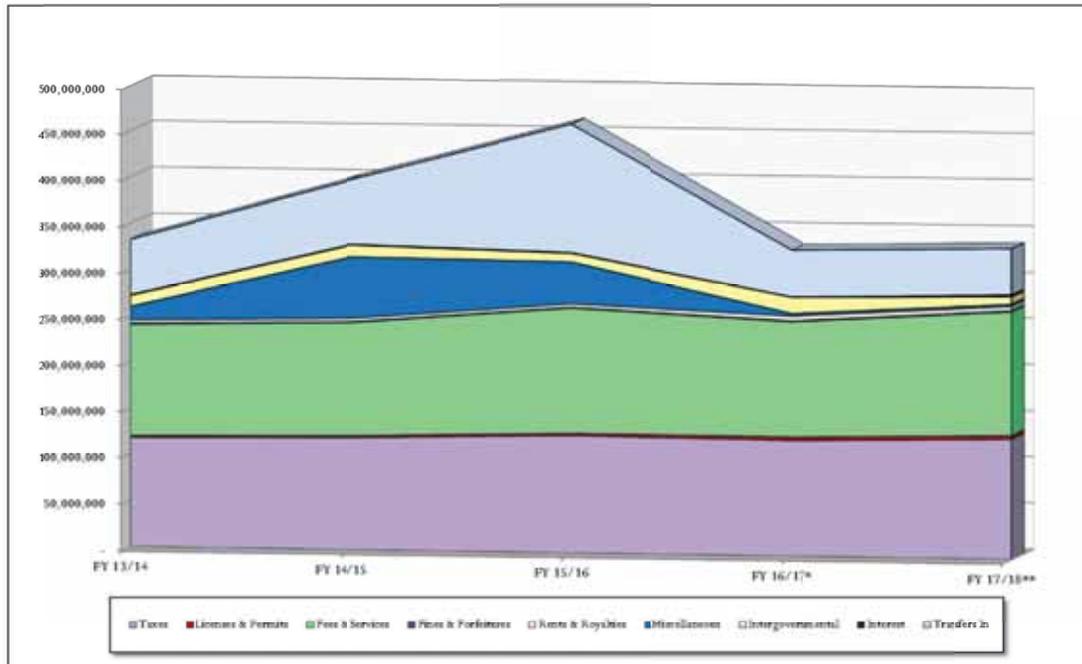
CITY OF SANTA FE
ALL FUNDS - REVENUES BY CATEGORY
FY 2013/14 THROUGH FY 2017/18

CATEGORY	ACTUAL REVENUE FY 2013/14	ACTUAL REVENUE FY 2014/15	ACTUAL REVENUE FY 2015/16	FY 2016/17 BASE BUDGET	PROPOSED BUDGET FY 2017/18	CUMULATIVE CHANGE 13/14-17/18	AVERAGE ANNUAL GROWTH %
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	95,725,848	97,673,616	101,173,715	98,690,364	103,559,489	7,833,641	2.0%
-Property Tax	9,251,086	9,486,321	10,531,692	9,761,061	8,628,419	(622,667)	-1.3%
-Franchise Tax	2,892,235	2,821,230	3,669,517	4,625,575	4,625,575	1,733,340	13.4%
-Lodgers' Tax	8,376,475	9,251,039	9,743,758	10,000,000	10,800,000	2,423,525	6.6%
-Gasoline Tax	1,517,278	1,470,813	1,276,598	1,445,000	1,445,000	(72,278)	-0.8%
-Other Taxes	529,276	538,069	469,285	490,110	490,110	(39,166)	-1.7%
<i>Subtotal - Taxes</i>	<i>118,292,198</i>	<i>121,241,088</i>	<i>126,864,565</i>	<i>125,012,110</i>	<i>129,548,593</i>	<i>11,256,395</i>	<i>2.3%</i>
<u>Licenses & Permits:</u>							
-Business Licenses	410,559	408,073	346,079	385,834	450,801	40,242	3.1%
-Building/Zoning Permits	1,589,454	1,834,702	2,174,802	3,585,981	3,614,899	1,925,445	23.2%
-Other Licenses & Permits	278,194	254,516	271,861	241,598	239,598	(38,596)	-3.4%
<i>Subtotal - Licenses & Permits</i>	<i>2,278,207</i>	<i>2,497,291</i>	<i>2,792,742</i>	<i>4,213,413</i>	<i>4,305,298</i>	<i>1,927,091</i>	<i>17.5%</i>
<u>Fees & Service Charges:</u>							
-Airport Fees	985,684	1,171,150	1,370,774	1,088,821	1,363,379	377,695	10.1%
-Ambulance Fees	1,577,361	1,670,052	3,684,148	1,641,543	1,641,543	64,182	17.8%
-Civic Center Fees	185,318	279,496	424,590	390,000	416,000	230,682	25.3%
-Housing Fees	209,918	165,024	206,136	-	-	(209,918)	N/A
-Impact Fees	710,993	694,733	872,162	2,065,192	1,555,122	844,129	33.8%
-Insurance Premiums	24,993,908	27,661,061	28,274,746	27,556,663	28,774,848	3,780,940	3.7%
-Meals Fees	57,350	53,062	50,015	-	-	(57,350)	N/A
-Parking Fees	3,927,368	3,963,969	3,992,840	5,203,113	4,967,697	1,040,329	6.9%
-Planning/Land Use Fees	207,451	291,442	276,552	289,200	264,817	57,366	7.9%
-Police/Court Fees	579,170	1,168,508	955,761	857,079	768,228	189,058	15.7%
-Public Transportation Fees	431,955	399,344	378,434	442,500	370,000	(61,955)	-3.1%
-Recreation Fees	3,247,009	3,359,291	3,316,566	3,313,194	3,345,194	98,185	0.8%
-Solid Waste Fees	18,034,108	17,903,375	18,440,996	18,614,394	19,835,218	1,801,110	2.4%
-Wastewater Fees	11,000,820	11,007,850	12,406,403	11,629,038	11,967,317	966,497	2.4%
-Water Fees	34,511,650	32,024,473	35,528,446	34,451,332	34,102,559	(409,091)	-0.1%
-Reimbursed Expenses	12,768,900	12,616,119	13,468,620	9,032,017	6,134,173	(6,634,727)	-14.9%
-Intergovernmental Service Charges	-	-	-	-	9,496,776	9,496,776	N/A
-Other Fees/Services	6,103,248	7,038,375	11,069,702	7,191,101	8,276,932	2,173,684	13.2%
<i>Subtotal - Fees & Services</i>	<i>119,532,215</i>	<i>121,467,325</i>	<i>134,716,890</i>	<i>123,765,187</i>	<i>133,279,803</i>	<i>13,747,588</i>	<i>3.0%</i>
<u>Fines & Forfeitures:</u>							
-Parking Fines	520,223	502,462	645,557	526,089	620,940	100,717	6.1%
-Violations Fines	534,284	252,980	262,435	315,309	186,000	(448,284)	-19.3%
-Other Fines & Forfeitures	569,687	486,382	453,282	450,605	818,651	248,964	14.9%
<i>Subtotal - Fines & Forfeitures</i>	<i>1,724,194</i>	<i>1,241,824</i>	<i>1,361,274</i>	<i>1,292,003</i>	<i>1,625,591</i>	<i>(98,603)</i>	<i>0.6%</i>
<u>Rents/Royalties/Concessions:</u>							
-Airport Rentals	51,016	132,494	270,292	444,071	177,782	126,766	67.0%
-Equipment Rentals	47,966	47,798	42,941	51,000	51,000	3,034	2.1%
-Parks & Recreation - Rentals	290,899	233,043	239,074	289,048	289,048	(1,851)	0.9%
-Other Rentals	2,826,018	3,064,750	2,975,541	4,266,336	3,941,930	1,115,912	10.3%
<i>Subtotal - Rents/Royalties</i>	<i>3,215,899</i>	<i>3,478,085</i>	<i>3,527,847</i>	<i>5,050,455</i>	<i>4,459,760</i>	<i>1,243,861</i>	<i>10.3%</i>

[continued next page]

CITY OF SANTA FE
ALL FUNDS - REVENUES BY CATEGORY
FY 2013/14 THROUGH FY 2017/18

CATEGORY	ACTUAL REVENUE FY 2013/14	ACTUAL REVENUE FY 2014/15	ACTUAL REVENUE FY 2015/16	FY 2016/17 BASE BUDGET	PROPOSED BUDGET FY 2017/18	CUMULATIVE CHANGE 13/14-17/18	AVERAGE ANNUAL GROWTH %
<i>[Revenues by Category - continued]</i>							
<u>Miscellaneous Revenues:</u>							
-Bond Proceeds	11,760,000	58,550,000	36,665,000	-	-	(11,760,000)	N/A
-Insurance Recoveries	-	86,586	23,839	30,000	30,000	30,000	N/A
-Sales Revenue	501,705	486,822	601,790	469,329	334,500	(167,205)	-7.5%
-Other Misc. Revenue	2,309,314	8,149,624	8,400,492	2,264,378	1,971,760	(337,554)	42.5%
<i>Subtotal - Miscellaneous</i>	<i>14,571,019</i>	<i>67,273,031</i>	<i>45,691,121</i>	<i>2,763,707</i>	<i>2,336,260</i>	<i>(12,234,759)</i>	<i>55.0%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	2,906,658	5,609,257	4,261,889	3,876,030	3,943,087	1,036,429	15.4%
-Federal Grants	6,116,202	6,880,709	5,009,046	5,703,734	4,177,483	(1,938,720)	-6.9%
-SF County Grants	1,388,266	104,052	84,251	2,050,523	20,900	(1,367,366)	530.8%
-Other Grants	1,371,323	54,052	52,526	5,959,859	1,600	(1,369,723)	2761.9%
<i>Subtotal - Intergovernmental</i>	<i>11,782,450</i>	<i>12,648,070</i>	<i>9,407,712</i>	<i>17,590,146</i>	<i>8,143,070</i>	<i>(3,639,380)</i>	<i>3.7%</i>
Interest on Investments	977,130	948,752	865,539	599,913	2,044,579	1,067,449	49.6%
Transfers In	60,091,554	69,139,601	138,525,160	50,785,966	50,422,072	(9,669,482)	12.8%
TOTAL REVENUES	332,564,866	399,935,059	463,752,851	331,072,900	336,165,026	3,600,160	2.3%

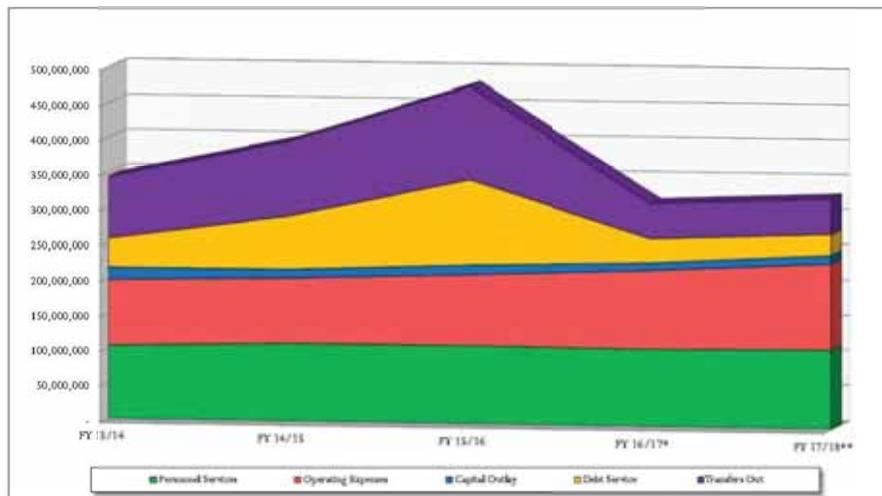


*Base Budget **City Manager Recommended Budget

Table 1 - All Funds Revenue Summary

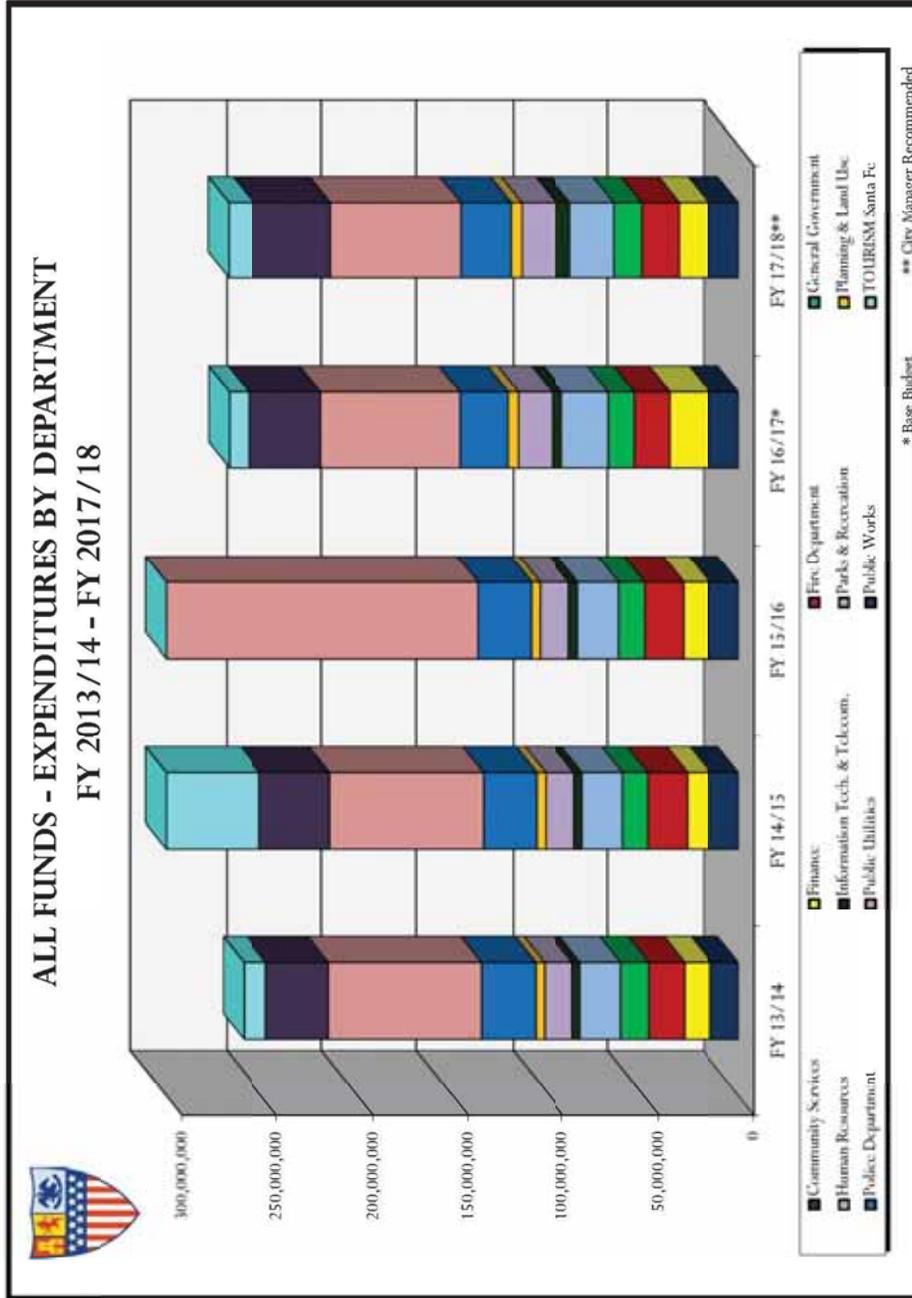
CITY OF SANTA FE
ALL FUNDS - EXPENDITURES BY CATEGORY
FY 2013/14 THROUGH FY 20 7/18

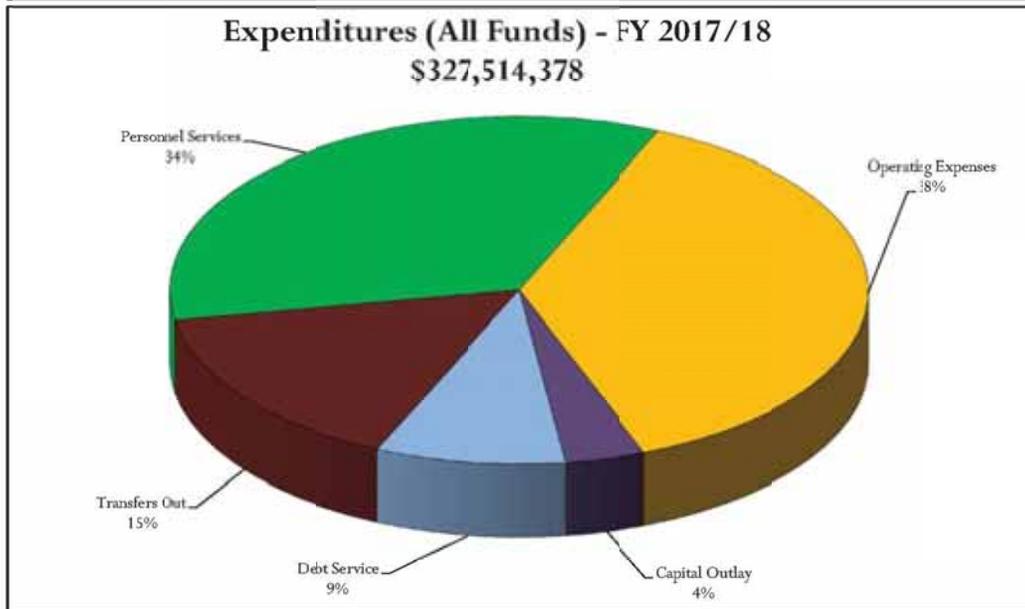
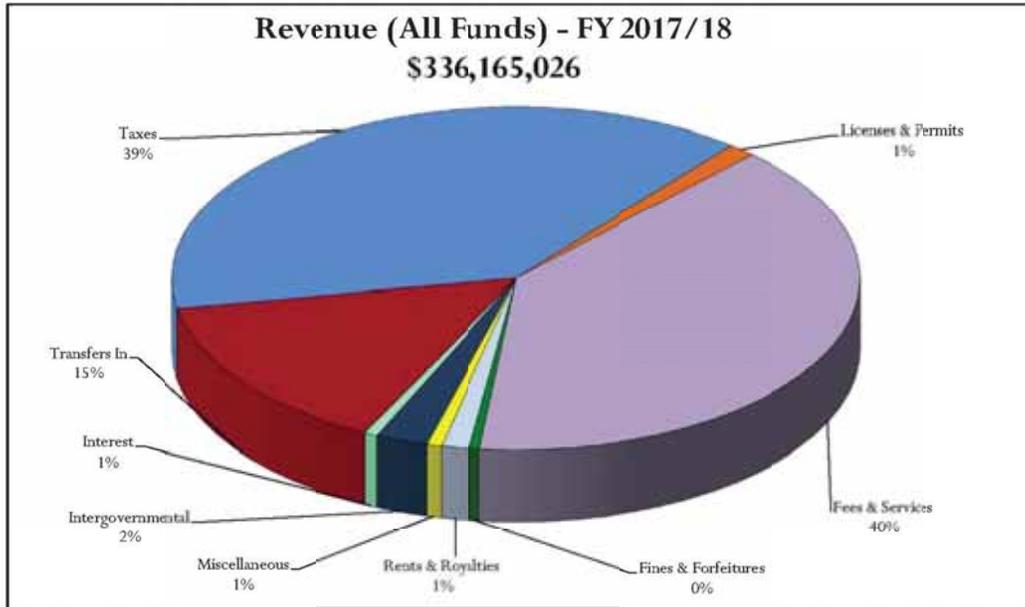
CATEGORY	ACTUAL EXPENSES FY 2013/14	ACTUAL EXPENSES FY 2014/15	ACTUAL EXPENSES FY 2015/16	FY 2016/17 BASE BUDGET	PROPOSED BUDGET FY 2017/18	CUMULATIVE CHANGE 13/14 - 17/18	AVERAGE ANNUAL GROWTH %
Personnel Services:							
-Salaries	6,839,835	73,281,377	73,255,533	70,121,847	69,984,515	144,680	0.1%
-Benefits	3,409,212	37,197,378	38,036,704	39,669,354	42,488,147	8,078,935	5.4%
Subtotal - Personnel Services	10,249,047	110,478,755	111,292,237	109,791,201	112,472,662	8,223,615	2.0%
Operating Expenses:							
-Contractual Services	29,902,893	22,270,216	26,024,477	24,738,650	25,452,565	4,549,672	5.3%
-Utilities	1,164,646	12,118,162	11,986,640	12,126,639	11,560,867	396,221	1.0%
-Repairs & Maintenance	-,114,986	4,507,098	5,021,616	6,094,702	7,109,430	2,994,444	14.7%
-Supplies	1,312,338	8,155,644	8,829,188	10,965,288	13,611,457	5,299,119	13.7%
-Insurance	21,167,219	28,686,808	28,558,239	32,025,570	30,725,962	2,558,743	2.4%
-Other Operating Costs	2,500,850	17,731,813	20,961,988	26,795,648	34,644,947	13,144,097	14.5%
Subtotal - Operating Expenses	94,162,931	93,469,741	101,382,148	112,656,497	123,105,227	28,942,296	7.0%
Capital Outlay:							
-Capital Purchases	1,660,242	8,896,094	9,257,529	9,240,277	10,857,557	5,197,316	19.6%
-Land & Building	1,966,703	3,793,651	4,709,567	1,823,163	1,423,141	(10,543,562)	-31.8%
Subtotal - Capital Outlay	11,626,944	12,689,745	13,967,097	11,063,440	12,280,698	(5,346,246)	-6.9%
Debt Service:							
-Principal	2,943,220	55,899,676	104,545,860	19,105,177	19,048,677	(3,894,543)	37.2%
-Interest	14,854,003	18,605,466	15,970,114	13,739,866	9,623,045	(7,230,958)	-11.9%
Subtotal - Debt Service	37,797,223	74,505,142	120,515,974	32,845,043	28,671,722	(11,125,501)	15.9%
Transfers Out	81,541,191	107,377,071	133,342,050	50,671,812	50,984,069	(37,557,122)	-4.0%
TOTAL EXPENDITURES	34,377,336	398,520,454	480,499,506	317,027,993	327,514,378	(16,862,958)	1.4%



*Base Budget **City Manager Recommended Budget

Table 2 - All Funds Expenditure Summary





	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Personnel Services	104,249,047	110,478,755	111,292,237	109,791,201	112,472,662
Operating Expenses	94,162,931	93,469,741	101,382,148	112,656,497	123,105,227
Capital Outlay	17,626,944	12,689,745	3,967,097	11,063,440	12,280,698
Debt Service	39,797,223	74,505,142	110,515,974	32,845,043	28,671,722
Transfers Out	88,541,191	107,377,071	113,342,050	50,671,812	50,984,069

CITY OF SANTA FE
FY 2017/2018 MUNICIPAL SCHEDULE

FY 2017/18 PROPOSED BUDGET

Fund Code	Fund Title	Beginning Balance*	Budgeted Revenue	Budgeted Transfers In	Budgeted Expenditures	Budgeted Transfers Out	NET Bud. Fund Change	Ending Balance*
1001	General Fund	7,433,376	91,336,230	452,860	86,586,299	1,003,515	1,199,276	8,632,652
2112	1% Lodgers Tax Advertising	1,128,145	21,964	1,542,857	1,648,421	174,019	(257,619)	870,526
2113	Special Uses Lodgers Tax (45%)	448,636	-	2,314,286	92,850	2,221,436	-	448,636
2114	Lodgers Tax Proceed	250,000	10,800,000	-	-	10,800,000	-	250,000
2115	Marketing Lodgers Tax (50%)	248,747	292,000	4,744,859	5,026,859	-	-	248,747
2116	Municipal GRT	1,144,407	8,440,330	-	-	1,430,976	9,364	1,153,791
2117	Economic Development	808,570	862,434	75,000	1,052,966	20,000	(105,532)	804,038
2118	Capital Equipment Reserve	134,950	30,497	-	143,250	-	(112,753)	22,197
2119	SF Business Incubator	(23)	-	-	-	-	-	(23)
2120	MGRY-Railyard/General	153,809	2,075,215	-	-	2,074,749	466	154,275
2121	Municipal GRT-GCCC/Parks	736,719	2,297,176	-	-	2,294,116	3,060	739,779
2122	Convention Center-Lodgers Tax	1,476,863	-	-	-	798,137	(798,137)	678,726
2123	Special Events Projects	743	-	-	-	-	-	743
2127	Comcast Franchise PEG Fee	(2,365)	20,000	-	13,333	6,667	-	(2,365)
2128	Wayfinding Signage	171,528	1,000	-	-	-	1,000	172,528
2130	Municipal Court Automation	247,258	41,000	-	-	-	41,000	288,258
2140	Verde Fund	-	300,000	-	300,000	-	-	-
2201	Corrections Fee Fund	868	125,000	-	150,000	-	(25,000)	(24,032)
2202	MC State Pass-Thru Fees	51,051	51,520	-	93,252	-	(31,732)	19,319
2203	Fire Apparatus Reserve	89	-	-	-	-	-	89
2204	Fed Forfeiture Sharing	5,705	-	-	-	-	-	5,705
2205	DWI School	57,216	58,000	-	56,880	-	1,130	58,336
2206	Emergency Med Svs Grant	(40,191)	20,000	-	20,000	-	-	(40,191)
2207	Emergency Prep Grant	164,351	7,000	-	7,000	-	-	164,351
2209	State Fire Fund	200,310	770,811	-	766,855	-	3,956	204,266
2210	Municipal GRT-Police	81,146	2,294,877	-	1,756,443	-	538,434	622,590
2211	Law Enforcmt. Protection Grant	18,062	130,800	-	130,800	-	-	18,062
2214	2014 Edward Byrne JAG	(29,156)	-	-	-	-	-	(29,156)
2215	Edward Byrne JAG 2015	(20,099)	-	-	-	-	-	(20,099)
2216	Edward Byrne JAG 2016	-	19,631	-	19,631	-	-	-
2223	Muni Court Program	68,835	-	110,000	113,000	-	(3,000)	65,835
2224	Pub Safety Special Revenue	86,202	448,300	-	717,732	-	(269,432)	(83,230)
2225	MC-Home Detention Firm	347,644	137,600	-	19,280	110,000	(21,680)	325,964
2227	DWI Forfeiture Program	521,257	330,000	-	466,486	-	(136,486)	384,771
2230	Animal Spay/Neuter Program	41,153	-	-	-	-	-	41,153
2231	Animal Control Training/Education	46,016	47,000	-	47,000	-	-	46,016
2232	Fire Hazard Reduction Grants	350,001	480,592	-	-	-	480,592	830,593
2233	Fire/Wildland Urban Interface	(8,713)	-	-	-	-	-	(8,713)
2234	Fire Training Fund	54,903	29,000	-	29,000	-	-	54,903
2235	Homeland Security Hazmat Prg	(11,460)	-	-	-	-	-	(11,460)
2236	Mobile Integrated Health	(39,999)	-	-	-	-	-	(39,999)
2251	Fire Property Tax/Safety	(394,742)	-	-	-	-	-	(394,742)
2252	Police Property Tax/Safety	324,450	-	-	-	-	-	324,450
2302	MGRY/Environmental/Infrastructure	50	-	-	-	-	-	50
2304	Ridefinders	(57,787)	71,773	35,333	107,106	-	-	(57,787)
2324	Section 112	38,211	255,326	38,096	321,136	-	(27,715)	10,496
2325	Section 5303	31,173	112,800	16,030	82,184	-	46,646	77,819
2328	Scenic Byways	1,729	-	-	-	-	-	1,729
2401	Storm Water Drainage	736,404	2,300,000	-	2,082,930	-	237,070	973,474
2501	Affordable Housing Loan	280,535	1,448	-	400,000	-	(398,532)	(18,017)
2502	NW Quadrant Development	252,003	904	-	-	-	904	252,907
2505	Quality of Life	252,055	808	273,470	284,207	-	(8,929)	252,126
2506	Comm Dev Block Grant	(5,696)	792,396	-	818,267	-	(25,871)	(32,567)
2507	Federal Home Program	84,109	-	-	-	-	-	84,109
2508	Affordable Housing Trust	45,261	-	-	-	-	-	45,261
2509	Shelter Plus Care	(9,008)	254,273	-	254,273	-	(0)	(9,008)
2512	Tierra Contenta Land Sale	725,348	3,725	-	-	75,000	(71,275)	654,073
2513	Children & Youth Programs	1,044,084	1,399,496	-	1,292,226	-	107,270	1,151,334
2515	Human Service Provider	450,624	941,972	-	920,106	-	21,866	472,490
2516	Juvenile Justice Program	53,769	130,113	-	130,113	-	-	53,769
2519	Senior Companion	83,633	151,461	39,361	200,822	-	-	83,633
2520	Senior Center Programs	19,905	-	487,078	487,078	-	-	19,905
2524	Senior Employment Program	2,068	34,824	-	34,824	-	-	2,068
2526	FQP	39,804	131,108	104,516	235,624	-	-	39,804
2527	R/SVP	35,688	94,000	62,044	146,044	-	-	35,688
2529	Senior Nutrition Program	20,309	411,488	548,612	961,100	-	-	20,309
2530	Senior Caregiver	65,093	321,448	475,905	797,353	-	-	65,093
2634	Senior Assisted Transportation	90,095	159,182	660,457	819,639	-	-	90,095
2535	Senior Non-Reporting Programs	6,564	-	3,904	3,904	-	-	6,564
2536	Cash In Lieu	8	153,934	-	153,934	-	-	8
2539	NM St. Agency Captl Imprvmt Cn	(37,812)	-	-	-	-	-	(37,812)
2540	Crisis Response Project	8,849	-	-	-	-	-	8,849
2602	Veteran Programs	58,104	574	-	80,000	-	(79,426)	(21,322)
2700	Library Grants	(10,924)	97,037	-	97,037	-	-	(10,924)
2702	Park Purchase & Improvement	56,863	-	-	-	-	-	56,863
2703	State Library Grants	(28,755)	7,732	-	21,008	-	(13,276)	(42,031)

CITY OF SANTA FE
FY 2017/2018 MUNICIPAL SCHEDULE

FY 2017/18 PROPOSED BUDGET

Fund Code	Fund Title	Beginning Balance*	Budgeted Revenue	Budgeted Transfers In	Budgeted Expenditures	Budgeted Transfers Out	NET Bud. Fund Change	Ending Balance*
2704	Plaza Use Fund	131,260	25,461	-	25,000	-	461	131,721
2705	Recreation Fund	160,791	120,000	520,885	586,054	-	34,881	195,622
2706	Archeological Fund	143,254	-	-	-	-	-	143,254
2707	Historic Preservation Grant	14,522	-	-	-	-	-	14,522
2709	Regional Planning Authority	22,528	-	-	-	-	-	22,528
2712	Santa Fe Beautiful Grant	11,741	47,523	-	47,523	-	-	11,741
2714	Arts Education Grants	9,897	-	65,750	65,570	-	180	10,077
2716	Southside Library	90,451	3,274	1,074,474	1,081,123	-	(3,375)	87,076
2718	Emergy Mgmt Performance Grant	27,109	34,604	147,569	204,239	-	37,984	65,043
2720	Impact Fees - Roads	1,517,131	1,291,504	-	-	-	1,261,504	2,778,635
2721	Impact Fees - Parks	310,064	911	-	-	-	911	310,975
2722	Impact Fees - Police	129,295	18,580	-	-	-	18,580	147,875
2723	Impact Fees - Fire	275,308	275,406	-	-	-	275,406	550,714
2724	Camera Nuisance Abatement	3,006	-	-	-	-	-	3,006
2726	ARRA Energy Efficiency Grant	1,010	-	-	-	-	-	1,010
2727	ARRA Energy Efficient Bldgs	800	-	-	-	-	-	800
2728	Public Financing for Elections	681,660	2,106	150,000	-	-	152,106	833,766
2736	NM Homeland Sec EMW-2014-S50030	(9,674)	-	-	-	-	-	(9,674)
2737	NM Homeland Sec EMW-2014-Comp	205	-	-	-	-	-	205
2738	NM Homeland 2015-S500110	(29,742)	-	-	-	-	-	(29,742)
2739	NMHS Grt 2015 HMMP05191501	(5,335)	-	-	-	-	-	(5,335)
2740	NM Helind Scy EMW-2015-EP00	5,888	-	-	-	-	-	5,888
3102	1/2% GRT Income Fund	1,333,511	16,653,558	-	2,169,267	11,261,092	1,433,199	2,785,710
3103	CIP Reallocation Fund	4,417,481	-	-	-	-	-	4,417,481
3326	Paved Street Rehab	1,943,974	1,445,000	-	910,543	-	534,467	2,378,431
3754	Parks Maintenance	909,426	-	-	-	-	-	909,426
4120	2008 GRT CIP Bond Issue	(4,897)	611	1,622,569	1,622,569	-	611	(4,086)
4124	2012A & CIP Refunding Bonds	85,491	5,147	7,497,966	7,497,966	-	5,147	90,638
4125	2013A Refunding Bonds	21,832	3,259	447,241	447,241	-	3,259	25,091
4126	2013B Refunding Bonds	12,641	111	689,366	689,366	-	111	12,752
4127	2014 GRT CIP Bond Fund	98,977	122	728,754	728,754	-	122	99,099
4150	2008 General Obligation Bond	1,535,663	756,462	-	750,835	-	4,827	1,540,290
4151	2013 General Obligation Bond	140,621	852,473	-	862,660	-	(197)	140,434
4152	2014 General Obligation Bond	86,451	396,268	-	386,510	-	(212)	86,209
4201	NMFA-Fire Department	8,586	-	-	-	-	-	8,586
4209	NMFA-Land Acquisition	2,898	-	177,694	177,694	-	-	2,898
5100	Civic Convention Center	805,975	520,500	2,498,721	2,837,751	-	181,470	987,445
5102	CCC Debt Service Fund	22,357	1,215	2,129,850	2,129,850	-	1,215	23,572
5105	Civic Center Art Space	78,310	11,900	108,269	108,269	-	11,900	90,210
5150	Parking Enterprise Fund	16,037	5,793,397	-	4,750,234	1,029,741	13,422	29,459
5152	Parking Violations Bureau	(53,750)	-	-	-	-	-	(53,750)
5153	Parking Debt Service Fund	315,130	28,193	956,470	956,470	-	28,193	343,323
5200	Utilities Administration Fund	(815,790)	643,158	-	1,028,821	-	(385,633)	(1,201,453)
5201	Utilities Control	2,517,965	-	-	-	-	-	2,517,965
5205	Utility Customer Service	7,722,549	4,995,365	-	4,199,139	-	798,226	8,518,775
5250	Environmental Services	5,780,166	15,045,838	14,000	17,328,206	177,694	(2,444,262)	3,335,904
5256	Env Svcs Paper Bag Fee	394	128,000	-	128,000	-	-	394
5300	Water Division Operating Fund	983,121	34,035,592	-	31,259,166	223,300	3,021,126	4,004,246
5301	Water Debt Service Fund	3,993,427	14,328	-	-	-	14,328	4,007,755
5302	Water Div. Acquisition Fund	3,001,218	10,788	-	-	-	10,788	3,011,996
5303	Water Div. Reserve - Arbitrag	3,149,467	11,300	-	-	-	11,300	3,160,767
5317	River Conservation Fund	170,041	699	-	-	-	699	170,740
5330	14% Water GRT	7,847,871	-	-	-	-	-	7,847,871
5353	Conservation	976,480	91,219	223,300	774,600	-	(460,081)	516,399
5381	Water Bond 2009 A/B	604,957	-	-	-	-	-	604,957
5400	Transit Bus Operators	(1,787,058)	2,620,587	6,844,766	9,372,705	345,023	47,627	(1,739,431)
5405	Transit Debt Service	1,178	-	345,023	345,023	-	-	1,178
5409	SF Trails Welfare to Work	16,869	-	-	-	-	-	16,869
5416	Transit Bus-Federal Grant	1,136,928	194,060	948,515	1,142,575	-	-	1,136,928
5421	SF Paratransit Operations	138,637	70,000	1,320,772	1,390,772	-	-	138,637
5450	Wastewater Management	16,118,251	13,911,695	-	13,204,599	-	707,096	16,825,347
5458	WW Closure/Post-Closure	687	362	-	-	-	362	1,049
5464	Impact Fee-W/W	220,409	126,146	-	-	-	126,146	346,555
5500	SWAMA Caja del Rio Landfill	3,222,125	7,224,517	-	6,048,106	1,150,000	26,411	3,248,536
5502	SWAMA Equipment Replacement	1,197,453	4,127	530,000	-	-	534,127	1,731,580
5503	SWAMA Gas Collection System	328,642	1,800	150,000	-	-	151,800	480,442
5505	SWAMA Insurance Deductibles	379	379	-	-	-	379	758
5608	SWAMA Emergency Cash Reserves	653,006	1,765	-	-	-	1,765	654,771
5609	SWAMA Closure/Post Closure	4,797,264	9,363	170,000	-	-	179,363	4,976,627
5600	Municipal Recreation Complex	1,156	1,051,937	806,705	1,648,051	-	20,591	21,747
5602	MRC Bond Fund	420	-	-	-	-	-	420
5603	Fore Kids Golf Tournament	20,779	13,725	-	4,376	3,713	5,696	26,415
5604	MRC - Fields	1,156	39,500	200,737	240,237	-	-	1,156
5605	MRC - Debt Service	156,258	1,665	1,233,076	1,234,741	-	-	156,258
5700	Genevieve Chavez Community Ctr	928,704	2,016,833	2,789,143	4,728,987	-	57,089	985,793
5701	GCCC-Concession	17	-	-	-	-	-	17

CITY OF SANTA FE
FY 2017/2018 MUNICIPAL SCHEDULE

		FY 2017/18 PROPOSED BUDGET							
Fund Code	Fund Title	Beginning Balance*	Budgeted Revenue	Budgeted Transfers In	Budgeted Expenditures	Budgeted Transfers Out	NET Bud. Fund Change	Ending Balance*	
5800	Airport Fund	(624,475)	2,894,904	737,424	3,611,928	44,215	(33,813)	(658,288)	
5802	Airport Terminal Fund	122,393	402,681	-	-	402,681	-	122,393	
5803	Airport Landside Fund	123,783	185,449	-	-	165,449	-	123,783	
5850	Railyard Development	101,741	515,115	646,944	1,162,059	-	-	101,741	
5856	Railyard-Market Station	(42,588)	51,637	391,068	391,068	-	51,637	9,049	
5857	Railyard Operations	57,019	-	271,100	(713,775)	-	984,875	1,041,894	
5858	Railyard Parks	266,700	722	161,592	161,592	-	722	266,422	
5859	Railyard Security	110,243	-	-	-	-	-	110,243	
5910	College of Santa Fe Operating	175,265	755	75,227	-	-	75,982	251,247	
5912	College of Santa Fe - Debt	(781,127)	2,352,654	-	2,220,265	75,227	57,162	(723,965)	
6101	Risk/Safety Administration	1,266,361	4,501,895	-	2,915,301	1,022,319	(436,725)	830,636	
6104	Insurance Claims Fund	41,951	41,519	2,001,433	1,778,928	-	264,024	305,975	
6106	Benefits Administration	332,340	510,117	-	523,998	-	(13,881)	318,459	
6107	Santa Fe Health Fund	6,591,520	20,953,398	-	20,047,800	75,000	830,598	7,422,118	
6109	Workers' Comp Fund	6,666,348	1,792,403	-	1,368,394	-	414,009	7,080,357	
6110	Unemployment Claims Fund	120,064	120,078	-	205,752	-	(85,674)	34,390	
6112	AFSCME Sick Leave Bank	158,555	-	-	-	-	-	158,555	
6113	Fire Sick Leave Bank	(13,023)	-	-	-	-	-	(13,023)	
6114	Police Sick Leave Bank	196,275	-	-	-	-	-	196,275	
6115	Non-Union Sick Leave Bank	24,722	-	-	-	-	-	24,722	
6120	Santa Fe Dental Fund	80,819	1,025,087	-	927,487	-	97,600	178,418	
6200	Services to Other Departments	-	9,456,776	-	9,456,776	-	-	-	
7103	Special Recreation League	123,118	74,842	-	68,579	-	6,283	129,361	
7401	BDD-City of Santa Fe	(200,564)	-	-	-	-	-	(200,564)	
7410	BDD Operating Fund	1,344,682	-	-	286,415	-	(286,415)	1,058,267	
7412	BDD Special Projects	174,575	-	-	-	-	-	174,575	
7415	BDD Repair & Replacement Fund	1,992,130	-	-	-	-	-	1,992,130	
7416	BDD Emergency Reserve	1,576,120	-	-	-	-	-	1,576,120	
7420	BDD O&M Emergency	5,088	-	-	-	-	-	5,088	
TOTAL		118,943,843	285,712,954	50,422,072	276,530,309	50,984,069	8,650,648	127,594,491	

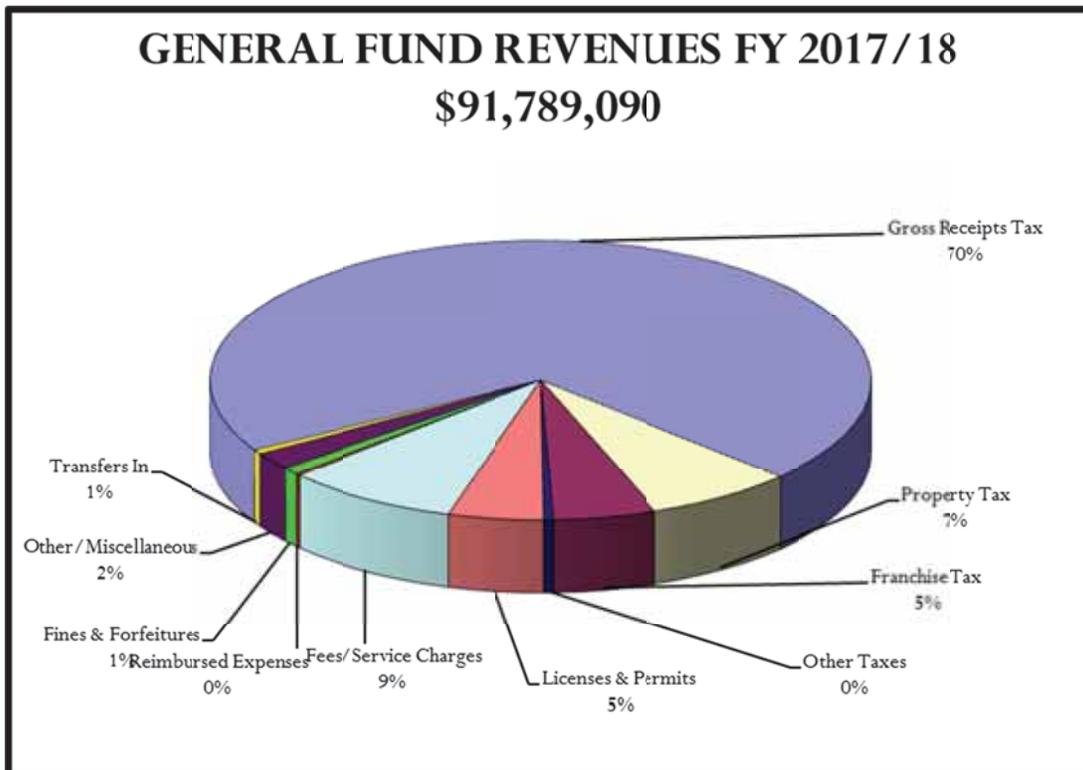
*Projected, based on 7/1/16 Audited balances and current FY 2016/17 budget

Table 3 - Municipal Schedule FY 16/17

II. GENERAL FUND

As discussed in the Executive Summary the General Fund does have a \$1.2 million surplus of budgeted revenue in excess of expenditures. This surplus takes into account the proposed expansions, GRT growth and budgeted vacancy/attrition credit. For purposes of maintaining institutional knowledge the below bulleted changes remain in place for the proposed budget.

- 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, e.g., 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.



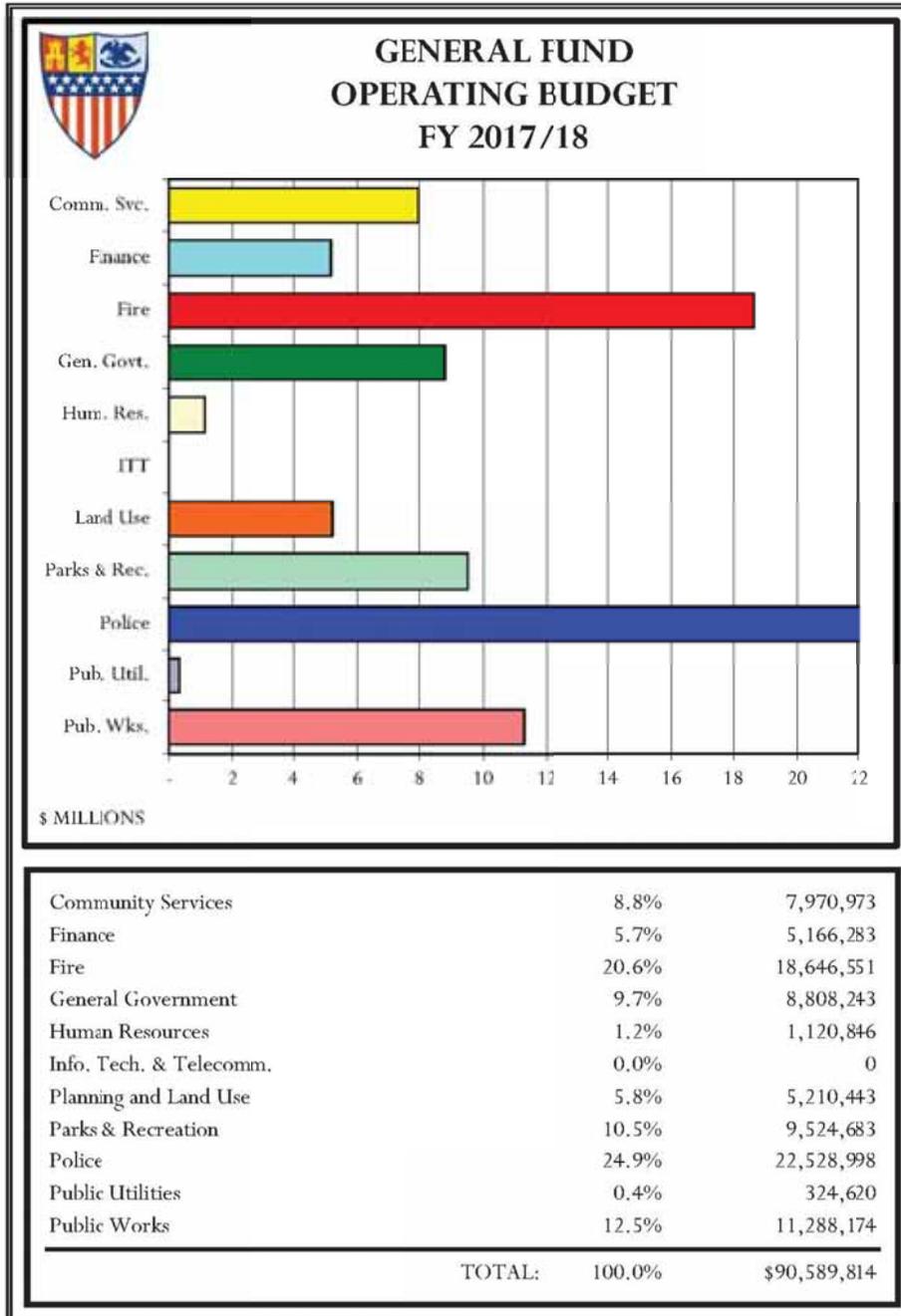


Table 4 - General Fund Uses Table

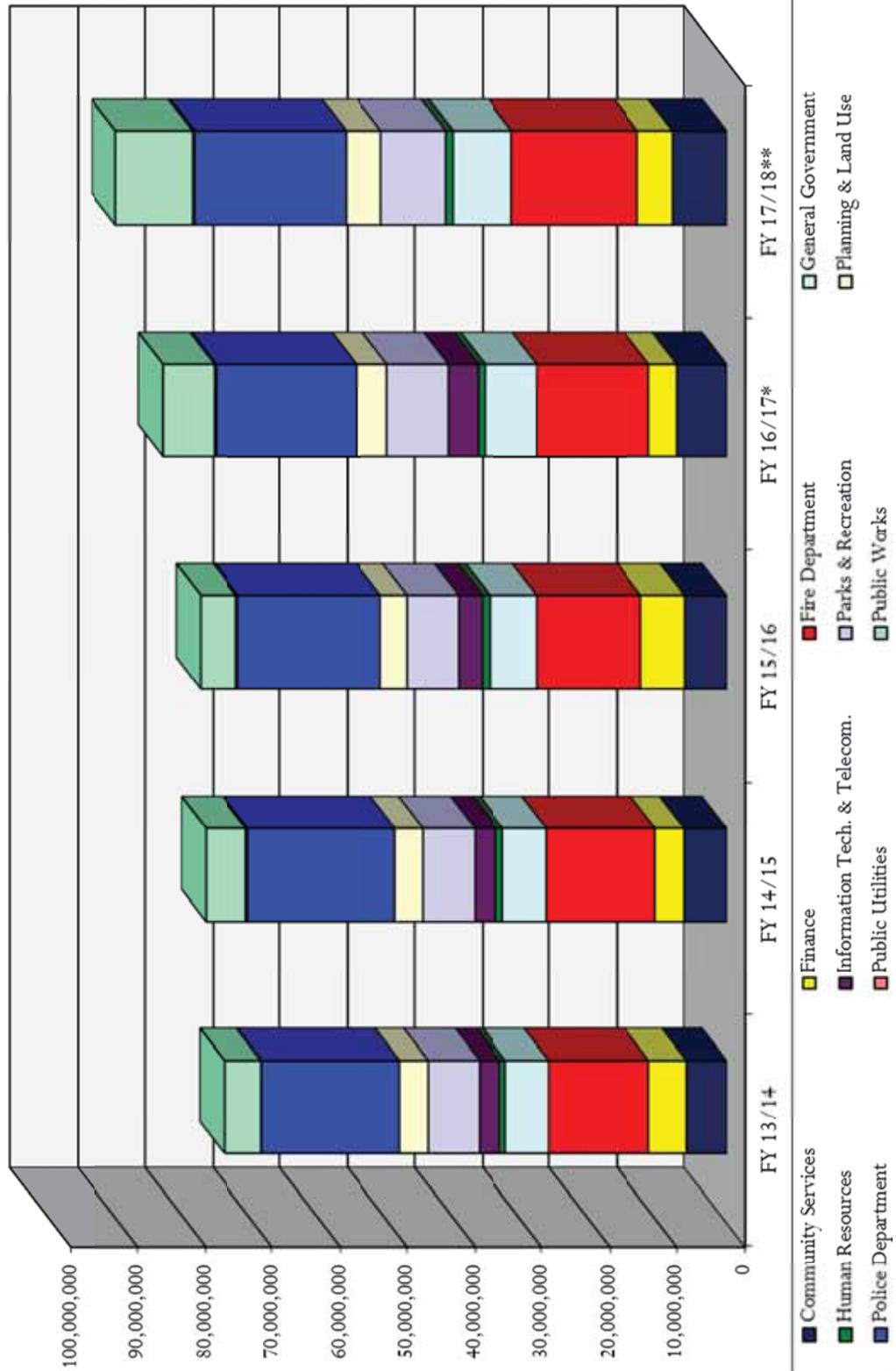
CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: GENERAL FUND [1001]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	9,384,745	15,262,955	15,262,955			7,433,376
<i>Revenues:</i>						
Gross Receipts Tax	55,427,303	57,002,045	43,868,287		13,133,758	64,694,523
Property Tax:						
-General Operations Property Tax	3,540,610	3,553,219	2,338,002		1,215,217	3,553,219
-Fire Property Tax	-	1,537,960	1,012,141		525,819	1,537,960
-Police Property Tax	-	1,537,960	991,197		546,763	1,537,960
Franchise Tax	3,650,602	4,605,575	3,305,619		1,299,956	4,605,575
Other Taxes	407,436	430,273	302,408		127,865	430,273
Licenses & Permits	2,760,196	4,194,913	2,484,800		1,710,113	4,289,598
Ambulance Fees	3,684,148	1,641,543	1,664,588		(23,045)	1,641,543
Planning/Land Use Fees	276,552	289,200	236,418		52,782	264,817
Recreation Fees	476,035	443,051	354,068		88,988	443,051
Reimbursed Expenditures	6,260,900	6,813,281	5,860,188		953,097	5,111,173
Other Fees/Services	237,772	362,270	205,642		156,628	362,270
Fines & Forfeitures	373,917	432,144	238,917		193,227	746,421
Miscellaneous Revenues	90,080	292,084	36,989		255,095	299,148
Interest on Investments	60,923	41,149	(10,229)		51,378	1,613,272
Intergovernmental/Other Grants	121,698	277,762	32,807		244,955	205,427
Transfers In	6,567,805	301,667	355,702		(54,035)	452,860
Subtotal - Revenues	83,935,977	83,756,096	63,277,535		20,478,561	91,789,090
TOTAL RESOURCES	93,320,722	99,019,051	78,540,499		20,478,561	99,222,466
<i>Expenditures:</i>						
Community Services Department:						
-Administration Division	542,045	613,357	460,279	21,377	131,701	562,559
-Library Division	2,606,638	3,620,370	2,714,041	173,882	732,447	3,965,638
-Senior Services Division	2,351,415	2,420,312	2,021,680	-	398,632	2,701,986
-Youth & Family Division	678,886	754,556	479,475	5,251	269,830	740,790
Finance Department	6,459,504	11,387,623	10,229,345	192,618	965,659	5,166,283
Fire Department	15,389,045	16,719,069	12,981,638	238,031	3,499,404	18,646,551
General Government:	7,157,429	7,960,557	5,039,775	375,938	2,544,844	8,808,243
Human Resources Department	1,114,554	981,219	679,035	10,142	292,041	1,120,846
Information Technology and Telecommunications Department	3,466,736	4,420,454	2,921,970	608,001	890,483	-
Parks & Recreation Department	7,572,884	9,040,421	6,292,460	350,111	2,397,850	9,524,683
Planning & Land Use	3,945,095	4,936,720	3,236,285	83,105	1,617,331	5,210,443
Police Department	21,084,936	20,923,851	16,647,875	483,731	3,792,244	22,528,998
Environmental Services / Graffiti	303,308	280,666	207,565	4,685	68,416	324,620
Public Works Department:						
-Administration Division	9,913	8,772	21,927	1,014	(14,169)	377,945
-Airport Division (GF Subsidy)	-	145,726	121,438	-	24,288	105,544
-Engineering Division	2,381,302	2,845,378	1,830,248	611,271	403,859	3,371,543
-Facilities Maintenance Division	2,364,141	2,685,380	2,014,040	158,666	512,674	4,879,070
-Streets & Drainage Division	629,935	1,841,244	1,065,645	32,420	743,178	2,554,072
TOTAL EXPENDITURES*	78,057,767	91,585,675	68,964,720	3,350,242	19,270,713	90,589,814
ENDING BALANCE	15,262,955	7,433,376	9,575,770			8,632,652
Contingency	9,188,650	803,199				1,500,460
City Council-Mandated Minimum General Fund Balance**	6,074,305	6,630,177				7,132,192

*Includes Transfers to Other Funds: FY 2015/16 - \$5,664,334; FY 2016/17 - \$12,023,554; FY 2017/18 - \$5,003,515
**Minimum balance defined as 1/12 budgeted annual General Fund expenditures excluding transfers (30 days)

Table 5 - General Fund Summary

GENERAL FUND EXPENDITURES BY DEPARTMENT
FY 2013/14 - FY 2017/18



III. SPECIAL REVENUE FUNDS

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: POLICE GROSS RECEIPTS TAX FUND [2210]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	234,911	77,119	77,119			84,146
<i>Revenues:</i>						
Gross Receipts Tax	2,037,494	1,991,982	1,693,618		388,364	2,294,116
Miscellaneous Revenues	687	-	-		-	-
Interest on Investments	725	761	(72)		833	761
Transfers In:						
- Public Safety Special Revenue [2224]	-	-	6,075		(6,075)	-
Subtotal - Revenues	2,038,907	1,992,743	1,699,620		383,121	2,294,877
TOTAL RESOURCES	2,273,818	2,069,862	1,686,739		383,121	2,379,023
<i>Expenditures:</i>						
Personnel Services:						
-Salaries	1,397,505	-	10,895	-	(10,895)	-
-Benefits	657,271	-	29,402	-	(29,402)	-
Operating Expenses:						
-Contractual Services	-	317,280	213,773	84,587	18,919	363,780
-Utilities	409	138,700	18,405	72,047	8,247	72,200
-Repairs & Maintenance	343	141,300	82,714	27,387	31,200	117,300
-Supplies	92,433	973,014	693,619	136,234	233,161	792,959
-Insurance	8,947	9,223	7,686	-	1,537	-
-Other Operating Costs	34,292	350,200	215,179	68,109	26,912	410,204
Capital Outlay:						
-Capital Purchases	5,500	55,999	-	55,994	-	-
TOTAL EXPENDITURES	2,196,699	1,985,716	1,261,674	444,358	279,681	1,756,443
ENDING BALANCE	77,119	84,146	415,066			622,580

Table 6 – Police Gross Receipts Tax Fund [2210]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
RELATED FUNDS OVERVIEW: QUALITY OF LIFE FUND [2505] & RECREATION FUND [2705]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
QUALITY OF LIFE FUND [2505]:						
BEGINNING BALANCE	258,498	237,170	237,170			262,055
<i>Revenues:</i>						
Gross Receipts Tax (Transfer In)	702,000	259,434	216,195		43,239	273,470
Interest on Investments	1,143	808	(16)		977	808
Subtotal - Revenues	703,143	260,242	216,024		44,216	274,278
TOTAL RESOURCES	961,641	497,412	453,194		44,216	536,333
<i>Expenditures:</i>						
Community Services Department:						
-Library - Courier Service	16,340	16,100	10,695	5,305	100	16,100
-Library Materials / Media	22,610	22,610	19,885	2,721	-	22,610
-Youth & Family - Youth Programs	81,795	112,600	23,33	22,381	66,888	112,600
-Youth & Family - Transfer to Recreation Fund (Youth Programs)	455,000	-	-	-	-	-
Parks & Recreation Department:						
-Administration - Special Events	6,426	5,922	1,235	236	4,447	6,722
-Admin. - Parks & Rec. Marketing	10,581	9,200	4,632	29	4,539	7,450
-CCCC - Outdoor Recreation Prog.	5,000	-	-	-	-	-
-Parks - Tree Maintenance	60,469	68,925	33,375	12,669	22,883	118,725
TOURISM Santa Fe:						
-Arts & Culture - Arts Education Grant/Local Match	66,250	-	-	-	-	-
TOTAL EXPENDITURES	724,471	235,357	93,155	43,341	98,857	284,207
ENDING BALANCE - FUND [2505]	237,170	262,055	360,037			252,126
RECREATION FUND [2705]:						
BEGINNING BALANCE	114,569	160,791	160,791			160,791
<i>Revenues:</i>						
Gross Receipts Tax (Transfer In)	-	494,150	411,795		82,358	520,885
Recreation Fees	90,015	100,000	18,325		81,675	100,000
Interest on Investments	378	-	(96)		96	-
Other Transfers In:						
-Quality of Life Fund (Youth Programs)	455,000	-	-		-	-
Subtotal - Revenues	545,393	594,150	430,024		164,129	620,885
TOTAL RESOURCES	659,962	754,941	590,817		164,129	781,676
<i>Expenditures:</i>						
Community Services Department:						
-Youth & Family - Youth Programs						
-Salaries/Benefits	409,145	466,633	218,431	-	248,195	459,707
-Other Operating Costs	62,334	96,817	29,237	20,726	46,853	95,647
Parks & Recreation Department:						
-Recreation - Special Events						
-Easter Event	8,585	10,000	4,571	5,418	5	10,000
-Sports Events	19,108	20,700	17,925	2,359	417	20,700
TOTAL EXPENDITURES	499,171	594,150	270,173	28,503	295,470	586,054
ENDING BALANCE - FUND [2705]	160,791	160,791	320,644			195,622

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

Table 8 - Economic Development Fund [2117]

**CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: ECONOMIC DEVELOPMENT FUND [2117]**

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	(202,093)	574,464	574,464			909,570
<i>Revenues:</i>						
Gross Receipts Tax	414,385	403,393	326,497		76,896	427,597
Payment in Lieu of Tax (Thornburg IRB)						
Pass-Through to SFPS	61,853	59,837	-		59,837	59,837
Land Rentals/Sales Fees	626,342	964,900	240,451		724,449	400,000
Miscellaneous Revenues	2,000	-	-		-	-
Interest on Investments	1,462	-	(257)		257	-
NM Dept. of Finance & Adm. Grant	-	405,000	400,000		5,000	5,000
<i>Transfers In:</i>						
- General Fund (Econ. Dev. Subsidy)	243,509	-	-		-	-
- Tierra Contenta Land Sale [2512]	377,522	-	-		-	75,000
- Other Transfers In	114	-	-		-	-
Subtotal - Revenues	1,727,187	1,813,130	966,691		866,439	967,434
TOTAL RESOURCES	1,525,094	2,407,594	1,541,155		866,439	1,877,004
<i>Expenditures:</i>						
<i>Personnel Services:</i>						
-Salaries	66,024	65,520	48,132		17,388	65,520
-Benefits	27,212	28,216	20,420		7,796	34,094
<i>Operating Expenses:</i>						
-Contractual Services	743,961	1,284,063	734,582	480,916	68,165	836,736
-Utilities	106	-	-	-	-	-
-Repairs & Maintenance	-	500	-	-	500	-
-Supplies	2,529	2,067	1,145	267	655	1,650
-Insurance	6,077	6,112	5,093	-	1,019	11,860
-Other Operating Costs	84,722	91,546	4,532	2,200	84,814	103,106
<i>Transfers to Other Funds:</i>						
-General Fund (Asset Development)	20,000	20,000	16,667		3,333	20,000
TOTAL EXPENDITURES	950,630	1,498,024	830,971	483,381	183,669	1,072,966
ENDING BALANCE	574,464	909,570	710,184			804,038

Table 9 - 50% Lodgers Tax Fund [2115]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: 50% MARKETING LODGERS TAX FUND [2115]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	777,437	248,268	248,368			248,747
<i>Revenues:</i>						
Licenses & Permits	1,450	2,500	2,860		(360)	2,500
Fees & Services (Hotel Rebates)	-	50,000	49,617		383	-
Sales Revenue	30,587	79,829	33,672		46,157	45,000
Miscellaneous Revenues	86,498	118,000	58,327		59,673	231,000
Interest on Investments	3,160	3,035	(340)		3,375	3,500
<i>Transfers In:</i>						
-Lodgers Tax Distribution [2114/2122]	2,087,948	2,089,286	1,607,486		481,800	3,112,423
-45% Special Uses Lodgers Tax Fund [2113] Allocation to CVB	1,116,801	1,409,612	-		1,409,612	1,632,436
-Other Transfers In	2,025	-	-		-	-
Subtotal - Revenues	3,328,469	3,752,262	1,751,621		2,000,641	5,026,859
TOTAL RESOURCES	4,105,907	4,000,530	1,999,889		2,000,641	5,275,606
<i>Expenditures:</i>						
<i>Personnel Services:</i>						
-Salaries	1,068,482	945,329	744,474		200,855	1,126,029
-Benefits	493,224	471,628	364,584		106,644	555,563
<i>Operating Expenses:</i>						
-Contractual Services	529,208	788,889	539,301	199,547	49,841	885,321
-Utilities	12,670	20,000	7,722	7,595	4,683	-
-Repairs & Maintenance	12,402	1,428	27	-	1,401	6,000
-Supplies	42,296	23,200	6,581	2,097	14,122	71,700
-Insurance	25,128	30,886	25,738	-	5,148	35,863
-Other Operating Costs	1,674,229	1,470,423	1,002,496	365,915	102,012	2,346,383
TOTAL EXPENDITURES	3,857,639	3,751,783	2,691,923	575,154	484,707	5,026,859
ENDING BALANCE	248,268	248,747	(692,033)			248,747

IV. CAPITAL IMPROVEMENT FUND

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: ½% GRT INCOME FUND [3102]
(CITY CAPITAL IMPROVEMENT PLAN GRT)

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017			REMAINING BUDGET	FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE		
BEGINNING BALANCE	2,936,289	1,327,793	1,327,793			1,333,511
<i>Revenues:</i>						
Gross Receipts Tax	16,496,023	15,998,032	13,191,886		2,806,146	16,863,558
Miscellaneous Revenues	139	-	-		-	-
<i>Transfers In (Budget Reallocations):</i>						
-CIP Reallocation Fund [3103]	-	350,000	350,000		-	-
-Broadband Infrastructure [3817]	2,950	-	-		-	-
-Airport Runway CIP [5816]	24,214	-	-		-	-
Subtotal - Revenues	16,523,326	16,348,032	13,541,886		2,806,146	16,863,558
TOTAL RESOURCES	19,459,615	17,675,825	14,869,679		2,806,146	18,197,069
<i>Expenditures:</i>						
Community Services/Library (Southside Library Subsidy)	971,728	-	-		-	-
<i>Finance Department/Administration:</i>						
-ADA Compliance	-	104,560	76,529		28,031	104,560
-Capital Equipment Reserve (Transfer)	-	27,581	22,584		4,997	-
-GRT Bond Debt Service (Transfers)	11,190,856	11,188,767	9,323,573		1,864,795	10,296,530
<i>Information Technology and Telecommunications Department:</i>						
-Geographic Information Sys. (GIS)	260,373	253,012	124,564	5,118	123,329	-
-ITT Equipment	980,566	1,336,810	681,528	421,356	233,926	-
Planning & Land Use/Metropolitan Planning (Transportation Grant Match)	102,268	59,997	49,598		10,000	54,125
<i>Parks & Recreation Department:</i>						
-Genoveva Chavez Comm. Ctr. Subsidy	509,461	44,753	37,294		7,459	128,960
-Municipal Rec. Complex Subsidy	1,543,928	1,314,928	1,095,773		219,155	1,371,652
-Parks Division Equipment	-	-	-		-	-
<i>Public Works Department:</i>						
-Administration (Market Station Debt)	159,903	55,349	46,124		9,225	64,005
-Engineering Division (CIP/Traffic)	833,188	1,031,782	626,869		404,913	1,034,036
-Facilities Maintenance (CIP Admin.)	786,073	817,149	544,110		273,139	926,743
-Transit Subsidy	-	-	-		-	1,345,820
<i>Non-Departmental:</i>						
-CIP Administration/Accounting	105,167	105,607	78,303		27,304	103,928
-Transfer to Financial Sys. CIP [3139]	513,311	-	-		-	-
-Transfer to Ft. Marcy CIP [3715]	175,000	-	-		-	-
-Transfer to Broadband CIP [3817]	-	2,019	2,119		-	-
TOTAL EXPENDITURES	18,131,822	16,342,314	12,709,968	426,474	3,205,872	15,430,359
ENDING BALANCE	1,327,793	1,333,511	2,159,711			2,766,710

Table 10 - Capital Improvement Fund [3102]

V. ENTERPRISE FUNDS

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: CIVIC CONVENTION CENTER FUND [5100]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	699,558	801,107	801,107			805,975
<i>Revenues:</i>						
Civic Center Fees	424,590	340,000	240,305		99,495	416,000
Reimbursed Expenditures	1,803	15,000	442		14,558	40,000
Other Fees/ Services	35,302	30,000	28,106		1,894	50,500
Miscellaneous Revenues	10,608	12,000	18,605		(6,605)	12,000
Interest on Investments	7,440	1,974	(559)		2,533	2,000
Transfers In:						
-Lodgers Tax Distribution [2114/2122]	1,305,846	1,972,619	-		1,972,619	2,498,721
Subtotal - Revenues	1,785,589	2,371,593	287,098		2,084,495	3,019,221
TOTAL RESOURCES	2,485,147	3,172,700	1,088,205		2,084,495	3,825,196
<i>Expenditures:</i>						
Personnel Services:						
-Salaries	422,692	591,923	387,820		204,103	567,988
-Benefits	199,163	404,204	209,456		194,748	286,353
Operating Expenses:						
-Contractual Services	156,485	113,400	47,662	44,684	21,053	191,765
-Utilities	313,594	309,000	173,380	107,949	27,771	335,000
-Repairs & Maintenance	104,968	212,000	42,317	72,229	97,454	185,000
-Supplies	113,816	123,433	97,856	18,432	7,146	111,500
-Insurance	18,274	23,960	19,567	-	3,993	30,383
-Other Operating Costs	351,990	566,182	259,123	247,147	59,912	316,762
Capital Outlay:						
-Capital Purchases	-	21,623	21,207	-	416	763,000
-Land/Building/Infrastructure	3,058	1,000	-	-	1,000	50,000
TOTAL EXPENDITURES	1,684,040	2,366,725	1,258,688	490,441	617,595	2,837,751
ENDING BALANCE	801,107	805,975	(170,483)			987,445

Table 11 - Community Convention Center Fund [5100]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: PARKING OPERATIONS FUND [5150]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	621,081	154,076	154,076			16,037
<i>Revenues:</i>						
Parking Fees	3,992,840	5,203,113	3,516,867		1,686,246	4,967,697
Reimbursed Expenditures	4,095	211,264	-		211,264	-
Parking Fines	645,557	526,089	300,262		225,827	620,940
Miscellaneous Revenues	4,714	-	20,366		(20,366)	202,029
Interest on Investments	1,937	2,731	(164)		2,895	2,731
Subtotal - Revenues	4,649,143	5,943,197	3,837,331		2,105,866	5,793,397
TOTAL RESOURCES	5,270,224	6,097,273	3,991,407		2,105,866	5,809,434
<i>Expenditures:</i>						
<i>Personnel Services:</i>						
-Salaries	1,759,995	1,759,659	1,206,827		552,832	1,504,128
-Benefits	960,153	1,061,371	672,835		388,536	848,003
<i>Operating Expenses:</i>						
-Contractual Services	100,371	178,283	62,312	51,546	64,425	186,500
-Utilities	102,423	102,100	66,553	32,179	3,368	107,017
-Repairs & Maintenance	147,574	199,293	55,754	51,483	92,056	243,250
-Supplies	155,556	221,807	91,509	55,034	74,864	232,770
-Insurance	163,148	114,066	95,655	-	19,011	134,611
-Other Operating Costs	983,670	1,262,487	833,373	79,302	349,811	1,318,352
<i>Capital Outlay:</i>						
-Capital Purchases	49,929	216,500	23,378	47,331	145,791	175,603
<i>Transfers to Other Funds:</i>						
-CCC Fund [5100/5102](Garage Debt)	343,950	-	-		-	-
-Parking Debt Service Fund [5153]	293,590	902,308	751,523		150,385	956,470
-Railyard Market Station Fund [5856] (Office Space Lease)	55,790	63,362	52,802		10,560	73,271
TOTAL EXPENDITURES	5,116,148	6,081,236	3,912,721	316,875	1,851,640	5,779,975
ENDING BALANCE	154,076	16,037	78,687			29,459

Table 12 - Parking Operations Fund [5150]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: WATER OPERATING FUND [5300]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	9,357,814	(1,704,109)	(1,704,109)			983,121
<i>Revenues:</i>						
Water Fees	35,281,296	33,985,206	19,739,127		14,246,079	34,018,166
Other Fees/Services	33,657	104,000	-		104,000	104,000
Meter Violations	2,924	6,000	6,324		(324)	6,000
Fines & Forfeitures	2,513	-	-		-	-
Utilities Reimbursements	8,712	300,000	5,227		294,773	300,000
Bond Proceeds	36,665,000	-	-		-	-
Insurance Recoveries	-	-	4,699		(4,699)	-
Miscellaneous Revenues	6,560,716	30,000	173,373		(143,373)	30,000
Interest on Investments	143,665	45,426	(20,443)		65,869	45,426
Federal Bureau of Reclamation Grant	40,740	-	-		-	-
Transfers In:						
-Water GRT/CIP Funds [5313/5330/ 5357/5358] (2006D Bond payoff)	24,917,961	-	-		-	-
Subtotal - Revenues	103,657,183	34,470,632	19,908,307		14,562,325	34,503,592
TOTAL RESOURCES	113,014,997	32,766,523	18,204,198		14,562,325	35,486,713
<i>Expenditures:</i>						
Personnel Services:						
-Salaries	4,369,745	4,134,740	2,884,473		1,250,267	4,315,531
-Benefits	2,288,311	2,356,671	1,546,595		809,676	3,039,969
Operating Expenses:						
-Contractual Services	9,011,880	6,010,267	3,542,503	959,439	1,507,925	5,737,242
-Utilities	1,470,569	1,932,984	813,388	781,776	337,819	1,916,684
-Repairs & Maintenance	791,070	1,423,652	341,527	368,833	712,892	1,510,136
-Supplies	778,523	1,023,696	535,462	109,681	378,553	1,000,342
-Insurance	272,378	321,697	268,081	-	53,616	286,967
-Other Operating Costs	6,719,578	10,176,762	3,756,745	29,319	6,390,698	9,937,290
Capital Outlay:						
-Capital Purchases	165,979	92,629	-	89,653	2,976	182,304
-Land/Building/Infrastructure	-	3,000	2,097	-	903	3,000
Debt Service:						
-Principal	34,392,046	716,122	-		716,122	1,714,886
-Interest Payable	1,845,912	184,033	934,371		(750,338)	1,614,815
Transfers to Other Funds:						
-General Fund (Payment in Lieu of Tax)	3,836,065	-	-		-	-
-Utility Customer Service [5205/5206] (Automated Meter Reading Project)	580,501	-	-		-	-
-Water Conservation Fund [5353]	223,300	223,300	186,083		37,217	223,300
-Water Debt Service Fund [5391]	46,283,433	3,183,849	2,653,208		530,642	-
-Water CIP Projects [various funds]	1,689,816	-	-		-	-
TOTAL EXPENDITURES	114,719,106	31,783,402	17,465,733	2,338,701	11,978,968	31,482,466
ENDING BALANCE	(1,704,109)	983,121	738,465			4,004,246

Table 13 - Water Operating Fund [5300]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: WASTEWATER MANAGEMENT FUND [5450]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	13,654,977	16,504,596	16,504,596			16,118,251
<i>Revenues:</i>						
Gross Receipts Tax	2,037,351	1,976,320	1,603,302		372,818	2,080,947
Wastewater Fees	12,005,560	11,283,169	6,968,724		4,314,445	11,621,448
Other Fees/Services	30,583	20,000	23,586		(3,986)	20,000
Utilities Reimbursements	117,497	120,000	59,484		60,516	120,000
Bond Proceeds	-	-	4,065,000		(4,065,000)	-
Sales Revenue	5,760	-	7,110		(7,110)	-
Miscellaneous Revenues	17,917	9,684	590		9,094	9,684
Interest on Investments	81,152	59,616	663,607		(603,991)	59,616
Transfers In:						
-Reallocation from closed CIP Funds [5262/5463/5470/5472]	1,603	10,983	-		10,983	-
Subtotal - Revenues	14,297,423	13,479,772	13,392,003		87,769	13,911,695
TOTAL RESOURCES	27,952,400	29,984,368	29,896,599		87,769	30,029,946
<i>Expenditures:</i>						
Personnel Services:						
-Salaries	2,862,097	3,283,868	1,954,206		1,329,662	3,240,475
-Benefits	1,577,714	1,891,452	1,120,326		771,126	1,867,148
Operating Expenses:						
-Contractual Services	1,291,654	1,047,391	668,116	147,820	231,455	1,331,135
-Utilities	839,204	1,149,147	630,330	305,262	213,555	1,103,333
-Repairs & Maintenance	612,271	769,692	285,113	189,542	295,137	976,574
-Supplies	562,639	690,379	429,877	126,773	133,728	744,189
-Insurance	237,572	332,070	276,725	-	55,345	304,851
-Other Operating Costs	826,955	841,594	669,673	10,716	161,206	879,759
Capital Outlay:						
-Capital Purchases	102,098	690,000	677,533	38,649	(26,182)	198,835
Debt Service:						
-Principal	1,840,000	1,970,000	4,065,000		(2,095,000)	2,020,000
-Interest Payable	695,600	615,000	230,113		384,987	538,300
Transfers to Other Funds:						
-Sewer Line Rehab. CIP Fund [5460]	-	85,888	85,888		-	-
-Treatment Plant CIP Fund [5468]	-	499,636	-		499,636	-
TOTAL EXPENDITURES	11,447,804	13,866,117	11,092,699	818,762	1,954,655	13,204,599
ENDING BALANCE	16,504,596	16,118,251	18,803,900			16,825,347

Table 14 - Wastewater Management Fund [5450]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: SOLID WASTE MANAGEMENT FUND [5250]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017			REMAINING BUDGET	FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE		
BEGINNING BALANCE	6,784,322	7,903,510	7,903,510			5,780,166
<i>Revenues :</i>						
Gross Receipts Tax	2,037,494	1,976,320	1,603,417		372,703	2,083,243
Solid Waste Fees	11,241,963	12,014,394	8,133,351		3,881,043	12,662,218
Utilities Reimbursements	51,262	276,000	266,000		10,000	266,000
Bond Proceeds	-	6,700,000	6,700,000		-	-
Sales Revenue	22,886	5,000	7,558		(2,958)	5,000
Miscellaneous Revenues	-	1,011,835	1,015,574		(4,139)	-
Interest on Investments	37,665	29,177	(5,427)		34,604	29,177
<i>Transfers In:</i>						
-General Fund (Sustainable SF)	50,000	-	-		-	-
-45% Special Uses Lodgers Tax Fund [2113] (Event Coverage)	14,000	14,000	11,467		2,333	14,000
-SWM Equipment Fund [5261]	1,580	-	-		-	-
-SWM CIP Fund [5262]	-	14,717	14,716		1	-
Subtotal - Revenues	13,456,849	22,041,443	17,747,857		4,293,586	15,059,638
TOTAL RESOURCES	20,241,172	29,944,953	25,651,367		4,293,586	20,839,804
<i>Expenditures :</i>						
<i>Personnel Services:</i>						
-Salaries	2,523,531	2,464,925	1,762,327		702,598	2,635,853
-Benefits	1,505,153	1,654,698	1,070,574		583,724	1,749,831
<i>Operating Expenses:</i>						
-Contractual Services	1,001,736	1,178,896	769,879	258,039	150,979	1,681,751
-Utilities	2,419,834	2,541,081	1,811,092	12,532	717,457	2,608,426
-Repairs & Maintenance	559,234	779,422	499,057	95,686	184,679	816,091
-Supplies	656,783	983,739	355,027	235,634	393,078	917,230
-Insurance	234,233	253,679	211,399	-	42,280	233,777
-Other Operating Costs	919,238	2,733,430	1,597,137	800,313	335,980	1,562,014
<i>Capital Outlay:</i>						
-Capital Purchases	889,184	2,327,792	2,064,337	1,263,866	(1,000,311)	3,616,172
-Land/Building/Infrastructure	44,808	176,974	28,415	-	148,559	130,000
<i>Debt Service:</i>						
-Principal	900,000	8,455,000	7,595,000		860,000	1,058,172
-Interest Payable	408,060	339,283	169,214		170,069	316,889
<i>Transfers to Other Funds:</i>						
-NMFA Land Acquisition Loan [4209]	275,868	275,868	229,890		45,978	177,694
TOTAL EXPENDITURES	12,337,662	24,164,787	18,163,648	2,666,070	3,335,070	17,503,900
ENDING BALANCE	7,903,510	5,780,166	7,487,719			3,335,904

Table 15 - Solid Waste Management Fund [5250]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: TRANSIT OPERATING FUND [5400]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	(1,540,404)	(1,795,059)	(1,795,059)			(1,787,058)
<i>Revenues:</i>						
Gross Receipts Tax (Transfer In)	5,584,736	5,381,517	4,484,598		896,920	6,147,463
Transit Fees	308,264	302,500	219,854		82,646	300,000
Other Fees/Services	466	-	-		-	-
Reimbursed Expenditures	856,067	950,000	546,113		403,987	950,000
Sales Revenue	9,089	-	14,175		(14,175)	-
Miscellaneous Revenues	160,732	123,595	134,127		(10,532)	133,595
US Department of Transportation Grant	1,580,596	1,611,600	1		1,611,599	1,536,992
Other Transfers In:						
-45% Special Uses Lodgers Tax						
Fund [2113] (Event Coverage)	300,000	300,000	250,000		50,000	300,000
-½% GRT Fund [3102] (Capital Subsidy)	-	-	-		-	397,305
-Other Transfers In	10,896	-	-		-	-
Subtotal - Revenues	8,810,846	8,669,212	5,648,768		3,020,444	9,765,355
TOTAL RESOURCES	7,270,442	6,874,153	3,853,708		3,020,444	7,978,297
<i>Expenditures:</i>						
Personnel Services:						
-Salaries	3,809,125	3,448,261	2,576,390		871,871	3,721,671
-Benefits	1,928,992	2,073,374	1,353,530		719,844	2,566,972
Operating Expenses:						
-Contractual Services	120,583	178,238	55,342	14,902	107,994	187,180
-Utilities	129,200	141,009	77,527	49,049	14,433	143,000
-Repairs & Maintenance	398,274	393,790	234,430	47,909	111,451	421,000
-Supplies	638,556	628,060	522,105	89,215	16,740	740,750
-Insurance	336,186	277,556	231,297	-	46,259	322,079
-Other Operating Costs	970,147	1,088,613	874,077	34,761	179,844	1,160,053
Capital Outlay:						
-Capital Purchases	2,899	89,451	5,736	-	83,715	100,000
-Land/Building/Infrastructure	-	-	-	-	-	10,000
Transfers to Other Funds:						
-Transit Debt Service [5406]	342,859	342,859	285,716		57,143	345,023
-SFT Welfare-to-Work [5409]	228,602	-	-		-	-
-Transit Grants Matching [5407/5416]	103,891	-	-		-	-
-Paratransit Operations [5421]	56,188	-	-		-	-
TOTAL EXPENDITURES	9,065,501	8,661,211	6,216,081	235,836	2,209,294	9,717,728
ENDING BALANCE	(1,795,059)	(1,787,058)	(2,362,373)			(1,739,431)

Table 16 - Transit Operating Fund [5400]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: MUNICIPAL RECREATION COMPLEX / GOLF COURSE FUND [5600]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	(939,581)	(877,620)	(877,620)			1,156
<i>Revenues:</i>						
Recreation Fees	1,032,023	967,737	648,786		318,951	967,737
Reimbursed Expenditures	7,746	4,000	3,386		614	4,000
Parks & Recreation Rentals	29,816	25,200	16,533		8,267	25,200
Other Rentals	23,974	18,000	9,820		8,180	18,000
Miscellaneous Revenues	59,031	47,000	25,667		21,933	47,000
<i>Transfers In:</i>						
-General Fund (Operating Subsidy)	-	1,175,949	1,123,638		52,312	506,610
-1/2% GRT Fund [3102] (Capital Subsidy)	176,255	80,608	67,173		13,435	100,095
Subtotal - Revenues	1,328,845	2,318,494	1,894,803		423,691	1,668,642
TOTAL RESOURCES	389,264	1,440,874	1,017,183		423,691	1,669,798
<i>Expenditures:</i>						
<i>Personnel Services:</i>						
-Salaries	294,999	364,458	216,797		147,662	435,420
-Benefits	111,129	256,863	85,769		171,094	309,517
<i>Operating Expenses:</i>						
-Contractual Services	158,608	180,031	109,567	7,618	62,847	175,778
-Utilities	170,427	152,445	142,664	8,245	1,536	152,445
-Repairs & Maintenance	36,662	51,312	29,366	10,252	11,694	37,312
-Supplies	126,819	116,597	70,653	20,852	25,691	123,320
-Insurance	2,334	16,810	14,008	-	2,802	23,524
-Other Operating Costs	222,417	213,694	132,597	43,332	37,365	295,640
<i>Capital Outlay:</i>						
-Capital Purchases	122,536	87,508	86,689	-	819	95,095
-Land/Building/Infrastructure	20,952	-	-	-	-	-
TOTAL EXPENDITURES	1,266,884	1,419,718	887,910	90,300	461,508	1,648,051
ENDING BALANCE	(877,620)	1,156	129,273			21,747

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

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: MUNICIPAL RECREATION COMPLEX / MRC FIELDS FUND [5604]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017			REMAINING BUDGET	FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE		
BEGINNING BALANCE	(56,160)	(210,203)	(210,203)			1,156
<i>Revenues :</i>						
Recreation Fees	-	34,500	7,990		26,510	34,500
Other Rentals	-	5,000	1,208		3,793	5,000
<i>Transfers In:</i>						
General Fund (Operating Subsidy)	-	309,154	295,252		13,902	162,256
1/2% GRT Fund [3102] (Capital Subsidy)	60,764	52,473	43,728		8,746	38,481
Subtotal - Revenues	60,764	401,127	348,177		52,950	240,237
TOTAL RESOURCES	4,604	190,924	137,974		52,950	241,393
<i>Expenditures :</i>						
<i>Personnel Services:</i>						
-Salaries	109,230	32,231	54,593	-	(22,362)	85,699
-Benefits	38,026	40,158	20,482	-	19,676	48,450
<i>Operating Expenses:</i>						
-Contractual Services	2,092	2,062	-	-	2,062	4,124
-Repairs & Maintenance	7,041	17,383	1,097	8,092	8,194	18,383
-Supplies	55,154	45,400	28,321	11,332	5,747	45,100
-Other Operating Costs	3,264	2,284	1,303	275	706	2,284
<i>Capital Outlay:</i>						
-Capital Purchases	-	50,250	44,105	6,233	(88)	36,197
TOTAL EXPENDITURES	214,807	189,768	149,901	25,932	13,935	240,237
ENDING BALANCE	(210,203)	1,156	(11,927)			1,156

Table 18 - MRC Fields Fund [5604]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: GENOVEVA CHAVEZ COMMUNITY CENTER FUND [5700]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	1,715,761	1,513,297	1,513,297			928,704
<i>Revenues:</i>						
Gross Receipts Tax (Transfer In)	1,795,647	1,995,042	1,662,335		332,507	2,294,116
Recreation Fees	1,663,579	1,693,500	1,176,247		517,253	1,725,500
Equipment Rentals	42,941	51,000	29,576		21,025	51,000
Parks & Recreation Rentals	196,625	205,000	184,730		20,270	205,000
Other Rentals	25,849	25,000	33,820		(8,820)	25,000
Sales Revenue	(9,443)	-	(1,759)		1,759	-
Miscellaneous Revenues	11,465	6,000	(40)		6,040	6,000
Interest on Investments	6,725	4,333	(1,334)		5,367	4,333
<i>Other Transfers In:</i>						
-General Fund (Operating Subsidy)	-	191,780	159,817		31,963	267,354
-Quality of Life Fund [2505] (Outdoor Recreation Program)	5,000	-	-		-	-
-1/2% GRT Fund [3102] (Capital Subsidy)	509,461	44,753	37,294		7,459	128,960
-MRC FORE Kids Golf Tourney [5603]	4,028	3,713	3,094		619	3,713
-Santa Fe Health Fund [6107] (Employee Wellness Program)	-	75,000	62,500		12,500	75,000
Subtotal - Revenues	4,251,877	4,295,121	3,347,180		947,941	4,785,976
TOTAL RESOURCES	5,967,638	5,808,418	4,860,477		947,941	5,714,680
<i>Expenditures:</i>						
<i>Personnel Services:</i>						
-Salaries	1,851,892	1,683,992	1,197,827		486,365	1,662,547
-Benefits	835,068	1,000,786	639,308		361,578	1,095,179
<i>Operating Expenses:</i>						
-Contractual Services	222,750	258,255	133,818	73,692	50,946	269,695
-Utilities	519,522	491,700	325,294	101,809	64,598	491,700
-Repairs & Maintenance	142,731	174,553	80,893	61,894	32,066	188,438
-Supplies	183,352	211,797	124,541	46,996	39,860	206,797
-Insurance	17,116	102,757	79,381	-	23,376	128,201
-Other Operating Costs	315,695	318,636	162,664	36,869	119,103	641,577
<i>Capital Outlay:</i>						
-Capital Purchases	55,957	27,950	27,542	-	8	27,950
-Land/Building/Infrastructure	46,560	16,803	-	15,647	1,156	16,803
<i>Transfers to Other Funds:</i>						
-General Fund (Facilities Maint.)	263,698	-	-		-	-
-GCCC CIP Fund [5721]	-	592,485	592,485		-	-
TOTAL EXPENDITURES	4,454,341	4,879,714	3,363,752	336,906	1,179,056	4,728,887
ENDING BALANCE	1,513,297	928,704	1,496,725			985,793

Table 19 - Genoveva Chavez Community Center Fund [5700]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: AIRPORT FUND [5800]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017			REMAINING BUDGET	FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE		
BEGINNING BALANCE	(998,680)	(624,970)	(624,970)			(624,475)
<i>Revenues :</i>						
Airport Fees	1,082,791	802,178	282,666		520,112	923,379
Airport Rentals	73,285	66,071	64,629		1,442	51,345
Other Rentals	134,673	188,436	104,662		83,774	438,930
Miscellaneous Revenues	-	-	5,014		(5,014)	-
NM Dept. of Transportation Grant	-	51,250	-		51,250	533,750
US Dept. of Transportation/FAA Grant	6,606	937,500	-		937,500	937,500
<i>Transfers In:</i>						
-General Fund (Operating Subsidy)	-	145,726	121,438		24,288	105,544
-Airport Improvement Grant [3214]	1,111	32,361	32,361		-	63,750
-Airport Terminal Fund [5802]	455,646	424,220	354,443		69,778	402,681
-Airport Landside Fund [5803]	127,000	242,116	201,763		40,353	165,449
Subtotal - Revenues	1,881,112	2,889,858	1,166,376		1,723,482	3,622,328
TOTAL RESOURCES	882,433	2,264,888	541,406		1,723,482	2,997,853
<i>Expenditures :</i>						
<i>Personnel Services:</i>						
-Salaries	628,218	774,205	465,094		309,111	840,008
-Benefits	313,197	489,990	234,105		255,885	533,200
<i>Operating Expenses:</i>						
-Contractual Services	165,072	163,290	113,158	25,413	24,719	227,500
-Utilities	94,633	97,797	61,334	14,933	21,524	99,866
-Repairs & Maintenance	48,126	48,349	25,241	5,880	17,227	337,500
-Supplies	23,807	40,770	20,334	5,053	15,483	47,500
-Insurance	37,578	48,614	31,459	-	17,155	58,535
-Other Operating Costs	175,625	187,237	127,202	884	59,151	447,817
<i>Capital Outlay:</i>						
-Capital Purchases	5,620	1,023,111	-	212	1,022,899	1,020,000
-Land/Building/Infrastructure	15,527	16,000	6,321	-	9,679	-
<i>Transfers to Other Funds:</i>						
-General Fund (Police Coverage)	-	-	-		-	18,140
-Emergency Management [2718] (Airport Security Coordinator)	-	-	-		-	26,075
TOTAL EXPENDITURES	1,507,403	2,889,363	1,084,148	52,381	1,752,834	3,656,141
ENDING BALANCE	(624,970)	(624,475)	(542,742)			(658,288)

Table 20 - Airport Fund [5800]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
RELATED FUNDS OVERVIEW: AIRPORT TERMINAL FUND [5802] & LANDSIDE FUND [5803]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
AIRPORT TERMINAL FUND [5802]:						
BEGINNING BALANCE	275,565	144,824	144,824			122,393
<i>Revenues:</i>						
Airport Fees	133,057	44,976	134,119		(89,143)	275,000
Airport Rentals	197,007	378,000	84,555		293,445	126,437
Miscellaneous Revenues	30	-	8,447		(8,047)	-
Interest on Investments	1,056	1,244	(97)		1,341	1,244
Subtotal - Revenues	331,149	424,220	226,624		197,596	402,681
TOTAL RESOURCES	606,714	569,044	371,447		197,596	525,074
<i>Expenditures:</i>						
Operating Expenses:						
-Contractual Services	6,244	-	16,283	40,530	(56,812)	-
Transfers to Other Funds:						
-Airport Fund [5800]	455,646	424,220	353,517		70,703	402,681
-Airport Paving CIP Fund [5811]	-	22,431	-		22,431	-
TOTAL EXPENDITURES	461,890	446,651	369,799	40,530	36,322	402,681
ENDING BALANCE - FUND [5802]	144,824	122,393	1,648			122,393
AIRPORT LANDSIDE FUND [5803]:						
BEGINNING BALANCE	95,307	123,783	123,783			123,783
<i>Revenues:</i>						
Airport Fees	154,927	241,667	89,493		152,175	165,000
Interest on Investments	549	449	(81)		530	449
Subtotal - Revenues	155,476	242,116	89,412		152,704	165,449
TOTAL RESOURCES	250,783	365,899	213,195		152,704	289,232
<i>Expenditures:</i>						
Transfers to Other Funds:						
-Airport Fund [5800]	127,000	242,116	201,763	-	40,353	165,449
TOTAL EXPENDITURES	127,000	242,116	201,763	-	40,353	165,449
ENDING BALANCE - FUND [5803]	123,783	123,783	11,431			123,783

Table 21- Airport Terminal & Landslide Fund

VI. INTERNAL SERVICE FUNDS

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: RISK/SAFETY ADMINISTRATION FUND [6101]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	2,139,592	2,678,305	2,678,305			1,266,361
<i>Revenues:</i>						
Departmental Insurance Assessments	4,334,456	4,091,109	3,403,645		687,464	4,497,271
Insurance Recoveries	852	-	-		-	-
Interest on Investments	6,895	4,624	(1,493)		6,117	4,624
Subtotal - Revenues	4,342,203	4,095,733	3,402,152		693,581	4,501,895
TOTAL RESOURCES	6,481,795	6,774,038	6,080,457		693,581	5,768,256
<i>Expenditures:</i>						
Personnel Services:						
-Salaries	310,504	302,632	219,385		83,047	302,632
-Benefits	159,220	156,619	106,335		50,284	155,787
Operating Expenses:						
-Contractual Services	73,566	155,000	69,224	15,694	70,082	85,000
-Utilities	2,055	7,500	1,416	1,947	3,737	-
-Repairs & Maintenance	1,232	4,500	62	910	3,529	4,000
-Supplies	8,028	10,900	773	1,543	8,585	10,400
-Insurance	2,042,339	2,737,052	2,155,675	57,087	524,889	2,350,605
-Other Operating Costs	3,011	4,535	385	152	3,998	6,877
Transfers to Other Funds:						
-Emergency Management Performance Grant Fund [2718] (Local Match)	20,886	20,886	17,405		3,481	20,886
-Insurance Claims [6104] (Claims Assessed to Departments)	1,182,650	2,108,053	1,756,511		351,342	2,001,433
TOTAL EXPENDITURES	3,803,490	5,507,677	4,327,371	77,331	1,102,973	4,937,620
ENDING BALANCE	2,678,305	1,266,361	1,753,086			830,636

Table 22 - Risk/Safety Administration Fund [6101]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: INSURANCE CLAIMS FUND [6104]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	(236,318)	(348,693)	(348,693)			41,951
<i>Revenues:</i>						
Insurance Recoveries	22,987	30,000	24,185		5,815	30,000
Miscellaneous Revenues	21,144	10,000	11,704		(1,704)	10,000
Interest on Investments	35	1,519	(12)		1,531	1,519
Transfers In:						
-Risk/Safety Adm. Fund [6101] (Claims Assessed to Departments)	1,182,650	2,108,053	1,756,711		351,342	2,001,433
Subtotal - Revenues	1,226,815	2,149,572	1,792,888		356,984	2,042,952
TOTAL RESOURCES	990,497	1,800,879	1,443,895		356,984	2,084,903
<i>Expenditures:</i>						
Operating Expenses:						
-Contractual Services	179,309	273,415	96,650	63,936	112,829	293,415
-Supplies	31,735	38,000	7,332	4,501	26,267	38,000
-Insurance	1,088,590	1,385,963	1,113,764	99,695	172,504	1,385,963
-Other Operating Costs	39,556	61,550	13,158	31,453	16,940	61,550
TOTAL EXPENDITURES	1,339,190	1,758,928	1,230,804	199,584	328,540	1,778,928
ENDING BALANCE	(348,693)	41,951	213,091			305,975

Table 23 - Insurance Claims Fund [6104]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: SANTA FE HEALTH FUND [6107]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	5,935,122	8,061,865	8,061,865			6,591,520
<i>Revenues:</i>						
Health Insurance Premiums	20,508,189	19,831,200	15,694,645		4,137,155	20,919,398
Miscellaneous Revenues	160,477	50,000	-		50,000	-
Interest on Investments	33,588	24,280	(5,195)		29,475	34,000
Subtotal - Revenues	20,702,254	19,905,480	15,688,851		4,216,629	20,953,398
TOTAL RESOURCES	26,637,376	27,967,345	23,750,716		4,216,629	27,544,918
<i>Expenditures:</i>						
Operating Expenses:						
-Contractual Services	492,272	645,000	467,507	157,540	19,553	612,203
-Supplies	7	299	-	-	299	299
-Insurance	18,083,231	20,655,226	14,194,521	205,904	6,254,801	19,434,998
-Other Operating Costs	-	300	-	-	300	300
Transfers to Other Funds:						
-Genoveva Chavez Comm. Ctr. [5700] (Employee Wellness Program)	-	75,000	62,500		12,500	75,000
TOTAL EXPENDITURES	18,575,511	21,375,825	14,724,928	363,444	6,287,453	20,122,800
ENDING BALANCE	8,061,865	6,591,520	9,025,787			7,422,118

Table 24 - Santa Fe Health Fund [6107]



PROPOSED
ANNUAL BUDGET

FISCAL YEAR
2017-2018

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: WORKERS' COMPENSATION FUND [6109]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017			REMAINING BUDGET	FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE		
BEGINNING BALANCE	5,700,421	6,252,339	6,252,339			6,666,348
<i>Revenues :</i>						
Workers' Compensation Premiums	1,758,946	1,741,011	1,433,850		307,161	1,741,011
Miscellaneous Revenues	98,388	20,000	46,610		(26,610)	20,000
Interest on Investments	28,322	21,392	(4,178)		25,570	21,392
Subtotal - Revenues	1,885,655	1,782,403	1,476,282		306,121	1,782,403
TOTAL RESOURCES	7,586,076	8,034,742	7,728,621		306,121	8,448,751
<i>Expenditures :</i>						
Operating Expenses:						
-Contractual Services	37,242	60,000	29,389	17,587	13,023	60,000
-Insurance	1,295,380	1,308,004	1,044,497	-	263,507	1,308,004
-Other Operating Costs	1,115	390	416	-	(26)	390
TOTAL EXPENDITURES	1,333,737	1,368,394	1,074,303	17,587	276,504	1,368,394
ENDING BALANCE	6,252,339	6,666,348	6,654,318			7,080,357

Table 25 -- Workers' Compensation Fund [6109]

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: UNEMPLOYMENT CLAIMS FUND [6110]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	14,777	120,064	120,064			120,064
<i>Revenues:</i>						
Departmental Unemployment Assessment	-	200,000	200,000		-	120,078
Interest on Investments	95	-	(31)		31	-
Transfers In:						
-General Fund (Claims Reserve)	120,000	-	-		-	-
Subtotal - Revenues	120,095	200,000	199,969		31	120,078
TOTAL RESOURCES	134,872	320,064	320,033		31	240,142
<i>Expenditures:</i>						
Operating Expenses:						
-Contractual Services	-	5,752	2,526	3,226	-	5,752
-Insurance	14,808	194,248	98,884	-	95,364	200,000
TOTAL EXPENDITURES	14,808	200,000	101,410	3,226	95,364	205,752
ENDING BALANCE	120,064	120,064	218,623			34,390

Table 26 Unemployment Claims Fund [6110]



PROPOSED ANNUAL BUDGET | **FISCAL YEAR 2017-2018**

CITY OF SANTA FE - FY 2017/18 PROPOSED BUDGET
FUND OVERVIEW: SERVICES TO OTHER DEPARTMENTS FUND [6200]

DESCRIPTION	FISCAL YEAR 2015/2016 ACTUAL	FISCAL YEAR 2016/2017				FY 2017/2018 CITY MANAGER RECOMMENDED
		CURRENT BUDGET	CURRENT ACTUAL	CURRENT ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	-	-	-			-
<i>Revenues:</i>						
Intergovernmental Service Charges	-	-	-		-	9,496,776
Subtotal - Revenues	-	-	-		-	9,496,776
TOTAL RESOURCES	-	-	-		-	9,496,776
<i>Expenditures:</i>						
Finance Department:						
-Feet Maintenance Division	-	-	-		-	1,363,160
Information Technology and Telecommunications Department:						
-Administrative Services Division	-	-	-		-	1,056,463
-End User Services Division	-	-	-		-	600,213
-Enterprise Application Services Div.	-	-	-		-	3,243,075
-Infrastructure Services Division	-	-	-		-	3,233,865
TOTAL EXPENDITURES	-	-	-	-	-	9,496,776
ENDING BALANCE	-	-	-			-

Table 27 Services to Other Departments Fund [6200]

VII. DEPARTMENT EXPENDITURES

1. Public Safety

a. Police:



The Santa Fe Police Department is comprised of three functional divisions: Administrative, Patrol and Support Operation and Investigations.

The **Administrative Division** is responsible for the logistics of the police department. This means that personnel (sworn and non-sworn) assigned to the division:

- prepare and administer the budget,
- maintain the current fleet of police vehicles,
- manage all department training,
- manage the department's rules, regulations, and investigate all citizen complaints,
- maintain all department records and documents,
- manage the evidence submitted into the evidence section,
- fulfill IPRA requests
- register DWI offenders for DWI School,
- manage the DWI Forfeiture Program, and prevent DWI offenders from reclaiming their vehicles unless otherwise deemed by the courts,
- recruit, investigate and hire the most qualified candidates to become police officers,
- Foster positive relationships with the public by maintaining a service component that works closely with various community organizations hold special community events and administer programs to educate the public on the functions of law enforcement.

Deliverables and Milestones

- Recruiting: reduce our police officer vacancy rate to five
- PIO: fulfill IPRA requests within the appropriate timeframes
- Training: comply with all DPS training/certification requirements
- PCR: re-establish the Crime Stoppers Program within the City of Santa Fe, coordinate the junior and citizen academies, continue with the Child ID program, manage Neighborhood Watch Program, manage Shop with a Cop Event, maintain a positive presence at Teen Court, continue with Coffee with a Cop and initiate the Ice Cream with a Cop event

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
- Source of funding is General Fund, Municipal Court Fees, DWI School Fees, LEPF Grant from DPS (State of NM), Edward Bryne Grant (DOJ), Alarm Enforcement Fees, Police Fees, DWI Forfeiture Program Fees, Impact Fee Fund, and Cash Balances from the Police Property Tax Fund. All of these revenues are collected**

and administered in accordance with the City's Fiscal year (July to June) except for the Edward Bryne Grant which is from the Dept. of Justice (DOJ) and is tied to the Federal FY which is October to September.

B. Are any new costs other than inflation included in this proposal?

No

C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

Yes

D. Do you expect to have an increase in expenditures?

Maybe in operating cost (and maybe in salary and benefits if a raise or benefit costs increase, i.e. health insurance premiums)

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 44

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 44

PTE Total Count - 0

The **Patrol and Support Operation Division** consists of Captains, Lieutenants, Animal Service Supervisor, Sergeants, Officers (nine (9) current vacancies), Public Safety Aides (two (2) current vacancy) and Animal Service Officers (three (3) current vacancies).

The units within Patrol and Support Operations consist of and their mission and obligations are:

- Patrol – officers perform duties, to include but not limited to, traffic enforcement, respond to calls for service and complaints involving motor vehicle accidents, misdemeanors and felonies, security for crime scene, collect evidence, interview witnesses, conduct follow-up investigations and work with the families and children of our community to foster positive relationships in support of Community Policing initiatives.
- Bicycle Unit – responsible for conducting enforcement of laws and ordinances in City-Wide areas to reduce the threat of crime. They are quick responders, in overt and covert mode, utilizing Patrol Units, Bikes, and ATV/UTVs to patrol open space;
- DWI Unit – highly trained police officers with extensive training in detection and apprehension of drivers impaired by alcohol and/or drugs. DWI Officers patrol the streets and conduct Sobriety Check Points, DWI Patrol Saturations, and investigate DWI related crashes;
- Traffic (Motors) Unit – is responsible for investigating traffic collisions, traffic and criminal law enforcement, traffic flow considerations (surveys), fatal crash investigations, and assisting motorists;
- Public Safety Aides – investigate minor traffic collisions, diagram crashes, assist motorists, direct traffic, conduct parking enforcement, and monitor public areas to report criminal activity;
- Animal Services Unit – investigate and respond to vicious or stray animals, nuisance complaints, injured or ill animals, reports of cruelty or negligence, and other animal-related issues.

The subunits of Support Operations and Patrol are comprised of sworn officers from any division of the police department and consist of:

- Honor Guard – serves as the "guardians of the colors" by displaying and escorting the national flag during ceremonial occasions.
- Special Weapons and Tactics (SWAT) – utilized for incidents involving Barricaded suspects, Hostage Incidents, Officer Rescue, High Risk Arrest/Search Warrant Service, Dignitary Protection, Civil Disobedience, Special Events, Terrorist Activities and Active Shooter/Rapid Deployment.
- Tactical Emergency Medical Service (TEMS) - deploy with SWAT during tactical operations to provide medical care and support to Santa Fe Police Department personnel and the community.
- Explosive Ordnance Disposal (EOD) - responds to threats of hazardous device(s) and conducts pre-event sweeps. Also, provides training to government and private organizations regarding response protocols to suspicious packages.
- Crisis Negotiation Team (CNT) - deployed to de-escalate critical situations and gather intelligence. Used during hostage situations, suicidal individuals, high risk warrant service, etc.

Deliverables and Milestones

The Police Department continuously adapts to crime trends and community needs and demands. The police department's progress against milestones and deliverables will be reviewed monthly and presented at to the Public Safety Committee.

- Response Times
 - Research shows that general citizen perception of response times is strongly related to overall satisfaction of police services. With an outcome of improved citizen satisfaction, individuals are more likely to quickly report crimes; therefore, limiting time delay between citizens discovering a crime and reporting it police may improve odds in subsequently arresting and preventing crime. With enhanced citizen satisfaction, the likelihood of citizens reporting crimes is also improved.
 - Therefore, to promote openness in government, build trust through transparency, and provide information that is of interest to the citizens of Santa Fe; the Santa Fe Police will work closely with the Regional Emergency Communication Center to improve response times on Priority 1, 2, and 3 calls for service. Furthermore, the department will guide and promote best practices for first line supervisors to monitor and self-dispatch pending calls for service.
- Accurate Crime Recording and Crime Rates
 - Accurate crime recording is vitally important to understand any potential harm the community of Santa Fe is facing; therefore, enabling the police department to intelligently deploy resources where they are needed. The accurate and timely deployment of resources will lead to lowering or the stabilizing of crime rates related to the "Seven (7) Majors".
- Pride in our Police Department
 - As we protect and serve the citizens of Santa Fe, the Santa Fe Police Department and its members will continue to employ a simple yet effective strategy in reducing crime:
- Accurate, Timely Intelligence
 - To enhance our efforts in response to calls for service.
- Rapid Deployment of Personnel and Resources
 - To enable us to take appropriate action quickly and efficiently.

- Deployment of Proactive Tactics
 - To mitigate criminal activity as well as the fear of potential crime.
- Relentless follow-up and assessment
 - To ensure complete satisfaction of our citizens and to constantly strive for improvement.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Source of funding is General Fund, GRT Taxes, Animal Control permits and penalties assessed.
- A. Are any new costs other than inflation included in this proposal?
No
- B. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Yes
- C. Do you expect to have an increase in expenditures?
Possibly in operating costs (and maybe in salary and benefit if a raise or benefit costs increase, i.e., insurance premiums)
- D. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 151

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 150

PTE Total Count - 0

The above change in FTE personnel count accounts for a personnel reduction of position #332 that was eliminated July 1, 2016

The ***Investigations and Investigations Support Division*** consists of a Captain, Lieutenant, Sergeants, Detectives, Crime Scene Officer, Crime Scene Civilian Technician, and a Criminal Intelligence Analyst.

The Santa Fe Police Investigations and Investigations Support is represented by a highly motivated and knowledgeable group of detectives and civilians. All detectives and civilian personnel in the division have received extensive training in advanced investigative methods.

The units within Police Investigations and Investigations Support consist of and their mission and obligations are:

- Crimes Against Persons – investigates serious crimes perpetrated against persons.
- Crimes Against Property – investigates residential, auto, and business burglaries, auto theft, shoplifting, larceny, fraud, and all other crimes related to property crimes.
- Crimes Against Children – investigates crimes perpetrated against children such as: Child Abuse, Neglect, Abuse Resulting in Death, Criminal Sexual Contract and Penetration, etc.

- Community Impact Team – responsible for apprehension of wanted fugitives, follow-up on prolific repeat offenders, and proactive self-initiated investigations.
- Crime Scene – documents, collects, and preserves evidence at crimes scenes. Scenes include: Homicide, Rape, Battery, Robbery, Burglary, Drug Trafficking, etc.
- Criminal Intelligence Analyst – reviews all police reports every day with the goal of identifying patterns as they emerge by Researching and Analyzing Long-Term Problems and Developing and Linking Local Intelligence.

The objective of the Police Investigations and Investigations Support is to help prevent crime; although, much of the work done by this division consists of investigative follow-up and intelligence gathering.

Deliverables and Milestones

The Police Department continuously adapts to crime trends and community needs and demands. The police department's progress against milestones and deliverables (crime reduction) will be reviewed monthly and presented at the Public Safety Committee.

- Case Management
 - Police Investigations conducts follow-up on the following Part I crimes:
 - Homicide;
 - Rape;
 - Robbery;
 - Aggravated Assault/Battery;
 - Burglary;
 - Motor Vehicle theft;
 - Arson.
 - These types of crimes are assigned based upon severity of the crime, injuries sustained by the victim, danger of continuing violence associated with the crime, threat to the community, and the likelihood of solvability and/or arrest.
 - The case volume within Police Investigations and Investigations Support is dependent on the unit. In comparison, Crimes Against Persons receive significantly fewer case referrals than the Property Crimes Unit. Police Investigations and Investigations Support deliverables are measured per unit by:
 - Number of cases referred by patrol/support operations;
 - Number of self-initiated cases (narcotics)
 - Number of cases assigned;
 - Number of cases closed;
 - Number of arrests made on case(s);
 - Open cases at end of calendar year.
- Accurate Crime Recording and Crime Rates
 - Accurate crime recording is vitally important to understand any potential harm the community of Santa Fe is facing; therefore, enabling the police department to intelligently deploy resources where they are needed. The accurate and timely deployment of resources will lead to lowering or the stabilizing of crime rates related to the "seven (7) majors".
- Pride in our Police Department

- As we protect and serve the citizens of Santa Fe, the Santa Fe Police Department and its members will continue to employ a simple yet effective strategy in reducing crime:
 - Accurate, Timely Intelligence
 - To enhance our efforts in response to calls for service.
 - Rapid Deployment of Personnel and Resources
 - To enable us to take appropriate action quickly and efficiently.
 - Deployment of Proactive Tactics
 - To mitigate criminal activity as well as the fear of potential crime.
 - Relentless follow-up and assessment
 - To ensure complete satisfaction of our citizens and to constantly strive for improvement.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Source of funding is General Fund only. Funding cycle is the same as the City's.
- B. Are any new costs other than inflation included in this proposal?
No
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures? +
No (unless a raise is approved, or benefit costs increase, i.e., health insurance premiums)
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 35
PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 35
PTE Total Count - 0

CITY OF SANTA FE
POLICE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Police Administration	10,145,595	10,215,398	8,256,688	6,086,051	790,824	7,289,923
Police Operations Division	17,434,446	17,541,696	16,937,527	13,473,036	455,611	18,584,047
TOTAL POLICE DEPARTMENT	27,580,041	27,757,095	25,194,215	19,559,088	1,246,435	25,873,970

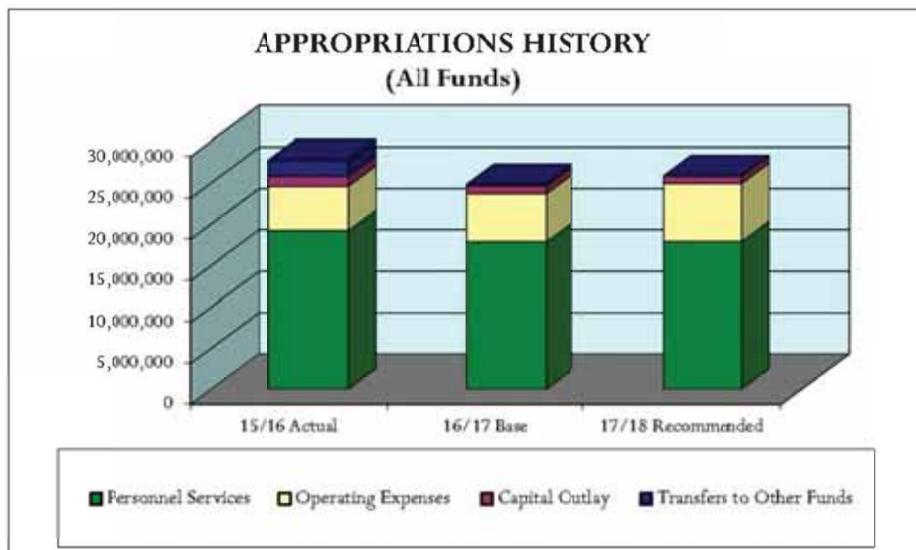
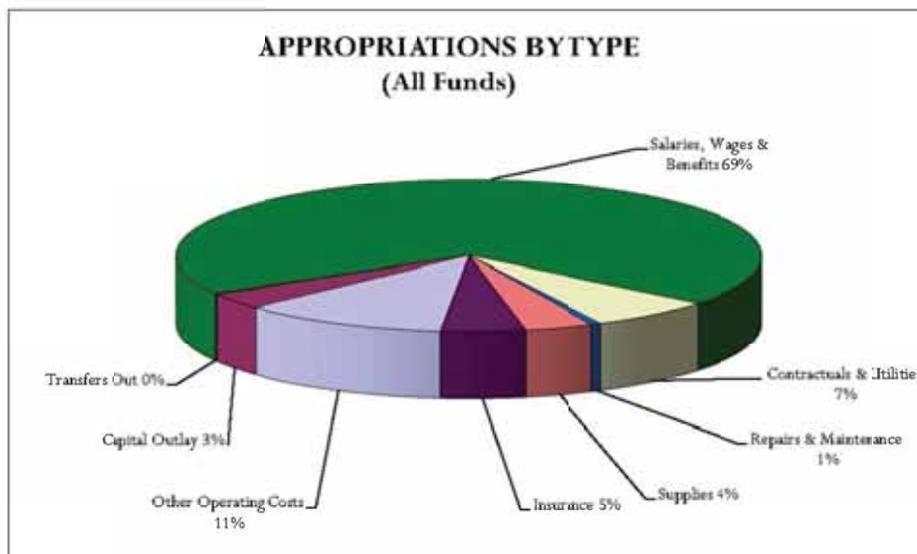
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	19,460,818	19,217,505	17,941,219	14,509,967	-	17,899,613
Contractuals & Utilities	1,124,821	1,761,379	1,863,930	1,067,478	588,912	1,739,980
Repairs & Maintenance	95,509	87,056	178,300	96,784	30,919	145,300
Supplies	1,027,021	1,029,937	1,174,138	708,657	187,055	987,633
Insurance	1,156,168	1,378,651	1,170,483	971,652	-	1,189,875
Other Operating Costs	833,416	1,112,383	1,578,015	1,222,116	253,329	2,963,270
Capital Purchases	774,650	1,240,893	1,119,294	828,907	186,219	897,995
Transfers to Other Funds	2,407,637	1,929,291	168,836	153,447	-	50,304
TOTAL POLICE DEPARTMENT	27,580,041	27,757,095	25,194,215	19,559,088	1,246,435	25,873,970

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	21,772,761	21,084,936	20,923,851	16,647,876	483,731	22,528,998
Corrections Fee Fund	115,510	214,653	150,000	150,000	-	150,000
Federal Forfeiture Sharing	28,234	357	-	-	-	-
DWI School	70,106	67,300	68,000	50,093	15,948	56,880
Municipal GRT-Police	2,099,558	2,196,699	1,985,716	1,261,674	444,358	1,756,443
Law Enforcement Protection Grant	132,474	127,101	126,600	87,836	34,191	130,800
Edward Byrne Justice Asst. Grants	-	62,344	19,631	33,216	-	19,631
Public Safety Special Revenue	180,453	885,360	841,263	769,083	4,378	717,732
DWI Forfeiture Program	430,344	545,443	523,822	189,856	84,554	466,486
Police Grants	-	93,100	-	-	-	-
Animal Control Spay/Neuter Program	-	-	21,000	17,500	-	-
Animal Control Training/Education	38,656	90,428	72,000	48,124	8,959	47,000
Police Property Tax/Safety Fund	2,366,954	2,388,498	334,581	197,372	170,316	-
Police Impact Fees	-	-	126,949	105,791	-	-
Camera Nuisance Abatement	144,991	876	-	-	-	-
Railyard Security Fund	-	-	802	668	-	-
TOTAL POLICE DEPARTMENT	27,580,041	27,757,095	25,194,215	19,559,088	1,246,435	25,873,970

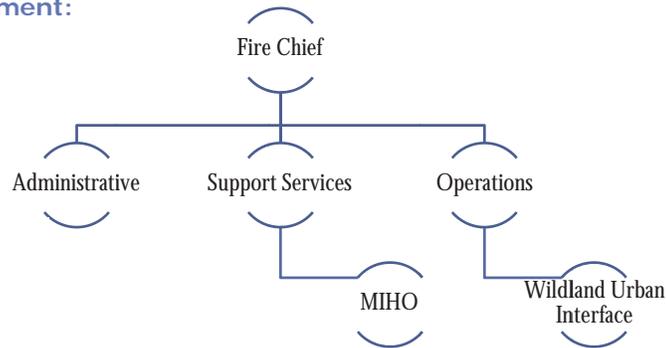
Table 28 - Police Department Expenditure Summary



POLICE DEPARTMENT



b. Fire Department:



The Santa Fe Fire Department is comprised of three functional divisions: Administrative, Support Services and Operations.

The *Administrative Division* is the core of its executive leadership and administrative operations supporting all 163 members of the Department.

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

Work from this program includes: personnel, accounting, budget, procurement, contracts, and finance; data collection and submittal, records, reporting; IT Services – mobile computing, land mobile radio services, data management; and logistics – Facilities, equipment, apparatus, uniforms and personal protective equipment.

Deliverables and Milestones

Continue to evaluate and provide executive direction to the Department on the most effective and efficient ways to provide our services and pioneer new ways to do so in the future.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City’s Fiscal Year cycle?
Majority of the funding is from the General Fund and local taxes.
- B. Are any new costs other than inflation included in this proposal?
No
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
No
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 7

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 7

PTE Total Count - 0

The **Support Services Division** consists of 7 different components performing the following tasks:

- Fleet
 - The Santa Fe Fire Department Fleet Section is responsible for the design, purchase, and maintenance of the fleet, which includes: 17 firefighting apparatus, 11 ambulances, 16 specialized pieces of equipment, and 31 utility and staff vehicles. Included are decals and marking, fabricating, and the building of apparatus such as brush trucks and most recently CR-2 (the FAA complaint and certified back-up truck for SF Airport response). In addition to servicing the fleet of apparatus, the SFFD Fleet Section is responsible for providing certified purchase and service for the department's self-contained breathing apparatus, small engines (positive pressure ventilators, chain saws, generators, hydraulic tool and units), pump testing units, radios and emergency lighting, and the air cascade and compressing stations (breathing air systems, high pressure mobile compressors, and stationary compressors).
 - To ensure all of these services, the fleet section needs to maintain special skills that include: Basic ASE certifications, CDL Driver's Licenses, EVTCC (Emergency Vehicle, Technician Certification Commission) certifications, Certified SCBA Tech, trained and certified on fire pumps, and brand specific mechanical courses.
- Training
 - The SFFD Training Division relies upon and follows state statutes and guidelines as well national standards and best practices to provide comprehensive training across all disciplines that the emergency responders need to perform. The focus is on high quality content distribution and skills performance rather than simply fulfilling education hours. In short, the following organizations and documents dictate or guide training hours offered: National Registry of EMTs, New Mexico EMS Bureau, New Mexico State Statute, National Fire Protection Association, New Mexico Firefighters' Training Academy, Occupational Safety and Health Administration, SFFD CBA, SFFD Rules & Regulations, Insurance Services Office.
 - In addition to the internal courses, the Training Division plans for and conducts the SFFD Recruit Academy upon hiring, the Santa Fe AutoX, and multiple nationally offered trainings in collaboration with the State Fire Marshal and the National Fire Academy. Upon request, the Training Division has helped other departments and schools with training and instruction, as well as taught CPR for multiple high risk populations within the City of Santa Fe.
- Health and Safety
 - Our Health and Safety Officer monitors and provides education and policies to the Department surrounding our members' health and wellbeing. This includes annual physicals for all personnel, proactive health screening, monitoring of hazardous

exposures and developing policies that target a firefighter's increased risk of contracting cancer.

- Emergency Medical Officer
 - The Department's Emergency Medical Officer works closely with all operational personnel and support functions to ensure that our emergency medical service (EMS) operations are complying with all Federal and State laws and polices surrounding the delivery of EMS and that personnel are proficient in doing so. They are also responsible for tracking all EMS billing for the Department and submitting required reports as needed.
- Fire Prevention
 - The Santa Fe Fire Department Prevention Section works to reduce property loss and the number of fire related incidents in the City of Santa Fe. This is done through a number of specific programs. Plan review is done cooperatively with Land Use on all properties within certain parameters and for all developments. Inspections are done annually on business and certain high risk and high use properties and business types, and according to local resolutions. Code enforcement is done periodically (upon regular schedule), unannounced for certain occupancies, and as requested by complaint or for follow-up. All inspections, plan review, and enforcement are done to City Council approved International Code Council standards by Fire Prevention staff, which consists of the Fire Marshal, Deputy Fire Marshal, and three Fire Inspectors. In addition, the Fire Prevention staff works to affect public relations and public education with hundreds of scheduled events and visits to every school in the City of Santa Fe.
- Mobile Integrated Health
 - A direct initiative involving Mayor Gonzales and Fire Chief Litzenberg. The Department's Mobile Integrated Health office (MIHO) proactively seeks out frequent users of the City's emergency 911 system and provides them with the help and resources to improve their health status and become less reliant on emergency services. This not only improves the person's individual health but saves money (personal and health insurance contributions) and creates less of a burden on the emergency response system by decreases non-emergency requests.
 - The CONNECT program is the flagship program for SFFD's Mobile Integrated Health Office ("MIHO"). MIHO's goal is to bring SFFD's EMS operations into the 21st century. Participants in the CONNECT program are identified either internally through a high rate of 911 use or externally by HC partners (i.e. hospitals and insurance companies) for high utilization of HC resources. Participants are enrolled for a 90 day intervention which consists of home visits, identification of barriers to health and goals, and a participant/provider partnership aimed at connecting the participant to existing resources. The indicators of success are a reduced need to use expensive emergency resources in the 3, 6, and 12 months before the intervention as compared to the 3, 6, and 12 months following the intervention, the number of barriers to health which are removed, and a customer satisfaction survey conducted at the end of the intervention. Other programs are directed to deliver Naloxone to those identified as at risk for narcotic overdose, services to address falls in elderly populations, and response to relieve emergency response units when not needed.
- IT Support
 - The Fire Department host and funds 1 IT Specialist that is share with the Santa Fe Police Department to provide IT services to both Departments.

Deliverables and Milestones

- Continue to support Fire Department operations through professional training and development, health and safety initiatives, and fire prevention/risk reduction strategies and education.
- Expand and further develop and support the Department's Mobile Integrated Health Division (MIHO) that is providing the City of Santa Fe proactive health care solutions for our residents.
- Provide the most effective and efficient equipment and apparatus for operational and non-operational personnel.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Majority of the funding will come from the General Fund; a small amount (5%) will come from grants and other annual allocations.
- B. Are any new costs other than inflation included in this proposal?
Cost of personnel (salaries, benefits, promotions) increases only (per CBA).
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Less than 5% of the Department's total budgeted revenues come from grants and annual allocation. The majority of those are used for expenditures by the Support Services Division.
- D. Do you expect to have an increase in expenditures?
Cost of personnel (salaries, benefits, promotions) increases only (per CBA).
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Expansion proposal has been filed separately.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 22

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 23

PTE Total Count - 0

The above change in FTE personnel count accounts for a personnel expansion request of one (1) FTE to the Mobile Integrated Health Office (MIHO) to assist with the Presbyterian Health Plan and Blue Cross Blue Shield contracts.

The mission of the ***Operations Division*** is to provide a sustainable quality of life now and in the future for the entire Santa Fe community by protecting against and preventing the loss of life and property through professional and efficient planning, preparation, training, fire prevention, public education and delivery of emergency services.

The Santa Fe Fire Department provides all hazard emergency response to the citizens of and visitors to the City of Santa Fe, and to surrounding areas, through mutual and automatic aid agreements. The delivery of high quality and efficient fire, rescue, and emergency medical services

is accomplished through three working shifts (A, B, and C Shift) with a minimum of 35 responders on duty at any given moment. Response is initiated through our Regional Emergency Communication Center (911); call volume is nearing 17,000 calls for assistance per year. The responders operate out of 6 operational fire stations (including the Airport Fire Station); Fire Prevention, Training, and Wildland Urban Interface Stations, and an unmanned back-up station. Response on airport property is to Federal Aviation Administration standards and the SFFD attempts to meet National Fire Protection Association response standards as the Standard of Cover throughout all responses. All risk response includes emergency medical services, structure fires, wildland and other outside fires, vehicles, other various fires, heavy and light rescue, swift-water rescue, trench rescue, structural collapse rescue, high and low angle rescue, confined space rescue, vehicle extrication, fire and medical alarms, hazardous materials, and general assistance.

Deliverables and Milestones

- Continue to provide professional and effective emergency response to the City of Santa Fe.
- Expand on our ability to proactively address fire risk reduction in the wildland urban interface inside and surrounding the City.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Majority of the funding will come from the General Fund and local taxes.
- B. Are any new costs other than inflation included in this proposal?
Cost of personnel (salaries, benefits, promotions) increases only (per CBA).
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
Cost of personnel (salaries, benefits, promotions) increases only (per CBA).
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
A more robust Wildland Urban Interface/Fire Risk Reduction plan has been included which does not include an expansion to the Department.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 139

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 139

PTE Total Count - 0

**CITY OF SANTA FE
FIRE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET**

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Fire Administration	4,993,562	4,812,901	16,729,213	12,966,757	234,950	1,342,893
Operations	14,683,311	14,075,302	513,307	631,640	12,844	14,580,674
Support Services	868,696	1,205,882	2,252,424	1,269,794	291,486	3,545,839
TOTAL FIRE DEPARTMENT	20,545,568	20,174,085	19,494,944	14,868,191	539,281	19,469,406

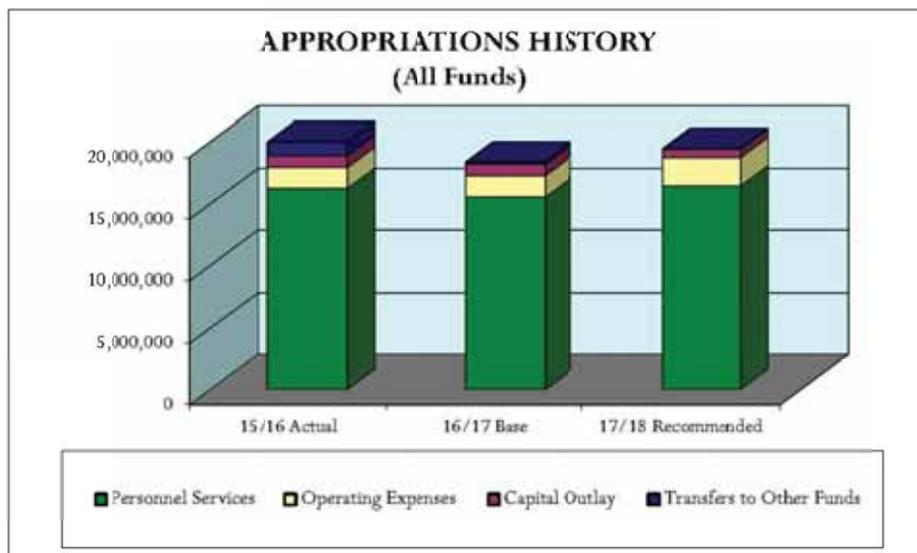
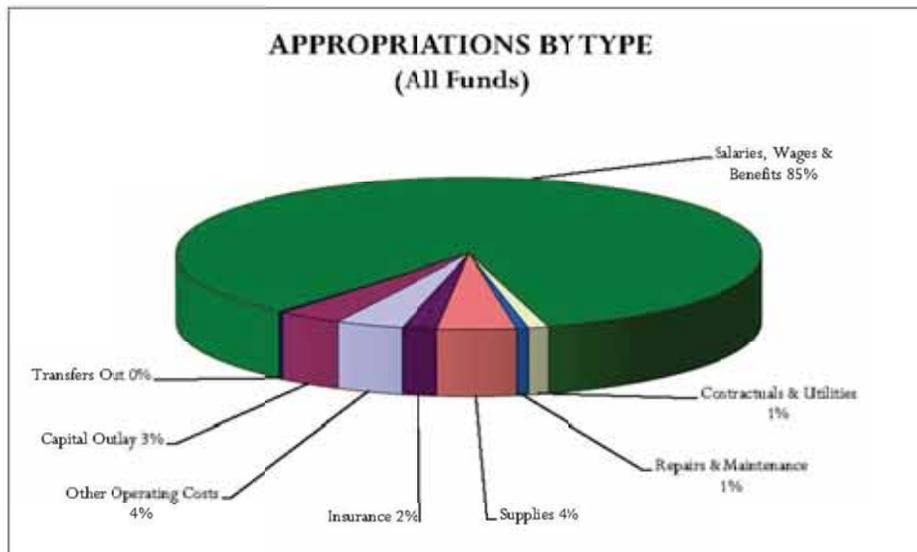
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	15,763,819	16,264,088	15,560,605	11,949,446	-	16,472,102
Contractual & Utilities	246,752	278,860	311,824	187,970	98,156	214,720
Repairs & Maintenance	111,689	107,873	110,753	111,599	20,661	123,543
Supplies	788,544	604,194	744,852	498,161	122,103	835,353
Insurance	329,274	369,674	390,794	325,662	-	379,416
Other Operating Costs	240,239	239,085	282,196	263,106	51,603	712,081
Capital Purchases	1,514,956	951,253	1,917,745	1,130,108	246,758	681,887
Transfers to Other Funds	1,550,296	1,279,058	176,115	402,139	-	50,304
TOTAL FIRE DEPARTMENT	20,545,568	20,174,085	19,494,944	14,868,191	539,281	19,469,406

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	16,115,482	15,389,045	16,719,049	12,981,634	238,031	18,646,551
Capital Equipment Reserve	426	8	-	59	-	-
Emergency Medical Services Grant	19,279	68,809	20,000	18,251	-	20,000
Emergency Preparedness Grant	513	6,572	7,000	1,100	-	7,000
State Fire Fund	829,041	1,131,721	1,991,243	1,204,379	256,676	766,855
Fire Hazard Reduction Grants	327,575	372,400	451,502	332,313	8,944	-
Fire Wildland-Urban Interface Grants	252,307	41,540	61,865	44,548	-	-
Fire Training Fund	15,014	28,363	29,000	26,095	695	29,000
Homeland Security Hazmat Grant	19,863	11,460	-	-	-	-
Mobile Integrated Health Program	-	67,295	215,325	30,307	34,810	-
Fire Property Tax/Safety Fund	2,857,029	3,056,872	-	-	125	-
Fire Impact Fees	108,040	-	-	229,505	-	-
TOTAL FIRE DEPARTMENT	20,545,568	20,174,085	19,494,944	14,868,191	539,281	19,469,406

Table 29 - Fire Department Expenditure Summary

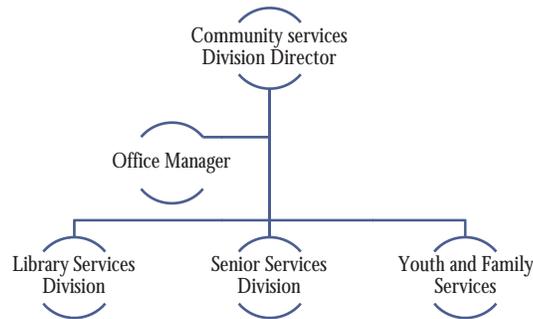


FIRE DEPARTMENT



2. Community Development Departments

a. Community Services:



The Community Services Department serves as a catalyst for positive social change for all residents of Santa Fe – from infants and youth to the elderly. Our primary goal is to provide barrier-free, open access to services and high quality programs that meet the needs of current and future Santa Fe residents. We achieve this by the consistent application of our core values: Excellence, Equity and Fairness, Collaboration, People Centered and Integrity. We provide leadership, clear direction, advocacy and guidance to the organizations, partners, and community members we serve. Our core values guide and drive the direct and in-direct services of Youth and Family Services, Senior Services and Libraries, thereby creating opportunities to improve and enrich the overall quality of life for all Santa Fe residents. **The Community Services Department is comprised of three functional divisions: Library Services, Senior Services and Youth & Family Services**

The **Library Division** provides a comprehensive array of quality programs, materials and services for the Santa Fe community. The Library serves all ages from toddlers to seniors. This includes access to information, internet computers, databases, children’s programming and serves as a community center at its three branches.

The Library has surveyed its users to ascertain what programs they most want and use. Program participants are surveyed to gain insight on program success and needs.

- The Library is committed to results- based needs accountability to improve the following:
 - Pre-K and K readiness working with infants and a care givers
 - Pre-School story programming to increase library usage and pre-literacy
 - School age reading programs year round to enhance reading readiness and reading achievement
 - After-school homework help to increase school success
 - Teen afterschool programs and homework help
 - Information for personal professional growth of all community members; lifelong learning
 - Partnering with community groups, businesses and schools to enhance the Library’s reach into the community

Deliverables and Milestones

- Access to Library Services
 - Goal

- Provide access to the three libraries seven days a week/169 hours a week and provide for lifelong learning opportunities
- Outcomes
 - Organized staffing to provide adequate coverage for all hours open/seven days a week {58 total staff}
 - Hired and maintain a trained professional staff of librarians to provide customer service
 - Provided service to 713,677 community patrons
 - Answered 172,687 reference questions from the public
 - Recruited and trained volunteers to provide assistance in the Libraries {40 volunteers provided and 3,129 hours of service}
 - Provided information in many formats both hardcopy and online to inform, enrich and educate the community { 663,820 items were checked out}
 - Provided internet computers and assistance to computer users {110,038 computer sessions}
 - Provided multiple data bases on a myriad of topics for patron use {Data bases had 25,899 checkouts/visits}
 - Provided 584 programs for the public {18,776 attendees}
 - Successful collaborative partnerships with community businesses, schools and organizations
 - Hosted 2379 community meetings {forums, Council meetings, authors, etc.}
 - Successful fundraising to provide the programs free to the community
 - Annual measurement of library visits and circulation {713,677 visits; 59,655 library card holders}
- **Pre-School and Books and Babies programs**
 - Goal
 - To provide quality programming for caregivers, toddlers and preschoolers ages 6 months to 5 years old
 - Outcomes
 - Successful implementation of programming and services to youth and their caregivers {5,521 caregivers and children attended Books and Babies programs}
 - Improved pre-reading and early literacy skills
 - Improved and healthy child pre-reading development
 - Established positive, long-term, reading habits for the children and families
 - Measures of circulation of children's materials and attendance {180,213 children's books checked out}
 - Program surveys and statistics after each program; surveys revealed caregiver satisfaction
 - Creation of pilot Spanish/Bi-lingual program successful; 219 caregivers and children attended 2 pilot sessions
 - Successful collaborative partnerships with community partners
 - Successful fundraising to provide the programs free to the community
- **Summer and Winter Reading Programs and Afterschool Programming for teens**
 - Goal
 - To provide extended homework help afterschool, nights and weekends. Provide free reading programs in a safe and encouraging environment to promote reading and keep children reading at grade level over Summer and Winter school breaks.

- Outcomes
 - Successful implementation of programming and services for children and youth; 442 programs held for children
 - Improved academic success; teachers report children in Summer Reading do not lose ground in their reading levels over the summer or Winter breaks
 - Improved numbers of children taking part in Summer Reading Program 1,415 children enrolled-over 12 % of school age children age-eligible (ages 2-12); 229 enrolled in Winter Reading program
 - Improved numbers of children attending special programs 15,149 took part
 - Created 66 programs for teens including weekly Teen Group {Attendance of 881}
 - Promote reading skills 1,269 young adult materials checked out {teens also use adult materials}
 - Successful collaborative partnerships with community partners, businesses and schools
 - Successful fundraising to provide the programs free to the community

Requested Funding

- A. A: Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Funding source GRT, City budget cycle
- B. B: Are any new costs other than inflation included in this proposal?
Yes. We are reclassifying our six temporary PT positions to classified and requesting to fund our unfunded positions that were cut last fiscal year. The Library finds that temporary positions have a higher turnover making it difficult to staff our extended service hours. We are asking to reclassify the following: PT position numbers 679, 677, 683, 678, 696 and 1929. The attached salary and benefits BAR should be used for all six positions. The cost of library materials has increased at least 3 percent per year and we have not had an increase in our materials budget. In addition the library is now offering a variety of digital resources (e-books, e-audio, streaming and downloadable music and videos, databases and language learning) that need to be maintained. We are asking for \$30,000 in software subscription funds to maintain these services. The Library is asking for an additional \$65,160 for technology support. This is for staff PC replacements (library staff machines are from 2012), an upgrade to the Southside branch wireless/public computing (Main and La Farge have been upgraded to Meraki) and Southside's older system is no longer reliable. We also will need to upgrade staff phones as IT is planning to replace the lines with VoIP.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
The library generates a small amount in library fines/replacement costs.
- D. Do you expect to have an increase in expenditures?
Yes - costs for Library materials and technology continue to increase, and old technology needs to be replaced. The City has kept us at a static budget and we can't maintain levels of service without an increase in our budget.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Yes, as indicated above the library is increasing digital resources, working to maintain wireless, etc.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 38

PTE Total Count - 20

Proposed

Fiscal Year 2017/2018: FTE Total Count - 38

PTE Total Count - 20

The Senior Services Division provides a comprehensive array of quality programs to serve our elderly population. The services provided are essential components of a long-term care system that aims to keep older individuals active, healthy and independent.

Based upon the annual public hearing process, DSS is committed to improve services by using results-based accountability and positive performance measurement outcomes while maintaining transparency and public awareness of our programs and services in the following areas:

- Congregate Meals
- Home Delivered Meals (MOW)
- Transportation Services
- In-Home Support: Respite and Homemaker Services
- Grandparents Raising Grandchildren
- Volunteer Opportunities
- Center Programming and Health Promotion
- 50+ Senior Olympics

Deliverables and Milestones

- **Nutrition Program:**
 - Goal
 - to enhance the Nutrition Program for both congregate and home delivered meals with healthy options, and an emphasis on serving older persons with the greatest economic and social needs who may face hunger insecurities
 - Outcomes
 - Successful implementation of a Request for Proposal for the Division of Senior Services
 - Conduct initial and annual on-going client needs assessments and develop care plans
 - Provide approximately 60,000 hot nutritious congregate meals
 - Provide approximately 146,000 home delivered meals
 - Provide clean and welcoming congregate meal environments at our five meal sites
- **Transportation Program:**
 - Goal
 - provide professional, courteous and efficient transportation services to registered seniors
 - Outcomes
 - Successful implementation of a Request for Proposal for the Division of Senior Services
 - Conduct initial and annual on-going client needs assessments and develop care plans

- Provide approximately 47,000 senior rides annually
- Allow older adults the opportunity to remain active and independent via our ride services and the ability to utilize other service programs that our organization offers such as nutrition services, activities, etc.
- Provide training for all transportation staff to include sensitivity awareness, safety and provide annual re-certifications in CPR, First Aid and Defensive Driving
- **In-Home Support Program:**
 - Goal
 - Increase quality of life for frail senior citizens, allowing them an opportunity to remain living comfortably in their own homes for as long as possible by providing home management and non-medical personal care assistance and to reach out to primary caregivers to provide quality respite care support.
 - Outcomes
 - Successful implementation of a Request for Proposal for the Division of Senior Services
 - Conduct initial and bi-annual individual/on-going client needs assessments and develop care plans that identify the need for light housekeeping, companionship, maintenance of a safe/clean environment, minor non-medical personal care, errands, escort, etc.
 - Provide approximately 9,100 hours of home management hours annually for qualified, frail senior citizens
 - Provide approximately 11,000 respite hours annually for caregivers of seniors who have been diagnosed with Alzheimer's or Dementia.
 - Provide bi-annual Caregiver Support meetings and support groups for caregivers that focus on topics such as The Basics of Alzheimer's, Grief Support and Caring for your Health While Caregiving
- **Grandparents Raising Grandchildren Program:**
 - Goal
 - assist grandparents raising their grandchildren with referral services and financial assistance
 - Outcomes
 - Provide one time allotments of \$100.00 per grandchild to qualifying grandparents
 - Provide information and/or referral services to grandparents requiring legal, nutritional, support/counseling, etc.
 - Promote referral services through monthly newsletter to increase service usage
- **Volunteer Programs:**
 - Goal
 - provide meaningful volunteer opportunities for older adults age 55 and older who assist in meeting vital community needs
 - Outcomes
 - Support 400 volunteers in the Retired Senior Volunteer Program to provide meaningful volunteer opportunities in the areas of food insecurity, academic struggles and senior citizen isolation issues
 - Support 25 volunteers in the Foster Grandparent Program, whom mentor/tutor over 90 children in the public school system and Head Starts that have been identified as having special and/or exceptional needs

- Support 34 volunteers in the Senior Companion program who will assist over 120 frail/isolated/lonely senior citizens who would otherwise end up in expensive institutionalization
- Yearly increases in federal and state funds awarded for positive programming and results
- **Center Programing and Health Promotion:**
 - Goal
 - Provide health promotion and assessment screenings to clients and to promote vitality of life through exercise, educational classes, technology, trips and activities in an effort to offer seniors the best possible services and to provide seniors with an educational and enjoyable experience and added purpose in life
 - Outcomes
 - Offer monthly health assessment screenings
 - Offer recreational sessions, day trips, bingo, art, and Spanish classes, etc.
 - Offer fitness sessions such as Tai Chi, Enhance Fitness, Yoga, dances, etc.
 - Offer educations sessions, computer classes, nutrition education, etc.
- **Senior Olympics Program:**
 - Goal
 - Collaborate with the New Mexico Senior Olympics to offer athletes (age 50+) an opportunity to participate in competitive athletic and recreations events
 - Outcomes
 - To maintain and improve the health and wellness of older adults
 - To provide an opportunity for positive socialization
 - To provide positive, physical, social and mental well-being
 - To create an awareness of opportunities which exists for a fulfilling life at any age
 - Award approximately 1,200 medals to 433 Olympians in 195 sports/events
- **Division of Senior Services - 2015/2016**
 - **Membership Enrollment** totaled more than 13,223 participating seniors.
 - **Homemaker Services** were provided to 129 frail, elderly individuals totaling 9,092 hours.
 - **Respite** (Alzheimer's relief) staff provided 10,789 hours to 63 individuals suffering from Alzheimer's and/or dementia.
 - **Family Caregiver Support** provided approximately 1,026 units to 256 needy families to include: training, counseling, medical equipment, nutritional supplements, etc.
 - **Nutrition** served 59,995 hot, nutritious meals to 1,869 seniors via our five congregate meal sites.
 - **Meals on Wheels** delivered 145,224 nutritious meals to 444 frail, home-bound seniors.
 - **Transportation** (door to door) provided over 46,881 rides to approximately 1,021 seniors.
 - **Foster Grandparent** volunteers provided over 26,237 hours of service to over 89 children with special/exceptional needs in the Santa Fe Public Schools and Head Starts.
 - **Grandparents Raising Grandchildren** grant assisted 40 qualified grandparents (whom assist with financially raising 75 grandchildren) for a total of \$14,000.

- **Senior Companion** volunteers provided 36,312 hours of assistance to 98 frail, home-bound senior clients, who would otherwise end up in expensive nursing homes.
- **Retired Senior Volunteer Programs** 415 volunteers provided 87,011 hours of volunteer service to the community, to assist in meeting vital community needs.
- **Center Programming** provided 34,510 sessions of recreation and fitness.
- **Health Promotion/Assessment Screening** was provided 3,404 times.
- **Senior Olympics** awarded 1,189 medals to 433 Olympians in 195 sports/events.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Funding sources for Senior Services programs are derived from Federal, State, Local Funds and Project Income/Donations for meals and transportation. Retired Senior Volunteer Program funding starts April 1 through March 31 annually. Federal funds support the following programs: Transportation, Homemaker, Respite, Congregate, Meals on Wheels, Foster Grandparents (FGP), Grandparents Raising Grandchildren (GPRGC), Retired Senior Volunteer Program (RSVP), Nutrition Service Incentive Program (NSIP), Senior Employment Program (SEP). State funds support the following programs: Transportation, Homemaker, Respite, Congregate, Meals on Wheels, Foster Grandparents (FGP), Retired Senior Volunteer Program (RSVP), Senior Companion Program (SCP), Capital Outlay Equipment. Local funds support the following programs: Transportation, Homemaker, Respite, Congregate, Meals on Wheels/Home Delivery, Foster Grandparents (FGP), Retired Senior Volunteer Program (RSVP), Senior Companion Program (SCP), Senior Center Programming and Senior Wellness Program. Project Income supports the programs in which donations are received from Transportation, Congregate and Home Delivery
- B. Are any new costs other than inflation included in this proposal?
No.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
The donation fees are applied respectively to the Transportation, Congregate and Home Delivery Programs. Donations are estimated at approximately \$83,000 a fiscal year.
- D. Do you expect to have an increase in expenditures?
Yes, there is an increase in salaries and benefits due to adjustments in health and dental for new hires. The minimum wage increase will also affect five (5) staff employee's salaries and FICA. In addition, the Retired Senior Volunteer Program received a federal award increase in the amount of \$11,088. These funds are specified for salaries, benefits and a mandatory conference. The expenditure budget is also being increase by \$42,157 to restore the reduction that occurred in Fiscal Year 2016-17. The increase of these funds is to support vehicle maintenance, mandatory CPR classes, operating supplies, uniforms and raw food supplies in order to sustain the operations of the senior center.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No expansion of services is requested for this fiscal year.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 47
PTE Total Count - 21

Proposed

Fiscal Year 2017/2018: FTE Total Count - 47
PTE Total Count - 21

The Youth and Family Services Division (YFSD) provides leadership, technical assistance, funding opportunities, collaborative partnerships, afterschool, summer programming and a safety-net of services for health and human services needs to improve the quality of life for children, youth and families throughout the City of Santa Fe.

Based upon annual needs assessments, YFSD is committed to using results-based accountability and collective impact approaches to improve the following:

- Babies being born healthy and meeting the developmental milestones
- Pre-k and K readiness
- Increase extended learning time for children and youth
- Increase Graduation Rates
- Reconnect Disconnected youth
- Increase career pathways
- Decrease poverty and homelessness
- Increase access to substance abuse and mental health services and programs for uninsured citizens
- Protect the human rights for Immigrants
- Increase services and programs for Veterans
- Create, partner or enhance alternative to incarceration programs and services

Deliverables and Milestones

- **Children and Youth Commission**
 - Goal
 - To administer the Children and Youth Commission Grant funds in accordance with Ordinance #2001-7
 - Outcomes
 - Successful implementation of a Request for proposal for Children and Youth Commission Funds
 - Approved funding for local nonprofits who meet the criteria for improving the quality of life for children and youth within the community
 - Host monthly meetings with the Children and Youth Commission
 - Annual needs assessment
 - Advise the governing body of the needs of children and youth
 - Provide leadership, collaborative partnerships and technical assistance for improving the quality of life for children and youth.
- **Human Services**
 - Goal
 - To administer the Human Services Grant funds in accordance with Ordinance #2016-3
 - Outcomes
 - Successful implementation of a Request for proposal for Human Services Funds

- Approved funding for local nonprofits who meet the criteria for improving the quality of life for families within the community
 - Host monthly meetings with the Human Services Committee
 - Annual needs assessment
 - Advise the governing body of the health and human services needs of adults
- **Afterschool and Summer Program**
 - Goal
 - To provide an extended learning, safe, fun and affordable environment for children and youth:
 - Outcomes
 - Successful implementation of programming and services for children and youth
 - Improved academic success
 - Improved and healthy child development
 - Successful collaborative partnerships with community partners
- **Regional Juvenile Justice Board**
 - Goal
 - To provide alternative to incarceration programs and services and ensure the civil rights of incarcerated youth is protected:
 - Outcomes
 - Diversion of 1st, 2nd and 3rd time low-risk offenders to alternative to incarceration programs and services
 - Decreased rate of incarceration
 - Host monthly meetings with the Regional Juvenile Justice Board
 - Successful collaborative partnerships with juvenile justice and community partners
 - Annual needs assessment
 - Advise the governing body of the needs of juveniles
- **Veterans Advisory Board**
 - Goal
 - To provide support for Veterans within the City of Santa Fe
 - Outcomes
 - Successfully administer Veterans Funds to support the identified needs of veterans with the community
 - Define, address and collaborate with community partners for veterans
 - Successful host monthly meetings with Veterans Advisory Board
 - Annual needs assessment
 - Advise the governing body of the needs of veterans
- **Immigration Committee**
 - Goal
 - To provide support for Immigrants within the City of Santa Fe
 - Outcomes
 - Support the identified needs and ensure the protection of human rights for immigrants with the community
 - Define, address and collaborate with community partners for immigrants
 - Successful host monthly meetings with Immigration Committee
 - Annual needs assessment
 - Advise the governing body of the needs of immigrants
- **Mayor's Youth Advisory Board**

- Goal
 - To provide support for youth within the City of Santa Fe:
- Outcomes
 - Support the identified needs of youth with the community
 - Define, address and collaborate with community partners for youth
 - Successful host monthly meetings with Mayor's Youth Advisory Board
 - Host an annual Youth Summit
 - Annual needs assessment
 - Advise the governing board of the needs of youth
- Mayor's Children, Youth and Community Cabinet
 - Goal
 - To provide alignment, policy and funding for children, youth and families within the City of Santa Fe
 - Outcomes
 - Provide policy, financial or legislative support for the identified needs of children, youth and family with the community
 - Define, address and collaborate with community partners for children, youth and families
 - Successful host quarterly meetings with Mayor's Children's Cabinet
 - Annual needs assessment

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The source of funding is revenue local taxes, General Fund and donations. The funding cycle does not differ from the City's Fiscal Year Cycle.
- B. Are any new costs other than inflation included in this proposal?
No
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
They are included in the proposal.
- D. Do you expect to have an increase in expenditures?
There is minimal increase in expenditures. They are through revenue funds and not a direct increase to the budget. Reserves are used to cover the expenses.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Supporting documentation is included with the file attachments.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 12
PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 12
PTE Total Count - 0
Seasonal TOTAL 99

CITY OF SANTA FE
COMMUNITY SERVICES DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Community Services Administration	478,314	542,045	613,357	460,279	21,377	562,559
Library	4,730,630	4,766,139	4,876,147	3,472,027	265,642	5,203,516
Senior Services	6,150,228	6,614,027	6,405,635	4,705,832	180,696	6,542,308
Youth & Family	3,889,632	3,800,998	3,831,661	2,326,685	693,709	3,831,189
TOTAL COMMUNITY SERVICES	15,239,804	15,723,408	15,726,740	10,964,823	1,161,414	16,139,572

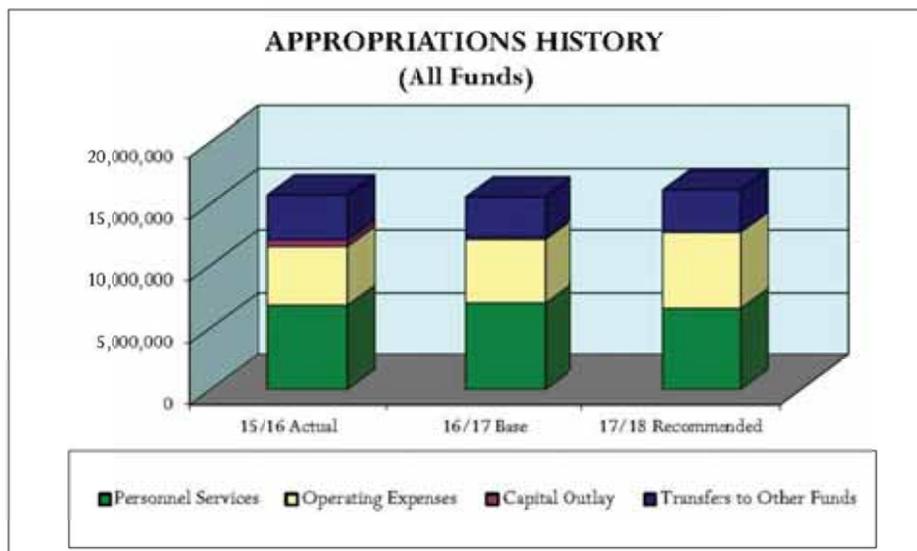
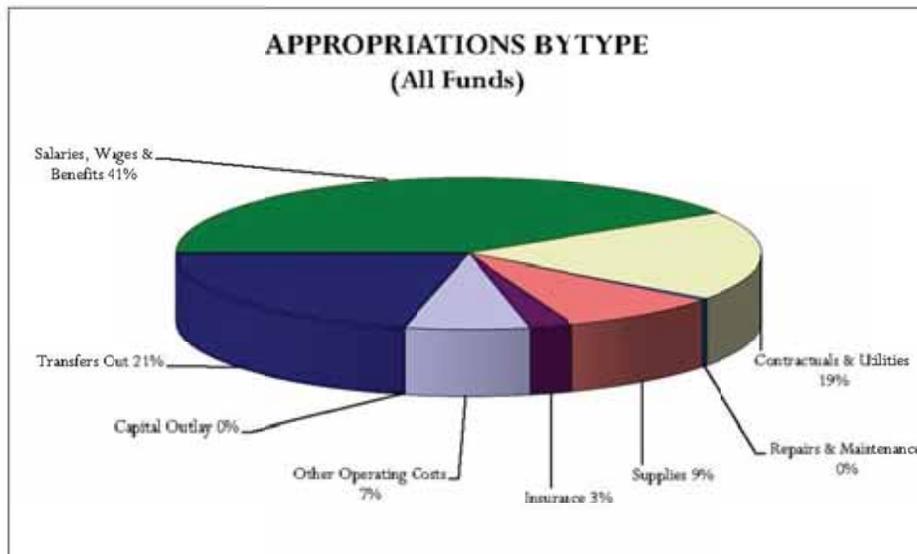
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	6,741,626	6,883,747	7,065,369	4,825,737	-	6,625,969
Contractuals & Utilities	2,718,600	2,680,703	3,088,160	1,991,855	765,821	3,065,484
Repairs & Maintenance	89,610	93,125	72,592	28,032	19,947	62,155
Supplies	1,157,550	1,191,148	1,394,654	840,554	252,751	1,425,383
Insurance	458,207	316,794	324,546	270,802	-	397,554
Other Operating Costs	379,641	344,444	331,644	181,611	1,182	1,101,576
Capital Purchases	164,241	552,255	179,460	97,548	121,714	4,100
Transfers to Other Funds	3,529,328	3,661,192	3,270,275	2,728,682	-	3,457,351
TOTAL COMMUNITY SERVICES	15,239,804	15,723,408	15,726,740	10,964,823	1,161,414	16,139,572

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	6,247,811	6,178,983	7,408,595	5,675,475	200,510	7,970,973
Quality of Life	451,327	575,745	151,310	53,914	30,407	151,310
Children & Youth Programs	1,179,291	1,121,847	1,294,506	819,264	347,734	1,292,226
Human Service Providers	884,409	801,298	893,706	687,857	239,595	920,106
Juvenile Justice Program	194,451	163,145	133,355	53,679	50,021	130,113
Senior Companion Program	194,216	199,560	199,560	128,113	1,366	200,822
Senior Center Programs	482,346	473,681	489,585	352,806	4,397	487,078
Senior Employment Program	34,824	34,824	34,824	25,167	-	34,824
Foster Grandparent Program	228,627	233,148	235,634	165,038	1,212	235,624
Retired Senior Volunteer Program	114,675	126,190	138,456	105,086	2	146,044
Senior Nutrition Program	860,802	873,284	890,834	597,499	35,452	961,100
Senior Caregiver Program	722,858	777,886	746,993	475,614	180	797,353
Trans Project Income	-	-	-	34	-	-
Senior Assisted Transportation	759,690	800,034	812,629	577,784	1,566	819,639
Senior Non-Reporting Programs	1,975	3,164	3,904	2,202	-	3,904
Cash In Lieu of Commodities Prog.	155,701	151,682	179,766	152,237	1,636	153,934
State Agency Capital Improvement	202,354	588,959	245,130	102,573	134,875	-
Veteran Programs	15,254	27,149	79,388	15,404	-	80,000
Library Grants	81,950	143,935	110,538	48,340	-	97,037
State Library Grants	5,471	35,910	21,008	7,770	1	21,008
Recreation Fund	423,029	471,478	563,450	247,675	20,726	555,354
South Side Library	1,011,824	969,178	1,085,511	671,292	83,733	1,081,123
1% GRT Income Fund	971,728	971,728	-	-	-	-
Special Recreation Leagues	10,190	-	-	-	-	-
TOTAL COMMUNITY SERVICES	15,239,804	15,723,408	15,726,740	10,964,823	1,161,414	16,139,572

Table 30 - Community Service Expenditure Summary



COMMUNITY SERVICES DEPARTMENT



b. Tourism Santa Fe:



The Tourism Department is comprised of three functional divisions: Arts Commission, Community Civic Convention Center and Visit Santa Fe.

The City Council created the **Arts Commission Division** in 1987 to provide leadership for the City in supporting arts and cultural affairs; and to recommend policies and programs that develop and promote artistic excellence in our community (Ord. #1987-39, §1). The Commission organizes its work around four planks: Youth Arts, Economic Growth, Creative Spaces and Engagement. The vision is to achieve a thriving cultural community that possesses a variety resource to support the educational, economic and creative needs of the community

Deliverables and Milestones

- Reinststate the Community Youth Mural Program to increase direct arts experiences for youth, address graffiti in the community and provide employment opportunities for youth and artists. 1st quarter of FY 17/18 issue RFP.
- Evaluate and refine successful initial public art micro-grants for artists in support of community/neighborhood projects and purchase-only public art component to acquire a collection of art from local artists/galleries. 1st quarter of FY 17/18 complete evaluation; 2nd quarter issue RFPs.
- Continue to assess existing funding programs in terms of relevance and impact; refine program to increase access and benefit. 1st quarter of FY 17/18.
- Convene arts education providers, educators, artists and arts organizations in a discussion about community-wide arts education services both in and out of school. 2nd quarter of FY 17/18 hold meeting.
- Strengthen existing artist professional development needs by surveying and assessing the needs of artists; convening service providers to map existing services; developing mechanisms for connecting artists to services. 3rd quarter of FY 17/18 unveil programming.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City’s Fiscal Year cycle?
The Arts Commission receives 1 point of the 7-point Lodgers’ Tax to support the marketing and promotion of nonprofit arts events and activities. Year to date collection/projections for next fiscal year have resulted in an overall increase to

the primary Lodgers' Tax for the Arts Fund (2112). Additionally, the Arts Commission received 2% of Capital Improvement Bonds to acquire art for City facilities. There is a very small allocation from the quality of life (\$66,250) to support community- and youth-based arts programs. The Community Gallery receives a small grant from the State, some earned income from sales of art in the gallery and small donations. These funding cycles match the City's fiscal year.

- B. Are any new costs other than inflation included in this proposal?
The budgeted increase in funds from the Lodgers' Tax is expended in 22103. Additionally, there is an expansion request for a one-year term position that is part of this proposal. That request will be funded from the balance found in 2112.
- C. Are self-supporting revenues i.e. grant or fees for service included in this proposal?
The Community Gallery (51105) receives a small grant from the State, some earned income from sales of art in the gallery and small donations. Additionally, the Lodgers' Tax for the Arts (21112) includes earned revenue from tickets sales and sponsorship dollars related to the Mayor's Awards.
- D. Do you expect to have an increase in expenditures?
Yes, the increases in expenditures in 22103 are equal to the increase in revenues in 21102. Additionally, the requested personnel expansion that is covered by fund balance from 2112.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Yes, this proposal assumes implementation of the adopted Culture Connects Santa Fe: Cultural Cartography.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count – 4 FTE

PTE Total Count – 0 PTE

Proposed

Fiscal Year 2017/2018: FTE Total Count – 5 FTE

PTE Total Count – 0 PTE

The above change in FTE personnel count accounts for a personnel expansion request of one (1) FTE to implement specific partnership opportunities identified in recently adopted Culture Connects Santa Fe: Cultural Cartography. Lodgers' Tax for the Arts existing cash balance will provide funding for the position.

The **Civic Center Operations Division** offers space from groups 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 supplied by approved local providers.

Deliverables and Milestones

- Increase earned revenues by 7.5%.
- Complete physical improvements requested through capital budget.
- Creation of a Capital Reserve Fund for the FFE needs of the Community Convention Center

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The CCC receives 1 point of the 7 points of lodger's tax for operational support and 2 points dedicated to debt service and operational shortfalls. It also generates funds from meeting room usage, hotel rebates, service provider commissions and other miscellaneous sales.
- B. Are any new costs other than inflation included in this proposal?
The additional funds from Lodger's Tax for this division are expended in total.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Income from services rendered in the amount of \$429,250.
- D. Do you expect to have an increase in expenditures?
Yes - equal to the increased revenues.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Creation of a Reserve for Replacement fund for FF&E needs

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 15
PTE Total Count - 15

Proposed

Fiscal Year 2017/2018: FTE Total Count - 15
PTE Total Count - 15

Visit Santa Fe (formerly referred to as the Convention and Visitors Bureau) Division consists of four sub-divisions and one contracted services. Marketing is responsible for increasing the awareness of all aspects of the destination through advertising, public relations and social media. Sales is responsible for bringing meeting, tour and social groups to the destination in local hotels or with the use of the Community Convention Center for larger/city wide events. The three visitor centers, located at the Plaza, Railyard and Community Convention Center, offer local and regional information in a welcoming, walk-in environment. The Santa Fe Film Office is a joint venture with the County, housed as an agency of the County, designed to promote Santa Fe as a film and digital media production destination and support that activity as it occurs. The contracted service is the Native American Liaison linking the city tourism efforts with those of the surrounding tribes and pueblos.

Deliverables and Milestones

- Historic production and goals for FY 18 are attached in the chart below for Public Relations, Advertising, Social Media and Revenues

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Funding source is the Lodger's Tax. 1.5 points of the 7 points collected fund the division plus the unallocated balance from the 1.5 points of Special Uses. Division also generates income from Web site advertising, film permit fees
- B. Are any new costs other than inflation included in this proposal?
Total lodger's tax revenues are anticipated to be \$10,800,000 in FY 18 from Budget year 17. All non-allocated revenues go to this division
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Income from web site advertising, partner reimbursements and other services in the amount of \$197,615.
- D. Do you expect to have an increase in expenditures?
Yes - additional funds from the lodger's tax increase are budgeted as expenses in the budget.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
An expansion position is included as the Program and Events Manager for the division. Total cost of the position including benefits is \$114,464. Justification memo, proposed job description and salary and benefit calculation attached. Modifications to the Margarita Trail with a Surefi developed wireless network application. \$50,000 cost will be shared with Southern Glasier Wine and Spirits. Funding for weekly (in season) Native American and Hispanic entertainment/dancing on Plaza plus funding for celebration of Indigenous People Week surrounding Indigenous People Day declared by Council.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 18.86

PTE Total Count - 21

Proposed

Fiscal Year 2017/2018: FTE Total Count - 21.862

PTE Total Count - 21

The above change in FTE personnel count accounts for a personnel expansion request of three (3) FTE's. Two (2) of the positions will be used to staff the re-opening of the La Bajada Visitor Center and will be on-boarded through the HR process as "term" employees to protect the city against sustained personnel cost should the La Bajada Visitor Center prove to not be sustainable or profitable to the City's interests. One (1) of these positions will be used to enhance current Tourism Santa Fe programs.

CITY OF SANTA FE
TOURISM SANTA FE - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Arts & Culture	1,475,567	1,590,941	1,674,321	941,000	401,223	2,072,129
Santa Fe Civic Center	46,266,871	8,695,109	4,572,678	1,956,751	490,441	5,765,738
Visitors Bureau	3,171,244	3,857,793	3,751,781	2,691,923	575,154	5,026,859
TOTAL TOURISM SANTA FE	50,913,722	14,143,843	9,998,781	5,589,674	1,466,818	12,864,726

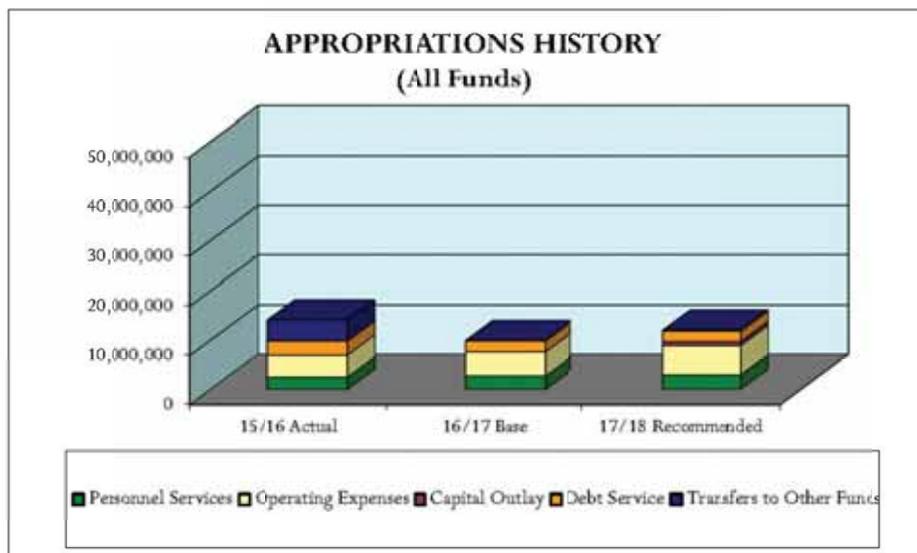
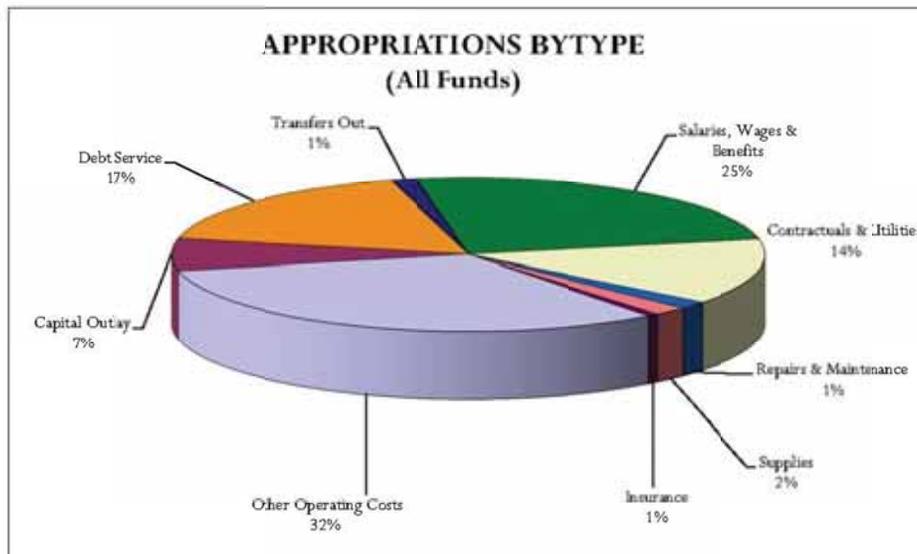
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	2,248,610	2,511,945	2,756,811	1,939,726	-	2,973,302
Contractuals & Utilities	1,533,436	1,247,344	1,473,185	871,078	413,853	1,660,056
Repairs & Maintenance	67,534	117,370	213,428	42,344	72,229	191,000
Supplies	99,470	185,102	179,681	132,807	20,872	220,400
Insurance	57,170	53,047	64,661	54,386	-	76,702
Other Operating Costs	2,137,907	2,894,765	3,015,631	1,772,470	959,863	3,848,528
Capital Purchases	-	3,058	22,621	21,207	-	813,000
Debt Service	40,203,532	2,866,030	2,185,308	682,781	-	2,109,582
Transfers to Other Funds	4,566,042	4,265,181	87,448	72,873	-	972,156
TOTAL TOURISM SANTA FE	50,913,722	14,143,843	9,998,781	5,589,674	1,466,818	12,864,726

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
1% Lodgers Tax - Arts	1,249,702	1,337,653	1,415,579	836,975	370,522	1,822,440
Special Uses Lodgers Tax (45%)	24,174	17,387	75,859	5,728	547	75,859
Marketing Lodgers Tax (50%)	3,171,244	3,857,639	3,751,781	2,691,923	575,154	5,026,859
Convention Center-Lodgers Tax	3,668,349	4,116,075	-	-	-	798,137
Quality of Life	66,250	66,250	-	-	-	-
Arts Education Grants	30,000	65,250	76,321	22,000	27,000	65,570
400th Anniversary Committee	-	154	-	-	-	-
Civic Convention Center	1,907,904	1,684,040	2,366,723	1,258,688	490,441	2,837,751
Convention Center Debt Service	40,690,558	2,894,993	2,205,951	698,063	-	2,129,850
Civic Center Art Space	105,441	104,402	106,579	76,297	3,153	108,269
TOTAL TOURISM SANTA FE	50,913,722	14,143,843	9,998,781	5,589,674	1,466,818	12,864,726

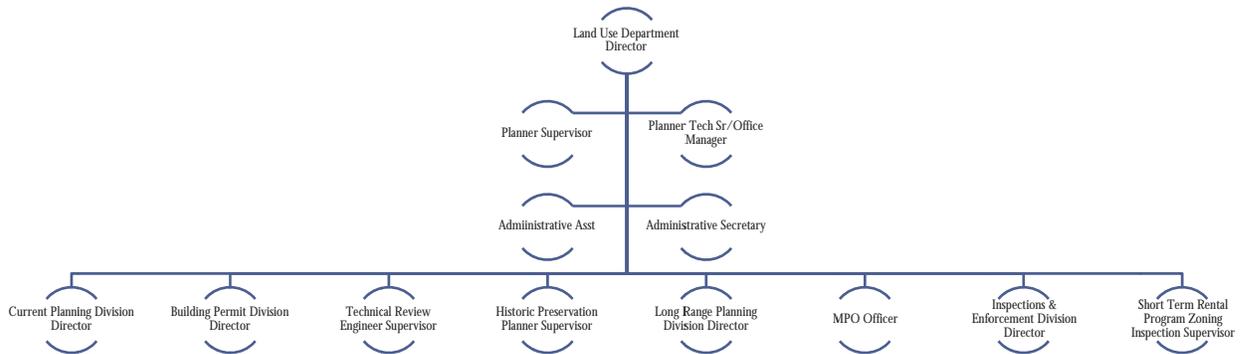
Table 31 - Tourism Santa Fe Expenditure Summary



TOURISM SANTA FE



c. Planning & Land Use



The Land Use Department addresses the land use needs of our citizens by providing enforcement, information, participation and assistance related to the City's Land Development Code and Land Use Department policies while providing the highest possible levels of customer service. The Land Use Department is comprised of seven functional divisions: Building Permit; Current Planning; Technical Review; Historic Preservation; Inspections and Enforcements; Long Range Planning and Metropolitan Planning Organization (MPO).

Deliverables and Milestones

Specific priorities/goals for FY 2017-18 include:

- Visionary, long term City Planning: In Process
- Design & implementation of Department-wide customer service improvements: July 2017
- Implementation of a Land Use Department Technology Strategy & Business Plan: October 2017
- Expansion of content and functionality of Land Use Department web pages: Ongoing
- Implementation of electronic construction permits for secondary mechanical, electrical, and plumbing work: October 2017
- Implementation of a Land Use Department cross-training strategy: In Process

The *Building Permit Division* ensures a high level of code compliance for the preservation of life, safety, and the general welfare for the people of the City of Santa Fe through effectively performing structural, non-structural and residential plan review and permitting services.

Deliverables and Milestones

BUILDING PERMITS DIVISION – 2016 ACCOMPLISHMENTS

- Building Permit Specialist received International Code Certification as a Residential Plans Examiner
- Building Permit Expeditor received International Code Certification as a Permit Technician
- Vacant Building Permit Specialist position was filled
- Construction Plan Examiner Job Description was created to include a 4-step tier system for career advancement
- Community Development Software was selected to replace the existing 23 year old permitting system.
- Electronic imaging of 16 years of building permits was completed in December 2016



**PROPOSED FISCAL YEAR
ANNUAL BUDGET 2017-2018**

- Responded to 220 Inspection of Public Information Requests
- Increase the number of plan reviews completed within a 3-day turnaround to 80%
- Continue streamlining the permitting process to eliminate unnecessary reviews for minor construction application submittals
- Map the current permitting business process and identify roadblocks to further streamline the process; remove redundant reviews to provide efficient and effective customer service. Mapping of business processes to be completed by June 31, 2017
- Creating a new addressing policy and procedures manual for entering and administering City addresses; manual to be completed by October 2017

The following is the number of permits issued, plan reviews performed and revenue collected by the Building Permit Division:

PERMITS ISSUED:

January 1 - December 31, 2016

Commercial	322
Residential	1597
Grading	23
Solar Systems	136
Signs	85
Electrical	1250
Temporary Permits	18
Plumbing	844
Mechanical/Gas	720
Sewer Connections	158
Total	5153

PLAN REVIEWS PERFORMED:

January 1 - December 31, 2016

Architectural	81
Building	2331
Green Building	396
Accessibility	118
Impact Fees	312
Zoning	1549
Total	4787

REVENUE COLLECTED:

January 1 - December 31, 2016

Building Permits	1971709
Mechanical/Plumbing/Gas	108707
Electrical	126733
Total	2207149

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
FUNDING FOR THIS DIVISION IS PROVIDED BY THE GENERAL FUND
- B. Are any new costs other than inflation included in this proposal?
ADDITIONAL TRAINING FUNDS REQUESTED AND REPLACEMENT OF OUTDATED PC'S
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No.
- D. Do you expect to have an increase in expenditures?
Yes, additional training funds at \$1,500 per employee for required continuing educational credits required to maintain current certifications. To replace outdated PC's in the division.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 9
PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 9
PTE Total Count - 0

The **Current Planning Division** reviews development applications for compliance with the City's land development code and land use department policies, while providing information, guidance, and the highest possible level of customer service to applicants, neighborhoods, and the City's Land Use Boards and Governing Body. Priorities for this fiscal year include providing support to the business processes automation project, and various code amendments to update and streamline the development code.

Deliverables and Milestones

- 90% of complete development review cases scheduled for hearing per administrative timelines.
- Achieve 95% of DRT comments submitted per administrative timelines.
- Development review business processes fully documented and ready for programming into automated system upgrades.
- Code amendments researched and drafts presented for public hearings:
 - Section 14-6 Rewrite - Permitted use table, criteria for administrative review vs. public hearings, parking standards.
 - Mixed Use District Rewrite - Expand scope of MU district to increase flexibility and to implement West Santa Fe River Corridor provisions.
 - Sign Regulations Rewrite - Update to reflect evolving community attitudes toward appropriate signage and to respond to recent US Supreme Court decisions.
 - Various other technical corrections.
- Provide support for strategic planning initiatives.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Development review application fees and construction permit fees will partially offset division expenditures. LUD will complete a regional survey of fee levels and recommend revisions to the Governing Body concurrently with the budget adoption process.
- B. Are any new costs other than inflation included in this proposal?
No additional costs proposed.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
See Paragraph A above.
- D. Do you expect to have an increase in expenditures?
Expenditures will increase due to shifting training costs required to maintain professional certifications from HR to LUD budget.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
The number of code revision projects handled represents an increase over the previous year. The time devoted to implementation of automated review processes also represents an increase in service levels.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 8

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 8

PTE Total Count - 0

The ***Technical Review Division*** enforces compliance with the City's Land Development Code and Land Use Department policies regarding private sector infrastructure design and construction. This involves review of Planning Commission cases, building permit review, and inspections with regard to terrain and storm water, landscape and site design, escarpment overlay requirements, FEMA floodplains, and Gunnison's Prairie Dog ordinances. This Division also administers financial guarantees for construction of subdivision and commercial infrastructure.

Deliverables and Milestones

- Provide review comments for Planning Commission cases. Comments for terrain management, landscaping, escarpment, and floodplain will be provided to the case manager by the deadline set to meet the Planning Commission schedule.
- Provide review comments for building permits. The goal is to provide comments for terrain management, landscaping, escarpment, and floodplain within three days of receipt of the permit by the division. This goal is met 80% of the time.
- Intake and release of financial guarantee funds. The financial guarantee is submitted in correct format and amount prior to recording of the Subdivision Plat or Development Plan. The timing of this is developer-driven and depends on the speed with which the developer can incorporate staff and Planning Commission conditions of approval subsequent to approval of the project by Planning Commission. Release of financial guarantee funds occurs as construction of the infrastructure progresses, and as such, is

driven by the pace of the construction. Upon acceptance of the project by the City, funds are released with the exception of a 10% one-year warranty.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The funding source is the General Fund.
- B. Are any new costs other than inflation included in this proposal?
Yes.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
N/A
- D. Do you expect to have an increase in expenditures?
Yes, there is an increase of approximately \$ 6,000 for 2 new computers, operating supplies, training, and travel.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
N/A

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 5

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 5

PTE Total Count - 0

The mission of the ***Historic Preservation Division (HPD)*** is to preserve the character of Santa Fe by effectively and efficiently administering the Historic Districts and Archaeological Districts Overlay Zoning ordinances and by educating the public about historic preservation. In 2016, the National Geographic Society placed Santa Fe as a finalist with two other communities from a worldwide nomination process as worthy of a World Legacy Award in the Sense of Place category. The decision for this award will be made on March 8, 2017.

Additional expenses include transferring funds from the Land Use Department budget to HPD in order to reflect the appropriate location regarding office supplies, vehicle maintenance, and additional consulting. Training funds are being transferred from Human Resources to HPD as directed by HR. In the data processing line item, we propose purchasing a network scanner for all HPD staff use in future required digitization of constituent applications that are not submitted in the preferred format. In the inventory exempt line item, we propose replacing out of date computers that are failing as directed by Land Use and we propose purchasing large scale monitors in order to facilitate reading digital construction plans for the upcoming digital software. We also propose the replacement of the vehicle currently used by our Historic Construction Inspector as recommended by Fleet.

Finally, we propose a State-Santa Fe Certified Local Government grant to fund a contract that will gather and evaluate existing and needed records for to develop a comprehensive preservation plan for the City in the context of the Historic Downtown Archaeological Review District and the Downtown & Eastside Historic District. The State funds will be matched with Archaeological Review Committee approval of funds from the Archaeological Fund.

Deliverables and Milestones

- Historic Division Review Board
- Architectural Review Committee
- Site Visits
- Permit Reviews
- Inspections
- Appeals

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
We will be using the General Fund to transfer line items from Land Use and Human Resources to HPD, to improve hardware for digitization process, use existing Archaeological Funds which are located in the General Fund. and to increase salary of two staff. We are a General Fund revenue-generating Division, unlike other Divisions who use the General Fund, but do not bring funds into it. This funding cycle will be the same as the City's Fiscal Year cycle.
- B. Are any new costs other than inflation included in this proposal?
Yes, we have included costs for salaries including a salary increase and two new positions. We have also expanded the budget for exempt inventory for work stations for the two new positions and uniforms for the one. We have also requested funds for monitors for the four existing stations so that we will be able to measure digital plans once we are on the new system. Other expenses include the actual expenses incurred by Historic Preservation rather than have them covered by the General Land Use Budget. We are not including inflation in this proposal.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Yes, we have a CLG grant which requires match funds to be available. In order to utilize the grant we require the money for expenditure be available. It will be reimbursed at a later time.
- D. Do you expect to have an increase in expenditures?
We are placing all items we have previously paid for out of the Land Use general fund into the Historic Preservation Division funds. This is to show accuracy in our actual expenditures and avoid relocation of funds at a later time.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 4

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 4

PTE Total Count - 0

The *Inspections and Enforcement Division* safeguards the health, safety and welfare of the Citizens of Santa Fe by inspecting structures under construction to guarantee that they are built according to established minimum standards for structural, mechanical, plumbing, and electrical efficiency. This division ensures structures are sound, safe, and sanitary. Existing buildings are also inspected to ensure they meet minimum standards for compliance of current codes and zoning rules of Chapter 14.

Deliverables and Milestones

- Provide customer service and become more efficient in our day to day operations
- Locate and utilize affordable training for inspectors to maintain Continuing Education Units that are required for national and state certification renewals
- To pursue cross training for inspectors in multiple disciplines in order to provide a better and more timely service to the public
- Adopt the 2015 International Building Codes
- In the past year the Inspections & Enforcement Division is proud to have accomplished the following:
 - Maintained the divisions policy on 24-hour turn-around on all inspections
 - Implemented the use of the Galaxy Notebook 5 smartphones for all inspectors to assist in improving efficiency in the field
 - Completed interviews for eligible vendors and made a selection for the purchase and installation of the ERP system to replace the current HTE system
 - Participated in the planning and implementation of the new Green Code update to include the WERS

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
OUR FUNDING IS PROVIDED FROM THE GENERAL FUND
- B. Are any new costs other than inflation included in this proposal?
Yes an increase the following line items are expected training, in state travel, office supplies, operating supplies, books, vehicles, and data processing
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
Yes, several expenditures are included in the expenses tab including an increase in training. Including but not limited to Training and Tuition. Please see attached document regarding the certifications held by the Inspections and the need for funding to maintain certifications.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Service levels remain the same

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 17
PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 17
PTE Total Count - 0

Long Range Planning Division - "Integrating land use, transportation, and urban design to create a sustainable future for Santa Fe."

Deliverables and Milestones

- West Santa Fe River Corridor Plan (per Resolution 2015-93) - Completed a draft plan after holding 22 meetings with a 9-member "working group" of area residents.
- Impact Fees Program - Staff the Capital Improvement Advisory Committee (CIAC) which oversees the impact fee program.
- Long Range Planning Sub-Committee - Staff the sub-committee of the City Planning Commission; currently working on a "Land Use & Urban Design Study," updating parts to the city's 1999 General Plan.
- Santa Fe Trends - Produced 19th annual document measuring/tracking key indices of the city. (Working to transfer to a web-based approach to tracking these key data during FY 17/18.)
- Re-Mall - Researching other cities and the transformation and re-design of traditional indoor shopping malls through the addition of housing and other improvements to make these self-sustaining communities.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Local taxes - General Fund
- B. Are any new costs other than inflation included in this proposal?
Travel (\$1,000) - Long Range staff has not had any budget to attend the national or regional planning conferences since 2008. Registration (\$1,500) includes APA membership and other publications.
- C. Are self-supporting revenues i.e. grant or fees for service included in this proposal?
No, though state law allows 3% of impact fee revenues (estimated \$20,000-\$30,000 per year) to be used to help partially fund the salary of the staff person administering the impact fees program.
- D. Do you expect to have an increase in expenditures?
No increase in overall expenditure in division budget.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 2

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 2

PTE Total Count - 0

The *Metropolitan Planning Organization (MPO) Division* is a federally designated planning agency created through a Joint Powers Agreement. It is funded by federal grants and operates through an approved Unified Planning Work Program in cooperation with the NM Department of Transportation. Its purpose is to:

- provide joint and coordinated transportation planning throughout the MPO Metropolitan Planning Area (MPA) in accordance with all federal, state and local laws
- serve as a forum for cooperative decision-making in transportation related matters
- program all regionally significant or federally funded transportation improvement projects within the MPA
- assist other governmental agencies and the public by supplying transportation related information and data gathered by the MPO staff

Deliverables and Milestones

The Santa Fe Metropolitan Planning Organization (MPO) has the responsibility to conduct a transportation planning process for the Santa Fe Metropolitan Planning Area. The federal grant agencies (Federal Highway Administration-FHWA and Federal Transit Administration-FTA) require each MPO to develop and update a long range plan [the MTP] with a minimum 20 year horizon that identifies measurable goals and objectives and includes a program of projects that is fiscally constrained. The MPO is also required to develop, execute, and amend as needed, a biennial Unified Planning Work Program (UPWP) that reflects the recommendations and priorities of the Metropolitan Transportation Plan (MTP). The UPWP budget includes federal grant awards and required local matching funds. UPWP progress reports and invoices are required to be prepared quarterly and submitted to NMDOT as well as an Annual Performance and Expenditure Report.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
MPO funding comes from FHWA Section 112 Planning Funds and FTA Sections 5303 and 5304 Planning Funds. Both grants require local matching funds that are provided by the City through 1/2% of GRT Income Fund #3102. Santa Fe County reimburses the City 30% of the required local matches as provided in the MPO Joint Powers Agreement. The MPO receives its annual allocation of federal funding based on the federal fiscal year (October-September), which differs from the City's fiscal year (July-June)
- B. Are any new costs other than inflation included in this proposal?
Not at this time
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
Not at this time
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 2 {MPO staff positions are Term Grant Funded}
PTE Total Count - 1

Proposed

Fiscal Year 2017/2018: FTE Total Count - 3
PTE Total Count - 0

CITY OF SANTA FE
PLANNING & LAND USE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Land Use Administration	481,289	514,546	885,920	399,268	47,659	1,182,291
Building Permit Division	504,682	493,749	705,074	360,511	4,991	712,138
Current Planning	641,139	503,485	615,865	338,506	65	656,440
Historic Preservation	410,979	339,849	359,319	255,810	2,998	459,160
Inspections & Enforcement	1,471,953	1,534,206	1,398,814	1,102,870	11,583	1,531,070
Long-Range Planning	301,972	236,532	248,080	164,204	15,000	242,499
Metropolitan Planning Organization	570,433	451,041	495,623	219,282	8,854	403,320
Technical Review	379,790	372,682	400,048	285,117	1,238	426,845
TOTAL PLANNING & LAND USE	4,767,236	4,446,092	5,110,343	3,125,566	92,389	5,613,763

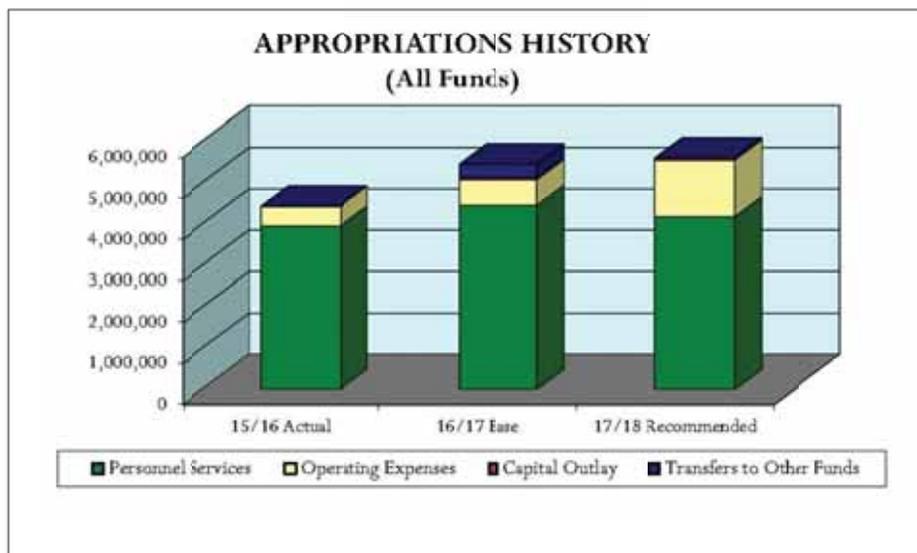
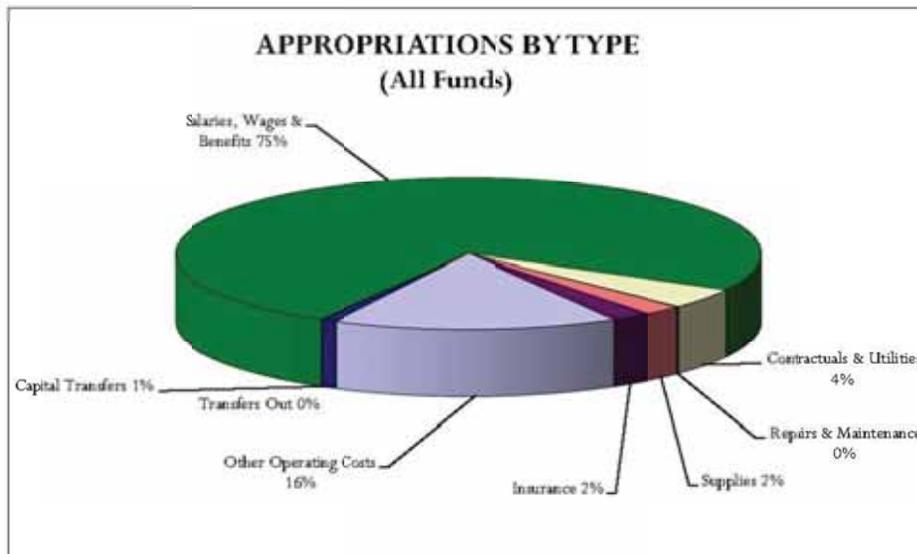
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	4,086,450	3,957,065	4,441,436	2,880,150	-	4,188,794
Contractuals & Utilities	331,491	210,091	247,693	47,982	46,073	240,231
Repairs & Maintenance	1,763	2,323	8,792	2,301	5,310	8,093
Supplies	71,621	84,966	110,653	53,958	11,971	119,432
Insurance	148,278	107,875	108,718	90,598	-	126,452
Other Operating Costs	81,191	70,986	142,551	50,576	14,351	880,261
Capital Purchases	567	-	50,500	-	14,684	50,500
Transfers to Other Funds	41,875	12,786	-	-	-	-
TOTAL PLANNING & LAND USE	4,767,236	4,446,092	5,110,343	3,125,566	92,389	5,613,763

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	4,148,617	3,945,095	4,606,720	2,906,285	83,105	5,210,443
Section 112 Grant	460,271	362,202	348,439	154,557	6,058	321,136
Section 5303 Grant	110,162	88,839	147,184	64,725	2,796	82,184
Archaeological Fund	21,633	10,000	-	-	-	-
Historic Preservation Grant	26,552	39,956	8,000	-	430	-
TOTAL PLANNING & LAND USE	4,767,236	4,446,092	5,110,343	3,125,566	92,389	5,613,763

Table 32 - Land Use Expenditure Summary



PLANNING & LAND USE DEPARTMENT



3. City Services Departments

a. Parks and Recreation Department



The Parks and Recreation Department is comprised of five functional divisions: Administration; Parks; Recreation; Genoveva Chavez Community Center (GCCC) and Municipal Recreation Complex (MRC).

The *Parks and Recreation Administration* budget is a reflection of several areas: Administration; Easter Event; Special Events; and Community Events. These operations are a collection of different functions that do not fall under the other four divisions of the department and are mostly administrative and special events. Note: Funding for Staff salaries and benefits is spread amongst Salvador Perez, Ft. Marcy and GCCC.

Deliverables and Milestones

- The Marketing & Special Events Administrators were once again successful in a number of different special events and community events this year.
- The Easter Egg Event brought in over 1,000 participants
- the Fall Festival saw several hundred
- Community Days had all booth sites used
- Great success and feedback was received on the Christmas Tree Lighting and New Year’s Eve events.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City’s Fiscal Year cycle?

The funding for this is through the general fund, with the exception of 22616- which is part of Quality of Life funding.

- B. Are any new costs other than inflation included in this proposal?

Increase in budget for union uniforms, computer software, New Year’s Eve Funding and covering costs for special events where police, fire and parking are involved.

- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No.

D. Do you expect to have an increase in expenditures?

Yes. See item B above.

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 11

PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 11

PTE Total Count - 0

The **Parks Division** maintains 71 Parks, 175 miles of trails, 1000 miles of Open Space, 48 miles of medians, 12 Special Events, 50 Community Events, 450 Park Rental Permits per year and a large number of Leagues. The Parks, Trails and Open Space Division exist to enhance the culture and environment for the community by providing innovative and sustainable services at the parks, open space, arterials, facilities grounds and trails within the City of Santa Fe, in support of recreational and other community events.

It is our ongoing goal to maintain quality, continuity and the beauty of the City of Santa Fe surroundings, while maintaining the safety and wellbeing of the employees maintaining the parks and the public using our parks, open space, arterials, facilities grounds and trails. As we expand our offerings and develop our innovative improvements, we hope to expand our staffing levels to better serve the public. Staff is also in the process of developing a median replacement and improvement plan.

Deliverables and Milestones

- 2012 GO BONDS Projects Completed
 - Patrick Smith Park September 2016
 - Water History Park December 2016
 - Sal Perez Conceptual Plan and Schematic Design December 2016
- 2012 Go Bonds Projects underway
 - Swan Park Phase II Design
 - Sal Perez Phase I Construction
 - Nava Ade Phase II Design
 - Las Acequias Ground Breaking to be completed by June 2017

Requested Funding

A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

NO Local Taxes

B. Are any new costs other than inflation included in this proposal?

Yes, 1 new contact for Pocket Gopher Trapping

C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No

D. Do you expect to have an increase in expenditures?

Yes - Pocket Gopher Trapping

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

Yes

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 47

PTE Total Count - 16

Proposed

Fiscal Year 2017/2018: FTE Total Count - 49

PTE Total Count - 14

The above change in FTE and PTE personnel count accounts for a personnel reclassification request of two (2) term employees under the PTE count to classified employees under the FTE count.

The **Recreation Division** consists of the Ft. Marcy Recreation Complex, the Salvador Recreation Complex and the Bicentennial Outdoor Pool. These three facilities are funded by the General fund and generate revenue through fees. All three are open to the public on a drop in and membership fee basis. We offer a wide variety of recreational opportunities to improve the quality of life for the citizens of our community. It is the goal and mission to provide programs that will be available to all ages and abilities at affordable fees. The year round facilities are open 85 hours per week and the Seasonal outdoor pool opens the day after Memorial Weekend and closes on Labor Day. Bicentennial Pool is operational 60 hours per week for 14 weeks.

Deliverables and Milestones

- Deliver Excellent Customer Service
- Provide and maintain all equipment for maximum use to our patrons
- Create a Safe, comfortable, clean and professional environment
- Be the center/heart of the Community for Quality of Life activities
- Strive to continue to evaluate all program success and capitalize on this revenue stream
- Provide opportunities and training resources for our professional staff to stay current on all safety and program information
- Major building, structural and equipment upgrades and renovations, Fitness Equipment at Sal Perez, Ft. Marcy.
- Decks, gutters, drain grates, 3 new pool pumps at BC, electrical upgrades, two new water play structures. ADA door.
- Front entrance renovation, new flooring.
- Programs- Maximum participation in all of our classes to include Yoga, Pilates, Aerobics, Tai Chi, Kung Fu, Handball, Table Tennis, Racquetball.
- Leagues in Basketball, Ultimate Frisbee, Volleyball, Flag Football.

Requested Funding

A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? General Fund. Does the funding cycle differ from the City's Fiscal Year cycle?

No

B. Are any new costs other than inflation included in this proposal?

No

C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

General Fund offset by Revenues from fees

D. Do you expect to have an increase in expenditures?

No

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

None.

Personnel Summary

Current

FTE Total Count - 23

PTE Total Count - 20

Proposed

FTE Total Count - 24

PTE Total Count - 19

The above change in FTE and PTE personnel count accounts for a personnel reclassification request of two (2) Lifeguard {Pos ID 12120 – Salvador Perez Pool and Pos ID 12121 – Ft. Marcy Pool}; One (1) Custodian {Pos ID 12129 – Ft Marcy}; One (1) Recreation Technician {Pos ID 12129}; Two (2) Seasonal Lifeguards to Two (2) Seasonal Account Technicians {Pos ID 12123} and One (1) part-time WSI to full-time Custodian {Pos ID 12120}

The *Genoveva Chavez Community Center (GCCC)* is a 177-thousand square foot recreational facility located on Rodeo Road in Santa Fe's rapidly growing south-side. The GCCC is comprised of seven main program and facility sections. The sections are administration, facilities, gymnasium, fitness, youth, ice arena, and natatorium. Each section offers a variety of unique programs, beyond daily workouts, such as:

- developmental youth leagues for volleyball and basketball,
- adult sports leagues for indoor soccer, racquetball, basketball, and volleyball,
- challenge courts for table tennis, pickle-ball, badminton, racquetball, indoor soccer, volleyball, and basketball,
- recreational youth camps and after school programs,
- hockey clinics, learn to skate and learn to play hockey lessons,
- adult and youth hockey leagues, private skating lessons, curling lessons and leagues,
- learn to swim lessons, swim team training rentals, swimming competitions,
- Functional fitness, cardiovascular workouts, bodybuilding, and fitness classes.

The GCCC generates nearly \$2 million dollars in revenue annually through fees for the above mentioned programs along with fees for drop-in use for daily customers that want to use the amenities for personal workouts, classes & special programs, group field trips and party rentals, and long term memberships. Our goal is encourage Santa Feans to exercise healthy habits by utilizing our safe, clean, professional, and accessible facility as a positive means to increasing their quality of life. We strive to offer exceptional customer service by aiming to exceed our customers' expectations. In a nutshell, the GCCC is part of the City of Santa Fe's public service to encourage

every constituent to utilize and enjoy diverse social and recreational methods to develop a healthy community.

Deliverables and Milestones

- Swiped 151,948 membership cards last fiscal year!
- Most successful annual membership promotion to date: Over 700 memberships sold for total revenue of \$217,877. With an added marketing twist to promote Facebook followers- with 449 patrons liking the GCCC on Facebook for an additional 5% discount.
- (Despite the opening of Planet Fitness! - the GCCC remains the #1 gym in town.)
- Increase membership fees by approximately 7% along with other program fee increases-
- 1st Annual Pickle Ball Tournament (80 participants) Successful!
- Over 100 teams in our Youth Development Leagues (Youth Volleyball & Basketball)
- Summer Camps (Camp FESive, GCCC Sport Camps, and Golf Camp) had 1,300 participants for revenue of \$131, 863.
- 48 children attended the 2016 Outdoor Adventure camp bringing in \$10, 800.
- Families raved about the youth camp options available at GCCC!
- Established great partnership with ARTmart, who brought diversity & balance to our thriving Summer Camp.
- Numerous elementary, high school, swim club, and senior Olympics swim meets hosted.
- Upgraded all Natatorium overhead lights to efficient LED's
- Added rental hockey equipment lockers for additional revenue for ice arena.
- Increased variety of fitness classes.
- Added new and replacement Fitness equipment including:
 - new Boxing fitness area (in gymnasium)
 - cardiovascular: elliptical machines, stationary bikes & treadmills
 - selectorized machines (bicep and tricep machine) to promote full body workout
 - a structural rig in the weight room to accommodate patrons with more options: squat rack, bench press, shoulder press, pull-up bar & suspension training.
 - Repurposed underused space to create a functional fitness training room equipped with kettle bells, suspension training, stability balls, weights, medicine balls, foam rollers, mats and benches.
- Organized City's first public Diabetes Prevention Program in collaboration with Wellness.
- Provided upward mobility within for several staff.
- Increased number of employees enrolled in college courses and attending professional certification courses and state/national parks & recreation organizational conferences.
- GCCC Director was nominated to serve on the New Mexico State Parks & Recreation Board of Directors for a two year term.

Deliverables for 2017/18

- Attain full staffing in the Natatorium while maintaining our hiring standards.
- Re-introduce Learn to Swim programming to our community.
- Promote new Wallyball Drop in/League.
- Expand Gymnasium Sports Leagues with new Youth Indoor Soccer League, new Winter Youth Basketball League, and new Winter Women's Basketball League.
- Improve community "vendor" understanding of many requirements of PSA process to avoid disruption of programming.

- Obtain CIP/funding for 2 new ice arena compressors.
- Create successful RFP's to establish a Pro Shop and Child Care within the GCCC.
- Establish new scheduling and Point of Sale system at GCCC along with all Recreation complexes to improve functionality and decrease costs.
- Have a rejuvenated team, excited to offer more programs, camps, and customer service.
- Create more opportunities for staff cross training.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The GCCC is funded from one 1/16 % of CIP/GRT along with additional subsidy from the General Fund. 1001 – GF subsidy for GCCC (operating); 2121 – GCCC 1/16% GRT allocation; 3102 – ½% GRT Fund subsidy for GCCC (capital outlay)

- B. Are any new costs other than inflation included in this proposal?

Yes- Summary of Cost Increase for FY 2017/18

Increase in Living Wage from \$10.910 to \$11.090 (\$.18/hr.)

Increases rate of pay for five Seasonal positions (5X400X\$.18=\$360) and 4 Temporary positions (4X1040X\$.18=\$749) for an approximate increase in salaries of \$1,000.

Affordable Care Act (ACA) & Temporary Employees Due to the ACA which requires the provision of health insurance to employees working 30 hours per week or more; along with the definition for Temporary Positions: requiring less than 12 months of consecutive service.

GCCC proposes to reclassify several Temporary positions into Classified positions. In an effort to minimize the fiscal impact I propose to keep 4 PTTMPs, change 5 PTTMPs to Classified PT, and use 2 for 1 to convert 6 PTTMPs into 3 Full Time Classified. For a change of 11 Part Time Temporary positions into 5 Part Time Classified and 3 Full Time Classified, with an approximate addition of 8 Family Benefits packages at \$17K for an approximate addition of \$136,000 for health care; and additional salary from minimum wage to the starting rate of the comparable Union wage of either \$12.07 or \$12.74 for approximately \$20K in salary increases.

4 Temporary positions will remain Temporary funded for 1040 hours at \$11.09

3 Temporary Part Time positions reclassified into 3 Classified Part Time funded at starting rate of the Union Range A- 16 for 1040 hours at \$12.07 with Full Benefits offered

2 Temporary Part Time positions reclassified into 2 Classified Part Time funded at starting rate of the Union Range A- 17 for 1040 hours at \$12.74 with Full Benefits offered

4 Temporary Part Time positions reclassified into 2 Classified Full Time funded at starting rate of the Union Range A- 16 for 2080 hours at \$12.07 with Full Benefits offered

2 Temporary Part Time positions reclassified into 1 Classified Full Time funded at starting rate of the Union Range A- 17 for 2080 hours at \$12.74 with Full Benefits offered

This impacts the benefits calculation by approximately \$17K per position of which there are 8 Temporary positions for an approximate increase of \$136,000

- C. Are self-supporting revenues i.e. grant or fees for service included in this proposal?

Yes. The GCCC proposes to earn nearly \$2 Million in fees for services in FY 2017/18. Fees for services were increased effective July 5, 2016.

The GCCC proposes to research applicable grants to apply for throughout the year. No specific grants have been applied for yet.

- D. Do you expect to have an increase in expenditures?

Yes-Recreation Management Software. Replacement/upgrade costs for recreation management software to replace current use of Active Net. With assistance from the ITT Dept. the P&R Dept. is proposing consideration of Community Pass software license to replace our current contract with Active Net. The estimated fee for the GCCC portion is \$20K for FY 2017/18 to be budgeted in 52701.510310. Research and negotiations are in process and there may be a cross over year where both programs are active in order to finalize the transition. Therefore the budget for Active Net will remain in place as well for FY 17/18. Once the new database is up and running the overall costs will decrease.

Personnel Summary

Current

FTE Total Count - 38

PTE Total Count - 32

Proposed

FTE Total Count - 39

PTE Total Count - 24

The above change in FTE personnel count accounts for a personnel modifications to account for the elimination/transfer of five (5) custodians to the Facilities Division; reclassification of two (2) Youth Specialist positions from temporary full time to classified part time employees; reclassification of three (3) Ice Recreation Technicians from temporary part time to classified full time; two (2) Lifeguards from temporary part time to classified part time; one (1) Lifeguard from temporary part time to classified full time; and two (2) Swim Instructors from temporary part time to One (1) classified full time.

The **Municipal Recreation Complex (MRC)** is located on approximately 1,200 acres of land in northwestern Santa Fe County which were acquired pursuant to a joint Santa Fe city/county application for leased lands through the Bureau of Land Management Recreation and Public Purposes Act. The MRC is comprised of two distinct, yet integrated, recreational facilities: a multi-purpose sports complex which includes soccer, softball, hardball, and rugby fields, as well as walking trails. The second component is an 18-hole championship golf course, a 9-hole executive course and ancillary amenities. In addition, the MRC hosts an archery range operated by the "Archers de Santa Fe".

The mission of the Municipal Recreation Complex (MRC) has always been to provide a variety of quality and affordable recreational opportunities to Santa Fe city, and county residents and visitors who visit the MRC. The emphasis has always been and for FY17/18, is on growing the MRC to be a

model for golf and recreational activities through superior customer service, to become self-sustaining through sound financial management and adherence to its marketing plan, and continued collaborative relationships among staff, the governing body, contractors and volunteer groups and volunteer advisory sub-committee.

The mission of Marty Sanchez Links de Santa Fe is to...

- Provide expert service and entertainment to our golf customers
- Create a wholesome atmosphere for the enjoyment of the game
- Be a sound financial business
- Make our citizens and visitors feel welcomed in our facility
- Provide a pleasant work environment for our fellow employees
- Our commitment to these simple goals will ensure the golf course growth as well as our employees.
- "Marty Sanchez Links de Santa Fe is committed to being the golf course of CHOICE for the citizens and visitors of Santa Fe".

The mission of the MRC Sports Complex echoes that of the MSL golf course as follows:

- Provide expert service and quality to our sports league, high school and individual users
- Enhance quality of life for all users
- Be a sound financial business
- Make our citizens and visitors feel welcomed in our facility
- Provide a pleasant work environment for our fellow employees
- Our commitment to these simple goals will ensure the sports complex growth as well as our employees

The 18th annual "Fore" Kids Golf Tournament, took place on, August 26, 2016 at the Marty Sanchez Links de Santa Fe golf course. This highly-anticipated, four person scramble, boasts a long history of tradition by generating revenue to offer recreational involvement for the youth of Santa Fe County at the Marty Sanchez Links de Santa Fe Golf Course and Genoveva Chavez Community Center (GCCC). For the past 18 years, the tournament has brought much needed scholarship opportunities and recognition to the youth of our city by raising over \$172,000 in scholarship funds. "The City of Santa Fe is committed to making a difference in the lives of our local youth by offering this one-of-a-kind scholarship golf tournament that benefits so many. Since its inception, the tournament has provided over 36,000 children an opportunity to live a healthy lifestyle through recreational involvement. Because of this tournament, our local youth have not only had an opportunity to develop their golf skills and abilities, but will also learn valuable life lessons and build friendships along the way. What can be more rewarding than that?. The 2016 tournament raised \$13,725.07 in revenue to be split between the youth recreational programs at the MSL golf course & GCCC. In July 2016, I will submit a BAR to transfer out \$6,187.50 to GCCC. See attached "1718forekids-expenses-split" for further justification.

Deliverables and Milestones

- Increase total green fee revenue by 1% over 2015-16 totals and increase total round play by 1% over 2015-16 totals.
 - Increase Driving Range Revenue by 1% over 2015-16 totals
 - Increase FootGolf rounds and/or revenue by 1%.
 - Host the "2nd Annual FootGolf Tournament" with assistance by NMGL & the Soccer community, by October 31, 2017.

- Host at least 3 large-scale tournaments to be hosted by our course that we have not hosted before. With efforts made to reach out to different groups about holding their event at our course we hope to host several new big tournaments by December 31, 2017.
 - Host a series of golf clinics (range: youth/adult/women) to kick off the season that will be designed to help golfers get their swing back in order from the off-season, and help beginning golfers learn the fundamentals of the golf swing, rules, and etiquette early in the season by May 31, 2017
 - Develop a plan to better track certificates redeemed in the pro shop by December 31, 2017 by developing and determining costs to introduce a “plastic” gift card that can be redeemed with the current point of sale system by December 31, 2017.
 - completion of irrigation rehab at Soccer Valley
- Increase tournament rounds by 5% over 2014-15 totals. FY15/16 vs. FY14/15: we were up 16% (that’s 11% more than our projected goal)
- Increase participation in the City Golf Championship by at least 15 participants in 2016. This year’s tournament was a great success, we collaborated with Las Campanas which was critical in increasing player numbers and 2015 (62 players) vs. 2016 (104 players), we had an increase of 44 more players (that’s 27 more players)
- Increase Driving Range Revenue by 3% over 2014-15 totals. We also saw an increase of driving range revenue total 19% (that’s 16% more than our projected goal)
- Host the “First Annual Foot Golf Tournament” with assistance by NMGL & the Soccer community, by October 31, 2016. We held our First Annual Coca-Cola FootGolf Tournament on June 25, 2016. We have a great turnout with 27 youth and 10 adult participants and generated in \$703.61 in revenue to go towards the Soccer Valley improvements
- Develop an Adopt-a-Bunker Program that will be implemented by April 30, 2016
- Implement Service, Use, and Demographic Survey by April 30, 2016. On March 19, 2016, we introduced an online survey to provide us with quantitative data on service, use and demographics of our golf patrons. The statistical data received will enable us to actively improve our weak areas, while continuing to strive in our strong areas to satisfy our patrons. See attached survey for results.
- Evaluate and Recommend an Online Tee-time Reservation Software April 30, 2016. Since June of 2016, we started to look into a POS system that included an online tee-sheet, after much collaboration with ITT and the pro shop, and has a result of limited funding we have continued to stay with the current POS system Jonas. However, more recently Jean Wood with ITT is looking into a software that will better service our needs and Parks and Recreation as a whole. I have continued correspondence w/her to date (11/02/16)
- Attend a Grant Writing Workshop by December 1, 2015. Thankfully, I accomplished this goal by attend a grant writing workshop in October 2015. The valuable information I received will allow me to continue my efforts in grant writing for the department.
- Develop and submit one Grant Application for the Parks and Recreation Department by June 1, 2016. I submitted two grant applications one to Home Depot for landscape beautification materials for the golf course and our volunteer program. Unfortunately, I received notice that we did not receive the grant. In addition, I applied a scholarship grant to attend this year’s NRPA conference. Unfortunately, I did not qualify for the grant. I plan to reapply again.
- Implementation of Soccer Valley Master Plan
- Reapply for NRPA scholarship to attend national conference
- Coordinate with SFPS, Recreation Division & Parks Division to introduce "SNAG" golf materials to youth
- Assist Archers de Santa Fe with marketing/promotion/integration of archers program

- Continue "Adopt a Bunker" Program & rehab project
- Create an employee development program to assist employees in achieving personal goals & work maintenance goals
- Increase total green fee revenue by 1% over 2015-16 totals and increase total round play by 1% over 2015-16 totals.
- Increase Driving Range Revenue by 1% over 2015-16 totals (Note: review in 6 months to verify if this is an attainable goal).
- Increase FootGolf rounds and/or revenue by 1%.
- Host the "2nd Annual FootGolf Tournament" with assistance by NMGL & the Soccer community, by October 31, 2017.
- Host at least 3 large-scale tournaments to be hosted by our course that we have not hosted before. With efforts made to reach out to different groups about holding their event at our course we hope to host several new big tournaments by December 31, 2017.
- Host a series of golf clinics (range: youth/adult/women) to kick off the season that will be designed to help golfers get their swing back in order from the off-season, and help beginning golfers learn the fundamentals of the golf swing, rules, and etiquette early in the season by May 31, 2017
- Develop a plan to better track certificates redeemed in the pro shop by December 31, 2017.
- Develop a plan and determine costs to introduce a "plastic" gift card that can be redeemed with the current point of sale system by December 31, 2017.
- Seek sponsor and/or obtain donations to host annual volunteer luncheon (if necessary, increase food budget for FY16/17)
- Continue to develop a Volunteer Recognition Program for all Golf Course and Sports Complex Volunteers by December 31, 2017.

- Develop and implement an irrigation efficiency and improvement plan that would increase water use efficiency by 10% over previous years.
- Develop a Permanent Restroom Replacement Plan for the Golf Course, Great 28, and the Sports Complex by November 1, 2017.
- Allow for marketing staff to attend a golf course conference/trade show and/or NMRPA Conference to obtain developmental growth and further education on marketing municipal golf course facilities to the public in addition to staying on par with current business methods/industry trends by December 31, 2017.
- Develop an Employee Cross Training Program by December 31, 2017.
- Work towards acquiring a Parks and Recreation Professional Certification by December 31, 2017 (if some form of funding assistance can be provided).
- Develop and submit one Grant Application for the Parks and Recreation Department by December 31, 2017.
- Attend NRPA Supervisory Training in West Virginia by December 31, 2017.
- Develop a plan to celebrate MSL's 20th Anniversary during the month of July 2018.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
- 52600 (Golf Course) = enterprise fund, subsidized by an additional transfer in from local taxes**
- 52604 (Sports Complex) = enterprise fund, subsidized by an additional transfer in from local taxes**
- 52603 (FORE Kids) = donations from annual golf tournament**

No, funding cycle does not differ from the City's fiscal year cycle

- B. Are any new costs other than inflation included in this proposal?

Based on the press release received regarding an increase in minimum wage, I factored in minimum wage costs for 9 seasonal Parks Maintenance Laborer positions and 1 temporary Clerk Typist position that currently makes \$10.91 to \$11.08 per hour.

- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No. Effective July 1, 2017, we plan to increase the golf cart fee by \$1.00. We project that this increase will generate approximately \$15,000 in additional golf cart revenue. In FY15/16, we received \$361,308 in golf cart revenue. To date, for FY16/17, we have generated a total of \$223,688 in revenue and expect to surpass last year's revenue by approximately 4%. Please note, I did not increase golf cart revenue based on the \$1.00 increase projections, because it has not been vetted through the MSL Advisory Sub-committee or PARC.

- D. Do you expect to have an increase in expenditures?

Yes.

- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

We are requesting to reclassify 2 temporary positions into classified positions as follows:

Current Position (already funded) to Proposed Position:

Recreation Coordinator (Range T-17, temporary/part-time, \$15.00 per hour)

Clerk Typist (Range T-15, temporary/full-time, \$10.91 per hour)

Personnel Summary

Current

FTE Total Count - 15

PTE Total Count - 1

Proposed

FTE Total Count - 24

PTE Total Count - 1

The above change in FTE personnel count accounts for a personnel reclassification request of One (1) temporary part time Recreation Coordinator to a classified part time employee; One (1) temporary full time clerk typist to a classified full time clerk typist; Five (5) seasonal, temporary full time maintenance employees for Marty Sanchez Links, and Four (4) seasonal, temporary full time maintenance employees for the Sports Complex.

CITY OF SANTA FE
PARKS & RECREATION DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Parks & Recreation Administration	51,740	67,717	160,014	52,715	100,764	(498,368)
Genoveva Chavez Community Ctr.	4,501,785	4,454,341	4,287,229	2,771,267	336,906	4,728,887
Municipal Recreation Complex	2,607,498	2,798,774	3,216,943	7,810,205	116,232	3,799,904
Parks, Trails & Watershed	5,996,595	6,299,962	6,732,878	4,751,128	201,370	6,884,923
Recreation Division	2,557,143	2,320,984	2,525,780	1,732,630	115,373	2,888,030
TOTAL PARKS & RECREATION	15,708,761	15,941,779	16,922,844	17,118,025	870,644	17,803,456

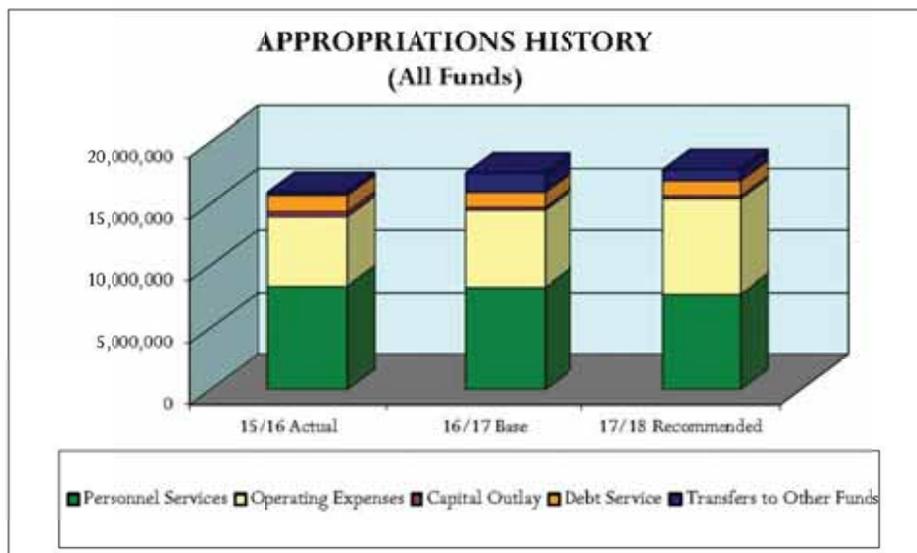
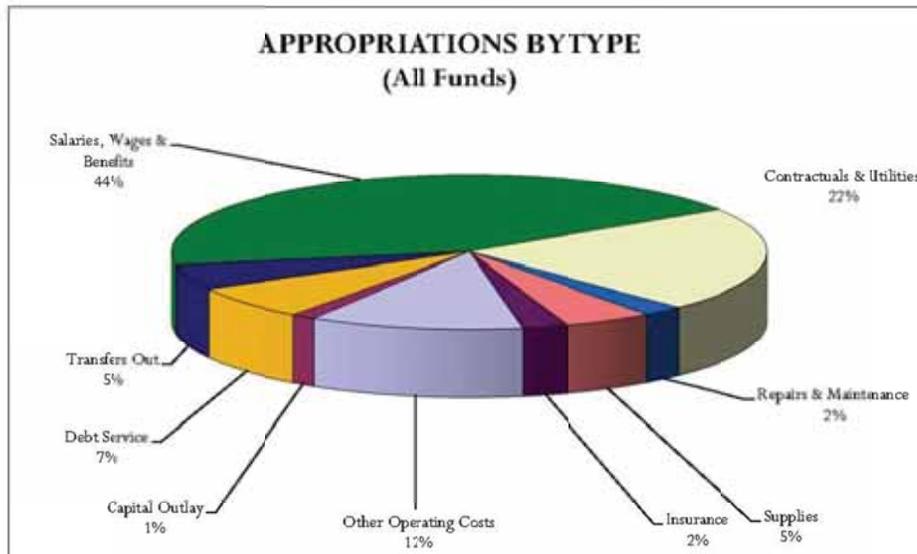
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	8,180,475	8,393,458	8,303,417	5,735,793	-	7,764,584
Contractuals & Utilities	3,304,207	3,340,261	3,740,619	2,538,722	451,316	3,884,671
Repairs & Maintenance	174,741	292,614	418,312	149,454	90,219	395,601
Supplies	774,700	792,881	861,150	482,955	133,227	863,190
Insurance	427,903	378,482	401,649	328,458	-	437,622
Other Operating Costs	684,146	770,570	779,379	429,303	169,674	2,048,972
Capital Purchases	396,612	391,434	241,947	224,931	26,208	234,383
Debt Service	1,288,453	1,309,353	1,181,847	6,399,673	-	1,234,500
Transfers to Other Funds	471,524	272,726	994,484	828,737	-	939,933
TOTAL PARKS & RECREATION	15,708,761	15,941,779	16,922,844	17,118,025	870,644	17,803,456

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	7,629,367	7,572,884	9,040,421	6,292,460	350,111	9,524,683
Quality of Life	65,918	82,476	84,047	39,245	12,934	132,897
Plaza Use Fund	17,780	24,866	25,000	22,738	5,212	25,000
Recreation Fund	26,289	27,693	30,700	22,502	7,777	30,700
Parks Impact Fees	66,000	-	401,711	334,759	-	-
Parks Maintenance Fund	674,333	790,805	-	39,099	9,255	-
Municipal Recreation Complex (Golf)	1,273,563	1,266,884	1,439,718	887,910	90,300	1,648,051
MRC Bond Fund	53	51	-	-	-	-
MRC - FORE Kids Golf Tournament	1,266	7,231	8,089	5,154	-	8,089
MRC - Fields	35,922	214,807	189,788	149,901	25,932	240,237
MRC - Debt Service	1,288,693	1,309,801	1,182,088	6,436,253	-	1,234,741
Genoveva Chavez Community Center	4,501,785	4,454,341	4,287,229	2,771,267	336,906	4,728,887
Railyard Parks	66,743	133,371	165,454	82,414	9,926	161,592
Special Recreation Leagues	55,047	56,568	68,579	34,323	22,292	68,579
TOTAL PARKS & RECREATION	15,708,761	15,941,779	16,922,844	17,118,025	870,644	17,803,456

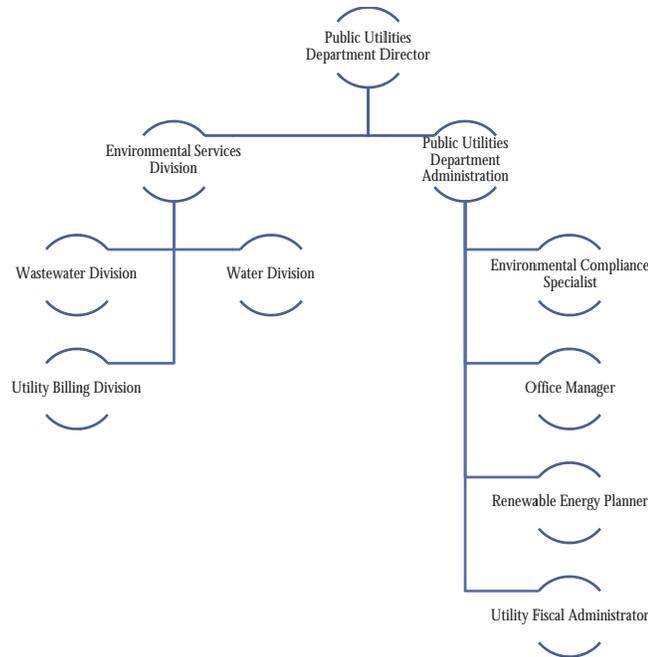
Table 33 - Parks and Recreation Expenditure Summary



PARKS & RECREATION DEPARTMENT



b. Public Utilities Department



The Public Utilities Department is comprised of four functional divisions: Utility Customer Service; Environmental Services; Wastewater and Water. The Mission of the City of Santa Fe Public Utilities Department is to efficiently manage water, wastewater, solid waste and billing services – consistent with federal and state regulations and the policies of the City of Santa Fe – to provide high quality and reliable service to its customers in order to meet their needs and provide for their quality of life.

The *Water Division* efficiently manages and delivers an adequate, reliable, safe and sustainable water supply to meet community and customer needs in accordance with City of Santa Fe policy

Deliverables and Milestones

- Water Resources
 - Completed the 2015 Annual Water Report and posted to the City’s website, under the Water Division’s Reports and Studies Related to Water Management
 - In the second year of the City of Santa Fe & Santa Fe National Forest’s cost-share agreement, completed a 2,435 prescribed burn in the lower Santa Fe Municipal Watershed, including 250 acres of previously cut and piled vegetation. This far exceeded the annual goal of 850 acres of prescribed broadcast burning and 20 acres of prescribed burning of vegetation piles.
 - Began water quality monitoring of the Santa Fe River above McClure Reservoir to determine any effects of prescribed burning and forest vegetation management within the Santa Fe Municipal Watershed, under a contract with New Mexico Institute of Mining & Technology.

- Completed all 2015 reporting requirements under the U.S. Army Corps of Engineers Section 404 & NMED, Surface Water Quality Bureau's 401 permit conditions for the Habitat Restoration Project along the Santa Fe River within the Santa Fe Municipal Watershed.
- Finalized the 2015 Living River Ordinance Annual Report, along with the City's River & Watershed Coordinator, for the River Commission, Public Utilities Committee, and the City Council, per the Administrative Procedures pursuant to the Living River Ordinance.
- Provided the 2016 Santa Fe River Target Flows Hydrograph for the City's River & Watershed Coordinator and presented the hydrograph to the River Commission and Public Utilities Committee, per the Administrative Procedures pursuant to the Living River Ordinance.
- Provided the 2016 Santa Fe River Target Flows Hydrograph to NMED, Surface Water Quality Bureau's TMDL and Assessment Team (TAT) for annual surface water quality sampling of the Santa Fe River.
- Provided the Canyon Road Water Treatment Plant (CRWTP) staff the 2016 Santa Fe River Target Flows monitoring spreadsheet every quarter to track the daily bypass flows below Nichols Reservoir and summarize the total Santa Fe River Target Flows as year-to-date, per the Administrative Procedures pursuant to the Living River Ordinance.
- Coordinated with the City's River & Watershed Coordinator & CRWTP staff for Santa Fe River Target Flows to accommodate routine & special events, including San Ysidro Church's blessing of the Santa Fe River and the annual Children's Fishing Derby, per the Administrative Procedures pursuant to the Living River Ordinance.
- Participated in the organization and execution of the 2016 Children's Fishing Derby on Saturday, June 4th.
- Participated in the 2016 Children's Water Fiesta, serving over 600 4th grade students, with hands on activities utilizing live, benthic macroinvertebrates to demonstrate 'Food Chains', water quality, aquatic habitats and watershed management.
- Provided the River & Watershed Coordinator, Source of Supply Manager and Water Division Director 2016 anticipated streamflow yield of the Santa Fe River, based upon NRCS, NWS, and NOAA monthly, forecast data.
- Tracked municipal reservoir storage levels and provided NM Office of the State Engineer (OSE) and Interstate Stream Commission (ISC) the 2016 monthly reservoir levels for the 2016 Rio Grande Compact Accounting.
- Successfully expended \$139,689, year-to-date, of the \$150,000 FY2015 Water Trust Fund financing toward the Santa Fe Municipal Watershed Management Program.
- Successfully applied for \$895,843 in FY2017 Water Trust Fund financing toward the estimated \$2.5 million cost to construct a 4 million gallon finished water storage tank at the Buckman Regional Water Treatment Facility. The final award of financing is awaiting NM Legislative approval for funding and award by the NM Water Trust Board.
- Conservation
 - Held 15th annual Children's Water Fiesta serving over 650 4th grade students;
 - Produced and distributed 5,000 water conservation calendars featuring winning images from poster contest;
 - Processed rebate applications for more than 200 water saving devices including High Efficiency Toilets, clothes washers, rainwater harvesting and other devices;
 - Developed and produced television and radio spots and literature promoting water conservation;
 - Attended public events to promote water conservation including, Community Day, Fishing Derby, Santa Fe Home Show, Earth Day and conferences;

- Performed irrigation evaluations and audit/leak detections for residential and commercial properties;
- Hosted weekly "Save Water Santa Fe" radio show for the 14th consecutive year
- Presented water conservation education at several schools as requested
- Organized an education initiative involving many utility outreach partners for a comprehensive education program offered to 4th graders
- Developed a Water Conservation Program Scorecard
- Re-designed the Save Water Santa Fe website to include access on mobile devices
- Launched eye on water campaign
- Re-designed Irrigation rebate to launch in April 2017
- Commercial rebate launch in April 2017
- Held a contest for imagery to be used for new signage for commercial customers to be used encouraging water conservation in their facilities
- Conducted a Water Conservation Customer Survey with over 550 participants
- Presented Qualified Water Efficient Landscaping (QWEL) Certification Training classes, resulting in certification of irrigation professionals in Santa Fe
- Source of Supply Section
 - Hosted an inspection by the Office of State Engineer on Nichols and McClure Dam and received a satisfactory report regarding operation and maintenance of these Santa Fe River Dams;
 - Responded to customer inquiries and requests in a timely and professional fashion. Tested questionable water problems with limited or full suite analyses.
 - Completed demolition of the Old Filter Plant site at the corner of Cerro Gordo and Upper Canyon Road and implemented an agreement with Parks and Recreation Department regarding their future enhancement of the site and use as a Dale Ball Trails connector.
 - Conducted and completed Disinfection By-Product Rule monthly sampling.
 - Developed Revised Total Coliform Rule (RTCR) Workplan to the NMED and EPA including the mapping and listing of 240 new sampling sites for the testing of the presence of Total Coliform and E.coli bacteria.
 - Continued Long Term - Enhanced Surface Water Rule (LT2 ESWTR) sampling of surface water source water treated by Canyon Road WTP.
 - Collaborated with NMED on sampling of the Santa Fe River and reservoirs pursuant to Middle Rio Grande Basin Study 2015. Reviewed and commented on NMED's listing of the Santa Fe River as impaired for E.coli and the formulation of Total Maximum Daily Loads (TMDLs).
 - Worked with the NMED to obtain \$150,00 in technical Assistance in developing a model stormwater management plan for the City;
 - Assisted PWD Storm Water Section in negotiations with Santa Fe County and NM Department of Transportation as co-permittees in new "regional" storm water permit to be issued by the USEPA;
 - Worked with NMED to obtain funding for the development of a new Source Water Protection Plan.
 - Coordinated and provided flows for 2015 Annual Children's Fishing Derby in May by increasing releases from Nichols Reservoir. Participated in organization and implementation of Kids Fishing Derby.
 - Supplied water from CRWTP and Buckman Wellfield to meet mid to late summer demands during months of BDD shutdown. Increased water production at CRWTP for second consecutive year. Produced the following water supply for the City of Santa Fe Water System (including deliveries to SF County):

- CY 2016 Source of Supply Production---Total Production: 5024 ac. ft. (1.638 Billion Gallons or 4.5 MGD average)
 - Surface (CRWTP): 3216 ac. ft.
 - City Wells 708 ac. ft.
 - Buckman Wells 925 ac. ft.
 - St. Michael's Well 175 ac.ft.
- Participated in 2016 Annual Children's Water Fiesta with demonstrations of water testing techniques;
- Continued to participate on NMML Nutrients Task Force with NMED and other municipalities, as members of the NM Municipal League, to develop an implementation strategy for the regulation of nutrient discharges from wastewater treatment plants with NPDES permits;
- Tracked and commented on NMED water quality standards introduced and adopted during EPA Triennial Review. Worked with NMED to develop language for an alternate standards provision.
- Maintained integrated water system operations (City Well field, Buckman Well field and Canyon Road Water Treatment Plant). Coordinated with BDD operations on a weekly basis to balance production and integrate use of all City water sources and water rights;
- Replaced/Rehabilitated motors, valves, pumps and electrical components at pump stations and well sites to maintain system operability;
- Coordinated and worked with Engineering Section on Raw Water Replacement Line;
- Coordinated and worked with Engineering Section on Communication/Electrical Line Watershed Extension Project;
- Relocated an replaced Master Control panel in the CRWTP under CIP funding to eliminate inefficiency and electrical shock hazards to operators in the "Control Room";
- Provided all necessary flows to the Santa Fe River from Nichols Reservoir pursuant to the Living River Ordinance;
- Supplied irrigation flows to acequias on a scheduled basis (Acequia Madre) and unscheduled deliveries to other acequias and ditch associations as needed;
- Met with all acequias in Spring, Summer and Fall regarding water rights, water storage, and water delivery pursuant to negotiated schedules and the availability of water;
- Partnered with City Legal Division to address river issues, acequia deliveries, and Living River Ordinance flows in response to conflict with the Nature Conservancy over delivery of water to the river.;
- Completed start-up of new McClure Reservoir Intake Tower with Engineering Section and contractor. Refilled McClure Reservoir to 86% in 2016 during Spring runoff season while maintaining production levels and required releases to the river;
- Produced safe drinking water throughout 2016 for the citizens of Santa Fe in compliance with all SDWA chemical/physical and biological water quality standards.
- Updated the Operations and Maintenance Manual for the Transient Non-Community Public Water Supply System operated by the City for use at the SF Municipal Recreation Center and Links de Marty Sanchez golf course wells and prepared new RTCR sampling plan for the golf course and Municipal Recreation Center.
- Operated chlorination system and performed chlorine and E.coli sampling for the transient, non-community water system at Marty Sanchez Golf Course and Municipal Recreation Center.
- Negotiated reissuance of the Special Use permit for use of lands in the SF Watershed.
- Produced and circulated 40,000 Annual Water Reports (2016 Consumer Confidence Reports for Calendar Year 2015) to all City of Santa Fe Water System customers for all

- City of Santa Fe sources including the Buckman Direct Diversion, as required by the Safe Drinking Water Act;
- Coordinated with Water Resources Section and U.S. Forest Service on fire management plan for the Santa Fe Watershed for remainder of 2016 and 2017;
 - Worked on archaeological and environmental studies, with Sites Southwest and Santa Fe Engineering, for installation and electrical infrastructure into watershed and upper McClure Reservoir for the future deployment of additional site security cameras, access controls, remote and SCADA communications for all site buildings. This project included installation of a 10TB Avigilon server for increased video storage; and
 - Continued coordination with NMED Petroleum Storage Tank Bureau on initial site investigation plan and initial site investigation for contamination at the Baca Street Well (SF Well-1) by PNM under the State of NM Corrective Action Fund (CAF). The work will be performed through the CAF pursuant to conditions of the MOU. The former Consent Order signed in 1992 was dissolved.
 - Coordinated with NMED Surface Water Quality Bureau on their future issuance of Total Maximum Daily Load (TMDL) for nutrients below the Santa Fe Wastewater Treatment Plant. This TMDL will determine future NPDES permit limits for nitrogen and phosphorous.
 - Chaired the NM Municipal League's Municipal Environmental Quality Association's Nutrient Task Force;
 - Participated with LANL on ground water sampling of the Buckman Well Field and in meetings to ensure that sites at LANL are remediated in a manner which will ensure protection of Santa Fe's surface and ground water resources;
 - Inspected and cleaned three water reservoir storage additional tanks within the city of Santa Fe distribution system schedule
 - Completed CRWTP control room rehabilitation and other CIP projects. This project will provide a proper control room environment which will include new control room console, furniture, flooring, paint, led lighting, large monitor viewing and the removal of a Motor Control Center from this location.
 - Assisted WWMD in negotiation of new NPDES permit limits for nutrients and other constituents. Final permit with negotiated limits issued on July 1st with an effective date of October 1, 2016.
 - Assisted PWD in reviewing the proposed Small Municipal Storm Water Permit issued by EPA for implementation in 2017 for the City of Santa Fe.
- Transmission & Distribution
 - Responded to over 2046 trouble calls, staff is available 24/7.;
 - Repaired 22 water service lines
 - Repaired 25 water main breaks;
 - Repaired 196 meters and vaults or cans
 - Replaced over 8000 feet distribution main lines which have reached the end of their useful life, are undersized or are needed to improve water system interconnections with CIP funding;
 - Repaired, located, raised over 350 meters for the new meter exchange program;
 - Test and repaired 120 large meters for meter accuracy and will continue till the end of the fiscal year.
 - Replaced 40 galvanized water services that had reached their service life; and installed 44 new water services;
 - Completed leak detection of 120 miles of the water distribution lines in an effort to save water and continue to proactively identify leaks;

- Developed standards for new (PRV) pressure reducing valves stations; along with (PRV) pressure reducing valve maintenance.
- Replaced over 100 meter valves along identified areas that were broken;
- Repaired or replaced 57 fire hydrants throughout the City of Santa Fe;
- Staff has continued to train apprentices to become Pipefitters needed for the future of water system.
- Engineering
 - PRV SCADA Phase 2 – Project will use cell phone telemetry and web based control system for monitoring and controls of pressure reducing valve stations. Water Division issued RFP for to install new SCADA system implementation at 17 PRV Stations. Project will be completed by June 30, 2017.
 - Old Filter Plant Site Improvements – Water Division prepared engineering plans for site improvements at an 11 acre tract at Cerro Gordo Road and Upper Canyon Road which included the removal of obsolete filter structure, piping and meter vault relocations. The site will now be incorporated into City open space and park area which is adjacent to The Nature Conservancy’s Santa Fe Canyon Preserve area.
 - Nichols & McClure Reservoir and Raw Water Supply Pipeline – Water Division utilized the On-Call Engineering contract to prepare a Dam Inspection Report and a Hydraulic Evaluation and Conveyance Alternative Analysis. Design of outlet conduit rehabilitation for both dams is underway as is design of the raw water supply pipeline replacement project. Both design projects are scheduled for completion by June 30, 2017.
 - Cerrillos Road Phase 2C – The water distribution system had 500 feet of 6 inch main, 3620 feet of 8 inch main, 3100 feet of 12 inch main, 13 services, and 1 PRV Station replaced. Work was done in conjunction with the Cerrillos Road Reconstruction Ph. 2C project.
 - Buckman 24 Inch Parallel Pipeline – Water Division utilized the On-Call Engineering to prepare engineering plans and specifications for a transmission line between Buckman Booster Station No. 4 and the Buckman 10 MG tank and a master meter station for West SFC service area. Construction bids have been received and contract award is anticipated in February 2017. (Kristin PM bidding thru construction).

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City’s Fiscal Year cycle?
The funding source is the Water Utility Enterprise Fund Revenues.
- B. Are any new costs other than inflation included in this proposal?
No new costs.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Yes they are self-supporting revenues
- D. Do you expect to have an increase in expenditures?
No expenditure increase expected.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No changes in service in this proposal.

Personnel Summary

Current

FTE Total Count - 75

PTE Total Count – 0

Proposed

FTE Total Count - 75

PTE Total Count - 0

It is the primary mission and objective of the *Wastewater Management Division* to ensure that all sanitary sewage produced within the city's service area is collected, conveyed, and treated in compliance with Local, State, and Federal Regulations and Guidelines, and to protect the public's environment, health/safety, and welfare.

Deliverables and Milestones

- Administration Section
 - Completed Discharge Permit DP-135 renewal.
 - Finalized National Pollutant Discharge Elimination System (NPDES) permit renewal.
 - Finalized Multi-Sector General Permit (MSGP) for Stormwater Discharges.
 - Completed renewal of Discharge Permit DP-289.
 - Completed process with Environmental Protection Agency (EPA) to submit Monthly Discharge Monitoring Report electronically.
- Collection Section
 - Responded to over 4676 sewer locates calls from New Mexico One Call, of which **620** were emergency locates.
 - Responded to 320 potential sewer stoppage calls.
 - Conducted 789 manhole inspections.
 - Cleaned approximately 19.7 miles of sanitary sewer utilizing the rodding method.
 - Cleaned approximately 39 miles of sanitary sewer utilizing the flushing method.
 - Cleaned approximately 1.7 miles of sanitary sewer utilizing the hydraulic root saw.
 - Completed over 15.22 miles of video sewer line inspections with City owned mobile camera unit.
 - Completed 13 manhole adjustments.
 - Completed 4 point repairs.
 - Staff planned and executed a 127' pipe burst of an 8" sewer line segment.
 - Treated 5.31 miles of sanitary sewer with root control product.
- Industrial Pretreatment Section (IP)
 - Renewed 3 Significant Industrial User (SIU) Permits; conducted 3 SIU inspections and 2 SIU sampling events as required by the IP Program.
 - Performed 186 inspections at non-permitted commercial users of the POTW; conducted 64 sampling events for COD analyses.
 - Attended Annual IP Conference as well as provided classroom instruction for conference.
 - Provided classroom instruction to the New Mexico Water and Wastewater Association (NMWWA) as part of a continuing educational program.
 - Provided classroom instruction for Wastewater Developmental Trainings.
 - Conducted multi-city surcharge programs survey.
- Laboratory Section
 - Insured all compliance testing was completed in accordance with our NPDES, DP-289, and DP-135 Permits as well as all other required process control testing by performing all analyses our in-house lab is able to perform and sending out all other necessary samples to be analyzed by contract labs.
 - Established all necessary sampling/analyses changes in accordance with renewed DP-289 and NPDES Permit; involved in review of DP-135 Draft Permit.

- Conducted the following studies as requested or deemed necessary: Analyzed COD of TWAS, East and West Digester Effluent samples to provide data to better understand Wastewater Carbon Loading; conducted several Influent sampling events at various locations and analyzed for TSS/VSS to establish the most representative location to obtain an Influent Sample – Sample location was changed from Primary Clarifier Splitter Box to Headworked Parshall Flume Channel; sampled Aldea Lift Station and analyzed for COD and Hydrogen Sulfide; investigative sampling and analysis of sample obtained at Sandoval/Alameda Bridge Stormwater Outfall; assisted HDR Staff in conducting a bench scale dewatering test.
- Provided classroom instruction to NM Water and Wastewater Association as part of a continuing educational program.
- Compost Section
 - A total of 1876.5 cubic yards of compost was used by customers.
 - Over 16 million gallons of sludge was dewatered, which represents eighty six percent (86%) of all sludge produced.
 - Twenty one percent (21%) of all dewatered sludge was composted.
 - Conducted a study to optimize polymer usage.
- Engineering Section
 - Completed Wastewater Management Division's Facilities and Sanitary Sewer Collection System Master Plan.
 - Issued 50 written Technical Evaluation Reports for connection to City sewer service.
 - Issued 40 written Development review evaluation and comments for projects requesting City permit approval.
 - Reviewed 26 building permit applications.
 - Completed 15 field assessment and verification of City sewer service requests submitted by Utility Billing
 - Completing Bid Documents for the Wastewater Division CIP#951 Sanitary Sewer Rehabilitation Project of over 11,000 feet of 8 inch to 24 inch diameter sewer lines.
 - Work with Collection Section in preparation of bid documents for the FY17/18 Sewer Line Spot Repair Contract.
- Major goals for Wastewater Division for FY 17/18
 - Compliance with all permits.
 - Continued career training and development of employees.
 - Complete a Wastewater Treatment Facility "Treatment Optimization and Nutrient Removal Study".
 - Complete construction of new anaerobic digesters and cogeneration facility.
 - Complete Design and Installation of third belt press.
 - Complete review and amendment of Chapter XXII to include new Technically Based Local Limits (TBLLs), Construction Standards and other required edits and modifications.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Wastewater management is an enterprise fund whose revenues are supported by an established rate structure for sewer service and system fees, as well as GRT revenue to support a 2006C and 2012B Environmental Bonds.
- B. Are any new costs other than inflation included in this proposal?

Wastewater Management has included new cost for chemical addition for nutrient removal, repairs to Dissolved Air Flootation skimmers, repair of Belt Filter Press, Sampling for Constituents of Emerging Concern, Additional Root Control within the Collection System, Increase polymer for solids dewatering, addition for replacement vehicle, Increase to support computer system replacement program.

C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

Revenues are included in this proposal

D. Do you expect to have an increase in expenditures?

Yes

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

Personnel Summary

Current

FTE Total Count - 67

PTE Total Count - 0

Proposed

FTE Total Count - 67

PTE Total Count - 0

The *Utility Customer Services Division* primary goal is to provide excellent utility customer billing services to the citizens of Santa Fe. These services include accurate water meter reading, timely billing for water, refuse, sewer and storm water services, and a delinquent account collection service along with excellent customer service.

Deliverables and Milestones

- Redesigned and automated the Collections 2 Day Notice process in order to improve management and collection of delinquent accounts.
- Hired and trained 2 Customer Service Representatives, 1 Billing Account Specialist, 1 Financial Analyst, and 1 Utility Billing Supervisor.
- Implemented improved Landlord/Tenant processes to enhance efficiency in account management
- Launched Badger Beacon Customer Portal Eye on Water to provide customer the ability to track water consumption

Requested Funding

A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

The source of funding for this budget is Enterprise fund revenues from all three Utilities Water, Waste Water and Environmental Services

B. Are any new costs other than inflation included in this proposal?

No new costs.

C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

Yes they are self-supporting revenues

D. Do you expect to have an increase in expenditures?

No expenditure increase expected

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No, there are no expansions or changes in service levels.

Personnel Summary

Current

FTE Total Count - 33

PTE Total Count - 0

Proposed

FTE Total Count - 33

PTE Total Count - 0

The **Environmental Service Division** is the sole-source provider of municipal solid waste collection from residential and commercial sources for the City of Santa Fe. The ESD collects trash and recycling from 20,300 single-family homes, and about 2,500 businesses, institutions, and multi-family complexes.

The ESD consists of several sections. ESD Collection Operations includes the *Residential Refuse*, *Residential and Commercial Recycling*, and *Commercial Refuse* sections, as well as *Container Maintenance*, which includes the welding team and the newly requested cart maintenance team. Residential collections are conducted Monday through Friday, whereas commercial collections run six days a week, Monday-Saturday. The *Fleet Maintenance* section was separated from Operations in FY 16-17. Our fleet mechanics are responsible for repair and maintenance of the collection vehicles, plus the Division's light vehicles, for a total of 72 vehicles. Additionally, the *Administration* section includes the management team, customer service/field support employees, and our outreach & education group, which also includes recycling marketing, compliance, Keep Santa Fe Beautiful (KSFB), and Graffiti. The Graffiti section is overseen by ESD, but is funded by the General Fund. KSFB receives grant funding, and is a partnership between the City and the 501 c (3) organization, overseen by its Board of Directors.

Deliverables and Milestones

In FY 16-17, the ESD established a new residential automated curbside recycling program. This included the purchase of seven new trucks and 33,000 new recycling carts. Glass was dropped from curbside collection, and the division worked to offer three Recycling Drop-Off Centers for glass, cardboard, and mixed containers, allowing all residents to have access to recycling. A comprehensive public information campaign instructed residents about the coming program, when to look for their cart during the cart distribution period, and effective educational tools for participating in the program. A custom-designed 12-month Residential Services Calendar was delivered with the recycling carts that not only explains the program and what to with glass, but also gives residents all of the information they need to properly dispose of most typical household wastes. A new calendar will be designed and mailed to residents in FY 17-18 and in future years.

ESD is aiming to continue to make significant improvements to residential collection over the next two years. We are planning to transition to a four day collection week in February of 2018, allowing for staff to be home on holidays. This also frees the residential trucks one day per week for dedicated preventative maintenance. Another improvement is implementing a variable rate pricing

structure for different size trash carts, or “pay-as-you-throw.” This encourages more participation in recycling programs, and less waste to the landfill.

The Division is expecting a high demand for all recycling programs after the curbside implementation, and is budgeting for additional front-loading recycling dumpsters for both current and new accounts. We are transitioning rear-loading containers to front-loading wherever possible, increasing collection efficiency.

In FY 17-18, the ESD is planning to implement industry-specific technology in order to better track collections, report set-out and diversion rates, ensure collection route efficiency, and control inventory tracking of 60,000 recycling and trash carts at single-family accounts. A no-cost pilot program was implemented in spring of 2017 that put technology in ESD’s collection vehicles to evaluate what kind of services and tracking reports will be needed to optimize our operation. This also includes an electronic pre- and post-trip report for our drivers, which, when integrated into an additionally planned fleet maintenance management system, will bring a vast improvement to our fleet maintenance operations.

Plans for improving Fleet Maintenance include new fleet-specific software that will track the repairs, preventative maintenance records, fuel consumption, and other key information for each vehicle. It will track work orders and help to manage time and costs in the shop.

The Division also continues to work the Transit Division to complete upgrades for our Compressed Natural Gas (CNG) station.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City’s Fiscal Year cycle?

The ESD is an enterprise fund with a fee-for-service structure. We have many residential and commercial rates that are our basis for budgeting. Other significant funding sources:

- *Keep Santa Fe Beautiful receives an average of \$36,000/year from the State of New Mexico for its intern program*
- *The Graffiti section is funded by General Government*
- *We anticipate an NMFA loan for the CNG station*
- *The Bag Ordinance Fee revenues are reflected in this budget, with its own budget for expenditures*

- B. Are any new costs other than inflation included in this proposal?

New Costs included in this budget include:

- *New software and hardware for Fleet Maintenance and for Operations that will maximize efficiency and ultimately track and control costs, increase fleet safety, and improve customer service delivery*
- *Fleet maintenance facility upgrades to add at least one bay and two lifts for mechanics*
- *A cart maintenance team to repair, replace, and set new carts. We have 60,000 trash and recycling carts at residential addresses and 2,400 more at commercial accounts, representing approximately 3M in assets*

- *Additional mechanics, to work an evening shift and maximize the space we currently have*
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Enterprise fund and grants funds; see A.
- D. Increased expenditures include:
An increase in Vehicle Maintenance to better reflect what our real needs are for repairs, and a more comprehensive preventative maintenance program. Aggressive vehicle replacement schedules to bring the age of our fleet into industry standards, reduce maintenance costs, and increase safety of our drivers and the public
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
The main expansion of service would be the internal expansion of Fleet Maintenance and the addition of the Cart Maintenance team as described above.

Personnel Summary

Current

FTE Total Count - 71

PTE Total Count - 0

Proposed

FTE Total Count - 75

PTE Total Count - 0

The above change in FTE personnel count accounts for a personnel expansion request of Four (4) full time mechanics to work evening shift.

CITY OF SANTA FE
PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Public Utilities Administration	309,695	337,418	556,550	278,065	1,158	1,028,821
Environmental Services	12,511,076	12,707,193	24,655,851	18,406,195	2,751,132	18,002,043
Utility Customer Service	3,886,366	6,591,914	3,627,683	2,021,226	399,475	3,653,627
Wastewater Management	13,421,692	11,448,228	13,280,593	11,032,138	818,762	13,204,599
Water Operations	50,001,705	194,374,986	36,414,751	17,758,187	2,426,696	32,257,066
TOTAL PUBLIC UTILITIES	80,132,533	225,459,739	78,535,428	49,495,810	6,397,213	68,146,156

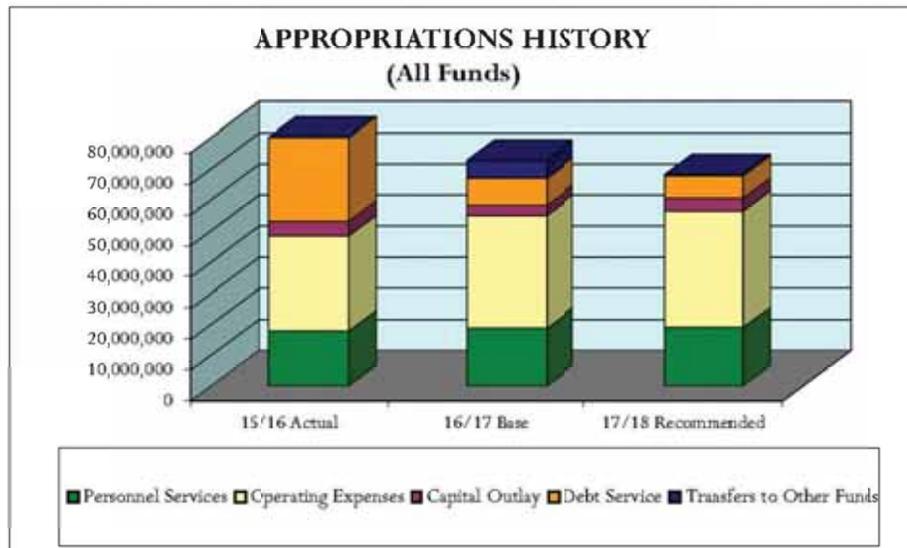
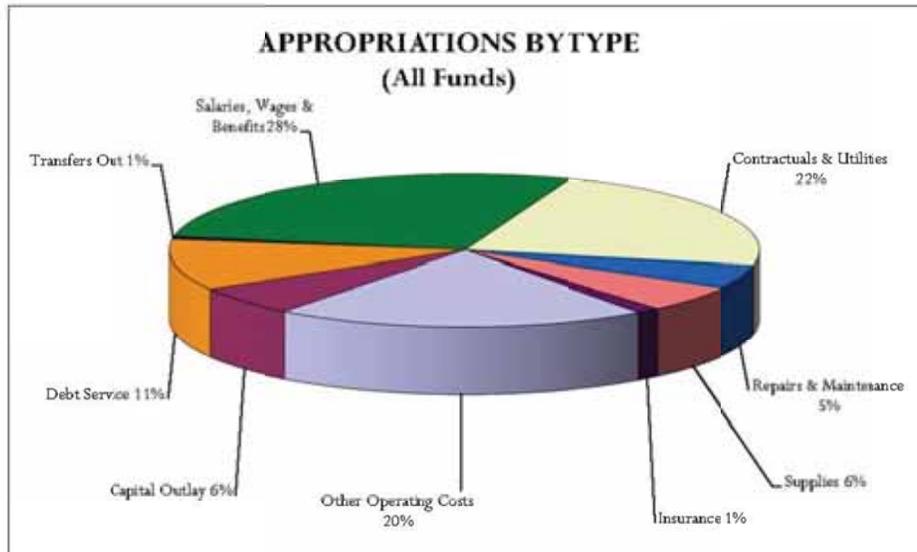
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	17,166,356	17,882,290	18,800,765	12,051,421	-	19,053,702
Contractuals & Utilities	12,127,406	16,520,343	14,846,923	8,859,843	2,702,585	15,318,170
Repairs & Maintenance	1,678,870	1,971,751	2,995,124	1,132,688	655,107	3,402,441
Supplies	1,986,156	2,114,770	3,004,534	1,374,117	567,201	3,744,089
Insurance	1,005,663	822,905	986,694	822,245	-	894,565
Other Operating Costs	8,037,808	9,012,831	14,613,239	6,420,436	1,068,996	13,849,640
Capital Purchases	2,231,330	4,708,245	3,301,551	2,772,281	1,403,324	4,219,493
Debt Service	13,071,756	98,831,044	16,303,581	12,993,598	-	7,263,062
Transfers to Other Funds	22,824,188	73,595,561	3,683,017	3,069,181	-	400,994
TOTAL PUBLIC UTILITIES	80,132,533	225,459,739	78,535,428	49,495,810	6,397,213	68,146,156

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	291,426	303,308	280,665	207,565	4,685	324,620
Santa Fe Beautiful Grant	37,554	64,644	46,398	14,692	-	47,523
Utilities Administration	309,695	337,418	556,550	278,065	1,158	1,028,821
Utility Customer Service	3,886,366	6,591,914	3,627,683	2,021,226	399,475	3,653,627
Environmental Services Fund	12,181,095	12,337,662	24,328,787	18,183,938	2,746,446	17,629,900
ESD Equipment Bond Issue Fund	-	1,580	-	-	-	-
Water Division Operating Fund	34,051,397	114,719,106	31,783,402	17,465,733	2,338,701	31,482,466
Water Debt Service Fund	1,051	902	-	-	-	-
Water Acquisition Fund	790	678	-	-	-	-
Water Reserve for Arbitrage	829	711	-	-	-	-
Water Accounts Receivable	-	251,063	-	-	-	-
River Conservation Fund	-	3,412	33,611	82	33,611	-
1/4% Water GRT Fund	11,611,176	19,413,168	-	-	-	-
Water Conservation Fund	304,806	1,232,511	569,934	291,701	54,374	774,600
Water 2009 A/B Bond Debt Service	4,029,655	58,753,435	4,027,804	671	-	-
Wastewater Management	13,421,249	11,447,804	13,280,593	11,006,811	818,762	13,204,599
Wastewater Closure/Post-Closure	-	-	-	25,326	-	-
Wastewater Impact Fees	443	424	-	-	-	-
TOTAL PUBLIC UTILITIES	80,132,533	225,459,739	78,535,428	49,495,810	6,397,213	68,146,156

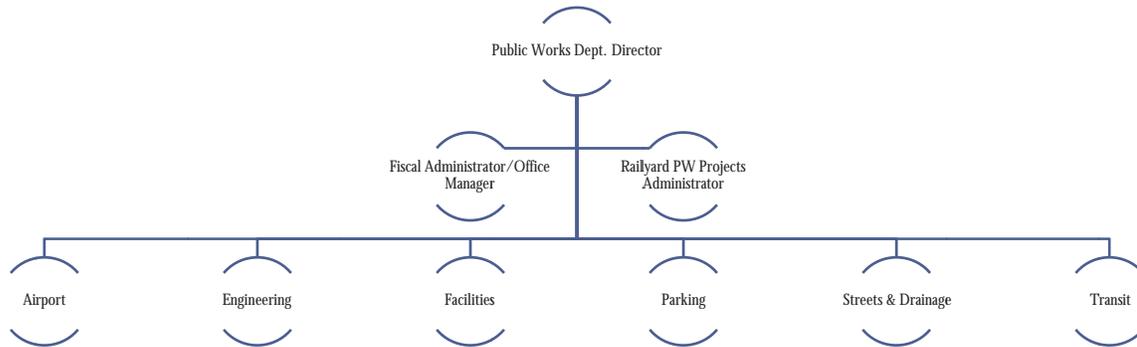
Table 34 - Public Utilities Expenditure Summary



PUBLIC UTILITIES DEPARTMENT



c. Public Works



The Public Works Departments is comprised of six functional divisions: Facilities Maintenance; Engineering; Streets & Drainage Maintenance; Aviation; Parking and Transit

The **Aviation Division** encompasses the Santa Fe Municipal Airport. It is the second busiest airport in the state and is a vital transportation hub and economic engine for our city and region. Currently, the airport supports 154,000 commercial passengers and 68,300 aircraft flight operations annually generating over \$78 million to the economy and 680 full time jobs. The airport supports over 400 tenants, 181 based aircraft, 20 businesses, 26 aircraft hangars, Life Flight, the US Game and Fish, US Forest Service, NM Army National Guard, NM State Police, NM State Aviation, Civil Air Patrol, SFFD Fire Station 10, SF Waste Water Treatment Plant, SFPD Impound Lot and Firing Range.

Deliverables and Milestones

The passengers, tenants and various city, state, and federal agencies rely on the Santa Fe Municipal Airport to be open, operational, safe, secure, fiscally responsible and regulatory compliant. The airport staff of 8 (currently 3) is responsible for managing, maintaining, inspecting, repairing, and improving the airport's infrastructure and equipment including a 9,000 square foot passenger terminal, various maintenance and operational buildings, 2 million square feet of runways, taxiways and aircraft parking areas, a myriad of complex safety, security, and navigation systems, a fleet of vehicles and heavy equipment, and 2,110 acres of land. The staff is also responsible for managing, directing, and reporting on its \$4.5 million annual O&M budget and \$9 million annual CIP budget which include federal and state grant programs. Finally, the staff is charged with sustaining, promoting, growing, and improving air service, ridership, aircraft operations, based aircraft, airport businesses, revenues, and economic impact.

Requested Funding

A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

This year the airport is only requesting a total of \$105,544 from the General Fund, which is \$40,182 less than FY17 despite increased expenses, and will pay for the following city services:

<i>Firefighter Support - SFFD</i>	\$ 615,009.00
<i>Airport Security - Parking</i>	\$ 150,000.00
<i>City Assessment - General Fund</i>	\$ 110,922.00
<i>Custodial - Public Works</i>	\$ 51,132.00
<i>Airport Security Coordinator - SFPD</i>	\$ 37,350.00
<i>Water - Public Utilities</i>	\$ 23,911.00
<i>Emergency Management - Emergency Manager</i>	\$ 26,000.00
<i>Total Payments to City of Santa Fe</i>	\$ 1,014,324.00

Some of the new funding this year is land rental fees, driven by a federal requirement, for the Waste Water Treatment Plant and Sludge Field and the SFPD Impound Lot and Firing Range. Additionally, we are projecting some revenue increases from airlines, fuel flowage, terminal and office rents, concessions, and NMDOT grants. One of the NMDOT grants is \$200,000 for marketing support. Marketing is a vital enabler for sustaining and growing air service and economic development; for every 10% increase in passengers, there is a \$3 million increase in economic impact and a 1% increase in jobs. The grant requires a 50% local match and this budget proposes to use \$200,000 of excess funds from the Lodger's Tax to leverage this annual reoccurring grant to generate \$400,000 for marketing.

B: Are any new costs other than inflation included in this proposal?

No.

C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?

See A above

D: Do you expect to have an increase in expenditures?

No increases are expected

E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

No expansions are included in this proposal

Personnel Summary

Current

FTE Total Count - 8

PTE Total Count - 1 (Intern)

Proposed (no change)

FTE Total Count - 8

PTE Total Count - 1 (Intern)

The ***Facilities Division*** is composed of 4 sections: CIP, Locals, Custodial, and Maintenance. CIP which is comprised of 3 Project Administrators and 1 Contract Analyst who develop RFB's, quotes, contracts, and oversee grant, capital improvement, and federally funded projects. The Locals, whose job is to complete small construction and maintenance projects for City Departments. The Team includes 1 Project Administrator, 1 Construction Supervisor, 1 Construction Lead Worker, and 1 Construction Laborer. They work on saving the city dollars by providing skilled in-house labor and direct purchase of materials. The Custodians keep the city buildings clean and maintained. The team provides 365 days a year, and 16 hours per day coverage to dispose of trash, maintain clean and stocked restrooms, vacuum, and dust, along with carpet cleaning, hard surface floor care. The current team is comprised of 1 Custodial Supervisor, 3 Custodial Lead Workers, and 17 Custodians. The proposed budget encompasses all city Custodians, Building Supervisors, and

Custodian Lead Workers from Transit, Airport, GCCC, Fort Marcy, Salvador Perez, Utilities, and Courts. The whole team, if approved, will consist of: 1 Custodial Manager, 2 Custodial Supervisors, 5 Custodial Lead Workers, and 24 Custodians. The Maintenance section performs emergency repairs and routine maintenance on mechanical, electrical, plumbing, paint, structural elements, and many other tasks around the city. In one year the team responds to 2,300 work orders with the average completion time 21 days. The team is comprised of: 2 Mechanical Structural Supervisors, 3 Mechanical Structural Seniors, 6 Mechanical Structural Specialist, and 1 Administrative Assistant (requesting to be reclassified to a Contract Analyst). I am also requesting an expansion of 3 additional Mechanical Structural Senior positions to allow the team to have the time to better maintain the mechanical, electrical, and plumbing through a preventive maintenance program. With our current staffing level the team spends 90 percent of their time dealing with emergencies rather than preventing the failure to begin with. The expansion would allow the team better develop the building assets through the AMERESCO software and also decrease response time to the emergencies and work orders.

Deliverables and Milestones

The mission of the Facilities Division is to plan, design and construct safe, efficient and cost effective public facilities that comply with all federal, state and local codes. Once constructed the mission is to provide safe, clean and well maintained facilities through a system of preventative maintenance and emergency repairs.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
1/2% GRT that funds CIP, and Locals. General Fund for Maintenance and Custodial.
- B. Are any new costs other than inflation included in this proposal?
Yes – increased costs associated with salaries and benefits for three requested employees
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No.
- D. Do you expect to have an increase in expenditures?
To the overall City there will be a small increase caused by encompassing all the Custodians into Facilities. There is a salary savings from Position 1066
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Yes. There is the movement, and reclassification of the Custodians, and 3 position expansions for Maintenance.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 43
PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 55
PTE Total Count - 0

The above change in FTE personnel count accounts for a personnel expansion request of Three (3) Mechanical Structural Specialist Senior positions and the absorption of re-assigned custodial staff from other departments.

The **Parking Division** is an integral part of the City's public transportation system. Parking spaces are an essential part of the transportation system and with balanced and impartial space management they can produce enormous benefits. Setting the right price is critical for parking availability. The right price will balance the demand for parking which varies over time even though the supply of spaces remains the same. The goal of right pricing is to achieve a space vacancy rate that allows drivers to easily find parking without cruising. The desired space vacancy for on-street parking is 15%. Parking Division staff are committed to managing parking space availability by studying peak parking demands and providing high efficiency solutions.

In addition to the management of on-street and off-street parking facilities and corresponding revenue, the Parking Division is also responsible for enforcement of the Uniform Traffic Ordinance (UTO), the adjudication of parking citations and accounting for parking citation revenues. Additionally, the Division has a maintenance team that provides maintenance for all parking facilities including snow removal, meter repair and public safety. Furthermore, division staff collects and accounts for all parking meter revenue.

Liabilities

The Parking Division currently has an unsustainable annual debt service liability of more than \$900,000 assigned to it to offset the debt service costs of the SFCCC. This \$900,000 plus annual liability assignment is unrealistic, especially when the SFCCC garage is generating under \$300,000 in gross revenues annually.

The Parking Division is requesting that the Governing Board reconsider this unsustainable and fixed annual amount SFCCC liability assigned to the Parking Division and replace the current annual debt service liability with a viable and practical debt service liability which better aligns with the SFCCC garage annual revenues.

Parking Division is requesting the Governing Board to align its SFCCC garage debt service not to exceed the annual gross revenues generated by the SFCCC garage. The Parking Division will absorb the personnel overhead in addition to maintenance of the facility.

Deliverables and Milestones

The Division is planning on issuing an RFP for Parking Access and Revenue Control System (PARCS) in order to replace the existing and antiquated revenue collection system in City's Parking Facilities. Contingent upon financing for this project the RFP can be issued by August, 2017 and a new revenue control system can be installed and operational by February, 2018.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The Parking Division is requesting the removal of existing antiquated revenue collection system in City owned garages and replacing it with a state-of-the-art

Parking Access and Revenue Control System (PARCS). The cost of PARCS is estimated to be approximately \$650,000 to \$800,000. An RFP will determine the true competitive cost. Funding for this project may be directly financed by the City through a loan to the Parking Division. Loan payment is guaranteed through increase in revenues with the replacement of antiquated revenue collection system with a PARCS. PARCS installation at different locations has initiated an increase in revenues from 18% up to 28%. Assuming that a new PARCS will initiate a minimum of an 18% increase in current revenues which will be approximately \$315,000; the new PARCS will pay for itself within three (3) years.

It therefore imperative that the City invest in a new PARCS to be installed in City owned facilities which are the SFCCC garage, Sandoval garage, Railyard garage and the Water Street lot.

B. Are any new costs other than inflation included in this proposal?

No.

C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No.

D. Do you expect to have an increase in expenditures?

A minimal increase in expenditure for the first 3 years is anticipated to pay off the cost of implementing the PARCS program. This expenditure of approximately \$300,000 per year will be covered with the increase in revenues as a result of a PARCS installation.

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

Yes. All City owned facilities with PARCS will become mostly automated with conveniences such as self-serve credit card in and out (eliminates pulling a ticket), payment at pay-stations conveniently located at garage elevators and entrances/exits, etc.

Personnel Summary

Current

Fiscal Year 2016/2017: FTE Total Count - 53

PTE Total Count - 1

Proposed

Fiscal Year 2017/2018: FTE Total Count - 43

PTE Total Count - 1

The above change in FTE personnel count accounts for a personnel reduction to properly align the Parking Division's essential expenditures with annual revenues. Those reductions consist of One (1) Administration staff; Three (3) Enforcement Staff; Two (2) Maintenance Staff, and Four (4) Parking Lot Attendants.

The *Streets and Drainage Maintenance Division* ensures public safety for the citizens of Santa Fe by providing essential services including maintenance and rehabilitation of public streets and drainage ways and by responding to public service / information requests in the most efficient and cost effective manner.

Deliverables and Milestones

- Street Cuts - Inspection of approximately 810 street cut permits to assure prompt and quality restoration. Inspected the restoration of major PNM, NMGAS, Qwest, Waste Water, and Water Division projects, which included utility poles and gas line replacements. In addition inspected Waste Water and water lines
- Increased frequency of grading on problem streets Re-evaluating Grading Plan
- Storm Water Drainage maintenance - Assisted with storm water ordinance violations and NPDES reports
- Performed basic maintenance needed for the city’s infrastructure. Includes curb and gutter repair, pavement maintenance., etc.,
- Sweeping - Completed and updated a comprehensive downtown, major arterial and residential sweeping plan
- Administration - Managed section with reduced manpower.
- Snow Removal - Removed snow and ice during busy snow event season.
- Drainage maintenance - Cleared and grubbed arroyos, drainage channels, and storm sewer inlets and lines to assure efficient drainage

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City’s Fiscal Year cycle?

<i>Budget Fund</i>	<i>Account Description</i>	<i>Object Account Number</i>
<i>02401</i>	<i>21401 - Rev Storm Water Drainage</i>	<i>439755</i>
<i>02401</i>	<i>21401 - Rev Storm Water Drainage</i>	<i>480020</i>
<i>02720</i>	<i>21720 - Rev Impact Fee Fund-Roads</i>	<i>480020</i>
<i>02720</i>	<i>21720 - Rev Impact Fee Fund-Roads</i>	<i>600100</i>
<i>03326</i>	<i>31326 - REV Paved Street Rehab</i>	<i>411150</i>
<i>03326</i>	<i>31326 - REV Paved Street Rehab</i>	<i>411200</i>

- B. Are any new costs other than inflation included in this proposal?
NO
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
NO
- D. Do you expect to have an increase in expenditures?
YES
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
YES, EXPANSION.

Personnel Summary

Current

FTE Total Count - 32
PTE Total Count - 0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 37
PTE Total Count - 0

The above change in FTE personnel count accounts for a personnel expansion request of Five (5) full time employees to better address demand for street maintenance and drainage daily operations, special tasks and projects.

The **Transit Division** oversees and manages the day-to-day operations of three distinct transit programs delivering service within the City of Santa Fe, namely, the Santa Fe Trails fixed-route bus system which delivers service on ten routes, the Santa Fe Pick-Up system which provides fare-free circulator service to the downtown, Canyon Road, and Museum Hill, and the Santa Fe Ride paratransit system which exclusively serves the elderly and disabled population with door-to-door service.

Deliverables and Milestones

In the FY15/16 Year Santa Fe Trails provided around 1,000,000 passenger trips on our fixed route and pickup service and almost 40,000 trips on our Santa Fe Ride paratransit service. The Transit Division also provided special bus service at 5 special events this year (Folk Art Market, Spanish Market, Indian Market, Zozobra, and Canyon Road Faralito Walk)

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
- The Transit Division receives GRT under Ordinance 2016-5. In addition to the GRT Funding the Transit Division receives funding for operational expenses from the following sources:*
- *NCRTD provides through reimbursement approximately \$950,000 in funding to provide Santa Fe Trails Transit Service to the NM599 and South Capital Rail Runner Stations and for Special Transit Service during 5 special events (Folk Art Market, Spanish Market, Indian Market, Zozobra, Canyon Road Faralito Walk)*
 - *Through Section 5307 FTA funding the Transit Division receive approximately \$1.5 million through reimbursement for operational expenses.*
 - *Through Section 5307 FTA funding the Transit Division receives \$71,733 in funding for the Ridefinder program which promotes transit services and provides trip planning.*
 - *The Fixed Route Transit Service generates approximately \$300,000 a year in fare box revenues.*
 - *The Santa Fe Ride Program Generates approximately \$70,000 a year in fare box revenues.*
 - *An advertising contract will generate at least \$110,000 next year.*
 - *Through a number of years of Section 5339 FTA Funding we have approximately \$440,000 in funding that can only be used for capital projects. This funding is currently earmarked for the Southside Transit Center (pending FTA Approval).*
- B. B: Are any new costs other than inflation included in this proposal?
- The Salaries and Benefits were calculated based of the Spreadsheet provided by Budget, with a couple of minor modifications. Based on the salaries provided in the spreadsheet they have an increase of \$275,000 over the amount currently*

budgeted. With 123 positions we were not able to go through and confirm the accuracy of the salary of each position in the spreadsheet. As directed it was assumed that all employees will take advantage of the maximum health (\$16,033) and Dental (\$718) coverage available. This results in an increase in these two items of over \$670,000. In total using the spreadsheet resulted in an increase in Salaries and benefits of \$943,821 over currently budgeted levels.

C. C: Are self - supporting revenues i.e. grant or fees for service included in this proposal?
See above.

D. D: Do you expect to have an increase in expenditures?

Yes in addition to the Salaries and benefits the more significant increases are: If we enter into a new contract with Clean Energy for operations and maintenance of the CNG Facility we expect to be paying a higher cost per gallon if they incorporate into the contract the cost of upgrading the facility. We have budgeted an extra \$101,904 for CNG fuel (531100) for our vehicles.

The estimated cost for General Liability (555250) provided is \$47,368 higher than currently budgeted.

We have added \$20,000 over the currently budgeted levels in Capitalized Equipment and Machinery (570500) because we need to purchase a new tire removal and mounting machine.

We have added \$900,000 for the purchase of 2 new fixed route buses under 571000. Based on our bus replacement schedule we need to replace 2 buses per year to keep our fleet up to date.

We have added \$242,575 for the replacement of 4 paratransit vehicles under 570950. We have a grant application into NMDOT which if successful will provide \$194,060 in FTA Funding after 10/01/17.

We added \$10,000 to remodeling (572500) to allow us to make some changes at the Main Administration Building to improve security.

E. E: Are changes to the existing service levels, i.e. expansion, included in this proposal?

As part of this proposal there are no proposed changes to the service levels.

We do have a proposed change to the organizational chart (attached) which is revenue neutral to primarily reflects the current interim structure of the Transit Division and adds one position.

Personnel Summary

Current

FTE Total Count - 120

PTE Total Count - 3

Proposed

FTE Total Count - 121

PTE Total Count - 3

The above change in FTE personnel count accounts for a personnel reduction request of Three (3) positions: Transit Division Director, Operations Manager, and Mechanic Supervisor to accommodate the personnel expansion request of One (1) Transit Grant & Administration Manager; One (1) Heavy Equipment Mechanic; One (1) Paratransit Lead Supervisor and One (1) Fixed Route Lead Supervisor. These changes create a revenue neutral personnel modification.

The **Engineering Division** provides and maintains safe, efficient, and cost effective multi-modal traffic flow throughout the City. The Engineering Division develops transportation and watershed infrastructure projects in a fiscally and environmentally responsible manner utilizing technical and administrative project management expertise in the study, design and construction of capital improvement projects.

Deliverables and Milestones

- Developed Signal Progression Plan for St. Francis Drive
- Will begin development of Signal Progression Plan for Airport Road
- Started Design of Guadalupe Safety project from Agua Fria to Paseo de Peralta (north)
- Upgraded pedestrian signal heads to “Countdown” type throughout City
- Replace \$260k of deteriorating street lights in the downtown area.
- Completed construction of the Cerrillos Road Reconstruction project Phase II-C (Camino Carlos Rey to St Michaels)
- Started construction of the Defouri Bridge Replacement Project.
- Development of W Alameda Drainage Improvement Project in coordination with SF County
- Completed design and started construction of the Acequia Trail Underpass at St Francis Drive
- Completed of the E Alameda Pedestrian Improvements Project
- Completed construction of the Cerrillos/Montezuma/Galisteo Intersection Improvements Project.
- Started Design of Agua Fria/Cottonwood Intersection Improvements Project
- Started city-wide 2012 CIP Bond Small Sidewalk Projects based on CC approved prioritization list
- Ongoing management of city-wide ADA Improvements Project correlating with Street Overlays
- Completed improvements to Fire Station #5 parking lot
- Completed design and started construction of Fort Marcy/Magers Field Bridge Replacement Project
- Ongoing Project Management of City Wide Trail Projects including:
 - Completion of SF River Trail Phase II-A
 - River Trail Crossing @ St Francis
 - Arroyo Chamiso Trail Crossings
 - Acequia Trail Underpass (@ St Francis/Cerrillos)
 - Acequia Trail Connections (Harrison to NMSD)
 - Acequia Trail Connections (Otowi to Maclovía)
 - Acequia Trail (Rufina to South Meadows)
 - Rail Trail extension (Alta Vista to Pen Road)
 - City Wayfinding
 - Tierra Contenta Trail (Buffalo Grass to S Meadows)
 - Canada Rincon Trail
 - MRC Trail
 - Ongoing Project Management of City Wide Trail Drainage Projects including:
 - SF River Drainage Repair (@ Camino Alire)
- SF River Drainage Repair (St Francis Gauge)
 - SF River Cross Vane Repair (@ Nopal)
 - Arroyo Chamiso Drainage Improvements
 - Arroyo de los Pinos Drainage Improvements

- Ongoing Project Management of On-Road Bicycle Improvement Projects including:
 - Osage/Siringo/W. Alameda Bike Lanes
 - San Mateo/Galisteo Bike Lanes
- Zero lost time due to accidents in the Traffic Signal Shop, Sign Shop and Paint Shop
- Upgraded traffic signal control software
- Ongoing maintenance of approximately 700 lane miles of pavement markings, including placement of 10,300 gallons of yellow and white reflectorized paint on City and NMDOT Streets (equivalent to 521 miles of solid 4" stripe); replacement/placement of 110 crosswalks, 50 arrows, 20 sharrows, and other markings
- Ongoing operations & maintenance of 123 traffic signals including telemetry systems and timing programs
- Ongoing operations & maintenance of 90 warning beacons, school flashers and radar speed signs
- Ongoing replacement of damaged and aging roadway signs and other traffic control devices
- Ongoing line locating of all underground electric lines for traffic signals, warning beacons, and street lights throughout the City
- Ongoing development review relating to the design and construction of existing and future City owned roadways
- Ongoing CIP project review as it relates to Traffic
- Ongoing maintenance of 3,000 City owned street lights
- Implementation of plan to replace conventional City Street Lights with LEDs
- Ongoing funding and coordination of Santa Fe Public School Cross Guard Program
- Ongoing management of Legislative Cross Guard Program
- Managed City Traffic Calming Program.
- Continued administration of On Call Engineering & On Call Construction Contracts
- Continued administration of the City's Recycled Asphalt Paving Program
- Continued participation and liaison to the Santa Fe River Commission
- Continued administration of the Santa Fe River (Living River) Target Flow Program
- Continued administration of the Santa Fe River Voluntary River Conservation Fund (River Fund)
- Continued administration of YouthWorks! storm water improvements contracts
- Continued administration of Santa Fe Watershed Association River and Arroyos Stewardship Program
- Continued administration of the Santa Fe River Rural Protection Zone
- Administration of the EPA Technical Assistance Stormwater Pilot Project
- Continued participation and liaison to NMDOT/County/City MS4 Coordinating Committee
- Continued participation in the SFMPO Technical Coordinating Committee

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

Local Taxes

- B. Are any new costs other than inflation included in this proposal?

We have additional costs which includes a re-occurring budget for ongoing outdated computer replacement. We also have additional costs for the replacement of 3 vehicles, 2 within the signal shop and 1 within the sign and paint shop. We also have a small increase in Training/Registration due to increase in required certifications for Engineering Staff.

- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
We have a grant that provides all funding for the Legislative Cross-Guard Program. The respective MOU provides \$4k for 30-day sessions and \$8k for 60-day sessions.
- D. Do you expect to have an increase in expenditures?
Only those explained under Section B above.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No expansions are included in this base proposal. 2 expansion options have been provided separately. Please refer to "Engineering Division - Public Works Department Pavement Markings Expansion -Supplies" (Expansion #1) and "Engineering Division - Public Works Department Pavement Markings Expansion - Supplies/Personnel" (Expansion #2)

Personnel Summary

Current

FTE Total Count - 25

PTE Total Count - 2

Proposed

FTE Total Count -27

PTE Total Count - 2

The above change in FTE personnel count accounts for the reorganization of ADA Coordinator position from within the Finance Department to the Engineering Division of Public Works for proper personnel supervision alignment. In addition, this position is currently combined with the Grants Writer position. With this reorganization, an additional Pos ID will be created separating these two positions for efficiency and effectiveness.

CITY OF SANTA FE
PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Public Works Administration	1,917,577	1,936,106	2,004,212	539,250	78,508	1,217,297
Airport Division	2,316,444	2,096,293	4,401,415	1,777,149	92,910	4,329,815
Engineering Division	3,471,709	4,951,679	5,225,607	2,965,719	1,151,776	6,552,514
Facilities Maintenance	3,464,979	3,150,215	3,491,548	2,560,069	162,103	5,805,813
Parking Division	5,217,176	5,409,738	7,037,294	4,059,516	316,875	6,736,445
Streets & Drainage Maintenance	3,706,515	2,285,104	4,565,466	3,209,189	45,326	3,464,615
Transit	16,344,767	14,441,362	10,563,933	7,119,248	262,445	12,703,204
TOTAL PUBLIC WORKS	36,428,166	34,270,497	37,289,515	22,230,140	2,109,943	40,809,703

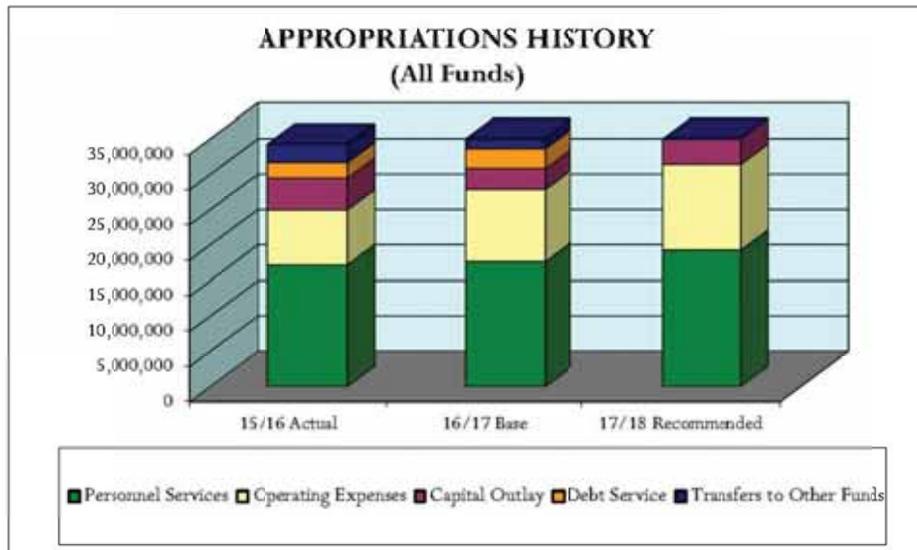
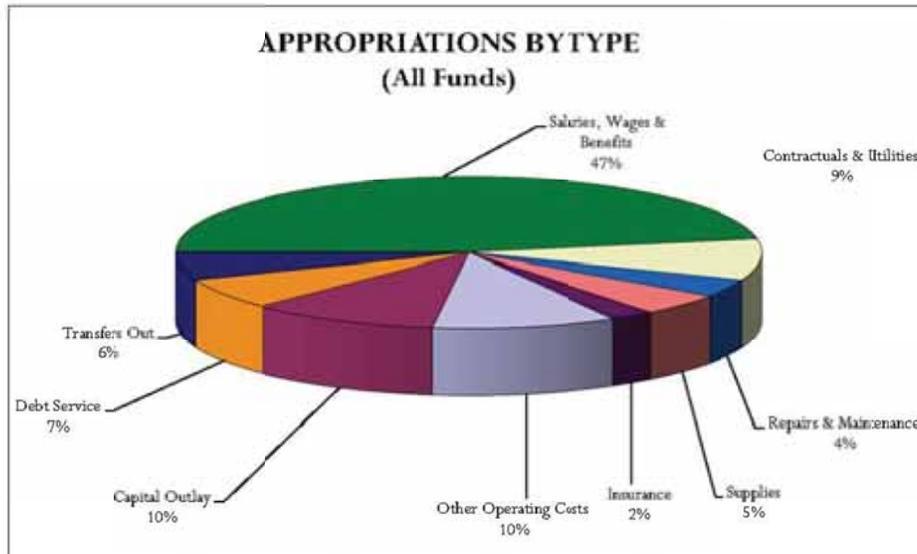
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	17,754,588	17,224,115	17,679,993	12,080,541	-	19,272,993
Contractuals & Utilities	2,595,234	2,327,098	3,050,586	1,636,559	954,355	3,546,774
Repairs & Maintenance	766,426	840,513	1,115,305	597,521	196,620	1,561,395
Supplies	1,283,053	1,182,410	1,763,218	1,111,017	234,577	1,900,127
Insurance	914,925	1,149,974	873,410	718,789	-	995,383
Other Operating Costs	2,045,547	2,233,172	3,387,987	1,879,381	150,297	4,135,376
Capital Purchases	3,124,920	4,532,504	2,980,977	656,751	574,095	4,284,630
Debt Service	1,921,747	2,178,440	2,786,514	506,276	-	2,702,574
Transfers to Other Funds	6,021,727	2,602,272	3,651,555	3,043,299	-	2,410,450
TOTAL PUBLIC WORKS	36,428,166	34,270,497	37,289,515	22,230,140	2,109,943	40,809,703

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	6,068,699	5,385,292	7,513,500	5,053,299	803,371	11,288,174
Ridefinders Program	111,502	86,594	100,541	71,934	1,251	107,106
Storm Water Drainage	1,776,132	1,681,895	1,293,178	462,478	535,447	2,082,930
Roads Impact Fees	317	326,282	1,254,116	1,045,105	-	-
1/2% GRT Income Fund	1,564,983	1,674,555	1,906,299	1,219,021	8,495	2,024,784
Paved Street Rehabilitation	1,451,603	1,328,887	1,470,096	1,098,438	12,906	910,543
Parking Enterprise Fund	5,131,209	5,116,148	6,081,236	3,912,721	316,875	5,779,975
Parking Violations Bureau	-	-	53,790	-	-	-
Parking Debt Service	85,967	293,590	902,308	146,795	-	956,470
Transit Bus Operations	8,538,185	9,065,501	8,661,211	6,216,081	235,836	9,717,728
Transit Debt Service	3,811,966	342,859	342,859	32,689	-	345,023
Santa Fe Trails Welfare-to-Work	406,662	(13,535)	-	-	-	-
Transit Bus - Federal Grants	2,326,223	3,928,937	205,857	1,912	752	1,142,575
Santa Fe Paratransit Operations	1,154,230	1,031,006	1,253,485	796,632	24,606	1,390,772
Airport Operations Fund	1,501,932	1,507,403	2,889,363	1,004,148	52,381	3,656,141
Airport Terminal Fund	473,836	461,890	424,210	369,799	40,530	402,681
Airport Landside Fund	127,000	127,000	242,116	201,763	-	165,449
Air Service Development Fund	-	-	200,000	-	-	-
Small Community Air Service Fund	-	-	500,000	-	-	-
Railyard Development	1,208,727	1,208,290	1,305,066	247,216	-	1,162,059
Railyard - Market Station	414,141	393,219	389,818	95,411	29	391,068
Railyard Operations	271,853	324,684	300,566	174,695	77,465	(713,775)
TOTAL PUBLIC WORKS	36,428,166	34,270,497	37,289,515	22,230,140	2,109,943	40,809,703

Table 35 - Public Works Expenditure Summary

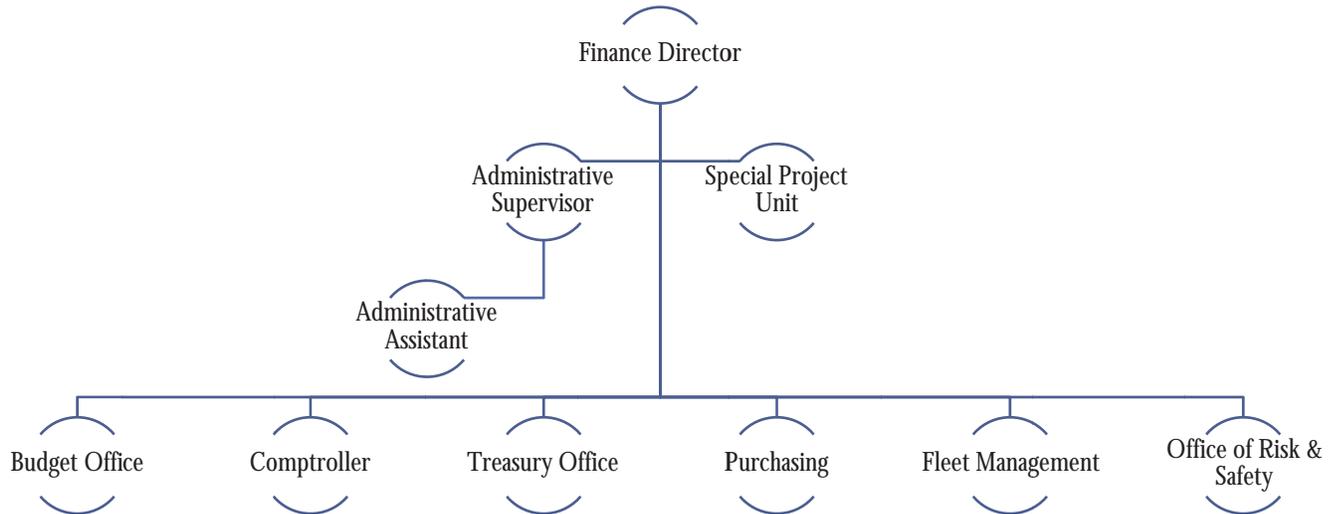


PUBLIC WORKS DEPARTMENT



4. Administrative Support Service Departments

a. Finance



The Finance Department is comprised of six functional divisions: Budget Office; Comptroller; Treasury; Purchasing; Fleet Management and Risk Management.

The **Comptroller** provides complete and accurate financial information in proper form and on a timely basis for payroll, financial analysis, accounts payable and accounts receivable functions for the City of Santa Fe. The Staff prepares the Comprehensive Annual Financial Report (which receives the GFOA Award).

The accounting office ensures that all transactions entered into the general ledger are in conformance with generally accepted accounting principles as they apply to governmental accounting. The office assist the department in financial reporting ,, Grant reporting, maintains and reconciles all financial transactions and accounting records in the general ledger, prepares the Comprehensive Annual Financial Report (which receives the GFOA Award). The office has eight employees: One Senior Financial Analyst, Six Financial Analyst and One Accountant.

The Accounts Payable office ensures the disbursements from the City accurately reflect goods and services received and are appropriately authorized. Provide accurate and timely accounting information on disbursement to permit effective budgetary control of departmental operation and provide an accurate year-end record of accounts payable, and expenditures for the purpose of the annual financial reports. The office has four employees: One Accounting Supervisor, One Project Specialist, and Two Database Specialists.

The Payroll office ensures accurate and timely issuance of payment for service performed by the employees of the City. Provide accurate and timely issuance of payroll checks; maintain employee pay status, earning and deductions records. The office also make payments for withholding and deductions and other payroll related reporting to taxing authorities, insurers and external parties. The office has three employees: One Payroll Manager, and Two Payroll Specialist.

Deliverables and Milestones

- Accurate and timely reporting.
- An audit and Comprehensive Annual Financial Report which presents fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities.
- To implement reporting software which enable to prepare and present accurate monthly and annual Financial Statements.
- To complete the Financial Management Manual

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
General Fund and services to other Department funding.
- B. Are any new costs other than inflation included in this proposal?
Expansion - CAFR Financial Analyst for annual and monthly reports. Upgrade two positions Payroll specialist to Accountant position
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
Yes
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Anticipation of implantation of the new utility Software, new ERP software and the timekeeping

Personnel Summary

Current

FTE Total Count - 16

PTE Total Count - 0

Proposed

FTE Total Count - 16

PTE Total Count - 0

With no net employee number change, the Finance Department does present with a personnel expansion request of One (1) Analyst II within the Comptroller division. The current ADA Coordinator position found within the Finance Department/Comptroller Division will be moved to the Public Works Department/Engineering Division for proper personnel supervision alignment.

The Office of **Risk Management and Safety** oversees the insurance programs for the City of Santa Fe and provides guidance on safe work practices for our employees through training and loss prevention programs, as well as ensuring compliance with federal and state mandates.

Deliverables and Milestones

The Office of Risk Management and Safety is dedicated to providing excellent customer service, both to our employees and to the constituents of the City of Santa Fe. This year we will be working

to increase safety awareness among the divisions/departments through the dissemination of claims data, increased safety trainings, and improving standard operating procedures throughout the City.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The Office of Risk Management and Safety is an internal service fund that is supported through assessments of all of the departments and divisions of the City
- B. Are any new costs other than inflation included in this proposal?
There is no expansion of the budget.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
We do not anticipate an increase in expenditures.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
There are no changes to the existing service levels

Personnel Summary

Current

FTE Total Count - 5

PTE Total Count - 0

Proposed

FTE Total Count - 5

PTE Total Count - 0

The ***Treasury Division*** encompasses all areas pertaining to incoming revenue within the Finance Department, including: accounts receivable, business license registrations, cashier offices at City Hall and the Water Department, bank account activities and the management of investment (\$166m) and debt portfolios (\$283m). The Treasury Division employees 12 full-time FTEs who provide professional services to these respective areas:

Deliverables and Milestones

- Bring investment portfolio management in-house, eliminate contract with external investment advisor.
- Research and establish appropriate benchmarks and performance measurement for the City's investment portfolio.
- Develop investment strategy as guided by the updated investment policy and state statutes.
- Continued implementation of the updated investment policy.
- Complete the RFP process for the Custody Bank.
- Complete the RFP process for the Lodger's Tax Audit Firm.
- Establish an online portal for Lodger's Tax/Short Term Rental payments.
- Establish an online portal for new business registrations. (Currently, only business license renewals may be completed online.)
- Update the Finance Department website to increase and enhance user navigation and resource accessibility.
- Increase security measures and cash-handling processes for cashier's offices.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
General Fund
- B. Are any new costs other than inflation included in this proposal?
New costs included in the proposal are associated with the process of bringing management of the City's investment portfolio 'in-house'. The elimination of the external investment advisor contract combined with the inclusion of tools (e.g., Bloomberg terminal subscription, broker services, performance benchmarking evaluation, various professional association membership fees) utilized in the management of the \$450 million portfolio presents a slight initial start-up increase. The increased revenue resulting from these changes is expected to be more than sufficient to fund the activities and oversight of the investment program.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

Personnel Summary

Current

FTE Total Count - 12

PTE Total Count - 0

Proposed

FTE Total Count - 12

PTE Total Count - 0

The **Budget Division** of the City of Santa Fe's Finance Department services the institution's strategic priorities through budget development that is aligned with the Mayor and Council's priorities as reflected by the democratic process of a representative government. The Budget Division constantly works to provide both short and long term financial planning documents enabling City-wide planning, in a transparent and consistent presentation. The 3 core members of the Budget Division include the Budget Officer, Senior Budget Analyst and Budget Analyst. The core team strives to provide excellent customer service to the departments, executive management, the Governing Body and the general public.

Deliverables and Milestones

The Budget Division provides various ad-hoc reports and analyses throughout the fiscal year, evaluates and approves various budget adjustments and appropriations, and monitors budgets in various areas to ensure the City's goals are being met in the most efficient and effective manner possible. In addition, the following tasks are completed on an annual basis:

1. Required quarterly reporting of budget, actuals, encumbrances, cash and investments to the NM Department of Finance & Administration/Local Government Division
2. January: budget preparation training sessions offered to all Departments
3. February: review, analysis and corrections as necessary to Department operating/capital budget submittals; preparation for City Manager review of Departmental budget submittals
4. March: preparation of budget books/reports/other support for Finance Committee's review of the operating budget and Public Works/Finance Committees' review of the capital budget, and

for first City Council reading of the Finance Committee recommended operating & capital budget

5. April: preparation of budget books/reports/other support for City Council second reading/adoption of the operating & capital budget
6. May: preparation of budget books/reports/other support for Finance Committee/City Council review of estimated year-end position and additional operating & capital budget changes
7. June: preparation of reports/schedules/supplemental material for DFA/LGD initial budget approval on June 1
8. June/July: preparation of reports/schedules/supplemental material for DFA/LGD final budget approval on July 31

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The Budget Division's funding comes from the General Fund, which is primarily supported by GRT and other tax revenue.
- B. Are any new costs other than inflation included in this proposal?
No.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No.
- D. Do you expect to have an increase in expenditures?
No.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No.

Personnel Summary

Current

FTE Total Count - 3.0

PTE Total Count - 0.0

Proposed

FTE Total Count - 3.0

PTE Total Count - 0.0

Fleet Maintenance is comprised of a Fleet Manager, Fleet Supervisor, Administrative Assistant, 4 mechanics and 4 vacant mechanics. Fleet operates 5 days a week 7:00am to 5:00pm with an added stand-by Mechanic for after hour's services. All services are performed in a 2 large, 6 small bay facility, which cover around 1100 vehicles and pieces equipment, with an intended purpose to provide a practical financially beneficial repair and maintenance service for the City's vehicle and equipment investments.

Deliverables and Milestones

Fleet Maintenance is committed to providing a professional, efficient, valuable, cost effective repair and maintenance service. Fleet's goal is to take the services and ever changing technology into a higher level of excellence, and to include the implementation of a full body/collision repair shop.

Requested Funding

A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

N/A

B. Are any new costs other than inflation included in this proposal?

Yes! Previous years budgets have included \$10,000 to cover Fleet On-call which was omitted last year in error.

C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

N/A

D. Do you expect to have an increase in expenditures?

None other than inflation.

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

Personnel Summary

Current

FTE Total Count - 13

PTE Total Count - 0

Proposed

FTE Total Count - 11

PTE Total Count - 0

The above change in FTE count accounts for changes to the Position Roster to properly place two employees into their respective funded business units.

The primary objective of the **Purchasing Office** is to obtain goods and services in response to internal needs. The Purchasing Office consists of 2 staff members and one administrator. The office also has two clerical staff members in the Auto Parts Warehouse. The office is committed to the fair, equitable and timely acquisition of goods and services and to cultivate an ethical and professional environment. The Division embraces the Values and Guiding Principles of Public Procurement, which are: Accountability, Ethics, Impartiality, Professionalism, Services and Transparency.

Deliverables and Milestones

Procurement Purchase Orders: For year ending 6/30/2016 to total amount of Purchase Orders issued amounted to 13,206. The goal for year ending 6/30/2017 is targeted for 9,250 which seem to be on track. The milestone for year ending 6/30/2017 will be met. The goal by year ending 6/30/2018 is to be below 6,000 issued Purchase Orders. This goal will be achieved via the introduction of the P-Card program, which will consolidate hundreds of small purchases City Wide. Fuel Site Technology and Upgrades. By year ending 6/30/2017, the final software upgrades to the obsolete fuel monitoring and distribution system will be complete. The software will deliver better tracking and reporting functions along with accountability per department and individual user.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The Purchasing Office is funded entirely through the General Fund and is a Division of the Finance Department. and operates under all guidelines of the City's regular funding cycles and programs.
- B. Are any new costs other than inflation included in this proposal?
Requests have been submitted for the expansion on one more procurement position, which will help to free the Procurement Officer from having to perform the standard purchasing daily functions and to concentrate on the administrative functions such as policy writing and upgrading, training and development, public awareness, sustainable procurement etc.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
n/a
- D. Do you expect to have an increase in expenditures?
For year 17/18 the service maintenance and repairs at the Auto Parts Fueling Site are predicted to go down approximately 30 percent, with the upgrade of all fuel pumps, fuel reporting software and readers. We are not projecting an increase in expenditures in this category.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Yes, In the event the position expansion is approved, we will see an immediately improvement in the level of service to the user departments. During the last two budget cycles the requested for an additional position was presented. The need was clearly noted and the position was making its way through the process and was stopped for budgetary reasons. The position was going to be funded by the Water Department due to their heavy 5 year plan which constitutes about 61 percent of the time total procurement spend in the enterprise funds.

Personnel Summary

Current

FTE Total Count - 5

PTE Total Count - 0

Proposed

FTE Total Count - 6

PTE Total Count - 0

The above change in FTE personnel accounts for a personnel expansion request of One (1) full time Administrative Staff employee to assist with meeting the departments demand and to facilitate a higher level of service to various stakeholders throughout City departments.

CITY OF SANTA FE
FINANCE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Finance Administration	831,505	1,813,422	2,209,756	1,929,426	39,659	1,163,726
Budget Office	206,770	-	1,031	897	-	326,040
Financial Management	1,423,695	1,813,576	1,520,061	1,243,723	44,668	2,020,671
Fleet Management	550,573	601,417	584,237	441,904	7,221	1,363,160
Purchasing	556,937	389,465	496,710	260,343	9,797	589,935
Risk Management	7,183,237	6,476,418	8,634,999	6,632,477	294,505	8,004,942
Treasurer	1,313,227	2,450,719	1,283,344	700,286	142,278	1,859,233
TOTAL FINANCE DEPARTMENT	12,059,944	13,545,017	14,730,138	11,209,058	538,127	15,407,707

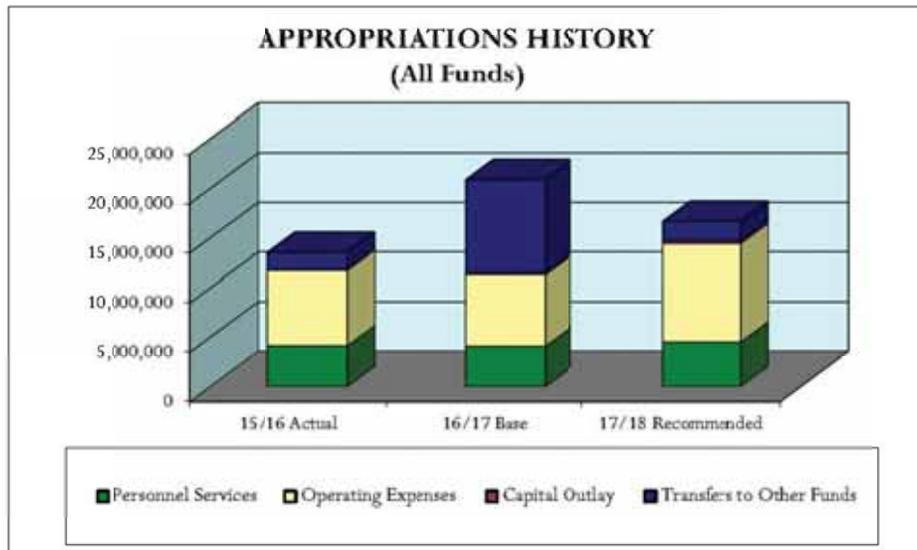
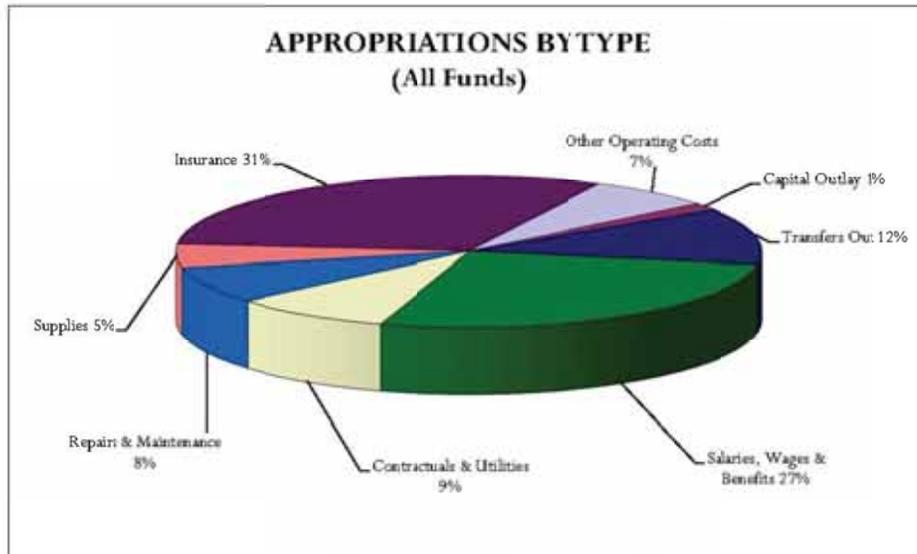
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	4,079,495	4,153,281	4,101,779	3,132,543	-	4,524,940
Contractuals & Utilities	841,050	615,411	1,009,809	489,936	185,992	1,462,795
Repairs & Maintenance	23,464	17,888	26,509	42,022	7,662	422,160
Supplies	121,497	259,886	223,063	82,037	34,017	428,500
Insurance	5,041,531	4,517,663	5,518,281	4,386,055	156,782	5,161,999
Other Operating Costs	688,692	2,173,675	427,514	215,527	121,174	1,131,994
Capital Purchases	-	-	206,421	-	32,500	253,000
Transfers to Other Funds	1,264,215	1,807,212	3,216,762	2,861,939	-	2,022,319
TOTAL FINANCE DEPARTMENT	12,059,944	13,545,017	14,730,138	11,209,058	538,127	15,407,707

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	4,269,908	6,459,504	5,216,425	4,058,148	192,618	5,166,283
Capital Equipment Reserve	34,277	47,628	156,761	47,287	4,979	143,250
1% GRT Income Fund	267	-	104,560	76,529	-	104,560
Utility Customer Service	572,255	561,466	617,393	394,617	46,025	545,512
Risk/Safety Administration	3,811,279	3,803,490	5,507,677	4,327,371	77,333	4,937,620
Insurance Claims Fund	1,592,518	1,339,190	1,758,928	1,230,804	199,584	1,778,928
Workers' Compensation Fund	1,779,440	1,333,737	1,368,394	1,074,303	17,587	1,368,394
Services to Other Departments	-	-	-	-	-	1,363,160
TOTAL FINANCE DEPARTMENT	12,059,944	13,545,017	14,730,138	11,209,058	538,127	15,407,707

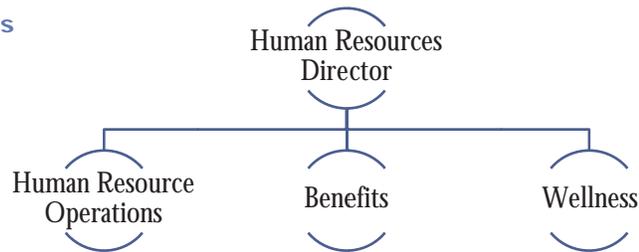
Table 36 - Finance Department Expenditure Summary



FINANCE DEPARTMENT



b. Human Resources



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.

Deliverables and Milestones

This year the Human Resources Department has focused on implementing the new modern timekeeping system with a new vendor. In implementing this new system, HR has met with all Departments to acquire work schedules of staff and listened to the needs of the Departments in order to serve them well with the new timekeeping system. In addition to assuring that the business plans have been outlined for the new timekeeping system, the HR Department has allocated a staff member to assist in the testing and the configuration of the system. In addition to the implementation needs of the new system, HR has been continuing the updating and revision of the City of Santa Fe's Rules and Regulations as well as City policies. The need for the updating and revision is to assure compliance with all Federal and State mandates but also to assure that all needs of the City are captured and are in alignment with the new system and its needs.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The funding for the Human Resource Department comes from the general fund and follows the regular fiscal cycle of the City.
- B. Are any new costs other than inflation included in this proposal?
HR is not proposing any new costs to be incurred in this upcoming fiscal year.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
HR does not have any self-supporting revenues.
- D. Do you expect to have an increase in expenditures?
HR does expect to have a slight increase in expenditures due to increased costs in background checks, physicals and unemployment costs.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
HR is not requesting any expansions to its service levels.

Personnel Summary

Current

FTE Total Count - 13

PTE Total Count - 1

Proposed

FTE Total Count - 13

PTE Total Count - 1

CITY OF SANTA FE
HUMAN RESOURCES DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

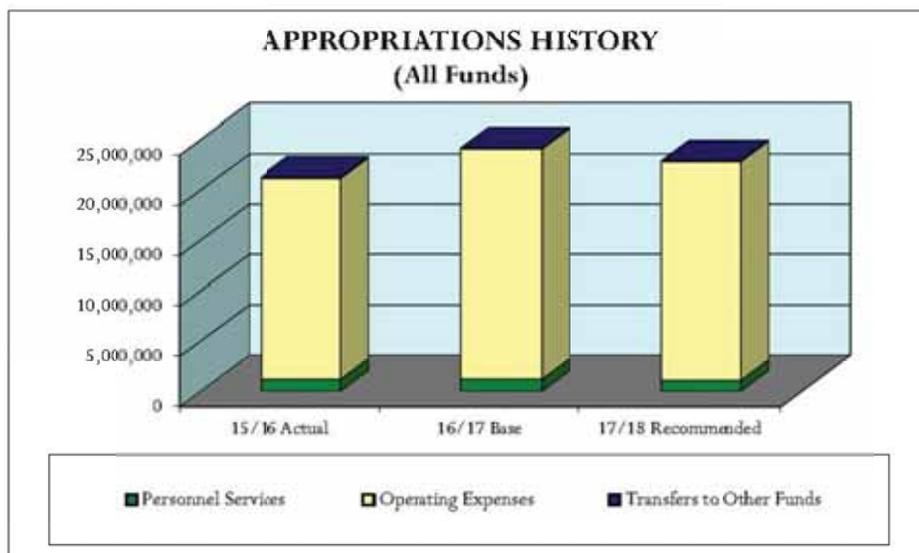
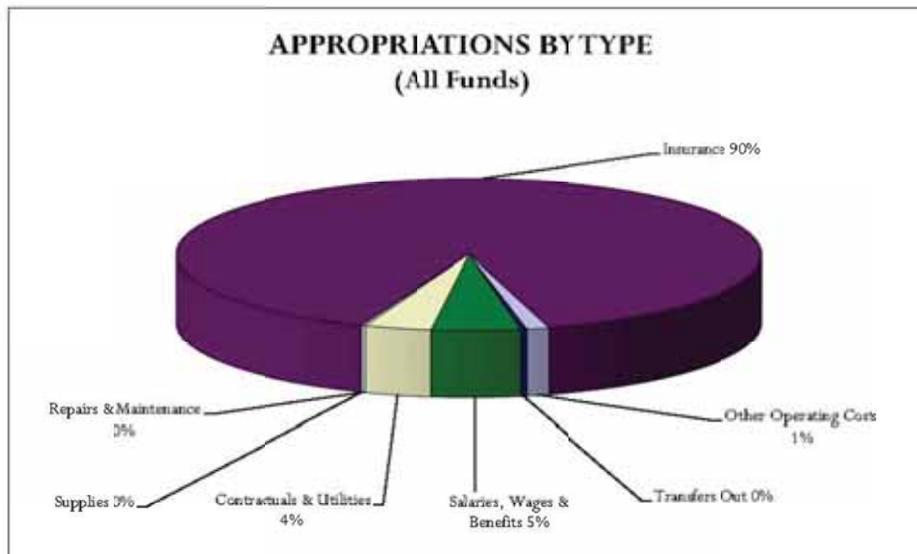
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	1,271,699	1,209,547	1,228,746	885,159	-	1,105,775
Contractuals & Utilities	751,999	623,076	867,732	574,993	222,753	850,755
Repairs & Maintenance	474	1,050	2,000	231	231	2,000
Supplies	21,475	30,809	30,945	41,210	2,490	44,996
Insurance	18,566,645	18,990,812	21,795,835	15,009,263	205,904	20,547,786
Other Operating Costs	275,452	301,557	168,953	116,557	6,024	274,571
Transfers to Other Funds	75,000	120,000	75,000	62,500	-	75,000
TOTAL HUMAN RESOURCES	20,963,745	21,277,650	24,169,271	16,689,913	437,401	22,900,883

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	995,689	1,114,554	981,219	679,036	10,142	1,120,846
Benefits Administration	676,950	664,069	616,826	444,396	32,357	523,998
Santa Fe Health Fund	18,411,159	18,575,511	21,375,835	14,724,928	363,444	20,122,800
Unemployment Claims Fund	-	14,808	200,000	101,410	3,226	205,752
Santa Fe Dental Fund	878,947	908,708	995,401	740,143	28,232	927,487
TOTAL HUMAN RESOURCES	20,963,745	21,277,650	24,169,271	16,689,913	437,401	22,900,883

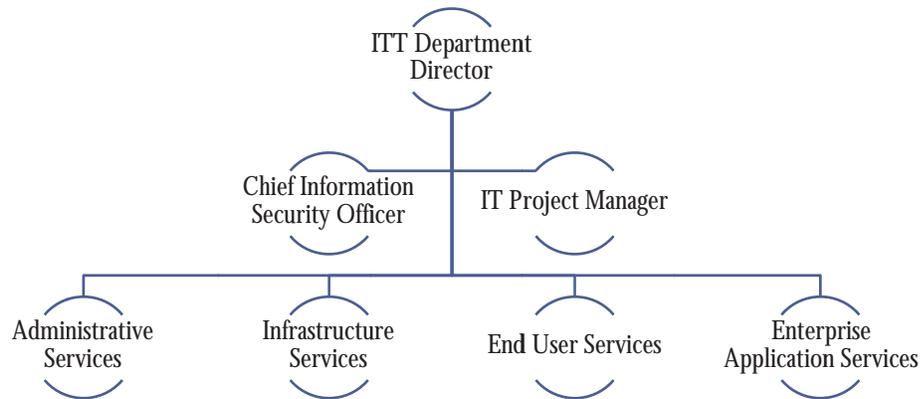
Table 137 - Human Resources Expenditure Summary



HUMAN RESOURCES DEPARTMENT



c. Information Technology & Telecommunications



The ITT Department is comprised of four functional divisions: Administrative Services; End User Services; Infrastructure Services and Enterprise Application Services.

This **Administrative Services** division provides for the effective management of IT resources in the form of budgets, purchases, contracts, personnel and projects to support all City Departments and the customers each serve. The ITT Department manages a total City IT annual budget of approximately \$6 million. Large contacts with vendors such as CenturyLink, Motorola, Dell and Verizon are managed.

The goal is to provide high quality services to all customers (employees, departments, public) at an affordable cost. High quality in this program/service area will be measured primarily in terms of cycle time to complete services. Other key performance measures are cost savings achieved by negotiating favorable pricing with IT vendors; and % of projects completed on budget and schedule.

This section also provides Information security services include information security policy management, employee and partner education and awareness (of security risks and prevention practices), detection and prevention of security vulnerabilities and managing access to City systems and information. The objective of the program is to balance requirements to access to systems and information with requirements to adequately secure information and systems.

The section also provides IT strategic planning, governance, performance management and process improvement services.

Deliverables and Milestones

- **IT Administrative Services**
 - IT Resource Management Capabilities - The capability to schedule and forecast IT resources to meet
 - On-going service and project demands as needed. A tool is being evaluated to support this.
- **IT Security Services**
 - The information security program is comprised of the following service areas and primary
 - activities for each:

- Policy Management
- Formalize and document compliance management process
- Instituting a formal work flow compliance review process
- Instituting a formal Change Management program
- Awareness and Education
- Establishing workforce and supplier risk priorities (High, Moderate, Low)
- Provide security awareness training and education
- Detection and Protection
- Defining Security In-depth program
- Establishment of an Event Monitoring Program
- Establishing resource and response time processes
- Access Control
- Defining proper roles and responsibilities
- System and information access is based roles and responsibilities
- **IT Management Services**
 - IT strategic planning: Establish and maintain a strategic plan with a 2-3 year time horizon that aligns with and supports the overall City strategic plan
 - IT governance: Guide the IT governance committee to provide business leadership to IT investment
 - and policy decisions so as to enable and support the evolving goals and objectives of the City of Santa Fe
 - IT performance management: Establish key performance indicators or measures for core IT service areas. Track, trend and compare actual results and identify areas for improvement or course correction.
 - IT process improvement: Prioritize IT processes for improvement, provide process

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Internal Service Fund
- B. Are any new costs other than inflation included in this proposal?
No
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
No
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

FTE Total Count - 3.0

PTE Total Count - 0.0

Proposed

Fiscal Year 2017/2018: FTE Total Count - 3.0

PTE Total Count - 0.0

End User Services provides installation, configuration, support and maintenance services to City employees using personal computing and communications hardware, software and related office equipment such as printers, scanners and plotters. Channels available to request services are by phone to the IT Service Desk and on-line using the City IT Service Management software. Service goals are to 1) provide an IT Service Desk as a first point of contact for IT service requests and problems, 2) resolve problems with existing services and equipment in a timely manner and 3) provision new services in a timely manner to maximize the productivity of employees and Departments.

Deliverables and Milestones

- New IT Service Management System

Requested Funding

- Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
General Fund
- Are any new costs other than inflation included in this proposal?
No
- Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Internal service fund
- Do you expect to have an increase in expenditures?
No
- Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

FTE Total Count - 6.0

PTE Total Count - 0.0

Proposed

FTE Total Count - 6.0

PTE Total Count - 0.0

Infrastructure services provide for the design, configuration, installation, support and maintenance of the City's data and voice networks that connect the 30+ offices in Santa Fe to shared computing platforms such as email, business application and document management systems. Data center services are provided to manage and protect server and storage systems. Also includes Radio and Vehicle Technology Services which provide for the on-going maintenance and support of the City's public safety land mobile radio system and the installation of computer technology (laptops, printers, sirens, lights, GPS) into City vehicles to support the mobile workforce.

Deliverables and Milestones

- **Infrastructure Services**
 - Data Center Modernization
 - Upgrade data network (fixed and wireless) capacity
 - Expand City broadband capacity
 - Public Safety Land Mobile Radio System Modernization
- **Radio and Vehicle Technology Services**

- Installation and maintenance of all City vehicle and base station radios as well the programming of trunked and conventional subscriber and system radios.
- Coordination of maintenance agreements for the radio-control station and dispatch console equipment
- Processing frequency requests in accordance with FCC regulations
- Management of the 800MhZ trunked radio system central controller
- Management of the SIMS and System Watch databases
- Management of City radio license agreements in compliance with Federal Communications
- Commission (FCC) and the Federal Aviation Administration (FAA) requirements

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
General Fund
- B. Are any new costs other than inflation included in this proposal?
Yes, Data Center costs at \$72,000 per year per MOA with the State of New Mexico Department of IT.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
No
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

FTE Total Count - 9.0
PTE Total Count - 0.0

Proposed

FTE Total Count - 9.0
PTE Total Count - 0.0

The **Enterprise Applications Services** section is focused on the selection, implementation, administration, and ongoing maintenance of software applications to support and enable Departments and work-groups to provide services to internal and external customers. Business Applications personnel are responsible for analyzing department and work-group needs, assessing the feasibility of automating operations and services; providing maintenance and support of on-site and hosted applications, services & licenses; selecting and implementing software applications to meet operational and customer needs and requirements. Business Application services also include educating users in the effective use of these applications.

The Geographic Information Services (GIS) section serves the residents of the City and City Departments by providing quality map and other presentation products, performing spatial analysis, developing GIS applications, and supporting departments and citizens in their use of GIS. GIS is a key tool used by City Departments to support policy development, decision support and operations in the practice domains of land management, event management, infrastructure and

asset management, public safety, emergency planning, and other physical environment domains. The City has a large selection of standard maps available for reproduction and purchase at City Hall. These include City Limits & Roads, Zoning, Future Land Use, Historic District, Trails and Bikeways.

Deliverables and Milestones

The modernization of core City business applications, including Utility Customer Management, ERP and Land Use-Community Development is currently underway.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

Internal Service Fund

- B. Are any new costs other than inflation included in this proposal?

No

- C. Are self-supporting revenues i.e. grant or fees for service included in this proposal?

No

- D. Do you expect to have an increase in expenditures?

No

- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

Personnel Summary

Current

FTE Total Count - 11.0

PTE Total Count - 0.0

Proposed

FTE Total Count - 11.0

PTE Total Count - 0.0

**CITY OF SANTA FE
INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET**

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
ITT Administration	86,669	4,151,305	5,702,311	3,600,319	1,029,357	1,056,463
End User Services	2,706,599	197,976	-	3,179	-	600,213
Enterprise Application Services	713,255	350,393	307,965	124,564	5,118	3,243,075
Infrastructure Services	13	-	-	-	-	3,233,865
TOTAL INFO. TECH. & TELECOMM.	4,286,536	4,707,674	6,010,276	3,728,062	1,034,475	8,133,616

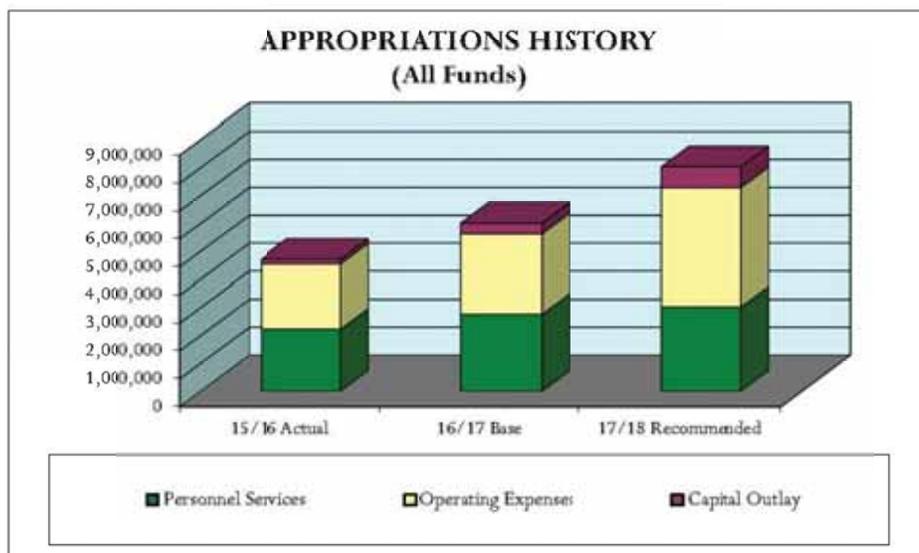
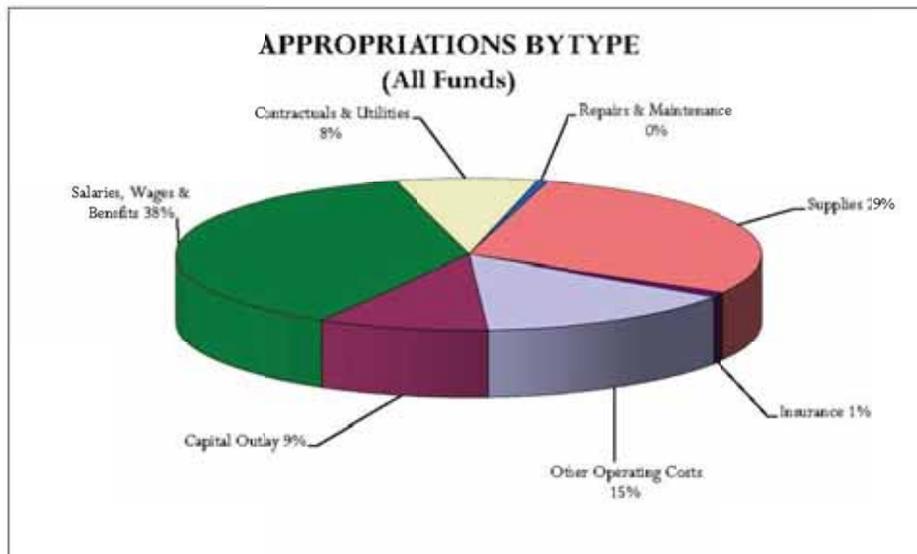
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	2,230,195	2,232,811	2,770,400	2,098,492	-	3,024,871
Contractuals & Utilities	948,472	936,338	1,222,408	447,019	563,937	653,044
Repairs & Maintenance	605,248	306,273	381,554	200,908	119,551	67,989
Supplies	118,870	589,545	886,650	730,320	69,382	2,346,589
Insurance	55,659	51,571	64,676	53,897	-	84,663
Other Operating Costs	311,518	348,120	468,111	196,153	210,063	1,193,653
Capital Purchases	20,575	162,916	216,397	1,273	71,541	762,807
TOTAL INFO. TECH. & TELECOMM.	4,286,536	4,707,674	6,010,276	3,728,062	1,034,475	8,133,616

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	3,305,976	3,466,736	4,420,454	2,921,970	608,001	-
½% GRT Income Fund	980,560	1,240,939	1,589,822	806,092	426,474	-
Services to Other Departments	-	-	-	-	-	8,133,616
TOTAL INFO. TECH. & TELECOMM.	4,286,536	4,707,674	6,010,276	3,728,062	1,034,475	8,133,616

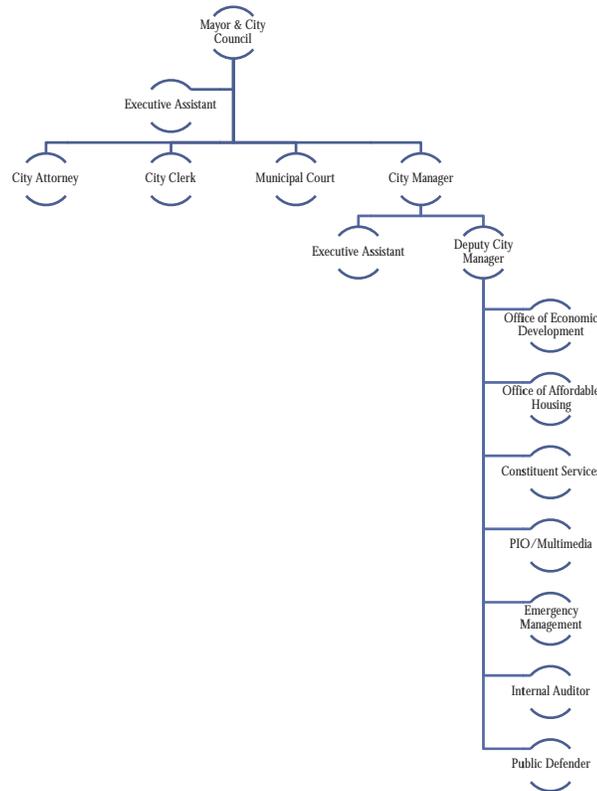
Table 37 ITT Expenditure Summary



INFORMATION TECHNOLOGY & TELECOMMUNICATIONS



d. General Government Department



The General Government Department comprises eleven functional areas: City Manager’s Office; City Attorney; City Clerk; Municipal Court; Asset Management; Office of Economic Development; Office of Affordable Housing; Constituent Services; PIO/Multimedia; Office of Emergency Management and Internal Auditor.

The mission of the *City Attorney’s Office* is to provide effective legal counsel to the Governing Body, Committees, Officers, and staff of the City on all legal matters involving the City; to defend the City or monitor the defense of the City in all legal actions; to prosecute violators of the City Code in the Municipal Court; to limit liability and exposure of the City through advice, training and litigation; and to facilitate an orderly and informed process of decision-making by all agents of the City.

Legislative Services Mission:

To assist and support the Governing Body’s and City departments’ initiatives by researching, writing and processing bills and resolutions.

Deliverables and Milestones

- Legislative
 - Provide research and drafting services to members of the Governing Body. Maintain accurate and up to date information on the website regarding active legislation. Serve as point of contact for all city staff relating to pending or active legislation. Respond to questions from the Governing Body on bills. Schedule legislation for committee, and ensure all packet material is complete and transmitted to appropriate committees.

- Insurance/Outside Litigation Management
 - In coordination with Risk Management, the Third Party Administrator, insurance carrier and Claims Committee, the City Attorney's Office reviews tort claims, EEOC/HRB charges and assesses liability in an effort to settle claims where exposure exists prior to suit being filed. Once suit is filed, the City Attorney's Office manages and actively participates with outside counsel in the defense of each suit to ensure cost containment and that the resolution is in keeping with the City's best interest.
- DWI/Vehicle Forfeiture
 - Support for City's DWI Vehicle Forfeiture Program
- Water Rights Acquisition/Administration
 - To comply with our Buckman Permit, RG-20516 et al., the City must acquire and dedicate surface water rights. The City also imposes a Water Rights Offset Obligation on Developers. Assists Department of Public Utilities in management of City Water Resources to preserve asset.
- Garnishments, Bankruptcies, Foreclosures
 - Process all torts, garnishments, bankruptcies, foreclosures, quiet titles
- Contracts
 - Review and approve all City contracts for compliance with legal requirements.
- Manages IPRA Process
 - To comply with the New Mexico Inspection of Public Records Act.
- Advice/Counsel to all Departments; Elected Officials
 - Provide Legal advice and support to the Governing Body, its members, the Mayor, City Manager, City Clerk, department and division heads, other city employees, on questions of law relating to their respective duties and/or affecting the institutional interests of the city.
- Staff all City Committees, Land Use Boards and Commissions; other Committees
 - Attend meetings of the Governing Body; Governing Body committees; Planning Commission; Board of Adjustment; Historic Districts Review Board; and, as needed, all other committees established by the Governing Body; advise all on applicable law and procedural questions; prosecute administrative appeals.
- Prosecution of Code Violation
 - Prosecution violations of the City Codes in Municipal Court. Provide training to City staff on City ordinances, rules and regulations.
- Litigation
 - Litigation. Defend City when sued; sue parties on behalf of the City.
- Administrative Services
 - Prepare and administer Budget, personal and program management

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
General Fund
- B. Are any new costs other than inflation included in this proposal?
Yes. New Position will be recommended.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
Yes

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

Personnel Summary

Current

FTE Total Count - 12

PTE Total Count - 2

Proposed

FTE Total Count - 13

PTE Total Count - 2

The above change in FTE personnel count accounts for a personnel expansion request of One (1) Digital Media Clerk/Paralegal to properly address department technology needs and assist with meeting demands of various City department stakeholders.

Municipal Court is comprised of several programs which include Administrative, Teen Court, Drug & DUI Court and Home Detention. Municipal court plans, organizes, integrates and coordinates functions related to the operation of the defined service users. This is not only limited to these service users, but also includes personnel, A/P, A/R and Budgetary responsibilities. Teen Court uses positive peer pressure to ensure that young people who commit even minor offenses give back to the community and avoid further contact with the justice system. Drug & DUI Court is a rehabilitative approach to justice that is based on intensive drug treatment, close supervision and a demand for offender accountability. Drug court is designed to get them off drugs, reduce recidivism and save money. Lastly, the electronic monitoring programs help lower public safety expenses for taxpayers by reducing jail populations and requiring offenders to pay for services. In addition, electronic monitoring provides increased public safety by utilizing the monitoring technologies and other supervision strategies.

Deliverables and Milestones

The Administrative section provides a service to defendants who receive citations within the city limits of the City of Santa Fe with a resolution. Teen Court assists first time offenders with a program with alternative sentencing that is run for teens by teens. Drug & DUI Court is an evidence based court program providing alternative sentencing. Pre-trials are personalized assessments of defendant risks and needs. Home detention allows this option in lieu of jail time as a condition of release.

Requested Funding

The source of funding for Municipal Court is from the General Fund.

Personnel Summary

Current

FTE Total Count - 18

PTE Total Count - 0

Proposed

FTE Total Count - 18

PTE Total Count - 0

The *City Clerk's Office ("Clerk")* efficiently preserves current records and those requiring long term retention. The Clerk strives to provide a customer friendly atmosphere for those who wish to research city documents in the Clerk's Office. The Clerk posts minutes, bill, ordinances, resolutions; and City Council packets on the City's web for greater accessibility to staff and public.

The Clerk is responsible for conducting all facets of municipal elections in accordance with the Municipal Election Code and State Statutes. The Clerk provides guidance for candidates and continues to enhance voting convenience. All election documents shall be accurate and published as required by law. All necessary supplies and equipment needed for conduction of the election shall be secured.

The Clerk prepares packets for Governing Body meetings and attends same; responds to Governing Body inquiries; follows up on all Governing Body approved items; ensures adopted bills are enrolled and engrossed; publishes notices of public hearings and adoption of ordinances and attains proper signatures on all resolutions, ordinances, agreements, etc.

The Clerk coordinates the codification of ordinances for hard-copy and on-line publication of the Santa Fe City Code. Liquor licenses, special dispenser permits and applications for carnivals and circuses are processed and issued by the Clerk. The Clerk provides internal services for staff and committees by receiving/posting agendas, stenographer assignment, receipt and distribution of minutes, distribution and filing of Code of Ethics forms.

The Clerk oversees the following Sections:

- Records Management – Storage, withdrawal, destruction and microfilming of City records
- Graphics – Design, production coordination and forms control
- Duplicating – Copy, scanning and auxiliary services and computer media production
- Mail – Collection, sorting, distribution and outbound processing of City mail

Deliverables and Milestones

- Clerk:
 - Issued 354 Liquor Licenses and conducted inspections for all new applications
 - Issued approximately 572 Special Dispenser Permits and conducted inspections on new locations
 - Entered, signed, scanned, electronically filed, hard copy filed and emailed 1,344 contracts, agreements and leases
 - Prepare Mayor and City Councilor Candidate packets
 - Update forms to be used for the March 6, 2018 Regular Municipal Election
 - Prepare, verify and certify Nominating Petitions for Mayor and City Councilor Candidates
 - Prepare Election Handbook for Precinct Officials to reflect ranked choice voting
 - Update hardcopy and electronic version of Campaign Financial Statements
 - Update forms regarding Public Campaign Financing, Qualifying and Seed Money contributions
 - Update hardcopy and electronic version of Participating Candidate Expenditure forms

- Verify qualifying contribution names, addresses and signatures; certify Participating Candidates
- Receive qualifying contributions and unspent seed money; disburse Public Campaign Finance monies to Participating Candidates
- Provide Educational Outreach regarding Ranked Choice Voting
- Administer and conduct the March 6, 2018 Regular Municipal Election
- Coordinate with vendor, Secretary of State's Office and the Santa Fe County Clerk's Office regarding use of Ranked Choice Voting Software
- Plan and direct Inauguration Ceremony for elected Mayor and City Councilors
- **Records Management:**
 - Stored 573 boxes
 - Processed 332 record withdrawal requests
 - Destroyed 1200 boxes of records that had met their legal retention
 - Prepared, filmed and indexed 29 microfilm rolls:
 - 2008 Human Resources files
 - 2009 Human Resources files
 - 2010 Human Resources files
 - 2004 City Attorney files
 - 2015 LUD permits
- **Graphics:**
 - Designed and produced the following:
 - Santa Fe Public Library – fire escape illustrations for placement at the Southside Library; four panel brochure, book marks, flyers and forms
 - GCCC "Santa Fean EMOJI" ICON – used for signage throughout the facility, T-shirts, flyers and print advertisement
 - Division of Senior Services – 24 page monthly "THE SENIOR SCENE" newsletter in color format for the internet and printed in black & white; 12 page information guide; and Annual Senior Games 20 page program
 - Parking Division – tri-fold color brochure
 - Police Department – five banners for DWI Enforcement; auto theft brochure; Combating Auto Theft ("CAT") Logo, printed as a reflective decals; thank you cards, community certificates, badge sleeves, calendars and forms
 - Arts Commission – monthly invitation and decals for gallery openings, thank you cards, post cards and forms
 - Waste Water Division – 500 page master plan
 - City Attorney's Office – vehicle foreclosure conference invitation, registration and program; posters and notices such as minimum wage notifications
 - Long Range Planning – "SANTA FE TRENDS" yearly 28 page annual report; Yearly "SANTA FE TRENDS 25 YEAR RETROSPECTIVE" 14 page Line Graph Report; five-chapter "GENERAL PLAN" - large format 38 page report that entails charts, graphs, photos and informational text; five-chapter "WEST CORRIDOR RIVER PLAN" - 36 page report that entails charts, maps, photos and informational text; "RE-Mall" mixed use village, 20 page
 - Variety of ads for newspapers and magazines for City departments to advertise events and services
 - Employee Benefits Committee – gratitude logo, longevity certificates and employee of the month certificates
 - Employee wellness flyers

- Human Resources – employee identification cards, insurance cards, interactive forms, certificates and interactive forms
- ADA logo and four panel brochure, name plates and certificates
- Finance Department – Comprehensive Annual Financial Report cover, interactive forms, signage and charts
- ITT cyber security logo, monthly newsletter icon “understanding IT”, interactive forms and GIS visuals
- City Clerk’s Office – annual liquor license design; election forms, signs, covers and certificates
- Mayor’s Office – Muchas gracias certificates, holiday cards, note cards, thank you cards and invitations.
- Business card layouts for all City departments
- CVB street banners, name tags, brochures and forms
- Keep Santa Fe Beautiful and Anti-Graffiti flyers, forms and posters
- Utility Billing interactive forms and signage
- Constituent Services – interactive forms for the web-site
- Land Use – signage, brochures, interactive forms, historic preservation posters and Short Term Rental logo
- Fire Department – Wildland Division logo, forms and certificates
- Municipal Court – calendars, forms and signage
- Transit Division – Spanish double sided rack card for the "Ride Free for Special Events" program; Spanish and English double sided rack card for "Mail-in Comment Cards"; Spanish version of the bus schedule
- Numerous forms for daily business transactions, record keeping, reporting, receipts, web optimized for posting for various city agencies
- **Mail and Duplication:**
 - Council/Committee Packets Produced – 208
 - Auxiliary Services – 1,212
 - Digital Scanning Requests – 300
 - CD Burning– 96 (Each Request Includes Multiple CDs)
 - Duplicating Requests - 924; 2.1 million black and white copies and 53,520 color copies
 - Savings by Producing In-House versus Out-Sourcing - Black and White Copies \$131,232
 - Savings by Producing In-House versus Out-Sourcing - Color Copies \$32,436
 - Number of pieces of mail processed -- 78,521
 - Bulk Mail savings -- \$11,524

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City’s Fiscal Year cycle?
General Fund
- B. Are any new costs other than inflation included in this proposal?
Yes
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
Yes

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

Personnel Summary

Current

FTE Total Count - 13

PTE Total Count - 0

Proposed

FTE Total Count - 13

PTE Total Count - 0

The mission of the **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.

Deliverables and Milestones

- Continued working on revisions to the following ordinances/resolutions:
 - Internal Audit Ordinance – 2013-34; and
 - Audit Committee Ordinance – 2013-35;
- Performed a risk assessment;
- Developed a rolling 3 year Audit Plan;
- Issued the following audit alerts / reports:
 - Audit Alert - Treatment of Gift Certificates or Vouchers;
 - Performance Audit – Temporary & Seasonal Employees – Human Resources (November 9, 2016);
 - Confidential Report to Human Resources regarding Temporary & Seasonal Employees (November 9, 2016);
 - Confidential Report to Human Resources and Legal Regarding Hotline Tip #12 (November 9, 2016);
 - Genoveva Chavez Community Center Audit Reports – Expected delivery prior to 06/30/2017:
 - Cash Handling and Physical Security (February 28, 2017);
 - Human Resource Management (April 30, 2017); and
 - Procurement (May 31, 2017).
- Active Participation in Fraud, Waste, And Abuse Hotline;
 - Working with a core team to discuss and follow up on issues including members from Internal Audit, Legal, Human Resources, Police Department, Constituent Services;
 - Reported analysis and results to City Council; and
- TeamMate fully implemented;
- Audits conducted under the strict guidelines of the Governmental Auditing Standards, revision 2011, which call in other standards as applicable including Institute of Internal Auditors for work paper technique and planning, and ISACA for information technology audits. The standards were utilized for the following:
 - Risk assessments;
 - Planning;
 - Reporting;

- Work papers;
- Electronic Work papers; and
- Filing System;
- Continue with design and development of an Access database to track;
- Status of Audits; and Findings;
- Continue to develop / design / and maintained website for Internal Audit and Audit Committee;
- Staff liaison to the Audit Committee;
- Assist chair in developing the monthly agenda;
- Maintain the “Status of Audit” Reports;
- Tracking of audit findings including resolution; and
- Upload agenda and attachments on a monthly basis to website for Audit Committee;
- Follow up work on Park Bond Audit with State Auditor’s office including meetings, data sharing and calls;
- Maintained professional education requirements;
- Maintain a board position with the Albuquerque Chapter of ISACA (IT audit association) as the CISA coordinator;
- Have benchmarked with other audit organizations and members of Association of Local Government Auditors (ALGA) for tools to do my job effectively, including:
- Policies and procedures;
- Report format;
- Wording of findings;
- Ordinances; and
- Audit universe of City governments.
- Fraud, Waste and Abuse Hotline, including the following:
 - Analyzing complaints; and
 - Resolving issues;
 - Reporting results;
- Risk Assessment, including:
 - Survey;
 - Interviews; and
 - Analysis;
- Audit Plan – 3 Year;
- Perform 3 to 5 audit activities as defined in the plan, including:
- New performance audits;
- Follow-up reviews; and
- Special investigations;
- Update Policies and Procedures Manual;
- Maintain website;
- Work on transferring findings from Access to TeamMate, including reporting options;
- Train management on how to use TeamMate software to clear findings;
- Staff liaison to the Audit Committee;
- Maintain the “Status of Audit” Report;
- Tracking of audit findings including resolution;
- Maintain professional education requirements;
- Continue benchmarking other audit organizations;
- Board commitment to ISACA;

- Prepare for a Peer Review, which is required every 3 to 5 years by Government Auditing Standards
- Cost of Peer Review is approximately \$30,000 unless done by ALGA volunteers;
- In order to have a courtesy review done, I will need to participate in a courtesy review of another City.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

General Fund

- B. Are any new costs other than inflation included in this proposal?

No

- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

No

- D. Do you expect to have an increase in expenditures?

No

- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

Personnel Summary

Current

FTE Total Count - 1.0

PTE Total Count - 0.0

Proposed

FTE Total Count - 1.0

PTE Total Count - 0.0

The **Office of Constituent Services** was established in May of 2006 by former Mayor David Coss. Our main functions are to: bridge the gap between residents, businesses and visitors of the City of Santa Fe, the Governing Body, and City offices; to be a single point of contact regarding the successful delivery of all city services; to assist each member of the Governing Body with constituent requests; to ensure requests are completed in a timely manner and that circle of customer service is thoroughly and successfully delivered. Additional functions include: ensuring that approved bills and resolutions are implemented in a timely manner; monitoring the use and functionality of the City's Citizen Relationship Management (CRM) system; develop CRM user trainings; assist in monitoring the use and functionality of the City's website; develop/coordinate ongoing content management training; assist with website improvement directive; and, administering the Plaza Artist/Artisan and Pushcart Vendor Programs.

Deliverables and Milestones

- **Milestones**
 - Constituent Services Telephone Calls and CRM Requests
 - After successfully completing the 311 Pilot Project in 2015, which began on 02/23/15 and ended on 05/16/15, Constituent Services continues to answer calls and address requests for Animal Services, Streets & Drainage and Graffiti Removal. In calendar year 2016 Constituent Services answered a total of 14,255 calls with an average answer time of 9 seconds which is approximately 3 rings. In addition Constituent Services also answered and/or made 27,681 calls to/from their direct

phone extensions addressing constituent and/or staff requests/follow up. Of these calls, 7,192 requests were entered into the City Citizen Relationship Management (CRM) system. Of that total 6,036 requests were closed/resolved.

- Tracking Bills and Resolutions
 - Constituent Services staff is responsible for ensuring the follow up on approved bills and resolutions. In 2016 a total of 94 Resolutions were passed by the Governing Body, of those, 44 have been updated or completed. A total of 43 Ordinances were passed by the Governing Body for 2016, of those, 12 have been updated or completed. Constituent Services personnel are working with the assigned staff to provide status updates for 50 Resolutions and 31 Bills.
- Modernize the City's Website
 - In late April 2016 Constituent Services', IT and approximately 20 additional staff members representing all city departments completed a week long workshop dedicated to modernizing our website. Also in attendance were two representatives from the League of Women Voters and our website developers, Desert Elements, to participate in different exercises. The focus of this workshop was on the User Experience (UX). As a result of this workshop the City has established a Website Governance Committee which is a sub-committee of the IT Governance Committee. Their task is primarily to develop and implement policies and procedures that will govern the administration and use of the City Website with a dedicated focus on the UX.
 - The city does not currently have a single dedicated website content management position and as a result we have to depend on individual staff members within each division/section. In an effort to maximize the full potential of our website we have established a Website Content Management Group made up of all the content managers across our organization.
- Citywide Customer Service Inquire/Service Request Administrative Policy/Procedure
 - A draft of the internal policies and procedures formalizing how requests and complaints are to be resolved has been submitted to the City Manager for review and approval. Said policies and procedures will include but not be limited to training, internal controls, accountability, transparency and customer service. In addition, we will be working with each department and division to establish better internal communication and identify efficiencies. Staff will work with the City's Training Administrator to develop and administer a training program. In addition, staff will work with the Human Resources' Department Director to include this new administrative policy/procedure in the "New Employee Orientation" and add it to the City's Personnel Rules and Regulations.
- Deliverables
 - New CRM System
 - Constituent Services has postponed its effort to identify a new CRM system as there is a citizen portal module that is included in the community development suite that will be configured in phase 3 of the new City ERP implementation. This module, EnerGov Citizen Portal, has the capability of syncing with Land Use modules which will allow staff to see all the complaints filed on a particular property in addition to the permit history as well. In addition, this module will use our GIS data which will allow for better reporting, data collection and data integrity.
 - Continue Modernizing of City's Website
 - Constituent Services and IT personnel are continuing our efforts in modernizing the City's website. We are using the model that was developed in the Modernize Your

Website workshop last April. In preparation for the overall revamping, staff worked with our website developers to move to a responsive design which was completed in mid-December of 2016. Staff is conducting test user cases in various locations within the city as an effort to fully understand how residents, businesses and visitors are using our website with the ultimate goal of improving the user experience. Staff is also working with individual divisions and sections to identify work flows that can be automated that will result in internal efficiencies and cost saving measures.

- N11 (311) Phone Number
 - Staff will be working with Century Link and in an effort to finalize and execute the N11 Contract to secure the N11 (311) phone number for the City of Santa Fe with the understanding that it will not be activated until such time we are ready.
 - Work with ITT to monitor and analyze additional telephone lines that may be transferred to Constituent Services.
 - Work with ITT and departments/divisions to determine additional technological needs as it relates to mobile accessibility to the City's CRM system.
 - Work with benchmark cities and industry professionals regarding industry CRM best practices.
 - Develop an internal standard operation procedure manual.
 - Continue to work with each department and divisions in an effort to ensure our tracking systems work together and eliminate duplication by developing an ongoing city wide CRM training program.
- Standardize how we can provide reports to the governing body on a monthly basis.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Funding source is local GRT taxes from the general fund.
- B. Are any new costs other than inflation included in this proposal?
No
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
N/A
- D. Do you expect to have an increase in expenditures?
No
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No

Personnel Summary

Current

FTE Total Count - 3

PTE Total Count - 0

Proposed

FTE Total Count - 3

PTE Total Count - 0

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.

The Public Information Office exists to improve Santa Fe residents' awareness of the day-to-day actions and long-term direction of their government. The Office will use well-developed communications strategy and tactics including traditional and new media to inform the public of major initiatives of City Government as they are developed and implemented.

To do so we will raise the level of quality and frequency with which we communicate by traditional and non-traditional means; aggressively and proactively interact with local traditional media to increase the quality and frequency of earned media coverage; actively look to increase in-person interaction between city leaders and residents; work proactively with city leaders to generate more "on-message" communication with the public and the media and limit un-forced errors; and innovate and change the way we communicate around major City priorities to find improvements and learn from past mistakes or oversights.

Deliverables and Milestones

- DAILY
 - 1-2 Facebook posts on positive stories
 - 1-2 Facebook shared posts
 - 2-3 Tweets on positive stories
 - High responsiveness on Social Media
 - High responsiveness to Governing Body and City Employee requests
 - High responsiveness to Local Media
 - Reporting to the Governing Body and Administration
 - Posting of all Press Releases on Web and Social Media
- WEEKLY
 - Senior Staff Meeting for Updates and Ideas
 - Planning and Priorities Meeting with City Manager or Deputy
 - Communications Calendar Update and Maintenance
 - Broadcast Email to Key Stakeholders and General Public
 - Successful GOVMT-TV and Radio Show Production
- MONTHLY
 - 1 Op-Ed submitted from a city voice on major initiative
 - Check-in cycle with Department heads
 - 2-3 Feature Videos Produced

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
General Fund
- B. Are any new costs other than inflation included in this proposal?
No
- C. Are self-supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?
No
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

Personnel Summary

Current

FTE Total Count - 2.0

PTE Total Count - 0.0

Proposed

FTE Total Count - 2.0

PTE Total Count - 0.0

The *City Manager* is appointed by the mayor and confirmed by the governing body. 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.

The *Deputy City Manager* responsible for championing new and existing initiatives that streamline operations, enhancing performance and improving customer services across the city. The Deputy City Manager provides leadership to the activities of city offices that report directly to her; and works with departments and other stakeholders to identify, evaluate and implement innovative and creative solutions to operational issues.

Deliverables and Milestones

The City Manager is focused on continuing to work with the governing body in implementing their policy decisions and will continue to work with them in regards to their concerns in each of their districts. He will continue to work closely with his department directors to continuing providing the best customer service to our constituents and improve services to the City. He also will continue working with the departments in providing a safe and respectful work place for the employees.

The Deputy City Manager will continue to work with the IT Department to initiate the ERP Project throughout the City. The Deputy City Manager will work closely with the departments appointed to her to evaluate and implement innovative and creative solutions to our operational issues. The Deputy City Manager will work on cybersecurity by assembling an Information Security Ambassador Program, to help the City to understand the importance of cybersecurity in the work place. She will continue to work on growing our website for a better, easier, user friendly site. She will work with the City Manager in improving customer service throughout the City.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
General Fund
- B. Are any new costs other than inflation included in this proposal?
No
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
No
- D. Do you expect to have an increase in expenditures?

No

E. Are changes to the existing service levels, i.e. expansion, included in this proposal?

No

The Office of Economic Development (OED) supports programs and projects that provide opportunity and prosperity for Santa Fe's residents, businesses and entrepreneurs. Through focused investments, the OED's goal is that Santa Fe's economy is diverse and innovative, with high wage, high impact jobs and long-term sustainable economic growth. The OED works toward this goal in several areas - business development (Office of Business Growth (OBG), business expansion projects through LEDA, business education series, entrepreneurship support, incubation and access to capital); sites and infrastructure (broadband, leveraging city-owned resources); workforce and talent development (workforce readiness, industry training and certification); sales and marketing (event sponsorship, media outreach, communication and branding); data analysis (applying metrics to program evaluation and design; regional development and collaboration (community engagement, data analysis, partnerships and planning with state and regional entities); and strategic planning and policy development.

Deliverables and Milestones

- Staff continued business retention and expansion efforts through the Office for Business Growth (OBG) and accomplished the following deliverables:
 - approx. 700 surveys of local businesses to ascertain needs and establish baseline metrics were collected;
 - approx. 190 businesses assisted with regulatory processes, coaching, financing, incentives, marketing, and real estate location;
 - five (5) expansion efforts were supported (Meow Wolf, Tall Foods, O'Leary Built Bikes, Presbyterian Hospital, NM Schools for the Arts);
 - two (2) successful applications for LEDA funds were facilitated (SF Spirits, Wildflower);
 - Twelve (12) business education seminars were supported.
- OED continued to build a strong portfolio of complementary entrepreneurial support programs for all stages and types of starting and growing businesses including the following accomplishments:
 - issued and substantially completed two (2) "Ignite Entrepreneurship" catalytic contracts (Make Santa Fe and StartUp Santa Fe);
 - supported launch of SFid accelerator program;
 - Completed 4th annual startup bizMIX competition which leveraged an additional \$50,000 in community funding for prize money and in-kind resources.
- Additionally, the OED enhanced and expanded workforce and talent development programs including doubling the number of youth in the Inspire mentorship program and supporting the following accomplishments through the YouthWorks Workforce Innovation Program (WIP):
 - over 70 apprenticeship placements with 2/3 achieving long-term success in the placement;
 - approx. 80% of participants obtained unsubsidized employment with a local employer as a direct outcome of participating in WIP;
 - almost 50 participants achieved training certifications;
 - nine (9) participants are pursuing college or advanced career training;
 - twelve (12) successfully attained GED and eleven (11) achieved partial attainment;

- Approx. 27,000 hours were worked by apprentice youth in local businesses.
- OED continued its support of the Santa Fe Business Incubator (SFBI) with the following accomplishments:
 - workspace support for approx. 25 tenants in diverse industries (bio-tech, software/IT, green tech, manufacturing, general service providers);
 - attracted over 5,000 participants to SFBI-hosted trainings, business-development activities and events;
 - responded to public inquiries through initial consultation and referrals to business resource assistance providers (SBDC, WESST, SCORE)
 - leveraged the creation of approx. 20 full time jobs and ongoing support of approx. 200 full time jobs/contractors;
 - Participated in regional events, media outreach, program guide and other communication.
- General work by OED staff to develop diversity in economic activity and output included:
 - improving metrics for anchor programs (using data from Santa Fe Business Incubator, YouthWorks, and MIX reports and survey)
 - development of outdoor economy in conjunction with SF County and private sector partners (Bike n Brew festival)
 - implementing Nighttime Economy Taskforce recommendations (New Year's Eve on the Plaza);
 - focusing on film and digital media industry through staffing and support of the Santa Fe Film Commission;
 - participating in partnerships to host four (4) Northern NM Technology Summits;
 - Completed phase 1 of CIP-funded broadband project (\$1 million).
- For the upcoming year, the OED will continue to build on existing programs and initiatives to build upon efforts to diversify the economy. Focus will be on supporting work of the film and digital media industry, developing partnerships to aggregate and boost the technology sector roundtable and to enhance recruitment efforts and support of local businesses. The milestones identified include the following:
 - assist at least 150 businesses through the OBG;
 - refining business retention and expansion efforts through the OBG with the goal of identifying and assisting at least five (5) expansion projects;
 - identifying ways to target growth companies and improve alignment with other providers and programs;
 - continuing to build a strong portfolio of complementary entrepreneurial support programs for all stages and types of starting and growing businesses, including a new round of RFPs designed to catalyze projects, engage partners, and fill gaps in the business development ecosystem;
 - improving metrics for data driven decision making for all programs and contracts;
 - launching an economic development indicators dashboard ;
 - implementing a marketing effort to demonstrate the "broadband" corridor for businesses, nonprofits and community organizations as completed in Phase 2 (\$400,000);
 - increasing access to capital for entrepreneurs through
- Business financing initiatives, crowdsourcing portal, shared loan applications, Venture Acceleration Fund, and other sources of entrepreneurial financing;
 - continuing work with partners to leverage the White House #techhire designation for coding in Santa Fe;

- Angelou city wide strategy RFP, update and public engagement initiative; beginning implementation of the in-house strategy report to move forward with economic development planning.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
Funding sources include General Fund, revenues from the City's Asset Management program, a percentage of GRT revenues, and Tierra Contenta mortgage payments. The City also acts as a fiscal agent for State funds from the Local Economic Development Act (LEDA) so in years when LEDA projects in Santa Fe are funded; this is an additional funding source.
- B. Are any new costs other than inflation included in this proposal?
None.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Yes.
- D. Do you expect to have an increase in expenditures?
No.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
None proposed.

Personnel Summary

Current

FTE Total Count - 6

PTE Total Count - 0

Proposed

FTE Total Count - 6

PTE Total Count - 0

The ***Office of Affordable Housing (OAH)*** has a long history of supporting affordable housing through regulation (inclusionary zoning), policy (1999 General Plan, Consolidated Plan, Five-Year Strategic Plan, Analysis of Fair Housing), real estate development (Tierra Contenta), and programming (financial support for homebuyer training/counseling, home repair, down payment assistance, and rental assistance). Housing needs are addressed across a spectrum, from the homeless to the homeowner, and rely on an established network of community partners, including the public, nonprofit and private sectors. To this end, the bulk of the proposed budget is used to support staff time to administer federal grant money from HUD (CDBG and Continuum of Care/Shelter Plus Care), general funds to sub recipients who in turn, provide services directly to those in need, and implementation of Chapter 26. This chapter includes the Santa Fe Homes Program (SFHP) which requires a percentage of housing built by private developers is set aside for income-certified, low- and moderate-income residents, the Affordable Housing Trust Fund (funded through local development revenues), and fair housing.

Deliverables and Milestones

- The following deliverables were achieved during FY 16-17.

- Staff administered CDBG (approx. \$400,000 in program funds), HUD Continuum of Care/Shelter Plus Care rental assistance (approx. \$215,000), and City of SF general funds (\$300,000). As a direct result, the following accomplishments were supported:
 - approx. 200 homebuyers were created;
 - over 100 homes of low- and moderate-income households were improved;
 - over 800 households were prequalified as "mortgage-ready;"
 - over 200 rents were paid for households with disabilities who would otherwise be at risk of homelessness;
 - approx. 25 down payment loans were provided to homebuyers earning 80% or less of the area median income.
- Staff implemented the Santa Fe Homes Program (SFHP) and the other sections of SFCC Chapter 26. As a direct result, the following accomplishments were supported:
 - approx. six (6) newly constructed homes were sold to income-certified homebuyers as per SFHP pricing and qualification requirements;
 - SFHP Agreements were initiated with five (5) proposed single family subdivisions and two (2) multi-family projects;
 - approx. ten (10) fee waivers were provided for home repair projects for very low-income homeowners;
 - approx. eight (8) resales of affordable homes to income-certified homebuyers were supported (City lien recycled to new buyer);
 - staff provided lien servicing, document preparation, and record keeping for approx. 35 homebuyers/homeowners subject to SFHP guidelines;
 - An updated Analysis of Impediments to Fair Housing Choice was submitted to HUD.
- Staff administered, monitored and reported the uses of funds allocated to the City of Santa Fe by the Dept. of HUD which included:
 - nine (9) CDBG contracts with sub recipients (approx. \$400,000);
 - two (2) Shelter Plus Care contracts with sub recipients (approx. \$215,000);
 - Preparing, processing for approval by the Governing Body and submitting to HUD the 2015 -16 Consolidated Action and Performance Evaluation Report (CAPER) and the 2016-17 Action Plan.
- Staff also advocated and facilitated the use of city-owned land for the purposes of constructing two Low Income Housing Tax Credit (LIHTC) projects to provide approx. 120 units of affordable rental housing for renters earning no more than 65% area median income. Staff also worked with a data consultant to update the City's Analysis of Housing Need. The data was incorporated into the Five-Year Strategic Housing Plan which was submitted to the NM Mortgage Finance Authority for approval. The plan ensures the City's compliance with the NM Affordable Housing Act and contains a production plan to guide the City's policy and funding decisions for the next five years.
- For Fiscal Year 17-18, staff anticipates continued administering, monitoring and reporting the City of Santa Fe's allocation of housing funds provided by the Dept. of HUD which includes:
 - approx. \$500,000 of CDBG funds (through 7 - 9 contracts with sub recipients);
 - approx. \$225,000 of Shelter Plus Care funds (through 2 contracts with sub recipients);
 - compliance with HUD's reporting auditing, monitoring and public notice requirements including preparing, processing and receiving approval by City Council and HUD for the 2017-18 Action Plan and the 2016-17 CAPER;

- Submittal to HUD for approval the 2018 - 2023 Consolidated Plan, includes researching, updating, and editing.
- Submittal to HUD of the Assessment of Fair Housing based on the newly adopted "Affirmatively Further Fair Housing" regulation includes working with a fair housing consultant to update current Analysis of Impediments and bring document into compliance with new rules.
- Staff also anticipates that implementation of the Santa Fe Homes Program will achieve the delivery of approx. 15 affordably priced single family homes to income-certified homebuyers; the collection of fee-in-lieu from multi-family developers (\$200,000); ongoing lien servicing, document preparation, and record-keeping. The administration of local housing trust funds (\$400,000) will provide financial support for down payment assistance, home repair and facility development and repair. The Office's General Fund allocation (\$300,000) will be administered to provide homebuyer training and counseling, income certification for the SFHP and assistance with SFHP resales. Staff hopes to identify support for renters, either through the provision of a landlord/tenant hotline or direct rental assistance to tenants.

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
There are three sources of funding: General Fund and three HUD grants (CDBG and Shelter Plus Care). General Fund supports salaries and professional contracts to provide housing services and assist the City with planning processes and needs analysis. CDBG supports salaries with the bulk of funding passed through to sub recipients who provide services. All of the Shelter Plus Care funding is passed through to sub recipients who provide rental assistance directly to tenants. The funding cycle is aligned with the City's fiscal year. In addition, OAH allocates from the Affordable Housing Trust Fund (SFCC, Chapter 26-3) when revenues from development activity, payment of affordability liens or land sales reach a threshold amount of approx. \$350,000.
- B. Are any new costs other than inflation included in this proposal?
No
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
Yes
- D. Do you expect to have an increase in expenditures?
No
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
None needed

Personnel Summary

Current

FTE Total Count - 3

PTE Total Count - 1

Proposed

FTE Total Count - 3

PTE Total Count - 1

The mission of the *Asset Development Office (ADO)* is to contribute to the achievement of agreed-upon city goals by leveraging underutilized city real estate assets to generate revenue, to maximize the value of the city's assets, and to develop city-owned and public-private projects that maximize cost savings and create efficiency in city operations, create jobs, housing opportunities, local amenities, and enhance the general economic strength and resiliency of the city.

The ADO provides services in four main program areas in furtherance of its mission: revenue generation, asset development, information services and property management.

- Revenue Generation consists of the identification and pursuit of Real Estate Transactions such as sales, leases, licenses, grants of easement, land exchange & purchase agreements and donations of real property that enhance city revenues or improve the city's real estate position.
- Asset Development programs are comprised of: a) City Project Planning & Support related to development of city property and city-initiated projects (such as those undertaken for CIP projects, or by Transit, Airport, Environmental Services, etc.); and b) Legislation in the form of city-wide/area proposals with direct and indirect economic development benefits (such as the Midtown Local Innovation Corridor, Airport Business Park, NM State Trust Leasehold economic development site, etc.)
- Information Services consist of: a) Property Data Research involving legal lots of record, ownership and title issues (foreclosures; liens; other court actions); b) Platting including plat review and support (City's Attorney's Office & Land Use), recordation, plat room assistance; and c) Complex Property Issues consisting of department support (CAO; Land Use; Public Works; Parks; and others) and property owner assistance to individuals and neighborhood associations.
- Property Management involves: a) Usage Enforcement such as correcting trespass and initiating court actions; b) Agreement Administration related to leases and licenses; c) Association Management through the Market Station Condominium Association (Board of Directors).

The ADO's ancillary internal programs include Administrative Services in the form of human resources, budget, record keeping, and contracts/procurement, and Management Services in the form of internal strategic planning, performance measurement and regular SWOT analysis.

Deliverables and Milestones

- **Revenue Generation program**
 - Surplus Real Property Sales
 - Closed approx. \$109,400 in surplus land sales in first 7 months of FY16-17 (July 2016 – Jan. 2017) (Incl. collection of \$11,800 lien);
 - Closed approx. \$445,500 in surplus land sales (since inception of the ADO);
 - Projected to have closed a total of \$1,586,000 in surplus land sales by end of FY17-18.
 - Property Leasing/Licensing
 - Executed vacant land/building leases/licenses valued at \$5.5 million in first 7 months of FY16-17 (July 2016 – Jan. 2017);
 - Executed vacant land/building leases/licenses valued at \$8.5 million (since inception of ADO);
 - Projected to have executed a total lease/license value of \$9.6 million by end of FY 2017-18.

- **Asset Development, Property Management & Information Services programs**
 - Drafted and Adoption of Midtown LINC (Local Innovation Corridor) Overlay District;
 - Initiated/Consulted/Prepared/Finalized numerous leasing/licensing/development issues including: New Vistas, La Comunidad de los Ninos; BuRRT; Solace; SprintCom; T-Mobile; LA Rail; SFUAD; La Farge Library; NM Interfaith Housing; Santa Fe Estates; The Food Depot; Kitchen Angels, etc.
 - Continued to refine a catalog/data base of all city leases, vacant land, buildings;
 - Provided Market Station Condominium Association duties including bankruptcy court proceedings;
 - Continued discussions with NMDOT re Road Exchange Agreements related to St. Michael's Drive and other city roadways;
 - Continued negotiation with State Land Office re Joint Planning Agreement for SLO lands w/in City Limits;
 - Continued preparation of Administrative Procedures for sale/lease processing for City Council consideration;
 - Drafted numerous leases, licenses and deeds related to real property transactions;
 - Drafted/Collaborated on various Resolutions/Ordinances;
 - Provided real estate information and assistance to Land Use, City Attorney's Office, other city departments, and the public as needed;
- **Goals for FY17/18**
 - Continue to identify, aggressively pursue, and close sale/lease revenue transactions/opportunities;
 - Pursue City Council direction/approval of public-private partnership RFPs for select city properties;
 - Issue first ADO-lead rezoning and bid issuance for surplus city land;
 - Finalize legislation for the Jaguar Drive West Extension to the SF Airport;
 - Re-work the City-Tierra Contenta Development Agreement;
 - Begin planning of Airport Business Park;
 - Implement Lease Management software;
 - Design and initiate Siler Yard Municipal Facility consolidation study;
 - Finalize database project and new file system;
 - Create Asset Development Office webpage(s);

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?
The ADO is funded through the General Fund; no revenues generated by the ADO are returned to support ADO operations.
- B. Are any new costs other than inflation included in this proposal?
Yes, this proposal contains additional funding in existing line items for the following: (1) replacement desktop computer (\$800), (1) scanner (\$1,000), lumber & hardware for signs (\$100), software subscriptions: web-based lease management database (\$3,500) and AutoCAD yearly subscription (\$500). Note "Software Purchased" line item is reduced from \$500 to \$0.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?

- No (see Item A above).
- D. Do you expect to have an increase in expenditures?
No.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
No expansions are included in this proposal. A separate proposal for expansion has been submitted.

Personnel Summary

Current

FTE Total Count: 2

PTE Total Count: 0

Proposed

FTE Total Count: 2

PTE Total Count: 0

It is the mission of the *Office of Emergency Management (SFOEM)* to create an environment of readiness for the whole-community through a comprehensive program of prevention, protection, mitigation, response, and disaster recovery. The Office of Emergency Management was established in 2008 by Ordinance No. 2008-57 replacing the Department of Civil Preparedness. SFOEM plans and prepares for emergencies, educates the public about preparedness, manages grant funding to improve homeland security and public safety capabilities, coordinates emergency response and recovery, supports planned events, and works with public and partner organizations to protect our whole community when it needs us the most. Thankfully, major disasters do not happen every day. However, this can lead to a sense of complacency among the community. Fostering engagement with partners is the only way to truly create a resilient, sustainable community.

Deliverables and Milestones

- Evaluate the creation of volunteer programs within SFOEM to increase capability with minimal increase in costs, including potential grant funding (CERT), by August 2017
- Develop draft Emergency Operations Plan (EOP) for review by development team by December 2017
- Conduct an Emergency Operations Center (EOC) drill by November 2017
- Identify budgetary considerations and develop a potential timeline for moving existing EOC infrastructure to a digital format by January 2018
- Hold a training and exercise workshop to establish a list of capabilities and needs for emergency management-related training and exercises by March 2018
- Develop a written procedure for tracking and measuring improvement plan items and corrective actions from significant events and/or special events in Santa Fe by June 2018

Requested Funding

- A. Describe the source(s) of funding for this proposal. Is the source of revenue local taxes, grants, bonds or donations? Does the funding cycle differ from the City's Fiscal Year cycle?

The sources of funding for this proposal include an Emergency Management Performance Grant (EMPG), administered by the Federal Emergency

Management Agency to the State of New Mexico sub-granted to the City of Santa Fe, which is utilized to pay 50% of salary and benefits. The remaining 50% is provided by the Fire Department, Police Department and Risk Management. Additional expenditures are funded through a cash balance within the fund. The funding cycle does not differ from the City's Fiscal Year. SFOEM receives other competitive grants; however the award amount varies from year to year and is not budgeted until receipt of the sub-grant agreement.

- B. Are any new costs other than inflation included in this proposal?
Additional operating costs for this proposal include the funding of an all-hazards preparedness application for smartphones.
- C. Are self - supporting revenues i.e. grant or fees for service included in this proposal?
See answer to question A; funding is provided via EMPG grant and other City departments.
- D. Do you expect to have an increase in expenditures?
An increase in expenditures is not anticipated.
- E. Are changes to the existing service levels, i.e. expansion, included in this proposal?
Expansion of SFOEM to include an additional position, an Emergency Management Planner, is in a separate proposal.

Personnel Summary

Current

FTE Total Count - 1

PTE Total Count - 0

Proposed

FTE Total Count - 2

PTE Total Count - 0

The above change in FTE personnel count accounts for a personnel expansion request of One (1) Emergency Management Specialist to properly align the Office of Emergency Management staffing levels with those of Cities in comparable size to Santa Fe.

CITY OF SANTA FE
GENERAL GOVERNMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2017/18 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Mayor & Council	688,804	702,345	1,019,701	551,626	7,981	854,381
City Manager	1,375,461	1,655,863	2,004,700	1,209,075	79,694	1,502,352
City Attorney	1,115,169	1,118,896	1,449,684	1,104,358	46,957	1,871,190
City Clerk	1,206,927	1,347,706	1,378,298	703,837	102,237	1,735,680
Internal Audit	129,352	316,650	126,780	98,527	-	177,692
Municipal Court	1,861,855	1,727,901	1,846,842	1,232,598	129,582	2,180,810
Affordable Housing	2,478,895	2,301,861	1,380,227	602,863	531,365	2,041,915
Economic Development	4,302,490	4,403,596	4,511,591	1,864,697	486,764	4,144,992
TOTAL GENERAL GOVERNMENT	13,158,952	13,574,818	13,717,323	7,367,581	1,384,580	14,509,012

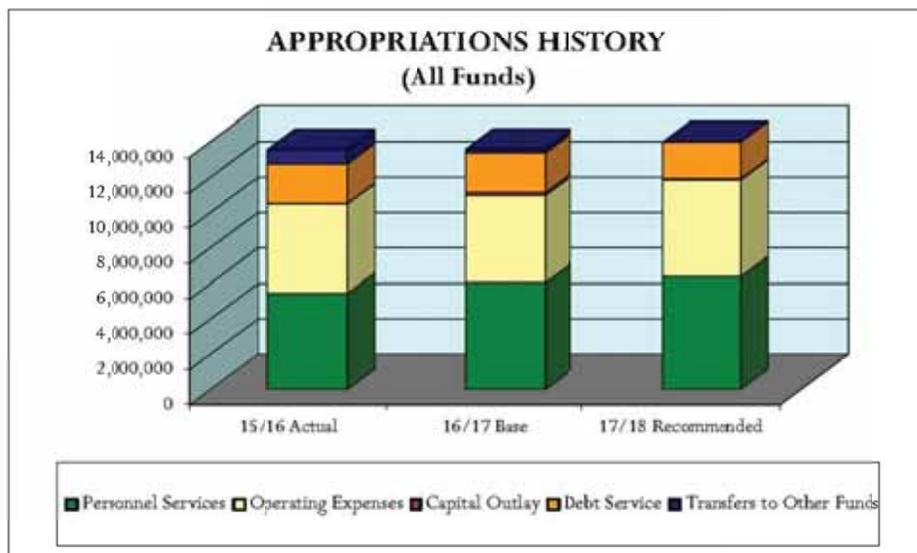
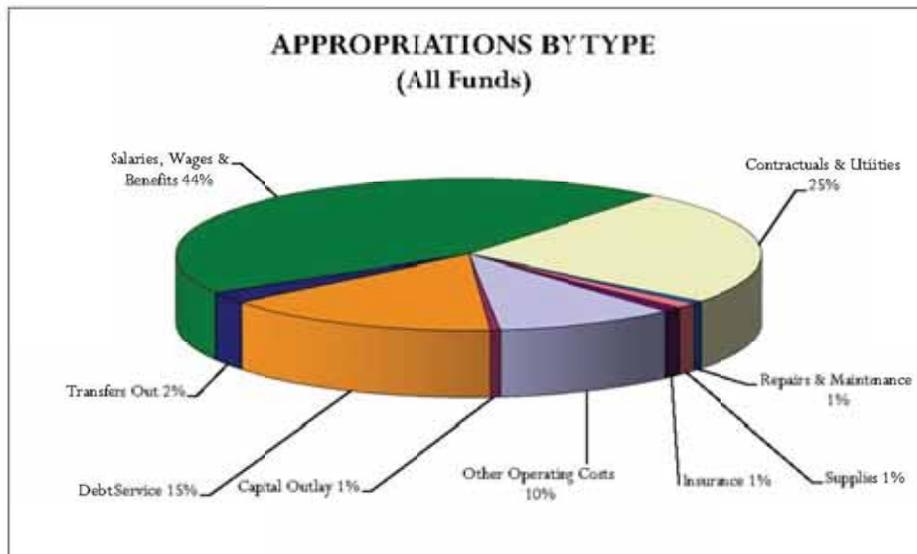
SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
Salaries, Wages & Benefits	5,155,244	5,473,580	6,081,686	4,326,866	-	6,405,083
Contractuals & Utilities	3,544,774	4,149,107	3,347,491	1,643,203	1,287,491	3,587,651
Repairs & Maintenance	46,526	58,928	97,143	34,053	28,611	87,752
Supplies	129,581	174,877	163,610	69,133	31,210	166,390
Insurance	132,714	125,533	126,095	105,079	-	156,369
Other Operating Costs	826,614	512,903	1,261,048	291,687	37,268	1,444,705
Capital Purchases	738,392	45,283	247,203	11,075	-	78,903
Debt Service	2,220,950	2,223,555	2,223,567	739,284	-	2,220,265
Transfers to Other Funds	364,158	811,052	169,980	147,201	-	361,894
TOTAL GENERAL GOVERNMENT	13,158,952	13,574,818	13,717,323	7,367,581	1,384,580	14,509,012

SUMMARY BY FUND	ACTUAL EXPENDITURES 2014/15	ACTUAL EXPENDITURES 2015/16	2016/17 CURRENT BUDGET	2016/17 CURRENT ACTUAL	2016/17 CURRENT ENCUMBRANCE	CITY MANAGER PROPOSED 2017/18
General Fund	6,437,957	7,157,429	7,960,557	5,039,775	375,938	8,808,243
Economic Development	1,693,079	950,630	1,498,024	830,971	483,383	1,072,966
Santa Fe Business Incubator	-	-	33,313	33,312	-	-
Comcast Franchise PEG Fee	19,520	20,000	20,000	7,866	11,023	20,000
Municipal Court Automation Fund	-	1,238	10,000	-	5,419	-
Verde Fund	-	-	300,000	-	-	300,000
Municipal Court Pass-Thru Fees	81,842	77,236	93,252	50,168	-	93,252
Municipal Court Program Fund	109,996	109,996	110,000	52,497	57,503	113,000
Home Detention Program Fund	10,782	117,694	129,280	98,491	10,065	129,280
Public Safety Special Revenue Fund	276,083	-	-	-	-	-
DWI Forfeiture Program	29,922	-	-	-	31,589	-
Affordable Housing Loan	195,228	296,664	62,486	34,750	-	400,000
Comm Dev Block Grant	545,810	478,612	617,706	248,597	290,209	818,267
Affordable Housing Trust	80,097	12,000	2,163	-	-	-
Shelter Plus Care	1,171,354	909,613	189,016	74,973	114,043	254,273
Emergcy Mgmt Performance Grant	90,952	187,285	123,421	85,533	420	204,239
Neighborhood Stabilization	-	-	-	5	-	-
Public Financing for Elections	124	75,052	-	-	-	-
Homeland Security Grants	188,511	244,409	345,038	71,348	4,987	-
Utilities Administration Fund	148	-	-	-	-	-
College of Santa Fe Operating	12,631	44,160	-	-	-	-
College of Santa Fe - Debt	2,220,946	2,314,090	2,223,567	739,294	-	2,295,492
College of SF - Utilities	585,969	297,832	-	-	-	-
College of SF - Emergency	-	360,878	-	-	-	-
TOTAL GENERAL GOVERNMENT	13,158,952	13,574,818	13,717,323	7,367,581	1,384,580	14,509,012

Table 39 General Government Expenditure Summary



GENERAL GOVERNMENT



VIII. DEBT SERVICE

CITY OF SANTA FE, NEWMEXICO
FY 2017-2018 BONDS & LOANS BY FUNDING SOURCE

FUNDING SOURCE	GL FUND	DESCRIPTION	FUND	PURPOSE	DATE OF ISSUE	YEAR DUE	AMOUNT OF ISSUE	PRINCIPAL		INTERESTS		TOTAL DEBT	
								OUTST. 6/30/17	OUTST. 6/30/18	OUTST. 6/30/17	OUTST. 6/30/18	OUTST. 6/30/17	OUTST. 6/30/18
1/2% GRT	3102	GRT Rev. Bonds 2008 - CIP	4120	CIP/Con. Ctr.	04/07/2008	2035	20,135,000	1,560,000	16,200,000	62,400	1,622,400	19,708,225	19,708,225
1/2% GRT	3102	GRT Refunding Bonds 2012A	4124	CIP	03/01/2012	2026	32,725,000	6,400,000	1,007,725	7,497,725	3,508,225	4,995,950	4,995,950
1/2% GRT	3102	GRT Refunding Bonds 2013A	4125	Partial Ref 2006	08/18/2013	2020	10,880,000	4,805,000	187,000	447,000	225,800	272,800	272,800
1/2% GRT	3102	GRT Refunding Bonds 2014	4127	CIP	09/30/2014	2029	15,460,000	7,260,513	728,513	2,685,313	5,980,801	8,666,313	8,666,313
1/2% GRT	3102	NMFA 2016B	5102	Con.Ctr.	07/13/2016	2035	6,265,000	6,265,000	5,000	264,800	2,475,400	2,475,400	2,475,400
1/2% GRT	3102	NMFA 2016B	4120	CIP	07/13/2016	2035	15,610,000	15,610,000	689,442	689,442	2,229,308	17,839,308	17,839,308
1/2% GRT	3102	NMFA 2016C	5605	MRC	07/13/2016	2024	5,265,000	995,000	239,500	1,234,500	455,250	4,819,250	4,819,250
		TOTAL GRT CIP BONDS					107,200,000	47,710,000	10,050,663	12,487,319	14,837,979	14,837,979	14,837,979
1/2% GRT	3102	NMFA - Land Acquisition	4209	Land Purch.	07/13/2016	2028	2,020,000	2,020,000	67,000	67,000	67,000	2,087,000	2,087,000
1/2% GRT	3102	NMFA - Land Acquisition	4209	Land Purch.	08/01/2008	2028	3,610,000	170,975	6,719	177,694	177,694	3,787,694	3,787,694
		TOTAL GRT BONDS					5,630,000	2,190,975	74,719	244,694	244,694	244,694	244,694
1/2% GRT	3102	TOTAL FROM 1/2% GRT					112,830,000	49,900,975	10,125,382	12,732,013	15,082,673	15,082,673	15,082,673
PRPG TAX	4150	General Obligation 2010	4150	Parks	11/01/2010	2030	10,300,000	7,656,000	1,900,922	1,900,922	1,900,922	9,556,922	9,556,922
PRPG TAX	4151	General Obligation 2013	4151	Park/Elimin	07/23/2013	2033	12,000,000	10,545,000	3,374,184	3,374,184	3,374,184	13,919,184	13,919,184
PRPG TAX	4152	General Obligation 2014	4152	Park/Elimin	07/23/2013	2033	5,500,000	5,250,000	1,250,000	1,250,000	1,250,000	6,500,000	6,500,000
		TOTAL FROM PROPERTY TAX					28,800,000	23,451,000	7,525,186	7,525,186	7,525,186	28,800,000	28,800,000
Lodger's	2122	GRT Rev. Bonds 2008-CORP/Plg	5102	Com. Ctr./Parking	04/07/2008	2035	8,570,000	240,000	9,600	249,600	0	0	0
Lodger's	2122	NMFA 807 - CTR/Plg	5102	Ref NMFA #14	04/08/2015	2035	21,383,000	20,465,151	8,889,854	8,889,854	8,889,854	29,355,005	29,355,005
Lodger's	2122	TOTAL FROM LODGER'S TAX					29,953,000	20,665,151	8,899,454	9,139,454	8,889,854	29,355,005	29,355,005
Parking Fee	5153	NMFA 807 - Pks	5153	Ref NMFA #14	04/08/2015	2035	12,407,000	11,509,850	5,247,730	5,247,730	5,247,730	16,756,580	16,756,580
Parking Fee	5153	TOTAL FROM PARKING FEE REVENUE					12,407,000	11,509,850	5,247,730	5,247,730	5,247,730	16,756,580	16,756,580
MGRY Infra	5250	GRT Refunding Bonds 2016A	5200	Solid Waste	07/01/2008	2023	6,300,000	5,840,000	1,093,500	1,093,500	1,093,500	6,933,500	6,933,500
MGRY Infra	5250	TOTAL FROM MGRY INFRASTRUCTURE					6,300,000	5,840,000	1,093,500	1,093,500	1,093,500	6,933,500	6,933,500
MGRY Emf.	5400	GRT Rev. Ref. Bonds 2012B	5400	WW	03/01/2012	2022	14,200,000	8,230,000	1,291,300	1,291,300	1,291,300	15,491,300	15,491,300
Water Revenue	5400	GRT Rev. Bonds 2013C	5400	WW	07/13/2016	2024	3,215,000	3,025,000	307,250	307,250	307,250	3,332,250	3,332,250
		TOTAL FROM MGRY ENVP/RY & WW REVENUES					17,415,000	11,255,000	1,598,550	1,598,550	1,598,550	18,823,550	18,823,550
MGRY Transit	2116	NMFA Transit Business Loan	5408	Transit	08/01/2014	2028	3,500,000	2,716,393	365,885.86	365,885.86	365,885.86	3,082,278.86	3,082,278.86
		TOTAL FROM MGRY TRANSIT					3,500,000	2,716,393	365,885.86	365,885.86	365,885.86	3,082,278.86	3,082,278.86
Muni RY GRT	2120	GRT Refunding Bonds 2010-RY	5050	Railyard	12/14/2010	2028	10,480,000	7,170,000	1,692,600	1,692,600	1,692,600	8,862,600	8,862,600
Muni RY GRT	2120	GRT Refunding Bonds 2013B	4125	Ref NMFA Pkg Gg	05/16/2013	2035	13,780,000	13,015,000	5,145,975	5,145,975	5,145,975	18,160,975	18,160,975
		TOTAL BONDS FROM RAILYARD GRT					24,260,000	20,185,000	6,838,575	6,838,575	6,838,575	26,023,575	26,023,575
Muni RY GRT	2120	TOTAL FROM MUNICIPAL RAILYARD GRT					24,260,000	20,185,000	6,838,575	6,838,575	6,838,575	26,023,575	26,023,575
Water Revenue	5300	Water Utility Revenue 2016	5300	Water	06/13/2016	2039	36,665,000	35,765,000	19,949,250	19,949,250	19,949,250	55,714,250	55,714,250
		TOTAL BONDS					36,665,000	35,765,000	19,949,250	19,949,250	19,949,250	55,714,250	55,714,250
Water Revenue	5300	NMFA Drinking Water - RDVQ2	5300	Water	05/16/2008	2029	15,150,000	9,800,933	1,320,328	1,320,328	1,320,328	11,179,672	11,179,672
Water Revenue	5300	NMFA Drinking Water - RWK8	5300	Water	05/03/2013	2034	2,445,202	2,189,422	414,868	414,868	414,868	2,604,290	2,604,290
		TOTAL BONDS					17,595,202	11,990,355	1,735,196	1,735,196	1,735,196	13,714,866	13,714,866
Water Revenue	All	TOTAL FROM WATER UTILITY					54,260,202	47,755,355	21,684,445	21,684,445	21,684,445	69,429,141	69,429,141
Environmental Rev	5250	NMFA Recycle Cart	5250	Recycle carts		2023	1,300,500	1,245,221	93,145	93,145	93,145	1,338,366	1,338,366
State Fee	5900	NMFA Fire gear	5900	Firefighter equip		2025	917,815	917,815	66,800	66,800	66,800	984,615	984,615
DEPT REIM	5910	GRT Rev Bonds 2012C - Mt. Ch.	5906	Market Station	12/02/2012	2033	4,885,000	4,885,000	1,496,450	1,496,450	1,496,450	6,381,450	6,381,450
LAUREATE	5910	NMFA - College of Santa Fe - RD	5910	Education	09/14/2009	2026	29,615,000	24,915,000	17,311,704	17,311,704	17,311,704	42,226,704	42,226,704
		TOTAL FROM OTHER BONDS					32,417,125	24,603,041	18,228,504	18,228,504	18,228,504	40,831,604	40,831,604
		TOTAL DEBT SERVICE					324,315,252	246,891,871	90,246,649	90,246,649	90,246,649	337,138,520	337,138,520



IX. APPENDIX

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X. 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.

ATTRITION RATE – staffing vacancy rate occurring in a department above the normal turn-over rate as the result of retirements.

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 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 any 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 appropriated 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



PROPOSED **FISCAL YEAR**
ANNUAL BUDGET **2017-2018**

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

SPAN OF CONTROL – The number of employees supervised by a given supervisor, normally expressed as a ratio of supervisor| supervisees. The city has set the ratio of 5.0 as the minimum span of control as a basic criteria for filling any supervisor position.

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.



XI. NCS Community Livability Report



THE NCSTM
The National Citizen SurveyTM

Santa Fe, NM

Community Livability Report

2017



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Contents

About..... 1

Quality of Life in Santa Fe 2

Community Characteristics 3

Governance 5

Participation 7

Special Topics..... 9

Conclusions 14



The National Citizen Survey™
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The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

About

The National Citizen Survey™ (The NCS) report is about the “livability” of Santa Fe. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

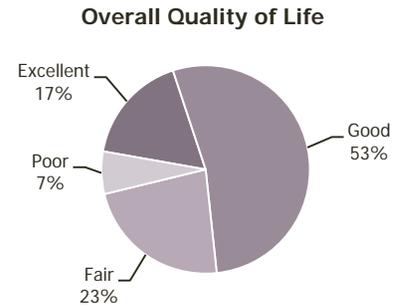
The Community Livability Report provides the opinions of a representative sample of 1,423 residents of the City of Santa Fe. The margin of error around any reported percentage is 3% for the entire sample. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.



Quality of Life in Santa Fe

A majority of residents rated the quality of life in Santa Fe as excellent or good. This was similar to the national and peer community benchmark comparisons (see Appendix B of the *Technical Appendices* provided under separate cover).

Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.



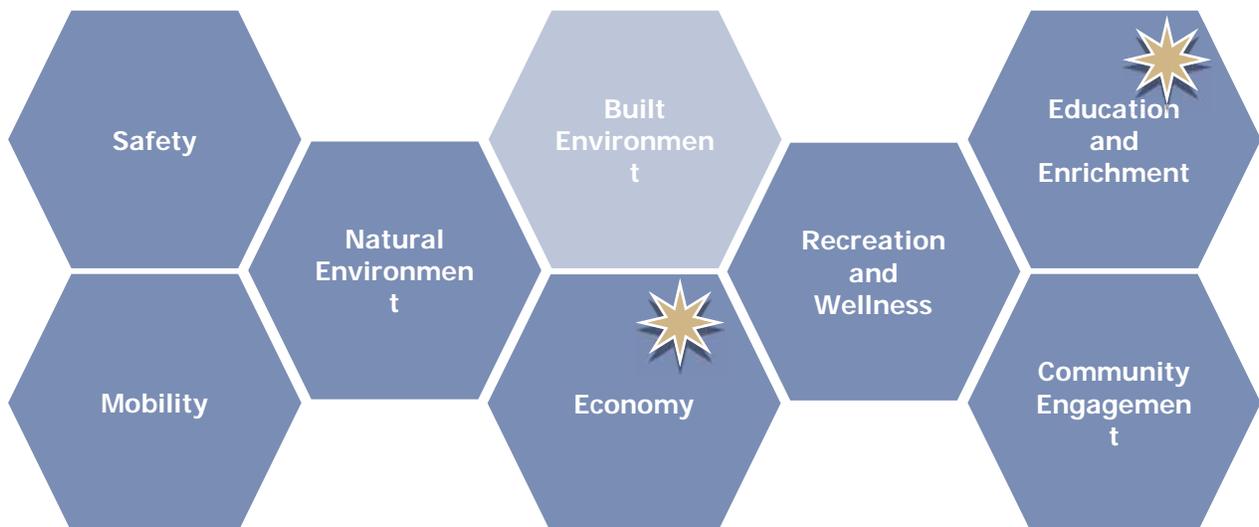
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Economy and Education and Enrichment as priorities for the Santa Fe community in the coming two years. It is noteworthy that Santa Fe residents gave favorable ratings to both of these facets of community as well as to Safety, Mobility, Economy, Natural Environment, Recreation and Wellness and Community Engagement. Ratings for Built Environment were tended to be lower than those given in other communities. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Santa Fe's unique questions.

Legend

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

- Most important



Community Characteristics

What makes a community livable, attractive and a place where people want to be?

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Santa Fe, 78% rated the City as an excellent or good place to live. Respondents' ratings of Santa Fe as a place to live were similar to ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including Santa Fe as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Santa Fe and its overall appearance. About three-quarters of respondents rated the overall image of Santa Fe and their neighborhood as a place to live as excellent or good, while about two-thirds positively rated Santa Fe as a place to retire and the overall appearance of the City. These ratings were similar to the national benchmarks. Residents were less likely to give positive marks to Santa Fe as a place to raise children, and this aspect was rated lower than the national and regional comparisons.

Delving deeper into Community Characteristics, survey respondents rated over 40 features of the community within the eight facets of Community Livability. Ratings across the facets tended to be mixed. In Safety, about 9 in 10 respondents reported feeling safe in their neighborhood and about 8 in 10 felt safe in the downtown/commercial area, and both of these ratings were similar to the benchmark. However, only about two-thirds of residents gave excellent or good ratings to the overall feeling of safety in the City, which was a lower rating than seen elsewhere. Most aspects of Mobility received ratings similar to the national benchmark except ease of travel by bicycle and ease of public parking, which were lower. In Natural Environment, about 8 in 10 residents or more were pleased with the quality of the overall natural environment in Santa Fe and with air quality, and the rating for air quality was higher than the benchmark. A majority of residents gave positive marks to all aspects of Community Engagement and all of these were similar to the national comparison. Ratings for aspects within the remaining facets of Community Livability tended to vary widely. Within the facet of Economy, the rating for Santa Fe as a place to visit, at 90% positive, was higher than the national benchmark, and about half of residents gave favorable ratings to the vibrancy of the downtown/commercial area, overall quality of business and service establishments and shopping opportunities; these were similar to the benchmark. However, about one-third of residents or less gave positive marks to the overall economic health of the City, cost of living,

employment opportunities and Santa Fe as a place to work, and these items were rated lower than ratings seen elsewhere. Finally, in Education and Enrichment, about 8 in 10 residents were pleased with opportunities to participate in religious or spiritual events and activities and opportunities to attend cultural/arts/music activities, and the latter rating was higher than the national benchmark. However, only about 4 in 10 residents gave excellent or good ratings to overall opportunities for education and enrichment and less than 2 in 10 favorably rated K-12 education and the availability of affordable quality child care/preschool, and these were lower than observed in other communities across the nation.



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



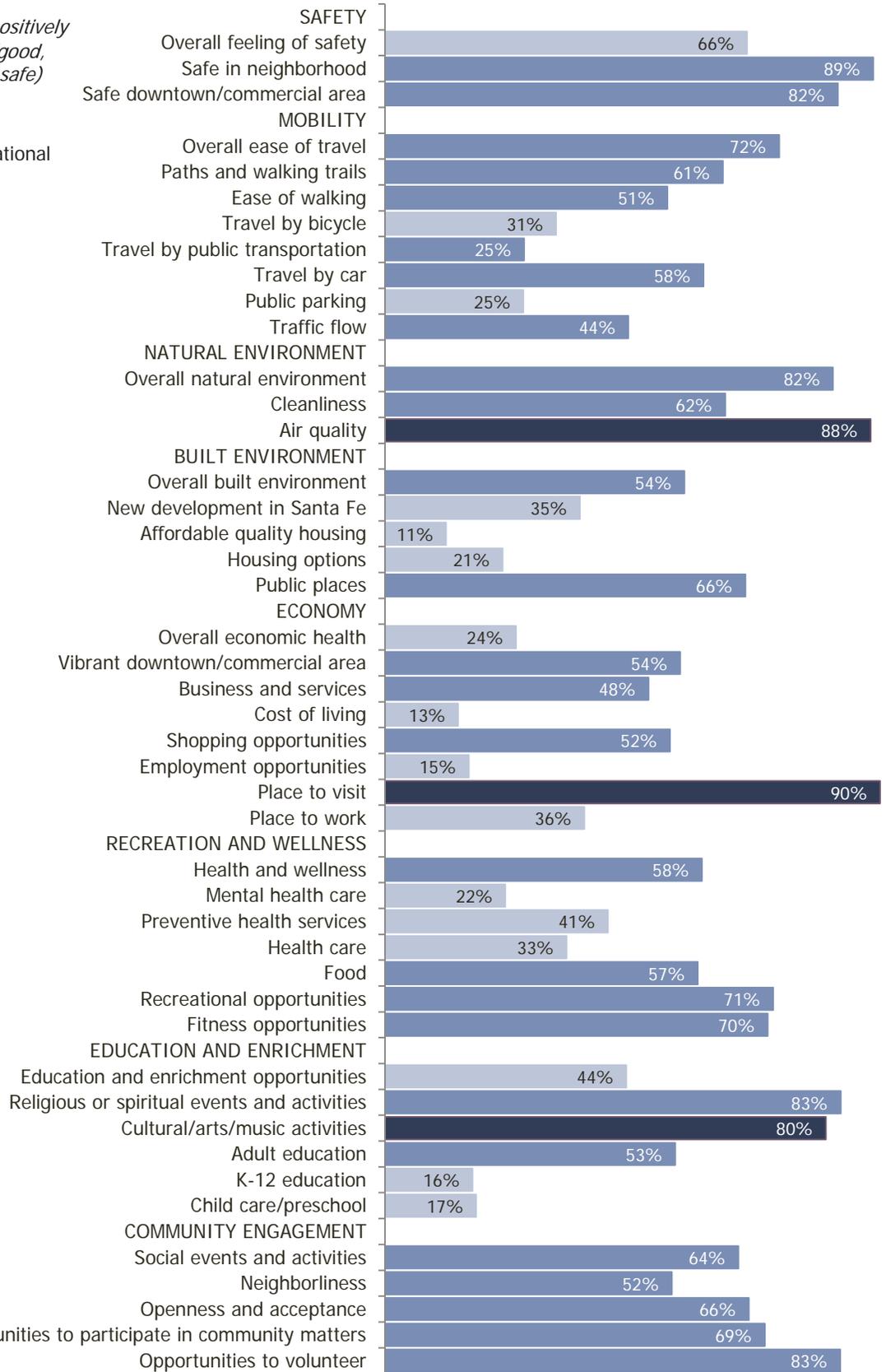
The National Citizen Survey™

Figure 1: Aspects of Community Characteristics

*Percent rating positively
(e.g., excellent/good,
very/somewhat safe)*

Comparison to national
benchmark

- Higher
- Similar
- Lower



Governance

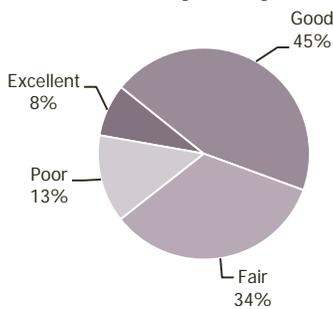
How well does the government of Santa Fe meet the needs and expectations of its residents?

The overall quality of the services provided by Santa Fe as well as the manner in which these services are provided are a key component of how residents rate their quality of life. About half of Santa Fe residents gave positive ratings to the overall quality of City services, which was lower than seen in other communities nationwide. About 4 in 10 residents gave positive ratings to the services provided by the Federal Government, which was similar to the national comparison.

Survey respondents also rated various aspects of Santa Fe's leadership and governance. About half of residents gave excellent or good ratings to the customer service provided by City employees and about 4 in 10 residents or fewer gave positive marks to the remaining aspects of government performance. These aspects tended to receive ratings lower than the national benchmark.

Respondents evaluated over 30 individual services and amenities available in Santa Fe. Ratings across all facets were similar to or lower than the national comparisons. At least 7 in 10 residents gave excellent or good ratings to fire services, ambulance/EMS, garbage collection, sewer services and public libraries, and these aspects all received ratings similar to those observed elsewhere. However, only about one-quarter of respondents or less favorably rated street repair, sidewalk maintenance, code enforcement and economic development, and these ratings were lower than those seen in other communities across the nation.

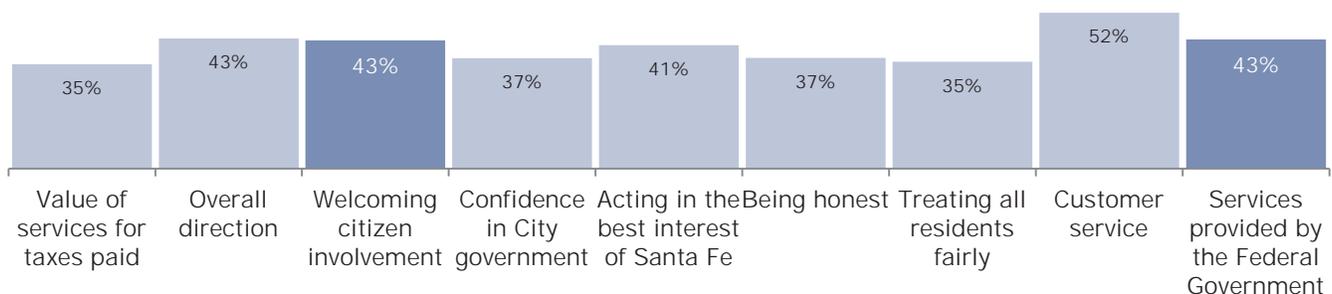
Overall Quality of City Services



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



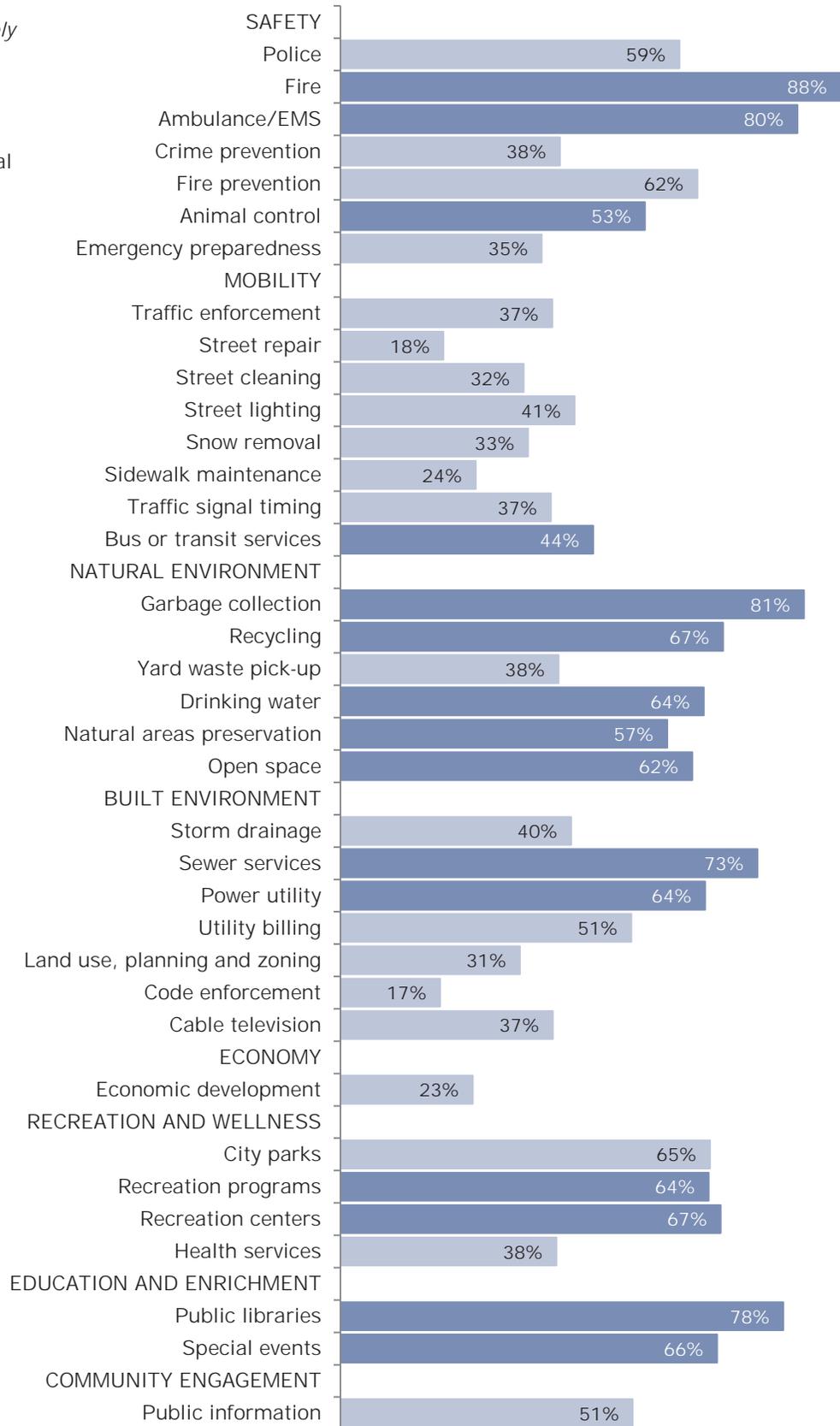
The National Citizen Survey™

Figure 2: Aspects of Governance

Percent rating positively
(e.g., excellent/good)

Comparison to national
benchmark

- Higher
- Similar
- Lower

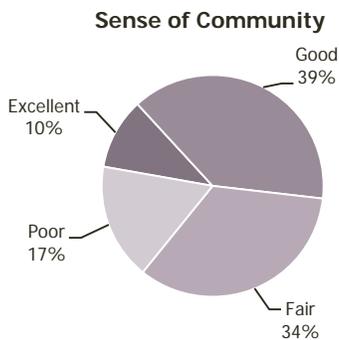


Participation

Are the residents of Santa Fe connected to the community and each other?

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community, a shared sense of membership, belonging and history. In Santa Fe, about half of residents gave favorable ratings to the sense of community and about 8 in 10 planned to remain in the City for the next five years; these ratings were both similar to the national benchmark. About 6 in 10 respondents had contacted the City in the 12 months prior to the survey, which was a higher rate of contact than observed elsewhere. About 7 in 10 residents were very or somewhat likely to recommend living in Santa Fe to someone who asked, which was lower than the national benchmark.

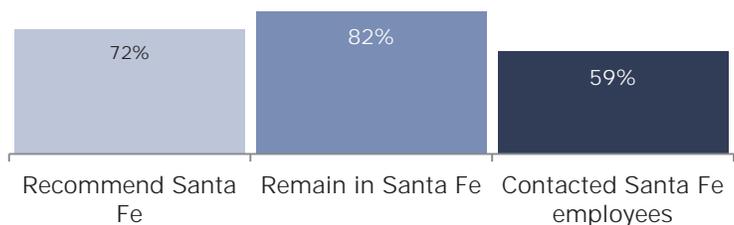
The survey included over 30 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Broadly, rates of participation in Santa Fe tended to be similar to or higher than rates observed in other communities across the nation. About 8 in 10 residents or more reported doing each of the following at least once in the 12 months prior to the survey: conserving water, making their home more energy efficient, recycling at home, purchasing goods or services in Santa Fe, visiting a City park, eating 5 portions of fruits or vegetables daily, participating in moderate or vigorous physical activity, talking to or visiting with their neighbors, having done a favor for a neighbor, reading or watching local news and voting in local elections.



*Percent rating positively
(e.g., very/somewhat likely,
yes)*

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



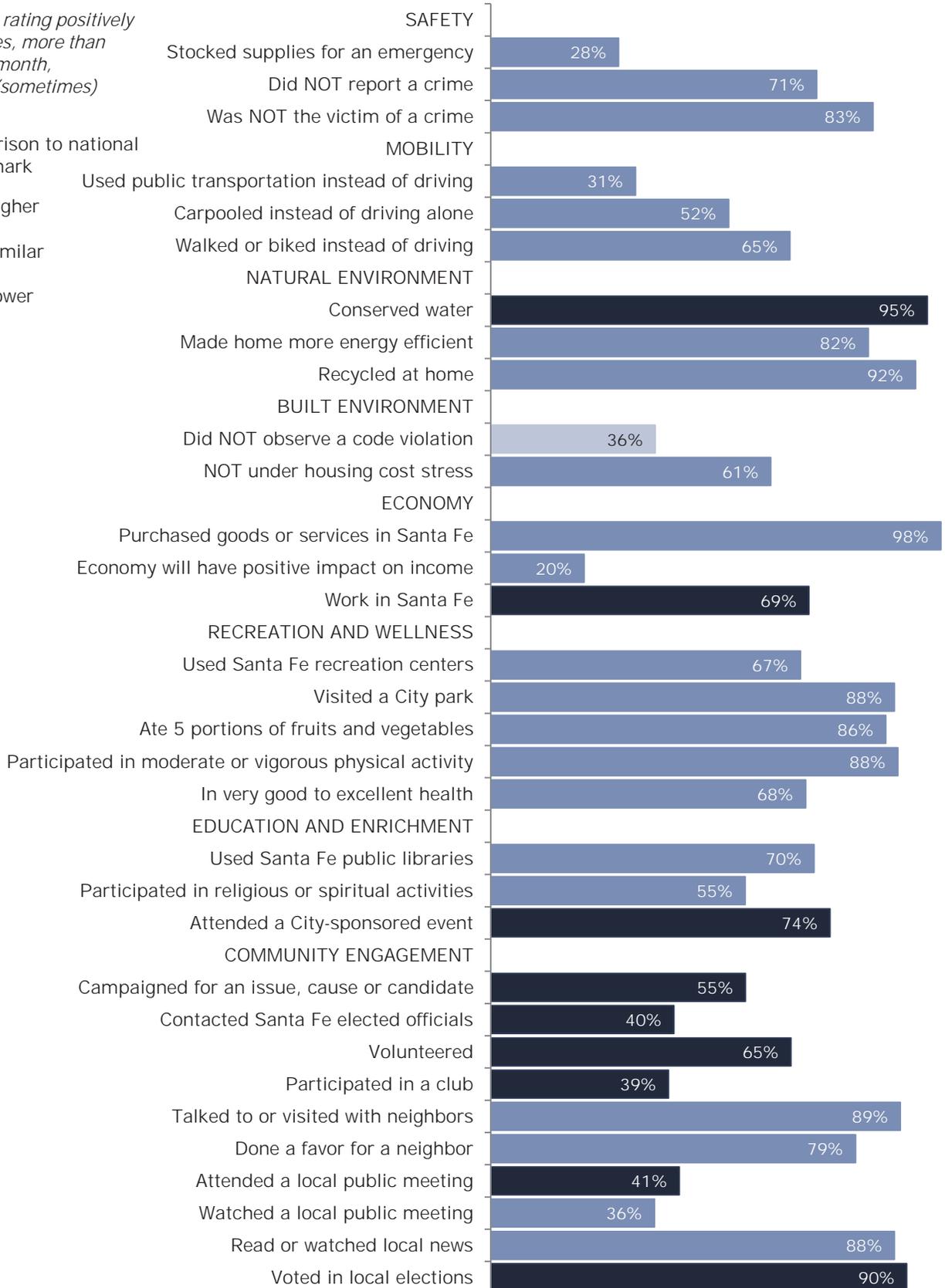
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Figure 3: Aspects of Participation

Percent rating positively
(e.g., yes, more than
once a month,
always/sometimes)

Comparison to national
benchmark

- Higher
- Similar
- Lower

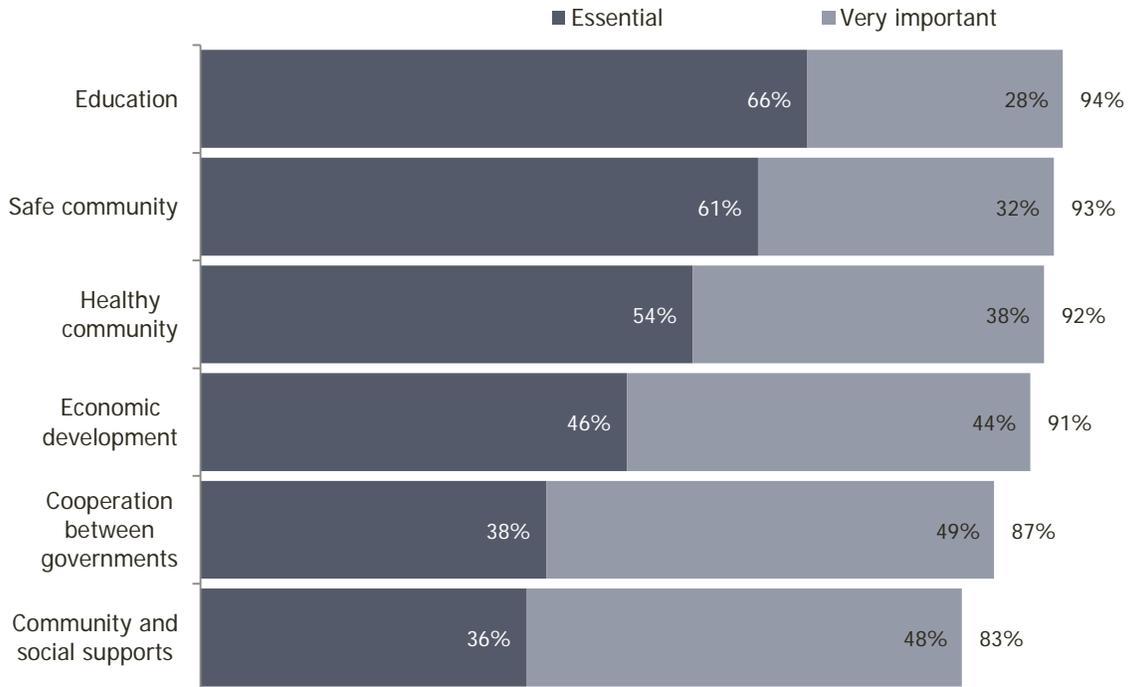


Special Topics

The City of Santa Fe included three questions of special interest on The NCS. The first question asked residents to indicate how important they felt a series of strategic planning areas were in relation to the overall quality of life in the City. About 9 in 10 residents or more thought that education, safe community, healthy community and economic development were important strategic planning areas, and at least 8 in 10 residents felt that each area listed was essential or very important.

Figure 4: Importance of Strategic Planning Areas

Please rate how important, if at all, each of the following strategic planning areas are to the overall quality of life in the City of Santa Fe:

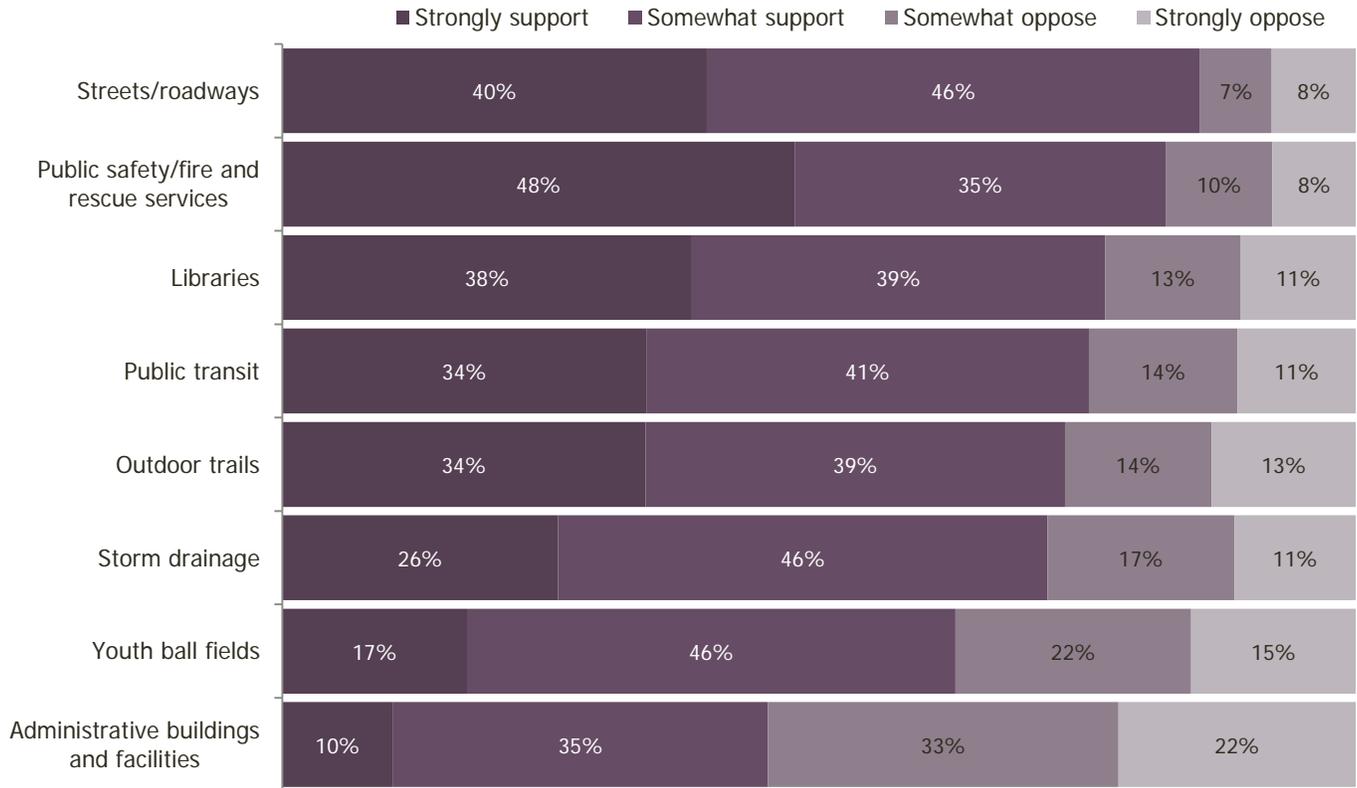


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Respondents were next asked to indicate their level of support for three different types of tax increases to fund improvements to City facilities and services. A majority of residents strongly or somewhat supported a Gross Receipts tax increase (Figure 5 below) or a Property Tax increase (Figure 6 on the following page) for improving all listed facilities and services, with the exception of administrative buildings and facilities.

Figure 5: Support for Gross Receipts Tax Increases

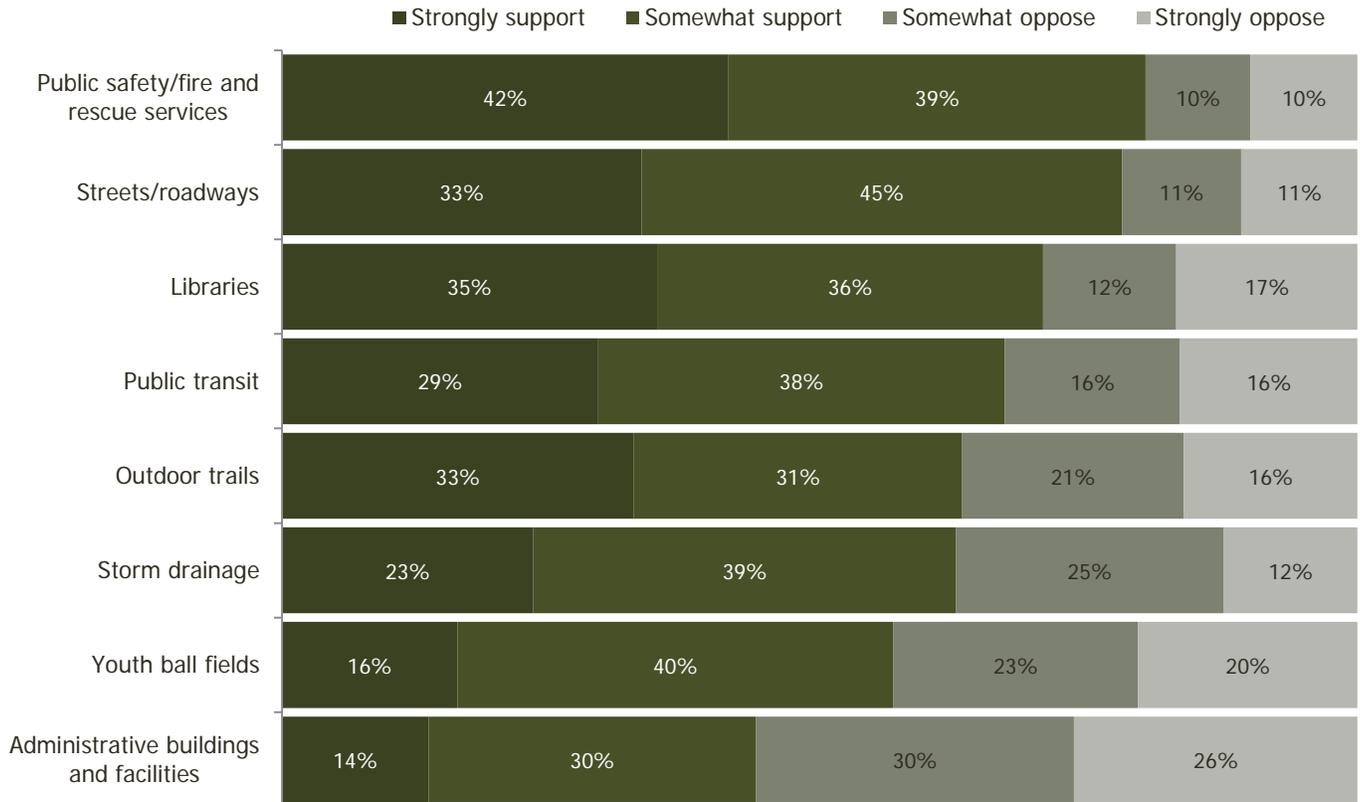
To what extent you would support or oppose a Gross Receipts Tax increase to fund improvements to the facilities and/or services below?



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Figure 6: Support for Property Tax Increases

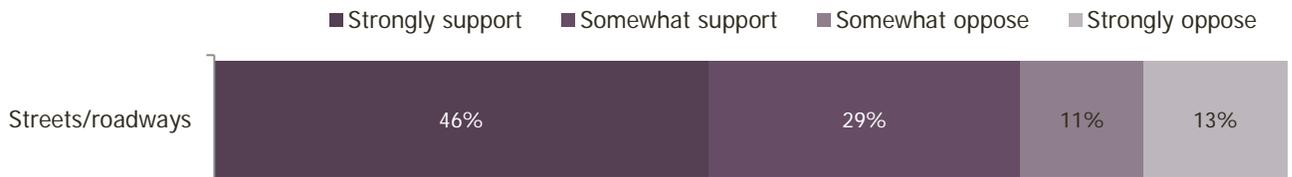
To what extent you would support or oppose a Property Tax increase to fund improvements to the facilities and/or services below?



When asked about their support for a Gasoline Tax increase to fund improvements to streets and roadways, about three-quarters of residents indicated they strongly or somewhat supported such an increase. This was slightly less than the proportion of residents who supported a Gross Receipts Tax increase or Property Tax increase for the same purpose.

Figure 7: Support for Gasoline Tax Increase

To what extent you would support or oppose a Gasoline Tax increase to fund improvements to the facilities and/or services below?

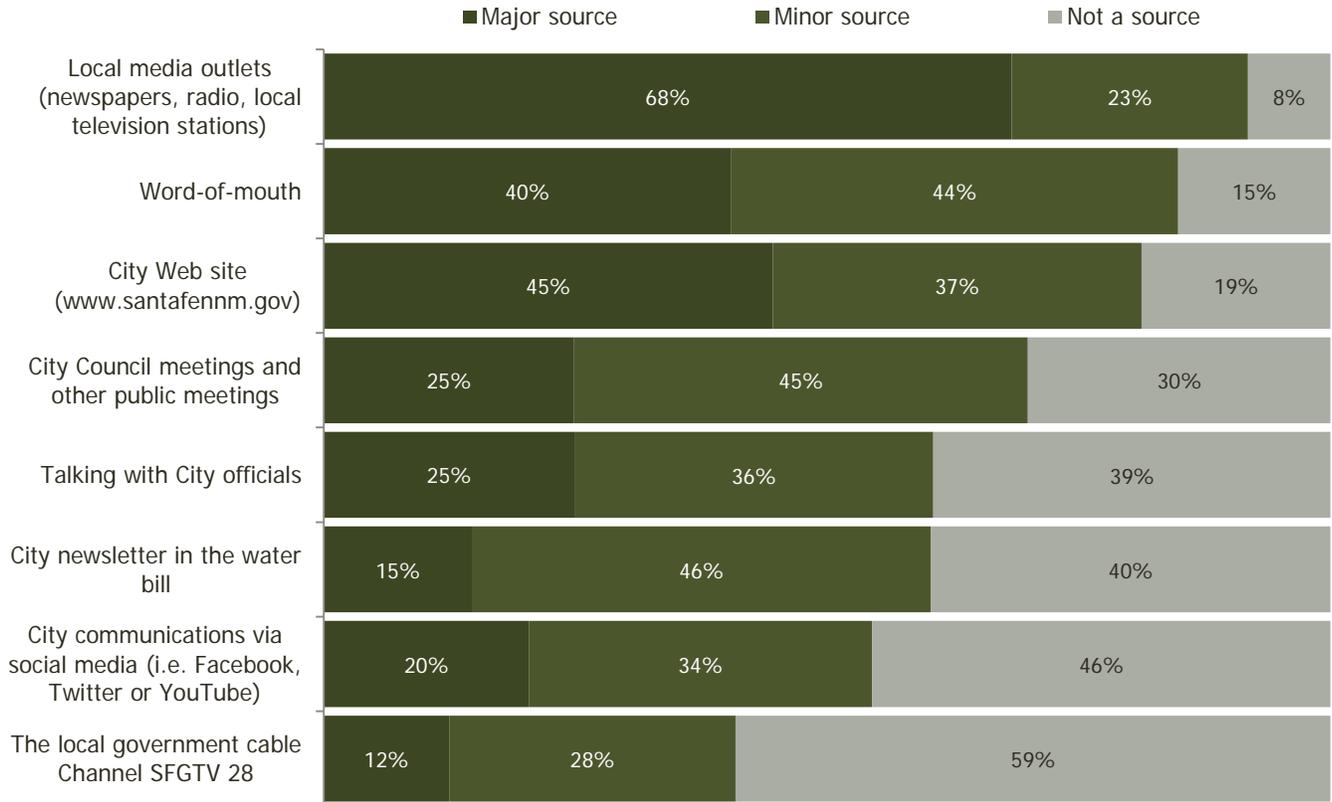


The National Citizen Survey™

The next special-interest question asked residents about various information sources about the City. Almost all respondents used local media outlets as a major or minor source for obtaining information about the City government, and at least 8 in 10 found word-of-mouth and the City website to be at least a minor source. Less than half found the local government cable channel SFG28 to be a source.

Figure 8: Sources of City Information

Please indicate how much of a source, if at all, you consider each of the following to be for obtaining information about the City government and its activities, events and services:

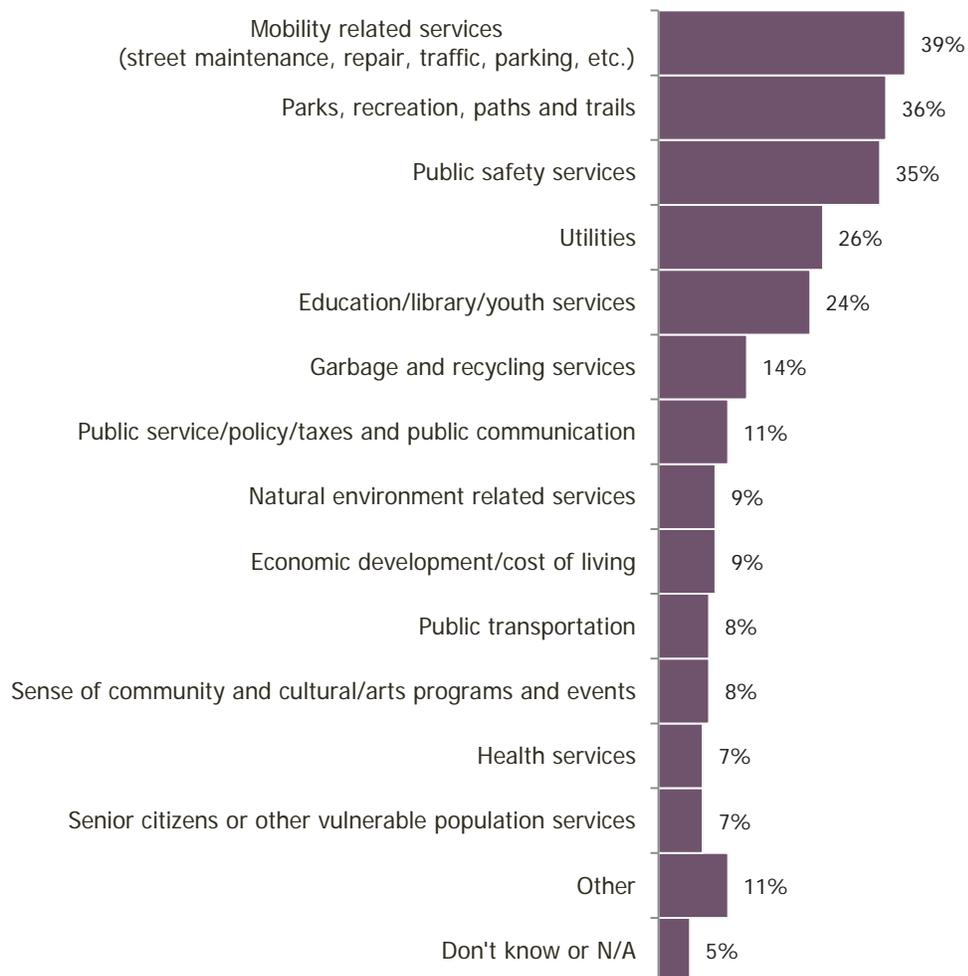


The National Citizen Survey™

The final special-interest question on the survey was an open-ended question that asked residents to write, in their own words, the top three City programs and/or services that had the most impact on their daily quality of life. Nearly 4 in 10 cited services or programs related to mobility such as street maintenance and repair, traffic or parking. Slightly fewer cited parks, recreation, paths and walking trails as well as public safety services as having the most impact on everyday quality of life. Around one-quarter of residents mentioned utilities as being important, most of which were centered around water utilities, and a similar percentage mentioned education/library and youth services as being important to quality of life in Santa Fe. Around 1 in 10 respondents or less cited issues related to the natural environment, economic development/cost of living, public transportation, sense of community and cultural/arts programs and events, health services and services provided to senior citizens or other vulnerable populations (for more information see the *Open End Report* under separate cover).

Figure 9: Question 17

What would you say are the top three programs and/or services provided by the City of Santa Fe that have the most impact on your everyday quality of life?



Total may exceed 100% as respondents could select more than one option.

Conclusions

Santa Fe residents rate their quality of life positively.

Most residents rated their quality of life positively and thought that Santa Fe was an excellent or good place to live. A majority of survey participants gave positive ratings for the overall image and overall appearance of the City, and a majority also felt that Santa Fe was an excellent or good place to retire. About 8 in 10 survey participants planned on remaining in Santa Fe for the next five years and about 7 in 10 would recommend living in Santa Fe to others.

Economy is important to residents and a potential area of focus.

Residents identified Economy as a top priority for the Santa Fe community. Almost all residents positively rated Santa Fe as a place to visit, which was higher ratings given elsewhere, and about half of residents gave favorable ratings to the vibrancy of the downtown/commercial area, overall quality of business and service establishments and shopping opportunities. However, about one-third of residents or less favorably rated the overall economic health of the City, cost of living, employment opportunities and Santa Fe as a place to work, and these items were rated lower than ratings observed in other communities. Additionally, about 9 in 10 residents felt that economic development was an essential or very important strategic planning area to the overall quality of life in Santa Fe.

Education and Enrichment is also a priority.

Residents indicated that Education and Enrichment was also an important facet for the City to focus on in the coming two years. Most residents were pleased with opportunities to participate in religious or spiritual events and activities and opportunities to attend cultural/arts/music activities, and the rating for cultural/arts/music activities was higher than ratings observed elsewhere. However, only about 4 in 10 residents gave excellent or good ratings to overall opportunities for education and enrichment and less than 2 in 10 favorably rated K-12 education and the availability of affordable quality child care/preschool, and these were lower than observed in other communities across the nation. When asked about the importance of strategic planning areas, almost all residents indicated that education was essential or very important to the quality of life in Santa Fe. About three-quarters of residents strongly or somewhat supported a Gross Receipts tax increase or a Property tax increase in order to fund improvements to libraries. Finally, when asked to write in their own words which City programs and/or services had the most impact on their daily quality of life, about one-quarter of residents mentioned education/library and youth services as being important to quality of life in Santa Fe.