



FISCAL YEAR 2020 - ADOPTED BUDGET

Division Description of Services

The Division's services:

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

ITT END USER SERVICES DIVISION

EDWARD J. DURAN, PROJECT LEADER

Division Mission

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

Division Description of Services

The Division's services include:

- Providing an ITT Service Desk as a first point of contact for ITT service requests and problems.



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- Maintaining, troubleshooting, repairing, and upgrading desktop and laptop computers, printers, and peripheral hardware.
- Configuring, installing, maintaining, and upgrading operating systems, standard desktop applications, and approved specialty software.
- Providing limited user guidance on operating systems, standard desktop applications, network access, and e-mail usage.
- Installing, maintaining, troubleshooting, programming, and repairing desktop phones and associated headsets.
- Testing and evaluating hardware and software to determine efficiency, reliability, and compatibility with desktop systems.

ITT ENTERPRISE APPLICATION SERVICES DIVISION

STEVEN SANTISTEVAN, ENTERPRISE APPLICATION MANAGER

Division Mission

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

Division Description of Services

The Division's services include:

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



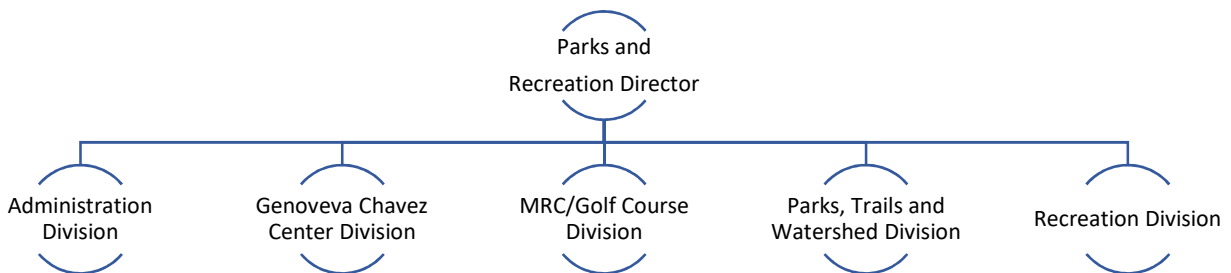
FISCAL YEAR 2020 - ADOPTED BUDGET

G. PARKS AND RECREATION DEPARTMENT

JOHN P. MUNOZ, PARKS AND RECREATION DIRECTOR

Department Mission

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



Department Description of Services

The Department provides healthy indoor and outdoor fitness, play, and event opportunities. The team maintains clean, safe indoor, green and open space areas.



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE PARKS & RECREATION DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 ADOPTED BUDGET

| SUMMARY BY DIVISION | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|-------------------------------------|--|--|---------------------------------------|---------------------------------------|--|---|
| Parks & Recreation Administration | 127,255 | 264,630 | 359,899 | 386,002 | 26,103 | 7.3% |
| Genoveva Chavez Community Ctr. | 5,403,203 | 4,245,437 | 4,703,102 | 4,849,902 | 146,800 | 3.1% |
| Municipal Recreation Complex | 3,130,098 | 3,507,235 | 3,383,591 | 3,421,598 | 38,007 | 1.1% |
| Parks, Trails & Watershed | 6,031,820 | 7,124,657 | 6,626,025 | 7,399,636 | 773,611 | 11.7% |
| Recreation Division | 2,326,392 | 2,416,526 | 2,415,686 | 2,851,061 | 435,375 | 18.0% |
| TOTAL PARKS & RECREATION | 17,018,768 | 17,558,484 | 17,488,303 | 18,908,199 | 1,419,896 | 8.1% |

| SUMMARY BY CATEGORY | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|-------------------------------------|--|--|---------------------------------------|---------------------------------------|--|---|
| Salaries, Wages & Benefits | 8,860,209 | 6,977,187 | 7,835,173 | 8,453,075 | 617,902 | 7.9% |
| Contractuals & Utilities | 3,524,085 | 4,283,518 | 3,868,327 | 4,494,315 | 625,988 | 16.2% |
| Repairs & Maintenance | 274,355 | 271,289 | 471,914 | 391,950 | (79,964) | -16.9% |
| Supplies | 728,645 | 728,761 | 800,490 | 827,808 | 27,318 | 3.4% |
| Insurance | 394,149 | 430,122 | 472,813 | 404,551 | (68,262) | -14.4% |
| Other Operating Costs | 712,693 | 1,534,838 | 2,052,319 | 2,237,420 | 185,101 | 9.0% |
| Capital Purchases | 220,250 | 251,543 | 220,264 | 198,589 | (21,675) | -9.8% |
| Debt Service | 1,119,125 | 1,259,037 | 1,275,358 | 1,275,815 | 457 | 0.0% |
| Transfers to Other Funds | 1,185,258 | 1,822,189 | 491,645 | 624,676 | 133,031 | 27.1% |
| TOTAL PARKS & RECREATION | 17,018,768 | 17,558,484 | 17,488,303 | 18,908,199 | 1,419,896 | 8.1% |

| SUMMARY BY (MUNIS) FUND | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|-------------------------------------|--|--|---------------------------------------|---------------------------------------|--|---|
| General Fund | 8,593,308 | 10,165,790 | 9,436,351 | 10,612,906 | 1,176,555 | 12.5% |
| Plaza Use Fund | 28,449 | 25,517 | 25,000 | 25,000 | - | 0.0% |
| Quality of Life | 59,964 | 36,865 | 84,097 | 88,200 | 4,103 | 4.9% |
| Recreation Programs | 27,137 | 26,360 | 28,340 | 27,900 | (440) | -1.6% |
| Special Recreation Leagues | 44,717 | 44,551 | 67,461 | 63,100 | (4,361) | -6.5% |
| Railyard Properties | 129,173 | 175,596 | 175,824 | 170,145 | (5,679) | -3.2% |
| Municipal Recreation Complex | 1,613,622 | 1,579,142 | 1,692,649 | 1,795,031 | 102,382 | 6.0% |
| Genoveva Chavez Community Ctr | 5,403,203 | 4,245,437 | 4,703,102 | 4,849,902 | 146,800 | 3.1% |
| Enterprise Debt Service | 1,119,196 | 1,259,226 | 1,275,479 | 1,276,015 | 536 | 0.0% |
| TOTAL PARKS & RECREATION | 17,018,768 | 17,558,484 | 17,488,303 | 18,908,199 | 1,419,896 | 8.1% |



FISCAL YEAR 2020 - ADOPTED BUDGET

GENOVEVA CHAVEZ COMMUNITY CENTER

VACANT, GCCC COMPLEX MANAGER

Division Mission

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

Division Description of Services

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

MUNICIPAL RECREATION COMPLEX DIVISION (MRC)

JENNIFER ROMERO, MRC MANAGER

Division Mission

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

- Provide expert service and entertainment to our golf patrons and sports league users.
- Create a wholesome atmosphere for the enjoyment of the game of golf and our sports turf recreational users.



FISCAL YEAR 2020 - ADOPTED BUDGET

- Be a financially-sound business.
- Make our citizens and visitors feel welcomed in our facility.
- Provide a pleasant work environment for our employees.

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

Division Description of Services

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

PARKS, TRAILS AND WATERSHED DIVISION

RICHARD THOMPSON, DIVISION DIRECTOR

Division Mission

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

Division Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

RECREATION DIVISION

LIZ ROYBAL, RECREATION COMPLEX MANAGER

Division Mission

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

Division Description of Services

The Division operates four recreational facilities within the City of Santa Fe. We develop and initiate a wide variety of Sports and Fitness Programs at various venues such as our swimming pools, gymnasiums, ice rink, weight/fitness rooms, and racquetball/handball courts which host a variety of classes including yoga, Zumba, Pilates, tai chi and various sports leagues such as basketball, pickleball, and volleyball. The Division's 120 employees strive to provide excellent customer service and quality programming for the community.



FISCAL YEAR 2020 - ADOPTED BUDGET

H. PLANNING AND LAND USE DEPARTMENT

CAROL JOHNSON, PLANNING AND LAND USE DIRECTOR

Department Mission

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



Department Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE PLANNING & LAND USE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 ADOPTED BUDGET

| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| Land Use Administration | 633,157 | 1,605,350 | 1,653,157 | 2,374,805 | 721,648 | 43.7% |
| Building Permit Division | 842,484 | 632,005 | 620,332 | 763,411 | 143,079 | 23.1% |
| Current Planning | 463,475 | 672,584 | 631,848 | 727,826 | 95,978 | 15.2% |
| Historic Preservation | 349,419 | 373,256 | 386,687 | 478,202 | 91,515 | 23.7% |
| Inspections & Enforcement | 1,496,220 | 1,460,888 | 1,397,473 | 1,376,210 | (21,263) | -1.5% |
| Long-Range Planning | 240,842 | 203,746 | 197,965 | 107,541 | (90,424) | -45.7% |
| Metropolitan Planning Organization | 295,190 | 308,443 | 381,740 | 399,666 | 17,926 | 4.7% |
| Technical Review | 385,255 | 392,361 | 415,626 | 448,073 | 32,447 | 7.8% |
| TOTAL PLANNING & LAND USE | 4,706,042 | 5,648,632 | 5,684,828 | 6,675,734 | 990,906 | 17.4% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| Salaries, Wages & Benefits | 3,942,133 | 4,373,108 | 4,320,859 | 5,198,514 | 877,655 | 20.3% |
| Contractuals & Utilities | 144,975 | 111,029 | 301,228 | 538,000 | 236,772 | 78.6% |
| Repairs & Maintenance | 2,963 | 103 | 9,617 | 1,844 | (7,773) | -80.8% |
| Supplies | 82,791 | 75,249 | 105,620 | 94,234 | (11,386) | -10.8% |
| Insurance | 108,718 | 126,452 | 102,941 | 102,960 | 19 | 0.0% |
| Other Operating Costs | 89,462 | 882,243 | 819,563 | 740,182 | (79,381) | -9.7% |
| Capital Purchases | - | 64,348 | 25,000 | - | (25,000) | -100.0% |
| Transfers to Other Funds | 335,000 | 16,100 | - | - | - | N/A |
| TOTAL PLANNING & LAND USE | 4,706,042 | 5,648,632 | 5,684,828 | 6,675,734 | 990,906 | 17.4% |

| SUMMARY BY (MUNIS) FUND | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| General Fund | 4,404,317 | 5,339,159 | 5,272,438 | 6,276,068 | 1,003,630 | 19.0% |
| Transportation Grants | 295,190 | 308,443 | 381,740 | 399,666 | 17,926 | 4.7% |
| Historic Preservation | 6,535 | 1,030 | 30,650 | - | (30,650) | -100.0% |
| TOTAL PLANNING & LAND USE | 4,706,042 | 5,648,632 | 5,684,828 | 6,675,734 | 990,906 | 17.4% |



FISCAL YEAR 2020 - ADOPTED BUDGET

BUILDING PERMIT DIVISION

ELI ISAACSON, BUILDING PERMIT DIVISION DIRECTOR

Division Description of Services

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

HISTORIC PRESERVATION DIVISION

LANI MCCULLEY, HISTORIC PRESERVATION MANAGER

Division Description of Services

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

INSPECTIONS AND ENFORCEMENT DIVISION

BOBBY PADILLA, INSPECTIONS AND ENFORCEMENT DIVISION DIRECTOR

Division Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

METROPOLITAN PLANNING ORGANIZATION

ERICK AUNE, MPO OFFICER

Division Description of Services

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

PLANNING DIVISION

NOAH BERKE, PLANNER MANAGER

Division Description of Services

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

TECHNICAL REVIEW DIVISION

DEE BEINGESSNER, CITY ENGINEER

Division Description of Services

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



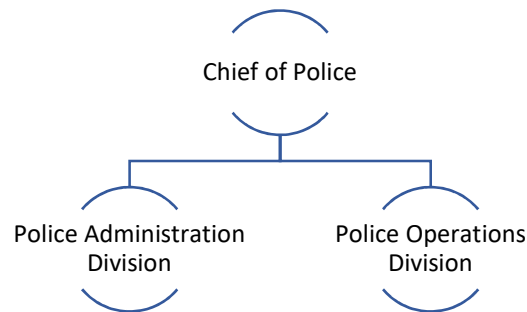
FISCAL YEAR 2020 - ADOPTED BUDGET

I. POLICE DEPARTMENT

ANDREW PADILLA, CHIEF OF POLICE

Department Mission

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



Department Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE POLICE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 ADOPTED BUDGET

| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| Police Administration | 7,711,694 | 8,198,682 | 9,702,416 | 8,858,447 | (843,969) | -8.7% |
| Police Operations | 18,398,886 | 19,639,922 | 19,599,071 | 18,819,990 | (779,081) | -4.0% |
| TOTAL POLICE DEPARTMENT | 26,110,581 | 27,838,604 | 29,301,487 | 27,678,437 | (1,623,050) | -5.5% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| Salaries, Wages & Benefits | 19,745,505 | 20,008,310 | 19,996,587 | 18,916,429 | (1,080,158) | -5.4% |
| Contractuals & Utilities | 1,577,192 | 1,455,348 | 1,632,017 | 1,370,400 | (261,617) | -16.0% |
| Repairs & Maintenance | 140,514 | 43,089 | 103,000 | 64,000 | (39,000) | -37.9% |
| Supplies | 967,476 | 882,712 | 1,074,337 | 1,169,300 | 94,963 | 8.8% |
| Insurance | 1,165,983 | 1,188,630 | 1,383,931 | 1,342,665 | (41,266) | -3.0% |
| Other Operating Costs | 1,442,126 | 2,641,486 | 3,440,630 | 3,168,339 | (272,291) | -7.9% |
| Capital Purchases | 975,996 | 943,725 | 1,620,681 | 1,597,000 | (23,681) | -1.5% |
| Transfers to Other Funds | 95,790 | 675,304 | 50,304 | 50,304 | - | 0.0% |
| TOTAL POLICE DEPARTMENT | 26,110,581 | 27,838,604 | 29,301,487 | 27,678,437 | (1,623,050) | -5.5% |

| SUMMARY BY (MUNIS) FUND | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| General Fund | 22,495,788 | 24,087,914 | 25,521,288 | 24,680,121 | (841,167) | -3.3% |
| Animal Services | 119,235 | 16,268 | 73,000 | 68,000 | (5,000) | -6.8% |
| Law Enforcement | 3,494,755 | 3,734,422 | 3,707,199 | 2,930,316 | (776,883) | -21.0% |
| Railyard Properties | 802 | - | - | - | - | N/A |
| TOTAL POLICE DEPARTMENT | 26,110,581 | 27,838,604 | 29,301,487 | 27,678,437 | (1,623,050) | -5.5% |



FISCAL YEAR 2020 - ADOPTED BUDGET

POLICE ADMINISTRATION DIVISION

ROBERT VASQUEZ, DEPUTY CHIEF OF POLICE

Division Mission

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

Division Description of Services

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

POLICE OPERATIONS DIVISION

BEN VALDEZ, DEPUTY CHIEF OF POLICE

Division Mission

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

Division Description of Services

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



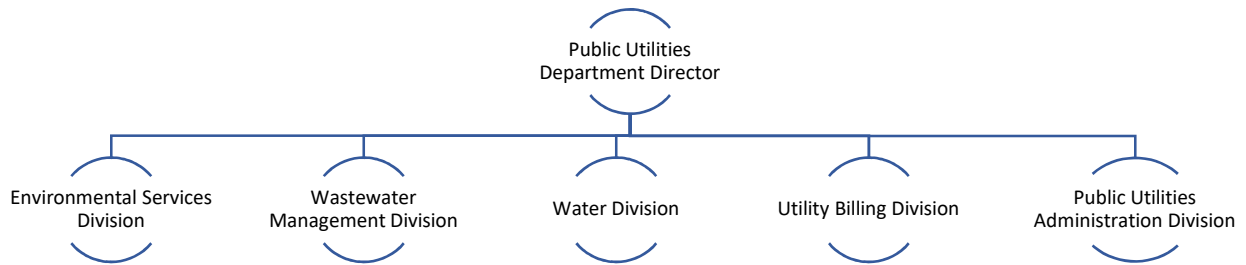
FISCAL YEAR 2020 - ADOPTED BUDGET

J. PUBLIC UTILITIES DEPARTMENT

SHANNON JONES, PUBLIC UTILITIES DIRECTOR

Department Mission

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



Department Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 ADOPTED BUDGET

| SUMMARY BY DIVISION | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|---------------------------------|--|--|---------------------------------------|---------------------------------------|--|---|
| Public Utilities Administration | 369,527 | 709,825 | 711,757 | 696,862 | (14,895) | -2.1% |
| Environmental Services | 24,250,282 | 15,777,175 | 18,059,615 | 18,858,195 | 798,580 | 4.4% |
| Utility Customer Service | 3,318,005 | 4,931,160 | 5,386,467 | 4,589,295 | (797,172) | -14.8% |
| Wastewater Management | 15,775,855 | 14,695,858 | 24,351,359 | 14,630,433 | (9,720,926) | -39.9% |
| Water Operations | 37,975,892 | 33,359,611 | 32,860,712 | 30,323,639 | (2,537,073) | -7.7% |
| TOTAL PUBLIC UTILITIES | 81,689,561 | 69,473,630 | 81,369,910 | 69,098,424 | (12,271,486) | -15.1% |

| SUMMARY BY CATEGORY | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|-------------------------------|--|--|---------------------------------------|---------------------------------------|--|---|
| Salaries, Wages & Benefits | 23,842,915 | 11,474,965 | 19,186,893 | 19,651,579 | 464,686 | 2.4% |
| Contractuals & Utilities | 11,898,944 | 6,955,608 | 13,905,996 | 9,761,449 | (4,144,547) | -29.8% |
| Repairs & Maintenance | 1,904,885 | 2,259,388 | 3,017,695 | 2,715,213 | (302,482) | -10.0% |
| Supplies | 1,923,548 | 2,073,088 | 3,580,181 | 3,137,894 | (442,287) | -12.4% |
| Insurance | 989,100 | 894,565 | 1,049,471 | 1,021,576 | (27,895) | -2.7% |
| Other Operating Costs | 12,545,113 | 13,093,308 | 14,728,611 | 15,982,760 | 1,254,149 | 8.5% |
| Capital Purchases | 2,927,893 | 3,635,953 | 2,788,842 | 2,631,091 | (157,751) | -5.7% |
| Debt Service | 14,581,699 | 6,993,671 | 7,112,722 | 8,912,213 | 1,799,491 | 25.3% |
| Transfers to Other Funds | 11,075,465 | 22,093,084 | 15,999,499 | 5,284,649 | (10,714,850) | -67.0% |
| TOTAL PUBLIC UTILITIES | 81,689,561 | 69,473,630 | 81,369,910 | 69,098,424 | (12,271,486) | -15.1% |

| SUMMARY BY (MUNIS) FUND | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|--------------------------------|--|--|---------------------------------------|---------------------------------------|--|---|
| General Fund | 284,160 | 313,335 | 281,204 | 286,886 | 5,682 | 2.0% |
| Community Development | 32,078 | 21,511 | 47,643 | 84,599 | 36,956 | 77.6% |
| Waste Water Management | 15,775,855 | 14,695,858 | 24,351,359 | 14,630,433 | (9,720,926) | -39.9% |
| Water Management | 34,685,142 | 23,983,716 | 32,860,712 | 30,322,904 | (2,537,808) | -7.7% |
| Environmental Services | 23,934,044 | 15,442,329 | 17,730,768 | 18,486,710 | 755,942 | 4.3% |
| Utilities Administration | 3,687,532 | 5,640,985 | 6,098,224 | 5,286,157 | (812,067) | -13.3% |
| Enterprise Acquisition | 3,289,934 | 5,629,530 | - | - | - | N/A |
| Enterprise Debt Service | 816 | 3,746,365 | - | 735 | 735 | N/A |
| TOTAL PUBLIC UTILITIES | 81,689,561 | 69,473,630 | 81,369,910 | 69,098,424 | (12,271,486) | -15.1% |



FISCAL YEAR 2020 - ADOPTED BUDGET

ENVIRONMENTAL SERVICES DIVISION

SHIRLENE SITTON, ENVIRONMENTAL SERVICES DIVISION DIRECTOR

Division Mission

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

Division Description of Services

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

The Division consists of several sections:

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

WASTEWATER MANAGEMENT DIVISION

MICHAEL DOZIER, WASTEWATER DIVISION DIRECTOR

Division Mission

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



FISCAL YEAR 2020 - ADOPTED BUDGET

Division Description of Services

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

WATER DIVISION

JESSE ROACH, WATER DIVISION DIRECTOR

Division Mission

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

Division Description of Services

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

UTILITY BILLING DIVISION

NANCY JIMENEZ, UTILITY BILLING DIVISION DIRECTOR

Division Mission

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

Division Description of Services

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



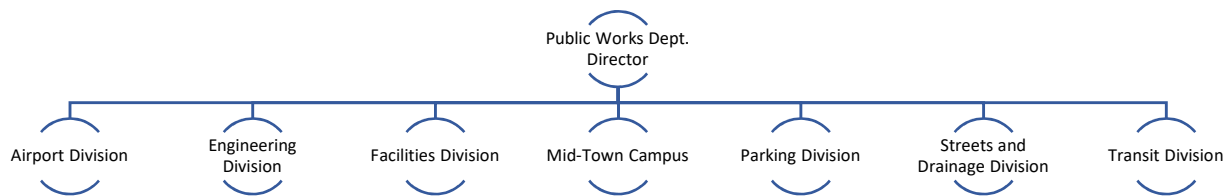
FISCAL YEAR 2020 - ADOPTED BUDGET

K. PUBLIC WORKS DEPARTMENT

REGINA WHEELER, PUBLIC WORKS DEPARTMENT DIRECTOR

Department Mission

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



Department Description of Services

The Public Works Department designs, builds, maintains and operates the City’s transportation, facilities and storm water infrastructure. It is through thoughtful stewardship of this infrastructure that the City will realize many of its resiliency, economic development, and family-friendly goals.

The quality of this infrastructure affects every resident’s, visitor’s, employee’s and business person’s daily experience of Santa Fe. The six Public Works divisions: Airport, Engineering, Facilities, Parking, Streets and Drainage, and Transit are supported by three hundred employees who have the expertise, responsibility and dedication to realize these goals for the City.

The Public Works Department plans and manages the City’s capital improvement projects for parks, buildings, roads, trails, sidewalks, parking facilities, airport, transit and storm water. In FY20, the Department expects to manage approximately \$70 million in capital projects in partnership with every department in the City.

The Department is also responsible for constructing, operating and maintaining the infrastructure and partnerships for the Railyard and facilities, grounds and infrastructure at the Midtown campus.



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 ADOPTED BUDGET

| SUMMARY BY DIVISION | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|--------------------------------|-----------------------------------|-----------------------------------|------------------------------|------------------------------|-------------------------------------|------------------------------------|
| Public Works Administration | 2,944,791 | 2,282,217 | 2,216,694 | 2,510,857 | 294,163 | 13.3% |
| Airport Division | 2,916,748 | 2,846,582 | 3,964,753 | 3,625,062 | (339,691) | -8.6% |
| Engineering Division | 4,677,902 | 5,065,854 | 6,635,103 | 6,392,418 | (242,685) | -3.7% |
| Facilities Maintenance | 3,428,272 | 4,752,287 | 4,789,981 | 5,258,122 | 468,141 | 9.8% |
| Midtown Campus | 2,234,543 | 2,222,114 | 3,094,263 | 3,512,348 | 418,085 | 13.5% |
| Parking Division | 7,262,051 | 5,726,756 | 6,033,813 | 7,390,289 | 1,356,476 | 22.5% |
| Streets & Drainage Maintenance | 4,942,314 | 5,248,856 | 5,451,634 | 5,494,825 | 43,191 | 0.8% |
| Transit | 12,156,496 | 9,194,891 | 13,144,817 | 13,363,382 | 218,565 | 1.7% |
| TOTAL PUBLIC WORKS | 40,563,117 | 37,339,556 | 45,331,058 | 47,547,303 | 2,216,245 | 4.9% |

| SUMMARY BY CATEGORY | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|----------------------------|-----------------------------------|-----------------------------------|------------------------------|------------------------------|-------------------------------------|------------------------------------|
| Salaries, Wages & Benefits | 20,279,318 | 15,720,671 | 18,328,049 | 18,670,452 | 342,403 | 1.9% |
| Contractuals & Utilities | 2,652,894 | 3,156,220 | 4,573,231 | 5,131,208 | 557,977 | 12.2% |
| Repairs & Maintenance | 922,755 | 974,998 | 1,461,666 | 2,765,416 | 1,303,750 | 89.2% |
| Supplies | 1,584,926 | 1,376,425 | 1,627,951 | 2,000,312 | 372,361 | 22.9% |
| Insurance | 880,191 | 983,385 | 1,089,203 | 1,066,927 | (22,276) | -2.0% |
| Other Operating Costs | 2,660,170 | 3,792,649 | 4,365,439 | 4,886,358 | 520,919 | 11.9% |
| Capital Purchases | 1,223,595 | 1,570,660 | 5,077,780 | 4,694,814 | (382,966) | -7.5% |
| Debt Service | 5,809,559 | 4,925,124 | 4,377,512 | 4,602,438 | 224,926 | 5.1% |
| Transfers to Other Funds | 4,549,709 | 4,839,423 | 4,430,227 | 3,729,378 | (700,849) | -15.8% |
| TOTAL PUBLIC WORKS | 40,563,117 | 37,339,556 | 45,331,058 | 47,547,303 | 2,216,245 | 4.9% |

| SUMMARY BY (MUNIS) FUND | ACTUAL EXPENDITURES 2016/17 | ACTUAL EXPENDITURES 2017/18 | 2018/19 MIDYEAR BUDGET | ADOPTED BUDGET 2019/20 | \$ CHANGE 2018/19 vs. 2019/20 | % CHANGE 2018/19 vs. 2019/20 |
|---------------------------|-----------------------------------|-----------------------------------|------------------------------|------------------------------|-------------------------------------|------------------------------------|
| General Fund | 7,025,389 | 9,406,587 | 10,502,907 | 11,215,201 | 712,294 | 6.8% |
| City Drainage Fund | 1,134,065 | 1,231,164 | 2,235,565 | 2,180,485 | (55,080) | -2.5% |
| Impact Fees Fund | 1,144,643 | - | 200,000 | - | (200,000) | -100.0% |
| Transportation Grants | 93,658 | 88,758 | 100,815 | 94,655 | (6,160) | -6.1% |
| Streets & Roadways | 2,340,966 | 3,250,836 | 2,222,356 | 2,279,815 | 57,459 | 2.6% |
| 1/2% GRT Income Fund | 1,609,595 | 1,688,611 | 2,022,768 | 1,985,850 | (36,918) | -1.8% |
| Railyard Properties | 2,884,347 | 1,877,559 | 1,993,655 | 1,994,871 | 1,216 | 0.1% |
| College of Santa Fe | 10,976 | 4,788 | 599,439 | 1,814,518 | 1,215,079 | 202.7% |
| Parking | 6,435,956 | 4,788,042 | 5,653,813 | 6,450,953 | 797,140 | 14.1% |
| Transit Bus System | 11,719,979 | 8,763,549 | 12,701,143 | 12,925,646 | 224,503 | 1.8% |
| Airport | 2,771,022 | 2,741,038 | 3,880,914 | 3,625,062 | (255,852) | -6.6% |
| Enterprise Debt Service | 3,392,521 | 3,498,623 | 3,217,683 | 2,980,247 | (237,436) | -7.4% |
| TOTAL PUBLIC WORKS | 40,563,117 | 37,339,556 | 45,331,058 | 47,547,303 | 2,216,245 | 4.9% |



FISCAL YEAR 2020 - ADOPTED BUDGET

AIRPORT DIVISION

MARK BACA, AIRPORT MANAGER

Division Mission

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

Division Description of Services

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

ENGINEERING DIVISION

JOHN ROMERO, TRAFFIC ENGINEERING DIVISION DIRECTOR

Division Mission

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

Division Description of Services

The Division oversees:

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



FISCAL YEAR 2020 - ADOPTED BUDGET

FACILITIES DIVISION

MICHAEL RODRIGUEZ, FACILITIES DIVISION DIRECTOR

Division Mission

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

Division Description of Services

The Division oversees:

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

MID-TOWN CAMPUS DIVISION

VACANT, PROJECT MANAGER

Division Mission

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

Division Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

PARKING DIVISION

NOEL CORREIA, PARKING DIVISION DIRECTOR

Division Mission

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

Division Description of Services

The Division oversees:

- Parking facility operations and maintenance.
- Parking enforcement.
- Parking revenue assurance.
- Administration, including fine adjudication.
- Parking agreements and special arrangements with local businesses and nonprofits.

STREETS AND DRAINAGE DIVISION

JAVIER MARTINEZ, STREETS AND DRAINAGE DIVISION DIRECTOR

Division Mission

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

Division Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

TRANSIT DIVISION

KEITH WILSON, TRANSIT DIVISION DIRECTOR

THOMAS MARTINEZ, DIRECTOR OF OPERATIONS AND MAINTENANCE

Division Mission

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

Division Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

L. TOURISM SANTA FE DEPARTMENT

RANDY RANDALL, TOURISM DEPARTMENT DIRECTOR

Department Mission

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



Department Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE TOURISM SANTA FE - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 ADOPTED BUDGET

| SUMMARY BY DIVISION | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| Santa Fe Civic Center | 11,835,975 | 5,982,266 | 6,295,236 | 7,780,576 | 1,485,340 | 23.6% |
| Visitors Bureau | 4,122,226 | 5,114,848 | 4,664,093 | 4,927,998 | 263,905 | 5.7% |
| TOTAL TOURISM SANTA FE | 15,958,201 | 11,097,114 | 10,959,329 | 12,708,574 | 1,749,245 | 16.0% |

| SUMMARY BY CATEGORY | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| Salaries, Wages & Benefits | 2,574,175 | 2,801,754 | 2,750,758 | 2,952,772 | 202,014 | 7.3% |
| Contractuals & Utilities | 1,370,351 | 1,230,154 | 1,488,654 | 1,354,290 | (134,364) | -9.0% |
| Repairs & Maintenance | 116,620 | 89,504 | 166,357 | 97,000 | (69,357) | -41.7% |
| Supplies | 151,086 | 155,105 | 187,100 | 223,600 | 36,500 | 19.5% |
| Insurance | 54,846 | 66,246 | 57,441 | 57,503 | 62 | 0.1% |
| Other Operating Costs | 2,056,102 | 2,838,989 | 2,861,123 | 2,805,418 | (55,705) | -1.9% |
| Capital Purchases | 21,207 | 169,823 | 661,751 | 2,141,000 | 1,479,249 | 223.5% |
| Debt Service | 9,442,901 | 2,175,234 | 2,766,659 | 3,076,991 | 310,332 | 11.2% |
| Transfers to Other Funds | 170,913 | 1,570,305 | 19,486 | - | (19,486) | -100.0% |
| TOTAL TOURISM SANTA FE | 15,958,201 | 11,097,114 | 10,959,329 | 12,708,574 | 1,749,245 | 16.0% |

| SUMMARY BY (MUNIS) FUND | ACTUAL | ACTUAL | 2018/19 | ADOPTED | \$ CHANGE | % CHANGE |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | EXPENDITURES | EXPENDITURES | MIDYEAR | BUDGET | 2018/19 vs. | 2018/19 vs. |
| | 2016/17 | 2017/18 | BUDGET | 2019/20 | 2019/20 | 2019/20 |
| Lodgers' Tax Fund | 3,951,313 | 6,591,711 | 4,664,093 | 4,927,998 | 263,905 | 5.7% |
| Transportation Grants | 170,913 | - | - | - | - | N/A |
| Santa Fe Convention Center | 2,716,028 | 2,297,991 | 3,528,336 | 4,703,535 | 1,175,199 | 33.3% |
| Enterprise Debt Service | 9,119,948 | 2,207,412 | 2,766,900 | 3,077,041 | 310,141 | 11.2% |
| TOTAL TOURISM SANTA FE | 15,958,201 | 11,097,114 | 10,959,329 | 12,708,574 | 1,749,245 | 16.0% |



FISCAL YEAR 2020 - ADOPTED BUDGET

COMMUNITY CONVENTION CENTER OPERATIONS DIVISION

MELANIE MOORE, SFCCC OPERATIONS MANAGER

Division Mission

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

Division Description of Services

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

VISIT SANTA FE DIVISION

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

Division Mission

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

Division Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

VIII. FY20 CAPITAL BUDGET

The City of Santa Fe has a well-established need to invest in its capital infrastructure. The long economic downturn that resulted from the Great Recession was sorely felt at the local level, leading to extensive deferred maintenance. As recently as 2015, the City faced a \$15 million deficit in operating revenue compared to expenditures. That deficit was addressed with budget cuts and freezes, exacerbating infrastructure challenges. The lack of investment in capital infrastructure has hindered important public services, including libraries, recreation centers, public safety operations, and internal City processes.

The City has done significant work to strengthen its financial position. Since 2014, the City has been active in refunding or paying off outstanding debt to lower interest costs and debt burdens. Our current bond rating from Fitch and Standard and Poor's is AA+, one of the strongest ratings in the State.

From 2014 to 2018 the City did not issue any senior lien GRT bonds for capital improvements. In order to begin addressing the City's capital infrastructure needs, last year the City issued the 2018 Gas Tax Bond to fund significant road re-paving work throughout the City.

Additionally, in the fall of 2018 the City of Santa Fe issued a \$20 million, Senior Lien Gross Receipts Tax (GRT) Bond. This bond issue did not increase taxes. The GRT Bond Issue enabled the City to commit future Gross Receipts Tax revenue to finance the cost of the improvements, which more fairly spreads the cost over both current and future users of the facilities and services. GRT bonds fund a host of capital improvements that directly affect the basic needs and quality of life of every Santa Fe resident. Improvements funded with the \$20 million 2018 GRT Bond Issue include fire station facilities, public safety radio systems, parks and recreation facilities, libraries, senior centers and community centers, and more.

Most recently, in the winter of 2019, the City of Santa Fe made history by selling the State's first-ever certified green bond, positioning the City as a leader in sustainable projects. The bonds, which were certified at the highest rating in February by the Climate Bonds Initiative, an international nonprofit seeking to mobilize the \$100 trillion bond market for climate change solutions, will fund the City's new eco-friendly wastewater system. The bonds will be used to replace the City's antiquated wastewater system with an environmentally-friendly version. The new system will use the methane gas byproduct to generate electricity and heat. The City currently purchases most of the electricity to run the facility from PNM's grid. By using the waste heat to warm the anaerobic digesters, the City will eliminate the need to buy natural gas and flare the methane, a greenhouse gas. This conversion means the facility will no longer produce 3,100 metric tons of carbon dioxide equivalent per year. That's the same as taking more than 600 homes off the grid annually or taking nearly 800 cars off the roads annually. Combined with the facility's existing solar panels, up to 94 percent of the wastewater plant's operational energy requirements will come from renewable energy.

The event marked not only the first sale of green bonds in New Mexico, but the first sale of green bonds in the State certified by the Climate Bonds Initiative and the first time the global organization has certified an anaerobic digester as green. The City had about a dozen new investors bidding on our bonds, citing the Green Bond status as the reason for bidding. There were \$52



FISCAL YEAR 2020 - ADOPTED BUDGET

million of bids for \$13.5 million issuance, \$1.1 million of which were from local investors. The \$13.5 million in green bonds will fund the new system over 20 years, at a time when interest rates are near historic lows. The City's Finance Department recognized the project could qualify for green bond certification and that such a designation would align with Santa Fe's Sustainable Santa Fe 25-Year Plan, which the City Council adopted in 2018. The plan lays out the City's commitment to carbon neutrality and sustainability planning. The City could have opted to self-certify, which is the lowest standard for green bonds. The Mayor instead went for the highest standard, which is Climate Bonds Initiative certification. To qualify, the firm First Environment had to verify that the project was green and that bond proceeds would be used to fund it.

State Capital Outlay

For the City of Santa Fe, the 2019 Legislative Session produced more than \$12 million in capital outlay investments appropriated by the Legislature and signed into law by Governor Michelle Lujan Grisham. The capital outlay investments to address much need and long-deferred improvements to the terminal at the Santa Fe Regional Airport, the development of a teen center on the City's south side, the solarization of City buildings, and the construction of public restrooms on the Plaza. A more detailed breakdown of the investment allocations is below:

- \$9,000,000 for the planning, design, and construction of a terminal at the Santa Fe Regional Airport.
- \$1,100,000 for Phase 1 of the Southside Teen Center.
- \$925,000 for the solarization of City facilities.
- \$550,000 for public restrooms near the Plaza.
- \$117,000 for a bulletproof window at the Santa Fe Municipal Court.

Additionally, funding was obtained for the following City Council District capital outlay priorities:

- \$250,000 for improvements to the soccer fields in the Santa Fe Municipal Recreation Complex.
- \$200,000 for sidewalk and lighting Improvements on Harrison Road.
- \$125,000 for improvements to the intersection at Agua Fria and South Meadows.
- \$133,540 for equipment and vehicle purchases for the Mary Esther Gonzales Senior Center.

Finally, an additional \$20 million from the Road Fund may be available for City roads, including Osage to St. Francis, Cerrillos to St. Michael's, and Rosario to Paseo de Peralta.



FISCAL YEAR 2020 - ADOPTED BUDGET

City of Santa Fe FY 20 Adopted CIP Budget

| <u>CIP Project Name</u> | <u>FY20 Adopted CIP Budget</u> |
|--|--------------------------------|
| Acequia Trail | 165,707 |
| ADA Improvements | 6,089 |
| Agua Fria/Cottonwood Dr Intersection | 110,798 |
| Agua Fria/S. Meadows Intersection | 798,532 |
| Airport Capital Projects | 14,653,898 |
| Arroyo Chamiso Crossing Study | 275,000 |
| Arroyo Chamiso East Pedestrian Improvements | 143,273 |
| Art for Capital Projects | 673,787 |
| Bridge Rehabilitation | 24,073 |
| Broadband Infrastructure | 296,418 |
| Bus Shelter / Stop Upgrades | 612,330 |
| Canada Rincon Trail | 35,399 |
| Christus St. Vincent's Behavioral Health and Substance Abuse | 50,000 |
| City Hall Repairs | 600,000 |
| Citywide Bike Lane Wayfinding | 22,429 |
| Citywide Traffic Calming | 253,273 |
| Constituent Request Management (CRM) System | 100,000 |
| Downtown Transit Center | 2,340,824 |
| El Museo Cultural | 160,000 |
| ERP Financial Software | 3,131,000 |
| Fire Station #2 | 6,435,995 |
| Fort Marcy Improvements | 71,966 |
| Fort Marcy Renovation | 700,000 |
| Genoveva Chavez Community Center Repairs | 5,272,818 |
| Green House for Horticulture Therapy Program for Easter Seals El Mirador | 150,000 |
| Guadalupe Street | 174,715 |
| Harrison Road Sidewalk/Lighting Improvements | 228,000 |
| Intersection Safety Projects | 28,449 |
| Kitchen Angels | 216,117 |
| La Comunidad de los Niños | 134,000 |
| Library - Main | 155,000 |
| Library - Southside | 165,000 |
| Mary Esther Gonzales (MEG) Senior Center Cafeteria Addition | 235,000 |
| Mary Esther Gonzales (MEG) Senior Center Vehicles/Equipment | 480,749 |
| Midtown Planning and Site Preparation | 1,100,000 |
| MRC Soccer Valley Improvements | 1,250,000 |
| Municipal Court | 117,000 |



FISCAL YEAR 2020 - ADOPTED BUDGET

City of Santa Fe FY 20 Adopted CIP Budget *(continued)*

| <u>CIP Project Name</u> | <u>FY20 Adopted CIP Budget</u> |
|--|--------------------------------|
| Municipal Facility Repair | 1,006,071 |
| Network Upgrades - ITT | 338,513 |
| Parks - Portable Special Events Stage | 172,950 |
| Participatory Budgeting Project | 50,000 |
| Paved Street Resurfacing | 110,819 |
| Pavement Rehabilitation Projects (Gas Tax) | 6,599,543 |
| Plaza Public Restrooms | 550,000 |
| Public Safety Radio | 2,000,000 |
| Public Safety Wireless | 200,000 |
| Rail Trail - All Segments | 772,545 |
| Restore Bridges at Urban Trails | 235,000 |
| River Trail | 51,383 |
| Road Sharrow Project | 352,824 |
| Safety Misc. Projects | 38,726 |
| Salvador Perez | 2,624,762 |
| Sandoval / Montezuma Intersection | 100,000 |
| Santa Fe Business Incubator Improvement | 260,000 |
| Senior Center Renovations | 130,860 |
| Siler Building | 469,328 |
| Siringo Road Facility | 120,000 |
| Small Sidewalks | 462,742 |
| Solace Crisis Center | 100,000 |
| Solarization of City Facilities | 925,000 |
| Southside Teen Center CIP | 2,100,000 |
| Southside Transit Center | 3,480,000 |
| St. Francis Trail Crossing | 30,924 |
| Street Light Compliance | 56,767 |
| SWAN Park | 891,255 |
| Tierra Contenta Trail | 487,295 |
| Trails | 75,103 |
| Tree Roots and Paver Repairs | 60,000 |
| Wastewater Capital Projects | 17,196,515 |
| Water Capital Projects | 3,948,813 |
| Watershed Maintenance | 1,688 |
| Total FY20 Capital Budget | 87,367,066 |

* Includes all existing project, expected roll-over amounts

** Includes 2019 State Capital Outlay projects



FISCAL YEAR 2020 - ADOPTED BUDGET

IX. GLOSSARY OF TERMS AND ABBREVIATIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BALANCED BUDGET - A budget where expenditures are equal to revenues



FISCAL YEAR 2020 - ADOPTED BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CAPITAL BUDGET - A capital project financial expenditure plan



FISCAL YEAR 2020 - ADOPTED BUDGET

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

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

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

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

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

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

CHARGES FOR SERVICES - Revenues received for services rendered

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2020 - ADOPTED BUDGET

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

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

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

DISBURSEMENT - The expenditure of monies from an account

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

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2020 - ADOPTED BUDGET

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

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

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

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

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

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

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

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

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

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

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

GOAL - A statement of broad direction, purpose or intent

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

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

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

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

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



FISCAL YEAR 2020 - ADOPTED BUDGET

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

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

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

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

LEVY - To impose taxes for the support of government activities

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

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

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

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2020 - ADOPTED BUDGET

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

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

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

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

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

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

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

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

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

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

PILOT - Payment In Lieu Of Taxes

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

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

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

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

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

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

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

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



FISCAL YEAR 2020 - ADOPTED BUDGET

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

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

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

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

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

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

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

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

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

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

TAX - A compulsory contribution levied by a government

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

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

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

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

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

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

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



FISCAL YEAR 2020 - ADOPTED BUDGET

ABBREVIATIONS

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



FISCAL YEAR 2020 - ADOPTED BUDGET

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



FISCAL YEAR 2020 - ADOPTED BUDGET

EOP - Emergency Operations Plan
EPA - Environmental Protection Agency
ERP - Enterprise Resource Planning
ESD - Environmental Services Division
ESWTR - Enhanced Surface Water Treatment Rule
EVTCC - Emergency Vehicle Technician Certification Commission
FAA - Federal Aviation Administration
FCC - Federal Communications Division
FDIC - Federal Deposit Insurance Corporation
FEMA - Federal Emergency Management Agency
FF and E - Furniture, Fixtures, and Equipment
FFY - Federal Fiscal Year
FGP - Foster Grandparents
FHWA - Federal Highway Administration
FINRA - Financial Industry Regulatory Authority
FT - Full-Time
FTA - Federal Transit Administration
FTE - Full-Time Equivalent
FY - Fiscal Year
GAAP - Generally Accepted Accounting Principles
GAGAS - Generally Accepted Government Auditing Standards
GASB - Governmental Accounting Standards Board
GCCC - Genoveva Chavez Community Center
GFOA - Government Finance Officers Association
GIS - Geographic Information System
GO BONDS - General Obligation Bonds
GOAL - A statement of broad direction, purpose or intent
GPRGC - Grandparents Raising Grandchildren
GPS - Global Positioning System
GREAT - Gang Resistance Education And Training
GRT - Gross Receipts Tax



FISCAL YEAR 2020 - ADOPTED BUDGET

HPD - Historic Preservation Division
HR - Human Resources Department
HRB - Human Rights Bureau
HUD - U.S. Office of Housing and Urban Development
HVAC - Heating, Ventilation and Air Conditioning
ICIP - Infrastructure Capital Improvement Plan
IGA - Intergovernmental Agreement
IP - Industrial Pretreatment
IPRA - Inspection of Public Records Act
IRS - Internal Revenue Service
ISACA - Information Systems Audit and Control Association
ISC - Interstate Stream Commission
IT - Information Technology
ITT - Information Technology and Telecommunications
JAG - Justice Assistance Grant
JPA - Joint Powers Agreement
KSFB - Keep Santa Fe Beautiful
LANL - Los Alamos National Laboratory
LED - Light Emitting Diode
LEDA - Local Economic Development Act
LEPF - Law Enforcement Protection Fund
LGD - Local Government Division (State of New Mexico Department of Finance and Administration)
LGIP - Local Government Investment Pool
LIHTC - Low Income Housing Tax Credit
LINC - Local Innovation Corridor
MIH - Mobile Integrated Health
MIHO - Mobile Integrated Health Office
MOU - Memorandum Of Understanding
MOW - Meals On Wheels
MPA - Metropolitan Planning Area



FISCAL YEAR 2020 - ADOPTED BUDGET

MPO - Metropolitan Planning Organization
MRC - Municipal Recreation Complex
MSGP - Multi-Sector General Permit
MSL - Marty Sanchez Links de Santa Fe
MSRB - Municipal Securities Rulemaking Board
MTP - Metropolitan Transportation Plan
NCS - National Citizens Survey
NCUA - National Credit Union Administration
NMAC - New Mexico Administrative Code
NMED - New Mexico Environment Department
NMFA - New Mexico Finance Authority
NMGAS - New Mexico Gas Company
NMGL - New Mexico Golf Limited
NMML - New Mexico Municipal League
NMRPA - New Mexico Recreation and Park Association
NMSA - New Mexico Statutes Annotated
NMSD - New Mexico School for the Deaf
NMWWA - New Mexico Wastewater Association
NOAA - National Oceanic and Atmospheric Association
NPDES - National Pollutant Discharge Elimination System
NRCS - National Resources Conservation Service
NRPA - National Recreation and Park Association
NSIP - Nutrition Service Incentive Program
NWS - National Weather Service
OAH - Office of Affordable Housing
OBG - Office for Business Growth
OED - Office of Economic Development
OEM - Office of Emergency Management
O and M - Operating and Maintenance
OSE - Office of the State Engineer (State of New Mexico)
OTAB - Occupancy Tax Advisory Board



FISCAL YEAR 2020 - ADOPTED BUDGET

PARCS - Parking Access and Revenue Control System
P-CARD - Procurement Card
PCR - Police Community Relations
PERA - Public Employees Retirement Association
PILOT - Payment In Lieu Of Taxes
PIO - Public Information Officer
PNM - Public Service Company of New Mexico
PO - Purchase Order
POS - Point Of Sale
POTW - Publically Owned Treatment Works
PRV - Pressure Reducing Valve
PT - Part-Time
PTE - Part-Time Equivalent
PTTMP - Part-Time Temporary
PWD - Public Works Department
QWEL - Qualified Water Efficient Landscaper
RFP - Request for Proposal
RFQ - Request for Quote
ROW - Right of way
RSVP - Retired Senior Volunteer Program
RTCR - Revised Total Coliform Rule
SAD - Special Assessment District
SBDC - Small Business Development Center
SCADA - Supervisory Control And Data Acquisition
SCBA - Self-Contained Breathing Apparatus
SCORE - Service Corp Of Retired Executives
SCP - Senior Companion Program
SEC - Securities and Exchange Commission
SEP - Senior Employment Program
SFBI - Santa Fe Business Incubator
SFCC - Santa Fe City Code



FISCAL YEAR 2020 - ADOPTED BUDGET

SFFD - Santa Fe Fire Department
SFGTV-28 - Santa Fe Government access cable Television channel 28
SFHP - Santa Fe Homes Program
SFPS - Santa Fe Public Schools
SFUAD - Santa Fe University of Art and Design
SIU - Significant Industrial User
SLO - State Land Office (State of New Mexico)
SNAG - Starting New At Golf
SSD - Senior Services Division
SWAT - Special Weapons And Tactics
SWOT - Strengths, Weaknesses, Opportunities, Threats
TAT - TMDL and Assessment Team
TBAR - Technical Budget Adjustment Request
TBBL - Technically Based Local Limit
TEMS - Tactical Emergency Medical Service
TIC - True Interest Cost
TMDL - Total Maximum Daily Load
TSF - Tourism Santa Fe
TSS - Total Suspended Solids
TWAS - Thickened Waste Activated Sludge
UPWP - Unified Planning Work Program
UTV - Utility Vehicle
UX - User Experience
VSS - Volatile Suspended Solids
WERS - Water Efficiency Rating Score
WESST - Women's Economic Self-Sufficiency Team
WIP - Workforce Innovation Program
WW - Wastewater
WWMD - Wastewater Management Division
WWTP - Wastewater Treatment Plant
YFSD - Youth and Family Services Division

FISCAL YEAR 2020 - ADOPTED BUDGET



APPENDIX

**BUCKMAN DIRECT DIVERSION
FISCAL YEAR 2020 APPROVED BUDGET**



Buckman Direct Diversion

FISCAL YEAR 2020

Adopted Annual Operating
Budget & Partner Contributions

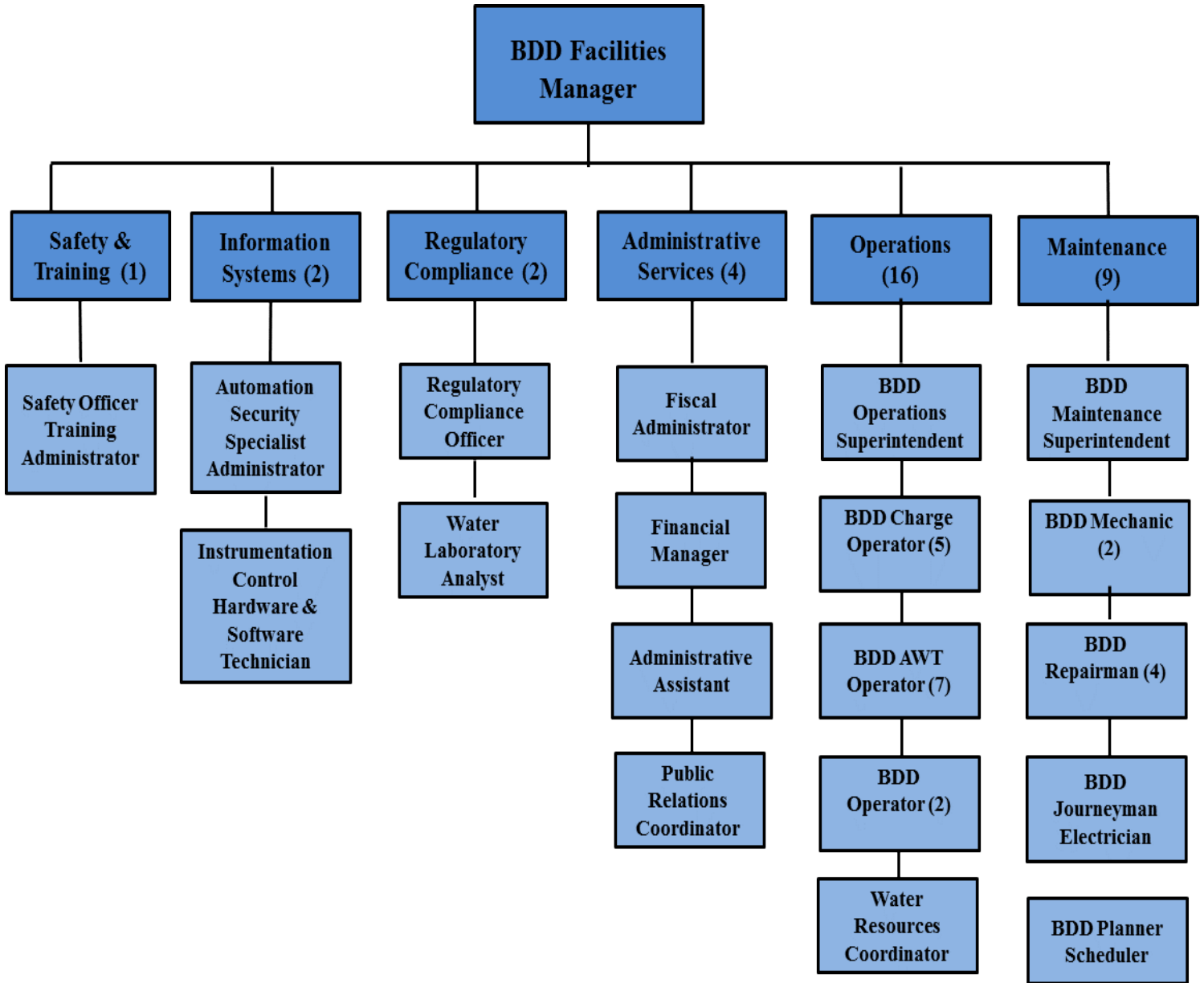


Prepared by:

Mackie M. Romero, BDD Financial Manager
Rick Carpenter, Interim BDD Facilities Manager



BUCKMAN DIRECT DIVERSION REGIONAL WATER PLANT
ORGANIZATIONAL CHART





Buckman Direct Diversion (BDD) Adopted Annual Operating Budget

Budget Message

The *Project Management and Fiscal Services Agreement* (PMFSA) requires the Project Manager to submit an Annual Operating Budget for which the Buckman Direct Diversion Board (BDDDB) has adopted the Fiscal Year 2020 Operating Budget of \$9,696,409.

Budget Revenue/Reimbursement Summary

TOTAL ADOPTED FISCAL YEAR 2020 OPERATING BUDGET

TABLE A

| | <u>Fixed</u> | <u>Variable</u> | <u>Total</u> | <u>%</u> |
|---|---------------------|---------------------|---------------------|-------------|
| Revenues/Reimbursements by Source: | | | | |
| Unrestricted Fund Balance | \$ 65,000 | \$ - | \$ 65,000 | 1% |
| Federal Funds | 96,000 | - | 96,000 | 1% |
| PNM Solar Rebates | - | 120,000 | 120,000 | 1% |
| City of Santa Fe | 5,645,404 | 1,146,631 | 6,792,035 | 70% |
| Santa Fe County | 1,883,143 | 290,762 | 2,173,905 | 22% |
| Las Campanas (Club) | 326,379 | 47,508 | 373,887 | 4% |
| Las Campanas (Coop) | 75,582 | - | 75,582 | 1% |
| Total Revenues by Source | \$ 8,091,508 | \$ 1,604,901 | \$ 9,696,409 | 100% |
| % of overall budget | 83% | 17% | 100% | |

This adopted budget consists of fixed and variable costs and includes revenue/reimbursements from several sources. The principle operating revenue of BDD’s operating budget is reimbursements from the partners for the cost of operations.

As of June 30, 2018, the BDD had an unrestricted fund balance from miscellaneous refunds and interest earned. These funds will be used to acquire capital equipment, in accordance with the BDD Working Capital Policy.

BDD was granted federal funds from the Department of Energy for the BDD Storm Water Sampling Program. This funding will be used for the collection of samples from the Rio Grande at the BDD in order to make determinations on the water quality of the river during LANL events.

The monthly PNM solar rebates received for the water treatment plant solar array are also accounted for as a source of revenue. The resulting reimbursement requests for American Capital Energy (primary owner of this solar array) to the City of Santa Fe and Santa Fe County will be reduced by the revenue received.

The partner reimbursement revenue is estimated based on projected expenditure types and allocated based on the cost sharing allocations established in the governing documents. Partners are billed in accordance with the BDD Working Capital and Billing Policy.



Budget Expenditure Summary

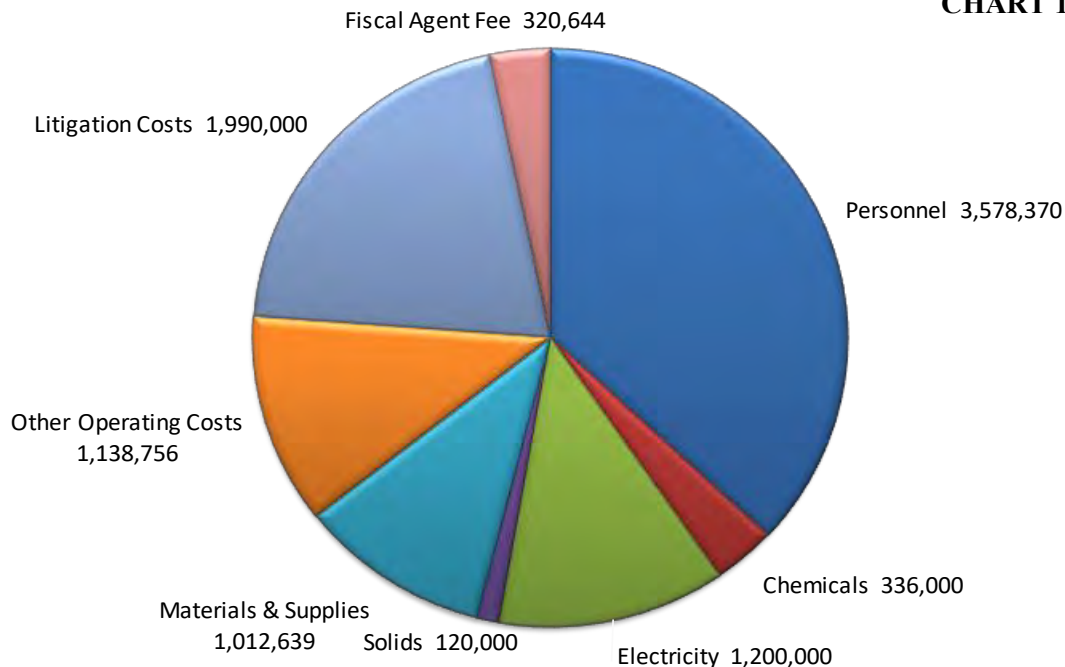
The Buckman Direct Diversion adopted budget consists of seven major categories as presented below. These categories are used to track expenditures for reporting and monitoring our available budget balance. In accordance with our BDD Working Capital and Billing policy, any budget adjustment requests between major categories require board approval. Expenditures are generally recorded when a liability is incurred and are reported in BDD's main enterprise fund.

PARTNER SHARE OF ADOPTED FISCAL YEAR 2020 OPERATING BUDGET

TABLE B

| Expenditure by Category: | City of Santa Fe | Santa Fe County | Las Campanas (Club) | Las Campanas (Coop) | Federal/Unrestricted Funds | Total |
|---------------------------------|-------------------------|------------------------|----------------------------|----------------------------|-----------------------------------|--------------------|
| Personnel | \$ 2,540,361 | \$ 865,612 | \$ 119,281 | \$ 53,116 | \$ - | \$ 3,578,370 |
| Electricity | 919,722 | 226,620 | 50,193 | 3,465 | - | 1,200,000 |
| Chemicals | 267,557 | 68,443 | - | - | - | 336,000 |
| Solids | 95,444 | 24,556 | - | - | - | 120,000 |
| Materials & Supplies | 661,037 | 227,799 | 40,869 | 17,934 | 65,000 | 1,012,639 |
| Other Operating Costs | 747,431 | 253,640 | 40,618 | 1,067 | 96,000 | 1,138,756 |
| Litigation Costs | 1,426,233 | 457,899 | 105,868 | | | 1,990,000 |
| Fiscal Agent Fee | 229,806 | 73,780 | 17,058 | - | - | 320,644 |
| Total | 6,887,591 | 2,198,349 | \$ 373,887 | \$ 75,582 | \$ 161,000 | \$9,696,409 |
| PNM Solar Rebates | (95,556) | (24,444) | | | | |
| Total | \$ 6,792,035 | \$ 2,173,905 | | | | |

CHART 1





Budget Summary & Highlights

In Fiscal Year 2020, the BDD will be in its ninth year of operations. This major milestone was a prime consideration in our analysis of costs. The BDD also uses yearly volumetric flow predictions provided by each partner for our variable and project wide allocation of expenditures.

The BDD has actively collaborated with its partners on the development of this budget and with their support; we present the Fiscal Year 2020 budget request with the following changes:

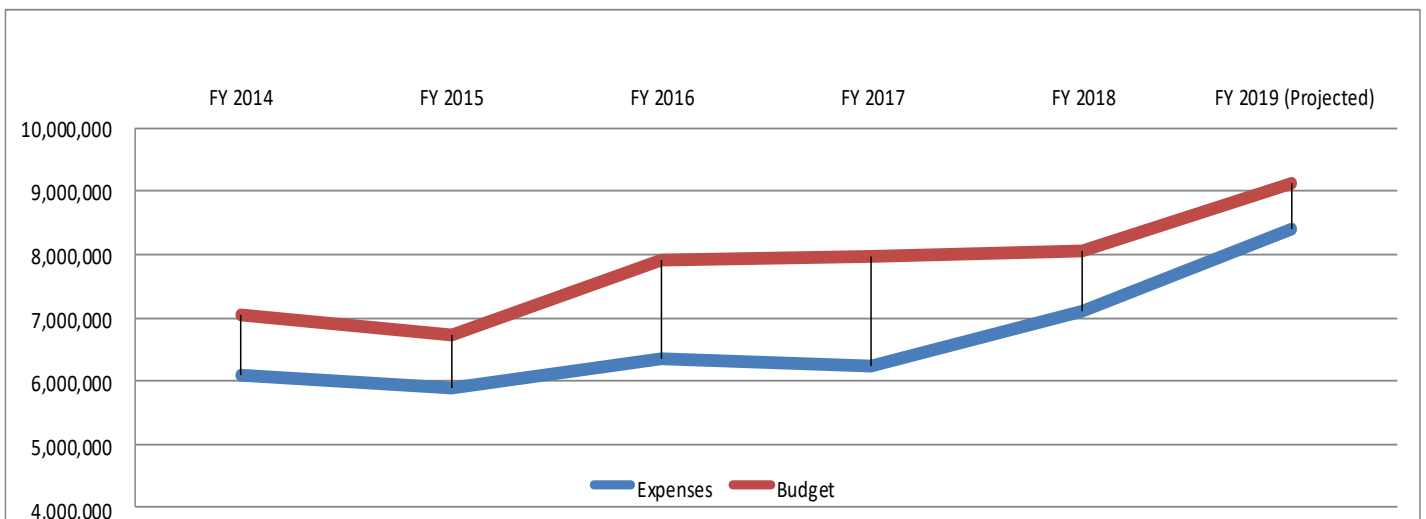
- The annual operating budget for fiscal year 2020 is \$9,375,765 plus the fiscal agent fee of \$320,644, which represents 4.5% of the prior year’s annual operating budget, not to include litigation cost, as per the amended Facility Operations and Procedures Agreement (FOPA).

Closing the gap between actual expenditures and budget was considered in the development of the annual operating budget request. This will continue to be factor, to ensure funds are properly allocated to our budgeted line items.

- Fiscal Year 2016 Actual Expenditures \$6,361,582 (with 7 vacant positions and \$798,668 of unexpended legal fees) which was \$1,541,818 lower than our adopted budget.
- Fiscal Year 2017 Actual Expenditures \$6,242,497 (with 6 vacant positions and \$701,988 of unexpended legal fees) which was \$1,724,657 lower than our adopted budget.
- Fiscal Year 2018 Actual Expenditures \$7,112,089 (with 5 vacant positions and \$641,427 of unexpended legal fees) of which \$590,000 was carry forwarded to the FY2019 Adopted Budget.

CUMULATIVE BDD EXPENSES TO ADOPTED BUDGET

CHART 2





Budget Comparisons

Table C presents actual expenses by major category for fiscal year ended June 30, 2018. The change in the fiscal year 2020 operating budget request in comparison to the current 2019 adopted budget, which is an increase of 13% and is primarily due to the following:

- Salaries and Benefits - \$31,760 due to 2% Union increase.
- Materials & Supplies - \$193,204 projected increase due to final phase of Security System Upgrade project, and purchase of a new utility vehicle with attachments.
- Other Operating Costs - \$60,000 for the SQL/Access Server Database Upgrade.
- Litigation Costs – projected increase of \$890,000

The BDD staff will continue to work with its partners, the City of Santa Fe, Santa Fe County and Las Campanas entities, in determining the costs and funding needed to ensure BDD properly operates and maintains the facilities to meet the demands of its partners.

BUCKMAN DIRECT DIVERSION OPERATING BUDGET

TABLE C

| | FY 2018 | FY 2018 | | | FY 2019 | FY 2020 | \$ Change | |
|--|---------------------|---------------------|---------------------|------------|---------------------|---------------------|---------------------|------------|
| | Adopted | Unaudited | Variance \$ | | Adopted | Proposed | FY 2020 vs | |
| | Budget | Actual | (Under) / | % | Budget | Budget | FY 2019 | % |
| | | 6/30/18 | Over Budget | | | | | |
| Revenues/Reimbursements by Fund: | | | | | | | | |
| Partner Reimbursements | \$ 7,809,127 | \$ 6,843,869 | \$ (965,258) | 88% | \$ 8,328,624 | \$ 9,415,409 | \$ 1,086,785 | 13% |
| PNM Solar Rebates | 142,760 | 178,164 | 35,404 | 125% | 120,000 | 120,000 | - | 0% |
| Federal Funds | 96,000 | 90,056 | (5,944) | 94% | 96,000 | 96,000 | - | 0% |
| Unrestricted Fund Bal | - | - | - | 0% | - | 65,000 | 65,000 | 100% |
| Total | \$ 8,047,887 | \$ 7,112,089 | \$ (929,854) | 88% | \$ 8,544,624 | \$ 9,696,409 | \$ 1,151,785 | 13% |
| Expenditures by Category: | | | | | | | | |
| Personnel Salaries | \$ 2,196,994 | \$ 2,057,692 | \$ (139,302) | 94% | \$ 2,222,850 | \$ 2,254,610 | \$ 31,760 | 1% |
| Overtime | 150,000 | 162,137 | 12,137 | 108% | 150,000 | 150,000 | - | 0% |
| Benefits | 1,189,600 | 1,094,575 | (95,025) | 92% | 1,198,823 | 1,173,760 | (25,063) | -2% |
| Electricity | 1,108,000 | 1,150,726 | 42,726 | 104% | 1,200,000 | 1,200,000 | - | 0% |
| Chemicals | 375,000 | 384,028 | 9,028 | 102% | 336,000 | 336,000 | - | 0% |
| Solids | 120,000 | 91,562 | (28,438) | 76% | 120,000 | 120,000 | - | 0% |
| Materials & Supplies* | 714,802 | 719,559 | 4,757 | 101% | 819,435 | 1,012,639 | 193,204 | 24% |
| Other Operating Costs* | 1,089,224 | 988,970 | (100,254) | 91% | 1,078,756 | 1,138,756 | 60,000 | 6% |
| Litigation Costs | 1,025,384 | 383,957 | (641,427) | 37% | 1,100,000 | 1,990,000 | 890,000 | 81% |
| Total | 7,969,004 | 7,033,206 | (935,798) | 88% | 8,225,864 | 9,375,765 | 1,149,901 | 14% |
| Fiscal Agent Fee | 78,883 | 78,883 | - | 0% | 318,760 | 320,644 | 1,884 | 1% |
| Total | \$ 8,047,887 | \$ 7,112,089 | \$ (935,798) | 88% | \$ 8,544,624 | \$ 9,696,409 | \$ 1,151,785 | 13% |
| * See Table C-1 and C-2 for a detailed summary of Major Category Costs | | | | | | | | |



BDD Materials & Supplies Detailed Summary

TABLE C-1

| <u>Description</u> | <u>Amount</u> | <u>Total</u> |
|---|---------------|---------------------|
| Repair & Maintenance Building / Structures - sprinkler, fire alarm, plumbing | 26,400 | |
| On-Call HVAC Service Agreement | 50,000 | |
| Total | | \$ 76,400 |
| Repair & Maintenance System Equipment | | |
| General maintenance, repairs and replacement to water system facilities | 176,150 | |
| Hach Service Agreement - Yearly calibration of instrumentation | 38,000 | |
| Eaton Service Agreement - VFD Troubleshooting | 10,000 | |
| Yukon & Assoc - On-call process instrumentation and control systems | 5,000 | |
| Wunderlich-Malec - On-call SCADA & computer networking | 15,000 | |
| Great Southwest Meters- Annual meter calibration and inspection | 10,000 | |
| Subsurface Contracting - On-call repair and replacement to water systems | 43,000 | |
| Alpha Southwest - On-call services mechanical & electrical | 54,000 | |
| Automation & Electric - On-call SCADA support, software, programming | 33,000 | |
| Positive Energy - Maintenance and service of BS2A Solar Array | 6,000 | |
| Total | | \$ 390,150 |
| Repair & Maintenance Grounds/Rd - Landscaping agreements | | 35,000 |
| Repair & Maintenance Machine & Equipment -Copiers, machinery & equipment | | 35,200 |
| Operating Supplies -Field supplies maintenance/operations | | 68,500 |
| Auto Parts, Tires, Gasoline & Diesel - Fleet maintenance of vehicles | | 20,000 |
| Inventory Exempt / IT - Small tools, radios, and phase III replacement of computers | | 22,189 |
| Uniforms (\$500 clothing, \$200 boots = \$700 per employee) | | 20,000 |
| Safety Supplies - First aid, protective gear, safety guides, periodicals | | 10,000 |
| Capitalized Equipment - utility vehicle w/attachments | | 65,000 |
| Equipment - Outdoor water dispenser (public outreach program) | | 4,200 |
| Data Processing - Phase IV server replacement for SCADA | | 16,000 |
| System Equipment - Security system upgrades and repairs (Access Control Panel) | | 250,000 |
| Total | | \$ 546,089 |
| Total Materials & Supplies Category | | \$ 1,012,639 |



BDD Other Operating Costs Detailed Summary

TABLE C-2

| <u>Description</u> | <u>Amount</u> | <u>Total</u> |
|---|---------------|---------------------|
| Agreements | | |
| BDDDB Insurance Broker/Agent | 9,500 | |
| Chavez Security - provides facilities patrol along Buckman road corridor | 194,200 | |
| Stenographer Agreement - BDD Board meetings | 4,000 | |
| USDA Collection Agreement - Federal law enforcement | 15,000 | |
| USGS Operation and maintenance agreement of sediment and stream gage | 52,694 | |
| BDDDB Independent counsel | 108,438 | |
| Consultant for Technical Assistance | 50,000 | |
| Compliance Agreements -TREAT Study analysis | 30,000 | |
| Compliance Agreements -Stormwater sampling (Federal program) | 120,000 | |
| Compliance Agreements -Drinking water, solids analysis | 20,000 | |
| Compliance Agreements -Annual fire inspection and compliance | 9,000 | |
| Audit professional services agreement | 7,000 | |
| BDD Board - Public liability and real property insurance premiums | 134,928 | |
| SQL Server Database Upgrade | 60,000 | |
| Land Leases - BLM right of way agreements | 71,756 | |
| Total | | \$ 886,516 |
| Benefits Dept. Assessments - City Benefits Assessment Fees | | 9,712 |
| General Liability Dept Assessments - City Risk Assessment Fees | | 9,464 |
| General Liability Third Party - Crime Liability Assessment Fees | | 71,000 |
| Public Relations - tours, outreach, promotions, website, virtual tour | | 13,650 |
| Software/Software Subscriptions- Software support and upgrades | | 39,682 |
| Employee Training - Safety, training, education, travel, dues & registrations | | 26,032 |
| Advertising - Job postings, RFP bids | | 2,000 |
| Office Supplies - General office supplies | | 7,000 |
| Postage & Mailing Services - Delivery of water samples, correspondence | | 3,700 |
| Utilities - Cell phones, landlines, data, website, satellite phone, natural gas, fees | | 70,000 |
| Total | | \$ 252,240 |
| BDDDB Litigation Costs | | \$ 1,990,000 |
| Total Other Operating Costs Category | | \$ 3,128,756 |



Budget Fixed & Variable Costs Analysis

The BDD’s annual operating budget consists of fixed, variable and project-wide costs. These costs are allocated by percentages contained in the Facility Operations and Procedures Agreement (FOPA). This budget was adopted with the following cost sharing principles.

Cost Sharing

TABLE D

| <u>Fixed</u> | <u>City of Santa Fe</u> | <u>Santa Fe County</u> | <u>Las Campanas (Club)</u> | <u>Las Campanas (Coop)</u> | <u>Total</u> |
|---------------------------------|-------------------------|------------------------|----------------------------|----------------------------|--------------|
| Shared Facilities (CCL) | 62.09% | 25.61% | 5.37% | 6.93% | 100.00% |
| Separate Facilities (CC) | 75.33% | 24.67% | 0% | 0% | 100.00% |
| <u>Project Wide</u> | | | | | |
| Projected Volumetric Flow (PW) | 71.67% | 23.01% | 5.32% | 0.00% | 100.00% |
| <u>Variable</u> | | | | | |
| Projected Volumetric Flow (CCL) | 71.67% | 23.01% | 5.32% | 0.00% | 100.00% |
| Projected Volumetric Flow (CC) | 79.63% | 20.37% | 0.00% | 0.00% | 100.00% |

Annual volumetric flow predictions provided by the partners are also used as the basis for project wide costs and variable costs that are primarily related to chemicals, electricity, and solids management.

Volumetric Flow History and FY 2020 Predictions

TABLE E

| <u>Volumetric Flow (Af)</u> | <u>City of Santa Fe</u> | <u>Santa Fe County</u> | <u>LC (Raw Water) via County</u> | <u>Las Campanas (Raw Water)</u> | <u>Total Diverted</u> |
|---|-------------------------|------------------------|----------------------------------|---------------------------------|------------------------|
| FY 2015 | 3,565.50 | 1,051.72 | 418.32 | 139.01 | 5,174.55 |
| FY 2016 | 4,127.74 | 1,077.23 | 374.33 | 165.14 | 5,744.44 |
| FY 2017 | 3,896.60 | 1,156.87 | 273.60 | 297.73 | 5,624.80 |
| FY 2018 | 4,397.40 | 1,147.92 | 343.38 | 260.61 | 6,149.30 |
| <i>FY 2019</i> | <i>4,582.90</i> | <i>1,177.68</i> | <i>300.00</i> | <i>325.63</i> | <i>6,386.21</i> |
| <i>FY 2020</i> | <i>4,573.69</i> | <i>1,169.67</i> | <i>298.75</i> | <i>339.29</i> | <i>6,381.40</i> |
| <i>FY 2020 %</i> | 71.67% | 18.33% | 4.68% | 5.32% | 100% |
| % Percentage is used in calculation of partner share (CCL) of variable costs & project wide | | | | | |

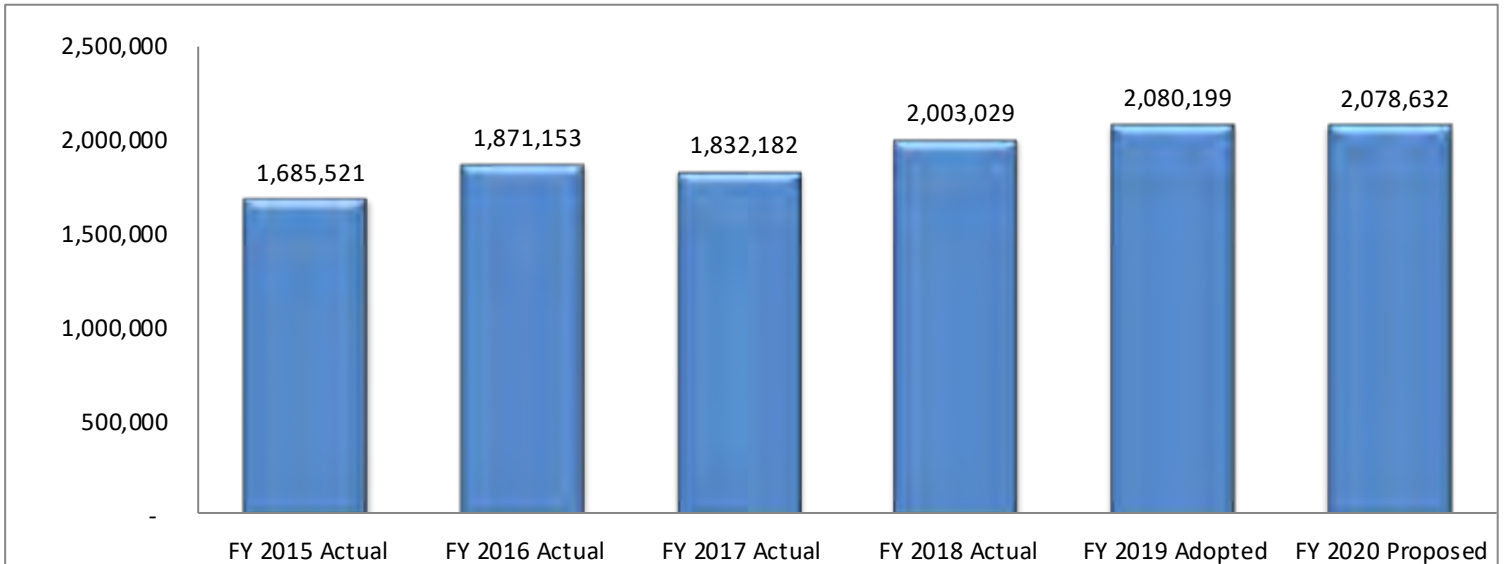


Volumetric Flow History

BDD has completed a budget analysis for fiscal year 2020, which includes volumetric predictions of 2,078,632 gallons. This is an estimated .08% decrease in water delivery thru BDD over fiscal year 2019 predicted water call. The BDD will continue to work with the partners to adaptively manage BDD water deliveries to meet changes in partner demands.

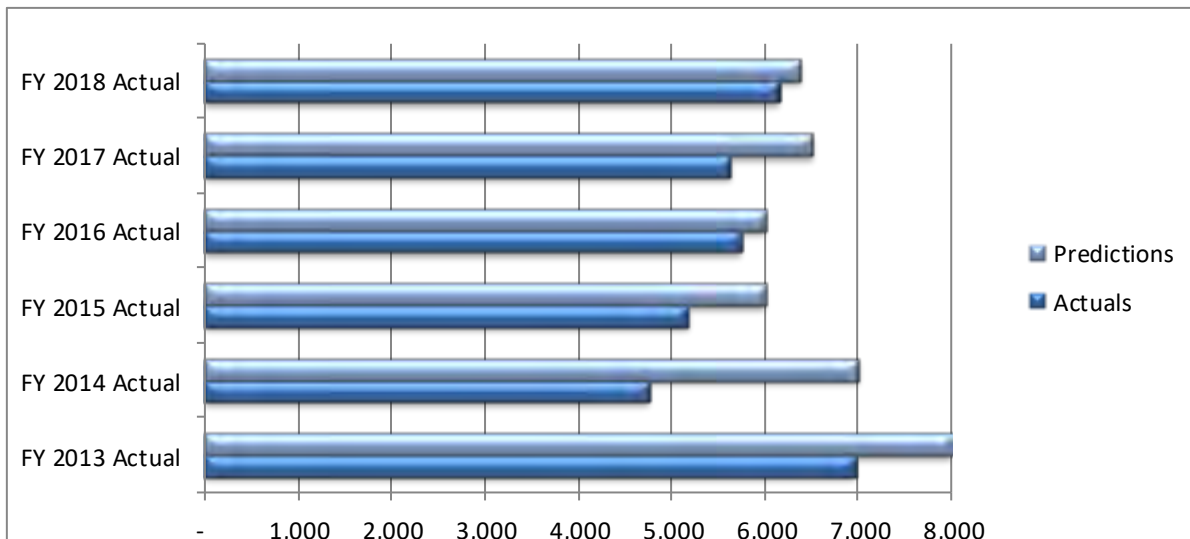
Total gallons delivered in 1,000's
(Includes raw water)

CHART 3



Total gallons delivered vs. volumetric predictions
(Includes raw water)

CHART 4





Cost Analysis

BDD’s budget development utilizes several complex cost accounting models to determine solids management, electricity, and chemical costs, which make-up 17% of the total fiscal year 2020 approved budget. Variable costs are associated with the amount of water delivered and are closely related to raw water quality. Raw water carrying elevated levels of solids require increased chemical dosing, create increased maintenance activities, and result in greater solids management costs. Electricity costs are directly influenced by varying on-peak and off-peak rates.

Cost Analysis

TABLE F

| | FY 2019 Adopted Budget | FY 2020 Proposed Budget* | City of Santa Fe | Santa Fe County | Las Campanas Club | Las Campanas Coop | Total |
|--|------------------------------|--------------------------------|---------------------|--------------------|-------------------------|-------------------------|--------------------|
| Expenditures | | | | | | | |
| Chemical Expenditures | \$ 336,000 | \$ 336,000 | \$ 267,557 | \$ 68,443 | \$ - | \$ - | \$ 336,000 |
| Solids Expenditures | 120,000 | 120,000 | 95,444 | 24,556 | - | - | 120,000 |
| Electric Expenditures | 1,076,535 | 1,080,000 | 824,166 | 202,176 | 50,193 | 3,465 | 1,080,000 |
| All Other Expenditures | 6,735,681 | 7,879,409 | 5,604,868 | 1,878,730 | 323,694 | 72,117 | 7,879,409 |
| Total Operating Expenditures | \$ 8,268,216 | \$ 9,415,409 | \$6,792,035 | \$2,173,905 | \$ 373,887 | \$ 75,582 | \$9,415,409 |
| Operational Costs | | | | | | | |
| Total gallons raw water | 203,788 | 207,831 | - | 97,313 | 110,518 | - | 207,831 |
| Total Cost per 1,000 gallons | \$ 2.59 | \$ 2.69 | | \$ 2.42 | \$ 2.93 | \$ - | |
| Electric Cost per 1,000 gallons | \$ 0.45 | \$ 0.44 | | \$ 0.43 | \$ 0.45 | \$ - | |
| Total gallons finished water | 1,876,410 | 1,870,801 | 1,489,801 | 381,000 | - | - | 1,870,801 |
| Total Cost per 1,000 gallons | \$ 4.12 | \$ 4.73 | \$ 4.56 | \$ 5.09 | \$ - | \$ - | |
| Electric Cost per 1,000 gallons | \$ 0.52 | \$ 0.53 | \$ 0.55 | \$ 0.42 | \$ - | \$ - | |
| Solids Cost per 1,000 gallons | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ - | \$ - | |
| Chemical Cost per 1,000 gallons | \$ 0.18 | \$ 0.18 | \$ 0.18 | \$ 0.18 | \$ - | \$ - | |
| Monthly Average Costs | \$ 689,018 | \$ 784,617 | \$ 566,003 | \$ 181,159 | \$ 31,157 | \$ 6,299 | \$ 784,617 |
| *Excludes Federal Funds (\$96,000), PNM Solar Rebates (\$120,00) and Fund Balance (\$65,000) | | | | | | | |



Programs

As the focal point for key resource decisions, the budget process is a powerful tool. The *National Advisory Council for State and Local Budgeting* (NACSLB) was created in 1997 to provide assistance to governments in improving their budgeting processes. In fulfilling that role, the NACSLB set forth a voluntary framework that provides budgeting guidance for state and local governments. The NACSLB established “Best Budgeting Practices” (BBP) which link budget decisions to desired outcomes consistent with organizational goals. This budget incorporates many BBP’s set forth by NACSLB.

While local governments struggle with declining revenues, *Outcome-based* budgeting has become an increasingly important national budgeting standard. This type of advanced budgeting links resources to key business strategies and performance indicators. This “performance-based” approach connects key financial decisions to interdependent concepts of strategy, planning, business execution and measurement. Hence, this budget document contains more than a tabulation of financial figures. Rather than narrowly focusing on expenditures, we’ve established a structure for measuring the “value” citizens receive for their dollars by quantifying organizational achievement. In other words, the heart of this budget centers on determining how well the BDD executes its core business functions. We’ve shifted the focus from “paying for costs” to “buying results”. In addition, this budget simultaneously unifies our financial planning efforts with the *High Performance Organization* (HPO) principles which have become thriving core values of the BDD’s working culture.

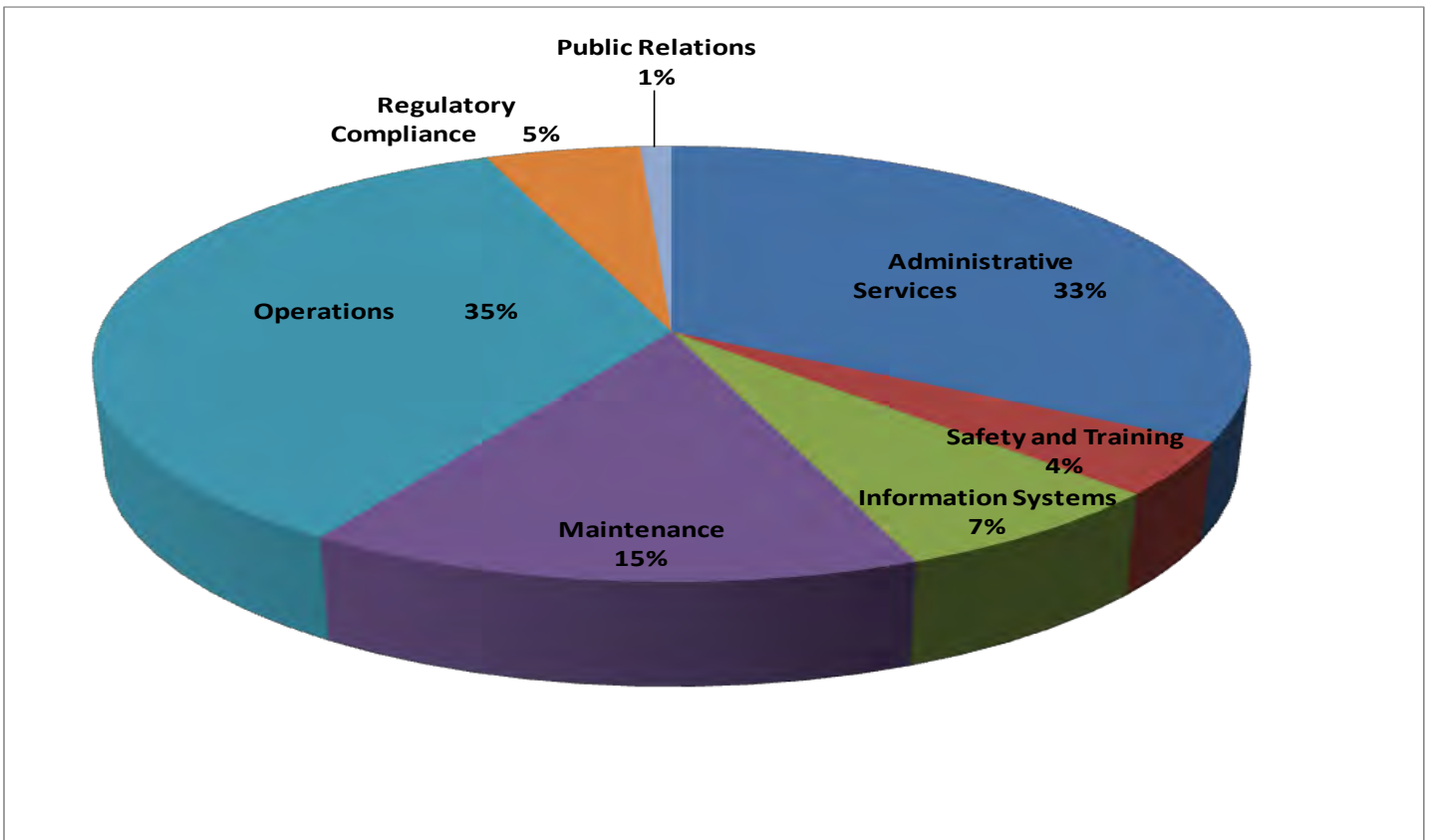
The BDD is divided into seven (7) key programs with explicit business functions as shown in Table G. Each Program was developed to support specific goals and objectives. These business activities encompass all functions necessary to operate the water treatment plant, maintain full regulatory compliance, execute Fiscal Agent responsibilities, and optimize infrastructure investments through comprehensive asset management.



TABLE G

| Key Program | Business Funtion |
|-------------------------------------|--|
| 1. Operations | Produce high quality drinking water |
| 2. Regulatory Compliance | Provide full compliance with State and Federal water quality standards |
| 3. Asset Management and Maintenance | Provide cost-effective maintenance services to BDD Operations and optimize infrastructure life-cycle costs |
| 4. Safety and Training | Provides full compliance with State and Federal Health and Safety Regulations |
| 5. Administrative Services | Provides general oversight and management support. Provides accounting, budgeting, procurement and payroll services as well as records management. |
| 6. Information Systems | Provides automation security and communications services |
| 7. Public Relations | Provides public outreach and awareness |

CHART 5





Program Budget Comparison

The expenditure budgets for these seven key programs are presented below. Total program funding includes all employee wages and benefits for full time equivalent employees, and associated overhead expenses. These key programs incorporate all business expenses necessary to execute core business functions, and allow the reader to understand how limited resources are allocated within the budget.

Strategic Goals – Supported by program resources

- ✚ **Operations** – To ensure the highest standard of water quality, using the most efficient and up to date water production methods.
- ✚ **Regulatory** – To maintain and improve LANL/DOE monitoring program and renew NPDES Permit.
- ✚ **Maintenance** – To equip the staff with the tools and equipment to efficiently and effectively maintain and repair the assets of the BDD.
- ✚ **Safety & Training** – To promote and assure workplace safety and health in preventing workplace injuries.
- ✚ **Administrative Services** – To operate and maintain the BDD within budget and in accordance with the governing documents.
- ✚ **Information Systems** – To maintain and support all automation and security systems, including security camera replacements.
- ✚ **Public Relations** – To coordinate, create and support key events for the BDD outreach program.

BDD Annual Operating Budget – by Program

TABLE H

| | FY 2018 | FY 2018 | Variance | FY 2019 | FY 2020 | \$ Change |
|------------------------------------|--------------------|---------------------|---------------------|--------------------|--------------------|---------------------|
| | Adopted | Actuals | \$ (Under) or | Adopted | Proposed | FY 2019 vs |
| | Budget | 06/30/2018 | Over Budget | Budget | Budget | FY 2018 |
| Expenditures by Program: | | | | | | |
| 1. Operations (16 FTE) | \$ 3,454,635 | \$ 3,234,912 | \$ (219,723) | \$ 3,388,222 | \$ 3,398,845 | \$ 10,623 |
| 2. Regulatory Compliance (2 FTE) | 422,948 | 503,653 | 80,705 | 482,462 | 476,552 | (5,910) |
| 3. Maintenance (9 FTE) | 1,272,147 | 1,158,696 | (113,451) | 1,340,872 | 1,439,561 | 98,689 |
| 4. Safety and Training (1 FTE) | 307,167 | 304,892 | (2,275) | 309,084 | 346,587 | 37,503 |
| 5. Administrative Services (4 FTE) | 2,022,908 | 1,314,297 | (708,611) | 2,071,697 | 2,948,410 | 876,713 |
| 6. Information Systems (2 FTE) | 401,059 | 430,116 | 29,057 | 538,789 | 674,793 | 136,004 |
| 7. Public Relations (1 FTE) | 88,140 | 86,640 | (1,500) | 94,738 | 91,017 | (3,721) |
| Total Expenditures (35 FTE) | 7,969,004 | 7,033,206 | (935,798) | 8,225,864 | 9,375,765 | 1,149,901 |
| Fiscal Agent Fee | 78,883 | 78,883 | - | 318,760 | 320,644 | 1,884 |
| Total | \$8,047,887 | \$ 7,112,089 | \$ (935,798) | \$8,544,624 | \$9,696,409 | \$ 1,151,785 |



Emergency Reserve Fund (ERF)

The Project Management and Fiscal Services Agreement, Article 3. (E.) requires the BDD Board create an Emergency Reserve Fund, and establish procedures for its management. The Emergency Reserve Fund provides immediate reserves for unforeseen or catastrophic infrastructure failures that render facilities unable to deliver water at the needed capacity. The Project Manager, in consultation with the partners, must submit to the BDD Board an analysis of the funds required for an emergency reserve and suggest procedures for creation of and management of the Emergency Reserve Fund.

The BDD Board approved the Emergency Reserve Fund policy and funding contributions as part of the Fiscal Year 2012 budget request. This policy established target balances, replenishment requirements and funding allocations.

Emergency Reserve Fund Balance

TABLE I

| Emergency Fund | City of Santa Fe | Santa Fe County | Las Campanas Club | Las Campanas Coop | Balance |
|-------------------------------|------------------|-----------------|-------------------|-------------------|-----------|
| Fund Balance at June 30, 2018 | 1,347,979 | 480,965 | 130,775 | 103,777 | 2,063,495 |

As of June 30, 2018 the Emergency Reserve Fund was fully funded to its targeted balance of \$2,000,000. As per the BDD Working Capital and Billing Policy, these funds are interest bearing and are allocated to the partners based on the percentage of cash held in their respective accounts at the end of each fiscal year.



Major Repair and Replacement Fund (RRF)

The BDD Board also previously approved the Major Repair and Replacement Fund as part of the Fiscal Year 2012 Budget. Per the Major Repair and Replacement Fund policy these funds are to receive yearly contributions held in reserve to support major repair and replacement costs of facility equipment and systems.

The BDD Board has authorized expenditures of \$617,870 for repair and replacement of system equipment in accordance with the policy. These authorizations, upon expenditure will reduce the available balance in this fund. The Major Repair and Replacement fund will continue to receive yearly contributions in accordance with the policy.

Major Repair and Replacement Fund Balance

TABLE J

| Major Repair & Replacement | City of Santa Fe | Santa Fe County | Las Campanas Club | Las Campanas Coop | Balance |
|----------------------------------|------------------|-----------------|-------------------|-------------------|------------------|
| Balance as of June 30, 2018 | 1,120,973 | 389,210 | 33,118 | 27,553 | 1,570,854 |
| 2019 Contributions | 445,545 | 156,494 | 10,769 | 13,898 | 626,706 |
| Funds authorized for expenditure | (439,264) | (154,287) | (10,617) | (13,702) | (617,870) |
| Projected Fund Balance | 1,127,254 | 391,417 | 33,270 | 27,749 | 1,579,690 |

Major Repair and Replacement Fund Fiscal Year 2019 Contributions

TABLE K

| Major Repair & Replacement | City of Santa Fe | Santa Fe County | Las Campanas Club | Las Campanas Coop | Balance |
|-----------------------------|------------------|-----------------|-------------------|-------------------|---------|
| 2020 Proposed Contributions | 445,545 | 156,494 | 10,769 | 13,898 | 626,706 |

With the approval of this contribution and no additional authorizations, the fund balance will be \$2,206,396 for fiscal year 2020.

Capital Assets Management

During fiscal year 2018, the BDD staff began work on maintaining our capital asset and replacement system with software upgrades, data verification and vehicle replacement schedule and policy. Our goals and initiatives are to continue to work on development of a multi-year projected asset plan, funding requirements, and related replacement/disposal policy.



Budget Summary

The Buckman Direct Diversion Board has adopted the funding for our Fiscal Year 2020 Operating Budget of \$9,696,409 plus the annual contribution of \$626,706 for the Major Repair and Replacement Fund for a total request of \$10,323,115. We appreciate the input and support from our partners and our Buckman Direct Diversion Board Members.

Fiscal Year 2020 Funding Allocation

TABLE L

| Funds | City of Santa Fe | Santa Fe County | Las Campanas (Club) | Las Campanas (Coop) | Total |
|---------------------------------------|-------------------------|------------------------|----------------------------|----------------------------|----------------------|
| Operating Fund | \$6,792,035 | \$2,173,905 | \$ 373,887 | \$ 75,582 | \$ 9,415,409 |
| | | | PNM Solar Rebate Revenue | | 120,000 |
| | | | Federal Funds | | 96,000 |
| | | | Unrestricted Fund Balance | | 65,000 |
| | | | | | \$ 9,696,409 |
| Major Repair & Replacement Fund | 445,545 | 156,494 | 10,769 | 13,898 | 626,706 |
| Total Fiscal Year 2020 Request | \$7,237,580 | \$2,330,399 | \$ 384,656 | \$ 89,480 | \$ 10,323,115 |