

THE CITY OF SANTA FE

★

FY21 Adopted Budget

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



FISCAL YEAR 2021 - ADOPTED BUDGET

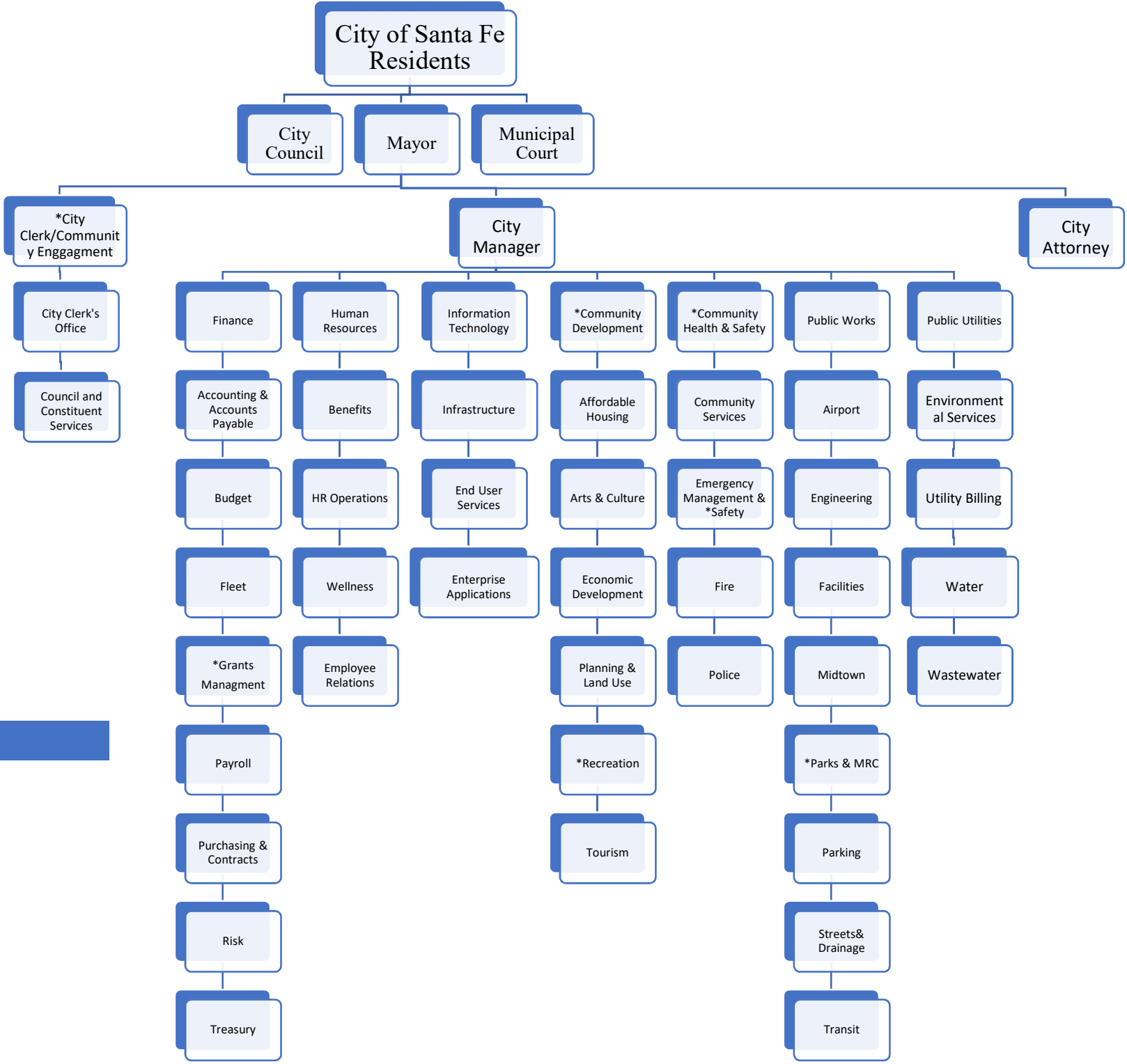
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I. CITY OF SANTA FE - ORGANIZATIONAL CHART



*DENOTES NEW PROPOSAL



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II. ELECTED OFFICIALS



Mayor Alan Webber



Renee Villarreal - District 1 Councilor



Signe Lindell - District 1 Councilor



Michael J. Garcia- District 2 Councilor



Carol Romero-Wirth - District 2 Councilor



Chris Rivera - District 3 Councilor



Roman "Tiger" Abeyta - District 3 Councilor



Jamie Cassutt-Sanchez- District 4 Councilor



JoAnne Vigil Coppler - District 4 Councilor



City of Santa Fe, New Mexico

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

Councilors:

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

Dear Friends,

The opening paragraph of Charles Dickens’ “Tale of Two Cities” is one of the most memorable in all literature:

“It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair, we had everything before us, we had nothing before us, we were all going direct to Heaven, we were all going direct the other way . . .”

It is a paragraph that could have been written today. In the first 8 months of fiscal year 2020, which began in July of 2019, Santa Fe truly enjoyed the best of times. Every part of our local economy was booming. We saw strong and steady growth in new housing starts in all parts of the market and in all parts of the city. Specific plans backed by specific funding sources were turning promises for more recreation, job training, and arts and culture on the Southside into reality. Our focus on renewable energy and a sustainable Local Green New Deal earned Santa Fe national environmental recognition. With all of that progress, we never lost sight of the basics: filling potholes, cleaning medians, and addressing public safety.

Then for the last 4 months of the 2020 fiscal year, the world turned upside down. COVID-19 threatened public health and safety, caused hotels to shut down, restaurants to close, and stores, shops and businesses to shutter. Beloved cultural events were cancelled. Jobs, schools, family gatherings, paychecks, and traditions were all victims of a global pandemic beyond anything any of us had ever seen. Nothing was the same. Nothing was familiar. Many things that used to work suddenly didn’t. That included the City’s finances.

In a matter of weeks we went from revenues that exceeded our estimates and expenditures, to revenues that fell below the budgeted amounts, to a \$46 million shortfall for 2020 and a 2021 estimated shortfall that was roughly double that amount. We—all of us—found ourselves in uncharted waters facing unprecedented challenges.

Yet these new worst of times have also called out the best in us.



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The people of Santa Fe rallied together to stop the initial spread of COVID-19. Across the city, people found new ways of living and created new systems to aid daily life, solutions that have helped all of us navigate this extraordinary time.

The City government mounted a rapid response to create a first-ever e-government, with the public's business conducted through the internet, social media, television, and radio. The Land Use Department started using technology to issue e-permits for the many construction projects that continued to move ahead all over the community—and the tax revenue from those e-permitted projects helped to offset some of the losses caused by the plight of retail, hospitality, and tourism. We continued to move ahead on the midtown campus project with a series of "Meet the Developer" meetings hosted on the internet. Recognizing the threat to our homeless community posed by a potential outbreak of COVID-19—and the threat to all of us if such an outbreak were to happen—a team of City department heads moved boldly and decisively to create an emergency homeless shelter in moth-balled midtown dorms. Across the board and across the city, in all parts of our community, the response has been nimble, agile, creative, and compassionate. We have all benefited from the best response to the toughest of challenges.

Now as we present this budget for FY 2021, it is our time.

It is our time to lead, to stand up and to stand together. Santa Fe, we must meet the test of these time, making tough and smart decisions that make our city better today and create a strong foundation for tomorrow.

This budget does just that.

It is bold in some areas, gentle in others.

It seeks to do more with less and to deliver the services our community needs, expects, and deserves.

It embraces innovation and respects the fundamentals.

It continues to move City government forward toward professionalism, accountability, and transparency, and it recognizes the uncertainty that clouds our immediate future.

This time is unprecedented. This budget is unlike any other.

It is as much a process as it is a finished product. It will continue to evolve, change, and adapt as the conditions around us evolve, change, and adapt. With this budget we commit ourselves to regular, thorough, and consistent updates throughout the course of the year. Like the rest of the country, like every city in America, we are traveling on a twisting and winding road without a map, guided by our shared values, our commitment to each other, the leadership of the City Council, the hard work and professional competence of our City Manager and department heads, and our firm and unshakeable confidence in the people of Santa Fe.

As you open this budget, what will you see—and what won't you see?



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Here's what you won't see.

You won't see us turning our backs on the priorities and commitments of the last two years. We won't jettison our principles or our priorities when it comes to equity, inclusivity, respect, and opportunity for everyone in every part of our community.

You won't see us turning away from our ongoing effort to put our own house in order; to make Santa Fe government serve all of Santa Fe; and to be more responsive, more efficient, and more effective in the work we do. We will do our best work to help you live your best life here in Santa Fe.

This budget builds on the accomplishments of the last two years—particularly on the responsible financial management that has been the hallmark of this administration. We have enjoyed strong tax revenues in the last two years, some of which we have invested in people, programs, and projects to serve you better. But some of that money we have used to build up our reserves: in the last two years we grew our General Fund reserve from \$6 million to \$14 million, recognizing that we would one day face a rainy day. Today we face not a rainy day but a torrential downpour of record proportions. Fortunately, we have that reserve to dip into. Because of our reserve fund, there are three other things you will not see in this budget:

Beyond September 4, there are no furloughs of City employees.

The only City employees who will take a pay cut in this budget are at the director level. The paychecks of the hard-working employees of Santa Fe are untouched.

Some City employees will opt for early retirement; others may find themselves re-assigned; and many positions will go unfilled as we tighten our belt. But no one will lose their job because of the City's revenue shortfall.

It is safe to say that almost without exception this budget contains no pay cuts, and it contains no furloughs and no layoffs.

At the same time, as we use our General Fund reserves, we are also looking to other potential sources of help, should hard times continue: we still call on the federal government to make direct assistance available to cities of all sizes, including Santa Fe; we are grateful to the Governor and the State Legislature for creating an emergency loan fund that we can access; and we have the ability to borrow from City enterprise funds as a last resort.

What will you see?

In a time of severe financial challenge, instead of simply cutting City government, we are re-imagining City government.

This budget accepts this crisis as an opportunity, a call to do more than just shed costs. Instead, in this budget we aim to re-shape and re-form City government, adopting an approach—a mindset—of



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increased effectiveness, improved efficiency, and enhanced collaboration in the name of community investment.

Last year the budget was a “people first” budget. We invested in the men and women in City government who go to work every day to work for you.

This year the budget is a “community first” budget. We are investing in ways large and small, innovative and traditional, to make life better for everyone in every part of Santa Fe.

The way to do that is to re-imagine and re-shape the way City government works for you.

The first step is to re-imagine the many independent departments that touch on neighborhood livability, jobs, housing, tourism, planning and zoning, permitting, arts, culture and recreation. Independently, each can help shape a better future for our children, families, businesses, workers, artists, and entrepreneurs. Together they can become an integrated, coordinated, and collaborative department that works across silos to get more done, more productively for all of Santa Fe. The Department of Community Development will deliver enhanced neighborhood livability and improved economic opportunity across the community.

The second step is to re-imagine the office of the City Clerk. With the transfer of most election functions to the County, the City Clerk’s office is poised to become something our community desperately needs: a welcoming, public-facing front door that opens City government to everyone in the city. By moving Constituent and Council Services into the City Clerk’s office, we will transform it into our Community Engagement Office, an information-and-data rich operation where the whole community can go to get answers to their questions, find updates on City programs and projects, examine records from the past, and offer input toward the City’s future.

The third step is the most forward-looking—and the most responsive to the moment we’re in: the creation of a Department of Community Health and Safety. Across the country cities are called upon to re-imagine the way public health and public safety can and should work together. In this budget we begin to make that happen. We re-balance the resources for Police, Fire, and Community Services, and introduce new ways for them to join hands in solving complex community problems, from law enforcement to fire-fighting to social services. Working together, we can not only solve problems—we can prevent them from ever happening. When someone in our community dials 9-1-1 for help, are they better served by a firefighter, a police officer, or a social worker—or one of each? If we invest in ending chronic homelessness, do we promote community health and also reduce the demands on our police? If we invest more in helping our seniors, do we reduce the number of calls to our firefighters? A Department of Community Health and Safety is a recognition that, from now on, community health and community safety belong together, are inseparable, are mutually supportive and must work together as a team.



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As we go forward into this fiscal year, whether the times get easier or harder, I know that we will embrace this time as our time—our time to work as a community, stand as a community, unite as a community, and succeed as a community.

We will overcome COVID-19. We will re-establish not only our jobs and our economy, our schools and our businesses, but also our celebrations and traditions.

We will come through this time of change and challenge stronger, more resilient, more confident, and more united than ever. Together we are headed for better times and a better future for everyone in Santa Fe.

Thank you to all of Santa Fe,

Alan Webber
Mayor



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IV. Executive Summary

The coronavirus pandemic required extraordinary measures of the Santa Fe community to limit the spread of the virus. The necessary shelter-in-place restrictions to slow the virus' spread has interrupted life and negatively impacted economic activity in our community and brought the period of the longest economic expansion in U.S. history to an unexpected and sudden end. Businesses in Santa Fe have closed and the unemployment rate soared. Despite our collective efforts, we know the curve has not been flattened and the virus is still present, which means that social distancing and the safety protocols restricting capacity and changing operations will be necessary for an extended period of time. In short, we continue to experience a period of tremendous change and uncertainty in our community.

At a time when so many in our community are experiencing financial stress and uncertainty, the City was able to achieve a balanced budget without resorting to increases in taxes. The City of Santa Fe's FY21 Adopted Budget is responsive to the time we are facing and invests in the needs of our city. The FY21 balanced budget factors in projected revenue declines due to the economic crisis spurred by the global health pandemic, but as a result of proactive fiscal management over the last few years, the City of Santa Fe is positioned to continue investing in the City's core services that respond to the needs of our community. The FY21 Adopted Budget presents a balanced budget that also prioritizes funding service-delivery levels to build and support our community initiatives.

FY20 Fiscal Crisis

The City has taken proactive steps throughout the last few months to understand the impact of the pandemic on our economy, address the anticipated budgetary shortfalls in FY20, and completely redesign the FY21 budget development process. The financial report presented halfway through FY20 showed that the City's revenues were out-performing estimates. However, in March 2020, with the stay-at-home order, non-essential businesses reduced operations or closed, and thousands of workers lost their jobs or saw a drastic cut in their incomes. In April 2020, the City appropriately identified the budgetary risk, as we saw our tax revenue base eroding with the stay-at-home order. Practically overnight, the City identified a structural imbalance - wherein the City's budgeted expenditures were higher than our projected revenues.

Nationwide, City and state governments have also been grappling with lost tax revenue from stay-at-home orders aimed at preventing the spread of the virus. The National League of Cities and the US Conference of Mayors surveyed cities nationwide, and found over 2,000 cities dealing with unanticipated shortfalls throughout the nation, and facing increased costs of responding to the public health emergency. In April 2020, Federal Reserve Chair Jerome Powell said that the U.S. economy is in an emergency and deteriorating "with alarming speed." The number of American workers filing first-time claims for jobless benefits in March 2020 and April 2020 increased to levels significantly higher than during the worst of the Great Recession. In New Mexico, initial unemployment filings pushed unemployment in New Mexico and Santa Fe above the highest point of the 2008 recession.



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Due to the early and measured action taken by the Mayor and City Council, the City was able to address the FY20 deficit in the span of 3 months. The City implemented a variety of measures to address the FY20 deficit, including a spending freeze for non-essential purchases, a hiring freeze for non-essential staff, the separation of non-essential temporary employees, and a furlough plan for employees.

FY21 Adopted Budget

The City of Santa Fe FY21 All Funds expenditures total \$319.9 million, a decrease of \$71.6 million or 18.3% across all funds from the FY20 budgeted levels at midyear. The FY21 General Fund expenditures total \$92.6 million, a decrease of \$10.8 million or 10.4% from the FY20 budgeted levels at midyear.

Community First

The FY21 Adopted Budget balances need for service reductions due to the weakened economy. While service reductions can have disproportionate impacts within our community, the FY21 Adopted Budget prioritizes the health, safety and wellbeing of our Community. The FY21 budget intentionally did not reduce the Community Services budget in order to support our community during a public health and economic crisis, when many residents need it most. The FY21 Adopted Budget also prioritizes protecting jobs for our workforce. The FY21 Adopted Budget does not include furloughs past September 4th and does not lay off any City employees.

City Reorganization

The FY21 Adopted Budget includes a proposed reorganization with the goal of creating more efficiency and alignment of our programs and resources with a clear orientation toward improving the delivery of services to our Community. As we face unprecedented, and uncertain financial times, it's more important than ever to ensure that all actions the City takes, work toward making the City a better place to live, work and play.

The reorganization will align functions, streamline the management structure, and provide greater clarity to residents and stakeholders as they navigate the City government. The reorganization includes the following three changes:

1. Creating a Community Engagement Department that moves Constituent and Council Services under the City Clerk's office. With this change, the Clerk's office becomes the central hub for all external communications, resident outreach and ongoing virtual meetings.
2. Creating a Community Development Department that merges six of our external-facing departments (Arts and Culture, Affordable Housing, Economic Development, Planning and Land Use, Recreation, and Tourism).
3. Creating the Department of Public Health and Safety made up of Police, Fire, Emergency Management and Safety, and Community Services. This new department will allow the City to continue to build on a public health approach to public safety.

Retirement Incentive

The FY21 Adopted budget includes a proposal to create a retirement incentive program which will be a monetary incentive to encourage the retirement of eligible employees. The retirement



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incentive, budgeted at \$1.5 million, will encourage vacancies through attrition to reduce costs of salaries and benefits for the City of Santa Fe. The incentive, which will be provided on a first-come first-served basis, will provide a \$15,000 lump sum payment for employees who are eligible to retire. This will be a one-time incentive and is not guaranteed to be offered in the future.

Operating Expenses

While we continue to face uncertainty about the severity of the economic crisis and corresponding municipal revenue declines, the City also continues to find efficiencies and prioritizes investing in innovative solutions to provide services. Given the projected contraction, the City will implement a variety of measures to protect the financial stability and integrity of the City. The FY21 Adopted Budget includes the following efficiencies and cost-saving measures across City departments:

- Operating Expenses – reduction of \$19.6 million across all funds:
 - A reduction in travel budgets given the health risks associated with travel;
 - Use of electronic documents to reduce printing and material costs and increase efficiencies by reducing usage of supplies such as paper and printed material (calendars, planners, etc), and to help the City adapt to remote work environments and software, and to facilitate social distancing; and
 - A decrease in budget for vehicle replacements and initiation of a Car Sharing Pool, thereby reducing the number of underutilized and aging vehicles while allowing employees access to vehicles and reducing maintenance costs for older vehicles.
- Capital Costs – reduction of \$16.7 million across all funds:
 - A reduction in capital purchases covered in the operating budget, and
 - In addition, the City is planning to issue a 2020 GRT Bond to fund capital investments in new infrastructure, equipment, software, or other capital expenses that can improve efficiencies and reduce operating costs.
- Personnel Costs – a reduction of \$7.5 million across all funds through the implementation of a hiring freeze on non-essential vacant positions.

FY21 Revenue Forecast

The magnitude and suddenness of the economic downturn caused by the coronavirus pandemic is different than any prior experience. The uncertainty of the impacts of pandemic on the City's revenues remains high, as no level of historical data will inform us about the duration and severity of the pandemic and the corresponding impact on our local economy. The City's revenue declines over the next few years will exceed what the City experienced in the last two decades due to the Great Recession and Dotcom Crash.

Over the last few months, City staff revised both the way we produce the revenue forecast and also the forecast itself. Traditionally, revenue estimates are based on trends and historical data. However, for FY21, relying solely on traditional revenue estimating methodologies simply will not work, as there is no relevant history of how a pandemic will impact the economy. Instead, the FY21 revenue forecast also considers three factors: when different sectors of the economy



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may re-open; how they may re-open; and at what capacity they may re-open. The total revenue projected in FY21 across all funds amounts to \$311.3 million, an \$84.2 million or 21.3% decline from the FY20 budgeted levels at midyear. FY21 General Fund projected revenue totals \$92.8 million, a \$12.8 million or 12.2% decline from the FY20 budgeted levels at midyear. As the global health pandemic's duration and severity and its impact on the Santa Fe economy is uncertain, the City will maintain the 10 percent General Fund reserve requirement for FY21 in order to be prepared for the resulting inevitable fluctuations in gross receipts tax revenue, the City's largest single revenue source.

Because of the City's fiscal responsibility over the last few years, the City is positioned to prioritize funding the health and well-being of our community at a time of global economic uncertainty. In normal years, the City is diligent to ensure that estimated ongoing revenue levels match ongoing expenditure levels. Due to the magnitude and suddenness of the economic downturn and the uncertainty of revenue projections, the FY21 Adopted Budget uses a mix of ongoing and one-time revenue to balance the budget. In FY21, while some funds like the water management fund and the wastewater management fund are showing a net gain over the course of the fiscal year, other funds are showing a net loss over the course of FY21, as projected revenue is lower than expected expenditure levels. Given the nature of the global public health crisis and the economic downturn, it is now more important than ever to utilize reserves to maintain vital city services for residents. Over the last two years, Mayor Webber's administration has built up the City's reserves, or "rainy day funds," which will enable the City to continue investing in the City's core services and prioritize funding service delivery levels to build and support desired community initiatives. As part of the FY21 Adopted Budget, the City is planning to use \$8.6 million of these "rainy day funds" to limit the reduction of service levels until we have a more accurate picture of the economic impact of the pandemic. Funding sources in the FY21 Adopted Budget across all funds total \$319.9 million, which includes cash reserves. This represents a \$75.5 million or 19.1% decline from the FY20 budgeted levels at midyear. Reserves are intentionally built up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship.

In addition, the City is fortunate to rely on new one-time revenue sources as a result of action taken in the Special Legislative Session held in June 2020. The City successfully lobbied for an increase to the Internet Sales Tax distribution based on the expansion of internet sales during the pandemic. The City will see an additional \$750 thousand as a result of the action in House Bill 6 from the Special Session that doubled the amount of the internet sales tax distribution to local governments in FY21. The City also successfully lobbied for the creation of a Local Government Emergency Economic Relief Loan Program, which may be used for general operating expenses and revenue replacement. The City plans to apply for the loan program as soon as the New Mexico Finance Authority opens up the loan program in the next few weeks.

The Legislature also passed and Governor signed a bill allocating \$150 million to cities and counties with a population of less than 500 thousand residents from the federal CARES Act for expenditures necessary to respond to the public health emergency. The City anticipates additional funding from this allocation; although the exact amount is dependent on the formula used, initial estimates indicate that the City could receive approximately \$10 million for expenditures necessary for mitigating the effects, including secondary effects, of the public health emergency.



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Together with other cities, we are actively advocating for immediate Federal assistance. The Health and Economic Recovery Omnibus Emergency Solutions (HEROES) Act passed the U.S. House on May 15th and is now in the Senate. Under the HEROES Act as passed by the House, the City would stand to receive emergency fiscal assistance funds in order to cover costs or replace foregone revenues resulting from the Coronavirus Disease (COVID-19) public health emergency and its attendant negative economic impacts. It is still unclear whether or in what form this measure will clear the U.S. Senate, and whether the President will sign it into law. While the relief would be welcome, its arrival is still uncertain.

Finally, the FY21 Adopted Budget includes two changes to fees charged by City departments:

- Land Use Fee Update – currently, the Planning & Land Use Department does not charge fees for a number of services that result in a direct economic benefit to a specific individual/entity. Other fees have not been updated in more than ten years and are significantly lower than in nearby jurisdictions. The updated fee proposal included in the FY21 Adopted budget would assign the cost of services to the benefiting parties, and capture lost revenue resulting from a failure to update existing fee categories on a regular basis. The resulting increase in revenue will be used to enhance available resources to improve response times, and improve the availability of services for the general public. The FY21 Adopted budget includes estimated General Fund revenues of \$500 thousand from the updated land use fee schedule.
- Golf Course Fee Update – The Public Works Department, the Marty Sanchez Links de Santa Fe Advisory Sub-Committee and the Parks and Recreation Advisory Committee are recommending a modest fee increase at the Marty Sanchez Links de Santa Fe golf course. Fee increases range from a low of 6.67% to a high of 14.29%, depending on the fee type. The number of rounds played is the single largest variable in revenues; however, if the same number of rounds were played in FY21 as in FY19, revenues from green fees and cart rentals would increase \$100 thousand.

Next Steps

In normal times, annual budgeting is sufficient. However, the uncertainty of the current times will require the City to implement a unique budget process, whereby the City will need to make frequent budget adjustments over the next few fiscal years. The public health emergency's ebb and flow will continue to dictate the depth and duration of the economic and fiscal crisis. For that reason, the Finance Department will bring quarterly budget adjustments to the Council as revenue trends are analyzed and new information is assessed throughout the year. The largest unknown factor impacting the City's revenue forecast is the possibility of another wave of infection that could force another stay-at-home order and a second round of business shut-downs as we saw in March and April 2020. Finance staff expect the financial impact of the coronavirus pandemic to last through FY21, giving way an extended multi-year recovery period. These stark FY21 revenue projections will promote sober and responsible budget deliberations for the coming fiscal year and years to come.



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ALL FUNDS SUMMARY

CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY* FY 2016/17 THROUGH FY 2020/21

CATEGORY	ACTUAL REVENUE FY 2016/17	ACTUAL REVENUE FY 2017/18	ACTUAL REVENUE FY 2018/19	FY 2019/20 MIDYEAR BUDGET	ADOPTED BUDGET FY 2020/21	AMOUNT CHANGE 19/20-20/21	PERCENT CHANGE 19/20-20/21
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	103,147,009	110,811,262	110,878,967	112,704,293	90,858,566	(21,845,727)	-19.4%
-Property Tax	11,287,434	11,392,416	10,784,753	13,173,548	11,989,105	(1,184,443)	-9.0%
-Franchise Fees	4,104,877	4,397,467	4,845,849	5,312,033	4,566,228	(745,805)	-14.0%
-Lodgers' Tax	10,809,464	11,530,595	12,533,263	12,800,423	6,400,212	(6,400,211)	-50.0%
-Gasoline Tax	1,548,162	1,445,498	1,367,389	1,589,326	1,064,848	(524,478)	-33.0%
-Other Taxes	563,826	562,889	451,466	602,960	429,895	(173,065)	-28.7%
<i>Subtotal - Taxes</i>	<i>131,460,771</i>	<i>140,140,127</i>	<i>140,861,687</i>	<i>146,182,583</i>	<i>115,308,854</i>	<i>(30,873,729)</i>	<i>-21.1%</i>
<u>Licenses & Permits:</u>							
-Business Licenses	459,805	411,426	397,585	427,473	320,435	(107,038)	-25.0%
-Building/Zoning Permits	2,844,223	3,494,817	3,184,430	3,620,000	2,681,197	(938,803)	-25.9%
-Other Licenses & Permits	266,401	319,401	318,942	428,709	325,972	(102,737)	-24.0%
<i>Subtotal - Licenses & Permits</i>	<i>3,570,429</i>	<i>4,225,644</i>	<i>3,900,957</i>	<i>4,476,182</i>	<i>3,327,604</i>	<i>(1,148,578)</i>	<i>-25.7%</i>
<u>Fees & Service Charges:</u>							
-Airport Fees	1,263,842	1,937,650	1,626,667	2,311,228	547,942	(1,763,286)	-76.3%
-Ambulance Fees	4,209,915	2,544,706	2,497,386	2,800,000	2,520,000	(280,000)	-10.0%
-Civic Center Fees	392,378	789,730	720,912	820,277	246,527	(573,750)	-69.9%
-Housing Fees	259,311	611,540	638,572	635,000	476,250	(158,750)	-25.0%
-Impact Fees	1,104,380	1,621,261	2,676,788	1,700,000	1,307,537	(392,463)	-23.1%
-Insurance Premiums	28,033,614	28,182,348	28,113,122	30,557,104	30,330,607	(226,497)	-0.7%
-Meals Fees	53,674	52,096	48,436	56,331	39,430	(16,901)	-30.0%
-Parking Fees	4,710,913	4,833,610	5,587,612	5,183,963	3,732,204	(1,451,759)	-28.0%
-Planning/Land Use Fees	328,003	399,614	265,748	915,173	684,469	(230,704)	-25.2%
-Police/Court Fees	824,183	1,251,605	891,703	649,889	398,519	(251,370)	-38.7%
-Public Transportation Fees	376,896	358,140	346,451	390,052	156,021	(234,031)	-60.0%
-Recreation Fees	3,417,599	3,328,686	3,295,426	3,518,518	2,184,240	(1,334,278)	-37.9%
-Solid Waste Fees	20,910,384	20,040,359	20,394,990	21,145,892	19,563,859	(1,582,033)	-7.5%
-Wastewater Fees	12,254,426	13,197,506	13,205,600	13,814,227	11,742,094	(2,072,133)	-15.0%
-Water Fees	34,606,175	38,154,026	32,187,332	40,447,165	34,443,433	(6,003,732)	-14.8%
-Reimbursed Expenses	14,656,423	21,524,109	21,685,336	18,220,283	15,314,097	(2,906,186)	-16.0%
-Other Fees/Services	6,111,707	1,461,035	1,590,371	1,567,173	1,583,385	16,212	1.0%
<i>Subtotal - Fees & Services</i>	<i>133,513,821</i>	<i>140,288,022</i>	<i>135,772,451</i>	<i>144,732,275</i>	<i>125,270,614</i>	<i>(19,461,661)</i>	<i>-13.4%</i>
<u>Fines & Forfeitures:</u>							
-Parking Fines	424,250	684,963	660,040	649,170	460,023	(189,147)	-29.1%
-Violations Fines	225,831	265,339	113,915	125,617	96,234	(29,383)	-23.4%
-Other Fines & Forfeitures	374,982	317,838	308,089	360,468	239,003	(121,465)	-33.7%
<i>Subtotal - Fines & Forfeitures</i>	<i>1,025,062</i>	<i>1,268,140</i>	<i>1,082,044</i>	<i>1,135,255</i>	<i>795,260</i>	<i>(339,995)</i>	<i>-29.9%</i>

[continued next page]

*includes ERP (CIP) Budget



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY* FY 2016/17 THROUGH FY 2020/21

CATEGORY	ACTUAL REVENUE FY 2016/17	ACTUAL REVENUE FY 2017/18	ACTUAL REVENUE FY 2018/19	FY 2019/20 MIDYEAR BUDGET	ADOPTED BUDGET FY 2020/21	AMOUNT CHANGE 19/20-20/21	PERCENT CHANGE 19/20-20/21
<i>[continued from previous page]</i>							
<u>Rents/Royalties/Concessions:</u>							
-Airport Rentals	203,686	111,377	127,915	116,025	58,014	(58,011)	-50.0%
-Equipment Rentals	37,677	39,110	38,187	41,365	24,819	(16,546)	-40.0%
-Parks & Recreation - Rentals	267,153	262,494	272,063	282,673	167,650	(115,023)	-40.7%
-Other Rentals	2,068,816	2,481,519	1,804,943	1,118,633	1,259,100	140,467	12.6%
<i>Subtotal - Rents/Royalties</i>	<i>2,577,332</i>	<i>2,894,500</i>	<i>2,243,107</i>	<i>1,558,696</i>	<i>1,509,583</i>	<i>(49,113)</i>	<i>-3.2%</i>
<u>Miscellaneous Revenues:</u>							
-Bond Proceeds	2,498,397	10,290,000	20,000,000	1,575,000	-	(1,575,000)	-100.0%
-Insurance Recoveries	28,884	12,016	54,267	20,000	20,000	-	0.0%
-Sales Revenue	546,356	598,675	342,110	306,221	225,410	(80,811)	-26.4%
-Other Misc. Revenue	2,580,249	4,785,778	6,353,953	2,540,602	1,244,303	(1,296,299)	-51.0%
<i>Subtotal - Miscellaneous</i>	<i>5,653,885</i>	<i>15,686,468</i>	<i>26,750,331</i>	<i>4,441,823</i>	<i>1,489,713</i>	<i>(2,952,110)</i>	<i>-66.5%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	3,632,140	3,879,323	3,463,988	5,611,457	4,653,120	(958,337)	-17.1%
-Federal Grants	2,958,892	3,136,174	2,894,626	4,639,253	6,000,809	1,361,556	29.3%
-SF County Grants	72,709	61,107	194,015	2,398,024	2,230,072	(167,952)	-7.0%
-Other Grants	12,603	10,643	12,350	7,236,654	6,478,979	(757,675)	-10.5%
<i>Subtotal - Intergovernmental</i>	<i>6,676,344</i>	<i>7,087,247</i>	<i>6,564,979</i>	<i>19,885,388</i>	<i>19,362,980</i>	<i>(522,408)</i>	<i>-2.6%</i>
Interest on Investments	1,533,688	2,389,146	120,474	2,799,043	202,249	(2,596,794)	-92.8%
Transfers In	69,786,558	64,235,456	64,116,311	70,245,524	44,030,119	(26,215,405)	-37.3%
TOTAL REVENUES	355,797,890	378,214,751	381,412,341	395,456,769	311,296,976	(84,159,793)	-21.3%
Cash Reserves					8,643,839		
TOTAL RESOURCES	355,797,890	378,214,751	381,412,341	395,456,769	319,940,815	(75,515,954)	-19.1%

*includes ERP (CIP) Budget



FISCAL YEAR 2021 - ADOPTED BUDGET

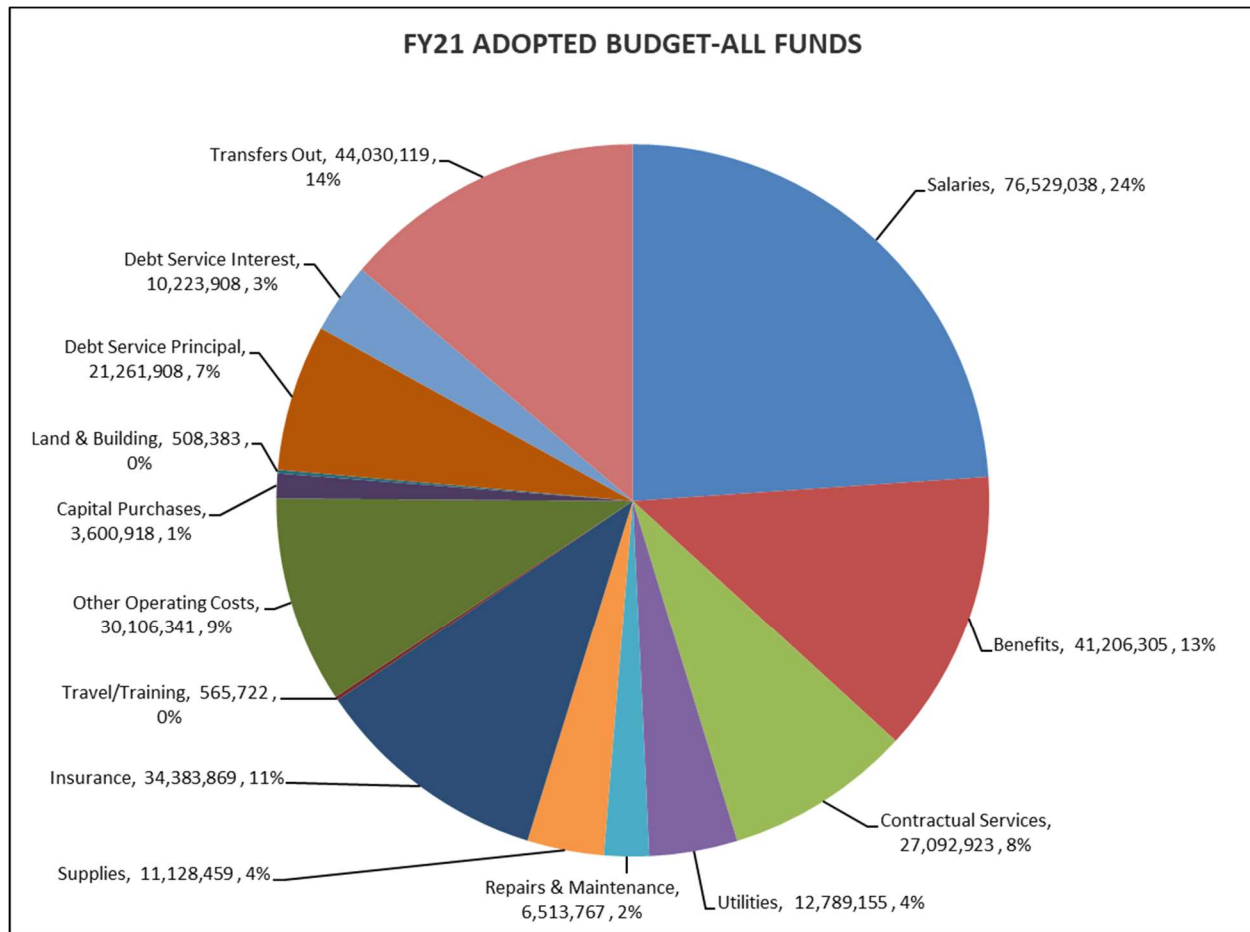
CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY CATEGORY* FY 2016/17 THROUGH FY 2020/21

CATEGORY	ACTUAL REVENUE FY 2016/17	ACTUAL REVENUE FY 2017/18	ACTUAL REVENUE FY 2018/19	FY 2019/20 MIDYEAR BUDGET	ADOPTED BUDGET FY 2020/21	AMOUNT CHANGE 19/20-20/21	PERCENT CHANGE 19/20-20/21
<u>Personnel Services:</u>							
-Salaries	72,006,671	77,579,341	75,875,638	83,013,703	76,529,038	(6,484,665)	-7.8%
-Benefits	50,343,312	32,573,189	38,233,984	42,401,563	41,206,305	(1,195,258)	-2.8%
<i>Subtotal - Personnel Services</i>	<i>122,349,983</i>	<i>110,152,530</i>	<i>114,109,621</i>	<i>125,415,266</i>	<i>117,735,343</i>	<i>(7,679,923)</i>	<i>-6.1%</i>
<u>Operating Expenses:</u>							
-Contractual Services	21,467,957	20,497,280	21,641,108	30,431,743	27,092,923	(3,338,820)	-11.0%
-Utilities	11,830,262	13,088,635	12,312,993	15,341,221	12,789,155	(2,552,066)	-16.6%
-Repairs & Maintenance	4,889,104	5,882,052	6,097,883	9,213,203	6,513,767	(2,699,436)	-29.3%
-Supplies	9,110,843	11,083,929	11,050,236	13,923,804	11,128,459	(2,795,345)	-20.1%
-Insurance	30,843,677	30,721,981	33,401,544	34,319,201	34,383,869	64,668	0.2%
-Travel/Training	825,449	1,009,738	1,141,170	1,684,512	565,722	(1,118,790)	-66.4%
-Other Operating Costs	25,049,273	31,040,768	27,552,388	37,347,228	30,106,341	(7,240,887)	-19.4%
<i>Subtotal - Operating Expenses</i>	<i>104,016,566</i>	<i>113,324,383</i>	<i>113,197,322</i>	<i>142,260,912</i>	<i>122,580,236</i>	<i>(19,680,676)</i>	<i>-13.8%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	6,934,547	7,358,727	5,702,505	19,154,630	3,600,918	(15,553,712)	-81.2%
-Land & Building	1,170,232	1,211,688	6,905,148	2,067,979	508,383	(1,559,596)	-75.4%
<i>Subtotal - Capital Outlay</i>	<i>8,104,778</i>	<i>8,570,414</i>	<i>12,607,652</i>	<i>21,222,609</i>	<i>4,109,301</i>	<i>(17,113,308)</i>	<i>-80.6%</i>
<u>Debt Service:</u>							
-Principal	65,144,245	19,376,742	29,458,709	21,406,207	21,261,908	(144,299)	-0.7%
-Interest	15,937,949	10,421,421	11,397,362	10,833,140	10,223,908	(609,232)	-5.6%
<i>Subtotal - Debt Service</i>	<i>81,082,193</i>	<i>29,798,163</i>	<i>40,856,071</i>	<i>32,239,347</i>	<i>31,485,816</i>	<i>(753,531)</i>	<i>-2.3%</i>
Transfers Out	81,187,268	87,065,734	95,806,402	70,431,769	44,030,119	(26,401,650)	-37.5%
TOTAL EXPENDITURES	396,740,789	348,911,224	376,577,068	391,569,903	319,940,815	(71,629,088)	-18.3%

*includes ERP (CIP) Budget



FISCAL YEAR 2021 - ADOPTED BUDGET





FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY DEPARTMENT* FY 2016/17 THROUGH FY 2020/21

DEPARTMENT	ACTUAL EXPENSES FY 2016/17	ACTUAL EXPENSES FY 2017/18	ACTUAL EXPENSES FY 2018/19	FY 2019/20 MIDYEAR BUDGET	ADOPTED BUDGET FY 2020/21	AMOUNT CHANGE 19/20-20/21	PERCENT CHANGE 19/20-20/21
Affordable Housing	953,512	1,637,011	1,653,269	2,144,995	2,436,253	291,258	13.6%
Arts & Culture	1,518,162	1,720,817	1,430,593	1,964,135	927,925	(1,036,210)	-52.8%
Community Engagement	1,405,002	2,144,477	1,663,862	2,213,038	1,702,339	(510,699)	-23.1%
Community Services	14,745,976	15,853,303	15,549,199	17,873,018	18,242,946	369,928	2.1%
Economic Development	2,061,493	2,705,562	2,235,199	2,733,600	2,047,050	(686,550)	-25.1%
Emergency Management	2,336,790	2,364,449	2,931,133	2,952,598	2,524,442	(428,156)	-14.5%
Finance	35,118,987	31,729,544	27,365,039	30,308,709	23,347,207	(6,961,502)	-23.0%
Fire	19,596,364	20,544,070	21,029,712	24,751,860	21,593,699	(3,158,161)	-12.8%
General Government	5,422,075	6,204,868	5,437,677	6,932,076	5,216,862	(1,715,214)	-24.7%
Human Resources	22,776,215	23,443,317	24,496,143	28,073,735	27,245,971	(827,764)	-2.9%
Info Tech & Telecom*	5,854,006	10,573,683	9,369,138	14,894,987	13,068,172	(1,826,815)	-12.3%
Planning & Land Use	4,706,042	5,648,632	5,177,613	6,698,807	5,709,726	(989,081)	-14.8%
Police	26,109,779	27,838,604	27,620,969	28,248,228	24,979,279	(3,268,949)	-11.6%
Public Utilities	81,689,561	69,473,630	72,376,003	72,041,669	59,352,933	(12,688,736)	-17.6%
Public Works	49,828,094	47,685,812	50,091,828	60,880,787	50,392,826	(10,487,961)	-17.2%
Recreation	7,856,850	6,926,784	6,716,942	8,086,965	5,942,308	(2,144,657)	-26.5%
TOURISM Santa Fe	15,958,201	9,620,251	10,156,112	13,226,329	12,551,799	(674,530)	-5.1%
<i>Non-Departmental</i>	<i>98,803,681</i>	<i>62,796,411</i>	<i>91,276,637</i>	<i>67,544,367</i>	<i>42,659,078</i>	<i>(24,885,289)</i>	<i>-36.8%</i>
TOTAL EXPENDITURES	396,740,789	348,911,224	376,577,068	391,569,903	319,940,815	(71,629,088)	-18.3%

*includes ERP (CIP) Budget



FISCAL YEAR 2021 - ADOPTED BUDGET

GENERAL FUND SUMMARY

CITY OF SANTA FE GENERAL FUND - REVENUES BY CATEGORY FY 2016/17 THROUGH FY 2020/21

CATEGORY	ACTUAL REVENUE FY 2016/17	ACTUAL REVENUE FY 2017/18	ACTUAL REVENUE FY 2018/19	FY 2019/20 MIDYEAR BUDGET	ADOPTED BUDGET FY 2020/21	AMOUNT CHANGE 19/20-20/21	PERCENT CHANGE 19/20-20/21
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	57,939,139	64,915,409	65,812,526	70,982,213	57,480,900	(13,501,313)	-19.0%
-Property Tax	6,737,420	8,965,751	8,351,923	11,157,228	10,041,506	(1,115,722)	-10.0%
-Franchise Fees	4,090,448	4,378,595	4,831,197	5,292,033	4,498,228	(793,805)	-15.0%
-Other Taxes	498,485	495,819	451,466	531,116	376,012	(155,104)	-29.2%
<i>Subtotal - Taxes</i>	<i>69,265,492</i>	<i>78,755,574</i>	<i>79,447,112</i>	<i>87,962,590</i>	<i>72,396,646</i>	<i>(15,565,944)</i>	<i>-17.7%</i>
<u>Licenses & Permits:</u>							
-Business Licenses	458,230	409,776	396,160	425,769	319,242	(106,527)	-25.0%
-Building/Zoning Permits	2,825,623	3,475,797	3,163,467	3,600,299	2,641,197	(959,102)	-26.6%
-Other Licenses & Permits	250,116	294,836	302,477	404,620	303,722	(100,898)	-24.9%
<i>Subtotal - Licenses & Permits</i>	<i>3,533,969</i>	<i>4,180,409</i>	<i>3,862,105</i>	<i>4,430,688</i>	<i>3,264,161</i>	<i>(1,166,527)</i>	<i>-26.3%</i>
<u>Fees & Service Charges:</u>							
-Ambulance Fees	4,209,915	2,544,706	2,497,386	2,800,000	2,520,000	(280,000)	-10.0%
-Impact Fees	3,740	-	9,320	-	-	-	N/A
-Planning/Land Use Fees	327,703	399,614	265,748	915,173	684,469	(230,704)	-25.2%
-Police/Court Fees	49,072	51,589	65,441	51,000	30,600	(20,400)	-40.0%
-Recreation Fees	477,258	445,143	357,953	415,037	166,383	(248,654)	-59.9%
-Reimbursed Expenses	7,014,308	5,032,074	4,793,972	5,522,170	4,952,007	(570,163)	-10.3%
-Other Fees/Services	194,474	221,405	194,302	485,832	342,681	(143,151)	-29.5%
<i>Subtotal - Fees & Services</i>	<i>12,276,471</i>	<i>8,694,530</i>	<i>8,184,123</i>	<i>10,189,212</i>	<i>8,696,140</i>	<i>(1,493,072)</i>	<i>-14.7%</i>
<u>Fines & Forfeitures:</u>							
-Violations Fines	5,706	3,995	3,209	3,600	2,520	(1,080)	-30.0%
-Other Fines & Forfeitures	299,006	237,817	217,123	269,714	188,800	(80,914)	-30.0%
<i>Subtotal - Fines & Forfeitures</i>	<i>304,712</i>	<i>241,812</i>	<i>220,332</i>	<i>273,314</i>	<i>191,320</i>	<i>(81,994)</i>	<i>-30.0%</i>
<u>Rents/Royalties/Concessions:</u>							
-Parks & Recreation - Rentals	14,292	19,097	13,098	20,566	8,226	(12,340)	-60.0%
-Other Rentals	8,897	5,020	41,046	5,179	3,884	(1,295)	-25.0%
<i>Subtotal - Rents/Royalties</i>	<i>23,189</i>	<i>24,117</i>	<i>54,144</i>	<i>25,745</i>	<i>12,110</i>	<i>(13,635)</i>	<i>-53.0%</i>
<u>Miscellaneous Revenues:</u>							
-Sales Revenue	11,148	2,251	45,587	-	-	-	N/A
-Other Misc. Revenue	107,274	194,395	13,229	53,845	37,692	(16,153)	-30.0%
<i>Subtotal - Miscellaneous</i>	<i>118,422</i>	<i>196,646</i>	<i>58,816</i>	<i>53,845</i>	<i>37,692</i>	<i>(16,153)</i>	<i>-30.0%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	63,430	819,036	632,643	611,555	611,555	-	0.0%
-SF County Grants	-	11,146	25,814	-	-	-	N/A
<i>Subtotal - Intergovernmental</i>	<i>63,430</i>	<i>830,182</i>	<i>658,456</i>	<i>611,555</i>	<i>611,555</i>	<i>-</i>	<i>0.0%</i>
Interest on Investments	37,774	33,994	-	80,964	8,096	(72,868)	-90.0%
Transfers In	459,980	1,658,068	1,070,509	1,979,908	7,543,688	5,563,780	281.0%
TOTAL REVENUES	86,083,438	94,615,334	93,555,597	105,607,821	92,761,408	(12,846,413)	-12.2%



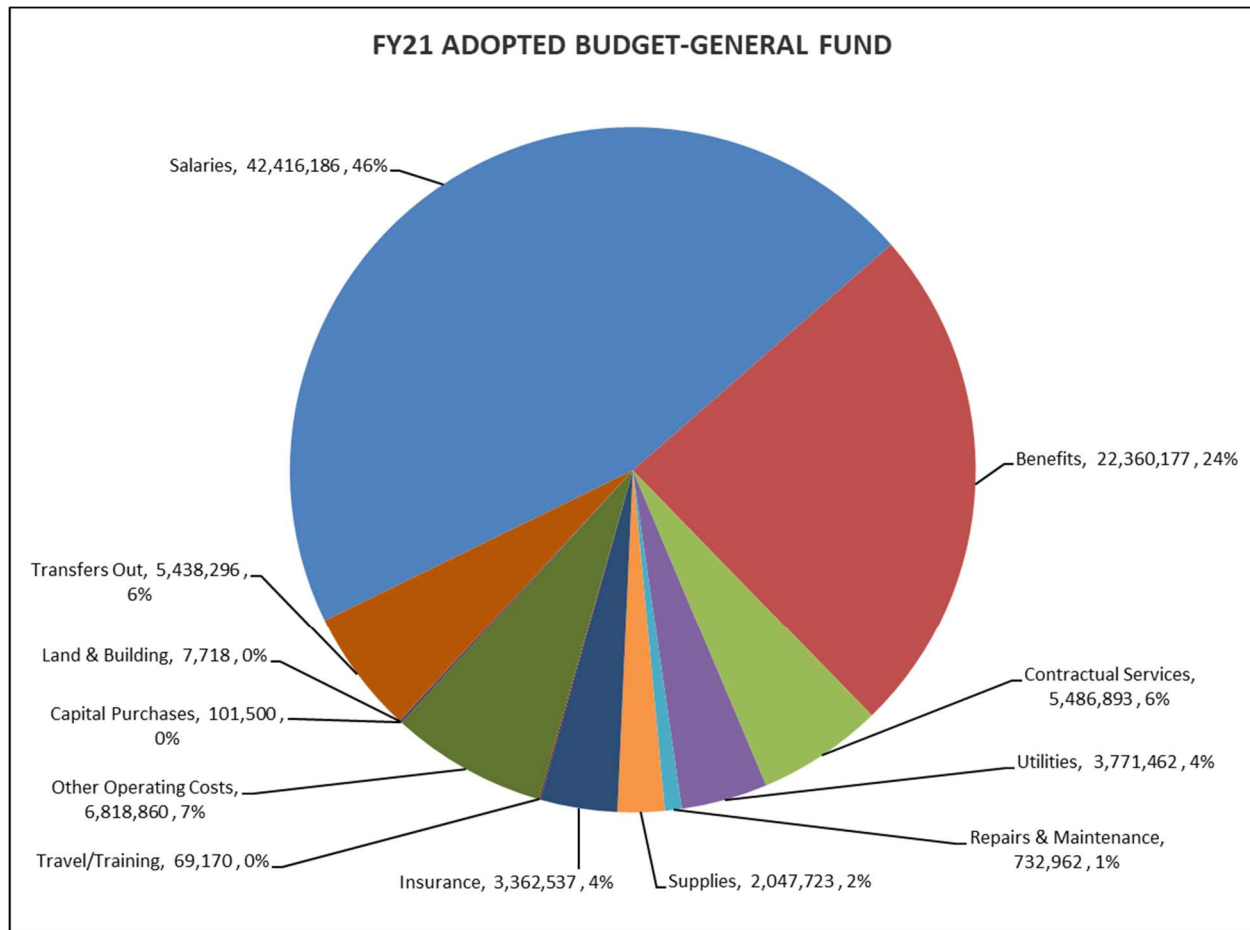
FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE GENERAL FUND - EXPENDITURES BY CATEGORY FY 2016/17 THROUGH FY 2020/21

CATEGORY	ACTUAL REVENUE FY 2016/17	ACTUAL REVENUE FY 2017/18	ACTUAL REVENUE FY 2018/19	FY 2019/20 MIDYEAR BUDGET	ADOPTED BUDGET FY 2020/21	AMOUNT CHANGE 19/20-20/21	PERCENT CHANGE 19/20-20/21
<u>Personnel Services:</u>							
-Salaries	41,486,743	42,131,835	42,038,155	45,229,743	42,416,186	(2,813,557)	-6.2%
-Benefits	21,660,600	21,499,229	21,311,794	22,681,761	22,360,177	(321,584)	-1.4%
<i>Subtotal - Personnel Services</i>	<i>63,147,343</i>	<i>63,631,064</i>	<i>63,349,950</i>	<i>67,911,504</i>	<i>64,776,363</i>	<i>(3,135,141)</i>	<i>-4.6%</i>
<u>Operating Expenses:</u>							
-Contractual Services	3,276,694	4,164,142	3,208,389	6,109,868	5,486,893	(622,975)	-10.2%
-Utilities	4,292,211	4,382,223	3,478,897	4,273,117	3,771,462	(501,655)	-11.7%
-Repairs & Maintenance	811,522	626,912	601,506	1,192,490	732,962	(459,528)	-38.5%
-Supplies	2,478,369	2,481,636	2,508,570	2,900,107	2,047,723	(852,384)	-29.4%
-Insurance	2,892,663	3,097,678	3,094,163	3,262,221	3,362,537	100,316	3.1%
-Travel/Training	196,805	308,480	186,801	554,971	69,170	(485,801)	-87.5%
-Other Operating Costs	3,504,999	6,538,751	6,142,359	9,157,565	6,818,860	(2,338,705)	-25.5%
<i>Subtotal - Operating Expenses</i>	<i>17,453,262</i>	<i>21,599,821</i>	<i>19,220,685</i>	<i>27,450,339</i>	<i>22,289,607</i>	<i>(5,160,732)</i>	<i>-18.8%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	591,538	941,990	806,329	2,211,994	101,500	(2,110,494)	-95.4%
-Land & Building	79,447	97,989	400,504	118,410	7,718	(110,692)	-93.5%
<i>Subtotal - Capital Outlay</i>	<i>670,985</i>	<i>1,039,980</i>	<i>1,206,832</i>	<i>2,330,404</i>	<i>109,218</i>	<i>(2,221,186)</i>	<i>-95.3%</i>
Transfers Out	12,337,130	6,739,886	4,500,562	5,718,785	5,438,296	(280,489)	-4.9%
TOTAL EXPENDITURES	93,608,720	93,010,751	88,278,029	103,411,032	92,613,484	(10,797,548)	-10.4%



FISCAL YEAR 2021 - ADOPTED BUDGET





FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE GENERAL FUND EXPENDITURES BY DEPARTMENT FY 2016/17 THROUGH FY 2020/21

DEPARTMENT	ACTUAL EXPENSES FY 2016/17	ACTUAL EXPENSES FY 2017/18	ACTUAL EXPENSES FY 2018/19	FY 2019/20 MIDYEAR BUDGET	ADOPTED BUDGET FY 2020/21	AMOUNT CHANGE 19/20-20/21	PERCENT CHANGE 19/20-20/21
Affordable Housing	358,747	500,130	526,715	864,950	915,414	50,464	5.8%
Community Engagement	1,405,002	1,811,507	1,663,862	2,213,038	1,702,339	(510,699)	-23.1%
Community Services	7,307,811	8,090,860	7,792,008	8,910,360	9,087,736	177,376	2.0%
Economic Development	648,512	865,622	877,387	1,143,808	827,814	(315,994)	-27.6%
Emergency Management	-	-	-	-	118,796	118,796	N/A
Finance	13,744,922	5,792,505	4,471,734	5,434,020	4,421,864	(1,012,156)	-18.6%
Fire	17,409,016	19,826,058	19,370,551	21,121,351	19,545,791	(1,575,560)	-7.5%
General Government	4,863,714	5,367,006	5,174,199	6,578,924	5,176,282	(1,402,642)	-21.3%
Human Resources	910,996	1,444,277	1,343,918	3,671,121	3,455,838	(215,283)	-5.9%
Info Tech & Telecom	4,157,037	-	-	-	-	-	N/A
Planning & Land Use	4,404,317	5,339,159	4,830,911	6,299,141	5,246,919	(1,052,222)	-16.7%
Police	22,495,788	24,087,914	24,056,361	25,051,326	22,676,029	(2,375,297)	-9.5%
Public Utilities	284,160	313,335	270,652	286,886	-	(286,886)	-100.0%
Public Works	13,244,397	16,975,358	15,582,566	18,710,744	17,158,076	(1,552,668)	-8.3%
Recreation	2,374,300	2,597,019	2,317,164	3,125,363	2,280,586	(844,777)	-27.0%
TOTAL GENERAL FUND	93,608,720	93,010,751	88,278,029	103,411,032	92,613,484	(10,797,548)	-10.4%



FISCAL YEAR 2021 - ADOPTED BUDGET

V. FY20 REVENUE AND ECONOMIC ANALYSIS

The coronavirus has not only created a public health emergency, but has also created a sudden and unprecedented economic crisis for our community and a fiscal crisis for our City government. The economic crisis brought on by the coronavirus pandemic is impacting the revenue base for state and local governments across the country. With non-essential businesses reducing services in many states, consumer spending on non-emergency items drastically decreasing and tens of millions of workers losing their jobs or seeing a drastic cut in their incomes, states and cities are seeing their tax revenue base (personal income taxes, sales taxes and gas taxes, gaming, tourism and oil revenue) declining rapidly, which in turn has caused budget shortfalls in fiscal years 2020 and 2021.

In April 2020, Federal Reserve Chairman Jerome Powell said that the U.S. economy is in an emergency and deteriorating “with alarming speed.” According to the Commerce Department, the US economy shrank by 4.8% in the first quarter of 2020, which is the sharpest decline since the financial crisis more than a decade ago. US consumer spending decreased 7.6% in the first quarter. In a five-week period from the end of March to the end of April, the number of American workers filing first-time claims for jobless benefits increased to 26 million, indicating the unemployment rate is close to 16%, significantly higher than it was during the worst of the Great Recession. In New Mexico, initial unemployment filings pushed unemployment above the highest point of the 2008 recession. Santa Fe’s initial unemployment claims for that same five-week period totaled 9,470.

The financial report presented halfway through the fiscal year showed that the City’s revenues were out-performing estimates. However, the City’s March 2020 revenue from the Gross Receipts Tax (GRT), which is the City’s largest revenue source, fell 5% compared to March 2019, and the GRT distribution for April 2020 fell 19% from April 2019 levels. The City has implemented a variety of measures in order to address the resulting structural fiscal imbalance in the span of 3 months, including a spending freeze for non-essential purchases, a hiring freeze for non-essential staff, a separation of non-essential temporary employees, and a furlough plan for employees.

The uncertainty of the global health pandemic’s duration and severity and its impact on the national and local economy continues into FY21, despite the City’s collective efforts to flatten the curve. Forecasting revenues in the middle of a pandemic that has created unprecedented levels of volatility in the economy is challenging. While traditionally the revenue forecast is based upon historical information, given the current economic crisis spurred by the public health crisis, the effectiveness of using historical data to forecast the economic activity and City revenues in FY21 is limited. The volatility in the economy and in City revenue sources will likely persist for the duration of FY21 and into FY22. Since many of the City’s revenue sources are sensitive to economic conditions, the City takes a cautious approach when forecasting receipts.

The following sections provide a summary of the City’s revenues, which serve as the basis for planning the City’s FY21 expenses. It is important to keep in mind that the uncertainties surrounding the pandemic, such as the duration and severity of the public health emergency, will impact the economic and financial position of the City’s revenues throughout FY21.



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National Economy

The national and global economies impact New Mexico and the City of Santa Fe's economy. Global events such as the Covid-19 pandemic impact the entire global economy, but each county, state, and community will experience this situation with their own local variables. Below are presented four primary national economic indicators, including National Real GDP, the National Unemployment Rate, the Consumer Price Index and Consumer Spending, from Bloomberg's Contributor Consensus forecast for the remainder of 2020, 2021 and 2022. The four indicators demonstrated signs of strength before COVID-19 struck. In 2019 the national economy saw real GDP growth of 2.6%. Growth is expected to sharply fall to -5.6% in 2020 due to the pandemic. The national real GDP growth is expected to hit 4 % in 2021, with stabilized growth projections in subsequent years. All four indicators show a substantial decrease in 2020, followed by a robust 2021 and a more normal 2022. As the major revenue sources are sensitive to economic variables, the City is forecasting a revenue pattern similar to the four economic indicators below.

National Real GDP

2017	2018	2019	2020	2021	2022
2.1%	2.80%	2.60%	-5.60%	4.00%	2.90%

National Unemployment Percent Rate

2017	2018	2019	2020	2021	2022
4.3%	3.9%	3.7%	9.3%	7.5%	5.7%

CPI (Consumer Price Index)

2017	2018	2019	2020	2021	2022
2.1%	2.5%	1.8%	0.8%	1.7%	2.0%

Consumer Spending

2017	2018	2019	2020	2021	2022
2.6%	3.0%	2.6%	-6.3%	4.2%	3.0%

(Bloomberg Contributor Consensus Forecast)

State and Local Economy

The State and Santa Fe economies were continuing a period of expansion before the Covid-19 pandemic interrupted the growth. Traditionally, staff analyzes current economic indicators and historical revenue collections to identify important trends that may impact future revenue levels. Economic metrics that Finance staff monitors range from national indicators, such as gross domestic product (GDP), to local indicators like unemployment rates, and department-specific indicators like the number of airport passengers and the number of building permits issued.

Year-over-year growth for the first half of FY20 may have been a record year for the City of Santa Fe's economy and corresponding tax collections if the public health emergency had not adversely

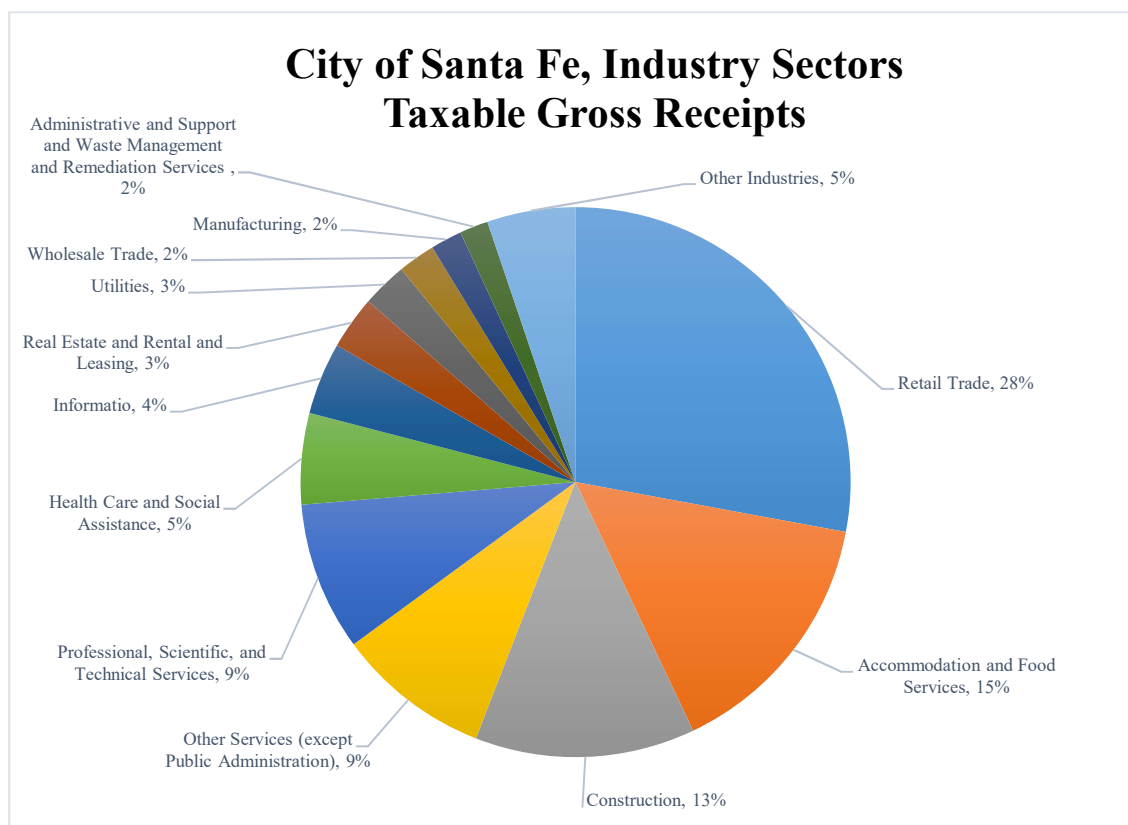


FISCAL YEAR 2021 - ADOPTED BUDGET

impacted economic activity. Due to the spread of coronavirus, public health orders prompted restrictions on economic sectors in order to control the outbreak, which resulted in a sudden and drastic change in the main economic indicators that Finance staff tracks. For example, after years of growth, in April 2020 the U.S. unemployment rate drastically rose to 14.7%, marking the highest rate since the Bureau of Labor Statistics began tracking this data in 1948.

Moody's identified the following sectors as the most likely to show declines in employment levels during the current pandemic: mining, oil & gas, travel & transportation, and leisure & hospitality. Tourism and energy are two of the most important industries to the New Mexico economy. While energy is not a leading industry in Santa Fe, it does drive the State's budget, which plays a major role in the City as its largest employer, comprising approximately 10% of the City's workforce.

The City's revenues in FY21 and beyond will depend on the spread of the virus as well as how, when and at what capacity Santa Fe, New Mexico and the US reopens the economy. The impact of stay-at-home orders, travel restrictions, restaurant and store closures is a shock to demand as incomes are limited by the loss of jobs for City residents and the loss of profit to Santa Fe businesses. Continued business closures and layoffs will cause gross receipts tax revenues in Santa Fe to decline. Finance staff will continue to monitor leading and lagging economic indicators, as staff prepares to make adjustments to revenue projections as actual revenue receipts are generated and new economic data is assessed throughout the year.



Source: New Mexico Taxation and Revenue Department



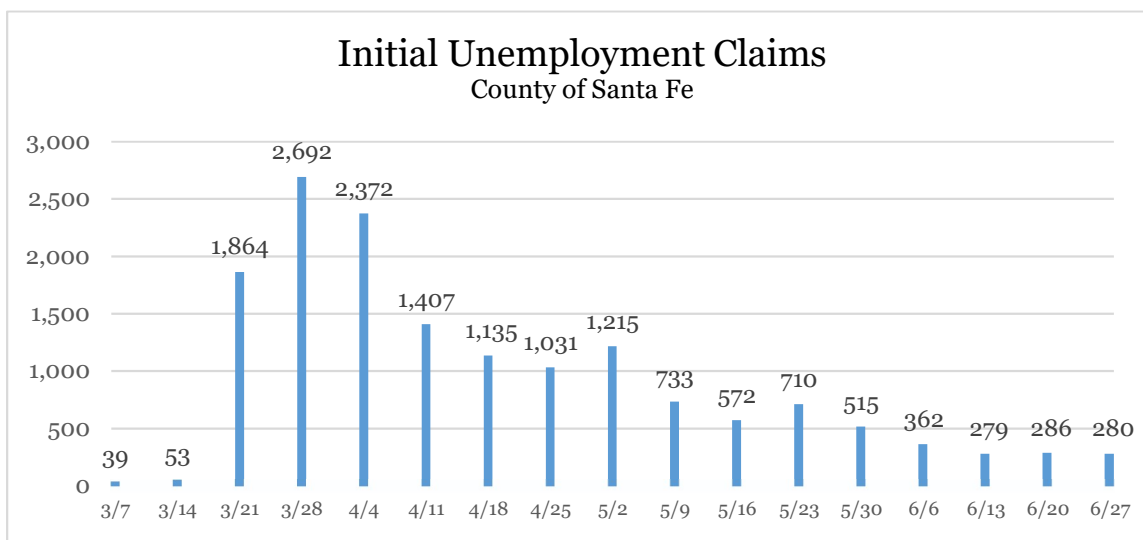
FISCAL YEAR 2021 - ADOPTED BUDGET

Understanding the structure of the city's tax generating sectors is crucial to the City's ability to forecast future revenues. Economic activity in the retail trade, tourism, construction and professional services sectors drive the majority of the City's revenue from gross receipts taxes. Retail trade, accommodation and food services, construction, other services, and professional, scientific and technical services make up 70% of all taxable gross receipts paid in Santa Fe. Retail trade is the single largest contributor to total taxable gross receipts in Santa Fe, at just over 27%, followed by construction and professional, scientific and technical services. Sales tax collections are volatile as they relate to the health of the national and local economies, employment rates, income levels, and, for the City of Santa Fe, the strength of the tourism and travel industry.

In the April 2020 report from the New Mexico Taxation and Revenue Department, four industries in Santa Fe saw year-over-year declines of taxable gross receipts greater than 50%. Two industries, construction and professional, scientific & technical services grew taxable gross receipts year-over-year. Over the next fiscal year, the City will be closely watching the data in monthly reports from the New Mexico Taxation and Revenue Department (TRD) to measure the economic activity by industry and how that translates into GRT collections. The change in taxable gross receipts will be evaluated against three factors: when different sectors of the economy may re-open, how they may re-open and at what capacity they may re-open.

Labor and Workforce

Initial unemployment claims, published by the New Mexico Department of Workforce Solutions, are a key leading economic indicator that is received weekly, whereas other economic data comes with lags that could last several months. Initial unemployment claims rose to over 1,800 for the week ending March 21st and peaked at close to 2,700 at the end of March in Santa Fe County, which was the first indicator that suggested just how dramatic the impact was on the City of Santa Fe's economy. The number of American workers filing first-time claims for jobless benefits in March and April increased to levels significantly higher than during the worst of the Great Recession. In New Mexico, initial unemployment filings pushed unemployment in the state and in Santa Fe above the highest point of the 2008 recession.



Source: Department of Workforce Solutions



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Even as the economic restrictions were lifted in the month of May, the NM Department of Workforce Solutions reported that the State's civilian labor force (including employed and unemployed) was 905,039 during the month of May, a decline of 46,631 people. The State's May unemployment rate declined to 9.2% from April 2020's 11.9%, but was substantially higher than the May 2019 rate of 4.9%. Santa Fe County's unemployment rate for May was 9.4%, down from April's 12.5% but much higher than the County's May 2019 unemployment rate of 3.7%. Experts are estimating that the national, state, and local economy alike are expected to lose about 5-6% of jobs in 2020.

The State's leisure and hospitality reported a loss of 37,900 jobs, or 37.8%, in May 2020. Employment in trade, transportation, and utilities fell by 10,300 jobs, or 7.6%. Within the industry, retail trade was down 8,200 jobs, or 9.2%; the transportation, warehousing, and utilities sector was down 2,200 jobs, or 8.6%; and wholesale trade was up 100 jobs, or 0.5%. Education and health services was down 9,800 jobs, or 6.9%; professional and business services employment was down 9,000 jobs, or 8.1%; miscellaneous other services employment decreased by 5,300 jobs, or 18.3%; and employment in mining and construction was down 4,400 jobs, or 5.8%. All losses in mining and construction came from mining, which contracted by 5,600 jobs, or 21.6%. Construction employment was up 1,200 jobs, or 2.4%, over the year. Manufacturing employment was down 3,900 jobs, or 13.7%. Information (down 17.7%) and financial activities (down 5.6%) each reported a loss of 2,000 jobs.

Total nonfarm employment in the Santa Fe MSA was down 8,600 jobs, or 13.3%, in May 2020. Most losses were in the private sector, which was down 8,200 jobs, or 16.9%. In the private sector, leisure and hospitality reported a loss of 5,100 jobs, or 45.1%; trade, transportation, and utilities was down 1,400 jobs, or 14.1%; miscellaneous other services was down 900 jobs, or 24.3 percent; education and health services was down 500 jobs, or 4.5%; and professional and business services was down 200 jobs, or 3.7%. In the public sector, a gain of 100 jobs, or 1.3%, in state government was offset by a loss of 500 jobs, or 6.8%, in local government. Employment in federal government was unchanged.



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Largest Employers in Santa Fe

The labor force within Santa Fe is employed in large part by government, hospitality services, arts and entertainment, and healthcare. These sectors are in line with businesses reported by the New Mexico Taxation and Revenue Department (TRD) generating GRT within the City. The following table provides a listing of the largest employers for Santa Fe.

<u>City of Santa Fe - Ten Largest Employers</u>	
<u>Private Business</u>	<u>Type of Business</u>
Christus St. Vincent Regional Medical Center	Healthcare
Santa Fe Community College	School
Santa Fe Opera	Arts and Entertainment
WalMart	Retail
Peters Corporation	Investments and Development
Albertson's/Market Street	Retail
Santa Fe Ski Company	Recreation
Presbyterian Santa Fe Medical Center	Healthcare
Eldorado Hotel and Spa	Hospitality
La Fonda Hotel	Hospitality
<u>Public Business</u>	<u>Type of Business</u>
State of New Mexico	Government
Los Alamos National Laboratory	Government Partnership
Federal Government	Government
Santa Fe Public Schools	Public School District
City of Santa Fe	Government
Santa Fe County	Government

Source: Santa Fe Chamber of Commerce

Recurring Revenues

Recurring revenue received by the City is categorized as cyclical revenue, typically received monthly, quarterly or annually from funding sources, and is reasonably expected to be available on a recurring basis. Under normal circumstances this revenue is predictable and historically stable. Most recurring revenue is received from the collection of taxes and fees & fines, at 37% and 40% respectively. The remainder of the revenues come from grants, rents, royalties & concessions, licenses & permits, interest income from investments and miscellaneous revenues. Containment efforts for the virus have translated into declines in the City's recurring revenues,

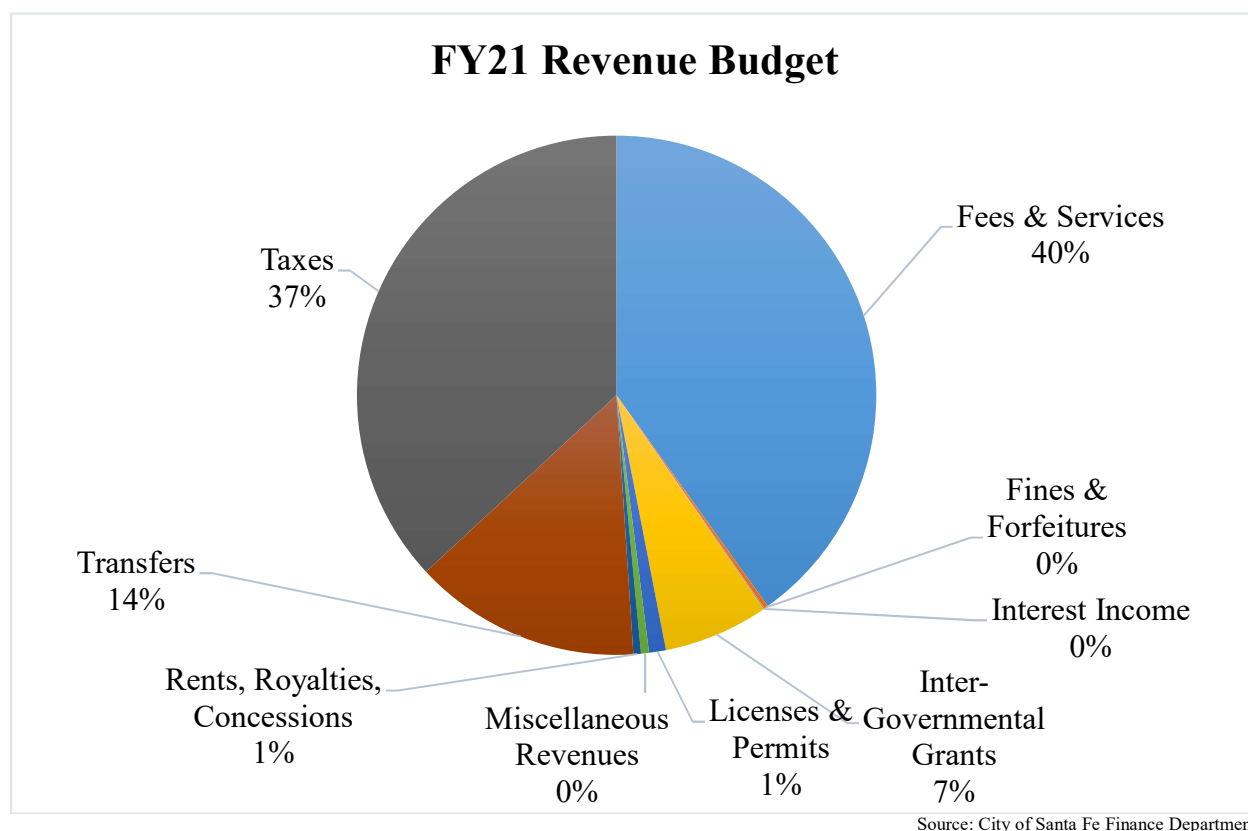


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primarily in the form of lower sales tax and lodgers' tax collections and fees collected for services such as parking and recreation activities.

Tax Revenue

Revenue generated from gross receipts tax, property tax, franchise fees, lodgers' tax and gasoline tax comprise the largest portion of the City's revenue collections. Revenue forecasting and subsequent estimations for these sources are done by employing regression and time-series analyses as well as modeling trend and historical data. While traditionally the revenue forecast is based upon historical information, given the current economic crisis spurred by the public health crisis, the effectiveness of using historical data to forecast the economic activity and City revenues in FY21 is limited. Going forward, revenue forecasts will also have to consider three factors: when different sectors of the economy may re-open, how they may re-open and at what capacity they may re-open.



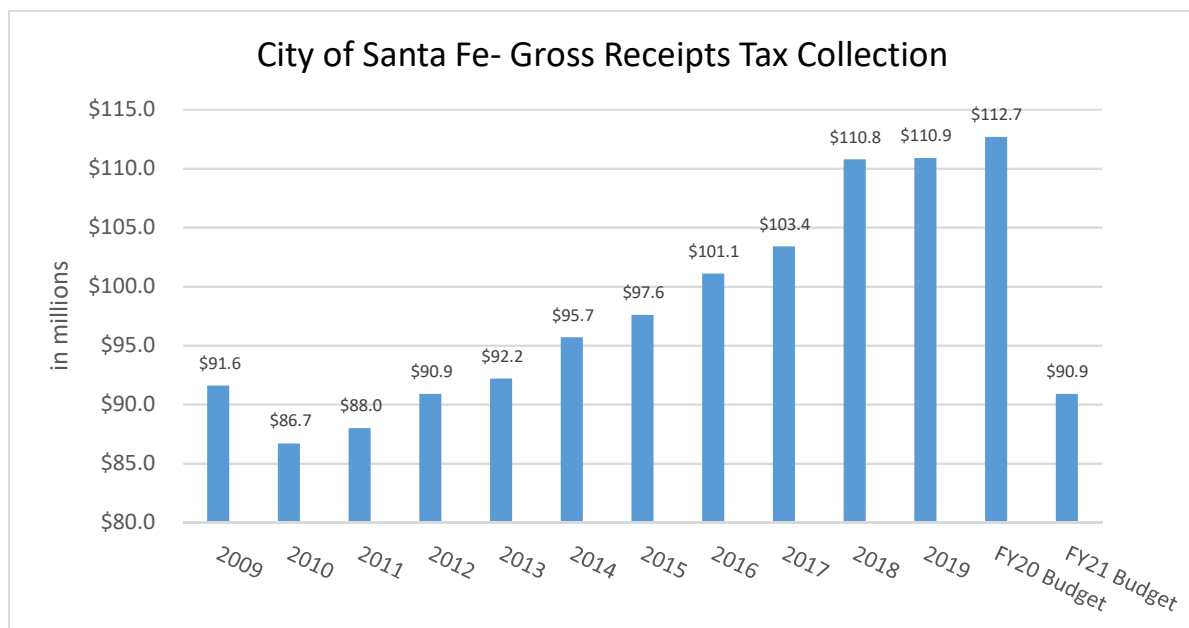
The bulk of the revenue received by the City is divided between taxes and fees & fines, at 37% and 40% respectively. The remainder of the revenues come from grants, rents, royalties and concessions, licenses & permits, interest income from investments and miscellaneous revenues.



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Gross Receipts Tax

Gross receipts tax (GRT) is one of the primary sources of revenue for the City of Santa Fe, and the largest source of revenue to the General Fund. Steady and consistent growth has been observed in the historical distributions of receipts from the State of New Mexico Taxation and Revenue Department (NM TRD). As economic growth occurred nationally after the economic crash and recession in 2008/2009, disposable income and tourism recovered in subsequent years as well. As the economy strengthened in the aftermath of the Great Recession, sales tax collections recovered. The five-year average trend projection for GRT presents an increase in receipts, with an average historical growth rate of 2.7% for the past ten years. FY18 and FY19 GRT received amounted to \$110.8 million and \$110.9, respectively. FY18 received an anomalous \$3 million due to NM TRD payment processing delays, which elevated the receipts. The FY20 budget includes \$112.7 million in GRT revenue; however, actual receipts are not expected to exceed budgeted levels given the economic slowdown as a result of the pandemic. After many years of strong growth, the graph below shows the severe impact of the COVID-19 pandemic on forecasted FY21 GRT revenue. The summer months are an important time for sales tax collection and will further exacerbate the city's sales tax declines as major summer events are canceled. As a result of the economic disruptions associated with the COVID-19 pandemic, the FY21 GRT revenue projection is \$90.9 million, a decline of \$21.8 million or 19.4% from FY20 budgeted levels.



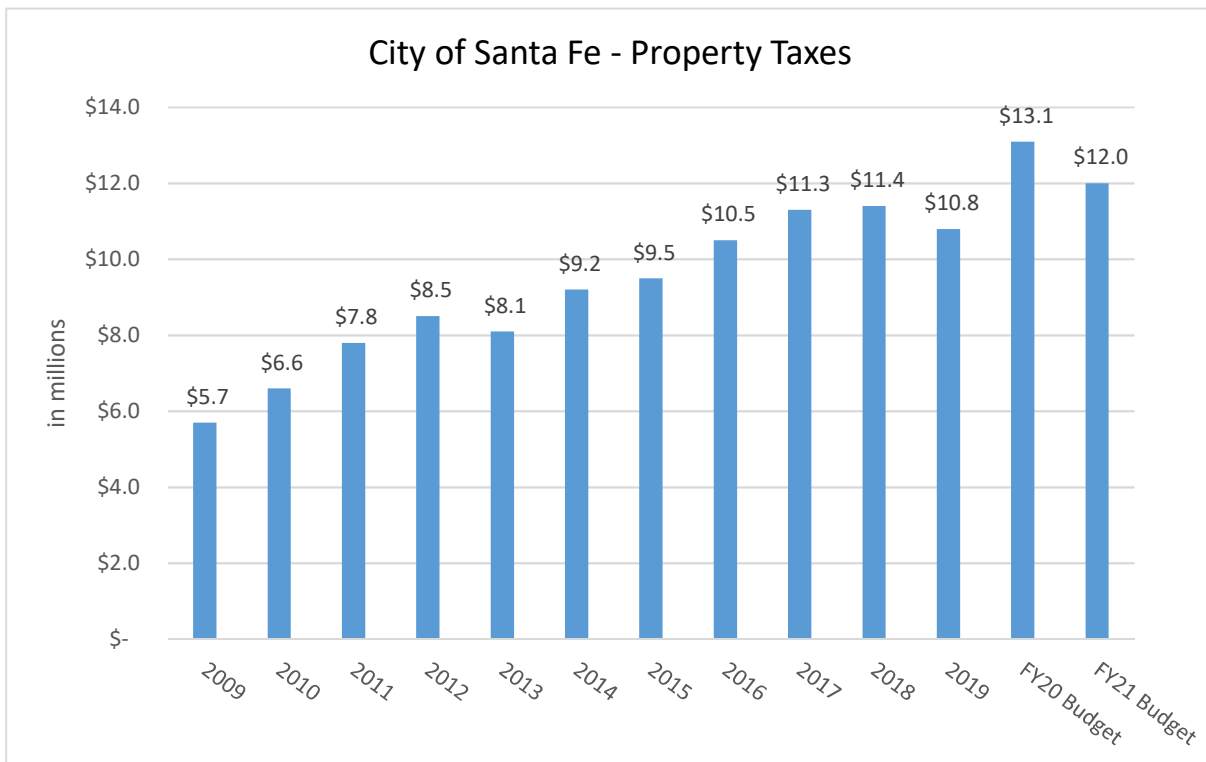
Source: City of Santa Fe Finance Department



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Property Tax

Real and personal property are assessed annually by the County of Santa Fe Assessor to establish a value upon which the property tax is levied. The County of Santa Fe Treasurer collects the tax and distributes the City of Santa Fe's allocation to the City monthly, as received. The City received \$11.4 and \$10.8 million in FY18 and FY19, respectively. The FY20 budget included \$13.1 million in property taxes, and the FY21 Adopted Budget includes \$12.0 million in property taxes.



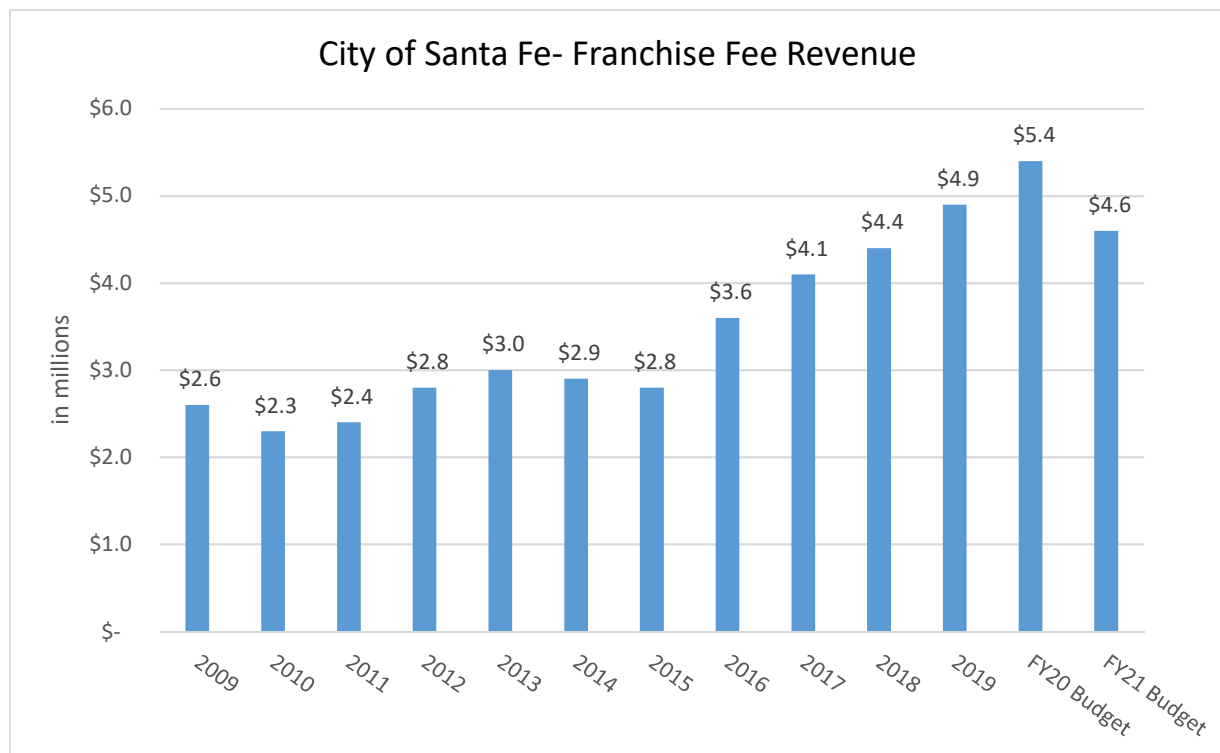
Source: City of Santa Fe Finance Department



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Franchise Fees

Franchise fees are collected for services provided within the City. Typically, franchise fees are collected from electric services, natural gas, water, cable, telecom and telephone service providers, and are based on consumer use. Franchise fees have had consistent growth since 2016; however, the City is forecasting a decline in Franchise Fees for FY21. As economic activity decreases, staff expect a decrease in consumer uses of these utility services. In FY19, the City collected \$4.9 million in franchise fees and in FY20 the City budgeted \$5.4 million after an incremental increase in PNM's franchise fee rate. The FY21 Adopted Budget includes \$4.6 million in franchise fees revenue, a decrease of \$745 thousand or 14%.



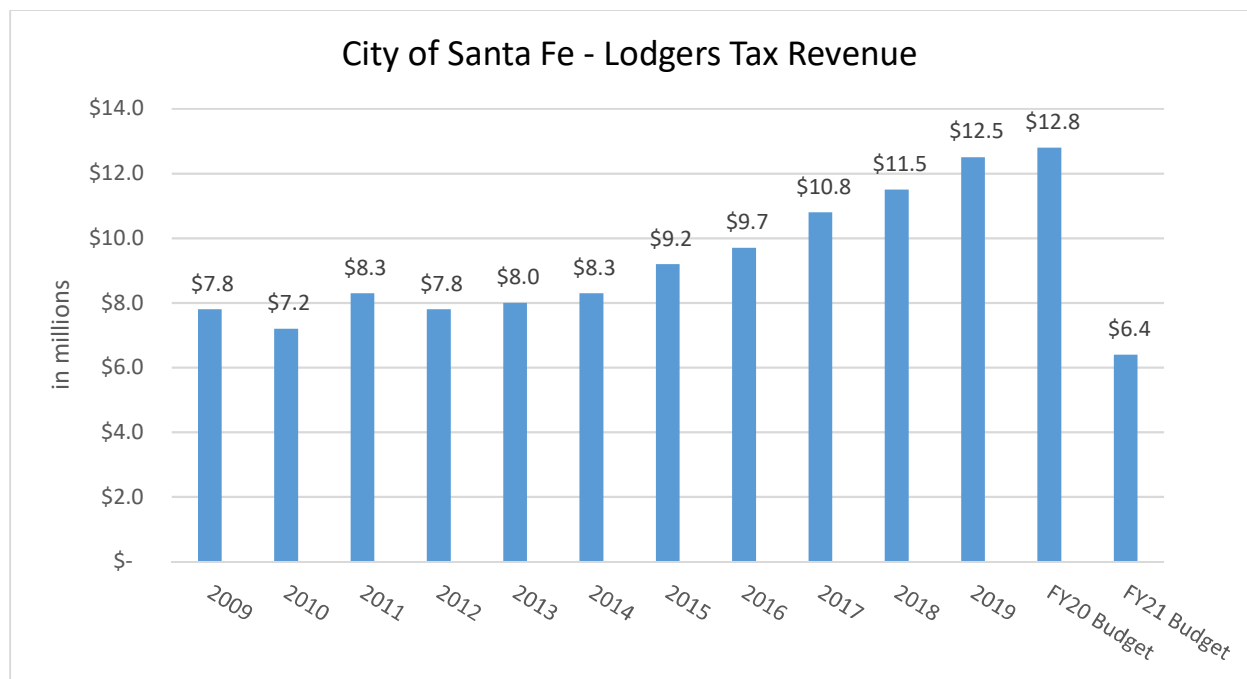
Source: City of Santa Fe Finance Department



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Lodgers' Tax

Lodgers' tax, or revenue generated through short-term-rentals and hotel occupancy throughout the City, has seen a steady climb, averaging 6.5% growth each year since FY09. The increased interest of rental owners in pursuing opportunities to fill vacant rental units and the rise of online rental reservation platforms supported the surge in lodging throughout the City. This movement may be observed in the increase of lodgers' tax revenue in FY16 onward. Revenues received from lodgers' tax in FY18 totaled \$11.5 million, and totaled \$12.5 million in FY19. Continued marketing efforts to promote the City to national and international travelers as well as a healthy economy have buoyed the inflow of visitors to Santa Fe as a destination; however, the pandemic has hit the travel industry harder than any other industry. In April 2020, the Santa Fe Airport saw 502 passengers vs. 21,213 passengers in April 2019 – a 98% reduction. With restrictions on travel and large gatherings, and cancellations of events like the Santa Fe Opera, International Folk Art Market, Indian Market and Spanish Market through the remainder of 2020, this sector of the economy will experience a slower recovery in the short term. The impacts of the restrictions on the travel industry will result in lower occupancy rates and revenue per available room, which will lower lodgers' tax revenues received by the City. The FY20 budget included \$12.8 million and the FY21 budget includes \$6.4 million, or a decrease of 50%, for lodgers' tax revenues.



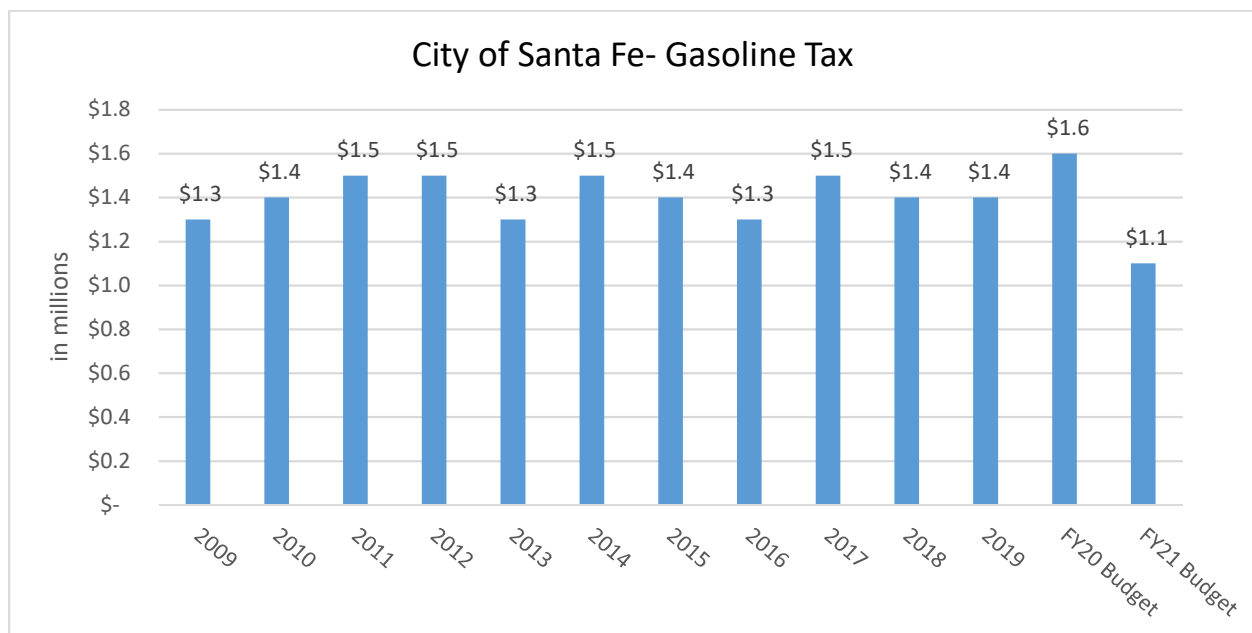
Source: City of Santa Fe Finance Department



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Gasoline Tax

Gasoline tax is a revenue source for the City that tends to be somewhat sensitive to economic variables. The price of fuel, tourism, weather, job growth, employment levels, minimum wage hikes, home prices, and healthcare costs are some of the factors which affect gasoline consumption and associated tax receipts. Electric, flex-fuel and hybrid vehicles are having an impact on gasoline tax revenue by reducing the volume of gasoline consumed each month. The FY20 budget included \$1.6 million and the FY21 budget includes \$1.1 million, or a decrease of 33%, for gasoline tax revenue, based on decreased consumption of gasoline.



Source: City of Santa Fe Finance Department

Internet Sales Tax

During the 2019 legislative session, House Bill 6 (HB6) included a proposal to collect sales tax on goods acquired from internet sellers. The transition to destination-based sourcing will contribute to significant changes in the structure of GRT collections by the New Mexico Taxation and Revenue Department (TRD). HB6 distributes \$24 million annually from the State's General Fund to local governments in FY20 and FY21, until the local increments may be calculated and applied to remote sales by TRD. The City received almost \$750 thousand for FY20. During the First Special Session of the New Mexico Legislature, the City successfully lobbied that the internet sales tax distribution should be increased, given the expansion of internet sales during the pandemic. The legislation will double the amount the City will receive in FY21, to approximately \$1.5 million.



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Licenses and Permits

Licenses and permits are comprised of revenue from business licenses, building and zoning permits, and other licenses and permits. FY18 revenue received for licenses and permits was \$4.2 million; FY19 totaled \$3.9 million; the FY20 budget was \$4.5 million; and the FY21 budget is \$3.3 million, an annual decline of 25.7%. The majority of the decline is due to expected decreases in building permits and short-term rental permits as the economic downturn begins to impact all industries in FY21.

Fees and Services

Fees and services seek to recover the full cost of services provided directly by the City to residents. The City provides a wide array of services supported by fees, which include: airport fees; ambulance fees; civic center fees; housing fees; impact fees; insurance premiums; meals fees; parking fees; land use fees; police and court fees; public transportation fees; recreation fees; water, wastewater & solid waste fees; and other miscellaneous fees. Fees and services collected in FY19 totaled \$135.8 million, in large part from water, wastewater & solid waste fees, reimbursed expenses and parking fees. The FY20 fees and services budget was \$144.7 million, while the FY21 budget is \$125.3 million, a decrease of \$19.4 million or 13.4%. The City's enterprise funds, including those in the Public Utilities Department, will see lower commercial revenues due to business closures, offset slightly by higher residential usage. Due to work-from-home policies, business closures and limits in retail, arts and leisure activities, the City forecasts general parking fees for both garages and meters at \$3.7 million for FY21, a \$1.5 million or 28% decrease from the FY20 budgeted levels.

Currently the Planning & Land Use Department does not charge a fee for a number of services that are provided that result in a direct economic benefit to a specific individual or entity. Other fees have not been updated in more than ten years and are significantly lower than in nearby jurisdictions. The updated fee proposal included in the FY21 Adopted Budget would assign the cost of services to the benefiting parties, and capture lost revenue resulting from a failure to update existing fee categories on a regular basis. The resulting increase in revenue will be used to enhance available resources to improve response times, and improve the availability of services for the general public. The FY21 Adopted Budget includes estimated revenues of \$500 thousand in the General Fund from the updated land use fee schedule.

The Public Works Department, the Marty Sanchez Links de Santa Fe Advisory Sub-Committee and the Parks and Recreation Advisory Committee are recommending a modest fee increase at the Marty Sanchez Links de Santa Fe golf course. Fee increases range from a low of 6.67% to a high of 14.29%, depending on the fee type. The number of rounds played is the single largest variable in revenues; however, if the same number of rounds were played in FY21 as in FY19, revenues from green fees and cart rentals would increase by \$100 thousand.

Fines and Forfeitures

Fines and forfeitures are comprised of parking fines, traffic & water violations, Municipal Court fines and library fines. Fines & forfeitures are projected at \$795 thousand in FY21, a \$340 thousand or 29.9% decrease from the FY20 budgeted levels.



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Rents, Royalties, Concessions

Revenue generated from airport rental fees, equipment rentals, parks & recreation rentals and other rentals, including land and facilities rentals, are categorized under rents, royalties and concessions. The FY20 budget included \$1.6 million for this category, and the FY21 budget includes a projection of \$1.5 million for this category.

Interest Income

In general, the City's level of investment income is a function of the balance of cash in the investment account, interest rates and the duration of the portfolio. Investment income totaled over \$5 million in FY19, and FY20's budget was \$2.8 million. The Federal Reserve began cutting short-term interest rates in July of 2019, and by March 2020 cut the Federal Funds rate to zero in response to the pandemic. The City is forecasting a 90 percent decline in interest income for FY21, to \$202 thousand.

Miscellaneous Revenue

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

Transfers In

Transfers in represent the movement of money between funds as a means of distributing revenue to the fund in which the money is being expended. They do not reflect revenue from sources outside the City's internal organization.

Non-Recurring Revenue

Non-recurring revenue received by the City is categorized as one-time revenue. Examples include the sale of land for capital expenditures or other revenue not earmarked for recurring personnel, operational or maintenance costs. The FY21 Adopted Budget maintains sufficient reserves to comply with the Governing Body's financial policy threshold of a 10% General Fund reserve. The City will be positioned to utilize the cash reserves that have accumulated as a result of conservative revenue projection, responsible budgeting, and proactive financial management in FY19 and FY20.

Because of City's fiscal responsibility over the last few years, the City is positioned to prioritize funding the health and well-being of our community at a time of global economic uncertainty. In normal years, the City is diligent to ensure that estimated ongoing revenue levels match ongoing expenditure levels. Due to the magnitude and suddenness of the economic downturn and the uncertainty of revenue projections, the FY21 Adopted Budget uses a mix of ongoing and one-time revenue to balance the budget. In FY21, while some funds like the water management fund and the wastewater management fund are showing a net gain over the course of the fiscal year, other funds are showing a net loss over the course of FY21 as projected revenue is lower than budgeted expenditure levels. Given the nature of the global public health crisis and the economic downturn, it is now more important than ever to utilize the City's reserves or "rainy day funds" to maintain



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vital city services for residents. Over the last two years, Mayor Webber's administration has built up the City's reserves, which will enable the City to continue investing in core services and prioritize funding service delivery levels to build and support community initiatives. As part of the FY21 Adopted Budget, the City is proposing to use a net amount of \$8.6 million of these "rainy day funds" to limit the reduction of service levels until we have a more accurate picture of the economic impact of the pandemic. Total funding sources in the FY21 Adopted Budget across all funds is \$319.9 million, which includes cash reserves. This represents a \$75.5 million or 19.1% decline from the FY20 budgeted levels at midyear. Reserves are intentionally built up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship.

Grants

Grants secured by the City may reflect one-time funding or they may be recurring. The terms, timing, and nature of each grant varies widely across recipient departments. In FY19, the City received \$8.0 million in grant funding. Some of the largest recipients for operating and capital grant funding in FY20 included Transit (\$6.3 million), Community Services (\$1.7 million) and Airport (\$9.9 million). The grant application process typically occurs throughout the fiscal year. The City has also received CARES Act funds for the Transit Division (totaling \$4.9 million) and for the Airport (totaling \$1.8 million) for use in FY20 and FY21. In FY21, the City is allocating \$2 million of the CARES Act funding for use in the Transit Division and \$500 thousand for use in the Airport Division.

In addition, the City is fortunate to rely on new one-time revenue sources as a result of action taken in the New Mexico Special Legislative Session held in June 2020. The City successfully lobbied for an increase to the internet sales tax distribution based on the expansion of internet sales during the pandemic. The City will see an additional \$750 thousand as a result of the action in House Bill 6 from the Special Session, which doubled the amount of the internet sales tax distribution to local governments in FY21.

Senate Bill 3 allocates funding for a Local Government Emergency Economic Relief Loan Program. The loan program may be used for general operating expenses and revenue replacement. The loan amount will be determined by the New Mexico Finance Authority (NMFA) in consultation with the State Department of Finance and Administration's Local Government Division and the receiving local government, considering the local government's actual decline in GRT revenue. The legislation requires local governments to demonstrate at least a 10% decline in local option GRT revenue for the last quarter of FY20, and prohibits the loan from exceeding 50% of the actual decline in GRT. NMFA is expected to create application procedures and requirements for loan disbursements by the end of July 2020.

House Bill 1 allocated \$150 million to cities and counties with a population of less than 500 thousand residents from the Federal CARES Act for expenditures necessary to respond to the public health emergency. Such expenditures may include public safety, health and other government expenditures necessary for mitigating the effects, including secondary effects, of the public health emergency in fiscal year 2021, including reimbursements for unforeseen expenditures in fiscal year 2020. The bill requires that the Department of Finance and Administration use a formula to distribute federal funds directed to local governments; that



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formula should use the most recent estimate of population available through the U.S. Census Bureau. The City is set to see additional funding from this allocation; the exact amount is dependent on the formula, but initial estimates predict that the City could receive approximately \$10 million from this allocation. The City plans to use the additional funding for coronavirus disease (COVID-19) emergency response efforts, including the emergency homeless shelter and additional expenses related to the COVID-19 emergency. The City will be bringing forward the budget amendment to allocate this funding in the coming weeks.

Together with other cities, the City of Santa Fe is actively advocating for immediate Federal assistance. The Health and Economic Recovery Omnibus Emergency Solutions (HEROES) Act passed the U.S. House on May 15th and is now in the Senate. Under the HEROES Act as passed by the House, the City would stand to receive additional emergency fiscal assistance from the Federal government. According to the legislation, the City would be able to use these funds "to respond to mitigate, cover costs or replace foregone revenues not projected on January 31, 2020 stemming from the public health emergency, or its negative economic impacts, with respect to COVID-19." It is still unclear whether or in what form this measure will clear the U.S. Senate, and whether the President will sign it into law. While the relief would be welcome, its arrival is still uncertain at this point.

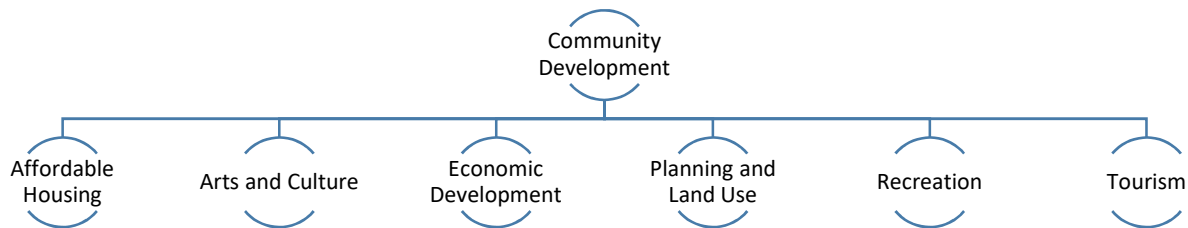


FISCAL YEAR 2021 - ADOPTED BUDGET

VI. EXPENDITURES

COMMUNITY DEVELOPMENT DEPARTMENT

RICHARD BROWN, COMMUNITY DEVELOPMENT DIRECTOR



Department Mission

The mission of the Community Development Department is to create a Santa Fe where business, arts and culture thrive for residents and tourists. The creation of this Department will allow alignment of programs and funding, focused on economic opportunities that connect our current land use development to our longstanding need for additional affordable housing, and ensuring our cultural connection to our history is a core component.

Department Description of Services

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

AFFORDABLE HOUSING

ALEXANDRA LADD, AFFORDABLE HOUSING MANAGER

Mission

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

Description of Services

The Office of Affordable Housing has a long history of supporting affordable housing through regulation (inclusionary zoning), policy (1999 General Plan, Consolidated Plan, Five-Year Strategic Plan, Analysis of Fair Housing), real estate development (Tierra Contenta, donation of City-owned land), and programming (financial support for homebuyer training/counseling, home repair, down payment assistance, and rental assistance). Housing needs are addressed across a spectrum, from the homeless to the homeowner, and rely on an established network of community partners, including the public, nonprofits, and the private sector. To this end, the bulk of the



FISCAL YEAR 2021 - ADOPTED BUDGET

adopted budget is used to support staff time to administer federal grant money from HUD (CDBG and Continuum of Care/Shelter Plus Care), general funds to sub-recipients who, in turn, provide services directly to those in need, and implementation of Chapter 26 of the City Code. This chapter includes the Santa Fe Homes Program (SFHP), which requires a percentage of housing built by private developers to be set aside for income-certified, low- and moderate-income residents, the Affordable Housing Trust Fund (funded through local development revenues), and fair housing.

FY21 Adopted Budget

The Office of Affordable Housing's total FY21 Adopted Budget increased by \$291,258, or 13.6%, from the FY20 budgeted levels. The Affordable Housing General Fund FY21 Adopted Budget increased by \$50,464, or 5.8%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- The Community Development Program in contractual services increased by \$308,901 for rental payments and other financial services funded by CBDG grants;
- Insurance costs increased by \$1,017; and
- Other Operating Costs decreased by \$15,964 – in this category:
 - Travel/Training decreased by \$5,370.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE AFFORDABLE HOUSING DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	151,082	298,416	282,026	279,330	(2,696)	-1.0%
Contractuals & Utilities	1,382,309	1,218,963	1,785,069	2,093,970	308,901	17.3%
Supplies	-	5	24,899	24,899	-	0.0%
Insurance	8,234	6,662	7,161	8,178	1,017	14.2%
Other Operating Costs	20,387	27,908	45,840	29,876	(15,964)	-34.8%
Transfers to Other Funds	75,000	101,315	-	-	-	N/A
TOTAL AFFORDABLE HOUSING	1,637,011	1,653,269	2,144,995	2,436,253	291,258	13.6%

SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	500,130	526,715	864,950	915,414	50,464	5.8%
Community Development	959,266	1,126,554	1,280,045	1,520,839	240,794	18.8%
Land Development	177,615	-	-	-	-	N/A
TOTAL AFFORDABLE HOUSING	1,637,011	1,653,269	2,144,995	2,436,253	291,258	13.6%



FISCAL YEAR 2021 - ADOPTED BUDGET

ARTS AND CULTURE

PAULINE KAMIYAMA, ARTS COMMISSION DIRECTOR

Mission

The Arts Commission's mission is to initiate, sponsor, or conduct, alone or in cooperation with other public or private agencies, public programs to further the development and public awareness of, and interest in, the fine and performing arts and culture properties of the City.

Description of Services

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

FY21 Adopted Budget

The Arts & Culture Department's total FY21 Adopted Budget decreased by \$1,036,210, or 52.8%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased by \$77,200;
- Repairs & Maintenance increased by \$5,000;
- Supplies decreased by \$10,400; and
- Other Operating Costs decreased by \$721,433, mainly in Cultural Investment Funding – also, in this category:
 - Travel/Training decreased by \$17,900.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE ARTS & CULTURE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	334,662	271,401	421,236	322,701	(98,535)	-23.4%
Contractuals & Utilities	165,887	203,258	289,700	212,500	(77,200)	-26.6%
Repairs & Maintenance	-	-	-	5,000	5,000	N/A
Supplies	41,631	28,958	27,450	17,050	(10,400)	-37.9%
Insurance	10,456	11,392	11,392	17,224	5,832	51.2%
Other Operating Costs	1,059,912	835,399	1,074,883	353,450	(721,433)	-67.1%
Transfers to Other Funds	108,269	80,185	139,474	-	(139,474)	-100.0%
TOTAL ARTS & CULTURE	1,720,817	1,430,593	1,964,135	927,925	(1,036,210)	-52.8%

SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Lodgers' Tax Fund	1,531,433	1,231,353	1,789,660	813,625	(976,035)	-54.5%
Arts & Culture Grants	73,220	65,000	65,000	65,000	-	0.0%
Santa Fe Convention Center	116,164	134,239	109,475	49,300	(60,175)	-55.0%
TOTAL ARTS & CULTURE	1,720,817	1,430,593	1,964,135	927,925	(1,036,210)	-52.8%



FISCAL YEAR 2021 - ADOPTED BUDGET

ECONOMIC DEVELOPMENT

RICHARD BROWN, ECONOMIC DEVELOPMENT DIRECTOR

Mission

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

Description of Services

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

FY21 Adopted Budget

The Economic Development Department's total FY21 Adopted Budget decreased by \$686,550, or 25.1%, from the FY20 budgeted levels. The Economic Development General Fund FY21 Adopted Budget decreased by \$315,994, or 27.6%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts decreased by \$66,800;
- Supplies decreased by \$11,058;
- Insurance increased by \$12,560;
- Other Operating Costs decreased by \$16,625 – in this category:
 - Travel/Training decreased by \$24,268; and
- Transfers to Other Funds decreased by \$506,284.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE ECONOMIC DEVELOPMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	891,444	866,055	1,049,721	951,378	(98,343)	-9.4%
Contractuals & Utilities	1,655,030	1,224,639	986,230	919,430	(66,800)	-6.8%
Supplies	15,720	5,858	12,208	1,150	(11,058)	-90.6%
Insurance	11,860	10,346	10,346	22,906	12,560	121.4%
Other Operating Costs	111,508	108,301	148,811	132,186	(16,625)	-11.2%
Transfers to Other Funds	20,000	20,000	526,284	20,000	(506,284)	-96.2%
TOTAL ECONOMIC DEVELOPMENT	2,705,562	2,235,199	2,733,600	2,047,050	(686,550)	-25.1%

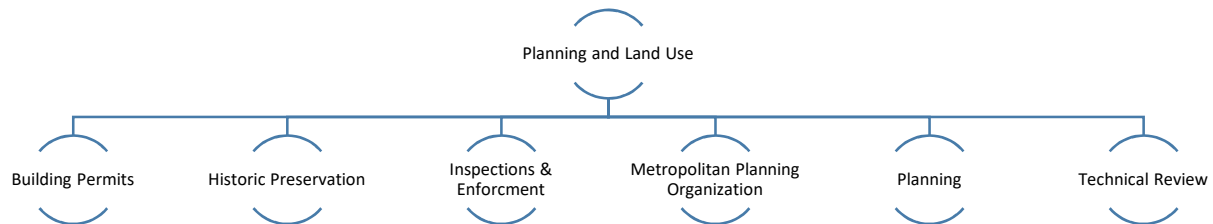
SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	865,622	877,387	1,143,808	827,814	(315,994)	-27.6%
Economic Development	1,839,940	1,357,812	1,589,792	1,219,236	(370,556)	-23.3%
TOTAL ECONOMIC DEVELOPMENT	2,705,562	2,235,199	2,733,600	2,047,050	(686,550)	-25.1%



FISCAL YEAR 2021 - ADOPTED BUDGET

PLANNING AND LAND USE

ELI ISAACSON, PLANNING AND LAND USE DIRECTOR



Mission

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

Description of Services

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

FY21 Adopted Budget

The Planning and Land Use Department's total FY21 Adopted Budget decreased by \$989,081, or 14.8%, from the FY20 budgeted levels. The Planning & Land Use General Fund FY21 Adopted Budget decreased by \$1,052,222, or 16.7%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased by \$168,500;
- Supplies decreased by \$19,274;



FISCAL YEAR 2021 - ADOPTED BUDGET

- Insurance increased by \$104,176;
- Other Operating Costs decreased by \$292,910 – in this category:
 - Travel/Training decreased by \$45,200;
- Capital Purchases decreased by \$23,073; and
- Transfers to Other Funds increased by \$20,000.

BUILDING PERMITS

RICHARD TRUJILLO, BUILDING PERMIT DIVISION DIRECTOR

Description of Services

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

HISTORIC PRESERVATION

LISA ROACH, HISTORIC PRESERVATION MANAGER

Description of Services

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

INSPECTIONS AND ENFORCEMENT

BOBBY PADILLA, INSPECTIONS AND ENFORCEMENT DIVISION DIRECTOR

Description of Services

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

METROPOLITAN PLANNING ORGANIZATION

ERICK AUNE, MPO OFFICER

Description of Services

The Santa Fe Metropolitan Planning Organization (MPO) comprises member governments including the City of Santa Fe, Santa Fe County, and Tesuque Pueblo. MPO works within the Planning and Land Use Department and works collaboratively with other City and County



FISCAL YEAR 2021 - ADOPTED BUDGET

transportation-related departments. The MPO has regular monthly public meetings as forums for transportation issues, and recommends actions through a Technical Coordinating Committee to the MPO Transportation Policy Board. The MPO also submits a four-year Transportation Improvement Plan (TIP) and quarterly amendments to the State Department of Transportation. The TIP includes federally-funded and/or regionally significant transportation projects and programs with identified funding.

PLANNING

NOAH BERKE, PLANNER MANAGER

Description of Services

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

TECHNICAL REVIEW

DEE BEINGESSNER, CITY ENGINEER

Description of Services

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



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE PLANNING & LAND USE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Land Use Administration	1,605,350	1,365,979	2,374,805	1,306,173	(1,068,632)	-45.0%
Building Permit Division	632,005	734,387	763,411	582,841	(180,570)	-23.7%
Current Planning	672,584	669,984	727,826	765,923	38,097	5.2%
Historic Preservation	373,256	281,446	478,202	669,690	191,488	40.0%
Inspections & Enforcement	1,460,888	1,429,997	1,399,283	1,531,256	131,973	9.4%
Long-Range Planning	203,746	3,478	107,541	-	(107,541)	-100.0%
Metropolitan Planning Organization	308,443	346,702	399,666	402,807	3,141	0.8%
Technical Review	392,361	345,641	448,073	451,036	2,963	0.7%
TOTAL PLANNING & LAND USE	5,648,632	5,177,613	6,698,807	5,709,726	(989,081)	-14.8%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	4,373,108	4,156,482	5,198,514	4,589,014	(609,500)	-11.7%
Contractuals & Utilities	111,029	235,516	551,000	382,500	(168,500)	-30.6%
Repairs & Maintenance	103	-	1,844	1,844	-	0.0%
Supplies	75,249	87,653	86,934	67,660	(19,274)	-22.2%
Insurance	126,452	95,768	102,960	207,136	104,176	101.2%
Other Operating Costs	882,243	602,193	734,482	441,572	(292,910)	-39.9%
Capital Purchases	64,348	-	23,073	-	(23,073)	-100.0%
Transfers to Other Funds	16,100	-	-	20,000	20,000	N/A
TOTAL PLANNING & LAND USE	5,648,632	5,177,613	6,698,807	5,709,726	(989,081)	-14.8%

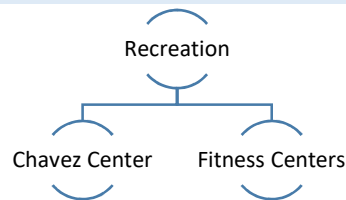
SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	5,339,159	4,830,911	6,299,141	5,246,919	(1,052,222)	-16.7%
Transportation Grants	308,443	346,702	399,666	402,807	3,141	0.8%
Historic Preservation	1,030	-	-	60,000	60,000	N/A
TOTAL PLANNING & LAND USE	5,648,632	5,177,613	6,698,807	5,709,726	(989,081)	-14.8%



FISCAL YEAR 2021 - ADOPTED BUDGET

RECREATION

JOHN P. MUNOZ, RECREATION DIRECTOR



Mission

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

Description of Services

The Department provides healthy indoor and outdoor fitness, play, and event opportunities, and maintains clean, safe indoor spaces.

FY21 Adopted Budget

The Recreation Department's total FY21 Adopted Budget decreased by \$2,144,657, or 26.5%, from the FY20 budgeted levels. The Recreation Department's General Fund FY21 Adopted Budget decreased by \$844,777, or 27%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs;
- No pay cuts for employees other than the Director and no layoffs; and
- All positions from Recreation are transferred to the Community Development Department.

Non- Personnel and Operating Costs:

- Contracts decreased by \$327,184;
- Repairs & Maintenance decreased by \$78,550;
- Supplies decreased by \$69,350;
- Insurance increased by \$113,567;
- Other Operating Costs decreased by \$834,134 – in this category:
 - Travel/Training decreased by \$22,450; and
- Transfers to Other Funds decreased by \$264,124.



FISCAL YEAR 2021 - ADOPTED BUDGET

GENOVEVA CHAVEZ COMMUNITY CENTER

JERRY SCHILLING, ACTING GCCC COMPLEX MANAGER

Mission

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

Description of Services

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

FITNESS

LIZ ROYBAL, RECREATION COMPLEX MANAGER

Mission

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

Description of Services

The Fitness Division operates three recreational facilities including Fort Marcy, Salvador Perez, and Bicentennial Pool. We develop and initiate a wide variety of Sports and Fitness Programs at various venues. The Division's employees strive to provide excellent customer service and quality programming for the community.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE RECREATION DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Recreation Administration	2,681,347	2,414,859	3,237,063	2,314,986	(922,077)	-28.5%
Genoveva Chavez Community Ctr.	4,245,437	4,302,083	4,849,902	3,627,322	(1,222,580)	-25.2%
TOTAL RECREATION	6,926,784	6,716,942	8,086,965	5,942,308	(2,144,657)	-26.5%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	3,129,308	3,701,458	4,294,423	3,609,541	(684,882)	-15.9%
Contractuals & Utilities	1,098,413	1,121,513	1,269,415	942,231	(327,184)	-25.8%
Repairs & Maintenance	119,607	300,022	201,650	123,100	(78,550)	-39.0%
Supplies	267,014	319,250	384,450	315,100	(69,350)	-18.0%
Insurance	193,374	205,329	161,499	275,066	113,567	70.3%
Other Operating Costs	919,831	972,527	1,511,404	677,270	(834,134)	-55.2%
Capital Purchases	81,882	25,141	-	-	-	N/A
Transfers to Other Funds	1,117,354	71,702	264,124	-	(264,124)	-100.0%
TOTAL RECREATION	6,926,784	6,716,942	8,086,965	5,942,308	(2,144,657)	-26.5%

SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	2,597,019	2,317,164	3,125,363	2,280,586	(844,777)	-27.0%
Quality of Life	13,226	17,037	20,700	17,500	(3,200)	-15.5%
Recreation Programs	26,360	24,279	27,900	16,900	(11,000)	-39.4%
Special Recreation Leagues	44,742	56,379	63,100	-	(63,100)	-100.0%
Genoveva Chavez Community Ctr	4,245,437	4,302,083	4,849,902	3,627,322	(1,222,580)	-25.2%
TOTAL RECREATION	6,926,784	6,716,942	8,086,965	5,942,308	(2,144,657)	-26.5%



FISCAL YEAR 2021 - ADOPTED BUDGET

TOURISM SANTA FE

RANDY RANDALL, TOURISM DIRECTOR



Mission

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

Description of Services

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

FY21 Adopted Budget

The Tourism Santa Fe Department's total FY21 Adopted Budget decreased by \$674,530, or 5.1%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased by \$650,686 – in this category:
 - Utilities decreased by \$55,500;
- Repairs & Maintenance decreased by \$4,436;
- Supplies decreased by \$98,535;
- Insurance increased by \$31,682;
- Other Operating Costs decreased by \$956,812 – in this category:



FISCAL YEAR 2021 - ADOPTED BUDGET

- Travel/Training decreased by \$148,500;
- Capital Purchases decreased by \$2,376,166;
- Debt Service increased by \$178,680; and
- Transfers to Other Funds increased by \$3,273,669.

COMMUNITY CONVENTION CENTER OPERATIONS

MELANIE MOORE, SFCCC OPERATIONS MANAGER

Mission

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

Description of Services

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

VISIT SANTA FE

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

Mission

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

Description of Services

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



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE TOURISM SANTA FE - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Santa Fe Civic Center	4,505,403	5,674,497	8,100,164	9,154,518	1,054,354	13.0%
Visitors Bureau	5,114,848	4,481,615	5,126,165	3,397,281	(1,728,884)	-33.7%
TOTAL TOURISM SANTA FE	9,620,251	10,156,112	13,226,329	12,551,799	(674,530)	-5.1%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	2,801,754	2,642,045	2,952,772	2,880,846	(71,926)	-2.4%
Contractuals & Utilities	1,230,154	1,229,303	1,463,364	812,678	(650,686)	-44.5%
Repairs & Maintenance	89,504	129,386	125,436	121,000	(4,436)	-3.5%
Supplies	155,105	198,961	236,022	137,487	(98,535)	-41.7%
Insurance	66,246	57,441	57,503	89,185	31,682	55.1%
Other Operating Costs	2,838,989	2,872,687	2,878,075	1,921,263	(956,812)	-33.2%
Capital Purchases	169,823	259,987	2,436,166	60,000	(2,376,166)	-97.5%
Debt Service	2,175,234	2,746,817	3,076,991	3,255,671	178,680	5.8%
Transfers to Other Funds	93,442	19,486	-	3,273,669	3,273,669	N/A
TOTAL TOURISM SANTA FE	9,620,251	10,156,112	13,226,329	12,551,799	(674,530)	-5.1%

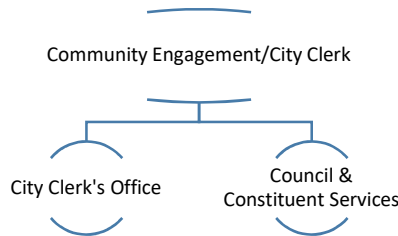
SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Lodgers' Tax Fund	5,114,848	4,481,615	5,126,165	3,397,281	(1,728,884)	-33.7%
Santa Fe Convention Center	2,297,991	2,917,686	5,023,123	5,880,849	857,726	17.1%
Enterprise Debt Service	2,207,412	2,756,811	3,077,041	3,273,669	196,628	6.4%
TOTAL TOURISM SANTA FE	9,620,251	10,156,112	13,226,329	12,551,799	(674,530)	-5.1%



FISCAL YEAR 2021 - ADOPTED BUDGET

COMMUNITY ENGAGEMENT/CITY CLERK

YOLANDA Y. VIGIL, CITY CLERK



Department Mission

The mission of the Community Engagement Department is to serve as the public-facing front door that opens City government to everyone in the city. The Department serves as a central hub for an information and data, where the whole community can go to get answers to their questions, find updates on City programs and projects, examine records from the past, and offer input toward the City's future.

Department Description of Services

The Department is made up of the following Divisions: the City Clerk's office and Constituent & Council Services.

FY21 Adopted Budget

The Community Engagement Department was created to consolidate the City Clerk's Office and Constituent Services Division of the General Government Department. The Community Engagement Department's total FY21 Adopted Budget decreased by \$510,699, or 23.1%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased by \$90,445;
- Repairs & Maintenance decreased by \$27,259;
- Supplies decreased \$7,785
- Insurance increased by \$4,877;
- Other Operating Costs decreased by \$46,891 – in this category:
 - Travel/Training decreased by \$4,500; and
- Transfers to Other Funds decreased by \$147,924.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY CLERK'S OFFICE

YOLANDA Y. VIGIL, CITY CLERK

Mission

The Office of the City Clerk is dedicated to service excellence and professional commitment by offering quality services to the Governing Body, staff, residents and constituents. The Office strives to ensure trust and confidence in the City of Santa Fe by promoting transparency and responsiveness, by the preservation of official documents, and by providing for fair and ethical processes relating to elections. The Office ensures compliance with the City Charter and applicable laws and ordinances, and aspires to incorporate the Mayor's vision for Santa Fe.

Description of Services

The Office provides information regarding services and functions of the City; enhances the integrity and transparency of City government by maintaining, preserving, and on-line posting of legislation, agendas, packets, and minutes; performs duties required by the Local Election Act; provides the Governing Body packet information and processes approved contracts and legislation; codifies ordinances and maintains the hard copy and on-line City Code; delivers internal services related to committees; processes and issues liquor licenses, special dispenser permits, and carnival and circus applications; and accepts service of process for summons, subpoenas, and tort claims.

CONSTITUENT SERVICES

KRISTINE MIHELIC, CONSTITUENT & COUNCIL SERVICES DIRECTOR

Mission

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

Description of Services

The Division connects the City of Santa Fe to its citizens, directly engaging Santa Fe residents to advance the City. Division staff is responsible for communicating and performing public liaison work, ensuring that the issues impacting our city's proud and diverse communities have a receptive team dedicated to making their voices heard. The Division's team ensures resident concerns are translated into action by City departments and the Governing Body. The team engages residents, responds to comments that come into the City via email, phone, social media, and letters, and provides administrative support to our Governing Body.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE COMMUNITY ENGAGEMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
City Clerk	1,754,306	1,213,673	1,431,910	825,700	(606,210)	-42.3%
Constituent Services	390,171	450,189	781,128	876,639	95,511	12.2%
TOTAL COMMUNITY ENGAGEMENT	2,144,477	1,663,862	2,213,038	1,702,339	(510,699)	-23.1%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	1,094,854	1,164,921	1,402,956	1,207,684	(195,272)	-13.9%
Contractuals & Utilities	390,932	125,289	325,200	234,755	(90,445)	-27.8%
Repairs & Maintenance	12,020	11,227	55,070	27,811	(27,259)	-49.5%
Supplies	53,275	21,715	25,060	17,275	(7,785)	-31.1%
Insurance	33,752	28,809	31,116	35,993	4,877	15.7%
Other Operating Costs	300,644	161,900	223,636	176,745	(46,891)	-21.0%
Transfers to Other Funds	259,000	150,000	150,000	2,076	(147,924)	-98.6%
TOTAL COMMUNITY ENGAGEMENT	2,144,477	1,663,862	2,213,038	1,702,339	(510,699)	-23.1%

SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	1,811,507	1,663,862	2,213,038	1,702,339	(510,699)	-23.1%
Public Campaign Financing	332,969	-	-	-	-	N/A
TOTAL COMMUNITY ENGAGEMENT	2,144,477	1,663,862	2,213,038	1,702,339	(510,699)	-23.1%



FISCAL YEAR 2021 - ADOPTED BUDGET

COMMUNITY HEALTH AND SAFETY DEPARTMENT

VACANT, COMMUNITY HEALTH AND SAFETY DIRECTOR



Department Mission

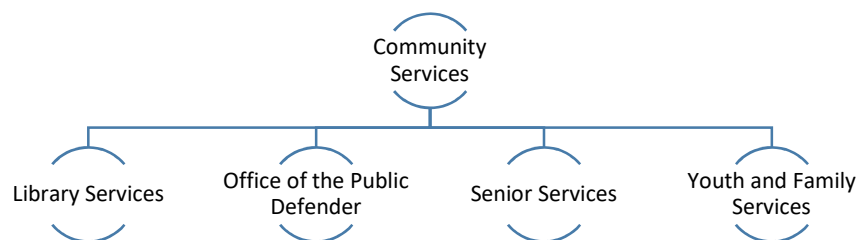
The mission of the Community Health and Safety Department is to provide a Community response to our Public Safety needs, reimagining our traditional response away from armed responses to more nimble approach that addresses public health needs as well. The creation of this department will provide alignment in the way the City responds to non-life-threatening calls for services, leveraging resources to focus more efforts on mental health, substance abuse and housing issues.

Department Description of Services

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

COMMUNITY SERVICES

KYRA OCHOA, COMMUNITY SERVICES DIRECTOR



Mission

The Community Services Department holds the vision that all residents of Santa Fe have the resources they need for health, well-being, and a high quality of life. The Department's mission is to ensure that the most vulnerable and historically underserved people in our community are engaged in creating a healthy community and receive the support they need to live their best lives.

While each division can stand alone in the services and programs it offers, all divisions align to adopt an underlying strategy of addressing the social determinants of the community: access to healthcare; housing; food; transportation; personal safety; education; childcare; social supports; and employment, all of which make up the foundation of health and wellbeing. The Department enacts its strategy via direct services, impact funding of non-profit partners in the community, and recommendations for policy change put forth by committees and task forces. The team's core values are compassion, effectiveness, trust, fairness, service, and innovation.



FISCAL YEAR 2021 - ADOPTED BUDGET

Description of Services

The Community Services Department is comprised of three divisions: Library Services, Senior Services, and Youth and Family Services. The Department provides an array of direct and indirect services and supports community engagement by staffing community boards, committees, and task forces. Department employees provide services to residents of Santa Fe and surrounding areas, including out-of-state visitors to the libraries. In addition, through partnerships with community-based organizations, the Department indirectly serves pregnant women, young children and families, and adults of all ages with behavioral health, educational, and safety net services. Five committees, four boards, and various task forces are staffed as needed, engaging over 50 appointed volunteer members in services and policies that have an impact on our population, including youth, immigrants, veterans, and seniors.

FY21 Adopted Budget

The Community Services Department's total FY21 Adopted Budget increased by \$369,928, or 2.1%, from the FY20 budgeted levels. The Community Services General Fund FY21 Adopted Budget increased by \$177,376, or 2%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities increased by \$945,232 – in this category:
 - Utilities decreased by \$6,198;
- Repairs & Maintenance decreased by \$37,425;
- Supplies increased by \$9,060;
- Insurance decreased by \$46,491;
- Other Operating Costs decreased \$229,244 (mainly in Services to Other Depts) – in this category:
 - Travel/Training decreased by \$39,062;
- Capital Purchases decreased by \$7,000; and
- Transfers to Other Funds increased by \$405,307.



FISCAL YEAR 2021 - ADOPTED BUDGET

LIBRARY SERVICES

MARIA TUCKER, LIBRARY SERVICES DIVISION DIRECTOR

Mission

The Library Services Division provides crucial resources and social infrastructure to individuals and families from across the socio-economic spectrum. The library branches are the only freely available indoor public spaces open seven days a week to people of all ages.

Description of Services

The Santa Fe Public Library has three branches: Main, La Farge, and Southside. All locations serve active cardholders and others with reference, computer, and programming assistance. The library offers free educational programs for all ages and partners with local museums and organizations to enhance community offerings. Meeting rooms are available to the public. The reference desk handles a range of inquiries daily, via phone and in person; it also serves as a de facto concierge for Santa Fe visitors as well as a source for referrals to social services for the homeless and others in need.

SENIOR SERVICES

EUGENE RINALDI, SENIOR SERVICES DIVISION DIRECTOR

Mission

The mission of the Senior Services Division is to support adults age 60+ in order to maintain their health and independence.

Description of Services

The Senior Services Division is comprised of employees who provide essential services to seniors in the City and County of Santa Fe. An array of programs are supported by State funding and matched with City general funds. Services stemming from the Older American Act's Title III include: opportunities for congregate and home-delivered meals; physical activities; Grandparents Raising Grandchildren support; Homemaker and Respite Care for homebound seniors and those with physical limitations; volunteering and work opportunities; and provision of on-demand, door-to-door transportation to and from appointments. National Senior Corporations Services include the Retired Senior Volunteer Program, Senior Companion Program, Foster Grandparent Program and Senior Olympics.

The Division maintains five senior centers where meals for seniors and areas to congregate for activities are provided. The Mary Esther Gonzales (MEG) Center is the main center, and four sites are connected to senior housing complexes: Villa Consuelo, Pasatiempo, Luisa, and Ventana de Vida.



FISCAL YEAR 2021 - ADOPTED BUDGET

YOUTH AND FAMILY SERVICES

JULIE SANCHEZ, DIVISION DIRECTOR

Mission

The Youth and Family Services Division's mission is to improve the health, wellbeing, and quality of life for children, youth, and families throughout the City of Santa Fe.

Description of Services

The Youth and Family Services Division provides after school and summer programming for area youth. The Division also provides leadership, technical assistance, funding opportunities, collaborative partnerships, and safety-net services for the health and human service needs of low-income residents of Santa Fe.

The Division offers quality after school and summer programs to youth ages 6-18 from families of all income levels and from all parts of the City. The Monica Roybal Youth Center and Carlos Ortega Teen Center provide after school and summer programs. Students are transported from 14 different schools around Santa Fe, including during school holidays and winter closures. Both the Monica Roybal Youth Center and the Carlos Ortega Teen Center offer daily healthy meals and snacks, tutoring assistance, recreation, arts and crafts, and a computer lab for homework for youth and their families who don't have computer access at home. The program works with community non-profit partners to offer quality educational enrichment activities from a number of community organizations. The Division collaborates with City partners such as the Santa Fe Police Department, which works with youth and staff to educate them on issues including bullying, cyber bullying and substance abuse; and the Parks and Recreation Department, which offers access to City facilities.

Three staff of the Youth and Family Services Division operate Community Programs. They staff task forces and Mayor's initiatives, along with the Children Youth Commission (CYC), Veterans Advisory Board, the Mayor's Youth Advisory Board, the Immigration Committee, the Regional Juvenile Justice Board and the Human Services Committee.

- The CYC receives three percent (3%) of the state-shared gross receipts tax collected by the City and administers funding to local nonprofits on a two-year funding cycle. The purpose of the fund is to support community programs that promote the healthy development of children and youth aged from birth to 21 years. Contracts cover Early Care and Education for Children aged 0-5 years, Supplemental Education for School-Age Children, Youth Wellness, and the Reconnecting Youth program.
- The Veterans Advisory Board is funded from the PIT2 State Income Tax option. The Board recognizes the service of veterans and works to meet the needs of veterans in the community. Contracts address unemployment, underemployment, aging, homelessness, and navigation in the Santa Fe community.
- The Mayor's Youth Advisory Board advises on programs and policies that support City of Santa Fe teens.
- The Immigration Committee is dedicated to addressing the human rights status of non-citizens in the City of Santa Fe.



FISCAL YEAR 2021 - ADOPTED BUDGET

- The Regional Juvenile Justice Board receives funding from the State's Children, Youth and Families Department and advises on alternatives to detention programs that prevent youth from entering the juvenile detention system, and serve youth who have been adjudicated or are awaiting sentencing. Contracts support Intensive Community Monitoring and Educational Re-Engagement Specialists.
- The Human Services Committee receives two percent (2%) of the state-shared gross receipts tax collected by the City and administers funding through the Human Services Fund to local nonprofits serving adults 18+ on a two-year funding cycle. Contracts focus on Adult Health, Behavioral Health, Community Safety and an Equitable Society.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE COMMUNITY SERVICES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY DIVISION						
Community Services Administration	1,301,530	1,031,836	1,250,196	1,568,072	317,876	25.4%
Library	4,727,519	4,434,434	5,275,397	4,863,637	(411,760)	-7.8%
Senior Services	6,397,967	6,662,073	7,151,028	7,703,054	552,026	7.7%
Youth & Family	3,426,287	3,420,857	4,196,397	4,108,183	(88,214)	-2.1%
TOTAL COMMUNITY SERVICES	15,853,303	15,549,199	17,873,018	18,242,946	369,928	2.1%

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	6,346,714	6,439,118	7,298,556	6,629,045	(669,511)	-9.2%
Contractuals & Utilities	3,026,687	2,908,705	3,296,869	4,242,101	945,232	28.7%
Repairs & Maintenance	52,849	38,912	73,118	35,693	(37,425)	-51.2%
Supplies	1,318,048	1,328,437	1,456,667	1,465,727	9,060	0.6%
Insurance	397,166	346,533	370,663	324,172	(46,491)	-12.5%
Other Operating Costs	948,509	950,146	1,295,242	1,065,998	(229,244)	-17.7%
Capital Purchases	226,789	121,404	613,118	606,118	(7,000)	-1.1%
Transfers to Other Funds	3,536,540	3,415,944	3,468,785	3,874,092	405,307	11.7%
TOTAL COMMUNITY SERVICES	15,853,303	15,549,199	17,873,018	18,242,946	369,928	2.1%

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY FUND						
General Fund	8,090,860	7,792,008	8,910,360	9,087,736	177,376	2.0%
Law Enforcement	129,345	128,080	197,000	217,091	20,091	10.2%
Community Development	1,203,659	959,580	1,147,606	1,176,106	28,500	2.5%
Senior Citizen Grants/ Programs	3,731,097	3,879,417	4,297,463	4,589,507	292,044	6.8%
Library	940,087	893,133	1,109,304	1,150,480	41,176	3.7%
Quality of Life	109,327	123,066	170,210	170,210	-	0.0%
Recreation Programs	1,645,008	1,768,528	2,034,275	1,851,816	(182,459)	-9.0%
Special Recreation Leagues	3,920	5,387	6,800	-	(6,800)	-100.0%
TOTAL COMMUNITY SERVICES	15,853,303	15,549,199	17,873,018	18,242,946	369,928	2.1%



FISCAL YEAR 2021 - ADOPTED BUDGET

EMERGENCY MANAGEMENT & SAFETY

KYLE MASON, EMERGENCY MANAGER

Mission

The Office of Emergency Management's mission is to create an environment of readiness for the whole community through a comprehensive program of prevention, protection, mitigation, response, and disaster recovery.

Description of Services

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

FY21 Adopted Budget

The Emergency Management Department was created to consolidate the Emergency Management Division from the General Government Department and the Safety section from the Human Resources Department. The Emergency Management Department's total FY21 Adopted Budget decreased by \$428,156, or 14.5%, from the FY20 budgeted levels. The Emergency Management General Fund FY21 Adopted Budget increased by \$118,796, or 100%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts increased by \$8,151;
- Supplies increased by \$15,950;
- Insurance increased by \$12,274;
- Other Operating Costs decreased by \$135,832 – in this category:
 - Travel/Training decreased by \$132,532;
- Capital Purchases decreased by \$82,265; and
- Transfers to Other Funds decreased by \$10,743.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE EMERGENCY MANAGEMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Emergency Management	415,166	494,037	428,794	259,382	(169,412)	-39.5%
Safety Division	1,949,282	2,437,096	2,523,804	2,265,060	(258,744)	-10.3%
TOTAL EMERGENCY MANAGEMENT	2,364,449	2,931,133	2,952,598	2,524,442	(428,156)	-14.5%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	674,773	606,712	637,739	402,048	(235,691)	-37.0%
Contractuals & Utilities	150,481	79,265	465,405	473,556	8,151	1.8%
Repairs & Maintenance	54,814	51,278	4,000	4,000	-	0.0%
Supplies	20,361	14,491	56,510	72,460	15,950	28.2%
Insurance	1,237,798	1,827,293	1,558,004	1,570,278	12,274	0.8%
Other Operating Costs	148,556	126,744	137,932	2,100	(135,832)	-98.5%
Capital Purchases	51,972	86,082	82,265	-	(82,265)	-100.0%
Transfers to Other Funds	25,693	139,268	10,743	-	(10,743)	-100.0%
TOTAL EMERGENCY MANAGEMENT	2,364,449	2,931,133	2,952,598	2,524,442	(428,156)	-14.5%

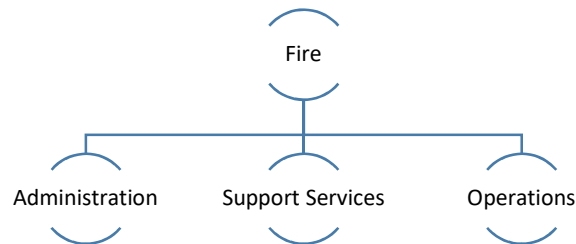
SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	-	-	-	118,796	118,796	N/A
Emergency Services	415,166	494,037	428,794	140,586	(288,208)	-67.2%
Risk Management	669,468	570,377	904,800	628,915	(275,885)	-30.5%
Workers' Compensation	1,279,814	1,866,719	1,619,004	1,636,145	17,141	1.1%
TOTAL EMERGENCY MANAGEMENT	2,364,449	2,931,133	2,952,598	2,524,442	(428,156)	-14.5%



FISCAL YEAR 2021 - ADOPTED BUDGET

FIRE DEPARTMENT

PAUL BABCOCK, FIRE CHIEF



Mission and Description of Services

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

FY21 Adopted Budget

The Fire Department's total FY21 Adopted Budget decreased by \$3,158,161, or 12.8%, from the FY20 budgeted levels. The Fire Department's General Fund FY21 Adopted Budget decreased by \$1,575,560, or 7.5%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased by \$274,799;
- Repairs & Maintenance decreased by \$50,285;
- Supplies decreased by \$434,377;
- Insurance decreased by \$130,880;
- Other Operating Costs increased by \$138,729 – in this category:
 - Travel/Training decreased by \$79,917;
- Capital Purchases decreased by \$544,183; and



FISCAL YEAR 2021 - ADOPTED BUDGET

- Transfers to Other Funds decreased by \$57,697.

ADMINISTRATION DIVISION

PAUL BABCOCK, FIRE CHIEF

Mission

The Administration Division is the core of the executive leadership and administrative operations supporting all employees of the Department. The mission of the Department is to preserve life and property through public education and prompt, efficient emergency response. The City of Santa Fe Fire Department is dedicated to serving the best interest of the public by taking the steps necessary to reduce human suffering and the preventable loss of life and property. Members commit to continued learning, personal growth, and professional development, and at all times work in a respectful, honest, and professional manner with each other, the public, and the members of other agencies. Above all else, City of Santa Fe Fire Department staff prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding they deserve.

Description of Services

The Division manages the Fire Department in the areas of personnel; accounting; budget; procurement; contracts; data collection; management and reporting; records; ITT services; mobile computing; land mobile radio services; and logistics. Facilities, equipment, apparatus, uniforms, and personal protective equipment are also overseen by this Division.

SUPPORT SERVICES

BRIAN MOYA, ASSISTANT FIRE CHIEF

Mission and Description of Services

The Support Services Division consists of seven different components performing the following missions and services:

- The Fleet section is responsible for the design, purchase, and maintenance of the Department's fleet, which includes: 7 firefighting apparatuses, 11 ambulances, 16 specialized pieces of equipment, and 31 utility vehicles. In addition to servicing the fleet of apparatuses and vehicles, the section is responsible for repair and maintenance to the Department's small engines, tools, pump testing unit, and air cascade and compressing stations. To ensure all of these services, section staff maintain special skills that include basic ASE certifications, CDL driver's licenses, EVTCC (Emergency Vehicle Technician Certification Commission) certifications, and trained and certified fire pump mechanics.
- The Training section relies upon and follows State statutes and guidelines as well as National standards and best practices to provide comprehensive training across all activities that the Department needs to perform. The focus is on high-quality content distribution and skills performance rather than simply fulfilling education hours. In short, the following organizations and documents dictate or guide training hours offered: the National Registry of EMTs; the New Mexico EMS Bureau; New Mexico State Statutes; the National Fire



FISCAL YEAR 2021 - ADOPTED BUDGET

Protection Association; the New Mexico Firefighters Training Academy; the Occupational Safety and Health Administration; SFFD/SFFA CBA rules, regulations and standard operating guidelines; and the Insurance Services Office. In addition to internal training, the Training section plans for and conducts the SFFD Recruit Academy for new personnel and multiple nationally-offered trainings in collaboration with the State Fire Marshal's office and the National Fire Academy. Upon request, the Training section helps other City Departments and schools with training and fire safety education.

- The Health and Safety Officer monitors and provides education and policies to Department staff to promote their health and well-being. This effort includes annual physicals for all personnel, proactive health screenings, monitoring of hazardous materials exposures, and the development of policies that target a firefighter's increased risk of contracting cancer. The Safety Officer also helps evaluate and purchase all personnel protective clothing for the Department.
- The Fire Prevention section works to reduce property loss and the number of fire-related incidents in the City of Santa Fe via a number of specific programs. Plan review is done cooperatively with the Land Use Department on all properties and developments within certain parameters. Inspections are done annually on businesses and certain high-risk use properties and business types, and according to local resolutions. Code enforcement is done periodically, on an unannounced basis for certain occupancies, and as requested by complaints or for follow-up. All inspections, plan reviews, and enforcement are done to City Council-approved International Code Council standards by Fire Prevention staff, which consists of the Fire Marshal, Deputy Fire Marshal, and three Fire Inspectors. In addition, the Fire Prevention section works to build public relations and public education with hundreds of scheduled events and visits to every school within the City.
- The Mobile Integrated Health Office (MIHO) proactively seeks out frequent users of the City's emergency 911 system and provides them with the help and resources to improve their health status and become less reliant on emergency services. This not only improves the person's individual health, but saves money and creates less of a burden on the emergency response system by decreasing non-emergency requests from that population. The CONNECT program is the flagship program for the Division's EMS operations into the 21st century. Participants in the CONNECT program are identified either internally through a high rate of 911 use or externally by health care partners by virtue of the high use of health care resources. Participants are enrolled for a 90-day intervention which consists of home visits, identification of barriers to health and goals, and a participant/provider partnership aimed at connecting participants to existing resources. Other programs are directed toward the delivery of Naloxone to those identified as at risk for narcotic overdose, services to address falls in elderly populations, and efforts to relieve emergency response units when not needed. In 2019, the Law Enforcement Assisted Diversion (LEAD) program was added to the Fire Department's community assistance profile. The LEAD program will divert individuals to a community-based, harm-reduction intervention program for low-level, non-violent behavioral health cases.



FISCAL YEAR 2021 - ADOPTED BUDGET

OPERATIONS

PHILLIP MARTINEZ, ASSISTANT FIRE CHIEF

Mission

The Operations Division's mission is to respond to all emergency calls with a high level of efficiency and preparedness in order to minimize the loss of life and property from the effects of fire, medical, or any other emergency, and to render assistance as required. Inherent in this mission is the desire to protect and enhance the quality of life of the City's citizens and community by responding quickly, performing with excellence and serving at every opportunity.

Description of Services

The Santa Fe Fire Department maintains a constant state of readiness and provides an all-hazards emergency response for the City's citizens and visitors. All-hazards response includes: motor vehicle accidents; technical rescue incidents; structural and wildland fires; hazardous materials; emergency medical services; airport rescue firefighting; and providing general assistance to the public. The Department's staff of highly-skilled and trained personnel work full-time, 24-hour shifts, and are committed to providing the highest quality and highest level of courteous and responsive services. The delivery of high-quality and efficient fire, rescue and emergency medical services is accomplished through three work shifts (A, B and C) with a minimum of 35 responders on duty at any given moment. Operations are spread across two battalions containing six operational fire stations (including one at the Santa Fe Airport), with an additional station in the works to cover the new annexation area. Each fire station is equipped with a minimum of one fire engine and one ambulance. The Fire Department responds to approximately 17,000 calls for service per year. The Department also endeavors to meet National Fire Protection Association (NFPA) response standards as the Standard of Coverage throughout all responses, and to ensure that the Department's response on the airport property is consistent with Federal Aviation Administration (FAA) standards.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE FIRE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY DIVISION						
Fire Administration	16,724,803	13,525,067	4,720,053	2,205,060	(2,514,993)	-53.3%
Fire Operations	1,681,604	4,941,926	14,933,914	14,888,772	(45,142)	-0.3%
Support Services	2,137,663	2,562,718	5,097,893	4,499,867	(598,026)	-11.7%
TOTAL FIRE DEPARTMENT	20,544,070	21,029,712	24,751,860	21,593,699	(3,158,161)	-12.8%

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	17,151,179	17,485,194	19,261,009	17,456,340	(1,804,669)	-9.4%
Contractuals & Utilities	290,085	394,145	779,810	505,011	(274,799)	-35.2%
Repairs & Maintenance	114,460	92,712	149,337	99,052	(50,285)	-33.7%
Supplies	868,198	804,330	1,038,918	604,541	(434,377)	-41.8%
Insurance	379,416	307,704	338,313	207,433	(130,880)	-38.7%
Other Operating Costs	713,131	747,925	959,431	1,098,160	138,729	14.5%
Capital Purchases	289,640	1,016,480	2,044,183	1,500,000	(544,183)	-26.6%
Transfers to Other Funds	737,960	181,222	180,859	123,162	(57,697)	-31.9%
TOTAL FIRE DEPARTMENT	20,544,070	21,029,712	24,751,860	21,593,699	(3,158,161)	-12.8%

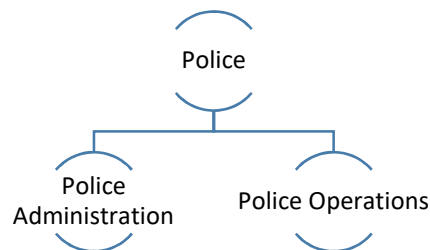
	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY FUND						
General Fund	19,826,058	19,370,551	21,121,351	19,545,791	(1,575,560)	-7.5%
Emergency Services	629,427	1,159,218	2,603,653	2,004,504	(599,149)	-23.0%
Fire Environmental Service	88,586	499,943	1,026,856	43,404	(983,452)	-95.8%
TOTAL FIRE DEPARTMENT	20,544,070	21,029,712	24,751,860	21,593,699	(3,158,161)	-12.8%



FISCAL YEAR 2021 - ADOPTED BUDGET

POLICE DEPARTMENT

ANDREW PADILLA, CHIEF OF POLICE



Mission

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

Description of Services

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

FY21 Adopted Budget

The Police Department's total FY21 Adopted Budget decreased by \$3,268,949, or 11.6%, from the FY20 budgeted levels. The Police Department's General Fund FY21 Adopted Budget decreased by \$2,375,297, or 9.5%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased by \$221,610;
- Repairs & Maintenance decreased by \$15,000;



FISCAL YEAR 2021 - ADOPTED BUDGET

- Supplies decreased by \$243,184;
- Insurance decreased by \$49,377;
- Other Operating Costs decreased by \$943,018 – in this category:
 - Travel/Training decreased by \$13,030;
- Capital Purchases decreased by \$1,485,554; and
- Transfers to Other Funds decreased by \$50,304.

POLICE ADMINISTRATION

BEN VALDEZ, DEPUTY CHIEF OF POLICE

Mission

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

Description of Services

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

POLICE OPERATIONS

PAUL JOYE, DEPUTY CHIEF OF POLICE

Mission

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

Description of Services

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



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE POLICE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Police Administration	10,452,515	10,397,388	11,800,116	8,455,846	(3,344,270)	-28.3%
Police Operations	17,386,089	17,223,581	16,448,112	16,523,433	75,321	0.5%
TOTAL POLICE DEPARTMENT	27,838,604	27,620,969	28,248,228	24,979,279	(3,268,949)	-11.6%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	20,008,310	19,864,595	19,005,788	18,744,886	(260,902)	-1.4%
Contractuals & Utilities	1,455,348	1,161,567	1,429,010	1,207,400	(221,610)	-15.5%
Repairs & Maintenance	43,089	37,685	64,000	49,000	(15,000)	-23.4%
Supplies	882,712	930,831	1,169,300	926,116	(243,184)	-20.8%
Insurance	1,188,630	1,304,098	1,342,665	1,293,288	(49,377)	-3.7%
Other Operating Costs	2,641,486	2,381,983	3,297,911	2,354,893	(943,018)	-28.6%
Capital Purchases	943,725	1,674,512	1,889,250	403,696	(1,485,554)	-78.6%
Transfers to Other Funds	675,304	265,697	50,304	-	(50,304)	-100.0%
TOTAL POLICE DEPARTMENT	27,838,604	27,620,969	28,248,228	24,979,279	(3,268,949)	-11.6%

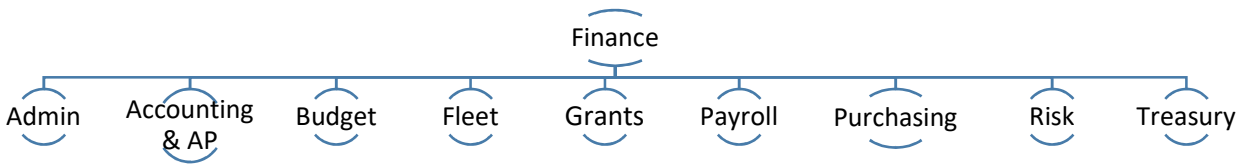
SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	24,087,914	24,056,361	25,051,326	22,676,029	(2,375,297)	-9.5%
Animal Services	16,268	63,727	68,000	49,940	(18,060)	-26.6%
Law Enforcement	3,734,422	3,500,881	3,128,902	2,253,310	(875,592)	-28.0%
TOTAL POLICE DEPARTMENT	27,838,604	27,620,969	28,248,228	24,979,279	(3,268,949)	-11.6%



FISCAL YEAR 2021 - ADOPTED BUDGET

FINANCE DEPARTMENT

MARY MCCOY, FINANCE DIRECTOR



Mission

With excellence and integrity, the Finance Department is committed to building the public trust through sound financial management and innovative and effective business decisions while protecting the City's assets and ensuring compliance with Federal, State, and local laws and regulations. The Department is committed to providing timely, accurate, clear, and concise information to the City's leadership and departments with exemplary customer service.

Finance Department employees are stewards charged with the safeguarding and oversight of the City's financial assets and resources. The Department strives to provide trust and confidence to those we serve, both internal and external customers, staff, and constituents.

Description of Services

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

FY21 Adopted Budget

The Finance Department's total FY21 Adopted Budget decreased by \$6,961,502, or 23%, from the FY20 budgeted levels. The Finance Department's General Fund FY21 Adopted Budget decreased by \$1,012,156, or 18.6%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.



FISCAL YEAR 2021 - ADOPTED BUDGET

Non- Personnel and Operating Costs:

- Contracts increased by \$11,500;
- Repairs & Maintenance decreased by \$49,600;
- Supplies decreased by \$79,715;
- Insurance increased by \$341,635;
- Other Operating Costs decreased by \$823,301 – in this category:
 - Travel/Training decreased by \$94,728;
- Capital Purchases decreased by \$23,500; and
- Transfers to Other Funds decreased by \$6,365,061.

ADMINISTRATION

CAROLYNN ROIBAL, ADMINISTRATIVE MANAGER

Mission

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

Description of Services

The Administration Division provides day-to-day operational support for the Finance Department. The Division serves as a liaison with all other City Departments to provide processing, direction and support functions. Various projects include the intake and recording of payment reimbursement requests, Department correspondence, meeting scheduling, personnel document processing, and the compilation and presentation of meeting materials for the Finance Committee. Due to the stable support provided by this Division, the Finance Department is able to operate in an efficient and effective manner, streamlining processes for consistent performance.

ACCOUNTING & ACCOUNTS PAYABLE

DEBRA HARRIS-GARMENDIA, ACCOUNTING OFFICER

Mission

The mission of the Accounting and Accounts Payable Division is to provide timely, accurate, clear and complete financial information to stakeholders, other City Departments, and constituents while protecting the City's assets, both real and intangible. The Division is also charged with ensuring the City is in compliance with Federal, State and local financial and fiduciary laws.

Description of Services

The Accounting Division is responsible for recording and reporting the financial transactions of the City. Division services include, but are not limited to, the following: grants accounting and oversight; recording and reporting of cash, check, and credit card accounts; and recording and reporting of general ledger activity.



FISCAL YEAR 2021 - ADOPTED BUDGET

BUDGET DIVISION

ALEXIS LOTERO, BUDGET OFFICER

Mission

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

Description of Services

The Budget Division assists City departments in developing the Annual Operating and Capital Budgets, provides information and training to departments on budget policies, and monitors and enables greater efficiency and accountability in City operations by assuring that spending needs are properly balanced against fund availability. The Division monitors day-to-day spending and reviews City purchasing activities through the exercise of budgetary controls, ensuring that budget limitations set by the governing body are duly and properly enforced. The Division also ensures that adjustments to the approved budget are processed correctly and are accompanied by the necessary authorizations and fund availability.

FLEET MANAGEMENT DIVISION

DANIEL GARCIA, FLEET MANAGER

Mission

Fleet Management provides City departments with a comprehensive and extensive array of vehicle services. Division staff have extensive expertise in working on vehicles ranging from riding lawn mowers to large trucks. The City of Santa Fe constituents are a primary focus in terms of minimizing vehicle investments, improving efficiency, and reducing overall transportation costs. Fleet Management ensures that all City departments have the necessary equipment to complete their work that serves the community.

Description of Services

Fleet Management and the Auto Parts function work together to manage the City's autos, trucks and heavy equipment in a safe and cost-effective manner, operating the shop seven days a week and providing remote emergency repair and maintenance services so that City employees can deliver services the public expects.

GRANTS MANAGEMENT

PATRICK LUCERO, FINANCE PROJECT MANAGER

Mission

The mission of the Grants Management Division (GMD) is to administer the "Grant Life Cycle," which entails the Pre-Award Phase (Funding Opportunities and Application Review), the Award Phase (Award Decisions and Notifications), and the Post Award Phase (Implementation,



FISCAL YEAR 2021 - ADOPTED BUDGET

Reporting, and Closeout) for City of Santa Fe's federal and state grants, in accordance with the Office of Management and Budget (OMB) Guidance for Grants and Agreements. The Division also ensures that the City adheres to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Code of Federal Regulations (CFR) Part-200), Program Handbooks\Guidelines, and the State of New Mexico State Auditor's Office's Audit Rule 12-6-12 NMSA as it pertains to grant management and reporting requirements.

Description of Services

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

PAYROLL DIVISION

VACANT, PAYROLL MANAGER

Mission

The Payroll Division is dedicated to ensuring that all payroll-related functions are completed accurately and in a timely fashion, in order to provide to City employees proper compensation for all work performed. Division staff are dedicated to providing quality customer service to all City of Santa Fe staff, offering guidance and direction with respect, integrity and confidentiality. Division staff are also committed to ensuring compliance with all Federal and State payroll and tax requirements.

Description of Services

The Payroll Division closely monitors and validates the entry, collection, and calculation of time worked; updates payroll records by reviewing and approving changes in exemptions, deductions, and financial institutions; pays employees by processing paychecks or electronic transfers to bank accounts; prepares reports by compiling summaries of earnings, taxes, deductions, leave, and nontaxable wages; provides customer service by answering questions and requests; processes and reports employee retirement contributions; maintains payroll guidelines by writing and updating policies and procedures; complies with federal, state, and local legal requirements; remains well versed by studying existing and new legislation; and maintains employee confidence and protects payroll operations by keeping information confidential.



FISCAL YEAR 2021 - ADOPTED BUDGET

PURCHASING DIVISION

FRANCES DUNAWAY, CHIEF PROCUREMENT OFFICER

Mission

The Purchasing Division provides services that add value and improvement to the City's success. The procurement team is committed to acting in accordance with best practices and cost-effective approaches to meet and exceed internal and external customer expectations.

Description of Services

The Purchasing Division provides for the acquisition of property, construction projects, goods, services and tangible personal property within regulations adopted by the Governing Body of the City of Santa Fe and the State of New Mexico. The Division operates with the following goals: to provide for the fair and equitable treatment of all persons involved in public procurement; to maximize the purchasing value of public funds; and to provide safeguards for maintaining a procurement system of quality and integrity.

RISK MANAGEMENT DIVISION

BRADLEY FLUETSCH, CFA, PLANNING AND INVESTMENT OFFICER

Mission

The mission of the Risk Management Division is to provide guidance on safe work practices that will protect our most valuable asset - our employees - and to provide fiscally sound loss-prevention programs that protect against any adverse impact to the City's financial stability.

Description of Services

Risk Management is responsible for minimizing the financial consequences of the City's exposure to risk. The Division manages an effective program to reduce claims, medical fees, settlements, lost work time, and premiums. The Division complies with OSHA, City, State and Federal regulations, makes recommendations to departments/divisions on procedure changes, rules, and regulations to ensure a safe work environment, and conducts job safety analyses. The Division complies with Federal and State training requirements in defensive driving, pathogen awareness, and various other types of training related to workplace safety. The Division also conducts personnel, vehicle and equipment investigations and prepares reports to comply with OSHA and all safety regulations. The City of Santa Fe is committed to maintaining a drug-free workplace to promote both the quality of its services and the safety of its employees and the public.

TREASURY DIVISION

VACANT, TREASURY OFFICER

Mission

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



FISCAL YEAR 2021 - ADOPTED BUDGET

Description of Services

The Division manages all incoming revenues and outgoing payments, and provides additional oversight of Accounts Receivable and the Central Cashier Office at City Hall, all bank account activities, and the prudent management of the City's investment (\$262 million) and debt portfolios (\$275 million). The Division manages the City's external banking relationships while maintaining strong internal controls and functionality, and provides financial reporting of revenues and performs revenue forecasting and projections. The Division also manages the City's debt and investment portfolios, files compliance reports as required with State and Federal agencies, and tracks and reports non-financial operational metrics.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE FINANCE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY DIVISION						
Finance Administration	1,767,999	1,423,612	1,777,208	873,129	(904,079)	-50.9%
Accounting	3,070,103	1,978,826	1,737,806	1,311,557	(426,249)	-24.5%
Budget	15,285,245	16,377,557	17,843,868	13,025,618	(4,818,250)	-27.0%
Fleet Management	1,213,309	1,302,827	1,511,792	1,358,968	(152,824)	-10.1%
Grants Management	-	-	-	609,150	609,150	N/A
Payroll	-	575	276,484	354,038	77,554	28.1%
Purchasing	358,115	265,681	431,528	424,062	(7,466)	-1.7%
Risk Management	9,446,660	5,271,135	6,085,141	4,892,271	(1,192,870)	-19.6%
Treasurer	588,112	744,826	644,882	498,414	(146,468)	-22.7%
TOTAL FINANCE DEPARTMENT	31,729,544	27,365,039	30,308,709	23,347,207	(6,961,502)	-23.0%

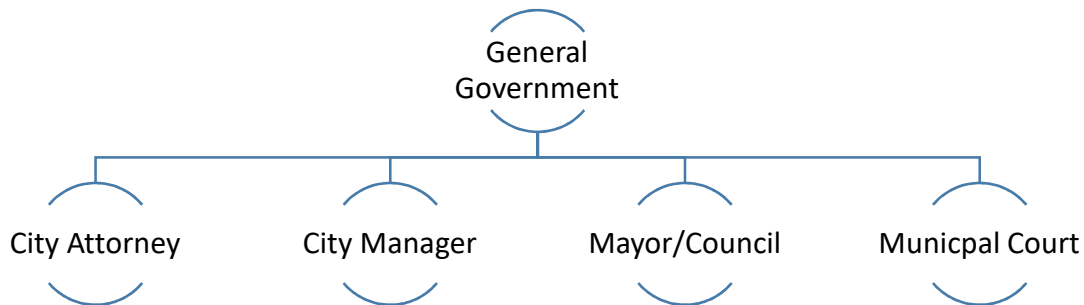
	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	7,501,142	3,735,201	3,927,970	3,954,510	26,540	0.7%
Contractuals & Utilities	818,526	722,086	907,152	918,652	11,500	1.3%
Repairs & Maintenance	104,090	259,246	304,600	255,000	(49,600)	-16.3%
Supplies	545,399	593,125	520,287	440,572	(79,715)	-15.3%
Insurance	3,635,169	3,454,339	4,101,501	4,443,136	341,635	8.3%
Other Operating Costs	674,330	606,811	1,221,115	397,814	(823,301)	-67.4%
Capital Purchases	40,368	14,772	23,500	-	(23,500)	-100.0%
Transfers to Other Funds	18,410,520	17,979,459	19,302,584	12,937,523	(6,365,061)	-33.0%
TOTAL FINANCE DEPARTMENT	31,729,544	27,365,039	30,308,709	23,347,207	(6,961,502)	-23.0%

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY FUND						
General Fund	5,792,505	4,471,734	5,434,020	4,421,864	(1,012,156)	-18.6%
Capital Equipment Reserve	16,365	12,656	-	-	-	N/A
1/2% GRT Income Fund	15,260,705	16,306,687	17,277,756	12,674,104	(4,603,652)	-26.6%
Risk Management	9,446,660	5,271,135	6,085,141	4,892,271	(1,192,870)	-19.6%
Services to Other Depts	1,213,309	1,302,827	1,511,792	1,358,968	(152,824)	-10.1%
TOTAL FINANCE DEPARTMENT	31,729,544	27,365,039	30,308,709	23,347,207	(6,961,502)	-23.0%



FISCAL YEAR 2021 - ADOPTED BUDGET

GENERAL GOVERNMENT



FY21 Adopted Budget

The General Government Department is comprised of the Mayor & City Council, City Manager/Internal Audit, City Attorney, and Municipal Court. Several Divisions have been moved or elevated as part of the City reorganization.

- The Mayor/Council FY21 Adopted Budget decreased by \$122,328, or 12.3%, from the FY20 budgeted levels.
- The City Manager/Internal Audit FY21 Adopted Budget decreased by \$496,569, or 50.8%, from FY20 budgeted levels.
- The City Attorney FY21 Adopted Budget decreased by \$458,027, or 17.1%, from FY20 budgeted levels.
- The Municipal Court FY21 Adopted Budget decreased by \$638,290, or 27.9%, from FY20 budgeted levels.

The budget includes the following changes from FY20 levels:

- A 15% contribution for 4 pay periods for the Mayor, City Manager, and City Attorney;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

CITY MANAGER'S OFFICE

JAREL LAPAN HILL, CITY MANAGER

Mission

The City Manager is appointed by the Mayor and confirmed by the Governing Body. The City Manager is designated as the Chief Operating Officer, and as such, coordinates the implementation of policy decisions made by the Governing Body and the intergovernmental operations of the City. The City Manager is responsible for directing the various departments and providing guidance on the implementation of the mandates of the Governing Body.



FISCAL YEAR 2021 - ADOPTED BUDGET

Description of Services

The City Manager is focused on working with the Governing Body by implementing their policy decisions and working with each Council member regarding their concerns in each of their districts and in the City as a whole. The City Manager works closely with department directors to provide the best customer service to constituents and to improve services within the City. The City Manager also works with City departments to provide a safe and respectful work place for the City's employees.

CITY ATTORNEY'S OFFICE

ERIN K. MCSHERRY, CITY ATTORNEY

Mission

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

Description of Services

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

MUNICIPAL COURT

VIRGINIA VIGIL, MUNICIPAL COURT JUDGE

Mission

The mission of the Santa Fe Municipal Court is to administer justice to the people of Santa Fe in a fair, equitable, efficient, professional, and consistent manner. The Court seeks to serve as a model court for the State. In addition, the Court makes every effort to provide effective, efficient services in the processing of traffic citations, criminal cases, code enforcement, and animal cases. The Municipal Court Judge adjudicates traffic citations, petty misdemeanors, and 1st, 2nd and 3rd DUI cases as issued by the City of Santa Fe Police Department. These violations include, but are not limited to, traffic, drinking in public, disorderly conduct, and shoplifting (under \$250). In addition, the Court adjudicates violations of the Municipal Code as cited by the various departments and divisions of the City, such as animal control and code enforcement violations.

Description of Services

The Municipal Court is comprised of several programs which include Administration, Teen Court, Drug and DUI Court, and Home Detention.



FISCAL YEAR 2021 - ADOPTED BUDGET

- Municipal Court plans, organizes, integrates, and coordinates functions related to the operation of the defined service users, and includes personnel, accounts payable, accounts receivable and budgetary responsibilities.
- Teen Court uses positive peer pressure to ensure that young people who commit even minor offenses give back to the community and avoid further contact with the justice system.
- Drug and DUI Court represents a rehabilitative approach to justice that is based on intensive drug treatment, close supervision, and a demand for offender accountability. Drug Court is designed to reduce and ultimately eliminate drug usage, to reduce recidivism by working with the root cause of the problem, and to save money.
- The electronic monitoring program helps lower public safety expenses and taxpayer expenses by reducing the jail population and requiring offenders to pay for services. In addition, electronic monitoring provides increased public safety by using monitoring technologies.



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE GENERAL GOVERNMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Mayor & Council	814,148	972,776	992,696	870,368	(122,328)	-12.3%
City Manager	1,173,816	1,128,731	804,804	318,732	(486,072)	-60.4%
City Attorney	1,787,063	1,673,443	2,672,377	2,214,350	(458,027)	-17.1%
Internal Audit	110,921	19,722	172,180	161,683	(10,497)	-6.1%
Municipal Court	2,318,920	1,643,006	2,290,019	1,651,729	(638,290)	-27.9%
TOTAL GENERAL GOVERNMENT	6,204,868	5,437,677	6,932,076	5,216,862	(1,715,214)	-24.7%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	4,058,245	3,904,913	4,001,931	3,661,184	(340,747)	-8.5%
Contractuals & Utilities	673,490	546,577	1,531,324	729,950	(801,374)	-52.3%
Repairs & Maintenance	3,972	7,029	11,886	9,000	(2,886)	-24.3%
Supplies	70,912	95,012	130,847	181,229	50,382	38.5%
Insurance	102,523	82,402	88,574	145,716	57,142	64.5%
Other Operating Costs	1,179,059	676,764	1,030,514	489,783	(540,731)	-52.5%
Capital Purchases	-	65,881	-	-	-	N/A
Transfers to Other Funds	116,667	59,100	137,000	-	(137,000)	-100.0%
TOTAL GENERAL GOVERNMENT	6,204,868	5,437,677	6,932,076	5,216,862	(1,715,214)	-24.7%

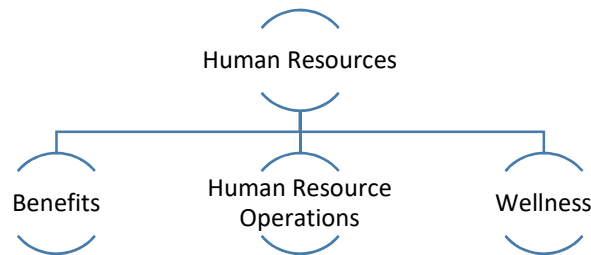
SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	5,367,006	5,174,199	6,578,924	5,176,282	(1,402,642)	-21.3%
Franchise Fee Fund	23,558	22,006	20,000	-	(20,000)	-100.0%
Law Enforcement	814,304	241,472	333,152	40,580	(292,572)	-87.8%
TOTAL GENERAL GOVERNMENT	6,204,868	5,437,677	6,932,076	5,216,862	(1,715,214)	-24.7%



FISCAL YEAR 2021 - ADOPTED BUDGET

HUMAN RESOURCES DEPARTMENT

BERNADETTE SALAZAR, DIRECTOR OF HUMAN RESOURCES



Mission

The mission of the Human Resources Department is to provide City Departments with human resources services to effectively hire, develop and retain a high-quality workforce for the City of Santa Fe.

Description of Services

The Human Resources Department provides a wide range of human resources management functions for all City Departments. Activities are classified into five functional areas: general administration; employee relations; employee development; total compensation; and employee health and wellness.

FY21 Adopted Budget

The Human Resources Department's total FY21 Adopted Budget decreased by \$827,764, or 2.9%, from the FY20 budgeted levels. The Human Resources General Fund FY21 Adopted Budget decreased by \$215,283, or 5.9%, from the FY20 budgeted levels. For FY21, the Safety section has been moved to Emergency Management as part of the City reorganization. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts decreased by \$90,250;
- Repairs & Maintenance decreased by \$1,319;
- Supplies decreased by \$7,165;
- Insurance decreased by \$388,693;
- Other Operating Costs decreased by \$227,425 – in this category:
 - Travel/Training decreased by \$174,100; and



FISCAL YEAR 2021 - ADOPTED BUDGET

- Transfers to Other Funds decreased by \$150,000.

CITY OF SANTA FE
HUMAN RESOURCES DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	1,289,287	1,265,884	3,275,101	3,312,189	37,088	1.1%
Contractuals & Utilities	996,640	851,233	1,239,041	1,148,791	(90,250)	-7.3%
Repairs & Maintenance	-	27,499	1,319	-	(1,319)	-100.0%
Supplies	36,102	45,378	38,065	30,900	(7,165)	-18.8%
Insurance	20,705,536	22,017,913	22,969,367	22,580,674	(388,693)	-1.7%
Other Operating Costs	207,492	179,474	325,842	98,417	(227,425)	-69.8%
Capital Purchases	5,299	33,762	-	-	-	N/A
Transfers to Other Funds	202,962	75,000	225,000	75,000	(150,000)	-66.7%
TOTAL HUMAN RESOURCES	23,443,317	24,496,143	28,073,735	27,245,971	(827,764)	-2.9%

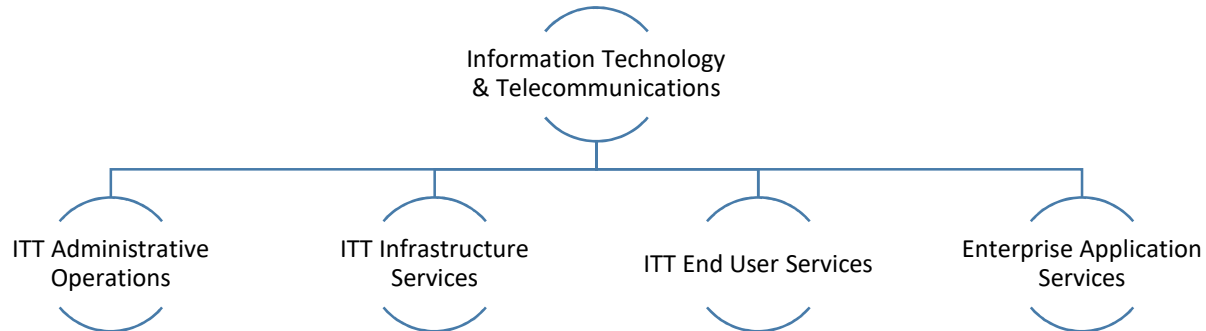
SUMMARY BY FUND	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
General Fund	1,444,277	1,343,918	3,671,121	3,455,838	(215,283)	-5.9%
Santa Fe Health/Dental	21,960,758	23,019,170	24,202,614	23,590,133	(612,481)	-2.5%
Unemployment Claims	38,282	133,056	200,000	200,000	-	0.0%
TOTAL HUMAN RESOURCES	23,443,317	24,496,143	28,073,735	27,245,971	(827,764)	-2.9%



FISCAL YEAR 2021 - ADOPTED BUDGET

INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

JOSHUA ELICIO, INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DIRECTOR



Mission

The Information Technology and Telecommunications Department (ITT) strives to be a trusted technology advisor to the City. This is achieved by implementing industry best practices in operational processes and management, and by becoming a more capable, collaborative, and agile department that consistently provides excellent technology services to support the City's mission.

Description of Services

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

FY21 Adopted Budget

The ITT Department's total FY21 Adopted Budget decreased by \$1,826,815, or 12.3%, from the FY20 budgeted levels. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities increased by \$318,194;
- Repairs & Maintenance decreased by \$46,112;
- Supplies decreased by \$448,029;
- Insurance increased by \$20,688;



FISCAL YEAR 2021 - ADOPTED BUDGET

- Other Operating Costs decreased by \$385,391 – in this category:
 - Travel/Training decreased by \$43,300;
- Capital Purchases decreased by \$50,000; and
- Transfers to Other Funds decreased by \$1,883,729.

ADMINISTRATIVE OPERATIONS DIVISION

JOSHUA U. ELICIO, DIRECTOR OF INFORMATION TECHNOLOGY AND
TELECOMMUNICATIONS DEPARTMENT

Mission

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

Description of Services

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

INFRASTRUCTURE SERVICES

LARRY WORSTELL, INFRASTRUCTURE SERVICES MANAGER

Mission

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

Description of Services

The Infrastructure Services Division provides for the design, configuration, installation, support and maintenance of the City's data, voice, and wireless networks that connect over 30 facilities in the City of Santa Fe. Networks support shared computing platforms such as email, business application, and document management systems. Division services also include: supporting various components including servers, phones, data centers, switches, routers, radios, and other equipment; providing for healthy network/internet connectivity, firewalls, and data security; evaluating department and division needs; assessing the feasibility of systems and, where appropriate, implementing new solutions; and supporting Radio and Vehicle Technology Services.



FISCAL YEAR 2021 - ADOPTED BUDGET

In addition, Division staff provide for the on-going maintenance and support of the City's public safety land mobile radio system and computer technology (laptops, printers, sirens, lights, GPS) in City vehicles in order to support the mobile workforce.

END USER SERVICES

EDWARD J. DURAN, PROJECT LEADER

Mission

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

Description of Services

The End User Services Division's services include: providing an ITT Service Desk as a first point of contact for ITT service requests and problems; maintaining, troubleshooting, repairing, and upgrading desktop and laptop computers, printers, and peripheral hardware; configuring, installing, maintaining, and upgrading operating systems, standard desktop applications, and approved specialty software; providing limited user guidance on operating systems, standard desktop applications, network access, and e-mail usage; and installing, maintaining, troubleshooting, programming, and repairing desktop phones and associated headsets. The Division also evaluates hardware and software to determine efficiency, reliability, and compatibility with desktop systems.

ENTERPRISE APPLICATION SERVICES

STEVEN SANTISTEVAN, ENTERPRISE APPLICATION MANAGER

Mission

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

Description of Services

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



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY* FISCAL YEAR 2020/21 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY DIVISION						
ITT Administration	3,081,978	793,534	4,338,136	2,204,327	(2,133,809)	-49.2%
End User Services	338,923	720,801	559,492	659,257	99,765	17.8%
Enterprise Application Services	2,176,658	2,255,504	3,511,048	2,919,042	(592,006)	-16.9%
Enterprise Resource Planning*	1,561,271	1,768,662	1,429,646	3,041,951	1,612,305	112.8%
Infrastructure Services	3,414,852	3,830,637	5,056,665	4,243,595	(813,070)	-16.1%
TOTAL INFO. TECH. & TELECOMM.	10,573,683	9,369,138	14,894,987	13,068,172	(1,826,815)	-12.3%

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY CATEGORY*						
Salaries, Wages & Benefits	3,023,524	2,939,694	3,123,725	3,771,289	647,564	20.7%
Contractuals & Utilities	2,693,773	3,258,913	3,831,059	4,149,253	318,194	8.3%
Repairs & Maintenance	382,376	314,012	222,500	176,388	(46,112)	-20.7%
Supplies	2,220,455	1,535,673	2,441,722	1,993,693	(448,029)	-18.3%
Insurance	84,663	104,090	68,423	89,111	20,688	30.2%
Other Operating Costs	1,155,599	1,128,797	1,863,558	1,478,167	(385,391)	-20.7%
Capital Purchases	79,155	76,959	213,000	163,000	(50,000)	-23.5%
Transfers to Other Funds	934,138	11,000	3,131,000	1,247,271	(1,883,729)	-60.2%
TOTAL INFO. TECH. & TELECOMM.	10,573,683	9,369,138	14,894,987	13,068,172	(1,826,815)	-12.3%

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY FUND						
1/2% GRT Income Fund	1,335,413	77,445	3,360,513	1,476,784	(1,883,729)	-56.1%
Special Projects CIP Fund*	1,561,271	1,768,662	1,429,646	3,041,951	1,612,305	112.8%
Services to Other Depts	7,676,999	7,523,031	10,104,828	8,549,437	(1,555,391)	-15.4%
TOTAL INFO. TECH. & TELECOMM.	10,573,683	9,369,138	14,894,987	13,068,172	(1,826,815)	-12.3%

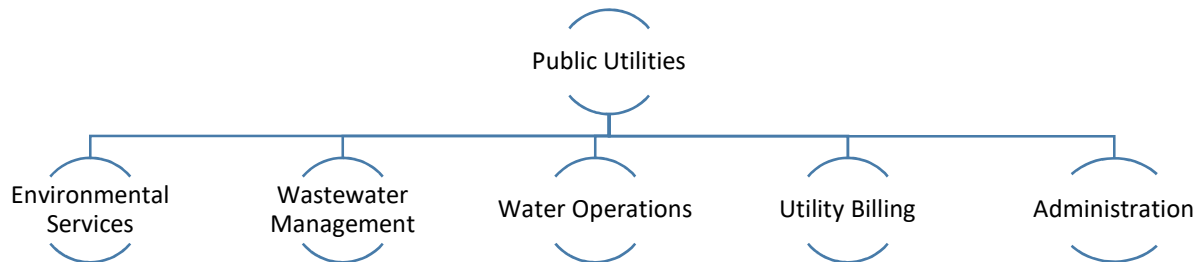
*includes ERP (CIP) Budget



FISCAL YEAR 2021 - ADOPTED BUDGET

PUBLIC UTILITIES DEPARTMENT

SHANNON JONES, PUBLIC UTILITIES DIRECTOR



Mission

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

Description of Services

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

FY21 Recommended Budget

The Public Utilities Department's total FY21 Adopted Budget decreased by \$12,688,736, or 17.6%, from the FY20 budgeted levels. The Public Utilities Department's General Fund FY21 Adopted Budget decreased by \$286,886, or 100%, from the FY20 budgeted levels. These General Fund expenses were moved into the Environmental Services Fund for FY21. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs; and
- No pay cuts and no layoffs.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased by \$2,107,669 – in this category:
 - Utilities decreased by \$1,288,734;
- Repairs & Maintenance decreased by \$758,009;
- Supplies decreased by \$735,666;
- Insurance increased by \$68,695;



FISCAL YEAR 2021 - ADOPTED BUDGET

- Other Operating Costs decreased by \$2,016,763 – in this category:
 - Travel/Training decreased by \$72,864;
- Capital Purchases decreased by \$3,968,645;
- Debt Service decreased by \$900,447; and
- Transfers to Other Funds decreased by \$210,569.

ENVIRONMENTAL SERVICES

SHIRLENE SITTON, ENVIRONMENTAL SERVICES DIVISION DIRECTOR

Mission

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

Description of Services

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

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

WASTEWATER MANAGEMENT

MICHAEL DOZIER, WASTEWATER DIVISION DIRECTOR

Mission

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



FISCAL YEAR 2021 - ADOPTED BUDGET

Description of Services

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

WATER DIVISION

JESSE ROACH, WATER DIVISION DIRECTOR

Mission

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

Description of Services

The Water Division is comprised of the following operational sections: Transmission and Distribution, Engineering, Water Conservation, Water Resources, Source of Supply, and the Buckman Direct Diversion Facility.

UTILITY BILLING DIVISION

NANCY JIMENEZ, UTILITY BILLING DIVISION DIRECTOR

Mission

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

Description of Services

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



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY DIVISION						
Public Utilities Administration	709,825	457,053	784,486	932,625	148,139	18.9%
Environmental Services	15,777,175	12,512,407	21,199,816	14,695,182	(6,504,634)	-30.7%
Utility Customer Service	4,931,160	4,020,062	4,728,917	3,717,801	(1,011,116)	-21.4%
Wastewater Management	14,695,858	27,776,026	14,630,433	12,649,130	(1,981,303)	-13.5%
Water Operations	33,359,611	27,610,455	30,698,017	27,358,195	(3,339,822)	-10.9%
TOTAL PUBLIC UTILITIES	69,473,630	72,376,003	72,041,669	59,352,933	(12,688,736)	-17.6%

	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY CATEGORY						
Salaries, Wages & Benefits	11,474,965	17,006,409	19,730,044	17,670,381	(2,059,663)	-10.4%
Contractuals & Utilities	6,955,608	7,047,567	10,182,369	8,074,700	(2,107,669)	-20.7%
Repairs & Maintenance	2,259,388	2,181,777	2,830,008	2,071,999	(758,009)	-26.8%
Supplies	2,073,088	2,425,113	3,163,223	2,427,557	(735,666)	-23.3%
Insurance	894,565	1,354,224	1,021,576	1,090,271	68,695	6.7%
Other Operating Costs	13,093,308	11,273,207	16,205,792	14,189,029	(2,016,763)	-12.4%
Capital Purchases	3,635,953	6,116,560	4,789,549	820,904	(3,968,645)	-82.9%
Debt Service	6,993,671	7,309,980	8,912,213	8,011,766	(900,447)	-10.1%
Transfers to Other Funds	22,093,084	17,661,165	5,206,895	4,996,326	(210,569)	-4.0%
TOTAL PUBLIC UTILITIES	69,473,630	72,376,003	72,041,669	59,352,933	(12,688,736)	-17.6%

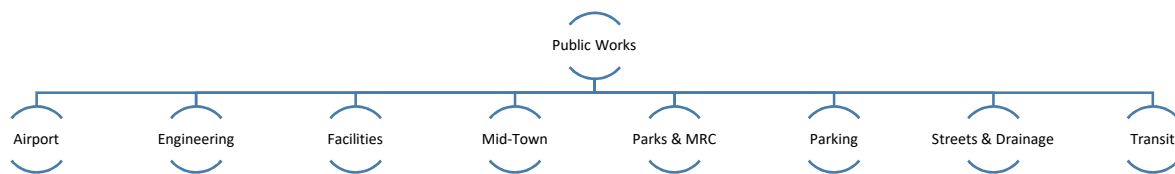
	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
SUMMARY BY FUND						
General Fund	313,335	270,652	286,886	-	(286,886)	-100.0%
Community Development	21,511	37,019	84,599	67,556	(17,043)	-20.1%
Waste Water Management	14,695,858	22,035,862	14,630,433	12,649,130	(1,981,303)	-13.5%
Water Management	23,983,716	27,610,455	30,697,282	27,358,195	(3,339,087)	-10.9%
Environmental Services	15,442,329	12,204,736	20,828,331	14,627,626	(6,200,705)	-29.8%
Utilities Administration	5,640,985	4,477,115	5,513,403	4,650,426	(862,977)	-15.7%
Enterprise Acquisition	5,629,530	-	-	-	-	N/A
Enterprise Debt Service	3,746,365	5,740,164	735	-	(735)	-100.0%
TOTAL PUBLIC UTILITIES	69,473,630	72,376,003	72,041,669	59,352,933	(12,688,736)	-17.6%



FISCAL YEAR 2021 - ADOPTED BUDGET

PUBLIC WORKS DEPARTMENT

JOHN ROMERO, ACTING PUBLIC WORKS DEPARTMENT DIRECTOR



Mission

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

Description of Services

The Public Works Department designs, builds, maintains and operates the City's transportation, facilities and storm water infrastructure. It is through thoughtful stewardship of this infrastructure that the City will realize many of its resiliency, economic development, and family-friendliness goals. The quality of this infrastructure affects every resident's, visitor's, employee's and business person's daily experience of Santa Fe. The six Public Works Divisions of Airport, Engineering, Facilities, Parking, Streets and Drainage, and Transit are supported by three hundred employees who have the expertise, responsibility and dedication to realize these goals for the City.

The Public Works Department also plans and manages the City's capital improvement projects for parks, buildings, roads, trails, sidewalks, parking facilities, the airport, and the transit and storm water systems. In FY22, the Department expects to manage approximately \$70 million in capital projects in partnership with every department in the City. The Department is also responsible for constructing, operating and maintaining the infrastructure and partnerships for the Railyard property, and the facilities, grounds and infrastructure at the Midtown campus.

FY21 Adopted Budget

The Public Works Department's total FY21 Adopted Budget decreased by \$10,487,961, or 17.2%, from the FY20 budgeted levels. The Public Works Department's General Fund FY21 Adopted Budget decreased by \$1,552,668, or 8.3%, from the FY20 budgeted levels. For FY21, the Parks Division and the Municipal Recreation Complex were moved from the former Parks & Recreation Department to the Public Works Department. The budget includes the following changes from FY20 levels:

Personnel:

- A 15% furlough for 4 pay periods for the Director;
- A 10% furlough for 4 pay periods for other employees, unless otherwise modified due to operational needs;



FISCAL YEAR 2021 - ADOPTED BUDGET

- No pay cuts and no layoffs;
- All positions from the MRC and Parks Divisions were transferred to the Public Works Department from the former Parks & Recreation Department. This change does not include one position, a Marketing & Special Events Coordinator, which was transferred to the Community Engagement Department; and
- Starting in July 2020, the new parking garage revenue system (PARCs), which will allow for 24/7 collection of garage fees, will be in place for all city garages. Due to upgrades in technology, combined with expected revenue declines in the Parking enterprise fund, 13 parking positions, including a parking operations manager, a parking supervisor, parking attendant shift supervisors, and parking attendants, will be removed and the employees in those positions will be transferred to other departments, in accordance with the City's rules and the contract between the City of Santa Fe and AFSCME Local 3999.

Non- Personnel and Operating Costs:

- Contracts and Utilities decreased by \$2,092,326 – in this category:
 - Utilities decreased by \$625,490;
- Repairs & Maintenance decreased by \$1,439,527;
- Supplies decreased by \$523,802;
- Insurance decreased by \$81,566;
- Other Operating Costs decreased by \$516,047 – in this category:
 - Travel/Training decreased by \$91,565;
- Capital Purchases decreased by \$4,494,522;
- Debt Service increased by \$8,779; and
- Transfers to Other Funds increased by \$145,407.

AIRPORT

MARK BACA, AIRPORT MANAGER

Mission

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

Description of Services

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



FISCAL YEAR 2021 - ADOPTED BUDGET

ENGINEERING

JOHN ROMERO, TRAFFIC ENGINEERING DIVISION DIRECTOR

Mission

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

Description of Services

The Division oversees traffic engineering and operations; roadways and trails planning, design and construction; storm water infrastructure design, construction and maintenance; and ADA sidewalk infrastructure planning, design and construction.

FACILITIES DIVISION

MICHAEL RODRIGUEZ, FACILITIES DIVISION DIRECTOR

Mission

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

Division Description of Services

The Division oversees capital project planning and project management, custodial services and preventive and emergency maintenance for City facilities, and Midtown property maintenance management.

MID-TOWN CAMPUS

SAM BURNETT, PROJECT MANAGER

Mission

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

Description of Services

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

MUNICIPAL RECREATION COMPLEX (MRC)

JENNIFER ROMERO, MRC MANAGER

Mission

The mission of Marty Sanchez Links de Santa Fe/MRC is to provide expert service and entertainment to our golf patrons and sports league users; create a wholesome atmosphere for the enjoyment of the game of golf and for sports turf recreational users; maintain a financially-sound



FISCAL YEAR 2021 - ADOPTED BUDGET

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

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

Mission

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

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

Description of Services

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



FISCAL YEAR 2021 - ADOPTED BUDGET

PARKING

NOEL CORREIA, PARKING DIVISION DIRECTOR

Mission

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

Description of Services

The Division oversees parking facility operations and maintenance; parking enforcement and revenue assurance; parking administration, including the adjudication of parking fines; and parking agreements and special arrangements with local businesses and nonprofits.

STREETS AND DRAINAGE

THOMAS MARTINEZ, ACTING STREETS AND DRAINAGE DIVISION DIRECTOR

Mission

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

Description of Services

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

TRANSIT

THOMAS MARTINEZ, DIRECTOR OF OPERATIONS AND MAINTENANCE

Mission

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

Description of Services

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



FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Public Works Administration	2,282,217	2,014,361	2,535,856	3,021,749	485,893	19.2%
Airport Division	2,846,582	2,994,894	3,633,298	3,777,148	143,850	4.0%
Engineering Division	5,065,854	5,309,323	6,400,418	4,788,633	(1,611,785)	-25.2%
Facilities Maintenance	4,785,251	4,403,016	5,526,593	4,523,209	(1,003,384)	-18.2%
Midtown Campus	2,222,114	3,938,543	4,589,164	3,860,058	(729,106)	-15.9%
Municipal Recreation Complex	3,507,235	3,254,084	3,421,598	2,577,798	(843,800)	-24.7%
Parking Division	5,726,756	6,191,838	9,252,673	5,498,294	(3,754,379)	-40.6%
Parks Division	7,124,657	6,208,292	7,399,636	6,633,646	(765,990)	-10.4%
Streets & Drainage Maintenance	5,248,856	5,328,520	7,036,070	4,912,512	(2,123,558)	-30.2%
Transit	8,876,291	10,448,956	11,085,481	10,799,779	(285,702)	-2.6%
TOTAL PUBLIC WORKS	47,685,812	50,091,828	60,880,787	50,392,826	(10,487,961)	-17.2%

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2017/18	ACTUAL EXPENDITURES 2018/19	2019/20 MIDYEAR BUDGET	ADOPTED BUDGET 2020/21	\$ CHANGE 2019/20 vs. 2020/21	% CHANGE 2019/20 vs. 2020/21
Salaries, Wages & Benefits	19,601,514	21,652,349	23,065,289	21,570,932	(1,494,357)	-6.5%
Contractuals & Utilities	6,341,325	6,466,685	8,466,194	6,373,868	(2,092,326)	-24.7%
Repairs & Maintenance	1,126,680	1,421,546	3,797,407	2,357,880	(1,439,527)	-37.9%
Supplies	1,838,363	1,965,460	2,352,120	1,828,318	(523,802)	-22.3%
Insurance	1,220,133	1,555,008	1,611,240	1,529,674	(81,566)	-5.1%
Other Operating Costs	4,366,406	4,200,002	5,432,387	4,916,340	(516,047)	-9.5%
Capital Purchases	1,462,972	1,634,357	4,916,722	422,200	(4,494,522)	-91.4%
Debt Service	6,184,161	6,061,251	5,878,253	5,887,032	8,779	0.1%
Transfers to Other Funds	5,544,258	5,135,170	5,361,175	5,506,582	145,407	2.7%
TOTAL PUBLIC WORKS	47,685,812	50,091,828	60,880,787	50,392,826	(10,487,961)	-17.2%

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FISCAL YEAR 2021 - ADOPTED BUDGET

CITY OF SANTA FE PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2020/21 ADOPTED BUDGET

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SUMMARY BY FUND	ACTUAL	ACTUAL	2019/20	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES 2017/18	EXPENDITURES 2018/19	MIDYEAR BUDGET	BUDGET 2020/21	2019/20 vs. 2020/21	2019/20 vs. 2020/21
General Fund	16,975,358	15,582,566	18,710,744	17,158,076	(1,552,668)	-8.3%
City Drainage Fund	1,231,164	1,693,525	2,180,485	948,219	(1,232,266)	-56.5%
Impact Fees Fund	-	475,000	-	-	-	N/A
Transportation Grants	88,758	76,475	94,655	95,059	404	0.4%
Plaza Use Fund	25,517	24,603	25,000	15,000	(10,000)	-40.0%
Quality of Life	23,638	38,064	67,500	12,337	(55,163)	-81.7%
Streets & Roadways	3,250,836	2,212,308	3,821,060	2,302,277	(1,518,783)	-39.7%
1/2% GRT Income Fund	1,721,575	1,833,027	2,254,321	1,828,700	(425,621)	-18.9%
Railyard Properties	2,053,155	1,903,722	2,190,015	2,899,700	709,685	32.4%
Midtown Campus	4,788	1,443,720	2,891,334	2,181,800	(709,534)	-24.5%
Municipal Recreation Complex	1,579,142	1,563,067	1,795,031	1,269,971	(525,060)	-29.3%
Parking	4,788,042	5,492,040	8,313,337	4,337,384	(3,975,953)	-47.8%
Transit Bus System	8,444,949	10,029,623	10,647,745	10,361,909	(285,836)	-2.7%
Airport	2,741,038	2,911,055	3,633,298	2,517,588	(1,115,710)	-30.7%
Enterprise Debt Service	4,757,850	4,813,033	4,256,262	4,464,806	208,544	4.9%
TOTAL PUBLIC WORKS	47,685,812	50,091,828	60,880,787	50,392,826	(10,487,961)	-17.2%



FISCAL YEAR 2021 - ADOPTED BUDGET

VII. GLOSSARY OF TERMS AND ABBREVIATIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BALANCED BUDGET - A budget where expenditures are equal to revenues

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

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



FISCAL YEAR 2021 - ADOPTED BUDGET

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

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

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

BUDGET ADJUSTMENT REQUEST - A critical step in the formal approval process required before a revision can be made to the budget appropriation (note: budget adjustments of \$5,000 and under shall be approved by the Finance Director; adjustments above \$5,000 but no more than \$60,000 shall be approved by the City Manager; and adjustments above \$60,000 shall be approved by the City Council)

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

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

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

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

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

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

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

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

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

CAPITAL BUDGET - A financial expenditure plan for capital projects

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

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



FISCAL YEAR 2021 - ADOPTED BUDGET

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

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

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

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

CHARGES FOR SERVICES - Revenues received for services rendered

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DISBURSEMENT - The expenditure of monies from an account

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



FISCAL YEAR 2021 - ADOPTED BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2021 - ADOPTED BUDGET

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

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

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

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

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

GOAL - A statement of broad direction, purpose or intent

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

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

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

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

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

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

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

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

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

LEVY - An imposition of taxes for the support of government activities

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

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



FISCAL YEAR 2021 - ADOPTED BUDGET

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

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

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

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

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

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

MISCELLANEOUS REVENUE - Revenue that is not identified within a separate category in the chart of accounts

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

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

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2021 - ADOPTED BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2021 - ADOPTED BUDGET

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

TAX - A compulsory contribution levied by a government

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

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

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

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

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

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

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



FISCAL YEAR 2021 - ADOPTED BUDGET

ABBREVIATIONS

ACA - Affordable Care Act

ACD - Arts & Culture Department (City of Santa Fe)

ADA - Americans with Disabilities Act

ADO - Asset Development Office

AFH (or OAH, HSG) - Affordable Housing Department (City of Santa Fe)

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

AIS - Annual Information Statement

ALGA - Association of Local Government Auditors

APA - American Planning Association

ARRA - American Recovery and Reinvestment Act

ASE - Automotive Service Excellence

ATV - All-Terrain Vehicle

BAR - Budget Amendment Resolution

BDD - Buckman Direct Diversion

BuRRT - Buckman Road Recycling and Transfer station

CAD - Computer-Aided Design

CAF - Corrective Action Fund

CAFR - Comprehensive Annual Financial Report

CAPER - Consolidated Action and Performance Evaluation Report

CBA - Collective Bargaining Agreement

CC - City Council

CCC - Community Convention Center (City of Santa Fe/Tourism Santa Fe Department)

CDBG - Community Development Block Grant

CDL - Commercial Driver's License

CEG - Community Engagement Department (City of Santa Fe)

CERT - Community Emergency Response Team

CHART - Cultures, Histories, Art, Reconciliation, and Truth

CIAC - Capital Improvement Advisory Committee

CIP - Capital Improvement Plan (or Program, Project)

CIPCAC - Capital Improvement Plan Citizen's Advisory Committee

CIPTAC - Capital Improvement Plan Technical Advisory Committee

CISA - Certified Information Systems Auditor



FISCAL YEAR 2021 - ADOPTED BUDGET

CLG - Certified Local Government
CM - City Manager
CMO - Collateralized Mortgage Obligation
CNG - Compressed Natural Gas
CNT - Crisis Negotiation Team
COD - Chemical Oxygen Demand
COLA - Cost Of Living Adjustment
COM (or CSD) - Community Services Department (City of Santa Fe)
CPO - Chief Procurement Officer
CPR - Cardiopulmonary Resuscitation
CRM - Citizen Relationship Management
CRWTP - Canyon Road Water Treatment Plant
CVB - Convention and Visitors Bureau (City of Santa Fe/Tourism Santa Fe Department)
CY - Calendar Year
CYFD - Children, Youth & Families Department (State of New Mexico)
DFA -Department of Finance and Administration (State of New Mexico)
DHS – Department of Homeland Security (Federal)
DHSEM - Department of Homeland Security and Emergency Management (State of New Mexico)
DOJ - Department of Justice (Federal)
DOT - Department of Transportation (State of New Mexico or Federal)
DPS - Department of Public Safety (State of New Mexico)
DPSA - Department of Public Safety Association
DRT - Development Review Team
DUI - Driving Under the Influence of intoxicating liquor
DVP - Delivery Versus Payment
DWI - Driving While under the Influence of intoxicating liquor or drugs
EAP - Employee Assistance Program
ECD (or EDD) - Economic Development Department (City of Santa Fe)
EGRT - Environmental Gross Receipts Tax
EMMA - Electronic Municipal Market Access
EMPG - Emergency Management Performance Grant
EMS - Emergency Medical Services



FISCAL YEAR 2021 - ADOPTED BUDGET

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



FISCAL YEAR 2021 - ADOPTED BUDGET

GO BONDS - General Obligation Bonds

GPRGC - Grandparents Raising Grandchildren Program

GPS - Global Positioning System

GREAT - Gang Resistance Education And Training

GRT - Gross Receipts Tax

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

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

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

HRB - Human Rights Bureau

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

HVAC - Heating, Ventilation and Air Conditioning

ICIP - Infrastructure Capital Improvement Plan

IGA - Intergovernmental Agreement

IP - Industrial Pretreatment

IPRA - Inspection of Public Records Act

IRS - Internal Revenue Service (Federal)

ISACA - Information Systems Audit and Control Association

ISC - Interstate Stream Commission

IT - Information Technology

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

JAG - Justice Assistance Grant

JPA - Joint Powers Agreement

KSFB - Keep Santa Fe Beautiful

LANL - Los Alamos National Laboratory

LED - Light Emitting Diode

LEDA - Local Economic Development Act

LEPF - Law Enforcement Protection Fund

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

LGIP - Local Government Investment Pool

LIHTC - Low Income Housing Tax Credit

LINC - Local Innovation Corridor

MIH - Mobile Integrated Health



FISCAL YEAR 2021 - ADOPTED BUDGET

MIHO - Mobile Integrated Health Office

MOU - Memorandum Of Understanding

MOW - Meals On Wheels

MPA - Metropolitan Planning Area

MPO - Metropolitan Planning Organization

MRC - Municipal Recreation Complex (City of Santa Fe/Public Works Department)

MSGP - Multi-Sector General Permit

MSL - Marty Sanchez Links de Santa Fe Golf Course

MSRB - Municipal Securities Rulemaking Board

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

MTP - Metropolitan Transportation Plan

NCS - National Citizens Survey

NCUA - National Credit Union Administration

NMAC - New Mexico Administrative Code

NMED - New Mexico Environment Department

NMFA - New Mexico Finance Authority

NMGAS - New Mexico Gas Company

NMGL - New Mexico Golf Limited

NMML - New Mexico Municipal League

NMRPA - New Mexico Recreation and Park Association

NMSA - New Mexico Statutes Annotated

NMSD - New Mexico School for the Deaf

NMWWA - New Mexico Wastewater Association

NOAA - National Oceanic and Atmospheric Association

NON - Non-Departmental (City of Santa Fe)

NPDES - National Pollutant Discharge Elimination System

NRCS - National Resources Conservation Service

NRPA - National Recreation and Park Association

NSIP - Nutrition Service Incentive Program

NWS - National Weather Service

OBG - Office for Business Growth

O and M - Operations and Maintenance

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



FISCAL YEAR 2021 - ADOPTED BUDGET

OTAB - Occupancy Tax Advisory Board

PARCS - Parking Access and Revenue Control System

P-CARD - Procurement Card

PCR - Police Community Relations

PERA - Public Employees Retirement Association

PILOT - Payment In Lieu Of Taxes

PIO - Public Information Officer

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

PNM - Public Service Company of New Mexico

PO - Purchase Order

POS - Point Of Sale

POTW - Publically Owned Treatment Works

PRV - Pressure Reducing Valve

PT - Part-Time

PTE - Part-Time Equivalent

PTTMP - Part-Time Temporary

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

PUD - Public Utilities Department (City of Santa Fe)

PWD - Public Works Department (City of Santa Fe)

QWEL - Qualified Water Efficient Landscaper

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

RFP - Request For Proposal

RFQ - Request For Quote

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

ROW – Right-Of-Way

RSVP - Retired Senior Volunteer Program

RTCR - Revised Total Coliform Rule

SAD - Special Assessment District

SBDC - Small Business Development Center

SCADA - Supervisory Control And Data Acquisition

SCBA - Self-Contained Breathing Apparatus

SCORE - Service Corp Of Retired Executives

SCP - Senior Companion Program



FISCAL YEAR 2021 - ADOPTED BUDGET

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

SEC - Securities and Exchange Commission

SEP - Senior Employment Program

SFBI - Santa Fe Business Incubator

SFCC - Santa Fe City Code

SFFD - Santa Fe Fire Department

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

SFHP - Santa Fe Homes Program

SFPD - Santa Fe Police Department

SFPS - Santa Fe Public Schools

SFUAD - Santa Fe University of Art and Design

SIU - Significant Industrial User

SLO - State Land Office (State of New Mexico)

SNAG - Starting New At Golf

SSD - Senior Services Division (City of Santa Fe/Community Services Department)

SWAT - Special Weapons And Tactics

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

SWOT - Strengths, Weaknesses, Opportunities, and Threats

TAT - TMDL and Assessment Team

TBAR - Technical Budget Adjustment Request

TBBL - Technically-Based Local Limit

TEMS - Tactical Emergency Medical Service

TIC - True Interest Cost

TMDL - Total Maximum Daily Load

TSF - Tourism Santa Fe Department (City of Santa Fe)

TSS - Total Suspended Solids

TWAS - Thickened Waste Activated Sludge

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

UPWP - Unified Planning Work Program

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

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