

THE CITY OF
SANTA FE
—★—

FY23 Recommended Budget

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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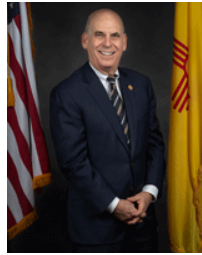
I. CITY OF SANTA FE - ORGANIZATIONAL CHART





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II. ELECTED OFFICIALS



Mayor Alan Webber



Renee Villarreal - District 1 Councilor



Signe Lindell - District 1 Councilor



Carol Romero-Wirth - District 2 Councilor



Michael J. Garcia- District 2 Councilor



Chris Rivera - District 3 Councilor



Lee Garcia - District 3 Councilor



Jamie Cassutt- District 4 Councilor



Amanda Chavez - District 4 Councilor

To the City Council and the People of Santa Fe,

It has often—and correctly—been said that a budget is a moral document. How we dedicate our public resources reflects our core values.

A budget is also a strategic document. It provides the ways and means to realize our core values.

A budget that combines a moral compass and an investment strategy creates both a vision for our future and a roadmap to achieve that vision. Our aspirations for Santa Fe are both lofty and achievable: We aim for greatness in every part of our city's life and for everyone in our city:

We will make City government work for everyone.

We will help those who need the most help.

We will preserve, protect and advance our history, art and culture.

We will create housing and livable neighborhoods, balanced with graceful growth.

We will create good jobs and rewarding careers for everyone.

We will make Santa Fe sustainable.

This budget articulates those values and turns those aspirations into action.

This budget demonstrates a clear moral compass that guides our choices: in it we commit ourselves to offering a strong and steady helping hand to those who most need help. With our ARPA money as well as our General Fund dollars, we seek to house those who are experiencing homelessness, support those who need direct assistance to pursue a Community College education, train those looking for a good paying job, provide economic assistance to small and medium-size businesses hit hard by the COVID pandemic, offer counseling to those struggling with mental and behavioral health issues, and provide better choices to young people who might otherwise fall prey to a bad decision that can sidetrack a life.

Our values shine through in our commitment to sustainability. With this budget we continue to drive Santa Fe to the forefront of renewable energy, water conservation, water re-use and forward-looking water planning. In it we invest in sensible land use planning that reinforces a sustainable way of life based on a sustainable pattern of living. This budget launches a new initiative to create a "green bank" that our residents can use to make investments that will both reduce their individual cost of living and also reduce our community's carbon footprint.

In this budget we continue to balance our commitment to respond to the ongoing need for more affordable housing and our pledge to preserve, protect and enhance our unmatched quality of life. With this budget, we will grow—and grow gracefully. We continue to invest in a broad-based and diversified economy, with good jobs and good wages not only for the current generation of workers, but also for our children and grandchildren.

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

As always, our strategic investments begin with our people, the women and men who do their best each day to make Santa Fe the best place to live every day. In this budget we are proposing the equivalent of an 8% raise for all City employees. In addition, we have budgeted a \$2,000 per person retention incentive to keep our talented and experienced team with us in a highly competitive job market. We continue to offer a \$1,000 signing incentive to help fill critically important City jobs. In the challenging area of recruiting, hiring and retaining Santa Fe police officers, we are proposing the equivalent of a 16% pay increase, as well as a \$15,000 per person incentive for lateral transfers of experienced officers into our police department from other jurisdictions. We also create a \$750,000 down payment assistance fund to provide home-buying help to the men and women who are our first responders. We want them to be able to live in the city they help protect.

A second strategic theme of this budget is the deliberate, intentional re-shaping of the City workforce to reflect current and future priorities. In other jurisdictions and at other times, governments have spoken about “down-sizing” or “right-sizing” the workforce. We reject both of those descriptions.

Our measure of success is not defined by the size of our government. When it comes to serving the people of Santa Fe, we know that a City government that is bigger isn’t better; nor is a smaller one better. Only better is better. To make the City government better, we are moving the positions we have from the past to match the needs we have for the future. Positions will go to the service areas in City government where the residents of Santa Fe are telling us they assign the greatest priority. Responding to those calls for service is how we make City government not bigger, not smaller, but better.

This budget is built on strategic investments; it is also strategic in how we think about budgeting. For the first time in years, Santa Fe is blessed with multiple streams of revenue that we can put to very good uses. We have money from the Federal government that we can invest in much-needed social programs, economic development and job training programs, and community health and safety initiatives. We have a variety of revenue streams from the State government that we can devote to critical capital improvements in every part of the City, job creation for people across Santa Fe and environmental upgrades for future generations of Santa Feans. We also intend to bring a GRT-backed bond to the market in the early Fall. We will use those additional revenues to do even more in the way of meeting our long list of critical capital investment projects.

This budget matches the source of the funding to the targeted strategic investment. As a matter of sound fiscal management, we distinguish between one-time expenditures and recurring expenditures, between operating investments and capital investments, between projects that will be funded and completed in one year and projects that will be begun this year

but will need to be nurtured and funded in future budgets. Those careful calculations represent another level of strategy that we have practiced in this budget.

Another strategic element of this budget is reflected in our way of thinking, not of the *budget*, but of *budgeting*. In some governments, the budget process is “one and done”: A budget is proposed, after debate and adjustment it is adopted, and it is a done deal for the next fiscal year.

That is neither our thinking nor our practice when it comes to budgeting. As soon as a budget is adopted for the coming Fiscal Year, we will begin another round of discussions with members of the City Council and City Departments. Our aim is to continue to refine, adapt and amend the budget on an ongoing basis. We anticipate that our revenue streams will continue to evolve. We know that our service needs will continue to evolve. From COVID we have learned to expect the unexpected when it comes to the budget. With all that in mind, as we move into the new Fiscal Year we will bring new budget adjustments forward as a continuing process of budgeting, assessing, adapting, refining and improving.

We think of it this way: The City budget is as much a verb as a noun. We are *budgeting* on an on-going basis and as a result we are producing an ever-improving *budget*.

The Charter calls for the Mayor to produce and offer the budget. While I am proud to sign this letter to submit the budget to the City Council and to the people of Santa Fe, this budget rightly belongs to our City Department heads and City employees. These are the talented women and men who every day *give their best* so the women and men who live and work in Santa Fe can *live their best*. This budget is built on their unstinting service, their unbridled enthusiasm and their unlimited vision. It takes a team to build a budget and then to deliver on the promises of that budget, and the City of Santa Fe is truly fortunate to have an exceptional team of City employees guiding our City government.

I am honored and excited to be able to present the proposed budget for the City of Santa Fe, as required by City Charter. Thank you for your good work and your support in advancing the great cause that is our Santa Fe.



Alan Webber
Mayor



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IV. EXECUTIVE SUMMARY

After persevering together through the COVID-19 pandemic, Santa Feans are in the middle of a recovery that offers us a once-in-a-generation opportunity to transform the City of Santa Fe into a more just and prosperous city. Heading into a transformative year, the FY23 Recommended Budget builds on the Mayor and the City Council's collaboration to set a fiscally sustainable course for the City of Santa Fe, while investing in shared priorities to deliver exceptional services to build a better city for Santa Feans.

We are listening to our community. This budget focuses on restoring core and essential services that were reduced or deferred during the onset of the pandemic; at the same time, we are finding ways to innovate in the delivery of those services. Federal economic stimulus aid was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe which will support the City's expansion of key social services, business and facilities, parks and trails over the next 3 years.

The FY23 Recommended Budget also continues to invest in our workforce. The men and women who work for the City have made extraordinary efforts to keep Santa Fe operating during the pandemic and have provided opportunities to modernize government. The result are improved residents' experiences from the way their government operates.

FY23 Recommended Expenditures

The FY23 Recommended Budget meets the City's financial obligations, including debt service and health insurance cost increases, and leverages the City's resources into shared goals. The recommended FY23 All Funds expenditures of \$382.8 million reflects an increase of \$25.5 million, or 7.1 percent, when compared to pre-pandemic levels in FY19. The recommended FY23 All Funds expenditures of \$382.8 million reflects a decrease of \$3.5 million, or 0.9 percent, when compared to the FY22 mid-year budget which utilized one-time reserves to support expenditures. The recommended FY23 General Fund expenditures total \$124.0 million which is a decrease of \$4.8 million, or 3.7 percent, from the FY22 budgeted levels at mid-year which utilized one-time reserves to support expenditures.

FY23 Budget Highlights

The FY23 Recommended Budget is a fiscally responsible budget that focuses on strategic investments in critical areas including:

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

- \$2.4 million for a \$2,000 per person retention incentive to keep our talented and experienced team with us in a highly competitive job market.
- \$300,000 to offer a \$1,000 signing incentive to help fill critically important City jobs.
- The Police Department's budget includes a collective bargaining reserve in the Police Department's budget totaling \$2,251,013, an amount equivalent to a 16 percent increase to



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salary and salary-dependent benefits, for members of the Santa Fe Police Officer's Association, which will be allocated through the collective bargaining process.

- The Fire Department's budget includes a collective bargaining reserve totaling \$877,687, an amount equivalent to an 8 percent increase to salary and salary-dependent benefits, for members of the IAFF Local 2059, to be allocated through the collective bargaining process.
- The Human Resources Department's budget includes a collective bargaining reserve totaling \$2,565,566, an amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999, to be allocated through the collective bargaining process.
- Department budgets include the equivalent of an 8 percent raise for all exempt and non-union City employees.

Creating housing and livable neighborhoods, balanced with graceful growth

- The City continues its commitment to Affordable Housing allocating \$3 million to the Affordable Housing Trust Fund.
- Funding to provide affordable housing subsidies through the General Fund and through the federal Community Development Block Grant.
- \$150,000 for consultation contract for Affordable Housing Planning.
- \$300,000 for a Growth Management/Chapter 14 Code Update and \$41,000 for General Plan Amendment update.
- \$250,000 for Neighborhood Based Planning and \$100,000 for a Downtown Plan.
- \$240,000 for on-call consulting services in the Land Use Department.
- \$75,000 for consulting and development of expanded digital services and \$60,000 for scanning services for the Plat Room.
- \$60,000 for short term rental data collection.
- \$28,000 for staff training in the Land Use Department.
- \$1.9 million for advertising to boost tourism to assist in the economic recovery and funding to create three new positions to staff the Water Street Visitor Center.
- \$75,000 for a study to review the best use in repurposing the current City Hall.

Creating good jobs and rewarding careers for everyone

- \$733,000 in funding for LEDA projects including Marty's Meals, Beck & Bulow, Altar Spirits, Savant X, Meow Wolf, Second Street Brewery, Earth Traveler, and Parting Stone.
- \$630,000 to support department initiatives such as business incubation and small business resources, workforce and job training, entrepreneurship programs, industry cluster development, food industry cluster development, city-wide broadband architecture analysis, and business social capital development.
- \$250,000 for Midtown Redevelopment Projects.
- \$150,000 for a Phase 2 - Economic Development Strategic Plan.
- \$50,000 for a Community Development Growth Management Plan.

Preserving, protecting, and advancing our history, art and culture

- \$125,000 to continue the work of Culture, History, Art, Reconciliation, and Truth (CHART).



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- \$514,000 for Arts in Public Places.
- \$100,000 for the Cultural Investment Funding Program.
- \$435,000 in advertising for Arts and Culture.
- \$15,000 in Gallery Artist Recovery and training.
- Funding for the City Historian and Poet Laureate, the Culture Connects Initiative and the Fe.mous program.
- \$100,000 for OTAB event support funding, restoring to pre-pandemic levels.

Helping those who need the most help

- \$1.6 million for Children and Youth Commission Grant Fund to serve Youth Ages 0 -21.
- \$1.3 million for Health & Human Services Grant Fund to serve Adults 18+.
- \$85,500 for the CYFD Grant Fund Services for Juvenile Justice Program.
- \$44,000 for assistance for veteran needs, scholarships for veterans and dependents and \$19,000 for Veteran navigator and fund to serve homeless and indigent veterans.
- \$529,000 for library books, subscriptions, and periodicals and \$166,000 for software subscriptions in the Library Division.
- Funding to create one new Program Manager in the Youth and Family Services Division.
- Funding to create one new Seniors Transportation Manager.

Making Santa Fe sustainable

- The City is investing a \$500,000 to create a Clean Energy Fund. This Fund would be used to reduce the city's carbon footprint and move rapidly toward meeting its 2040 carbon neutral goals. Transitioning away from carbon sources requires renewable energy-based electricity and electrifying gas appliances, coupled with energy efficiency. Energy efficiency has been shown to be one of the most effective, lowest cost approaches for reducing carbon emissions. A Clean Energy Fund would contract with a provider in order to provide low-cost capital, loan-loss reserves to reduce lending risk, and other mechanisms necessary to enable Santa Fe households to access rooftop solar and energy efficiency, focusing particularly on lower-income communities. The money would be used initially to contract with a non-profit to provide research and a business plan for an ongoing Clean Energy Fund (or Green Bank); to look for grants from Federal and State governments; and to identify ways to provide financial support for Santa Fe residents who would reduce their own and the community's carbon footprint by a variety of means including but not limited to energy conservation, solarization, and other investments and strategies that would help the City meet its sustainability goals as the return on investment.
- Environmental Services Division budgeted \$2.4 million for the CNG station repayment lease.

Keeping Santa Fe safe and secure

- \$70,000 for a Wildfire Evacuation Analysis.
- \$100,000 to create a Police Department station in City Hall.
- \$750,000 for a First Responder Down Payment Assistance Program which is aimed to increase home ownership opportunities in Santa Fe for our police officers, firefighters, and EMTs. This program is also designed to promote safety in neighborhoods by encouraging



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those with law enforcement and fire rescue/EMS jobs to own homes and live in Santa Fe. The City recommends a pilot project for this initiative in the amount of \$750,000 for FY23 and will develop a policy for implementation and provide reporting on progress and outcomes.

- Funding for the Police Department to create four evidence/property technician positions and funding to reclassify one accounting supervisor position to one evidence/property technician supervisor position to tackle the challenges with updating the Evidence Room.
- \$1.2 million to purchase 30 hybrid vehicles for the Police Department, effectively restoring the Department to pre-COVID vehicle purchase quantities, and \$619,000 in fuel costs.
- \$1.1 million contract with Axon Enterprise to provide equipment and services for providing body worn cameras, in-car cameras, interview room cameras, and all associated equipment and software to manage these devices. In addition to the equipment, digital media evidence management cloud services will be provided.
- \$100,000 for the Solace Crisis Service contract in the Police Department.
- \$1.2 million in funding security contracts across Public Works including City Parks.
- Funding for the Fire Department to create one new position for a Health and Safety Captain, one new position for a Training Captain and one new position for a Fire Inspector.

Improving Basic City Services and Upgrading Infrastructure

- Funding for an Airport Maintenance Senior position to assist with operations and increase in aircraft operations with both commercial and general aviation and \$200,000 for data processing including security cameras, a new badge all in one system as required by FAA.
- Funding for two Custodian positions to staff the Downtown Restrooms.
- \$1.6 million, an increase of \$642,000, in service contracts to support parks operations
- \$516,000, an increase of \$496,000, in service contracts to support the MRC.
- Creation of a Graffiti section in the Parks and Open Space Division.
- \$234,000, an increase of \$87,000, for Parks Division temporary seasonal staff
- \$400,000, an increase of \$70,000, in contracts to support stormwater operations
- The Railyard Park saw an increase from the FY22 Budget to the FY23 Recommended Budget. This increase of \$50,000 in service contracts is to support the Railyard Park.
- Complete Streets Division reorganization which includes combining the Engineering and Streets Division into the Complete Streets Division. This puts the teams together that plan, design, build, operate and maintain rights of way in the City of Santa Fe. It provides field expertise to the planning and deployment of new capital projects and supports maintenance and operations with engineering and construction expertise.
- \$1.3 million in contracts, an increase of \$985,000, across all sections of the Complete Streets Division including utility locate services, controller upgrades, concrete/asphalt services, on call traffic engineering, traffic calming and development review.
- \$802,000, an increase of \$532,000, in repairs and maintenance including an increase of \$60,000 due to the annexation of Cerrillos and St. Michaels and \$400,000 in the traffic engineering section for citywide streetlight maintenance and repairs
- \$1.5 million increase in Environmental Services for the increased landfill tipping fees and new recycling tip fee charged by SFSWMA, covered by the ESD rate increase.



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- \$1.5 million in the Utility Customer Service Division for ITT and technical support for the Utility Billing system and upgrade to new billing system.
- The Water Division budgeted \$216,000 to fund contracts to support education, outreach, and public relations for the Water Conservation Program.
- Funding to create one Journeyman Electrician position in the Water Division and to create one Journeyman Electrician position in the Wastewater Division.
- Funding in the Wastewater Division includes \$250,000 for a master plan and \$150,000 for verification of regulatory reporting, recommendations on process modifications, and provide process and safety training.

Making City government work for everyone

- A \$3 million, or 12 percent, increase for fixed costs such as health insurance increases.
- \$2.4 million for software subscriptions including \$128,000 for Immix/Kronos contract.
- Funding for a Computer Refresh Initiative replacement of all computers at end-of-life cycle.
- \$4 million for the Tyler Human Capital Management (HCM) and Munis Financials upgrade.
- \$2.1 million on communications expenses in the ITT Department.
- Investments in adding capacity to the Community Engagement Department including funding to create one new Web Content Manager position and \$25,000 in contracts to support the City's website. Funding to create one new Community Engagement Specialist position and transfer of one Marketing and Special Events Coordinator position to create a Volunteer Coordinator position and reclassification of one vacant Council Liaison position to a Committee Liaison position.
- \$75,000 for Spanish language translation and \$125,000 for special events programming and advertising for special events.
- \$60,000 to build out a platform for online campaign finance reporting and the ability to receive public campaign financing contributions online.
- \$75,000 to remove shopping carts in public rights of way and to return them to retailers and \$50,000 to clean up blighted and nuisance properties in Santa Fe.
- \$13,000 for the "Happy or Not Happy" program to solicit public feedback about City services citywide.
- \$150,000 increase to build a self-service tax portal for lodgers' tax collections.
- Funding to create one new HR Analyst position.



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FY23 Revenues

The global pandemic brought the period of the longest economic expansion in U.S. history to an unexpected and sudden end. During the onset of the pandemic, businesses in Santa Fe closed—some temporarily, some permanently—and the unemployment rate soared to one of the highest rates seen in the last several decades. Making early fiscally responsible decisions in 2020 gave the City the ability to function effectively through the uncertainty of this crisis and into the recovery and rebuilding period. Despite these challenges, the City continues to be in a solid financial position, while exercising caution in response to mixed economic signals. Recurring City revenues are forecast to exceed pre-pandemic levels due to stronger gross receipts tax collections, the implementation of internet sales tax in FY22 and inflation. All other revenues are expected to see stable but more modest growth.

The budgeted FY23 All Funds revenue of \$382.9 million reflects an increase of \$21.9 million, or 6.1 percent, when compared to pre-pandemic levels in FY19. This increase reflects significant recovery since the downturn. The budgeted FY23 All Funds revenue of \$382.9 million reflects an increase of \$3.5 million, or 0.9 percent, when compared to the FY22 mid-year budget which utilized one-time reserves. Santa Fe's largest funding source is tax revenue, accounting for 44.3 percent of all revenues. Of that category, 81 percent comes from gross receipts taxes, 7 percent from property taxes and 12 percent from other taxes, such as the lodgers' tax. Service fees, primarily from the City's utilities, account for 35 percent of total revenue. The budgeted FY23 General Fund revenue of \$124 million reflects an increase \$19.5 million, or 18.7 percent, when compared to the FY22 mid-year budget.

Mayor Webber's administration has built up the City's "rainy day funds," or reserves, which have enabled the City to continue investing in the City's core services and prioritize funding service delivery levels to build and support our community initiatives throughout the pandemic. Reserves are intentionally built-up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship or uncertainty. As of midyear, the FY22 Budget includes use of \$40 million of these "rainy day funds," or reserves, to limit the reduction of service levels and to support one-time expenses such as expansion of the Airport, building of the South Side Teen Center, renovation of BC Pool as well as funding critical operational needs such as road rehabilitation, retention incentives for City employees, and hiring incentives for new employees. Overall, the FY23 budgeted revenues reflect an addition of \$26.4 thousand into cash reserves.

As was done in FY22, adjustments to the operating budget may be likely in the coming fiscal year. If additional funding becomes available during FY23, City staff is committed to bringing forward budget adjustments in order to continue to invest in critical service areas that are identified throughout the upcoming budget hearings.



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ALL FUNDS SUMMARY

CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY* FY 2018/19 THROUGH FY 2022/23

CATEGORY	ACTUAL REVENUE FY 2018/19	ACTUAL REVENUE FY 2019/20	ACTUAL REVENUE FY 2020/21	FY 2021/22 MIDYEAR BUDGET	PROPOSED BUDGET FY 2022/23	AMOUNT CHANGE 21/22-22/23	PERCENT CHANGE 21/22-22/23
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	110,878,967	115,129,601	112,820,977	113,504,775	137,729,188	24,224,413	21.3%
-Property Tax	10,784,753	10,850,664	10,485,441	10,942,596	11,063,527	120,931	1.1%
-Franchise Fees	4,845,849	5,074,062	5,196,786	3,827,926	5,705,841	1,877,915	49.1%
-Lodgers' Tax	12,533,263	9,947,568	7,629,850	8,741,248	12,863,702	4,122,454	47.2%
-Gasoline Tax	1,367,389	1,333,045	1,596,238	1,181,966	1,674,660	492,694	41.7%
-Other Taxes	451,466	477,671	469,728	566,003	520,923	(45,080)	-8.0%
<i>Subtotal - Taxes</i>	<i>140,861,687</i>	<i>142,812,611</i>	<i>138,199,020</i>	<i>138,764,514</i>	<i>169,557,841</i>	<i>30,793,327</i>	<i>22.2%</i>
<u>Licenses & Permits:</u>							
-Business Licenses	397,585	607,826	641,893	352,479	924,044	571,565	162.2%
-Building/Zoning Permits	3,184,430	3,671,853	3,112,747	2,949,318	5,211,678	2,262,360	76.7%
-Other Licenses & Permits	318,942	216,140	173,990	359,198	155,247	(203,951)	-56.8%
<i>Subtotal - Licenses & Permits</i>	<i>3,900,957</i>	<i>4,495,818</i>	<i>3,928,630</i>	<i>3,660,995</i>	<i>6,290,969</i>	<i>2,629,974</i>	<i>71.8%</i>
<u>Fees & Service Charges:</u>							
-Airport Fees	1,626,667	2,192,631	994,707	684,929	1,719,388	1,034,459	151.0%
-Ambulance Fees	2,497,386	4,645,196	4,661,818	2,772,000	5,800,000	3,028,000	109.2%
-Civic Center Fees	720,912	283,558	84,903	252,209	6,315	(245,894)	-97.5%
-Housing Fees	638,572	1,296,160	367,676	523,875	479,515	(44,360)	-8.5%
-Impact Fees	2,676,788	2,723,215	2,903,093	1,438,292	3,101,551	1,663,259	115.6%
-Insurance Premiums	27,813,598	27,379,431	25,399,599	34,660,413	27,144,042	(7,516,371)	-21.7%
-Meals Fees	48,436	50,988	90,060	99,000	50,840	(48,160)	-48.6%
-Parking Fees	5,587,612	3,702,079	417,971	4,107,311	5,015,774	908,463	22.1%
-Planning/Land Use Fees	265,748	235,688	378,556	752,915	380,357	(372,558)	-49.5%
-Police/Court Fees	891,703	550,756	343,066	438,372	645,230	206,858	47.2%
-Public Transportation Fees	346,451	249,851	180,217	171,624	231,224	59,600	34.7%
-Recreation Fees	3,295,426	1,963,134	253,323	2,493,386	2,755,577	262,191	10.5%
-Solid Waste Fees	12,856,216	12,841,679	13,125,214	12,691,735	16,263,478	3,571,743	28.1%
-Wastewater Fees	13,205,600	13,586,183	13,857,764	14,009,608	11,665,201	(2,344,407)	-16.7%
-Water Fees	32,186,172	38,736,782	37,790,990	34,632,985	34,045,448	(587,537)	-1.7%
-Reimbursed Expenses	13,712,450	14,822,079	12,686,259	17,570,091	20,016,687	2,446,596	13.9%
-Other Fees/Services	1,590,371	3,978,306	3,560,782	2,081,448	4,668,214	2,586,766	124.3%
<i>Subtotal - Fees & Services</i>	<i>119,960,109</i>	<i>129,237,717</i>	<i>117,095,996</i>	<i>129,380,193</i>	<i>133,988,841</i>	<i>4,608,648</i>	<i>3.6%</i>
<u>Fines & Forfeitures:</u>							
-Parking Fines	660,040	638,981	(1,915)	506,025	660,000	153,975	30.4%
-Violations Fines	113,915	16,031	2,607	104,735	-	(104,735)	-100.0%
-Other Fines & Forfeitures	308,089	267,784	183,316	262,904	222,201	(40,703)	-15.5%
<i>Subtotal - Fines & Forfeitures</i>	<i>1,082,044</i>	<i>922,796</i>	<i>184,009</i>	<i>873,664</i>	<i>882,201</i>	<i>8,537</i>	<i>1.0%</i>



FISCAL YEAR 2023 - RECOMMENDED BUDGET

[Revenues by Category - continued]

CITY OF SANTA FE
ALL FUNDS - REVENUES BY CATEGORY*
FY 2018/19 THROUGH FY 2022/23

CATEGORY	ACTUAL REVENUE FY 2018/19	ACTUAL REVENUE FY 2019/20	ACTUAL REVENUE FY 2020/21	FY 2021/22 MIDYEAR BUDGET	PROPOSED BUDGET FY 2022/23	AMOUNT CHANGE 21/22-22/23	PERCENT CHANGE 21/22-22/23
<u>Rents/Royalties/Concessions:</u>							
-Airport Rentals	127,915	74,404	76,358	72,517	59,939	(12,578)	-17.3%
-Equipment Rentals	38,187	24,496	-	26,060	33,000	6,940	26.6%
-Parks & Recreation - Rentals	272,063	210,333	62,059	181,359	248,863	67,504	37.2%
-Other Rentals	1,804,943	1,826,361	1,954,366	1,456,093	2,640,318	1,184,225	81.3%
<i>Subtotal - Rents/Royalties</i>	<i>2,243,107</i>	<i>2,135,594</i>	<i>2,092,782</i>	<i>1,736,029</i>	<i>2,982,120</i>	<i>1,246,091</i>	<i>71.8%</i>
<u>Miscellaneous Revenues:</u>							
-Bond Proceeds	20,000,000	5,445,000	20,367	-	-	-	N/A
-Insurance Recoveries	54,267	13,401	530	23,000	1,954	(21,046)	-91.5%
-Sales Revenue	178,469	53,377	189,432	52,360	252,958	200,598	383.1%
-Other Misc. Revenue	6,160,297	1,043,436	(757,924)	2,318,109	2,660,687	342,578	14.8%
<i>Subtotal - Miscellaneous</i>	<i>26,393,032</i>	<i>6,555,213</i>	<i>(547,595)</i>	<i>2,393,469</i>	<i>2,915,599</i>	<i>522,130</i>	<i>21.8%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	3,446,201	3,552,664	2,752,018	6,373,652	4,696,535	(1,677,117)	-26.3%
-Federal Grants	2,799,602	1,763,659	1,022,558	8,790,653	5,282,160	(3,508,493)	-39.9%
-SF County Grants	121,300	115,012	58,423	105,144	41,326	(63,818)	-60.7%
-Other Grants	1,000	4,079,403	-	46,000	116,500	70,500	153.3%
<i>Subtotal - Intergovernmental</i>	<i>6,368,102</i>	<i>9,510,738</i>	<i>3,833,000</i>	<i>15,315,449</i>	<i>10,136,521</i>	<i>(5,178,928)</i>	<i>-33.8%</i>
Interest on Investments	120,474	82,709	7,593	449,394	779,689	330,295	73.5%
Transfers In*	60,028,087	55,079,311	44,945,015	53,411,839	55,330,791	1,918,952	3.6%
TOTAL REVENUES	360,957,600	350,832,508	309,738,450	345,985,546	382,864,572	36,879,026	10.7%
Cash Reserves**				40,391,613	(26,388)		
TOTAL RESOURCES	360,957,600	350,832,508	309,738,450	386,377,159	382,838,184	(3,538,975)	-0.9%

*includes ERP (CIP) Budget; excludes Buckman Direct Diversion and SF Solid Waste Management Agency

** FY23 budgeted revenues reflect an addition of \$26,388 into cash reserves.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

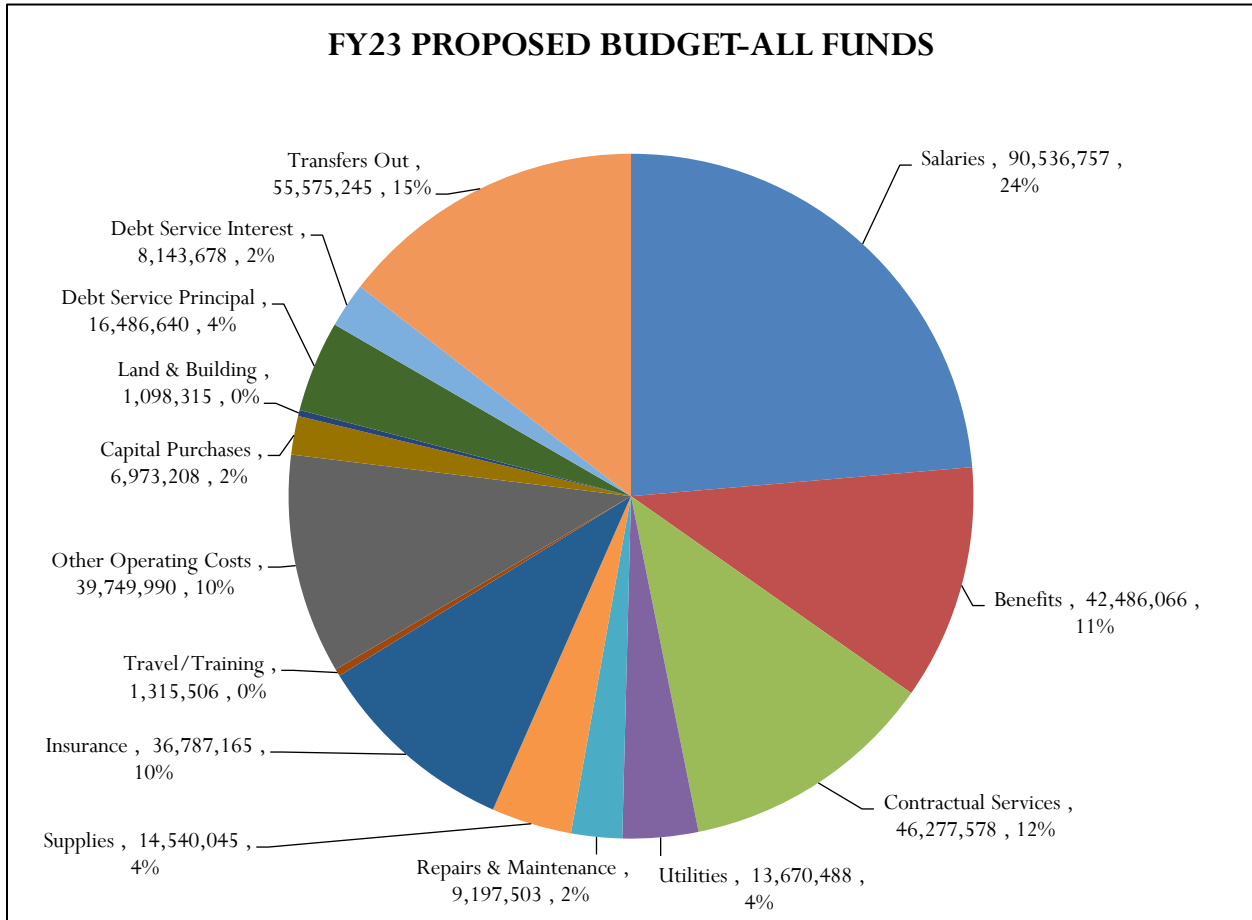
CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY CATEGORY* FY 2018/19 THROUGH FY 2022/23

CATEGORY	ACTUAL EXPENSES FY 2018/19	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	FY 2021/22 MIDYEAR BUDGET	PROPOSED BUDGET FY 2022/23	AMOUNT CHANGE 21/22-22/23	PERCENT CHANGE 21/22-22/23
<u>Personnel Services:</u>							
-Salaries*	71,768,241	72,723,778	66,160,977	87,560,709	90,536,757	2,976,048	3.4%
-Benefits*	36,232,606	34,203,238	32,524,219	42,794,035	42,486,066	(307,969)	-0.7%
<i>Subtotal - Personnel Services</i>	<i>108,000,847</i>	<i>106,927,016</i>	<i>98,685,196</i>	<i>130,354,744</i>	<i>133,022,823</i>	<i>2,668,079</i>	<i>2.0%</i>
<u>Operating Expenses:</u>							
-Contractual Services*	17,780,042	18,777,545	26,284,410	37,948,148	46,277,578	8,329,430	21.9%
-Utilities	11,032,461	11,132,027	12,335,275	11,838,549	13,670,488	1,831,939	15.5%
-Repairs & Maintenance	4,872,330	5,341,817	4,976,460	7,522,146	9,197,503	1,675,357	22.3%
-Supplies*	10,400,250	10,708,921	9,609,711	12,828,224	14,540,045	1,711,821	13.3%
-Insurance	33,051,913	34,564,957	30,931,346	35,645,453	36,787,165	1,141,712	3.2%
-Travel/Training	1,107,676	576,050	427,721	1,241,321	1,315,506	74,185	6.0%
-Other Operating Costs*	26,536,541	55,952,918	26,638,967	33,398,249	39,749,990	6,351,741	19.0%
<i>Subtotal - Operating Expenses</i>	<i>104,781,213</i>	<i>137,054,236</i>	<i>111,203,891</i>	<i>140,422,090</i>	<i>161,538,275</i>	<i>21,116,185</i>	<i>15.0%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	4,608,343	7,253,943	4,076,207	8,216,532	6,973,208	(1,243,324)	-15.1%
-Land & Building	6,730,139	458,146	1,695,966	1,767,472	1,098,315	(669,157)	-37.9%
<i>Subtotal - Capital Outlay</i>	<i>11,338,482</i>	<i>7,712,088</i>	<i>5,772,174</i>	<i>9,984,004</i>	<i>8,071,523</i>	<i>(1,912,481)</i>	<i>-19.2%</i>
<u>Debt Service:</u>							
-Principal	29,295,556	14,540,762	19,880,109	19,917,738	16,486,640	(3,431,098)	-17.2%
-Interest	11,397,362	10,525,005	8,296,352	8,241,711	8,143,678	(98,033)	-1.2%
<i>Subtotal - Debt Service</i>	<i>40,692,918</i>	<i>25,065,767</i>	<i>28,176,460</i>	<i>28,159,449</i>	<i>24,630,318</i>	<i>(3,529,131)</i>	<i>-12.5%</i>
Transfers Out	92,518,145	57,519,052	48,583,544	77,456,872	55,575,245	(21,881,627)	-28.3%
TOTAL EXPENDITURES	357,331,604	334,278,159	292,421,265	386,377,159	382,838,184	(3,538,975)	-0.9%

*includes ERP (CIP) Budget; excludes Buckman Direct Diversion and SF Solid Waste Management Agency



FISCAL YEAR 2023 - RECOMMENDED BUDGET





FISCAL YEAR 2023 - RECOMMENDED BUDGET

ALL FUNDS - EXPENDITURES BY DEPARTMENT FY 2018/19 THROUGH FY 2022/23

DEPARTMENT	ACTUAL EXPENSES FY 2018/19	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	FY 2021/22 MIDYEAR BUDGET	PROPOSED BUDGET FY 2022/23	AMOUNT CHANGE 21/22-22/23	PERCENT CHANGE 21/22-22/23
Affordable Housing	1,653,269	1,450,603	6,771,029	7,691,164	4,916,672	(2,774,492)	-36.1%
Arts & Culture	1,430,593	1,677,561	895,888	1,213,082	2,086,565	873,483	72.0%
Community Engagement	1,853,225	1,712,213	1,683,266	3,607,615	3,241,600	(366,015)	-10.1%
Community Services	15,549,199	16,031,179	21,750,612	17,984,971	19,269,539	1,284,568	7.1%
Economic Development	2,235,199	1,858,997	1,697,596	2,633,001	4,711,133	2,078,132	78.9%
Emergency Management	2,931,133	2,945,448	2,843,566	3,275,119	3,209,901	(65,218)	-2.0%
Finance*	27,365,039	27,985,698	23,786,773	28,919,008	33,318,619	4,399,611	15.2%
Fire	21,029,712	21,154,029	22,281,241	26,765,216	25,181,573	(1,583,643)	-5.9%
General Government	5,248,314	6,199,521	4,900,828	6,449,201	6,698,567	249,366	3.9%
Human Resources*	24,496,143	25,950,275	23,765,622	31,122,223	37,016,337	5,894,114	18.9%
Info Tech & Telecom*	9,369,138	12,393,669	10,867,029	18,569,071	19,764,207	1,195,136	6.4%
Planning & Land Use	5,177,613	5,437,315	5,606,134	7,239,673	7,714,240	474,567	6.6%
Police	27,620,969	26,212,542	23,224,367	29,433,418	33,431,636	3,998,218	13.6%
Public Utilities	72,376,003	69,005,122	52,363,705	67,773,335	75,091,969	7,318,634	10.8%
Public Works	50,091,828	57,495,783	48,688,079	75,342,787	57,632,976	(17,709,811)	-23.5%
Recreation	6,716,942	7,159,041	5,755,938	9,448,402	8,520,305	(928,097)	-9.8%
TOURISM Santa Fe	10,156,112	9,423,762	9,103,862	11,238,151	10,504,225	(733,926)	-6.5%
<i>Non-Departmental*</i>	<i>72,031,174</i>	<i>40,185,399</i>	<i>26,435,730</i>	<i>37,671,722</i>	<i>30,528,120</i>	<i>(7,143,602)</i>	<i>-19.0%</i>
TOTAL EXPENDITURES	357,331,604	334,278,159	292,421,265	386,377,159	382,838,184	(3,538,975)	-0.9%

*includes ERP (CIP) Budget; excludes Buckman Direct Diversion and SF Solid Waste Management Agency



FISCAL YEAR 2023 - RECOMMENDED BUDGET

GENERAL FUND SUMMARY

CITY OF SANTA FE GENERAL FUND - REVENUES BY CATEGORY FY 2018/19 THROUGH FY 2022/23

CATEGORY	ACTUAL REVENUE FY 2018/19	ACTUAL REVENUE FY 2019/20	ACTUAL REVENUE FY 2020/21	FY 2021/22 MIDYEAR BUDGET	PROPOSED BUDGET FY 2022/23	AMOUNT CHANGE 21/22-22/23	PERCENT CHANGE 21/22-22/23
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	65,812,526	72,676,481	71,544,818	73,168,325	87,340,228	14,171,903	19.4%
-Property Tax	8,351,923	8,732,173	8,901,690	8,964,503	9,092,019	127,516	1.4%
-Franchise Fees	4,831,197	5,032,537	5,127,106	3,756,726	5,637,767	1,881,041	50.1%
-Other Taxes	451,466	477,671	469,728	512,120	520,923	8,803	1.7%
<i>Subtotal - Taxes</i>	<i>79,447,112</i>	<i>86,918,862</i>	<i>86,043,343</i>	<i>86,401,674</i>	<i>102,590,937</i>	<i>16,189,263</i>	<i>18.7%</i>
<u>Licenses & Permits:</u>							
-Business Licenses	396,160	607,826	641,893	351,167	924,044	572,877	163.1%
-Building/Zoning Permits	3,163,467	3,638,513	3,066,752	2,905,318	5,154,062	2,248,744	77.4%
-Other Licenses & Permits	302,477	204,280	166,040	334,096	140,247	(193,849)	-58.0%
<i>Subtotal - Licenses & Permits</i>	<i>3,862,105</i>	<i>4,450,618</i>	<i>3,874,685</i>	<i>3,590,581</i>	<i>6,218,353</i>	<i>2,627,772</i>	<i>73.2%</i>
<u>Fees & Service Charges:</u>							
-Ambulance Fees	2,497,386	4,645,196	4,661,818	2,772,000	5,800,000	3,028,000	109.2%
-Impact Fees	9,320	11,843	17,530	-	29,261	29,261	N/A
-Planning/Land Use Fees	265,748	235,688	378,456	752,915	380,357	(372,558)	-49.5%
-Police/Court Fees	65,441	52,285	43,837	33,660	49,769	16,109	47.9%
-Recreation Fees	357,953	180,209	50,215	183,022	116,120	(66,902)	-36.6%
-Reimbursed Expenses	4,793,972	5,449,759	4,864,978	5,424,866	5,074,520	(350,346)	-6.5%
-Other Fees/Services	194,302	50,663	54,400	376,949	2,761	(374,188)	-99.3%
<i>Subtotal - Fees & Services</i>	<i>8,184,123</i>	<i>10,625,643</i>	<i>10,071,234</i>	<i>9,543,412</i>	<i>11,452,788</i>	<i>1,909,376</i>	<i>20.0%</i>
<u>Fines & Forfeitures:</u>							
-Violations Fines	3,209	2,423	871	2,772	-	(2,772)	-100.0%
-Other Fines & Forfeitures	217,123	214,590	142,533	207,680	156,046	(51,634)	-24.9%
<i>Subtotal - Fines & Forfeitures</i>	<i>220,332</i>	<i>217,013</i>	<i>143,404</i>	<i>210,452</i>	<i>156,046</i>	<i>(54,406)</i>	<i>-25.9%</i>
<u>Rents/Royalties/Concessions:</u>							
-Parks & Recreation - Rentals	13,098	9,467	40	9,049	-	(9,049)	-100.0%
-Other Rentals	41,046	648	4,219	4,272	18,827	14,555	340.7%
<i>Subtotal - Rents/Royalties</i>	<i>54,144</i>	<i>10,114</i>	<i>4,259</i>	<i>13,321</i>	<i>18,827</i>	<i>5,506</i>	<i>41.3%</i>
<u>Miscellaneous Revenues:</u>							
-Sales Revenue	45,587	2,507	21	-	225,556	225,556	N/A
-Other Misc. Revenue	13,229	(1,906,404)	(2,155,106)	333,797	214,281	(119,516)	-35.8%
<i>Subtotal - Miscellaneous</i>	<i>58,816</i>	<i>(1,903,897)</i>	<i>(2,155,085)</i>	<i>333,797</i>	<i>439,837</i>	<i>106,040</i>	<i>31.8%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	632,643	56,345	47,301	790,162	-	(790,162)	-100.0%
-SF County Grants	25,814	17,710	22,943	40,000	-	(40,000)	-100.0%
<i>Subtotal - Intergovernmental</i>	<i>658,456</i>	<i>74,055</i>	<i>70,245</i>	<i>830,162</i>	<i>-</i>	<i>(830,162)</i>	<i>-100.0%</i>
Interest on Investments	-	-	-	8,906	57,826	48,920	549.3%
Transfers In	1,070,509	2,334,946	7,621,688	3,566,704	3,102,180	(464,524)	-13.0%
TOTAL REVENUES	93,555,597	102,727,355	105,673,772	104,499,009	124,036,794	19,537,785	18.7%



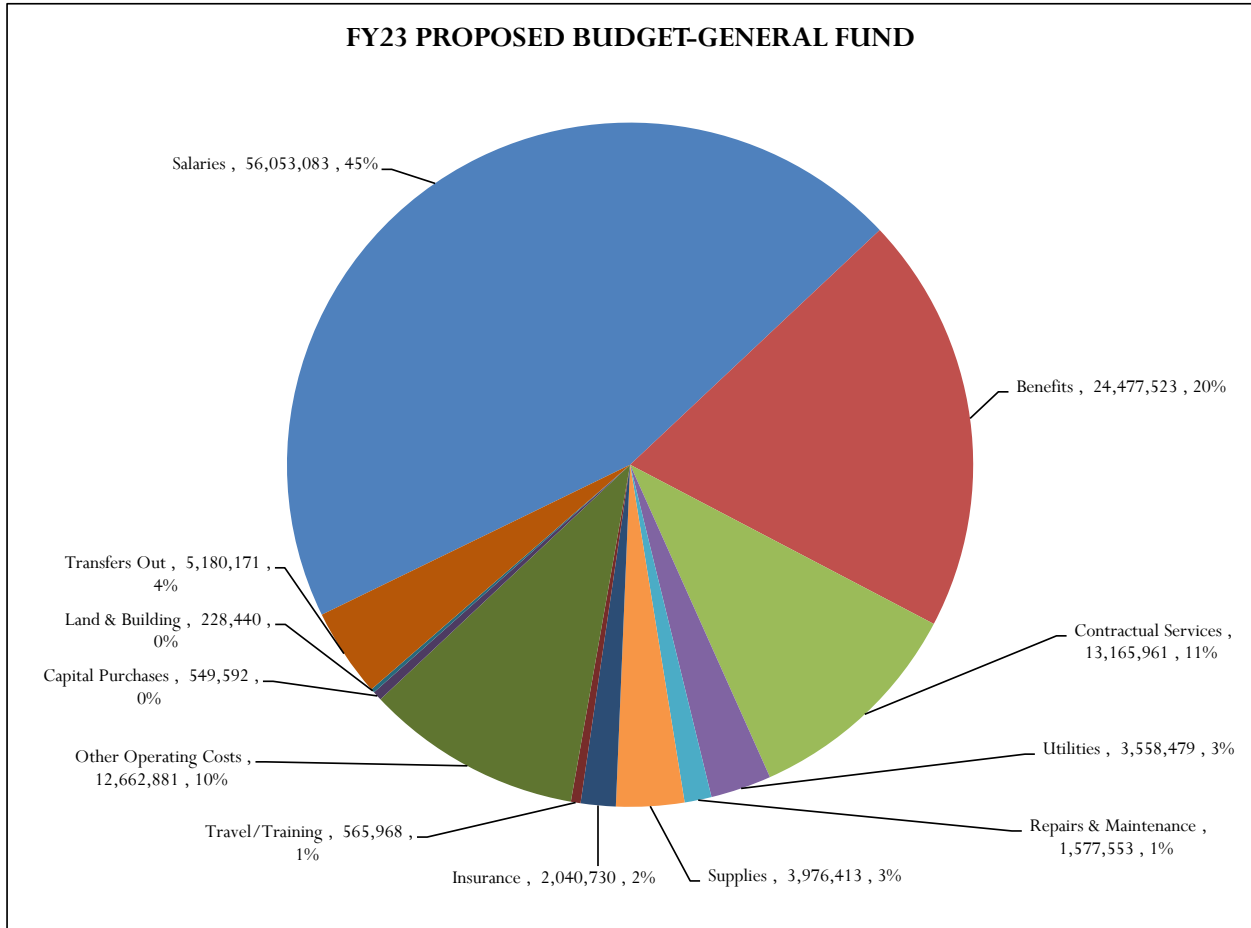
FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE GENERAL FUND - EXPENDITURES BY CATEGORY FY 2018/19 THROUGH FY 2022/23

CATEGORY	ACTUAL EXPENSES FY 2018/19	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	FY 2021/22 MIDYEAR BUDGET	PROPOSED BUDGET FY 2022/23	AMOUNT CHANGE 21/22-22/23	PERCENT CHANGE 21/22-22/23
<u>Personnel Services:</u>							
-Salaries	42,038,155	42,249,089	38,830,003	51,337,046	56,053,083	4,716,037	9.2%
-Benefits	21,311,794	19,742,445	18,747,872	24,388,366	24,477,523	89,157	0.4%
<i>Subtotal - Personnel Services</i>	<i>63,349,950</i>	<i>61,991,534</i>	<i>57,577,875</i>	<i>75,725,412</i>	<i>80,530,606</i>	<i>4,805,194</i>	<i>6.3%</i>
<u>Operating Expenses:</u>							
-Contractual Services	3,208,389	4,984,137	4,364,081	10,631,150	13,165,961	2,534,811	23.8%
-Utilities	3,478,897	3,939,821	4,813,999	3,758,302	3,558,479	(199,823)	-5.3%
-Repairs & Maintenance	601,506	762,913	792,562	797,237	1,577,553	780,316	97.9%
-Supplies	2,508,570	2,834,226	1,912,434	3,348,760	3,976,413	627,653	18.7%
-Insurance	3,094,163	3,108,959	2,939,037	3,122,394	2,040,730	(1,081,664)	-34.6%
-Travel/Training	186,801	149,424	54,641	403,446	565,968	162,522	40.3%
-Other Operating Costs	6,142,359	6,930,328	6,246,612	9,828,243	12,662,881	2,834,638	28.8%
<i>Subtotal - Operating Expenses</i>	<i>19,220,685</i>	<i>22,709,809</i>	<i>21,123,365</i>	<i>31,889,532</i>	<i>37,547,985</i>	<i>5,658,453</i>	<i>17.7%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	806,329	1,760,273	383,524	1,168,670	549,592	(619,078)	-53.0%
-Land & Building	400,504	207,296	5,881	87,458	228,440	140,982	161.2%
<i>Subtotal - Capital Outlay</i>	<i>1,206,832</i>	<i>1,967,569</i>	<i>389,405</i>	<i>1,256,128</i>	<i>778,032</i>	<i>(478,096)</i>	<i>-38.1%</i>
Transfers Out	4,500,562	7,943,095	12,298,794	19,926,641	5,180,171	(14,746,470)	-74.0%
TOTAL EXPENDITURES	88,278,029	94,612,007	91,389,440	128,797,713	124,036,794	(4,760,919)	-3.7%



FISCAL YEAR 2023 - RECOMMENDED BUDGET





FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE GENERAL FUND EXPENDITURES BY DEPARTMENT FY 2018/19 THROUGH FY 2022/23

DEPARTMENT	ACTUAL EXPENSES FY 2018/19	ACTUAL EXPENSES FY 2019/20	ACTUAL EXPENSES FY 2020/21	FY 2021/22 MIDYEAR BUDGET	PROPOSED BUDGET FY 2022/23	AMOUNT CHANGE 21/22-22/23	PERCENT CHANGE 21/22-22/23
Affordable Housing	526,715	682,380	2,724,731	1,087,320	1,297,686	210,366	19.3%
Community Engagement	1,831,219	1,692,213	1,623,266	3,296,415	3,173,526	(122,889)	-3.7%
Community Services	7,792,008	8,257,170	8,642,288	7,989,718	9,263,518	1,273,800	15.9%
Economic Development	877,387	1,061,464	803,543	1,089,956	2,257,563	1,167,607	107.1%
Emergency Management	-	-	512,488	176,437	171,267	(5,170)	-2.9%
Finance	4,471,734	4,490,562	5,204,265	7,434,089	8,214,250	780,161	10.5%
Fire	19,370,551	19,744,223	19,757,019	24,032,271	24,029,159	(3,112)	0.0%
General Government	5,006,842	6,022,308	4,832,638	6,359,101	6,608,467	249,366	3.9%
Human Resources	1,343,918	1,440,885	1,878,316	5,892,440	8,249,990	2,357,550	40.0%
Planning & Land Use	4,830,911	5,018,412	4,901,510	6,603,590	7,113,974	510,384	7.7%
Police	24,056,361	24,309,550	21,076,167	26,022,915	29,369,580	3,346,665	12.9%
Public Utilities	270,652	220,021	121,877	-	-	-	N/A
Public Works	15,582,566	19,081,370	16,966,062	35,444,179	21,632,106	(13,812,073)	-39.0%
Recreation	2,317,164	2,591,448	2,345,269	3,369,282	2,655,708	(713,574)	-21.2%
TOTAL GENERAL FUND	88,278,029	94,612,007	91,389,440	128,797,713	124,036,794	(4,760,919)	-3.7%

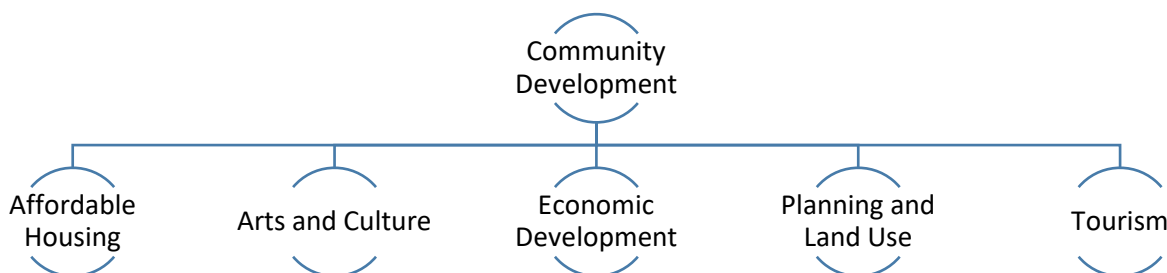


FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

Department Description of Services

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

The Community Development Department will also be deploying federal economic stimulus aid that was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe which will support the City’s expansion of key social services and provide support to businesses over the next 3 years.

AFFORDABLE HOUSING

ALEXANDRA LADD, AFFORDABLE HOUSING DIRECTOR

Mission

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Description of Services

Office of Affordable Housing has a long history of supporting affordable housing through regulation (inclusionary zoning), policy (1999 General Plan, Consolidated Plan, Five-Year Strategic Plan, and Analysis of Fair Housing), real estate development (Tierra Contenta and donation of City-owned land), and programming (financial support for homebuyer training/counseling, home repair, down payment assistance, and rental assistance). Housing needs are addressed across a spectrum, from the homeless to the homeowner, and rely on an established network of community partners, including the public, nonprofit, and private sectors. To this end, the bulk of the proposed budget is used to support staff time to administer federal grant money from HUD (CDBG and Continuum of Care/Shelter Plus Care), general funds to sub-recipients who, in turn, provide services directly to those in need, and implementation of Chapter 26. This chapter includes the Santa Fe Homes Program (SFHP), which requires a percentage of housing built by private developers 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.

FY23 Recommended Budget

The Affordable Housing Department's FY23 Recommended Budget totals \$4.9 million. The City's investment in the Affordable Housing Department has increased by \$3.3 million, or 197 percent, when compared to pre-pandemic levels in FY19. The Department's FY23 Recommended Budget decreased by \$2.8 million, or 36.1 percent, from FY22 budgeted levels. The decrease was for a contract funding that was carried forward from FY21 into FY22 that was a one-time expense. The Department's General Fund FY23 Recommended Budget increased by \$210,000, or 19.3 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- \$150,000 for consultation contract for Affordable Housing Planning.
- The City continues its commitment to Affordable Housing allocating \$3 million to the Affordable Housing Trust Fund.
- Funding to provide affordable housing subsidies through the General Fund and through the federal Community Development Block Grant.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE
AFFORDABLE HOUSING DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	260,116	271,893	398,720	519,453	120,733	30.3%
Contractuals & Utilities	1,128,329	4,544,768	7,215,011	4,308,944	(2,906,067)	-40.3%
Supplies	0	24,048	27,840	27,840	-	0.0%
Insurance	7,660	8,178	7,443	3,565	(3,878)	-52.1%
Other Operating Costs	32,188	22,143	40,999	56,870	15,871	38.7%
Transfers to Other Funds	22,310	1,900,000	1,151	-	(1,151)	-100.0%
TOTAL AFFORDABLE HOUSING	1,450,603	6,771,029	7,691,164	4,916,672	(2,774,492)	-36.1%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	682,380	2,724,731	1,087,320	1,297,686	210,366	19.3%
Community Development	768,223	4,046,298	6,603,844	3,618,986	(2,984,858)	-45.2%
TOTAL AFFORDABLE HOUSING	1,450,603	6,771,029	7,691,164	4,916,672	(2,774,492)	-36.1%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

ARTS AND CULTURE

PAULINE KANAKO KAMIYAMA, ARTS AND CULTURE DEPARTMENT DIRECTOR

Mission

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

Description of Services

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

FY23 Recommended Budget

The Arts and Culture Department's FY23 Recommended Budget totals \$2.1 million. One percent of the City's lodgers' tax funds a majority of the activities of the Arts and Culture Department. The City's investment in the Arts and Culture Department has increased by \$655,000, or 46 percent, when compared to pre-pandemic levels in FY19. The Department's FY23 Recommended Budget increased by \$873,500.5 or 72.0 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- \$514,000 for Arts in Public Places.
- \$100,000 for the Cultural Investment Funding Program.
- \$435,000 in advertising.
- \$15,00 in Gallery Artist Recovery and training.
- Funding for the City Historian and Poet Laureate, the Culture Connects Initiative and the Fe.mous program.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE
ARTS & CULTURE DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES 2019/20	EXPENDITURES 2020/21	MIDYEAR BUDGET	BUDGET 2022/23	2021/22 vs. 2022/23	2021/22 vs. 2022/23
Salaries, Wages & Benefits	289,342	296,041	360,617	527,714	167,097	46.3%
Contractuals & Utilities	133,863	223,876	255,550	255,550	-	0.0%
Repairs & Maintenance	-	759	4,000	4,000	-	0.0%
Supplies	9,951	9,057	17,550	18,550	1,000	5.7%
Insurance	11,392	17,376	10,532	11,933	1,401	13.3%
Other Operating Costs	1,063,540	347,780	561,360	651,026	89,666	16.0%
Transfers to Other Funds	169,474	1,000	3,473	617,792	614,319	17688.4%
TOTAL ARTS & CULTURE	1,677,561	895,888	1,213,082	2,086,565	873,483	72.0%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES 2019/20	EXPENDITURES 2020/21	MIDYEAR BUDGET	BUDGET 2022/23	2021/22 vs. 2022/23	2021/22 vs. 2022/23
Lodgers' Tax Fund	1,592,998	803,530	1,103,782	1,951,080	847,298	76.8%
Arts & Culture Grants	30,000	63,000	60,000	-	(60,000)	-100.0%
Santa Fe Convention Center	54,564	29,358	49,300	135,485	86,185	174.8%
TOTAL ARTS & CULTURE	1,677,561	895,888	1,213,082	2,086,565	873,483	72.0%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

ECONOMIC DEVELOPMENT

VACANT, ECONOMIC DEVELOPMENT DIRECTOR

Mission

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

Description of Services

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

FY23 Recommended Budget

The Economic Development Department's FY23 Recommended Budget totals \$4.7 million. The City's investment in the Economic Development Department has increased by \$2.5 million, or 111 percent, when compared to pre-pandemic levels in FY19. The Department's FY23 Recommended Budget increased by \$2.1 million, or 78.9 percent, from FY22 budgeted levels. The Department's General Fund FY23 Recommended Budget increased by \$1.2 million, or 107.1 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- \$250,000 for Midtown Redevelopment Projects.
- \$150,000 for a Phase 2 Economic Development Strategic Plan.
- \$733,000 in funding for LEDA projects including companies like Marty's Meals, Beck & Bulow, Altar Spirits, Savant X, Meow Wolf, Second Street Brewery, Earth Traveler, and Parting Stone.
- \$630,000 to support department initiatives such as business incubation and small business resources, workforce and job training, entrepreneurship programs, industry cluster development, food industry cluster development, city-wide broadband architecture analysis, and business social capital development.
- \$50,000 for a Community Development Growth Management Plan.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE
ECONOMIC DEVELOPMENT DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	718,964	910,142	1,274,970	1,334,294	59,324	4.7%
Contractuals & Utilities	566,813	448,167	1,045,310	1,837,610	792,300	75.8%
Supplies	15,791	2,331	15,450	16,616	1,166	7.5%
Insurance	10,346	22,906	18,802	15,360	(3,442)	-18.3%
Other Operating Costs	20,799	129,050	217,447	278,592	61,145	28.1%
Transfers to Other Funds	526,284	185,000	61,022	1,228,661	1,167,639	1913.5%
TOTAL ECONOMIC DEVELOPMENT	1,858,997	1,697,596	2,633,001	4,711,133	2,078,132	78.9%

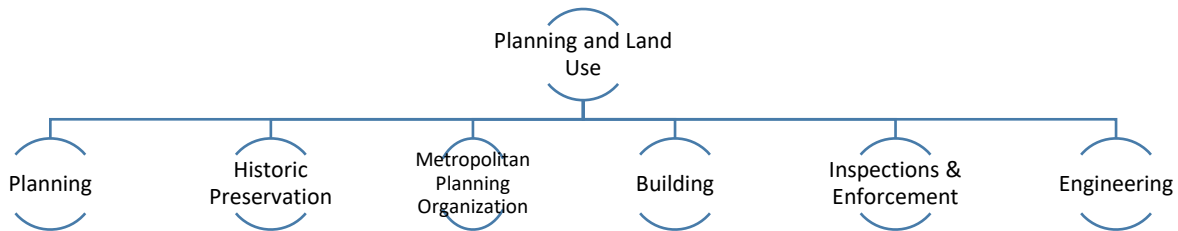
SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	1,061,464	803,543	1,089,956	2,257,563	1,167,607	107.1%
Economic Development	797,533	894,053	1,543,045	2,453,570	910,525	59.0%
TOTAL ECONOMIC DEVELOPMENT	1,858,997	1,697,596	2,633,001	4,711,133	2,078,132	78.9%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

PLANNING AND LAND USE

JASON KLUCK, PLANNING AND LAND USE DIRECTOR



Mission

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

FY23 Recommended Budget

The Planning and Land Use Department’s FY23 Recommended Budget totals \$7.7 million. The City’s investment in the Planning and Land Use Department has increased by \$2.5 million, or 49 percent, when compared to pre-pandemic levels in FY19. The Department’s FY23 Recommended Budget increased by \$474,600 or 6.6 percent, from FY22 budgeted levels. The Department’s General Fund FY23 Recommended Budget increased by \$510,400, or 7.7 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- \$300,000 for a Growth Management/Chapter 14 Code Update.
- \$41,000 for General Plan Amendment update.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- \$250,000 for Neighborhood Based Planning.
- \$100,000 for a Downtown Plan.
- \$240,000 for on-call consulting services in the Land Use Department.
- \$75,000 for consulting and development of expanded digital services.
- \$60,000 for scanning services for the Plat Room.
- \$60,000 for short term rental data collection.
- \$28,000 for staff training in the Land Use Department.

PLANNING

VACANT, PLANNING DIVISION MANAGER

Description of Services

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

HISTORIC PRESERVATION

CARLY PICCARELLO, HISTORIC PRESERVATION DIVISION MANAGER

Description of Services

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

METROPOLITAN PLANNING ORGANIZATION

ERICK AUNE, MPO MANAGER, OFFICER

Description of Services

The Santa Fe Metropolitan Planning Organization (MPO) comprises member governments including the City of Santa Fe, Santa Fe County, and Tesuque Pueblo. MPO works within the Planning and Land Use Department and works collaboratively with other City and County transportation-related departments. The MPO has regular monthly public meetings as forums for transportation issues and recommends actions through a Technical Coordinating Committee to the MPO Transportation Policy Board. The MPO also submits a four-year Transportation



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Improvement Plan (TIP) and quarterly amendments to the State Department of Transportation. The TIP includes federally-funded and/or regionally significant transportation projects and programs with identified funding.

BUILDING

RICHARD TRUJILLO, BUILDING DIVISION MANAGER

Description of Services

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

INSPECTIONS AND ENFORCEMENT

BOBBY PADILLA, INSPECTIONS AND ENFORCEMENT DIVISION MANAGER, CBO

Description of Services

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

ENGINEERING

DEE BEINGESSNER, ENGINEERING DIVISION MANAGER, CITY ENGINEER

Description of Services

The Engineering Division engages in technical review of, and related inspections for, development projects and building permits to ensure compliance with policies and regulations pertaining to grading and drainage, landscaping, escarpment overlay, the Americans with Disabilities Act (ADA), Gunnison's prairie dog protection, and floodplain management. The Division administers all financial guarantees required for the development of commercial projects and subdivisions. Additionally, the Division responds to citizen concerns about drainage, tree removal, and ADA compliance.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE PLANNING & LAND USE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Land Use Administration	1,682,463	1,996,187	2,191,939	2,934,220	742,281	33.9%
Building Permit Division	578,378	424,675	835,618	724,052	(111,566)	-13.4%
Current Planning	663,788	704,216	772,585	845,746	73,161	9.5%
Historic Preservation	415,164	535,452	677,812	585,701	(92,111)	-13.6%
Inspections & Enforcement	1,254,020	1,172,208	1,645,778	1,485,566	(160,212)	-9.7%
Long-Range Planning	84,949	47,084	-	-	-	N/A
Metropolitan Planning Organization	401,134	356,648	482,901	446,508	(36,393)	-7.5%
Technical Review	357,419	369,664	633,040	692,447	59,407	9.4%
TOTAL PLANNING & LAND USE	5,437,315	5,606,134	7,239,673	7,714,240	474,567	6.6%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	4,262,886	3,941,534	5,635,720	5,335,323	(300,397)	-5.3%
Contractuals & Utilities	330,276	587,228	603,406	1,339,490	736,084	122.0%
Repairs & Maintenance	1,484	7,374	4,218	4,218	-	0.0%
Supplies	67,618	121,829	87,856	89,775	1,919	2.2%
Insurance	110,133	207,136	172,313	89,008	(83,305)	-48.3%
Other Operating Costs	616,846	421,033	730,191	856,426	126,235	17.3%
Capital Purchases	23,073	-	-	-	-	N/A
Transfers to Other Funds	25,000	320,000	5,969	-	(5,969)	-100.0%
TOTAL PLANNING & LAND USE	5,437,315	5,606,134	7,239,673	7,714,240	474,567	6.6%

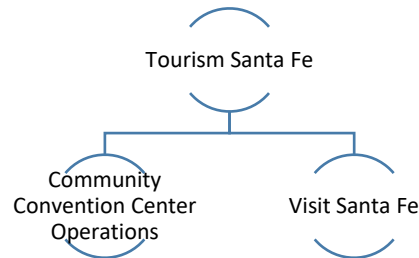
SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	5,018,412	4,901,510	6,603,590	7,113,974	510,384	7.7%
Impact Fees Fund	-	-	89,182	89,758	576	0.6%
Transportation Grants	401,134	356,648	482,901	446,508	(36,393)	-7.5%
Community Development	-	281,493	-	-	-	N/A
Historic Preservation	17,768	66,482	64,000	64,000	-	0.0%
TOTAL PLANNING & LAND USE	5,437,315	5,606,134	7,239,673	7,714,240	474,567	6.6%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

TOURISM SANTA FE

RANDY RANDALL, TOURISM DIRECTOR



Mission

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

Description of Services

The Department promotes the city through marketing, direct sales, event creation and a grant program for nonprofit event producers. It also markets and operates the Community Convention Center.

FY23 Recommended Budget

The Tourism Department’s FY23 Recommended Budget totals \$10.5 million. The City’s lodgers’ tax funds the activities of the Tourism Department. The City’s investment in the Tourism Department has increased by \$348,000, or 3 percent, when compared to pre-pandemic levels in FY19. The Department’s FY23 Recommended Budget decreased by \$733.9 million, or 6.5 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding decreased by \$1.5 million for debt service payments for the 2016B bond debt service. The Tourism Department’s portion of the debt service dropped from \$5.065 million in FY22 to \$310,000 in FY23.
- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- Funding to create two (2) new security personnel positions at the Community Convention Center.
- Funding to create three (3) new positions to staff the Water Street Visitor Center.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- \$1.9 million for advertising to boost tourism to assist in the economic recovery.
- \$100,000 for OTAB event support funding, restoring to pre-pandemic levels
- \$25,000 for permanent LED lights for trees on the Plaza and \$166,000 to complete LED conversion and control upgrade at the Community Convention Center.
- \$60,000 for the expansion of the camera surveillance system to cover gaps in public spaces and three stairwells.
- \$37,500 to replace 120 tables at the Community Convention Center.
- \$55,000 to upgrade to electronic access controls for entrances at the Community Convention Center.
- \$80,000 for the Douglas Automatic Lighting System replacement.
- \$75,000 for a study to review the best use in repurposing the current City Hall.

COMMUNITY CONVENTION CENTER OPERATIONS

MELANIE MOORE, SFCCC OPERATIONS MANAGER

Mission

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

Description of Services

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

VISIT SANTA FE

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

Mission

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

Description of Services

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE TOURISM SANTA FE - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Santa Fe Civic Center	4,621,574	5,795,396	7,218,822	5,505,112	(1,713,710)	-23.7%
Visitors Bureau	4,802,189	3,308,466	4,019,329	4,999,113	979,784	24.4%
TOTAL TOURISM SANTA FE	9,423,762	9,103,862	11,238,151	10,504,225	(733,926)	-6.5%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	2,596,144	2,567,383	2,860,257	3,094,378	234,121	8.2%
Contractuals & Utilities	1,071,349	932,320	1,023,482	1,293,325	269,843	26.4%
Repairs & Maintenance	90,758	64,062	147,000	152,000	5,000	3.4%
Supplies	184,442	117,961	204,095	208,890	4,795	2.3%
Insurance	57,503	89,185	70,040	54,876	(15,164)	-21.7%
Other Operating Costs	3,840,606	1,952,840	2,870,276	3,344,770	474,494	16.5%
Capital Purchases	468,579	125,102	773,353	483,500	(289,853)	-37.5%
Debt Service	1,057,381	3,255,010	3,257,186	1,754,396	(1,502,790)	-46.1%
Transfers to Other Funds	57,000	-	32,462	118,090	85,628	263.8%
TOTAL TOURISM SANTA FE	9,423,762	9,103,862	11,238,151	10,504,225	(733,926)	-6.5%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Lodgers' Tax Fund	4,802,189	3,308,466	4,019,329	4,999,113	979,784	24.4%
Santa Fe Convention Center	4,621,574	5,795,396	7,218,822	5,505,112	(1,713,710)	-23.7%
TOTAL TOURISM SANTA FE	9,423,762	9,103,862	11,238,151	10,504,225	(733,926)	-6.5%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

COMMUNITY ENGAGEMENT/CITY CLERK

KRISTINE MIHELICIC, CITY CLERK



Department Mission

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

Department Description of Services

The Department is made up of the following Divisions: City Clerk's office, Community Engagement, and the Public Defender's Office.

FY23 Recommended Budget

The Community Engagement Department's FY23 Recommended Budget totals \$3.2 million. The City's investment in the divisions of the Community Engagement Department has increased by \$1.4 million, or 75 percent, when compared to pre-pandemic levels in FY19. The Department's FY23 Recommended Budget decreased by \$366,000, or 10.1 percent, from FY22 budgeted levels. The Department's General Fund FY23 Recommended Budget decrease by \$122,900, or 3.7 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding to increase the City Clerk's salary by 12.2 percent to \$128,535.92 annually. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- Funding to create one (1) new Web Content Manager position and \$25,000 in contracts to support the City's website.
- Funding to create one (1) new Community Engagement Specialist position.
- Transfer one (1) Marketing and Special Events Coordinator position, from Recreation to Community Engagement to create a Volunteer Coordinator position.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- Reclassification of one (1) vacant Council Liaison position to a Committee Liaison position.
- \$125,000 for special events programming and advertising for special events.
- \$50,000 for contract to catch up on records retention backlog to come into compliance with the State Retention Law.
- \$60,000 to build out a platform for online campaign finance reporting and the ability to receive public campaign financing contributions online.
- \$42,000 for direct advertising to residents.
- \$125,000 to continue the work on CHART.
- \$75,000 to remove shopping carts from public rights-of-way and return them to retailers.
- \$75,000 for Spanish language translation.
- \$50,000 clean up blighted and nuisance properties in Santa Fe.
- \$13,000 for the “Happy or Not Happy” program to solicit public feedback about City services citywide.
- \$15,500 thousand for standard maintenance for copy machines.
- \$10,000 to advise the City Clerk’s Office and ECRB regarding any complaints related to the races in which sitting Governing Body members are candidates.
- \$10,000 for a new software subscription for the PIO and \$8,500 for software subscriptions for a new tracking software.

CITY CLERK’S OFFICE

KRISTINE MIHELIC, CITY CLERK

Mission

The Office of the City Clerk is dedicated to excellence and professional commitment by offering quality services to the Governing Body, staff, residents, and constituents. The Office strives to ensure trust and confidence in the City of Santa Fe by promoting transparency and responsiveness. The Office oversees the committee process and ensures agendas, packet material, and meeting requirements are met for open meetings. The Office also preserves official documents and provides for fair and ethical processes relating to elections.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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 online 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, posts contracts online; codifies ordinances and maintains the hard copy and online City Code; delivers internal services related to committees; processes and issues liquor licenses, special dispenser permits, and carnival and circus applications; and accepts service of process for summons, subpoenas, and tort claims. The Office ensures compliance with the City Charter and applicable laws and ordinances, and provides mailroom and duplication services to the entire City.

COMMUNITY ENGAGEMENT

VACANT, CONSTITUENT & COUNCIL SERVICES DIRECTOR

Mission

The Mission of the Community Engagement Division is to connect our residents to our government and our government to our community, continuously working to make the City inclusive, transparent, accountable, and responsible to our residents. Our 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 our residents, directly engaging Santa Fe residents to advance the city. The Department is the main phone line for all constituent concerns and oversees the central report and request online tool. The Community Engagement Department is also responsible for providing communication to our residents through email distribution, press releases, social media, government TV, ads, the city website and community events. Our team ensures resident concerns are translated into action by our departments and Governing Body.

PUBLIC DEFENDER

DAVID THOMAS, PUBLIC DEFENDER

Mission

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE
COMMUNITY ENGAGEMENT DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
City Clerk	1,076,489	903,794	1,554,873	1,262,730	(292,143)	-18.8%
Constituent Services	635,724	779,471	2,052,742	1,978,870	(73,872)	-3.6%
TOTAL COMMUNITY ENGAGEMENT	1,712,213	1,683,266	3,607,615	3,241,600	(366,015)	-10.1%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	1,059,941	1,135,213	1,787,837	1,931,890	144,053	8.1%
Contractuals & Utilities	197,416	283,460	1,239,972	735,591	(504,381)	-40.7%
Repairs & Maintenance	43,011	21,430	27,811	-	(27,811)	-100.0%
Supplies	19,814	10,511	74,708	116,740	42,032	56.3%
Insurance	33,274	35,993	40,234	28,052	(12,182)	-30.3%
Other Operating Costs	172,476	132,400	314,853	361,253	46,400	14.7%
Capital Purchases	16,281	2,183	51,000	-	(51,000)	-100.0%
Transfers to Other Funds	170,000	62,076	71,200	68,074	(3,126)	-4.4%
TOTAL COMMUNITY ENGAGEMENT	1,712,213	1,683,266	3,607,615	3,241,600	(366,015)	-10.1%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	1,692,213	1,623,266	3,296,415	3,173,526	(122,889)	-3.7%
Franchise Fee Fund	20,000	60,000	71,200	68,074	(3,126)	-4.4%
Public Campaign Financing	-	-	240,000	-	(240,000)	-100.0%
TOTAL COMMUNITY ENGAGEMENT	1,712,213	1,683,266	3,607,615	3,241,600	(366,015)	-10.1%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

COMMUNITY HEALTH AND SAFETY DEPARTMENT

KYRA OCHOA, COMMUNITY HEALTH AND SAFETY DIRECTOR



Department Mission

The mission of the Community Health and Safety Department is to provide a holistic response to public safety. We reimagine traditional responses to include nimble approaches and long-term strategies that support community health and wellbeing. This department aligns the way we respond to non-life-threatening calls for service with a range of prevention and intervention, leveraging resources to support youth, families, and seniors as well as the overall quality of life and mental and physical health of our residents and visitors. The foundation of our work is that a healthy community is a safe community.

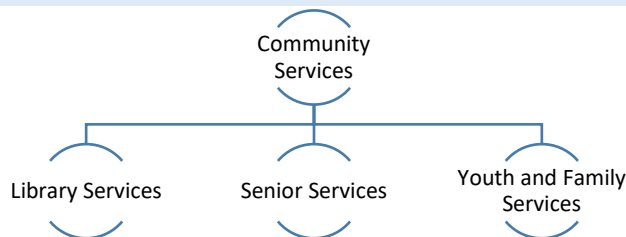
Department Description of Services

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

The Community Health and Safety Department will also be deploying federal economic stimulus aid that was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe which will support the City’s expansion of key social services over the next 3 years.

COMMUNITY SERVICES

MARIA TUCKER, COMMUNITY SERVICES DIRECTOR



Mission

The Community Services Department holds the vision that all people in Santa Fe are connected to the resources they need to thrive. Our mission is to provide a broad spectrum of activities and resources to support and engage the community as a whole, especially those most in need, by creating programs and policies to improve quality of life.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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 health—access to health and behavioral health care, housing, food, transportation, personal safety, education, childcare, physical activity, social supports, and employment—that make up the foundation of health and wellbeing. The Department enacts its strategy via direct services, impact funding of nonprofit partners in the community, and recommendations for policy change put forth by committees and task forces. As a team, our core values are compassion, effectiveness, trust, fairness, service, and innovation.

Description of Services

The Community Services Department is comprised of four divisions: Libraries, Senior Services, and Youth and Family Services. Administration consists of the Director of Community Services, Business Operations Manager for Community Health and Safety, Contracts Administrator, and Project Specialist. The Community Services Department exists to provide an array of direct services and resources that support the community and its residents. The Community Services Department provides diverse programs and welcoming staff and facilities, contributing to the health, education, and wellbeing of our entire community.

FY23 Recommended Budget

The Community Services Department's FY23 Recommended Budget totals \$19.3 million. The City's investment in the Community Services Department has increased by \$3.7 million, or 24 percent, when compared to pre-pandemic levels in FY19. The Department's FY23 Recommended Budget increased by \$1.3 million, or 7.1 percent, from FY22 budgeted levels. The Department's General Fund FY23 Recommended Budget increased by \$1.3 million, or 15.9 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- \$556,300 in contractual services in the Administrative division for department priorities.
- \$369,000, an increase of \$80,400, in contractual services in the Library division including \$250,000 for security for the Main, LaFarge and Southside libraries.
- \$529,000 for library books, subscriptions and periodicals and \$166,000 for software subscriptions in the Library Division.
- Funding to create one (1) new Seniors Transportation Manager in the Seniors Division.
- \$178,500 in supplies, an increase of \$47,700, in the Seniors Division.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- \$54,000 in repairs and maintenance in the Seniors Division.
- Funding to create one (1) new Program Manager in the Youth and Family Services Division.
- \$1.6 million for Children and Youth Commission Grant Fund Serving Youth Ages 0 -21.
- \$1.3 million for Health and Human Services Grant Fund Supporting Programs serving Adults 18+.
- \$85,500 for the CYFD Grant Fund Services for Juvenile Justice Program.
- \$44,000 for assistance for veteran needs, scholarships for veterans and dependents and \$19,000 for Veteran navigator and fund to serve homeless and indigent veterans.

LIBRARY SERVICES

VACANT, LIBRARY SERVICES DIVISION DIRECTOR

Mission

The Library Services Division provides crucial resources and social infrastructure to individuals and families from across the socio-economic spectrum. Santa Fe's public library branches are the only freely available indoor public spaces open to the community and provide technological, educational, and cultural offerings to the residents of Santa Fe.

Description of Services

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

SENIOR SERVICES

GINO RINALDI, SENIOR SERVICES DIVISION DIRECTOR

Mission

To support adults age 60+ 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 is supported by state funding and matched with City general funds. Services stemming from the Older American Act Title III include opportunities to 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 providing 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 are provided for seniors and areas to congregate for activities. The Mary Esther Gonzales (MEG) Center is the main center,



FISCAL YEAR 2023 - RECOMMENDED BUDGET

and four sites are connected to senior housing complexes: Villa Consuelo, Pasatiempo, Luisa, and Ventana de Vida.

YOUTH AND FAMILY SERVICES

JULIE SANCHEZ, YOUTH AND FAMILY SERVICES DIVISION DIRECTOR

Mission

The mission of the Youth and Family Services Division is to improve the health, wellbeing, and quality of life for children, youth, and families throughout the City of Santa Fe. We research and adapt the most innovative and effective models, policies, and programs for tackling tough community problems such as homelessness, youth violence, behavioral health crises, and more. We apply these models, policies and programs in partnership with constituent committees and task forces, our nonprofit partners, and our county, state, and philanthropic partners.

Description of Services

The Division provides an array of indirect services to the Santa Fe community. We provide staffing for a variety of Mayoral and department initiatives and task forces when a resolution calls for one, along with the Children Youth Commission, Veterans Advisory Board, the Mayor's Youth Advisory Board, the Immigration Committee, the Women's Commission, and the Human Services Committee.

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE COMMUNITY SERVICES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Community Services Administration	1,282,346	2,240,805	1,962,123	2,073,407	111,284	5.7%
Library	4,543,794	4,923,811	4,539,674	5,367,946	828,272	18.2%
Senior Services	7,045,871	7,006,165	7,960,503	8,058,332	97,829	1.2%
Youth & Family	3,159,169	7,579,831	3,522,671	3,769,854	247,183	7.0%
TOTAL COMMUNITY SERVICES	16,031,179	21,750,612	17,984,971	19,269,539	1,284,568	7.1%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	6,611,145	5,737,076	7,549,278	7,638,676	89,398	1.2%
Contractuals & Utilities	2,759,234	8,224,312	4,098,288	4,147,415	49,127	1.2%
Repairs & Maintenance	43,549	16,845	61,985	62,143	158	0.3%
Supplies	1,105,728	1,421,500	1,581,921	1,634,487	52,566	3.3%
Insurance	396,255	323,935	238,631	324,580	85,949	36.0%
Other Operating Costs	1,210,536	1,152,937	980,225	1,122,485	142,260	14.5%
Capital Purchases	438,948	303,421	827,000	827,000	-	0.0%
Transfers to Other Funds	3,465,785	4,570,586	2,647,643	3,512,753	865,110	32.7%
TOTAL COMMUNITY SERVICES	16,031,179	21,750,612	17,984,971	19,269,539	1,284,568	7.1%

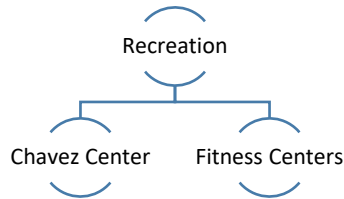
SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	8,257,170	8,642,288	7,989,718	9,263,518	1,273,800	15.9%
Law Enforcement	141,310	4,032	86,331	86,331	-	0.0%
Community Development	892,856	6,325,236	1,356,923	1,356,592	(331)	0.0%
Senior Citizen Grants/Programs	4,156,958	3,942,862	5,141,023	5,227,771	86,748	1.7%
Library	984,749	1,072,246	1,442,537	1,252,963	(189,574)	-13.1%
Quality of Life	43,788	162,915	57,610	62,610	5,000	8.7%
Recreation Programs	1,549,809	1,601,033	1,905,303	2,014,228	108,925	5.7%
Special Recreation Leagues	4,539	-	5,526	5,526	-	0.0%
TOTAL COMMUNITY SERVICES	16,031,179	21,750,612	17,984,971	19,269,539	1,284,568	7.1%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

RECREATION

VACANT, RECREATION DIRECTOR



Mission

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

Description of Services

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

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

FY23 Recommended Budget

FY23 Recommended Budget for Recreation totals \$8.5 million. The City’s investment in Recreation has increased by \$1.8 million, or 27 percent, when compared to pre-pandemic levels in FY19. FY23 Recommended Budget decreased by \$928,000, or 9.8 percent, from FY22 budgeted levels, largely driven by a decrease of \$1 million in transfers to other funds. The Department’s General Fund FY23 Recommended Budget decreased by \$714,000, or 21.2 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- An increase of \$52,000 in overtime costs.
- \$378,000 in supplies, an increase of \$64,000.
- \$227,000, an increase of \$28,000 , in contractual services and \$71,000 in other consulting an increase of \$33,000.
- \$200,000, an increase of \$70,000, in repairs and maintenance.
- \$686,000 in utilities at recreational facilities including \$167,000 in water costs.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE
RECREATION DEPARTMENT - EXPENDITURES SUMMARY
FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Recreation Administration	2,658,078	2,345,337	4,146,816	3,301,402	(845,414)	-20.4%
Genoveva Chavez Community Ctr.	4,500,963	3,410,600	5,301,586	5,218,903	(82,683)	-1.6%
TOTAL RECREATION	7,159,041	5,755,938	9,448,402	8,520,305	(928,097)	-9.8%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	3,805,819	3,338,386	5,093,248	5,158,172	64,924	1.3%
Contractuals & Utilities	844,018	656,999	1,063,939	1,012,930	(51,009)	-4.8%
Repairs & Maintenance	122,229	72,584	129,600	199,500	69,900	53.9%
Supplies	268,163	391,282	396,495	449,336	52,841	13.3%
Insurance	167,450	275,066	271,236	109,452	(161,784)	-59.6%
Other Operating Costs	1,639,635	384,998	847,564	962,721	115,157	13.6%
Capital Purchases	36,302	149,724	-	-	-	N/A
Transfers to Other Funds	275,426	486,899	1,646,320	628,194	(1,018,126)	-61.8%
TOTAL RECREATION	7,159,041	5,755,938	9,448,402	8,520,305	(928,097)	-9.8%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	2,591,448	2,345,269	3,369,282	2,655,708	(713,574)	-21.2%
Quality of Life	10,114	69	17,500	17,500	-	0.0%
Recreation Programs	16,920	-	760,034	628,194	(131,840)	-17.3%
Special Recreation Leagues	39,595	-	-	-	-	N/A
Genoveva Chavez Community Ctr	4,500,963	3,410,600	5,301,586	5,218,903	(82,683)	-1.6%
TOTAL RECREATION	7,159,041	5,755,938	9,448,402	8,520,305	(928,097)	-9.8%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

EMERGENCY MANAGEMENT & SAFETY

BRIAN WILLIAMS, EMERGENCY MANAGEMENT & SAFETY DIRECTOR

Mission

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

Description of Services

The Office of Emergency Management & Safety consists of two functional units: the Office of Emergency Management and the Office of Safety. Together these units serve to protect lives, property, the environment and the wellbeing of the residents and employees of the City of Santa Fe.

FY23 Recommended Budget

The Emergency Management and Safety Department's FY23 Recommended Budget totals \$3.2 million. The City's investment in the functions of the Emergency Management and Safety Department has increased by \$278,800, or 10 percent, when compared to pre-pandemic levels in FY19. The Department's FY23 Recommended Budget decreased by \$65,200, or 2 percent, from FY22 budgeted levels driven by decreases in capital purchases. The Department's General Fund FY23 Recommended Budget decreased by \$5,200, or 2.9 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- \$317,000 in contracts including \$70,000 for a Wildfire Evacuation Analysis.
- \$252,000, an increase of \$29,000, in supplies.
- \$47,000, an increase of \$20,000, for out-of-state travel and registration.
- \$22,000 in software subscriptions.

OFFICE OF EMERGENCY MANAGEMENT

BRIAN WILLIAMS, EMERGENCY MANAGER

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

The OEM manages multiple grants from the NM Department of Homeland Security and Emergency Management, including the State Homeland Security Grant Program, the Emergency Management Performance Grant Program, the Hazardous Materials Emergency Preparedness Grant, and Hazard Mitigation and FEMA Disaster Recovery Grants.

SAFETY

BARBARA LUJAN, HEALTH, SAFETY AND COMPLIANCE OFFICER

The Safety Office is the point of contact for compliance for all state, federal, and local enforcement of laws and regulations ensuring workplace safety. A safety office makes financial sense as we can develop training platforms to reduce on-the-job injuries. In turn, with safe practices, the financial impact is less and can save the City money for additional safety training as laws and regulations change. Employee morale is evident, because the employee feels valued by the City. Their health and wellbeing matters; they are more likely to feel a collective belonging and feel happier working here. When an employee uses equipment that does not work properly and is injured, the cost to the City is greater than the cost of fixing the equipment. The Safety Office provides consultation on preparing Job Hazard Assessment to employees and supervisors. In addition, we coordinate all mandated Safety Training per Safety Training Policy. We are responsible for New Employee Safety Orientation (NESO).

The Safety Office participates in the Health and Safety Committee made up of management and union members. Safety is responsible for all Workers' Compensation claims, follow up with providers, employees, TPA insurance adjusters, supervisors, and other members of management. The Office is also responsible for entry and completion of OSHA 300 Log and 300A Logs each year. We also provide information to OSHA, as requested, when there is an inspection or a citation is issued.

The Safety Office is responsible for policy development to either update or author new policies. The Office is also responsible for issuing driving permits and conducting Defensive Driving Courses. We partner with vendors to provide training as needed or on an annual basis. We issue safety supplies as needed and requested. We also purchase specific safety equipment for departments that are not classified as enterprise departments.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE EMERGENCY MANAGEMENT DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Emergency Management	264,830	1,174,962	562,737	355,077	(207,660)	-36.9%
Safety Division	2,680,618	1,668,604	2,712,382	2,854,824	142,442	5.3%
TOTAL EMERGENCY MANAGEMENT	2,945,448	2,843,566	3,275,119	3,209,901	(65,218)	-2.0%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	464,068	458,516	537,346	609,555	72,209	13.4%
Contractuals & Utilities	252,755	324,447	473,556	567,000	93,444	19.7%
Repairs & Maintenance	3,090	-	4,000	6,630	2,630	65.8%
Supplies	31,185	418,164	248,855	282,906	34,051	13.7%
Insurance	2,086,202	1,061,562	1,563,535	1,562,305	(1,230)	-0.1%
Other Operating Costs	46,212	65,663	183,552	181,505	(2,047)	-1.1%
Capital Purchases	7,200	15,214	235,733	-	(235,733)	-100.0%
Transfers to Other Funds	54,736	500,000	28,542	-	(28,542)	-100.0%
TOTAL EMERGENCY MANAGEMENT	2,945,448	2,843,566	3,275,119	3,209,901	(65,218)	-2.0%

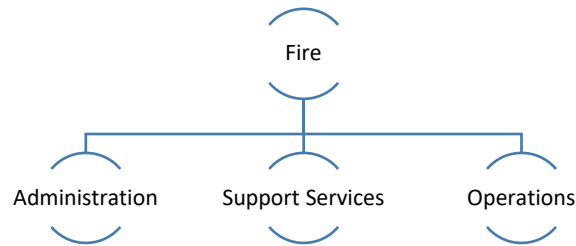
SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	-	512,488	176,437	171,267	(5,170)	-2.9%
Emergency Services	264,830	662,474	386,300	183,810	(202,490)	-52.4%
Risk Management	568,131	575,678	1,076,237	1,215,820	139,583	13.0%
Workers' Compensation	2,112,487	1,092,926	1,636,145	1,639,004	2,859	0.2%
TOTAL EMERGENCY MANAGEMENT	2,945,448	2,843,566	3,275,119	3,209,901	(65,218)	-2.0%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

FIRE DEPARTMENT

BRIAN MOYA, 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 interest of the public by taking the steps necessary to reduce human suffering as well as the preventable loss of life and property. Members commit to continued learning, personal growth, and professional development, and at all times work in a respectful, honest, and professional manner with each other, the public, and the members of all other agencies. Above all else, the Department’s members prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding they deserve.

FY23 Recommended Budget

The Fire Department’s FY23 Recommended Budget totals \$25.2 million. The City’s investment in the Fire Department has increased by \$4.2 million, or 20 percent, when compared to pre-pandemic levels in FY19. The Department’s FY23 Recommended Budget decreased by \$1.6 million, or 5.9 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- A collective bargaining reserve in the Fire Department’s budget totaling \$877,687, an amount equivalent to an 8 percent increase to salary and all salary-dependent benefits, for members of the IAFF Local 2059, which will be allocated through the collective bargaining process.
- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- Funding to create one (1) new position for a Health and Safety Captain.
- Funding to create one (1) new position for a Training Captain.
- Funding to create one (1) new position for a Fire Inspector.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- \$1.7 million in overtime expenses.
- \$1 million in vehicles, auto parts and tires and \$161,000 in fuel.
- \$360,000 in supplies.
- \$175,000 in ambulance medical supplies
- \$143,000 in utilities including water.

ADMINISTRATION DIVISION

BRIAN MOYA, FIRE CHIEF

Mission

The Administration Division is the core of the executive leadership and administrative operations and supports all 180 members of the Department. The mission is to preserve life and property through public education and prompt, efficient emergency response.

Description of Services

Work from this Division includes: personnel, accounting, budget, procurement, contracts, and finance; data collection, management, and reporting; records; ITT services (mobile computing, land mobile radio services, and logistics); and facilities, equipment, apparatus, uniforms and personal protective equipment.

SUPPORT SERVICES

STEN JOHNSON, ASSISTANT FIRE CHIEF

Mission and Description of Services

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

Fleet

The City of Santa Fe Fire Department Fleet Service is responsible for the design, purchase, and maintenance of the Department's fleet which includes: seven firefighting apparatus, 11 ambulances, 16 specialized pieces of equipment, and 31 staff and utility vehicles. In addition to servicing the fleet of apparatus and vehicles, the SFFD Fleet Service 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, the Fleet Service needs to maintain special skills that include: Basic ASE certifications, CDL Driver's Licenses, EVTCC (Emergency Vehicle Technician Certification Commission) certification, and trained and certified fire pump mechanics.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Training

The City of Santa Fe Fire Department Training Office relies upon and follows state statutes and guidelines as well as national standards and best practices to provide comprehensive training across all disciplines 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: National Registry of EMT's, New Mexico EMS Bureau, New Mexico State Statute, National Fire Protection Association, New Mexico Firefighters Training Academy, Occupational Safety and Health Administration, SFFD/SFFA CBA, Rules and Regulations and Standard Operating Guidelines, and the Insurance Services Office. In addition to internal training, the Training Office plans for and conducts the SFFD Recruit Academy upon hiring of 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 Office helps other City departments and schools with training and fire safety education.

Health & Safety

The Department's Health and Safety Officer monitors and provides education and policies to the Department surrounding our members' health and wellbeing. This includes annual physicals for all personnel, proactive health screenings, monitoring of hazardous materials exposures and developing policies that target a firefighter's increased risk of contracting cancer. The Health & Safety Officer also helps evaluate and purchase all personnel protective clothing for the Department.

Fire Prevention

The City of Santa Fe Fire Department Fire Prevention Office works to reduce property loss and the number of fire related incidents in the City of Santa Fe. This is done through a number of specific programs. Plan review is done cooperatively with the Planning & Land Use Department on all properties within certain parameters and for all developments. Inspections are done annually on businesses and certain high risk use properties and business types, and according to local resolution. Code enforcement is done periodically, unannounced for certain occupancies, and as requested by complaint or for follow-up. All inspections, plan reviews, and enforcement are done to City Council approved International Code Council standards by Fire Prevention staff, which consists of the Fire Marshal, Deputy Fire Marshal, and three Fire Inspectors. In addition, the Fire Prevention staff works to affect public relations and public education with hundreds of scheduled events and visits to every school within the City.

EMS

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

OPERATIONS

PHILLIP MARTINEZ, ASSISTANT FIRE CHIEF

Mission

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

Description of Services

The Santa Fe Fire Department maintains a constant state of readiness and provides an all-hazards emergency response for the citizens of and visitors to the City of Santa Fe. All hazards response includes motor vehicle accidents, technical rescue incidents, structural and wildland fires, hazardous materials, emergency medical services, airport rescue firefighting, and providing general assistance to the public. Our staff of highly skilled and trained personnel work full-time, 24-hour shifts, and are committed to providing the highest quality and highest level of courteous and responsive services to the citizens of Santa Fe and its visitors. The delivery of high quality and effective fire, rescue, and emergency medical services is accomplished through three work shifts (A, B, and C) with a minimum of 35 responders on duty at any given moment. Operations are spread across two battalions containing six operational fire stations, including one at the Santa Fe Airport, with an additional station in the works to cover the new annexation area. Each fire station is equipped with a fire engine and an ambulance at minimum. The Fire Department responds to approximately 18,000 calls for service, per year, from the citizens of and visitors to the City of Santa Fe. The Santa Fe Fire Department attempts to meet National Fire Protection Association (NFPA) response standards as the Standard of Cover throughout all responses and our response on the airport property is to Federal Aviation Administration (FAA) standards.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE FIRE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Fire Administration	4,812,608	4,092,898	3,950,569	4,751,348	800,779	20.3%
Fire Operations	12,905,187	14,473,082	16,880,928	15,647,427	(1,233,501)	-7.3%
Support Services	3,436,234	3,715,262	5,933,719	4,782,798	(1,150,921)	-19.4%
TOTAL FIRE DEPARTMENT	21,154,029	22,281,241	26,765,216	25,181,573	(1,583,643)	-5.9%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	17,417,871	17,068,761	21,272,256	20,440,718	(831,538)	-3.9%
Contractuals & Utilities	542,482	457,860	710,179	634,556	(75,623)	-10.6%
Repairs & Maintenance	78,108	106,420	120,088	132,432	12,344	10.3%
Supplies	1,038,057	1,075,101	1,432,488	1,420,466	(12,022)	-0.8%
Insurance	361,359	207,433	401,355	288,150	(113,205)	-28.2%
Other Operating Costs	587,603	1,275,730	1,312,380	1,367,090	54,710	4.2%
Capital Purchases	948,691	1,461,774	1,389,326	775,000	(614,326)	-44.2%
Transfers to Other Funds	179,859	628,162	127,144	123,161	(3,983)	-3.1%
TOTAL FIRE DEPARTMENT	21,154,029	22,281,241	26,765,216	25,181,573	(1,583,643)	-5.9%

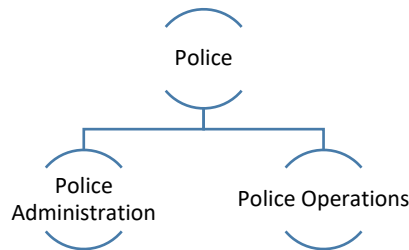
SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	19,744,223	19,757,019	24,032,271	24,029,159	(3,112)	0.0%
Emergency Services	1,188,131	2,447,094	2,312,129	1,152,414	(1,159,715)	-50.2%
Fire Environmental Service	221,675	62,128	420,816	-	(420,816)	-100.0%
Impact Fees Fund	-	15,000	-	-	-	N/A
TOTAL FIRE DEPARTMENT	21,154,029	22,281,241	26,765,216	25,181,573	(1,583,643)	-5.9%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

POLICE DEPARTMENT

PAUL JOYE, 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. We will endeavor to foster open communication, mutual respect, absolute trust, integrity, and justice within our community by working together to prevent, reduce, and combat crime and illegal activity.

Description of Services:

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

FY23 Recommended Budget

The Police Department’s FY23 Recommended Budget totals \$33.4 million. The City’s investment in the Police Department has increased by \$5.8 million, or 21 percent, when compared to pre-pandemic levels in FY19. The Department’s FY23 Recommended Budget increased by \$4.0 million, or 13.6 percent, from FY22 budgeted levels. The Police Department’s General Fund FY23 Recommended Budget increased by \$3.3 million, or 12.9 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- The FY23 Budget includes a collective bargaining reserve in the Police Department’s budget totaling \$2,251,013, an amount equivalent to a 16 percent increase to salary, and all salary-dependent benefits, for members of the Santa Fe Police Officer’s Association, which will be allocated through the collective bargaining process.
- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits,



FISCAL YEAR 2023 - RECOMMENDED BUDGET

for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.

- Funding to create four (4) evidence/property technician positions and funding to reclassify one (1) accounting supervisor position to one (1) evidence/property technician supervisor position. In 2020 the Department added three (3) Property/Evidence Technicians and one (1) Supervisor to tackle the challenges with updating the Evidence Room, Evidence Handling Processes, disposing of inflated inventory and managing the new evidence coming in and continue the progress to achieve accreditation of the Evidence Room.
- \$1.2 million, an increase of \$517,000, to purchase 30 vehicles, effectively restoring the Department to pre-COVID purchase quantities, and \$619,000 in fuel costs.
- \$2.6 million to fund the various equipment and services including \$1.1 million contract with Axon Enterprise to provide equipment and services for providing body worn cameras, in-car cameras, interview room cameras, and all associated equipment and software to manage these devices. In addition to the equipment, digital media evidence management cloud services will be provided. This also includes funding to upfit 30 vehicles.
- \$842,000, an increase of \$126,000, for contracts including \$100,000 for the Solace Crisis Service contract and \$80,000 for a groundskeeper service contract.
- \$1.1 million, a \$106,000 increase, in overtime.
- \$283,000 for supplies and \$216,000 for travel expenses.

POLICE ADMINISTRATION

BEN VALDEZ, DEPUTY CHIEF OF POLICE

Division Mission

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

Division Description of Services

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

POLICE OPERATIONS

MATTHEW CHAMPLIN, DEPUTY CHIEF OF POLICE

Division Mission:



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE POLICE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Police Administration	9,189,263	8,239,514	12,534,172	16,693,245	4,159,073	33.2%
Police Operations	17,023,279	14,984,853	16,899,246	16,738,391	(160,855)	-1.0%
TOTAL POLICE DEPARTMENT	26,212,542	23,224,367	29,433,418	33,431,636	3,998,218	13.6%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	19,267,083	17,428,213	19,904,604	21,906,338	2,001,734	10.1%
Contractuals & Utilities	1,012,257	804,506	1,443,400	1,531,493	88,093	6.1%
Repairs & Maintenance	43,964	88,685	229,000	235,870	6,870	3.0%
Supplies	908,286	609,779	1,111,189	1,195,842	84,653	7.6%
Insurance	1,055,214	869,788	1,177,751	734,889	(442,862)	-37.6%
Other Operating Costs	2,433,899	2,337,073	4,725,289	6,539,288	1,813,999	38.4%
Capital Purchases	1,441,535	1,071,323	842,185	1,287,916	445,731	52.9%
Transfers to Other Funds	50,304	15,000	-	-	-	N/A
TOTAL POLICE DEPARTMENT	26,212,542	23,224,367	29,433,418	33,431,636	3,998,218	13.6%

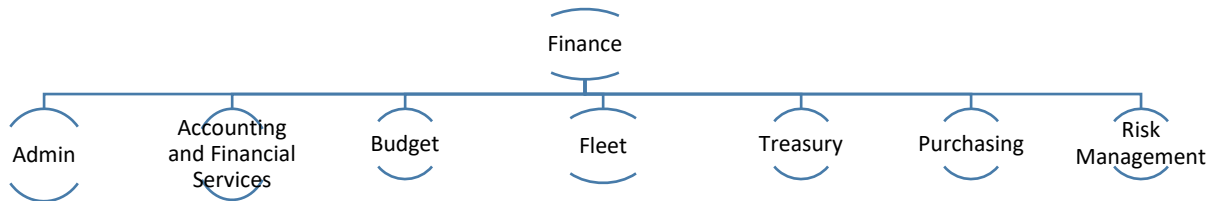
SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	24,309,550	21,076,167	26,022,915	29,369,580	3,346,665	12.9%
Animal Services	869	34,698	49,940	66,400	16,460	33.0%
Law Enforcement	1,902,123	2,098,502	3,360,563	3,995,656	635,093	18.9%
Impact Fees Fund	-	15,000	-	-	-	N/A
TOTAL POLICE DEPARTMENT	26,212,542	23,224,367	29,433,418	33,431,636	3,998,218	13.6%



FISCAL YEAR 2023 - RECOMMENDED 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 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.

The Finance Department will also assist City Department’s in deploying federal economic stimulus aid that was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe over the next 3 years.

FY23 Recommended Budget

The Finance Department’s FY23 Recommended Budget totals \$33.3 million. The City’s investment in the Finance Department has increased by \$5.9 million, or 22 percent, when compared to pre-pandemic levels in FY19. The FY23 Recommended Budget increased by \$4.4 million, or 15.2 percent, from FY22 budgeted levels. The Finance Department’s General Fund FY23 Recommended Budget increased by \$780,200, or 10.5 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- \$1 million for functional experts to assist with upgrading Munis Financial and Payroll modules.
- \$200,000 to fund an update to Finance policies and procedures along with the upgrade of the Munis Financial and Payroll modules.
- \$80,000 for training for Finance Staff and \$15,000 for dues to for memberships to professional governmental finance organizations for Finance Staff.
- \$414,000 increase for costs associated with the general liability claims and third-party administration as well as claims for fleet and physical damage.
- \$150,000 increase in Treasury to build a self-service tax portal for lodgers' tax collections and to fund a \$60,000 for a revenue maximization contract.

ACCOUNTING & FINANCIAL SERVICES DIVISION

RICKY BEJARANO, CHIEF ACCOUNTING OFFICER

Mission

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

Description of Services

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

ADMINISTRATION

ALEXIS LOTERO, ASSISTANT FINANCE DIRECTOR

Mission

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

Description of Services

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

BUDGET DIVISION

ANDY HOPKINS, BUDGET OFFICER

Mission

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

Description of Services

The Budget Division assists City departments in developing the City's Proposed Annual Operating and Capital Budgets, provides information and training to departments on budget policies, and monitors and enables greater efficiency and accountability in City operations by assuring that spending needs are properly balanced against 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

VACANT, FLEET MANAGER

Mission

Fleet Management provides City departments with a comprehensive and extensive array of vehicle services. Team members have extensive expertise in working on vehicles ranging from riding lawn mowers to City buses. The City of Santa Fe constituents are a primary focus in terms of minimizing vehicle investments, 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.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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 seven days a week and providing remote emergency repair and maintenance services so City employees can deliver services the public expects.

CENTRAL PURCHASING OFFICE

FRANCES DUNAWAY, CHIEF PROCUREMENT OFFICER

Mission

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

TREASURY AND INVESTMENT DIVISION

BRADLEY FLUETSCH, CFA, ACTING TREASURY DIVISION DIRECTOR

Mission

The Treasury and Investment 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.

Description of Services

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

RISK MANAGEMENT DIVISION

BRADLEY FLUETSCH, CFA, PLANNING AND INVESTMENT OFFICER

Mission

The mission of Risk Management 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.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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, as well as city, state, and federal regulations. The Division 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.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE
FINANCE DEPARTMENT - EXPENDITURES SUMMARY*
FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Finance Administration*	1,760,989	2,591,591	1,331,302	2,843,061	1,511,759	113.6%
Accounting	1,732,580	1,745,372	4,107,060	4,213,852	106,792	2.6%
Budget	17,674,982	12,821,771	15,270,731	17,321,062	2,050,331	13.4%
Fleet Management	1,512,835	951,863	1,541,922	1,502,635	(39,287)	-2.5%
Purchasing	341,150	387,962	645,570	581,333	(64,237)	-10.0%
Risk Management	4,444,471	4,893,454	5,098,777	5,564,783	466,006	9.1%
Treasury	518,691	394,760	923,646	1,291,893	368,247	39.9%
TOTAL FINANCE DEPARTMENT	27,985,698	23,786,773	28,919,008	33,318,619	4,399,611	15.2%

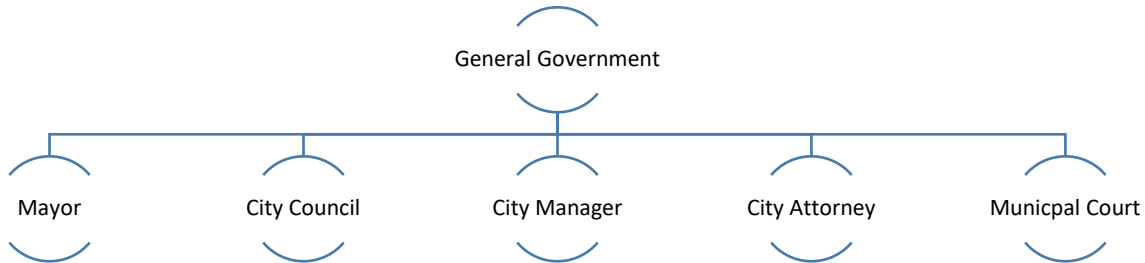
SUMMARY BY CATEGORY*	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	3,500,902	3,134,729	5,359,650	5,968,768	609,118	11.4%
Contractuals & Utilities	1,043,323	1,254,288	2,847,277	4,131,178	1,283,901	45.1%
Repairs & Maintenance	236,208	197,352	247,000	247,000	-	0.0%
Supplies	600,752	25,429	426,344	477,072	50,728	11.9%
Insurance	4,463,889	4,528,278	4,347,401	4,763,251	415,850	9.6%
Other Operating Costs	609,770	204,217	834,330	1,053,857	219,527	26.3%
Transfers to Other Funds	17,530,854	14,442,481	14,857,006	16,677,493	1,820,487	12.3%
TOTAL FINANCE DEPARTMENT	27,985,698	23,786,773	28,919,008	33,318,619	4,399,611	15.2%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	4,490,562	5,204,265	7,434,089	8,214,250	780,161	10.5%
Capital Equipment Reserve	875	-	-	-	-	N/A
Lodgers' Tax Fund	-	-	123,398	286,326	162,928	132.0%
Community Development	-	97,297	-	-	-	N/A
Special Projects CIP Fund*	-	-	-	1,000,000	1,000,000	N/A
1/2% GRT Income Fund	17,536,954	12,639,894	14,720,822	16,750,625	2,029,803	13.8%
Risk Management	4,444,471	4,893,454	5,098,777	5,564,783	466,006	9.1%
Services to Other Depts	1,512,835	951,863	1,541,922	1,502,635	(39,287)	-2.5%
TOTAL FINANCE DEPARTMENT	27,985,698	23,786,773	28,919,008	33,318,619	4,399,611	15.2%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

GENERAL GOVERNMENT



FY23 Recommended Budget

The General Government Department consists of the Mayor’s Office, City Council, Municipal Court, City Manager Office and City Attorney’s Office. The General Government total FY23 Recommended Budget is \$6.7 million. The City’s investment in the General Government Department has increased by \$1.5 million, or 28 percent, when compared to pre-pandemic levels in FY19. The General Government Department’s FY23 Recommended Budget increased by \$249,400, or 3.9 percent, from FY22 budgeted levels.

The Mayor’s total FY23 Recommended Budget is \$490,500. The City’s investment in the Mayor’s Office has decreased by \$87,100 thousand, or 15 percent, when compared to pre-pandemic levels in FY19. The Mayor’s FY23 Recommended Budget increased by \$5,600, or 1.2 percent, from FY22 budgeted levels, due to increases in services to other departments. The FY23 Recommended Budget includes \$20,000 in office and operating supplies, \$10,000 in printing and \$81,000 in dues.

The City Council’s total FY23 Recommended Budget is \$607,000 thousand. The City’s investment in the City Council’s budget has increased by \$211,900, or 54 percent, when compared to pre-pandemic levels in FY19. The City Council’s total FY23 Recommended Budget increased by \$90,200, or 17.5 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes an increase to \$15,000 per Councilor for expenses related to office supplies, operating supplies, food, travel, printing and dues.

The Internal Audit total FY23 Recommended Budget remained flat at \$159,900 compared to FY22 budgeted levels. The FY23 Recommended Budget includes \$150,000 for the internal audit contract and \$9,900 in services of other departments.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY MANAGER'S OFFICE

JOHN BLAIR, CITY MANAGER

Mission

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

Description of Services

The City Manager is focused on working with the Governing Body by implementing their policy decisions and working with each 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 the departments to provide a safe and respectful workplace for City employees.

FY23 Recommended Budget

The City Manager's total FY23 Recommended Budget is \$756.7 thousand. The City's investment in the City Manager's Office has decreased by \$183 thousand, or 19.4 percent, when compared to pre-pandemic levels in FY19. The City Manager's total FY23 Recommended Budget increased by \$344.6 thousand, or 83.6 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- An increase of \$159,000 for the annual salary and benefits for the Deputy City Manager.
- \$78,000 for Municipal League.
- \$71,000 for the lobbying contract, \$60,000 for grant writing/training and \$50,000 for strategic planning.

CITY ATTORNEY'S OFFICE

ERIN K. MCSHERRY, CITY ATTORNEY

Mission

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

Description of Services

The CAO advises and represents the City of Santa Fe, including the Mayor, Governing Body, Committees and Boards, and employees when those actors are serving the scope of their professional duties. The CAO provides advice through both attorney-client privileged and public forums and represents the City in negotiations, arbitrations, mediations, courts, and other forums. The CAO also includes the Legislative Liaison, who assists in researching and drafting legislation



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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.

FY23 Recommended Budget

The City Attorney's total FY23 Recommended Budget is \$2.6 million. The City's investment in the City Attorney's Office has increased by \$893,000, or 53 percent, when compared to pre-pandemic levels in FY19. The total FY23 Recommended Budget for the City Attorney's Office decreased by \$345,000, or 11.9 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding to increase the City Attorney's salary by 10 percent to 137,500 annually. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- The Department requested a \$276,000 decrease in the legal contracts and a \$47,000 decrease in software subscriptions.

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 degree DUI cases as issued by the City of Santa Fe Police Department. These violations include, but are not limited to, traffic, drinking in public, disorderly conduct, and shoplifting (under \$250). Additionally, 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.

- 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 is a rehabilitative approach to justice that is based on intensive drug treatment, close supervision, and a demand for offender accountability. Drug Court is



FISCAL YEAR 2023 - RECOMMENDED BUDGET

designed to reduce and ultimately eliminate drug usage, reduce recidivism by working with the root cause of the problem, and save money.

- The electronic monitoring program helps lower public safety expenses and taxpayer expenses by reducing jail populations, requiring offenders to pay for services. Additionally, electronic monitoring provides increased public safety by using monitoring technologies.

FY23 Recommended Budget

The Municipal Court's total FY23 Recommended Budget is \$2.1 million. The City's investment in the Municipal Court has increased by \$475,000, or 29 percent, when compared to pre-pandemic levels in FY19. The Municipal Court's FY23 Recommended Budget increased by \$154.7 million, or 7.9 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for exempt employees.
- \$100,000 for landscaping at the Municipal Court building.
- \$85,000 for security for court.
- \$70,000 for a DUI program.
- \$60,000 for payments required by the state Administrative Office of the Courts and Judicial Education Center.
- \$20,000 for language interpretation services.
- \$15,000 for home monitoring.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE GENERAL GOVERNMENT - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES 2019/20	EXPENDITURES 2020/21	MIDYEAR BUDGET	BUDGET 2022/23	2021/22 vs. 2022/23	2021/22 vs. 2022/23
Mayor & Council	1,017,306	779,723	1,001,689	1,097,538	95,849	9.6%
City Manager	710,615	814,667	412,148	756,724	344,576	83.6%
City Attorney	2,552,545	1,736,957	2,912,113	2,566,312	(345,801)	-11.9%
Internal Audit	52,900	168,563	159,925	159,925	-	0.0%
Municipal Court	1,866,156	1,400,918	1,963,326	2,118,068	154,742	7.9%
TOTAL GENERAL GOVERNMENT	6,199,521	4,900,828	6,449,201	6,698,567	249,366	3.9%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES 2019/20	EXPENDITURES 2020/21	MIDYEAR BUDGET	BUDGET 2022/23	2021/22 vs. 2022/23	2021/22 vs. 2022/23
Salaries, Wages & Benefits	3,947,803	3,506,024	4,069,704	4,288,989	219,285	5.4%
Contractuals & Utilities	1,216,108	376,422	1,193,099	1,211,387	18,288	1.5%
Repairs & Maintenance	9,714	-	27,396	27,396	-	0.0%
Supplies	150,722	115,364	275,093	218,988	(56,105)	-20.4%
Insurance	94,746	145,716	122,708	62,223	(60,485)	-49.3%
Other Operating Costs	780,429	757,302	761,201	889,584	128,383	16.9%
TOTAL GENERAL GOVERNMENT	6,199,521	4,900,828	6,449,201	6,698,567	249,366	3.9%

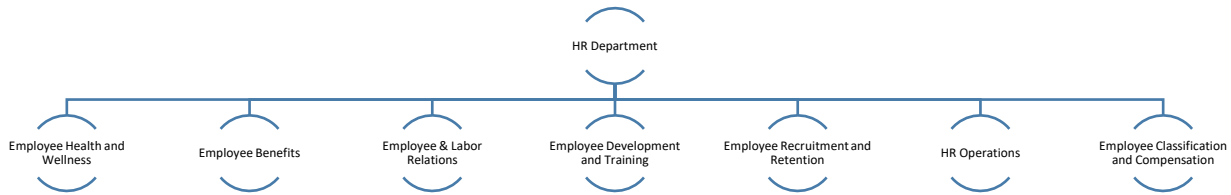
SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES 2019/20	EXPENDITURES 2020/21	MIDYEAR BUDGET	BUDGET 2022/23	2021/22 vs. 2022/23	2021/22 vs. 2022/23
General Fund	6,022,308	4,832,638	6,359,101	6,608,467	249,366	3.9%
Law Enforcement	177,214	68,190	90,100	90,100	-	0.0%
TOTAL GENERAL GOVERNMENT	6,199,521	4,900,828	6,449,201	6,698,567	249,366	3.9%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

HUMAN RESOURCES DEPARTMENT

BERNADETTE SALAZAR, DIRECTOR OF HUMAN RESOURCES



Mission

To provide our customers with human resources services to effectively hire, develop and retain a high-quality workforce for the City of Santa Fe.

Description of Services

The Human Resources Department provides a wide range of human resources management functions for all City Departments and the public. Activities are classified into seven functional areas to include: employee health and wellness, employee benefits, employee development and training, employee recruitment and retention, HR operations and employee classification and compensation.

FY23 Recommended Budget

The Human Resources Department’s FY23 Recommended Budget totals \$37 million. The City’s investment in the functions of the Human Resources Department has increased by \$12.5 million, or 51 percent, when compared to pre-pandemic levels in FY19. The Department’s FY23 Recommended Budget increased by \$5.9 million, or 18.9 percent, from FY22 budgeted levels. The Department’s General Fund FY23 Recommended Budget increased by \$2.4 million, or 40 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Investments in a compensation package for our workforce who do their best each day to make Santa Fe the best place to live every day. The compensation package includes:
 - The department budgets include the equivalent of an 8 percent raise for all City employees.
 - The HR Budget includes a collective bargaining reserve totaling \$2,565,566, the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999.
 - In addition, the HR Budget includes \$2.4 million for a \$2,000 per person retention incentive to keep our talented and experienced team with us in a highly competitive job market.
 - The HR Budget also includes \$300,000 to continue to offer a \$1,000 signing incentive to help fill critically important City jobs.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- A \$3 million, or 12 percent, increase in health insurance costs for the City.
- Funding for an 8 percent salary increase for non-union and exempt employees in the HR Department.
- Funding to create one (1) new HR Analyst position.
- \$750,000 for a First Responder Down Payment Assistance Program which is aimed to increase home ownership opportunities in Santa Fe for our police officers, firefighters and EMTs. This program is also designed to promote safety in neighborhoods by encouraging those with law enforcement and fire rescue/EMS jobs to own homes and live in Santa Fe. The City recommends a pilot project for this initiative in the amount of \$750,000 for FY23 and will develop a policy for implementation and provide reporting on progress and outcomes.
- \$500,000 for functional subject matter experts to assist with the Tyler Human Capital Management Module Upgrade.
- The City implemented the recommendations of the December 2018 Classification and Compensation Study, which brought employees up to the new minimum of their respective job classes, based on industry standards. In FY22, Human Resources will complete the classification study citywide. For FY23, the Department will invest \$140,000 for the Compensation Study.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE
HUMAN RESOURCES DEPARTMENT - EXPENDITURES SUMMARY*
 FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY CATEGORY*	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	1,319,422	1,950,990	4,312,726	6,910,756	2,598,030	60.2%
Contractuals & Utilities	939,865	1,130,938	1,608,485	2,752,576	1,144,091	71.1%
Repairs & Maintenance	2,378	-	2,000	-	(2,000)	-100.0%
Supplies	14,176	22,782	49,285	53,000	3,715	7.5%
Insurance	23,263,882	20,440,440	23,867,025	26,827,688	2,960,663	12.4%
Other Operating Costs	185,551	145,472	346,771	397,317	50,546	14.6%
Transfers to Other Funds	225,000	75,000	935,931	75,000	(860,931)	-92.0%
TOTAL HUMAN RESOURCES	25,950,275	23,765,622	31,122,223	37,016,337	5,894,114	18.9%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	1,440,885	1,878,316	5,892,440	8,249,990	2,357,550	40.0%
Community Development	-	19,997	-	-	-	N/A
Special Projects CIP Fund*	-	-	-	500,000	500,000	N/A
Risk Management	-	-	62,000	62,000	-	0.0%
Santa Fe Health/Dental	24,420,022	21,827,606	24,967,783	28,004,347	3,036,564	12.2%
Unemployment Claims	89,368	39,704	200,000	200,000	-	0.0%
TOTAL HUMAN RESOURCES	25,950,275	23,765,622	31,122,223	37,016,337	5,894,114	18.9%

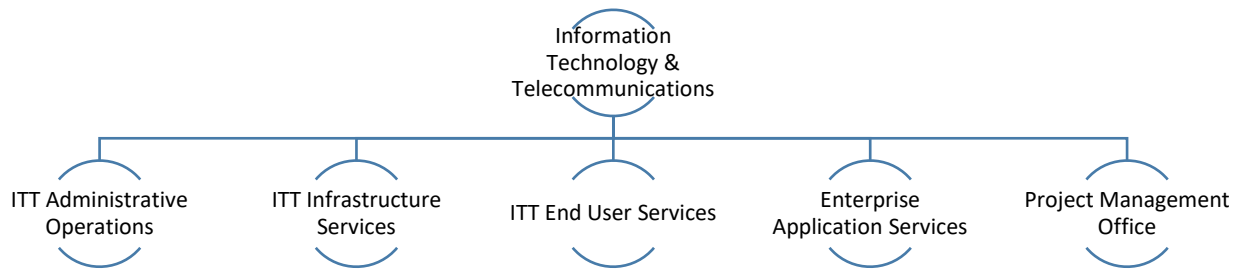
*includes ERP (CIP) Budget



FISCAL YEAR 2023 - RECOMMENDED BUDGET

INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

MANUEL GONAZLES, INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DIRECTOR



Mission

The Information Technology and Telecommunications Department (ITT) strives to be a trusted technology advisor to the City. This is achieved by implementing industry best practices in operational processes and management and becoming a more capable, collaborative, and agile department which 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, information security, ITT procurement, GIA mapping, radio device and services, unified telecommunications, servers/workstations/mobile devices, storage/archiving.

FY23 Recommended Budget

The ITT Department's FY23 Recommended Budget totals \$19.8 million. The City's investment in the ITT Department has increased by \$10.4 million, or 111 percent, when compared to pre-pandemic levels in FY19. The Department's total FY23 Recommended Budget increased by \$1.2 million, or 6.4 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.
- \$2.4 million for software subscriptions including \$128,000 for Immix/Kronos contract.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- \$2.5 million for the Tyler Human Capital Management (HCM) and Munis Financials upgrade in FY23 including technical support, purchase of additional modules, API's (Application Program Interface) and training for staff in all City departments on upgraded system and new modules.
- \$500,000 for technical support for Tyler HCM (including Payroll) and Munis Financials.
- \$2.1 million on communications expenses including a \$346,000 increase requested for rising monthly cost for citywide phone lines, expenses for the Community Health and Safety Department and preparation for additional communication needs for departments and for new hires city wide.
- \$1.9 million in total data processing expenses including a \$1 million increase for expected industry standard increase of 20 percent for data processing and to meet department requests and security installation project.
- \$719,800 in repairs and maintenance machinery and equipment including \$557,000 for Mobile Data Terminals for police vehicles.
- \$633,000 for an expected Industry Standard increase of 20 percent, including the Computer Refresh Initiative replacement of all computers that have reached EOL in the amount of \$450,000.
- \$185,000 to fund Multifactor Authentication (MFA).
- \$74,000 for cabling and wiring and structural needs during security installations.
- A transfer one (1) position, a Public Safety Systems Administrator, from the Fire Department to ITT to centralize IT systems administration functions in ITT.

ITT ADMINISTRATIVE OPERATIONS DIVISION

MANUEL GONZALES, INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS
DEPARTMENT DIRECTOR

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

- Responsible for the procurement of IT material, equipment, supplies, construction, and services required by the City of Santa Fe;
- Assures that purchases are acquired legally from responsible providers at the lowest possible costs in compliance with the City's Procurement Code;



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- Contracting on behalf of the ITT Department;
- Budget reconciliation for purchases made for multiple City Departments and in line with allocated services guidelines;
- Internal project management services; and
- Provide organizational information security services.

ITT INFRASTRUCTURE SERVICES

LARRY WORSTELL, INFRASTRUCTURE SERVICES MANAGER

Mission

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

Description of Services

The Division's services:

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

ITT END USER SERVICES

EDWARD J. DURAN, ITT END USER SERVICES MANAGER

Mission

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

Description of Services

The Division's services include:

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

ITT ENTERPRISE APPLICATION SERVICES

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, assessing the feasibility systems and, where appropriate, implementing new solutions;
- Providing technical expertise to introduce, manage and maintain software applications; and
- Educating City personnel in the effective use of these systems.

ITT PROJECT MANAGEMENT OFFICE DIVISION

AUDREY D. ABEYTA, PROJECT MANAGEMENT OFFICE MANAGER

Mission

The ITT Project Management Office (PMO) Division provides support to City departments on IT related projects by prioritizing projects with the City's strategies and priorities as well as providing a standardized approach to project delivery.

Description of Services

The Division's services include:

- Providing effective prioritization of project management resources to support the strategic agenda.
- Enabling the transparency of important data including employing capacity and availability.
 - Increasing of visibility of the project with the ability to foresee ahead of time that either an issue or risk has developed with the project and what steps will be taken to mitigate



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- Providing support and ensure the implementation of projects are within budget without overburdening employees.
- Providing customers the consistency of delivering a project with organization of project methodology
 - Plan, Budget, Resource strategy, document milestones, report outcomes
 - Define clear deadlines with steps to provide support to our business partners



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY* FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
ITT Administration	3,824,835	2,508,057	4,615,876	3,060,156	(1,555,720)	-33.7%
End User Services	512,952	514,022	768,197	814,260	46,063	6.0%
Enterprise Application Services	2,161,241	2,450,763	2,626,612	3,095,372	468,760	17.8%
Enterprise Resource Planning*	1,779,334	1,727,919	6,077,172	5,609,391	(467,781)	-7.7%
Infrastructure Services	4,115,307	3,666,267	4,481,214	7,185,028	2,703,814	60.3%
TOTAL INFO. TECH. & TELECOMM.	12,393,669	10,867,029	18,569,071	19,764,207	1,195,136	6.4%

SUMMARY BY CATEGORY*	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	2,842,969	2,963,543	4,598,456	4,637,446	38,990	0.8%
Contractuals & Utilities	3,491,743	3,101,061	6,177,143	6,404,861	227,718	3.7%
Repairs & Maintenance	172,881	181,006	176,388	799,807	623,419	353.4%
Supplies	1,280,322	1,684,247	2,311,810	2,634,938	323,128	14.0%
Insurance	68,423	89,111	80,224	58,280	(21,944)	-27.4%
Other Operating Costs	1,182,501	1,204,646	1,769,549	2,727,853	958,304	54.2%
Capital Purchases	223,830	396,144	313,000	343,000	30,000	9.6%
Transfers to Other Funds	3,131,000	1,247,271	3,142,501	2,158,022	(984,479)	-31.3%
TOTAL INFO. TECH. & TELECOMM.	12,393,669	10,867,029	18,569,071	19,764,207	1,195,136	6.4%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
1/2% GRT Income Fund	3,131,000	2,016,035	3,938,777	2,301,677	(1,637,100)	-41.6%
Special Projects CIP Fund*	1,779,334	1,727,919	4,380,000	4,027,998	(352,002)	-8.0%
Services to Other Depts	7,483,335	7,123,075	10,250,294	13,434,532	3,184,238	31.1%
TOTAL INFO. TECH. & TELECOMM.	12,393,669	10,867,029	18,569,071	19,764,207	1,195,136	6.4%

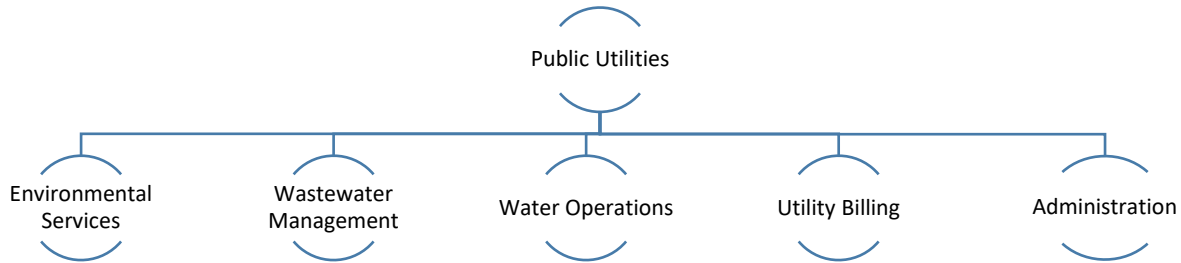
*includes ERP (CIP) Budget



FISCAL YEAR 2023 - RECOMMENDED 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.

FY23 Recommended Budget

The Public Utilities Department's FY23 Recommended Budget totals \$75.1 million. The City's investment in the Public Utilities Department has increased by \$2.7 million, or 4 percent, when compared to pre-pandemic levels in FY19. The Department's total FY23 Recommended Budget increased by \$7.3 million, or 10.8 percent, from FY22 budgeted levels. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.

Utility Customer Services

- \$1.5 million in the Utility Customer Service Division for ITT and technical support for the Utility Billing system and upgrade to new billing system.

Environmental Services

- A \$5.1 million, or 28.8 percent, increase in Environmental Services Division is driving the majority of the increase in Public Utilities. \$1.5 million of that increase is projected increased landfill tipping fees and new recycling tip fee charged by SFSWMA which have been covered by ESD rate increase.
- Environmental Services Division budgeted \$2.4 million for the CNG station repayment lease.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

- Environmental Services Division also budgeted \$2.5 million to purchase front-loading collection vehicles, purchase of two automated side loaders and side load collection vehicles.

Water Division

- Funding to create one (1) Journeyman Electrician position in the Water Division.
- The Water Division budgeted \$216,000 to fund contracts to support education, outreach and public relations for the Water Conservation Program.
- \$289,000 in the Water Division for security.

Wastewater Division

- Funding in the Wastewater Division includes \$250,000 for a master plan and \$150,000 for verification of regulatory reporting, recommendations on process modifications, and the provision of process and safety training.
- Funding to create one (1) Journeyman Electrician position in the Wastewater Division.
- The Public Utilities Budget includes a \$500,000 to create a Clean Energy Fund. This Fund would be used to reduce the city's carbon footprint and move rapidly toward meeting its 2040 carbon neutral goals. Transitioning away from carbon sources requires renewable energy-based electricity and electrifying gas appliances, coupled with energy efficiency. Energy efficiency has been shown to be one of the least cost mechanisms for reducing carbon emissions. A Clean Energy Fund would contract with a provider in order to provide low-cost capital, loan-loss reserves to reduce lending risk, and other mechanisms necessary to enable Santa Fe households to access rooftop solar and energy efficiency, focusing particularly on lower-income communities. The money would be used initially to contract with a non-profit to provide research and a business plan for an ongoing Clean Energy Fund (or Green Bank); to look for grants from Federal and State governments; and to identify ways to provide financial support for Santa Fe residents who would reduce their own and the community's carbon footprint by a variety of means including but not limited to energy conservation, solarization, and other investments and strategies that would help the City meet its sustainability goals as the return on investment.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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:

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

WASTEWATER MANAGEMENT

MICHAEL DOZIER, WASTEWATER DIVISION DIRECTOR

Mission

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

Description of Services

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

WATER DIVISION

JESSE ROACH, WATER DIVISION DIRECTOR

Mission

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

Description of Services

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

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 collection 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. Payments can be made via cash, check, or credit card.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Public Utilities Administration	1,518,309	747,139	1,393,935	2,356,334	962,399	69.0%
Environmental Services	14,160,692	12,139,267	17,547,608	22,609,854	5,062,246	28.8%
Utility Customer Service	1,582,848	4,217,538	4,763,778	6,030,618	1,266,840	26.6%
Wastewater Management	11,886,525	11,381,700	14,541,891	13,645,913	(895,978)	-6.2%
Water Operations	39,856,748	23,878,061	29,526,123	30,449,250	923,127	3.1%
TOTAL PUBLIC UTILITIES	69,005,122	52,363,705	67,773,335	75,091,969	7,318,634	10.8%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
Salaries, Wages & Benefits	17,244,424	16,089,024	21,314,246	19,409,474	(1,904,772)	-8.9%
Contractuals & Utilities	7,115,106	7,853,206	9,848,562	17,011,039	7,162,477	72.7%
Repairs & Maintenance	1,774,043	1,770,917	2,617,246	2,725,599	108,353	4.1%
Supplies	3,078,857	1,931,490	2,257,766	2,596,558	338,792	15.0%
Insurance	1,021,576	1,090,271	1,430,579	786,578	(644,001)	-45.0%
Other Operating Costs	29,960,722	12,266,928	13,239,904	14,697,247	1,457,343	11.0%
Capital Purchases	1,430,004	212,506	2,665,875	2,839,792	173,917	6.5%
Debt Service	2,006,957	7,988,080	7,441,864	6,874,122	(567,742)	-7.6%
Transfers to Other Funds	5,373,433	3,161,284	6,957,293	8,151,560	1,194,267	17.2%
TOTAL PUBLIC UTILITIES	69,005,122	52,363,705	67,773,335	75,091,969	7,318,634	10.8%

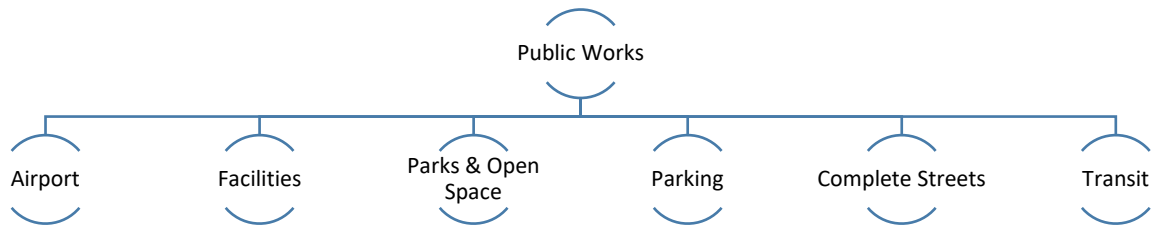
SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2021/22 vs.	2021/22 vs.
	2019/20	2020/21	BUDGET	2022/23	2022/23	2022/23
General Fund	220,021	121,877	-	-	-	N/A
Resource Conservation	-	-	-	1,432,808	1,432,808	N/A
Community Development	4,325	21,009	67,556	20,822	(46,734)	-69.2%
Waste Water Management	11,886,525	11,381,700	14,541,891	13,645,913	(895,978)	-6.2%
Water Management	39,856,748	23,878,061	29,526,123	30,449,250	923,127	3.1%
Environmental Services	13,936,346	11,996,381	17,480,052	22,089,032	4,608,980	26.4%
Utilities Administration	3,101,157	4,964,677	6,157,713	7,454,144	1,296,431	21.1%
TOTAL PUBLIC UTILITIES	69,005,122	52,363,705	67,773,335	75,091,969	7,318,634	10.8%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

PUBLIC WORKS DEPARTMENT

REGINA WHEELER, PUBLIC WORKS DEPARTMENT DIRECTOR



Mission

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

Description of Services

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

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

The Public Works Department plans and manages the City’s capital improvement projects for parks, buildings, roads, trails, sidewalks, parking facilities, airport, transit, and storm water. In FY23, the Department expects to manage approximately \$140 million in capital projects in partnership with every department in the City. The Department is also responsible for constructing, operating, and maintaining the infrastructure and partnerships for the Railyard and facilities, grounds, and infrastructure at the Midtown campus.

The Public Works Department will also be deploying federal economic stimulus aid that was approved in the American Recovery Plan Act (ARPA) for the City of Santa Fe which will support the City’s priorities for facilities, parks and trails over the next 3 years.

FY23 Recommended Budget

The Public Works Department’s FY23 Recommended Budget totals \$57.6 million. The City’s investment in the Public Works Department has increased by \$7.5 million, or 15 percent, when compared to pre-pandemic levels in FY19. The Public Works Department’s total FY23 Recommended Budget decreased by \$17.7 million, or 23.5 percent, from FY22 budgeted levels. The Public Works Department General Fund FY23 Recommended Budget increased by \$13.8 million, or 39 percent, from FY22 budgeted levels, largely driven by the decreases for capital



FISCAL YEAR 2023 - RECOMMENDED BUDGET

projects in the Facilities Division and the Airport. The FY23 Recommended Budget includes the following:

- Funding for an 8 percent salary increase for non-union and exempt employees. Funding for the amount equivalent to an 8 percent increase to salary, and all salary-dependent benefits, for members of AFSCME Local 3999 is held in a collective bargaining reserve in the HR Budget.

Admin

- \$200,000 for on call project management contracts
- \$160,000 for engineering services for various projects
- \$1.2 million in funding security contracts across Public Works divisions
- In the FY22 budget, four new positions were created in the Public Works Department to increase capital capacity. These positions were used, as envisioned, to create a career ladder for Project Administrators. Three existing Project Administrators were promoted to Project Administrator Senior based on their level of certification and experience. Those employees' positions have been filled with new Project Administrators. The last of the four positions is being converted to a Capital Projects Manager at the department level to provide planning and management of capital improvements. The position will ensure the City can take full advantage of capital funding opportunities.

Airport

- Reclassify one (1) vacant Parking Attendant position to one (1) Airport Maintenance Senior position to assist with operations and increase in aircraft operations with both commercial and general aviation.
- \$100,000 for equipment and machinery.
- \$200,000 for data processing including security cameras, a new badge all in one system as required by FAA.
- \$100,000 in operating supplies.
- \$5,000 for staff training.
- City will fund Airport Rescue and Fire Fighting truck for the Airport through a BAR in FY22 so the City can order the vehicle in the current fiscal year due to the extended time frame to build and receive the truck.

Railyard Operations

- \$1.4 million in debt service
- \$378,000 for maintenance
- \$233,000 for Railyard Security
- \$100,000 for Horticultural Care
- \$50,000 for Special Events
- \$40,000 in dues
- \$33,000 for on call emergency mechanical, engineering and plumbing services



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Facilities Maintenance

- Reclassify two (2) vacant Parking Attendants positions to two (2) Custodian positions for the Downtown Restroom.
- Over \$600,000 to fund repairs and maintenance including \$100 thousand to create a Police Department station in City Hall
- \$315,000 in service contracts

Midtown Campus

- \$1.7 million in debt service.
- \$1.6 million in repairs and maintenance.
- \$471,000 in service contracts.
- \$360,000 in utilities

Municipal Recreation Complex

- \$516,000, an increase of \$496,000, in service contracts.
- \$72,000 for repairs and maintenance.
- \$60,000, an increase of \$29 thousand, for advertising

Parking Division

- \$1.2 million in debt service.
- \$868,000, an increase of \$208,000, in service contracts.
- Due to automation in the Parking Division, five (5) Parking Attendant positions that have been frozen during the pandemic are no longer needed in Parking. These five (5) Parking Attendant positions that were frozen in FY22 will be reclassified to other positions in the PWD including two (2) Parks Maintenance Worker Senior positions to support the centralization of the Graffiti section in Parks, one (1) Airport Maintenance Senior position to assist with operations, and two (2) Custodian positions for the Downtown Restroom.

Parks Division

- Transfer Watershed/Stormwater into Parks and Open Space Division
- Create a Graffiti section in the Parks and Open Space Division, including:
 - Funding to create one (1) position, Parks Superintendent
 - Reclassify two (2) Parking Attendants positions into two (2) Parks Maintenance Worker Senior positions
- \$1.8 million for Water in City Parks.
- \$1.6 million, an increase of \$642 thousand, in service contracts to support parks operations
- \$234,000, an increase of \$87,000, for Parks Division temporary seasonal staff
- \$400,000, an increase of \$70,000, in contracts to support stormwater operations

Special Allocations- Railyard Park

- The Railyard Park saw an increase from the FY22 Budget to the FY23 Recommended Budget. This increase of \$50,000 in service contracts is to support Railyard Park infrastructure.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Complete Streets Division

- Complete Streets Division Reorganization- The FY23 Recommended Budget, includes combining the Engineering and Streets Division into the Complete Streets Division. This puts the teams together that plan, design, build, operate and maintain rights of way in the City of Santa Fe. It provides field expertise to the planning and deployment of new capital projects and supports maintenance and operations with engineering and construction expertise.
- \$1.3 million in contracts, an increase of \$985,000, across all sections of the Complete Streets Division including utility locate services, controller upgrades, concrete/asphalt services, on call traffic engineering, traffic calming and DRT review.
- \$802,000, an increase of \$532,000, in repairs and maintenance including an increase of \$60,000 due to the annexation of Cerrillos and St. Michaels and \$400,000 in the traffic engineering section for citywide streetlight maintenance and repairs, a contractually mandated increase as PNM will no longer own streetlights.
- \$687,000 in supplies, an increase of \$250,000, across all sections of the Complete Streets Division.

Transit

- \$575,000 in repairs and maintenance, an increase of \$200,000, mainly for vehicle repairs.
- \$342,000 in debt service.
- \$97,000 in supplies, an increase of \$28,000.

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

FACILITIES DIVISION

SAM BURNETT, FACILITIES DIVISION DIRECTOR

Mission

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Division Description of Services

The Facilities Division provides comprehensive facility and property planning, design, construction, management, and maintenance. The Division is comprised of the Capital Improvement Project Management Section; Mechanical, Electrical, and Plumbing (MEP) Maintenance Section; Custodial Section; General Construction Section; and Property Management Section. The Division manages over 100 City facilities as well as critical City properties including the Santa Fe Railyard and Midtown Campus.

The Division oversees:

- Capital Improvement Project Management;
- Facilities Predictive, Preventive, and Emergency Maintenance;
- Santa Fe Railyard and Midtown Santa Fe Property and Asset Management;
- General Construction Services; and
- Custodial Services.

PARKS AND OPEN SPACE DIVISION DIRECTOR

MELISSA MCDONALD, PARKS AND OPEN SPACE DIVISION DIRECTOR

Mission

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

Description of Services

In addition to evaluating proposed park lands, reviewing development plans, and managing the addition of new infrastructure and amenities, the division maintains 77 parks, 30 open spaces, 171 miles of trails, the historic plaza, the 1,200-acre Municipal Recreation Complex, the 27-hole Marty Sanchez Links de Santa Fe, Santa Fe river parks, 120 miles of road medians, and a wide variety of amenities including playgrounds, tot lots, grills and picnic tables, baseball diamonds, sports fields, and basketball, tennis, handball, and pickleball courts. We collaborate with stakeholders and service providers, comply with ADA standards, New Mexico Environment Department regulations, and EPA requirements.

PARKING

NOEL CORREIA, PARKING DIVISION DIRECTOR

Mission

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

Description of Services

The Division oversees:

- Parking facility operations and maintenance;



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

COMPLETE STREETS

VACANT, DIVISION DIRECTOR

The FY23 Recommended Budget, includes combining the Engineering and Streets Division into the Complete Streets Division. This puts the teams together that plan, design, build, operate and maintain rights of way in the City of Santa Fe. It provides field expertise to the planning and deployment of new capital projects and supports maintenance and operations with engineering and construction expertise.

Mission

The mission of the Facilities Section of the Complete Streets Division is to develop multi-modal transportation and stormwater infrastructure to support resilience, mobility, and safety. The mission of the Streets and Drainage section of the Complete Streets Division 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 Engineering section oversees:

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

The Streets section oversees:

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

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.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Description of Services

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

CITY OF SANTA FE PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2022/23 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES 2019/20	EXPENDITURES 2020/21	MIDYEAR BUDGET	BUDGET 2022/23	2021/22 vs. 2022/23	2021/22 vs. 2022/23
Public Works Administration	6,122,527	2,732,145	3,481,675	3,369,244	(112,431)	-3.2%
Airport Division	4,452,383	3,712,371	11,113,849	2,978,313	(8,135,536)	-73.2%
Facilities Maintenance	4,259,778	5,467,145	13,686,331	5,649,606	(8,036,725)	-58.7%
Midtown Campus	4,958,059	3,686,589	4,722,818	4,462,468	(260,350)	-5.5%
Municipal Recreation Complex	1,652,503	2,264,232	1,630,336	1,977,551	347,215	21.3%
Parking Division	6,769,322	4,000,957	5,092,323	5,684,738	592,415	11.6%
Parks Division	8,101,688	8,700,932	10,573,661	11,125,551	551,890	5.2%
Complete Streets Division	9,906,470	9,062,276	14,410,231	11,788,611	(2,621,620)	-18.2%
Transit	11,273,054	9,061,431	10,631,563	10,596,894	(34,669)	-0.3%
TOTAL PUBLIC WORKS	57,495,783	48,688,079	75,342,787	57,632,976	(17,709,811)	-23.5%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES 2019/20	EXPENDITURES 2020/21	MIDYEAR BUDGET	BUDGET 2022/23	2021/22 vs. 2022/23	2021/22 vs. 2022/23
Salaries, Wages & Benefits	21,318,118	17,887,729	24,025,109	23,310,879	(714,230)	-3.0%
Contractuals & Utilities	7,264,636	7,415,828	8,940,038	10,773,121	1,833,083	20.5%
Repairs & Maintenance	2,720,400	2,449,027	3,724,414	4,600,908	876,494	23.5%
Supplies	1,935,058	1,628,837	2,309,479	3,098,041	788,562	34.1%
Insurance	1,355,654	1,518,972	1,825,644	1,066,975	(758,669)	-41.6%
Other Operating Costs	12,437,511	3,850,125	5,121,960	5,913,455	791,495	15.5%
Capital Purchases	2,219,499	1,962,090	2,664,909	1,177,000	(1,487,909)	-55.8%
Debt Service	1,421,948	5,862,538	4,710,077	4,877,666	167,589	3.6%
Transfers to Other Funds	6,822,957	6,112,933	22,021,157	2,814,931	(19,206,226)	-87.2%
TOTAL PUBLIC WORKS	57,495,783	48,688,079	75,342,787	57,632,976	(17,709,811)	-23.5%

SUMMARY BY FUND	ACTUAL	ACTUAL	2021/22	PROPOSED	\$ CHANGE	% CHANGE
	EXPENDITURES 2019/20	EXPENDITURES 2020/21	MIDYEAR BUDGET	BUDGET 2022/23	2021/22 vs. 2022/23	2021/22 vs. 2022/23
General Fund	19,081,370	16,966,062	35,444,179	21,632,106	(13,812,073)	-39.0%
Resource Conservation	-	-	-	164,613	164,613	N/A
City Drainage Fund	1,038,531	1,116,066	1,782,324	1,886,227	103,903	5.8%
Impact Fees Fund	-	1,084,000	1,608,559	-	(1,608,559)	-100.0%
Transportation Grants	76,799	57,461	101,142	110,432	9,290	9.2%
Plaza Use Fund	20,252	14,209	15,000	57,050	42,050	280.3%
Public Facilities Fund	-	168,022	262,464	-	(262,464)	-100.0%
Quality of Life	2,052	10,472	81,337	135,000	53,663	66.0%
Streets & Roadways	3,407,005	3,186,307	2,378,787	2,620,291	241,504	10.2%
1/2% GRT Income Fund	1,584,931	2,055,728	6,537,751	2,939,496	(3,598,255)	-55.0%
Railyard Properties	3,606,874	2,646,193	2,448,191	2,498,229	50,038	2.0%
Midtown Campus	4,958,059	3,686,589	4,722,818	4,462,468	(260,350)	-5.5%
Municipal Recreation Complex	1,301,951	2,239,232	1,608,994	1,977,551	368,557	22.9%
Parking	6,769,322	4,000,957	5,092,323	5,684,738	592,415	11.6%
Transit Bus System	11,196,256	9,003,970	10,530,421	10,486,462	(43,959)	-0.4%
Airport	4,452,383	2,452,811	2,728,497	2,978,313	249,816	9.2%
TOTAL PUBLIC WORKS	57,495,783	48,688,079	75,342,787	57,632,976	(17,709,811)	-23.5%



FISCAL YEAR 2023 - RECOMMENDED BUDGET

VI. FY23 REVENUE AND ECONOMIC ANALYSIS

Santa Fe remains in a strong fiscal position through the conclusion of FY22 and leading into FY23. High levels of consumer spending and a strong employment market will compete against an expanding number of headwinds, including inflation, higher interest rates, and current geopolitical risks. The most likely revenue scenario is a positive, albeit slowing, economic growth trend through FY23. Recurring City revenues are forecast to exceed pre-pandemic levels due to stronger gross receipts tax collections, the implementation of internet sales tax in FY22 and inflation. All other revenues are expected to see stable but more modest growth. The City continues to be in a solid financial position, while exercising caution in response to mixed economic signals.

Bolstered by unprecedented stimulus spending, economic growth surged in 2021. Real GDP expanded 5.7 percent¹ in 2021, after contracting 3.4 percent in 2020, the highest annual growth rate observed since 1984. While this represents an incredible economic recovery, it has come with significant concerns. Inflation reached 7.0 percent in 2022. Real wages in the U.S. during the same period grew only 5.1 percent. Consumer and retail spending remain high, and there are nearly two available positions for every unemployed worker. Some commodity prices reached record highs in the last year, and supply chains remained strained following the pandemic-related recovery.

This presents a complex scenario as we examine the year ahead. Economic growth is expected to continue. Consumer spending remains high, and job growth remains consistent. Strong continued spending, higher prices, and a robust tourism sector are likely to keep major revenue sources strong in Santa Fe over the next year. However, headwinds exist as we enter FY23. The Federal Reserve will try to strike a delicate balance in raising interest rates to substantially lower inflation while not propelling the economy into a recession. High interest rates will likely outweigh limited supply in reducing the unabating growth in real estate prices. Vigorous wage growth has been partially eroded by continued inflation, which has spread from energy and automobiles into other sectors of the economy. Municipalities should expect both elevated revenues and greater expenses through this economic cycle.

The city of Santa Fe has recovered faster than much of New Mexico, with the county maintaining a 5.0 percent unemployment rate in February 2022. Robust retail spending, and a strong recovery in the tourism sector helped improve City revenues drastically between FY21 and FY22. Gross receipts tax distributions are on track to reach \$133.8 million in FY22 and \$137.7 million in FY23. Lodger's tax revenues have likewise improved with the continued recovery of the tourism sector and are expected to reach \$12.9 million in FY23. All Funds revenues for the City of Santa Fe should reach approximately \$382.9 million in FY23, buoyed by a strong, but slowing, economic recovery.

The following subsections provide a summary of both revenue history and projections to assist in budgetary planning during FY23. Budget projections utilized multiple economic models to provide a scientific estimate of future revenues: trend analysis, regression analysis, and multifactor econometric models. The overall picture is quite strong, but high inflation, changing monetary policy, and geopolitical risk add to potential doldrums entering FY23.

¹ <https://www.bea.gov/news/2022/gross-domestic-product-fourth-quarter-and-year-2021-second-estimate>

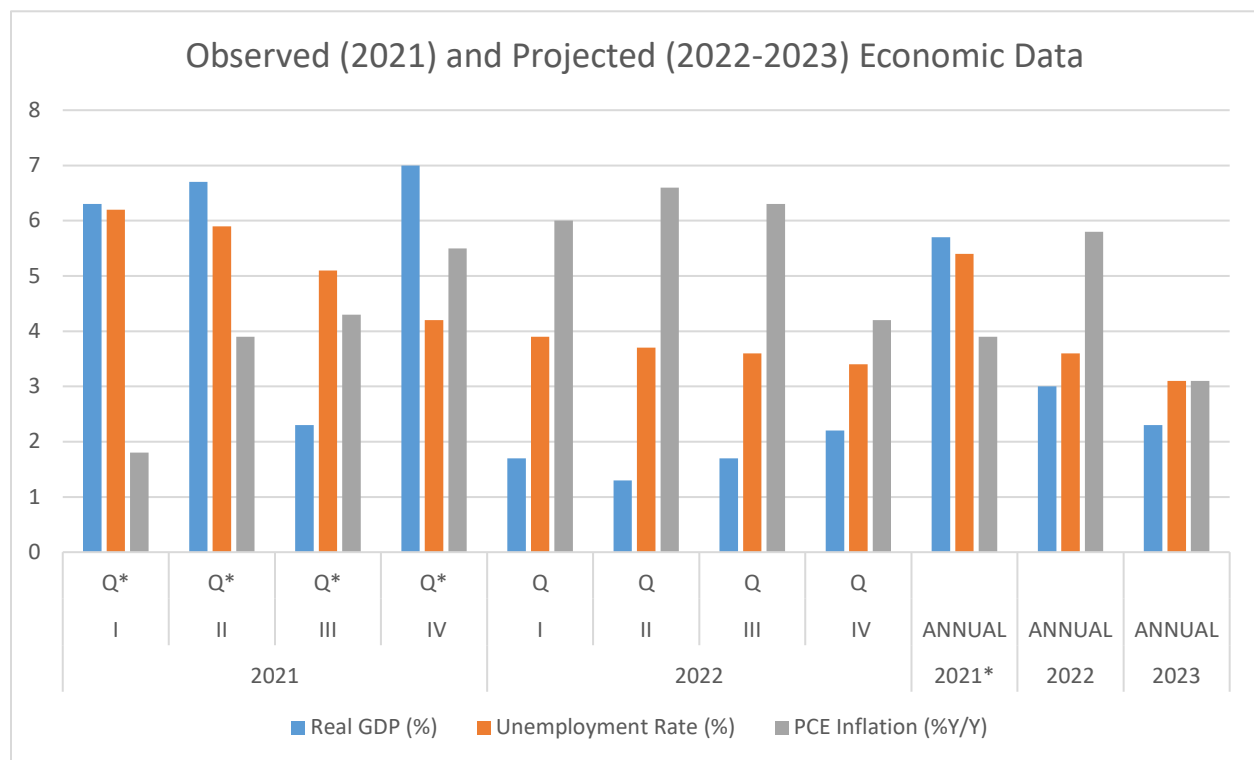


FISCAL YEAR 2023 - RECOMMENDED BUDGET

National Economic Outlook

After the economic challenges that characterized FY20, the surge in economic growth since that time has proven remarkable and unprecedented. Stimulus spending via the \$2.2 trillion CARES Act, \$1.9 trillion American Rescue Plan Act (ARPA), and additional legislative stimulus packages bolstered spending. Asset prices surged, driven by both historically low mortgage and financing rates, as well as substantial support from the Federal Reserve. The resilience of the growing economy will be tested in FY23, as the Federal Reserve seeks to reign in surging inflation and geopolitical risks, such as the ongoing war in Ukraine, add to economic uncertainty.

Consensus estimates, as of March 2022, estimate that real GDP growth will expand by 3.0 percent in 2022 and lower 2.3 percent in 2023. There is considerable uncertainty in these estimates, particularly regarding how the economy will respond to policy initiatives by the Federal Reserve (see ‘*Federal Reserve*’ below). Unemployment across the United States has dropped to 3.8 percent, representing a value close to ‘full employment’, and is expected to drop further in 2022 into 2023. Inflation estimates have been repeatedly revised, but current consensus estimates suggest inflation should drop to a 3 percent annual rate in 2023 after peaking in the second quarter of 2022.



Data Source: The Conference Board

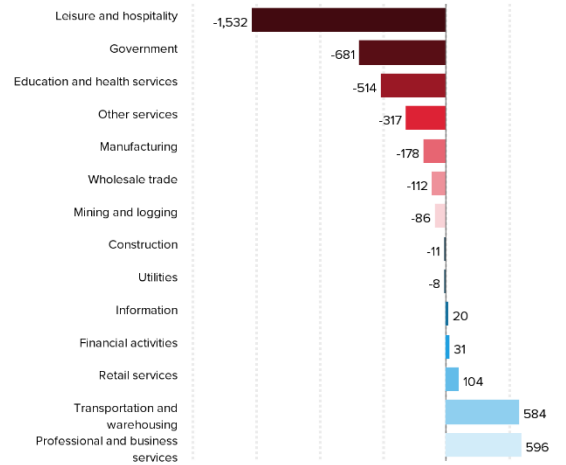


FISCAL YEAR 2023 - RECOMMENDED BUDGET

Taking a closer look at unemployment, the economic recovery has resulted in widespread job gains over the last two years. Some sectors that were particularly affected by the recession have not yet recovered full employment, notably the leisure and hospitality sector. Other sectors driven by a rapid increase in demand, such as trade and transportation, now employ more workers than before the pandemic. Public sector employment has likewise lagged in its recovery. Retail spending has surged dramatically over the last two years. While growth has since plateaued, aggregate spending remains roughly 25 percent above pre-pandemic levels. While this may continue, higher prices will put pressure on consumers to purchase fewer goods. This may lead to a cycle of lower firm profits and reinvestment, potentially slowing economic growth substantially.

Employment change by industry since February 2020

All employees (thousands), seasonally adjusted, February 2022



Source: Bureau of Labor Statistics' (BLS) Current Employment Statistics, Establishment Survey (CES) public data series.

Economic Policy Institute



Data Source: Economic Policy Institute; Federal Reserve Economic Data; Econofact



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Meanwhile, the labor market remains particularly tight. There are nearly two open jobs for each unemployed worker, and quit rates remain near record highs of nearly 3.0 percent per month. Employees are being more selective about work, changing jobs due to flexibility, health, and salary concerns, contributing to a wider scale transformation of the labor force.

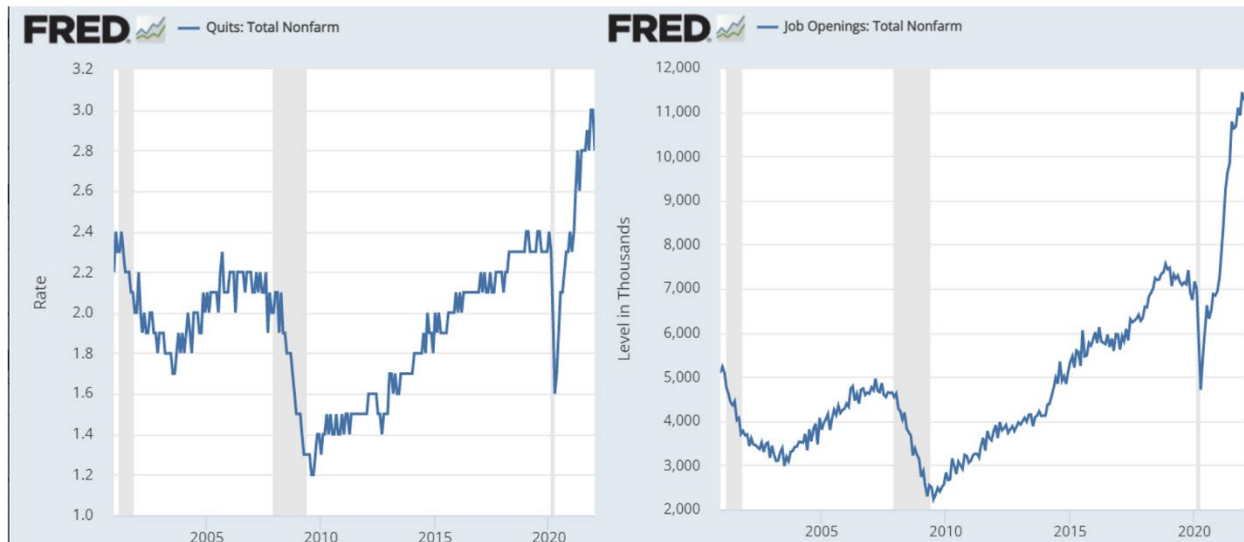
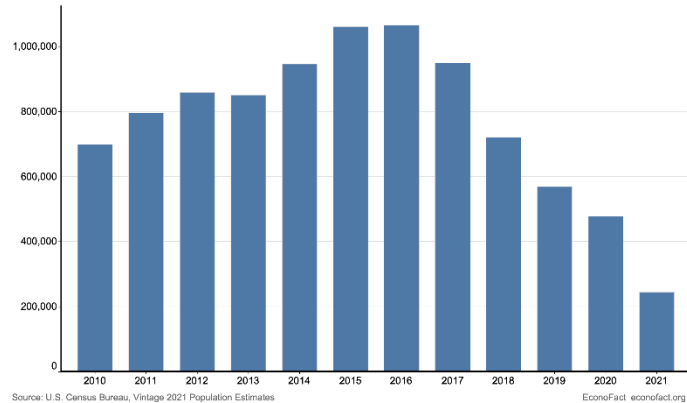
Meanwhile, the number of job openings remains above 11 million, near record highs.

Skill and salary mismatch between employers and prospective employees remains a concern. Likewise, the

international migration that has historically been highly responsive to economic need has been drastically reduced during the last five years. As a consequence, employers are finding it more difficult to find and hire employees at current wages. Sectors experiencing the greatest shortages of workers, such as leisure and hospitality, are also experiencing the greatest year over year wage increases. The labor market is likely to continue to be strong through FY23.

NET INTERNATIONAL MIGRATION

JULY 1, 2010 – JUNE 30, 2021



Data Source: Economic Policy Institute; Federal Reserve Economic Data

Inflation

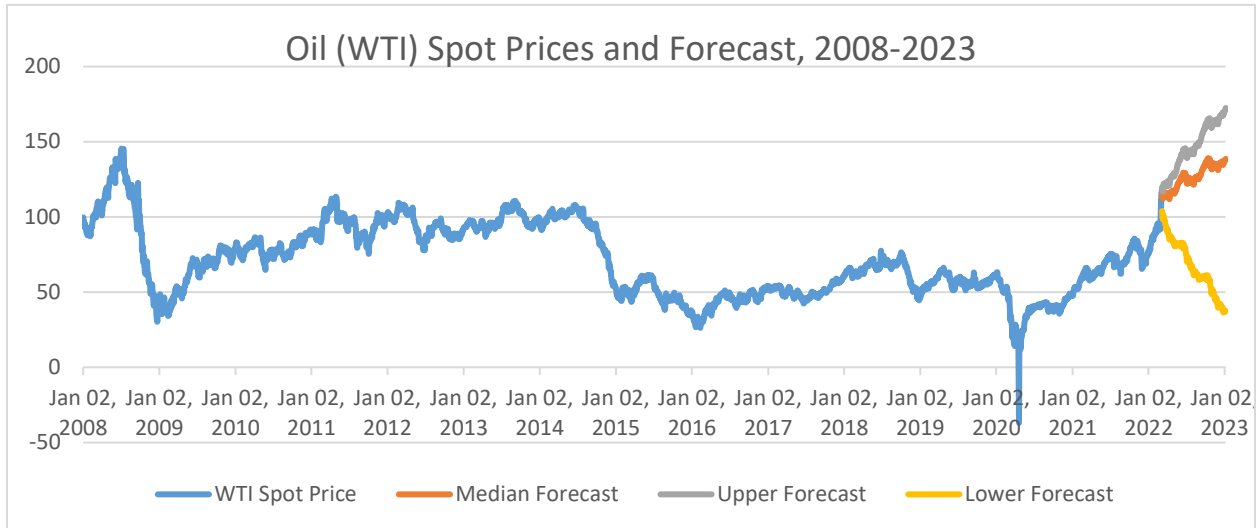
Inflation has lasted longer and reached higher levels than previously anticipated by markets. The Consumer Price Index (CPI) has surged across many asset classes, reaching the highest level in 40 years. Rapidly surging demand for goods, following pandemic closures in 2020, left many firms unprepared; global supply chains quickly broke down, and products from silicon chips to food products suffered shortages. Silicon chip shortages led to reduced production of new vehicles in 2021 and contributed to the price increases in used vehicles of over 40 percent. Oil prices, exacerbated by the Russian invasion of Ukraine, reached the highest levels seen in 14



FISCAL YEAR 2023 - RECOMMENDED BUDGET

years. This resulted in record-high gas prices, in nominal, but not inflation-adjusted terms, and contributed to higher distribution costs and accelerating inflation in food prices.

Oil is a globally traded commodity, and often responds significantly to changes in supply and demand. In 2020, oil prices dropped precipitously as demand in the pandemic recession was drastically reduced. In 2022, geopolitical risks driven by the Russian invasion of Ukraine, and corresponding sanctions, led oil prices to surge further. Oil prices are notoriously hard to predict given this volatility and models to estimate oil prices produce a wide range of potential values.

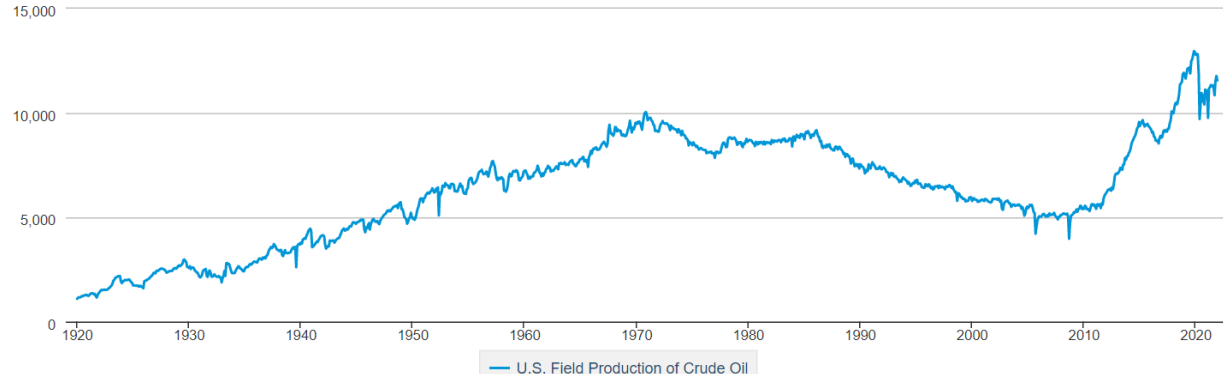


Data Source: Author's Own Projections

Higher oil prices are likely to remain throughout 2022, contributing to higher fuel costs. Resolution of the current geopolitical conflicts and increasing production will likely contribute to lower prices. Surging production and improved technology over the last decade has helped the United States become the world's largest oil producer. However, production dropped significantly in 2020. While not yet recovered, oil production is gradually rising.

U.S. Field Production of Crude Oil

Thousand Barrels per Day



Data Source: eia.gov

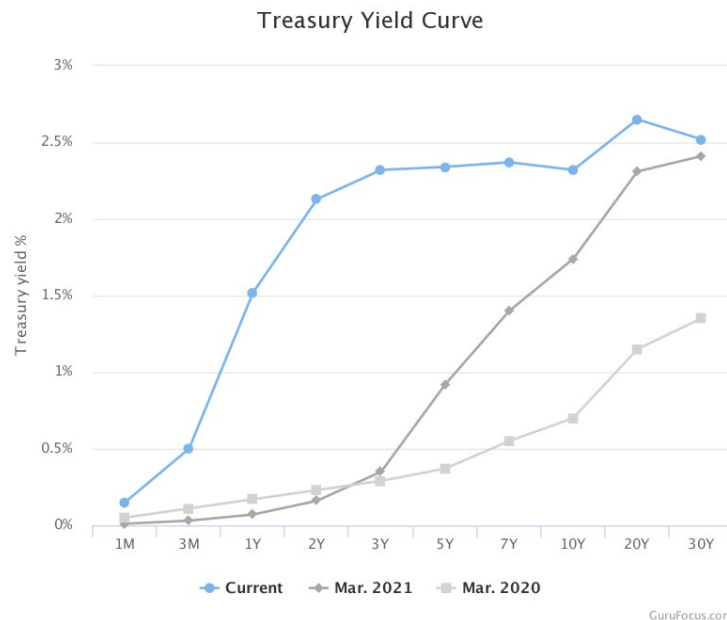


FISCAL YEAR 2023 - RECOMMENDED BUDGET

Federal Reserve

To help control inflation, the Federal Reserve has two significant tools at their disposal. The first is hiking the interest rate, which began in March 2022 and is expected to continue for the rest of the year. By increasing interest rates, the Federal Reserve increases borrowing costs for the economy – slowing growth and also inflation. The Federal Reserve may also begin unwinding its significant balance sheet, which includes \$9 trillion in assets. Roughly two-thirds of the Federal Reserve’s assets are treasury securities, and one-quarter a mixture of Federal agency debt and mortgage-backed securities. Originally purchased to keep the treasury and mortgage markets liquid and solvent, these repurchases are a key instrument in monetary policy when interest rates are low. In theory, repurchases of long-term securities increased their prices and reduced their yield². As the Federal Reserve sells these securities, this will put upward pressure on long-term rates. Mortgage rates, a key component of the housing boom, are expected to rise.

Economically, this has some important implications. If the Federal Reserve increases rates and unwinds the balance sheet too quickly, economic growth can rapidly diminish. Likewise, if the Federal Reserve raises rates too slowly, inflation may persist. Federal Reserve Chairman Jerome Powell has expressed confidence in the ability of the Federal Reserve to navigate these demands without pushing the economy into a recession. One key element, visible in the next figure, is the yield curve, a chart of US treasury security yields across different maturities. Traditionally, the yield curve is upward sloping – longer securities provide higher interest rates to compensate investors for long-term risk. This also implies economic growth. When the yield curve is not upwardly sloping, we call this an ‘inverted’ yield curve. When short term rates exceed (or are equal to) long term rates, it implies the Federal Reserve will have to ‘cut’ short term rates in the future – implying a future recession. All recessions over the last five decades have been preceded by inverted yield curves, which often occur in the following one to two years.



Data Source: Grufucous.com; <https://www.federalreserve.gov/releases/h15/data.htm>

² <https://www.barrons.com/articles/fed-housing-market-51645568458?tesla=y>



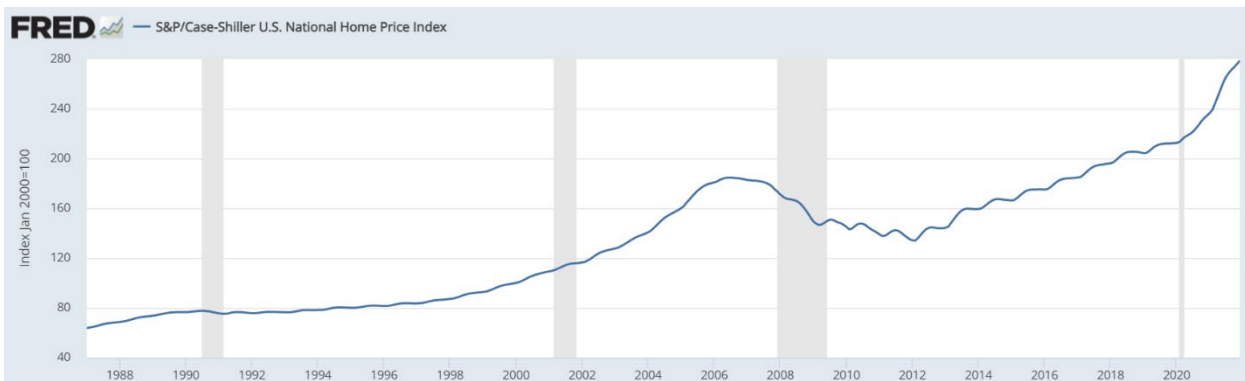
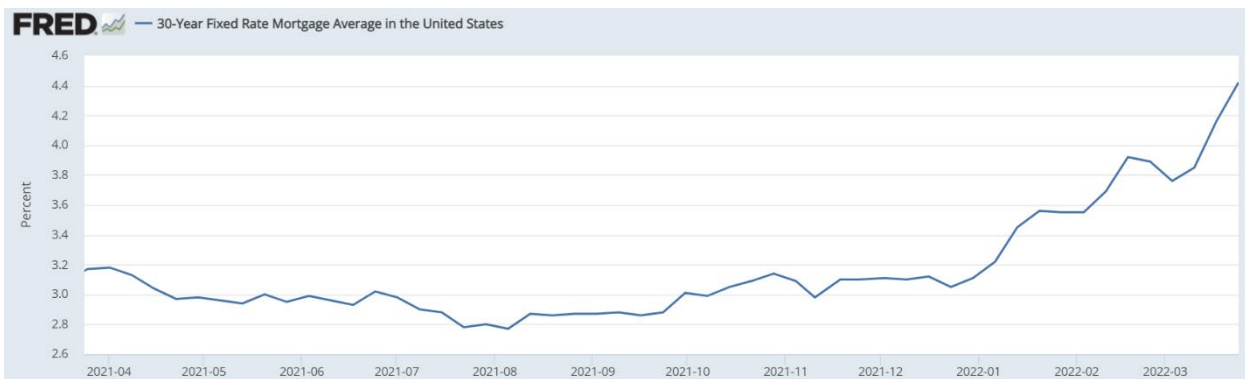
FISCAL YEAR 2023 - RECOMMENDED BUDGET

Yield curve inversion in 2022 is a distinct possibility and has already occurred for the 2 year -10 year window of treasury bonds. As the Federal Reserve increases short term rates, the left side of the yield curve will rise; as the Federal Reserve unwinds the balance sheet, the hope is that long-term rates will also follow. As of March 2022, the rapidly diminishing spread between the 2-yr and 10-yr government bonds are taken as warning signals by some investors³. This will have greater implications for the national economy as we enter FY24.

Real Estate

Real estate prices surged 18.8 percent in the Case-Shiller U.S. National Home Price Index between December 2020 and December 2021. Despite some recovery following the pandemic, the real estate market remains affected by low supply and high demand for new homes. Over the next year, rising mortgage rates will likely dampen housing growth despite supply constraints in major markets. Real estate price growth exceeded the national average in much of the intermountain west. Mortgage delinquencies remain near fifteen-year lows and remain relatively flat.⁴

30-year fixed mortgage rates increased drastically in the first quarter of 2022. Where average rates stood at 2.65 percent in January 2021, rates as of mid-March 2022 averaged 4.42 percent. Put into perspective, monthly payments on a \$350,000 property would rise from \$1,410 in January 2021 to \$1,757 today – an increase that stands to reduce demand for real estate.



Data Source: The Federal Reserve Economic Data

³ <https://www.marketwatch.com/story/the-yield-curve-is-speeding-toward-inversion-heres-what-investors-need-to-know-11647977540>

⁴ <https://fred.stlouisfed.org/series/DRSFRMACBS>

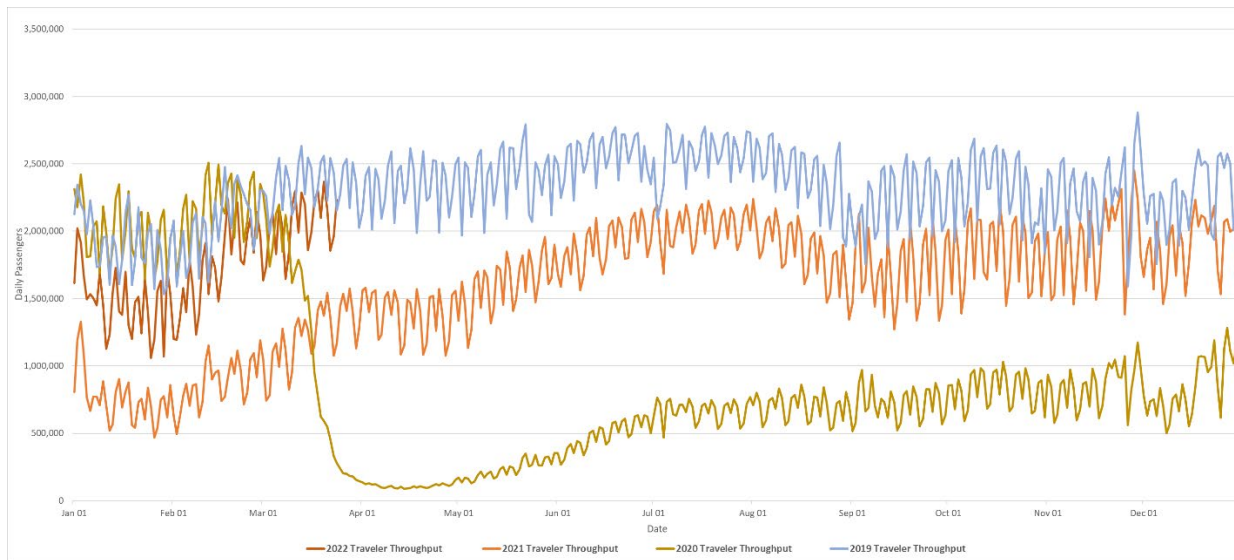


FISCAL YEAR 2023 - RECOMMENDED BUDGET

Growth at current levels is ultimately unsustainable in the market for a long time. Banks remain in a strong capital position, and it's unlikely any price decreases in the future will be abrupt and panic-driven. Rather, as housing supply responds to demand and rates increase, growth rates should decline to long-term averages by 2023.

Air Travel

As of March 2022, airline passenger traffic has almost fully recovered from the pandemic and is tracking near 2019 volumes. This trend will likely continue, driven by strong consumption and moderate economic growth. While additional pandemic and geopolitical effects are possible, large-scale disruption remains unlikely.



Data Source: The Transportation Security Administration

State and Local Economy

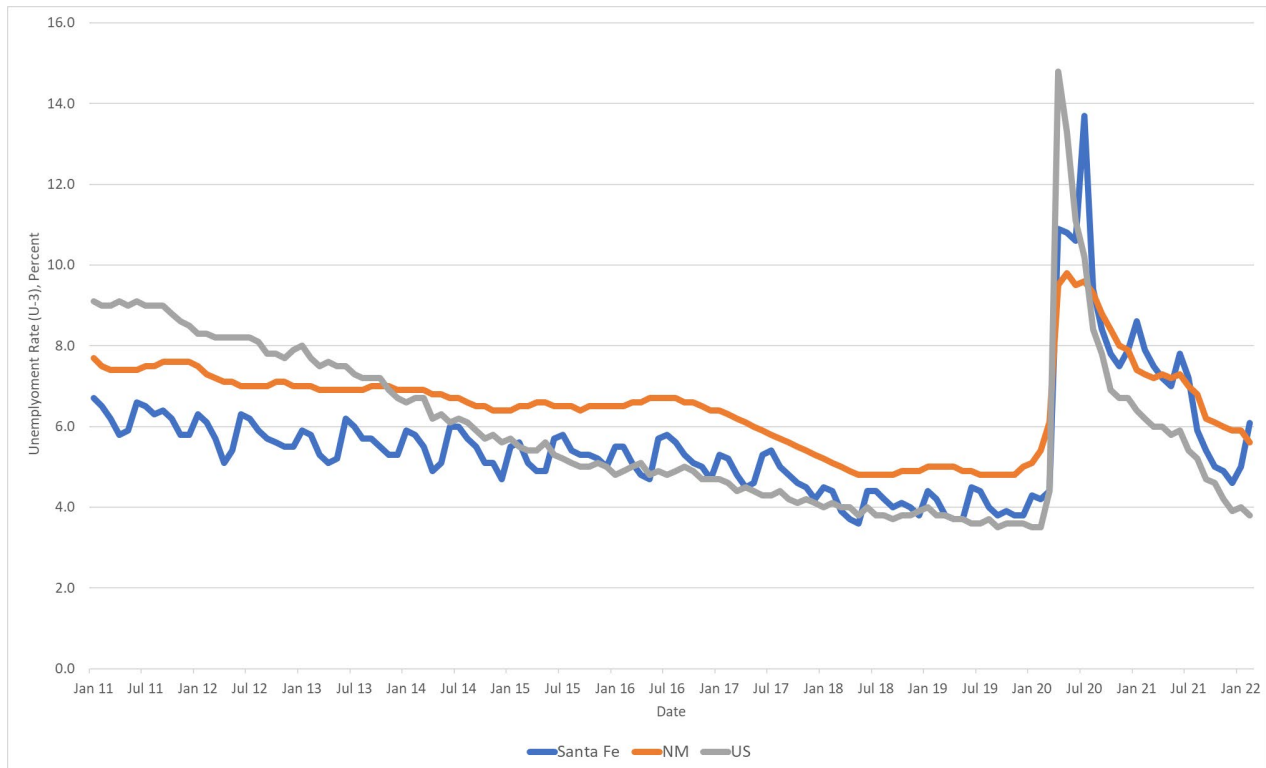
During 2021, New Mexico’s economy recovered significantly, but continues to trail the rest of the country. New Mexico unemployment as of February 2022 stands at 5.6 percent and ranks 50th in the United States. Unemployment in New Mexico often follows this pattern: with a labor force composed of higher numbers of government workers and few large private companies, New Mexico spends a longer time recovering after financial recessions than other states. Likewise, these same affects insulate New Mexico from worse outcomes during recessions. During the 2020 pandemic recession, New Mexican unemployment remained below 10 percent while national unemployment reached 14.7 percent.

The pandemic caused significant disorder in New Mexico’s labor market. The size of the labor force dropped from 970,000 to 901,000 between January and April 2020. Unemployed New Mexicans grew in the same period from 51,000 to 86,000. Since then, the labor force has mostly rebounded to 947,000, a figure which includes 53,000 unemployed workers. The loss of 23,000 workers to the New Mexico economy will likely take longer to replace, and labor force participation rates stand at 56.7 percent. Apart from the further drop during the pandemic, participation rates remain at their lowest levels on record going back to 1976.



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Between February 2021 and February 2022, employment in mining and logging grew by 7.4 percent; employment in manufacturing grew 7.3 percent, and construction employment grew 6.8 percent. The lowest performing job sectors of the last year were financial activities (-0.9 percent); education and health services (1.5 percent), and other services (1.5 percent). Strong demand for positions in trade and transportation have left over 140,000 New Mexicans employed in this sector, higher than pre-pandemic levels.



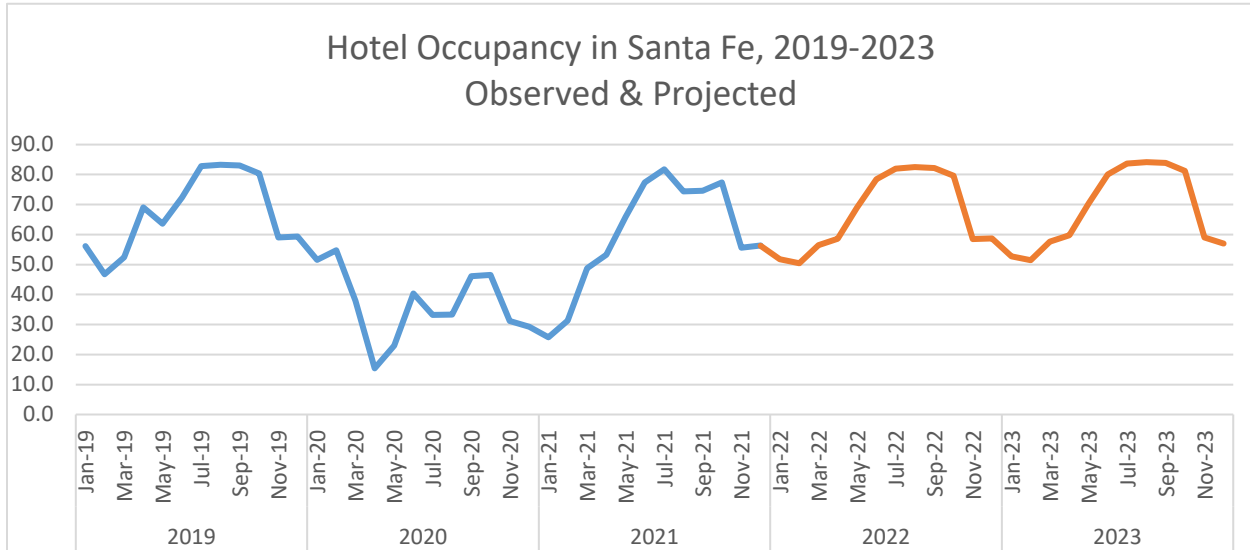
Data Source: The Bureau of Labor Statistics

In comparison with the rest of New Mexico, Santa Fe maintains proportionately greater employment in the government and travel and leisure sectors, with fewer employed in professional services or manufacturing. Employment peaked in late 2019 in Santa Fe County, with fewer than 2,700 unemployed residents out of a labor force of 76,000. Preliminary data from January 2022 indicates unemployment has fallen to just 3,600 residents out of a civilian labor force of 72,800.

Hotel occupancy in Santa Fe recovered impressively since 2020. Hotel occupancy in 2021 ranged from 25.8 percent in January to 81.7 percent in July, with values tracking only slight lower than pre-pandemic levels in 2019. Using STR data, mid-range projected hotel occupancy in 2022 is expected to exceed 2021 levels and match or exceed the levels observed in 2019. While the pandemic continues, and additional disruptions from viral variants remains a possibility, consumer travel is likely to continue to expand in response to pandemic openings and easing mandates that occurred in early Spring 2022. Occupancy should continue to peak between June and October around or above 80 percent occupancy, improving lodgers' tax revenues substantially.

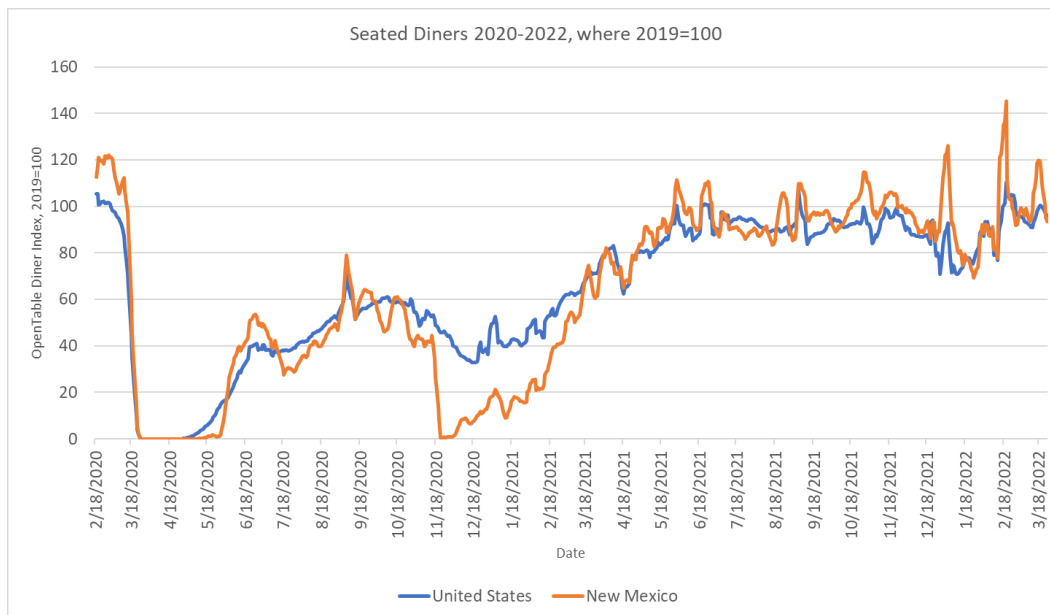


FISCAL YEAR 2023 - RECOMMENDED BUDGET



Data Source: City of Santa Fe STR Data; Author's Own Calculations

The restaurant industry is expected to continue robust performance despite existing labor shortages. Data from OpenTable suggests that after the catastrophic conditions in the industry in 2020, 2021 dining levels met and even exceeded levels last seen in 2019. While New Mexico initially lagged the rest of the country in the recovery of this industry, by April 2021, New Mexico had effectively ‘caught up’ with the United States and seated diners exceeded US levels by fall 2021. This trajectory is expected to continue, with restaurants continuing to operate near full capacity in 2022 and into FY23.



Data Source: OpenTable

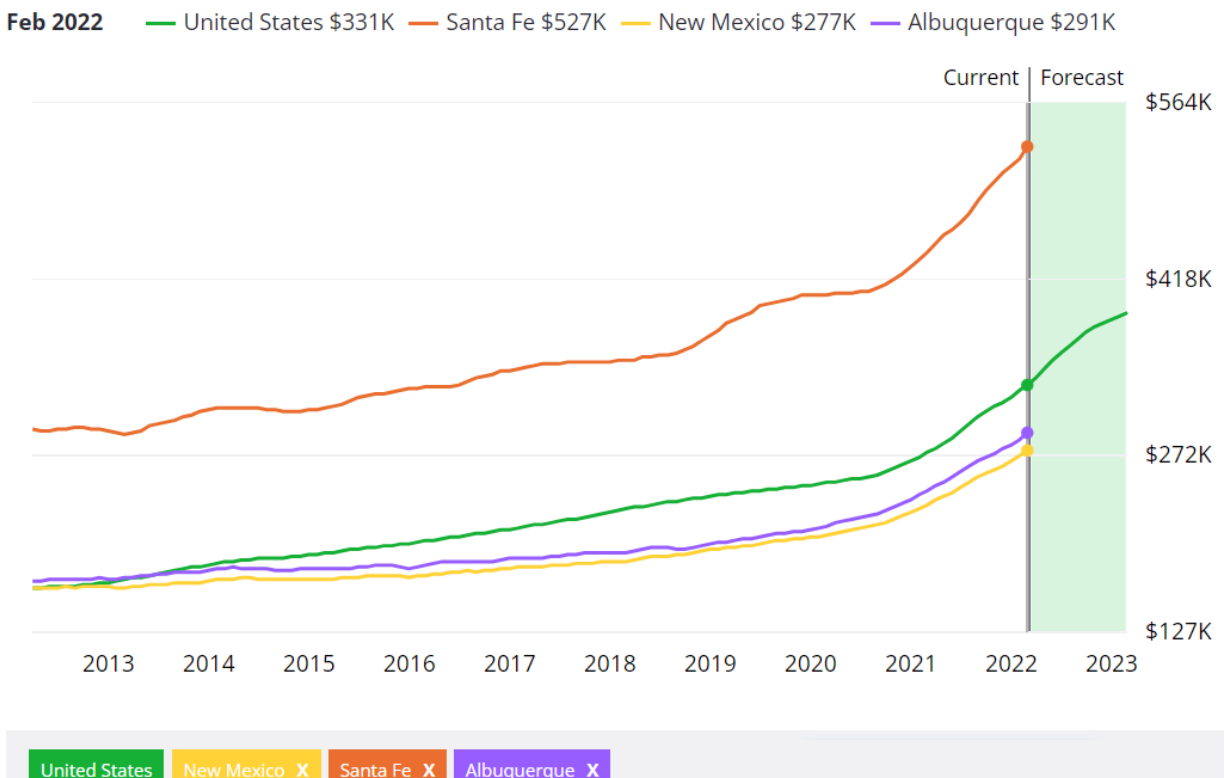


FISCAL YEAR 2023 - RECOMMENDED BUDGET

Real estate values expanded significantly in Santa Fe during the last year. Bolstered by high demand and low inventory, the median price of a home sold in Santa Fe in January 2022 reached \$479,500 (up from \$388,750 in 2020) and across New Mexico in January 2022 reached \$292,268 (up from \$219,500 two years prior). Low mortgage rates further increased property values substantially, and Santa Fe remains one of the most expensive New Mexico communities to purchase a home.

County	Sales		Median Price		Active Listings		Avg. Days on Market	
	January 2020	January 2022	January 2020	January 2022	January 2020	January 2022	January 2020	January 2022
Bernalillo	636	629	\$ 220,000	\$ 295,000	884	1834	40	17
Sandoval	172	195	\$ 221,000	\$ 325,000	301	613	47	25
Santa Fe	166	150	\$ 388,750	\$ 479,500	423	175	83	31
New Mexico	1,629	1,780	\$ 219,500	\$ 292,268	5,202	4,578	75	44

Data Source: New Mexico Association of Realtors

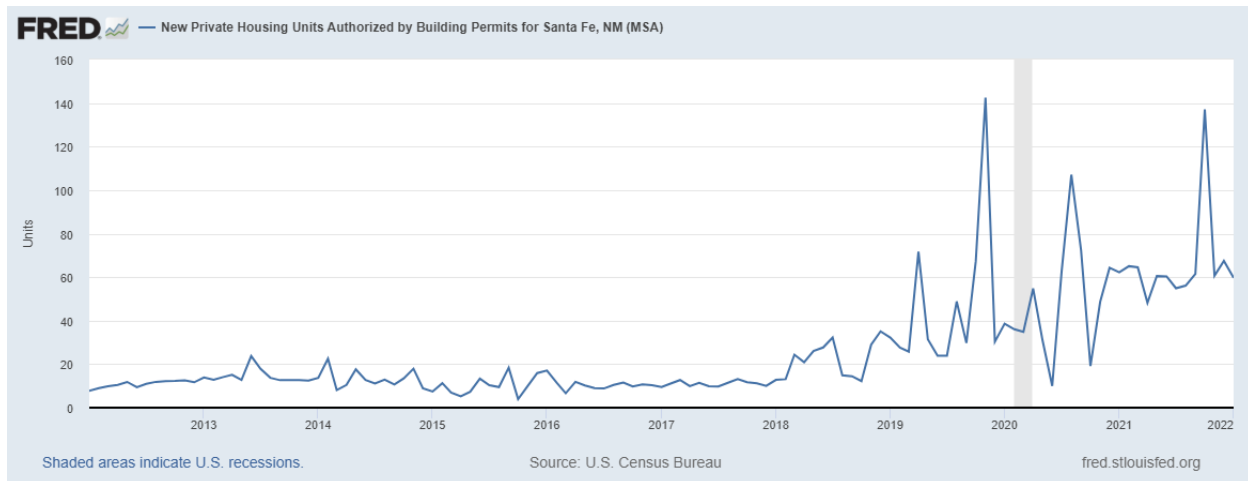


Data Source: Zillow

Data from Zillow demonstrated that Santa Fe has reached a median price of \$527 thousand. While projections were not available for the Santa Fe metropolitan area, growth in prices is expected to continue throughout FY22 and into FY23. From February 2021 to February 2022, real estate prices in the Santa Fe area grew 19.5 percent, higher than national average. Active listings in 2022 remain far below pre-pandemic levels, and the average days for a house to be on the market remains an incredible 31 days (down from 83 in 2020).



FISCAL YEAR 2023 - RECOMMENDED BUDGET



Data Source: Federal Reserve Economic Data

Construction continues to be robust, with overall construction employment remaining unchanged in Santa Fe during the pandemic. New building permits for residential houses has continued a boom dating back to 2019, with new private housing permits steady at around 60 units per month since late 2020. Higher construction levels expand both the population of the city as well as its tax revenues, both in terms of property taxes and gross receipts taxes (GRT).

Labor and Workforce

With 87,505 people⁵ (US Census Bureau 2020 Census, Santa Fe represents roughly 4 percent of the 2.1 million residents of New Mexico. Demographically, the population of Santa Fe is older (23.7 percent of the population is over 65), wealthier (per capita income is roughly 36 percent above the state average) and maintains a lower poverty rate than the state as a whole. Over 12 percent of all New Mexico consumer spending on accommodation and food services during the year occurs in the City of Santa Fe. Retail sales per capita is over 2.5 times the state average. 42 percent of Santa Fe's population possesses a college degree, far above the state levels. Santa Fe maintains a workforce nearly as diverse as the state of New Mexico itself: the population is 54.7 percent Hispanic or Latino, 1.4 percent Black or African American, 1.6 percent Native American, and 7.3 percent multiracial. 14.2 percent of the city is foreign born.

Historically, the strength of the government and tourism industries has helped keep employment in the city below state and national averages. Employment tends to be seasonal, with greater unemployment in summer. The city has over 12,000 firms, and 85 percent of the city's labor force is employed in nonfarm payrolls representing roughly 61,800 workers. Of nonfarm employment, 23.5 percent of the city is employed in government, 17.3 percent in education and health services, 17.2 percent in leisure and hospitality, and 16.3 percent in trade, transportation, and utilities.

⁵ <https://www.census.gov/quickfacts/fact/table/santafecitynewmexico,santafecountynewmexico/POP010220>

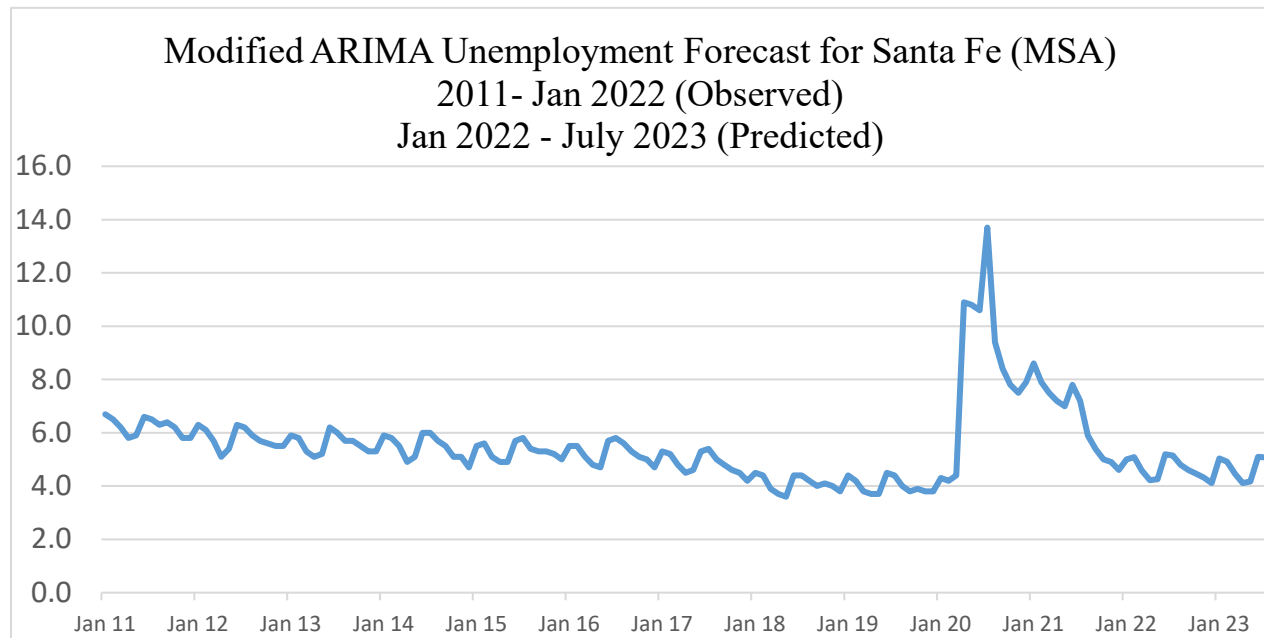


FISCAL YEAR 2023 - RECOMMENDED BUDGET

Non-Farm Sector	Labor Force (000s)	% of Total
Government	14.5	23.5%
Education and Health Services	10.7	17.3%
Leisure and Hospitality	10.6	17.2%
Trade, Transportation, and Utilities	10.1	16.3%
Professional and Business Services	5.5	8.9%
Other Services	3.2	5.2%
Mining, Logging, and Construction	3.2	5.2%
Financial Activities	2.3	3.7%
Information	0.9	1.5%
Manufacturing	0.8	1.3%

Data Source: The Bureau of Labor Statistics

Unemployment in Santa Fe (5.0 percent in January 2022) is lower than in New Mexico as a whole (5.9 percent) but substantially higher than national levels (4.0 percent in January). While the city typically maintains lower unemployment than the state of New Mexico, the disproportionate size of the city's accommodation, restaurant, and retail sectors makes the city particularly vulnerable to pandemic closures. Normal unemployment for the last ten years hovers between 5 percent and 6 percent. Exceptionally low unemployment, mirroring the trend nationally, occurred in 2018 and 2019 with unemployment levels falling below 4 percent of the labor force. Projecting the unemployment rate forward using an *Autoregressive Integrated Moving Average*, also known as an ARIMA model, generates a trend approaching the long-term unemployment average. In turn, the model has also been adjusted for seasonality to depict year-on-year variation in employment in the hospitality and tourism sectors.



As anticipated, both Santa Fe and New Mexico witnessed rapid recovery in unemployment levels following national trends. The leisure and hospitality sector, hardest hit by the pandemic, has



FISCAL YEAR 2023 - RECOMMENDED BUDGET

recovered to include approximately 10,600 workers, nearly 1,700 below the highest level achieved pre-pandemic (July 2019) and 700 fewer workers in January 2020. Labor shortages across the industry led to a spike of 13.3 percent in wages in this sector during 2021, one of few sectors to experience wage-growth that exceeded inflation. With the Santa Fe tourism market running close to pre-pandemic capacity in most areas, employment will likely continue to rise through summer while remaining slightly below pre-pandemic levels.

Across other sectors, employment in February 2022 was mainly higher than the previous year and close to pre-pandemic highs. Preliminary numbers in February 2022 indicate only 14,500 workers associated with government in Santa Fe, almost 1,000 fewer workers month over month than in 2022. Going back ten years, government employment both in nominal terms and as a percentage of the labor force has been declining and is unlikely to fully recover.

During 2020 and 2021, many firms in Santa Fe were able to maintain payrolls through the Paycheck Protection Program (PPP). In total, over \$217 million was disbursed to Santa Fe businesses in the first stimulus, with \$2.3 billion extended to the state. These loans, which can be forgiven, supported over 24,000 jobs in the city and likely prevented more egregious economic consequences. Three of the five largest Santa Fe Metropolitan Area employers are government-based. Healthcare and tribal employment are also substantial drivers of local employment.

SANTA FE METROPOLITAN AREA EMPLOYERS		
Employer	Business	# of Employees
State of New Mexico	Government	20,000+
Christus St. Vincent	Healthcare	2000-3000
City of Santa Fe	Government	1000-2000
County of Santa Fe	Government	1000-2000
City Of Gold Casino	Tribal	500-999
Buffalo Thunder Resort and Casino	Tribal	500-999
Santa Fe Community College	Education	500-999
Wal-Mart	Retail	500-999
Eldorado Hotel and Spa	Tourism	250-499



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Tax Revenue and Projection Estimation

Santa Fe tax revenue is primarily generated from gross receipts tax (GRT), lodgers' tax, property tax, gasoline tax, and franchise fees. To predict these values in FY23 and beyond, a rigorous economic analysis was applied. First, historical data was evaluated against a series of broader economic variables, including GDP, wage growth, industrial production, housing starts, unemployment, and inflation. Unemployment was a statistically significant driver of GRT and lodgers' tax; property tax was statistically correlated to both GRT and population size. Local economic data can be challenging to predict, particularly in an unprecedented pandemic and economic crisis. However, national economic drivers are less volatile, and predicting these values can provide insight to the future revenue drivers of the City of Santa Fe.

Once this was established, recurring revenue streams were subjected to three different projection models. First, an economic trend analysis was established to evaluate future rates based on past growth. Trend models are efficient and easy to construct, but unusual or seasonal values can distort the projections. To correct for this, the model omitted extreme values from consideration in the analysis. Secondly, a regression model was employed derived from historical data. Regressions, unlike trend analysis, factor in all relevant data points to make projections and utilize a consistent methodology. However, regressions are most effective when the data and assumptions of past periods apply to future periods. Lastly, the model employed a multifactor econometric model that was derived from projections of the economic state prior to the 2020 pandemic. These models can be incredibly effective, but the variables utilized have to be continually monitored to ensure an accurate prediction. To provide a more seasoned analysis, the final projection *averaged* all three of these models to produce an estimate of value.

For non-recurring revenues, including over 800 revenue source line-items in the budget, a combination of trend and regression modeling was used depending on the quality of the historical data. Smaller, non-recurring revenue sources are more volatile, increasing modeling difficulty. Whenever possible, the analysis errs on a conservative projection of forecasted revenues, although significant uncertainty remains.

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. This revenue is under normal circumstances predictable and historically stable. Most recurring revenue is received from the collection of taxes and fees & fines at 44 percent and 35 percent, respectively. The remainder of the revenues come from grants, rents, royalties, and concessions, licenses and permits, interest income from investments and miscellaneous revenues. Containment efforts for the virus have translated in declines in the City's recurring revenues primarily in the form of lower sales tax and lodgers tax collections and fees collected for services such as parking and recreation activities.

Gross Receipts Tax

Gross receipts tax (GRT) represents the largest single source of non-fee revenue for the City of Santa Fe, approximately 37 percent of total revenues into all funds. The combined 2021 gross receipt tax rate for Santa Fe is 8.44 percent, with 5.13 percent going to the state of New Mexico

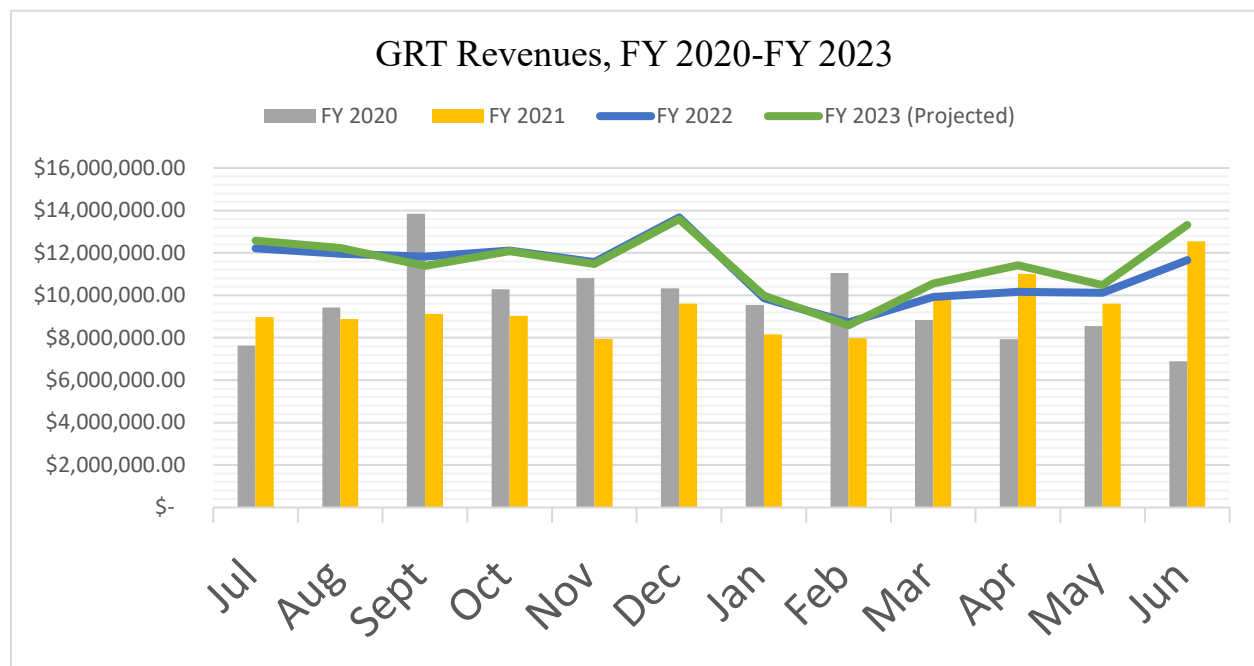


FISCAL YEAR 2023 - RECOMMENDED BUDGET

and the remaining 3.31 percent collected and distributed by the New Mexico Taxation and Revenue Department (NM TRD) to the City.

The continued economic growth rate, strong consumer sales, and the nearly full recovery of the travel and leisure market will likely keep GRT growth strong over the current economic cycle. In FY22, Santa Fe’s GRT has also been bolstered by the inclusion of internet sales taxes, which contributed to elevated GRT levels and will continue to do so. Further, while inflation increases the price of goods and erodes the purchasing power of consumers, it increases the price of the taxable goods and further increases GRT distributions even as additional city expenses may increase.

The economic stimulus and progress towards reopening the economy boosted FY21 revenues. GRT collections in FY21 totaled \$112.8 million after a strong consumer-spending driven recovery in the last half of the fiscal year. GRT collections in FY22 are estimated to be \$133.8 million. Collected revenues from July 2021 through January 2022 were 34.8 percent above the same period in FY21 and 15.8 percent higher than pre-pandemic revenues in FY20. FY23 revenues are estimated to continue to grow, albeit more modestly, and approach \$137.7 million.



Source: City of Santa Fe Finance Department

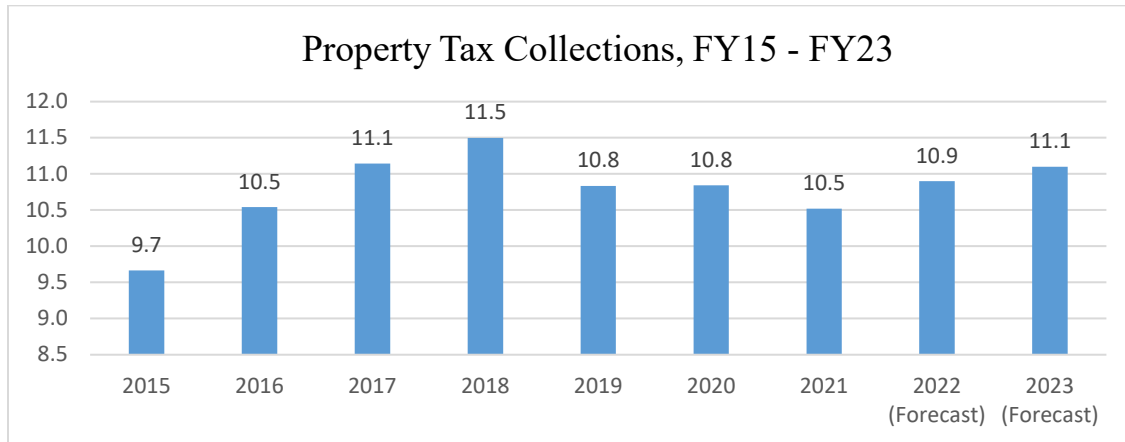
Property Tax

Property taxes are levied on real and personal property annually by the Santa Fe County Assessor to establish a value for property tax to be levied. Santa Fe County collects and distributes the City of Santa Fe’s allocation back to the City on a monthly basis. In past years, property tax revenues have ranged from \$10.8 million in FY19, \$10.9 million in FY20, and \$10.5 million in FY21. During FY22 and FY23, property tax revenue is estimated to grow modestly to \$10.9 million and \$11.1 million, respectively. Increasing property values and



FISCAL YEAR 2023 - RECOMMENDED BUDGET

residential occupancy growth should expand the property tax collections over the next three to five years, resuming the period of steady growth that began following the 2008-2009 economic recession.



Source: City of Santa Fe Finance Department

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 based on consumer use. Franchise fees collected have increased from \$4.8 million in FY19 and \$5.1 million in FY20 to \$5.2 million in FY21, in line with prior estimates. In FY22 the budgeted amount for all franchise fees is \$3.8 million and \$5.7 in FY23.

Lodgers' Tax

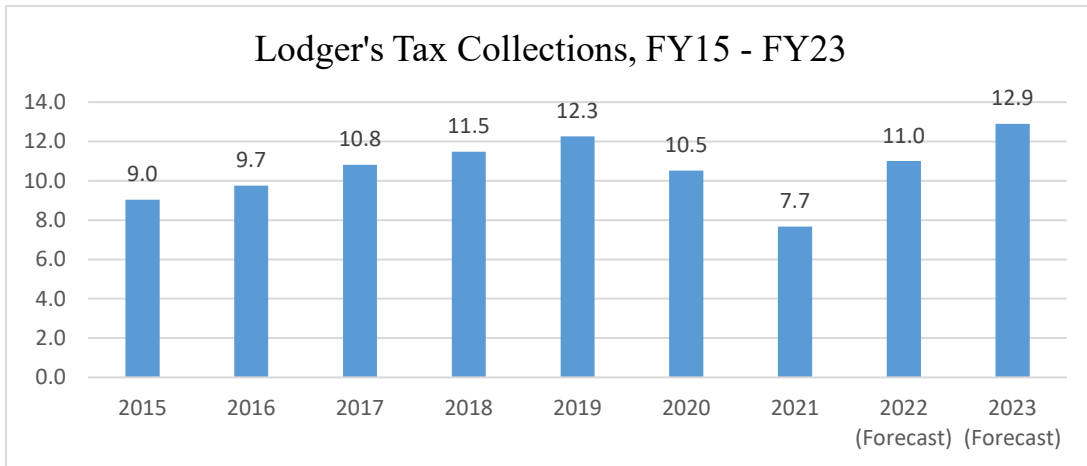
The City of Santa Fe charges a lodgers' tax of 7 percent on the price of hotel, motel, and short-term rentals. Prior to the pandemic, lodgers' tax collections grew faster than any other recurring revenue source in Santa Fe at an 8 percent annual rate between FY15 and FY19. Lodgers' tax collections remain strong seasonally, with the greatest collections occurring from June through October of each calendar year. After peaking at \$12.5 million in revenues in FY19, collections proved uniquely vulnerable to the COVID-19 pandemic: year-over-year revenue declined 81 percent between May 2019 and May 2020. In 2020, 98,479 passengers utilized the Santa Fe Regional Airport, roughly one third the 283,238 passengers who utilized the airport in 2019 and mirroring national trends. However, passenger traffic surged back to 190,456 in 2021 as travelers returned to Santa Fe. In the last three months of 2021, passenger traffic exceeded the last three months of 2019. Continued tourism, combined with the revival of both cultural and corporate events in Santa Fe, are expected to continue to boost lodger's tax revenues in FY22 and FY23.

With consistently high figures for occupancy and revenue per available room in Santa Fe across most of calendar year 2021 and into 2022, FY22 and FY23 lodgers' tax should meet or exceed distributions from the pre-pandemic years. Due to the uncertainty of the recovery last year at this time, lodgers tax revenues were budgeted at \$8.7 million for FY22. Lodgers tax revenue collections are forecasted to be at least \$11.0 million in FY22 and \$12.9 million in FY23. The continued strong economic recovery will assure continued demand for hotels. The risk of



FISCAL YEAR 2023 - RECOMMENDED BUDGET

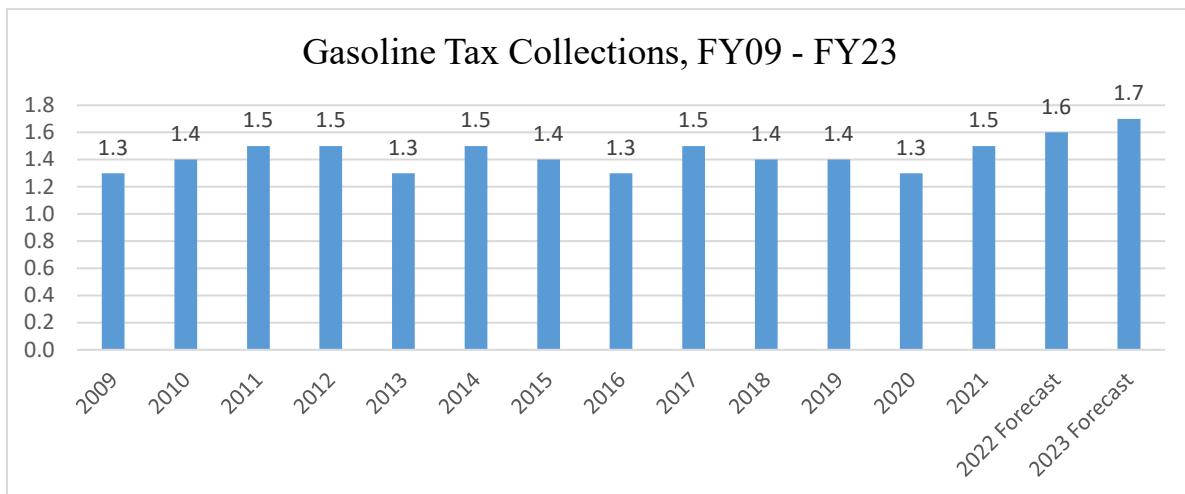
additional variants might impede travel temporarily, but the larger variable will be the state of the economy as we approach FY24.



Source: City of Santa Fe Finance Department

Gasoline Tax

The gasoline tax levies a tax on fuel consumption in Santa Fe. Gasoline is considered a relatively inelastic economic good, since changes in price do not substantially affect demand. However, technological improvement in the fuel efficiency of vehicles, electric cars, and public transportation all serve to reduce aggregate gasoline consumption. Further, Santa Fe's gasoline demand also depends highly on tourism and other external economic factors. Over the prior 12 years, gasoline tax collections have varied from \$1.3 to \$1.5 million. FY21 gasoline tax revenues grew to \$1.6 million. Gas tax revenues were budgeted at \$1.2 million in FY22 but are forecasted at \$1.6 million in FY22. Gas tax revenues are budgeted at \$1.2 million in FY22 \$1.7 million in FY23.



Source: City of Santa Fe Finance Department



FISCAL YEAR 2023 - RECOMMENDED BUDGET

Excise Tax on Recreational Sales of Cannabis

On April 1, 2022, recreational marijuana use was legalized in New Mexico, and as of March 2022, 225 recreational licenses were approved. Greater consumption (and acceptance of consumption) has resulted in greater revenues in states in the years following legalization. Annual growth rates in tax revenue have grown robustly in the years after recreational cannabis legalization across many states; in Colorado, tax revenues grew 46 percent, 31 percent, and 15 percent in the three years after legalization. In New Mexico, the first week of recreational cannabis sales generated approximately \$6.1 million in total revenues. Two-thirds of the excise tax on recreational sales in New Mexico goes to the state and one-third goes to local municipalities. In FY21, Santa Fe represented approximately 5 percent of the state's total taxable GRT revenues, so recreational cannabis sales may be proportional to that value or may be greater due to the tourism industry in Santa Fe. The City will monitor recreational cannabis sales patterns over the first year to validate if these projections and estimates come to fruition. Additional growth in GRT revenues and revenues from the recreational cannabis excise tax are likely, but not included at this point in the FY23 budgeted revenues due to uncertainty in sales and revenues in the first year of legalization.

Licenses and Permits

Licenses and permits are comprised of revenue from business licenses, building and zoning permits, liquor licenses, and street and park permits. FY19 revenue received for licenses and permits was \$3.9 million; in FY20 it totaled \$4.5 million, and FY21 it totaled \$3.9 million. Continued growth is anticipated in this sector as the economy recovers and construction remains strong, with \$3.7 million budgeted in FY22 and \$6.3 million in FY23.

Fees and Services

Fees and services seek to recover the full cost of services provided by the City directly to residents. The City provides a wide array of fee-generating services, 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 and solid waste fees, and other miscellaneous fees. Fees and services collected in FY19 totaled \$120 million, in large part from water, wastewater and solid waste fees, and parking fees. The FY20 fees and service revenue was \$129.2 million. In FY21, fees and permits totaled \$117.1 million, which is budgeted at \$129.4 million FY22 and projected at \$134.0 million in FY23.

Fines and Forfeitures

Fines and forfeitures is made up of parking fines, traffic and water violations, and court and library fines. Collections totaled \$1.1 million in FY19, \$9 thousand in FY20, and only \$200 thousand in FY21. Due to the continued economic recovery, expected fines and forfeitures will reach close to \$900 thousand in FY22 and FY23.

Rents, Royalties, Concessions

Revenue generated from airport rental fees, equipment rentals, parks and recreation department rentals and other rentals, including land and facilities rentals, are categorized under rents, royalties, and concessions. In FY19, Santa Fe earned \$2.2 million from rents, royalties, and concessions



FISCAL YEAR 2023 - RECOMMENDED BUDGET

which was reduced to \$2.1 million in FY20 and FY21. Rents, royalties, and concessions are expected to rise to \$2.6 million in FY22 and \$3.0 million in FY23.

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. After receiving \$2.4 million in interest income in FY18, lower interest rates reduced interest collections to \$120 thousand in FY19 and \$83 thousand in FY20. Interest income was marginal in FY21. Higher interest rates expected at the end of FY22 and into FY23 have raised revenue expectations to \$800 thousand per year.

Miscellaneous Revenue

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

Transfer In

Transfer in revenue is the movement of money between funds as a means of distributing revenue to the fund where it is being expended.

Nonrecurring Revenue

Nonrecurring revenue received by the City is categorized as one-time revenue. Examples include the sale of land for capital expenditures or revenue not earmarked for recurring personnel, operational or maintenance costs. The FY23 budget maintains sufficient reserves to comply with the financial policy threshold of maintaining a 10 percent 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 FY23.

Mayor Webber's administration has built up the City's "rainy day funds," or reserves, which have enabled the City to continue investing in the City's core services and prioritize funding service delivery levels to build and support our community initiatives throughout the pandemic. Reserves are intentionally built-up during years of revenue growth with the prospect of using the reserves to help during times of financial hardship or uncertainty. As of midyear, the FY22 Budget includes use of \$40 million of these "rainy day funds," or reserves, to limit the reduction of service levels and to support one-time expenses such as expansion of the Airport, building of the South Side Teen Center, renovation of BC Pool as well as funding critical operational needs such as road rehabilitation, retention incentives for City employees, and hiring incentives for new employees. Overall, the FY23 budgeted revenues reflect an addition of \$26.4 thousand into cash reserves.



FISCAL YEAR 2023 - RECOMMENDED 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 levied on both real and personal property according to the property's valuation and the tax rate

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

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

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

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

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

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

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

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

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

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

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

BALANCED BUDGET - A budget where expenditures are equal to revenues

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CAPITAL BUDGET - A capital project financial expenditure plan

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

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

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

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

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

CHARGES FOR SERVICES - Revenues received for services rendered

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DISBURSEMENT - The expenditure of monies from an account

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

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

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

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

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

GOAL - A statement of broad direction, purpose or intent

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

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

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

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

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

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

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

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

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

LEVY - To impose taxes for the support of government activities

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

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

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

PILOT - Payment In Lieu Of Taxes

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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

TAX - A compulsory contribution levied by a government

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

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

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

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

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

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

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

ABBREVIATIONS

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

EVTCC - Emergency Vehicle Technician Certification Commission

FAA - Federal Aviation Administration

FCC - Federal Communications Division

FDIC - Federal Deposit Insurance Corporation

FEMA - Federal Emergency Management Agency

FF and E - Furniture, Fixtures, and Equipment

FFY - Federal Fiscal Year

FGP - Foster Grandparents

FHWA - Federal Highway Administration

FINRA - Financial Industry Regulatory Authority

FT - Full-Time

FTA - Federal Transit Administration

FTE - Full-Time Equivalent

FY - Fiscal Year

GAAP - Generally Accepted Accounting Principles

GAGAS - Generally Accepted Government Auditing Standards

GASB - Governmental Accounting Standards Board

GCCC - Genoveva Chavez Community Center

GFOA - Government Finance Officers Association

GIS - Geographic Information System

GO BONDS - General Obligation Bonds

GOAL - A statement of broad direction, purpose or intent

GPRGC - Grandparents Raising Grandchildren

GPS - Global Positioning System

GREAT - Gang Resistance Education And Training

GRT - Gross Receipts Tax

HPD - Historic Preservation Division

HR - Human Resources Department

HRB - Human Rights Bureau

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

HVAC - Heating, Ventilation and Air Conditioning

ICIP - Infrastructure Capital Improvement Plan

IGA - Intergovernmental Agreement



FISCAL YEAR 2023 - RECOMMENDED BUDGET

IP - Industrial Pretreatment

IPRA - Inspection of Public Records Act

IRS - Internal Revenue Service

ISACA - Information Systems Audit and Control Association

ISC - Interstate Stream Commission

IT - Information Technology

ITT - Information Technology and Telecommunications

JAG - Justice Assistance Grant

JPA - Joint Powers Agreement

KSFB - Keep Santa Fe Beautiful

LANL - Los Alamos National Laboratory

LED - Light Emitting Diode

LEDA - Local Economic Development Act

LEPF - Law Enforcement Protection Fund

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

LGIP - Local Government Investment Pool

LIHTC - Low Income Housing Tax Credit

LINC - Local Innovation Corridor

MIH - Mobile Integrated Health

MIHO - Mobile Integrated Health Office

MOU - Memorandum Of Understanding

MOW - Meals On Wheels

MPA - Metropolitan Planning Area

MPO - Metropolitan Planning Organization

MRC - Municipal Recreation Complex

MSGP - Multi-Sector General Permit

MSL - Marty Sanchez Links de Santa Fe

MSRB - Municipal Securities Rulemaking Board

MTP - Metropolitan Transportation Plan

NCS - National Citizens Survey

NCUA - National Credit Union Administration

NMAC - New Mexico Administrative Code



FISCAL YEAR 2023 - RECOMMENDED BUDGET

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



FISCAL YEAR 2023 - RECOMMENDED BUDGET

PT - Part-Time

PTE - Part-Time Equivalent

PTTMP - Part-Time Temporary

PWD - Public Works Department

QWEL - Qualified Water Efficient Landscaper

RFP - Request for Proposal

RFQ - Request for Quote

ROW - Right of way

RSVP - Retired Senior Volunteer Program

RTCR - Revised Total Coliform Rule

SAD - Special Assessment District

SBDC - Small Business Development Center

SCADA - Supervisory Control And Data Acquisition

SCBA - Self-Contained Breathing Apparatus

SCORE - Service Corp Of Retired Executives

SCP - Senior Companion Program

SEC - Securities and Exchange Commission

SEP - Senior Employment Program

SFBI - Santa Fe Business Incubator

SFCC - Santa Fe City Code

SFFD - Santa Fe Fire Department

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

SFHP - Santa Fe Homes Program

SFPS - Santa Fe Public Schools

SFUAD - Santa Fe University of Art and Design

SIU - Significant Industrial User

SLO - State Land Office (State of New Mexico)

SNAG - Starting New At Golf

SSD - Senior Services Division

SWAT - Special Weapons And Tactics

SWOT - Strengths, Weaknesses, Opportunities, Threats

TAT - TMDL and Assessment Team

TBAR - Technical Budget Adjustment Request



FISCAL YEAR 2023 - RECOMMENDED BUDGET

TBBL - Technically Based Local Limit

TEMS - Tactical Emergency Medical Service

TIC - True Interest Cost

TMDL - Total Maximum Daily Load

TSF - Tourism Santa Fe

TSS - Total Suspended Solids

TWAS - Thickened Waste Activated Sludge

UPWP - Unified Planning Work Program