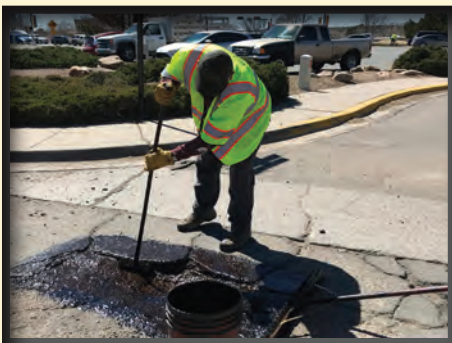




THE CITY OF SANTA FE



FY20
Adopted
Budget





FISCAL YEAR 2020 - ADOPTED BUDGET

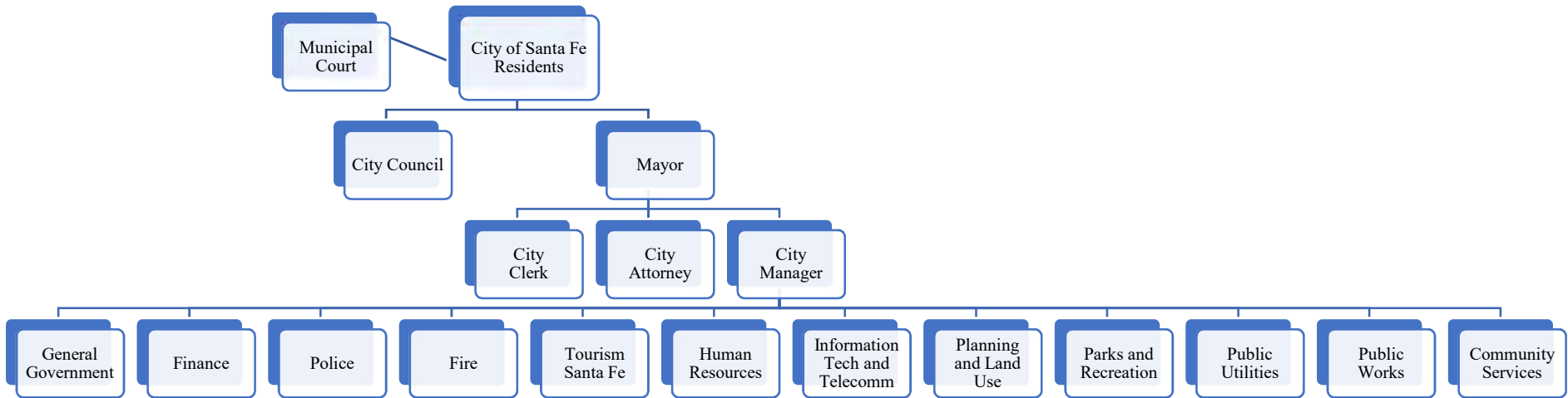
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I. CITY OF SANTA FE - ORGANIZATIONAL CHART





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II. ELECTED OFFICIALS



Mayor Alan Webber



Renee Villarreal - District 1 Councilor



Signe Lindell - District 1 Councilor



Peter Ives - District 2 Councilor



Carol Romero-Wirth - District 2 Councilor



Chris Rivera - District 3 Councilor



Roman "Tiger" Abeyta - District 3 Councilor



Michael Harris - District 4 Councilor



JoAnne Vigil Coppler - District 4 Councilor



City of Santa Fe, New Mexico

200 Lincoln Avenue, P.O. Box 909, Santa Fe, NM 87504-0909
www.santafenm.gov

Alan Webber, Mayor

Councilors:

Signe I. Lindell, Mayor Pro Tem, District 1
Renee Villarreal, District 1
Peter N. Ives, District 2
Carol Romero-Wirth, District 2
Roman "Tiger" Abeyta, District 3
Chris Rivera, District 3
Mike Harris, District 4
JoAnne Vigil Coppler, District 4

Dear Santa Feans,

This budget is a report to the people of Santa Fe that lays out the current financial status of our City and identifies the investments we intend to make. The City's finances are sound. We are managing your tax dollars carefully, thoughtfully, and strategically to deliver the high-quality services you deserve and expect.

This budget is also a report on the overall state of the City. It tells you that the state of the City is good—and getting better. It tells you that we have the capacity and the intention to invest in people, programs, plans, and policies to preserve what is best about Santa Fe and to deliver an even better future going forward. This budget says that we are deeply committed to change—to improving and upgrading every facet of the way the City operates. We will make improvements every day to make Santa Fe run smarter, work smoother, and do business faster and better.

This is a budget that continues the hard work of getting our own house in order. We continue to invest in areas across the City where deferred maintenance has left us work to do: deferred maintenance in recruiting, developing, and paying our people; deferred maintenance in the information technology and software that run the City; deferred maintenance in the capital assets the City owns and operates; deferred maintenance in our social systems and the programs we provide for people; deferred maintenance in the planning and development of the City as a place for people to live, work, play, and thrive.

This is a "people first" budget. We take seriously the management principle that any organization is only as good as the people who work inside it. Our goal is to make sure that the City of Santa Fe is the employer of choice for talented people who want to make a difference through their work. *The people who work for the City of Santa Fe give their best every day so that the people of Santa Fe live their best every day.*

In the past the City has conducted studies to determine whether we fairly compensate City workers. In this budget we are making good on our promise to fund fully the most recent compensation study. We have set aside more than \$900,000 to bring our employees outside of public safety up to market-level pay—with a 2% pay increase in addition to that increase.

After years of under-paying the people who keep us safe and secure—our public safety team members—in this budget we have included increases to police department and fire department salaries that acknowledge both the recommendations from the recent compensation study and the changes in the local public safety employee market. This is an issue that demands and deserves ongoing vigilance, and we will continue to monitor public safety compensation going forward.

This budget also invests in the key areas that define the quality of life for all of us who call Santa Fe home. It puts more money into encouraging the development of housing, so that people of all ages and all occupations can live and work here. It invests more money into doing the careful planning and thoughtful development of our neighborhoods, so that every part of Santa Fe will be strong, safe, and beautiful. This budget invests in our ongoing efforts to diversify the Santa Fe economy, recognizing that art and culture are at the heart of our City's history, and supporting and promoting new jobs that will develop in emerging fields such as technology, entertainment, innovation, and entrepreneurship.

In addition, this budget maintains our commitment to making Santa Fe the most user-friendly, eco-friendly, and family-friendly city in the United States. We continue to invest in customer services in our Office of Constituent and Council Services, in our upgraded user interface in the Land Use department, in our improved permitting process in Parks and Recreation, and in a user-friendly web site that will offer every Santa Fean the information they want at their fingertips. We are fully committed to implementing the Sustainable Santa Fe plan adopted by the Governing Body last year—and we are structuring our own “local Green New Deal” to put Santa Fe at the forefront of both fighting climate change and embracing social justice. Our investments in Parks and Recreation, housing development, and code enforcement demonstrate our commitment to creating a future in Santa Fe where all people can not only afford to live here but can also enjoy a quality of life that is simply better than any other city in our country.

This budget says that we are deeply committed to equity, to fairness, and to healing the divides in our City. It contains money for a teen center on the Southside of Santa Fe, where most of our young people live. It contains money for a new ambassador for our senior citizens, a large and growing part of our community. It contains money that will enable us to build and implement our strategy to end chronic and veteran homelessness in Santa Fe. It contains money to allow us to fulfill our commitment to design and to develop the mid-town campus in a way that includes and respects all of the interests on that campus, protecting old neighborhoods from displacement while creating new opportunities for diverse housing, higher education, and good jobs.

Through the investments made in this budget we seek to produce not only better services, better experiences, better lives for the people of Santa Fe. We seek also to support more connections, more collaboration, more cooperation, and more conversations among and between all parts of our City. We seek to encourage the investment of all Santa Feans in helping

to create our shared future. We seek to build trust between the people of Santa Fe and their City government.

I invite you to read and examine this budget. It is an honest document. It is a fair and equitable document. It is a document built with integrity and infused with hope. More than anything else, it is a promise we make to each other to work with each other to solve our problems, meet our challenges, and secure our future—together.

A handwritten signature in black ink, appearing to read 'Alan Webber', with a long horizontal stroke extending to the right.

Alan Webber
Mayor, Santa Fe



FISCAL YEAR 2020 - ADOPTED BUDGET

IV. Executive Summary

The Fiscal Year 2020 (FY20) budget balances increased investment and fiscal responsibility. Continuing trends seen in recent years, the FY20 budget relies on growth in local revenues such as gross receipts and property tax. Even with strong growth in local revenue sources, it is only through continued fiscal responsibility within City departments that the City will be able to fund new and expanded investments after reserving for costs associated with collective bargaining, health insurance increases and debt service. Mayor Webber's focus is on targeted, data-driven investments in a sustainable, innovative, and equitable City that meet the core needs of our residents in every neighborhood. Core tenets of this budget include:

- 1) Creating a future in Santa Fe where all people can afford to live, and can enjoy a quality of life that is better than any other city in our country.
- 2) Promoting a sustainable City, where residents feel safe, and care for their environment and the well-being of all of those within it.
- 3) Seizing opportunities to modernize government, which will improve residents' experiences with government operations.

With growth in fixed costs and salaries and benefits, we made choices in this budget. However, the continued strength of the Santa Fe economy allows us to recommend the investments listed above among others, while maintaining Santa Fe's fiscal stability.

Salaries and Benefits

The City greatly appreciates our most valuable resource, our employees. The City's goal is to take a proactive approach to our classification and compensation plan to provide well-rounded compensation packages to our employees. The FY20 budget includes increases in salary and benefits compensation of approximately \$4 million for these hard working, capable City employees. These increases for all employees include the following:

- The FY20 budget includes funding to bring our employees up to market-level pay as was recommended in the Classification and Compensation Study conducted within the last year. This will be the first time in at least ten years that the City has made changes to the existing Classification and Compensation Plan as a result of an external study having been completed. This is a good foundation to begin the necessary ongoing maintenance of our Classification and Compensation Plan.
- In addition to funding the recommendations of the Classification and Compensation Study, the City is funding a 2 percent pay increase for all AFSCME and non-union employees, a 2 percent pay increase and a 1 percent longevity pay increase for fire union employees, and allocating \$930,604 for the negotiations of sworn police union employees and \$157,980 for civilian union employees.

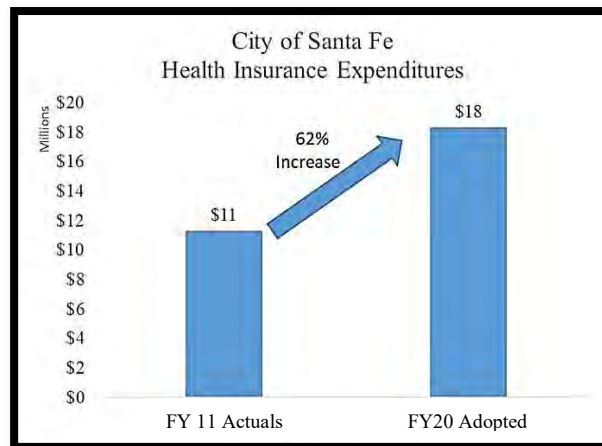


FISCAL YEAR 2020 - ADOPTED BUDGET

- Additionally, this FY20 budget includes an increase in the City's contribution to our employees' PERA benefit. During the 2019 legislative session, a 0.25 percent increase in employer contributions to the Public Employee Retirement Association (PERA) was made effective. The legislative change impacts all three City retirement plans.

Health and Dental Benefits

The City also offers a valuable insurance benefit. Healthcare costs continue to increase at a rate higher than the overall budget, consistent with trends in the broader market. Over the last decade the City's share of health insurance costs alone have increased 62 percent, far outpacing the growth in the City's budget over that same period of time.



The City is limited in its ability to influence the multiple causes behind health care cost swings, and despite increases in costs, the City has not increased health insurance rates the last three years. A 3.4 percent increase for medical coverage was recommended for FY19, but instead of increasing rates, deficits were covered by the balances in the health fund. Dental coverage funding levels and contributions have not changed for more than ten years, putting the dental fund into a deficit. In 2018, funds were transferred from the health fund to cover the cumulative deficit. As a result of the difference between the cost of claims and the funding for the self-insured plan, the benefits consultant recommended the City increase medical premiums by 9.9 percent and dental premiums by 11.4 percent. The City's increase is approximately \$1.5 million.

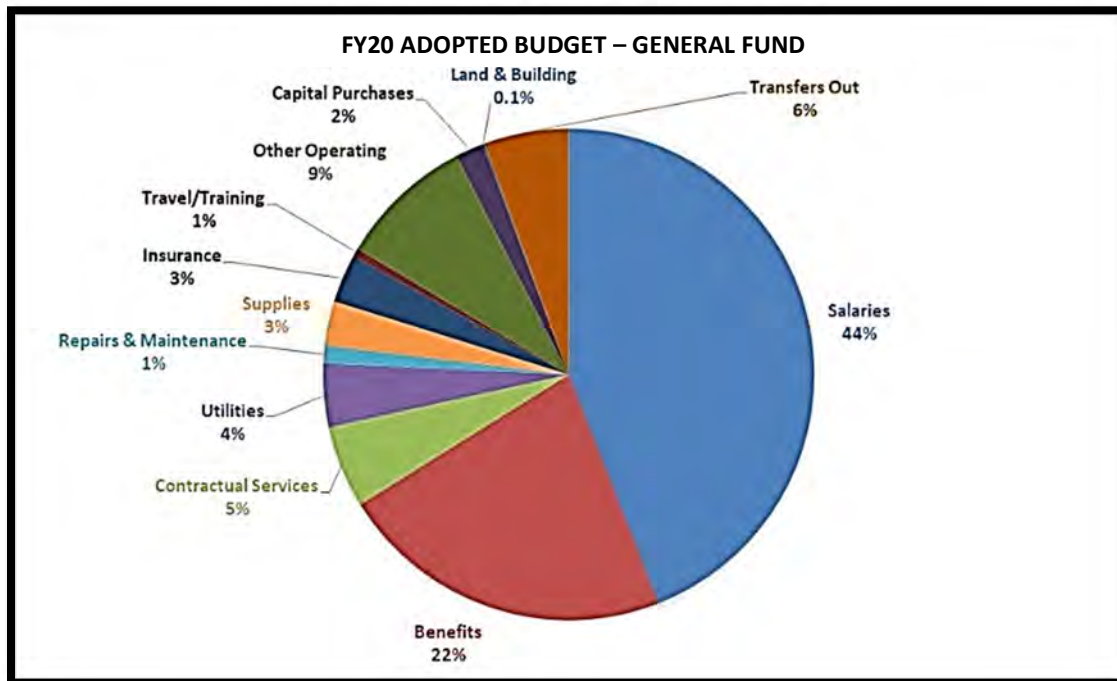


FISCAL YEAR 2020 - ADOPTED BUDGET

Coverage	Current Employer Contribution	Renewal Employer Contribution	% Difference	\$ Difference
Medical	\$14,578,575	\$16,015,436	9.9%	\$1,436,861
Dental	\$589,663	\$656,784	11.4%	\$67,120
Total	\$15,168,238	\$16,672,220	9.9%	\$1,503,981

Finally, the FY20 budget also includes \$103,000 to comply with the State Vaccine Act. The City is legally required to reimburse the State for the distribution and storage of vaccines for insured children. The investment will ensure we are compliant with State statute.

GENERAL FUND SUMMARY



The General Fund revenues, which primarily fund the cost of running the day-to-day business of the City, are derived from local and shared taxes, fees and services, licenses and permits, and a variety of other revenue sources including grants, interest income, and inter-fund transfers. Total projected revenue in the General Fund for FY20 is \$104.9 million, while General Fund expenditures total \$102.3 million. With FY20 revenues projected to exceed budgeted expenditures by \$2.6 million, the City will meet the City Council mandated minimum general fund balance of



FISCAL YEAR 2020 - ADOPTED BUDGET

10 percent. While the FY20 budget supports increased investment, ensuring general fund reserves meet the 10 percent mandate will enable the City to maintain fiscal responsibility and protect against the next economic downturn and inevitable fluctuations in gross receipts tax revenue, the City's largest revenue source. On the expenditure side, the FY20 General Fund expenditure budget reflects an increase of \$5.9 million or 6.1 percent over the FY19 budget, primarily driven by an increase in salaries and health and dental insurance, as well as contractual services and capital purchases.

CITY OF SANTA FE GENERAL FUND EXPENDITURES BY DEPARTMENT FY 2015/16 THROUGH FY 2019/20

DEPARTMENT	ACTUAL EXPENSES FY 2015/16	ACTUAL EXPENSES FY 2016/17	ACTUAL EXPENSES FY 2017/18	FY 2018/19 MIDYEAR BUDGET	ADOPTED BUDGET FY 2019/20	AMOUNT CHANGE 18/19-19/20	PERCENT CHANGE 18/19-19/20
Community Services	6,178,983	7,307,811	8,090,860	8,559,397	8,875,140	315,743	3.7%
Finance	6,459,504	13,744,922	5,792,505	5,267,534	5,601,020	333,486	6.3%
Fire Department	15,389,045	17,409,016	19,826,058	20,209,078	20,995,646	786,568	3.9%
General Government	7,157,429	7,275,976	8,544,266	9,681,585	10,068,720	387,135	4.0%
Human Resources	1,114,554	910,996	1,444,277	1,650,137	3,671,121	2,020,984	122.5%
Information Tech. & Telecom.	3,466,736	4,157,037	-	-	-	-	N/A
Parks & Recreation	7,572,884	8,593,308	10,165,790	9,436,351	10,612,906	1,176,555	12.5%
Planning & Land Use	3,945,095	4,404,317	5,339,159	5,272,438	6,276,068	1,003,630	19.0%
Police Department	21,084,936	22,495,788	24,087,914	25,521,288	24,680,121	(841,167)	-3.3%
Public Utilities	303,308	284,160	313,335	281,204	286,886	5,682	2.0%
Public Works	5,385,292	7,025,389	9,406,587	10,502,907	11,215,201	712,294	6.8%
TOTAL GENERAL FUND	78,057,767	93,608,720	93,010,751	96,381,919	102,282,829	5,900,910	6.1%



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE - FY 2019/20 ADOPTED BUDGET FUND OVERVIEW: GENERAL FUND [100]

DESCRIPTION	FISCAL YEAR 2017/2018 ACTUAL	FISCAL YEAR 2018/2019				FY 2019/2020 ADOPTED BUDGET
		MIDYEAR BUDGET	MIDYEAR ACTUAL	MIDYEAR ENCUMBRANCE	REMAINING BUDGET	
BEGINNING BALANCE	6,079,637	7,684,220	7,684,220			7,172,160
<i>Revenues :</i>						
Gross Receipts Tax	64,915,409	65,988,414	22,166,822		43,821,592	70,382,213
Property Tax:	8,965,751	8,119,189	3,155,030		4,964,159	11,157,228
Franchise Fees	4,378,595	4,605,575	345,620		4,259,955	5,292,033
Other Taxes	495,819	489,000	149,950		339,050	531,116
Licenses & Permits	4,180,409	4,312,589	1,682,903		2,629,686	4,430,688
Ambulance Fees	2,544,706	4,000,000	1,243,233		2,756,767	2,800,000
Planning/Land Use Fees	399,614	284,550	182,478		102,073	915,173
Recreation Fees	445,143	456,720	176,236		280,484	415,037
Reimbursed Expenditures	5,032,074	4,861,572	75,596		4,785,976	5,522,170
Other Fees/Services	272,994	259,276	104,396		154,880	536,832
Fines & Forfeitures	241,812	508,956	107,174		401,782	273,314
Miscellaneous Revenues	220,764	184,547	204,205		(19,658)	71,590
Interest on Investments	33,994	394,659	-		394,659	80,964
Intergovernmental/Other Grants	830,182	548,196	312,756		235,440	522,196
Transfers In	1,658,068	856,616	418,939		437,677	1,979,908
Subtotal - Revenues	94,615,334	95,869,859	30,325,336		65,544,522	104,910,462
TOTAL RESOURCES	100,694,971	103,554,079	38,009,556		65,544,522	112,082,622
<i>Expenditures :</i>						
Community Services Department:						
-Administration Division	1,156,530	1,306,258	226,881	63,743	1,015,634	1,213,196
-Library Division	3,749,766	3,762,411	1,618,005	231,704	1,912,702	4,074,263
-Senior Services Division	2,662,950	2,865,363	1,364,564	-	1,500,799	2,846,765
-Youth & Family Division	521,614	625,365	216,349	8,622	400,394	740,916
Finance Department	5,792,505	5,267,534	1,805,515	283,696	3,178,323	5,601,020
Fire Department	19,826,058	20,209,078	8,800,548	151,679	11,256,851	20,995,646
General Government	8,544,266	9,681,585	3,388,799	909,972	5,382,813	10,068,720
Human Resources Department	1,444,277	1,650,137	506,988	168,738	974,411	3,671,121
Information Technology and Telecommunications Department	-	-	24,112	31,952	(56,064)	-
Parks & Recreation Department	10,165,790	9,436,351	4,297,841	407,430	4,731,081	10,612,906
Planning & Land Use	5,339,159	5,272,438	2,038,880	92,926	3,140,632	6,276,068
Police Department	24,087,914	25,521,288	10,482,015	1,140,644	13,898,629	24,680,121
Environmental Services / Graffiti	313,335	281,204	132,349	10,988	137,867	286,886
Public Works Department:						
-Administration Division	404,658	223,039	89,068	-	133,971	515,986
-Airport Division (GF Subsidy)	105,544	83,839	41,919	-	41,920	-
-Engineering Division	2,877,642	3,202,116	1,104,088	729,940	1,368,088	3,131,542
-Facilities Maintenance Division	4,020,724	3,964,635	1,455,233	227,072	2,282,330	4,352,663
-Streets & Drainage Division	1,998,020	3,029,278	835,203	112,424	2,081,651	3,215,010
TOTAL EXPENDITURES	93,010,751	96,381,919	38,428,356	4,571,530	53,382,033	102,282,829
ENDING BALANCE	7,684,220	7,172,160	(418,800)			9,799,793

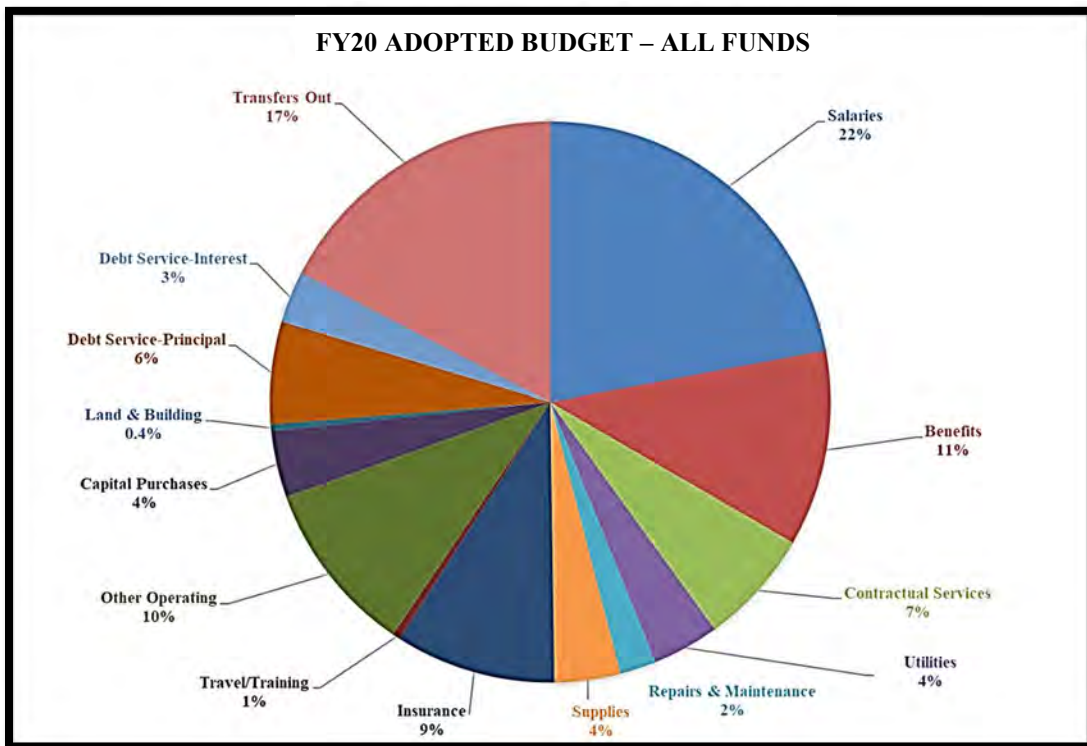
*Minimum balance defined as 1/10 (10%) budgeted annual General Fund expenditures excluding transfers



FISCAL YEAR 2020 - ADOPTED BUDGET

ALL FUNDS SUMMARY

Total projected revenue in All Funds for FY20 is \$377.4 million, while expenditures in All Funds total \$368.5 million. The All Funds surplus is largely driven by Water revenues outpacing expenditures. With revenues projected to exceed budgeted expenditures by \$8.9 million, the City is able to build fund reserves across funds. On the expenditure side, the FY20 All Funds budget reflects a decrease of \$27.2 million or 6.9 percent below the FY19 budget, driven by a decrease in the land and buildings, benefits, contractual services, and inter-fund transfer categories.





FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY DEPARTMENT FY 2015/16 THROUGH FY 2019/20

DEPARTMENT	ACTUAL EXPENSES FY 2015/16	ACTUAL EXPENSES FY 2016/17	ACTUAL EXPENSES FY 2017/18	FY 2018/19 MIDYEAR BUDGET	ADOPTED BUDGET FY 2019/20	AMOUNT CHANGE 18/19-19/20	PERCENT CHANGE 18/19-19/20
Community Services	15,723,408	14,745,976	15,853,494	17,478,494	17,724,021	245,527	1.4%
Finance	11,028,557	20,427,102	16,501,803	13,059,989	13,197,953	137,964	1.1%
Fire Department	20,174,085	19,596,364	20,544,070	23,379,222	24,112,884	733,662	3.1%
General Government	12,148,800	11,553,778	14,650,286	15,861,237	15,365,153	(496,084)	-3.1%
Human Resources	23,232,644	24,919,472	25,392,600	26,299,645	30,597,539	4,297,894	16.3%
Information Tech. & Telecom.	4,707,674	5,365,850	9,012,412	9,876,537	13,566,834	3,690,297	37.4%
Parks & Recreation	15,150,974	17,018,768	17,558,484	17,488,303	18,908,199	1,419,896	8.1%
Planning & Land Use	4,446,092	4,706,042	5,648,632	5,684,828	6,675,734	990,906	17.4%
Police Department	27,757,095	26,110,581	27,838,604	29,301,487	27,678,437	(1,623,050)	-5.5%
Public Utilities	226,021,206	81,689,561	69,473,630	81,369,910	69,098,424	(12,271,486)	-15.1%
Public Works	37,287,457	40,563,117	37,339,556	45,331,058	47,547,303	2,216,245	4.9%
TOURISM Santa Fe	12,552,902	15,958,201	11,097,114	10,959,329	12,708,574	1,749,245	16.0%
<i>Non-Departmental</i>	<i>69,477,807</i>	<i>113,599,734</i>	<i>76,757,868</i>	<i>99,620,005</i>	<i>71,342,547</i>	<i>(28,277,458)</i>	<i>-28.4%</i>
TOTAL EXPENDITURES	479,708,701	396,254,545	347,668,553	395,710,044	368,523,602	(27,186,442)	-6.9%



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY FY 2015/16 THROUGH FY 2019/20

CATEGORY	ACTUAL REVENUE FY 2015/16	ACTUAL REVENUE FY 2016/17	ACTUAL REVENUE FY 2017/18	FY 2018/19 MIDYEAR BUDGET	ADOPTED BUDGET FY 2019/20	AMOUNT CHANGE 18/19-19/20	PERCENT CHANGE 18/19-19/20
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	101,173,715	103,147,009	110,811,262	105,633,024	112,104,293	6,471,269	6.1%
-Property Tax	10,531,692	11,287,434	11,392,416	10,128,419	13,173,548	3,045,129	30.1%
-Franchise Fees	3,669,517	4,104,877	4,397,467	4,625,575	5,312,033	686,458	14.8%
-Lodgers' Tax	9,743,758	10,809,464	11,530,595	11,300,000	12,800,423	1,500,423	13.3%
-Gasoline Tax	1,276,598	1,548,162	1,445,498	1,445,000	1,589,326	144,326	10.0%
-Other Taxes	469,285	563,826	562,889	550,605	602,960	52,355	9.5%
<i>Subtotal - Taxes</i>	<i>126,864,565</i>	<i>131,460,771</i>	<i>140,140,127</i>	<i>133,682,623</i>	<i>145,582,583</i>	<i>11,899,960</i>	<i>8.9%</i>
<u>Licenses & Permits:</u>							
-Business Licenses	346,079	459,805	411,426	450,489	427,473	(23,016)	-5.1%
-Building/Zoning Permits	2,174,802	2,844,223	3,494,817	3,614,899	3,620,000	5,101	0.1%
-Other Licenses & Permits	271,861	266,401	319,401	268,001	428,709	160,708	60.0%
<i>Subtotal - Licenses & Permits</i>	<i>2,792,742</i>	<i>3,570,429</i>	<i>4,225,644</i>	<i>4,333,389</i>	<i>4,476,182</i>	<i>142,793</i>	<i>3.3%</i>
<u>Fees & Service Charges:</u>							
-Airport Fees	1,370,774	1,263,842	1,937,650	1,457,780	2,311,228	853,448	58.5%
-Ambulance Fees	3,684,148	4,209,915	2,544,706	4,000,000	2,800,000	(1,200,000)	-30.0%
-Civic Center Fees	424,590	392,378	789,730	438,000	820,277	382,277	87.3%
-Housing Fees	206,136	259,311	611,540	400,000	635,000	235,000	58.8%
-Impact Fees	1,011,097	1,104,380	1,621,261	1,424,126	1,700,000	275,874	19.4%
-Insurance Premiums	28,274,746	28,033,614	28,182,348	29,450,216	30,557,104	1,106,888	3.8%
-Meals Fees	50,015	53,674	52,096	-	56,331	56,331	N/A
-Parking Fees	3,992,840	4,710,913	4,833,610	4,689,416	5,183,963	494,547	10.5%
-Planning/Land Use Fees	276,552	328,003	399,614	284,550	915,173	630,623	221.6%
-Police/Court Fees	955,761	824,183	1,251,605	602,144	649,889	47,745	7.9%
-Public Transportation Fees	378,434	376,896	358,140	370,000	390,052	20,052	5.4%
-Recreation Fees	3,316,566	3,417,599	3,328,686	3,270,324	3,518,518	248,194	7.6%
-Solid Waste Fees	18,440,996	20,910,384	20,040,359	19,742,282	21,145,892	1,403,610	7.1%
-Wastewater Fees	12,267,468	12,254,426	13,197,506	11,654,000	13,814,227	2,160,227	18.5%
-Water Fees	35,528,446	34,606,175	38,154,026	35,002,724	40,063,377	5,060,653	14.5%
-Reimbursed Expenses	13,468,620	14,656,423	21,524,109	17,803,168	18,233,417	430,249	2.4%
-Other Fees/Services	11,069,702	6,111,707	1,461,035	2,329,101	1,567,173	(761,928)	-32.7%
<i>Subtotal - Fees & Services</i>	<i>134,716,890</i>	<i>133,513,821</i>	<i>140,288,022</i>	<i>132,917,831</i>	<i>144,361,621</i>	<i>11,443,790</i>	<i>8.6%</i>
<u>Fines & Forfeitures:</u>							
-Parking Fines	645,557	424,250	684,963	649,170	649,170	-	0.0%
-Violations Fines	262,435	225,831	265,339	215,838	125,617	(90,221)	-41.8%
-Other Fines & Forfeitures	453,282	374,982	317,838	547,326	360,468	(186,858)	-34.1%
<i>Subtotal - Fines & Forfeitures</i>	<i>1,361,274</i>	<i>1,025,062</i>	<i>1,268,140</i>	<i>1,412,334</i>	<i>1,135,255</i>	<i>(277,079)</i>	<i>-19.6%</i>
<u>Rents/Royalties/Concessions:</u>							
-Airport Rentals	270,292	203,686	111,377	118,345	116,025	(2,320)	-2.0%
-Equipment Rentals	42,941	37,677	39,110	51,000	41,365	(9,635)	-18.9%
-Parks & Recreation - Rentals	239,074	267,153	262,494	252,200	282,673	30,473	12.1%
-Other Rentals	2,975,541	2,068,816	2,481,519	1,207,269	998,633	(208,636)	-17.3%
<i>Subtotal - Rents/Royalties</i>	<i>3,527,847</i>	<i>2,577,332</i>	<i>2,894,500</i>	<i>1,628,814</i>	<i>1,438,696</i>	<i>(190,118)</i>	<i>-11.7%</i>
<u>Miscellaneous Revenues:</u>							
-Bond Proceeds	36,665,000	2,498,397	10,290,000	20,000,000	-	(20,000,000)	-100.0%
-Insurance Recoveries	23,839	28,884	12,016	30,000	20,000	(10,000)	-33.3%
-Sales Revenue	601,790	546,210	598,805	382,925	306,221	(76,704)	-20.0%
-Other Misc. Revenue	8,400,492	2,580,249	4,785,778	4,174,533	2,196,602	(1,977,931)	-47.4%
<i>Subtotal - Miscellaneous</i>	<i>45,691,121</i>	<i>5,653,740</i>	<i>15,686,598</i>	<i>24,587,458</i>	<i>2,522,823</i>	<i>(22,064,635)</i>	<i>-89.7%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	4,261,889	3,632,140	4,110,059	6,202,561	5,237,179	(965,382)	-15.6%
-Federal Grants	5,009,046	2,958,892	3,136,174	4,348,988	4,196,940	(152,048)	-3.5%
-SF County Grants	84,251	72,709	61,107	2,310,712	80,244	(2,230,468)	-96.5%
-Other Grants	52,526	12,603	10,643	6,638,618	-	(6,638,618)	-100.0%
<i>Subtotal - Intergovernmental</i>	<i>9,407,712</i>	<i>6,676,344</i>	<i>7,317,982</i>	<i>19,500,879</i>	<i>9,514,363</i>	<i>(9,986,516)</i>	<i>-51.2%</i>
Interest on Investments	865,539	1,535,478	2,356,728	4,545,663	2,828,261	(1,717,402)	-37.8%
Transfers In	138,525,160	68,186,558	64,239,933	62,576,419	65,523,152	2,946,733	4.7%
TOTAL REVENUES	463,752,851	354,199,535	378,417,676	385,185,410	377,382,936	(7,802,474)	-2.0%



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CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY CATEGORY FY 2015/16 THROUGH FY 2019/20

CATEGORY	ACTUAL EXPENSES FY 2015/16	ACTUAL EXPENSES FY 2016/17	ACTUAL EXPENSES FY 2017/18	FY 2018/19 MIDYEAR BUDGET	ADOPTED BUDGET FY 2019/20	AMOUNT CHANGE 18/19-19/20	PERCENT CHANGE 18/19-19/20
<u>Personnel Services:</u>							
-Salaries	72,848,959	72,006,671	77,579,341	77,197,477	80,396,516	3,199,039	4.1%
-Benefits	37,954,380	50,343,312	32,573,189	43,057,630	41,134,650	(1,922,980)	-4.5%
<i>Subtotal - Personnel Services</i>	<i>110,803,339</i>	<i>122,349,983</i>	<i>110,152,530</i>	<i>120,255,107</i>	<i>121,531,166</i>	<i>1,276,059</i>	<i>1.1%</i>
<u>Operating Expenses:</u>							
-Contractual Services	26,024,044	21,205,991	19,219,255	32,109,803	24,177,696	(7,932,107)	-24.7%
-Utilities	11,980,155	11,830,262	13,088,635	14,139,224	14,010,891	(128,333)	-0.9%
-Repairs & Maintenance	5,008,479	4,867,518	5,875,539	8,490,435	7,732,314	(758,121)	-8.9%
-Supplies	8,716,094	9,076,346	10,939,388	13,731,972	13,826,684	94,712	0.7%
-Insurance	28,558,239	30,843,677	30,721,981	32,627,534	33,782,577	1,155,043	3.5%
-Travel/Training	826,403	825,449	1,009,738	1,723,687	1,612,351	(111,336)	-6.5%
-Other Operating Costs	20,078,406	24,882,945	30,949,827	35,149,476	36,679,358	1,529,882	4.4%
<i>Subtotal - Operating Expenses</i>	<i>101,191,821</i>	<i>103,532,189</i>	<i>111,804,363</i>	<i>137,972,131</i>	<i>131,821,871</i>	<i>(6,150,260)</i>	<i>-4.5%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	9,216,941	6,934,547	7,358,727	14,483,980	13,993,651	(490,329)	-3.4%
-Land & Building	4,638,576	1,168,365	1,489,037	1,336,635	1,414,415	77,780	5.8%
<i>Subtotal - Capital Outlay</i>	<i>13,855,516</i>	<i>8,102,912</i>	<i>8,847,764</i>	<i>15,820,615</i>	<i>15,408,066</i>	<i>(412,549)</i>	<i>-2.6%</i>
<u>Debt Service:</u>							
-Principal	104,545,860	65,144,245	19,376,742	20,097,066	21,406,207	1,309,141	6.5%
-Interest	15,970,114	15,937,949	10,421,421	10,193,085	10,833,140	640,055	6.3%
<i>Subtotal - Debt Service</i>	<i>120,515,974</i>	<i>81,082,193</i>	<i>29,798,163</i>	<i>30,290,151</i>	<i>32,239,347</i>	<i>1,949,196</i>	<i>6.4%</i>
Transfers Out	133,342,050	81,187,268	87,065,734	91,372,040	67,523,152	(23,848,888)	-26.1%
TOTAL EXPENDITURES	479,708,701	396,254,545	347,668,553	395,710,044	368,523,602	(27,186,442)	-6.9%

Please Note: numbers presented in the following sections may represent details included in the above tables but not itemized separately in the tables above; therefore there may not be a specific line in the above tables that ties directly to the numbers presented below.



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OTHER FUNDS

SPECIAL REVENUE FUNDS: Special Revenue Funds include most of the City's Federal, State and local/private grant funding, as well as appropriations funded by revenues dedicated to specific purposes, such as Impact Fees and dedicated GRT revenues. The City is continuing to deal with the challenges of providing services and infrastructure in an age of reduced grant funding from all sources. Total budgeted revenue in the City's special revenue funds for FY20 is \$59 million, exceeding expenditures by \$769,000.

CAPITAL IMPROVEMENT PROGRAM (CIP) FUNDS: Capital Improvement Program (CIP) Funds are largely comprised of the City's CIP Budget. Because of its multi-year nature, the CIP budget is separate from the City's Operating Budget; it has its own budgeting process and adoption timeline. Funding is mostly provided by the City's bonded debt, secured by pledged GRT and Property Tax revenues. Though the CIP represents the majority of this fund type, the CIP Funds category also includes the ½ percent GRT Income Fund [3102], which includes a large portion of the City's GRT-funded CIP debt. Total budgeted expenditures in Fund 3102 for FY20 is \$22.9 million.

DEBT SERVICE FUNDS: Debt Service Funds account for most of the City's outstanding debt payments, including GRT Revenue Bonds and GO Bonds. In addition, payments to retire loans from the New Mexico Finance Authority (NMFA) are serviced in this category. As noted above, portions of the City's revenue streams (including GRT and Property Tax) are allocated to these funds for the assigned purpose of paying debt service. Total budgeted expenditures in the City's debt service funds for FY20 are \$14.4 million, not including Public Utilities or other Enterprise Funds.

ENTERPRISE FUNDS: Enterprise Funds include City operations and activities for which a fee is charged for services rendered. Enterprise funds are designed to highlight the extent to which fees cover the cost of operations. The principal major enterprises include the City's Utilities (Water, Wastewater and Solid Waste); as such, utility service charges represent the largest share of revenues in this category. Only the Water funds are supported by fees. Other major enterprises include the Railyard and the Santa Fe Convention Center. "Non-major" enterprise entities include Parking Operations, the Municipal Recreation Sports Complex and Marty Sanchez Links de Santa Fe Golf Course, the Genoveva Chavez Community Center, the Santa Fe Airport, and the City's Transit Bus System. All other enterprise funds are subsidized by taxes. Total budgeted revenue for FY20, including tax subsidies, SWAMA and debt service in the City's enterprise funds, is \$133.4 million.

INTERNAL SERVICE FUNDS: Internal Service Funds include the City's benefits and self-insurance funds administered by the Human Resources Department and the Risk Management Division, respectively. Almost all of the revenues in the Internal Service Funds come from assessments to other City departments for their share of insurance claims, insurance premiums, and employee benefit expenses. In FY2018 the City added ITT and Fleet Maintenance to the Internal Service Funds as we transition to a full Internal Service Fund Cost Model. Total budgeted revenue for FY20 in the City's Internal Service Funds is \$44.7 million.

TRUST AND AGENCY FUNDS: Trust and Agency Funds support the City's Special Recreation League operations through dedicated league fees. These funds also include the non-departmental Buckman Direct Diversion (BDD) budget, which is jointly funded by the City and Santa Fe County. Total budgeted revenue for FY20 in the City's trust and agency funds is \$46,027. The BDD budget is attached as an appendix to this budget document.



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V. EXPENDITURE HIGHLIGHTS

**THE FY20 BUDGET INVESTS IN CREATING A FUTURE
IN SANTA FE WHERE ALL PEOPLE CAN AFFORD TO LIVE,
AND CAN ENJOY A QUALITY OF LIFE
THAT IS BETTER THAN ANY OTHER CITY IN OUR COUNTRY.**

Investing in Ending Veteran and Chronic Homelessness

- Continuing the City's efforts to end veteran and chronic homelessness, the FY20 budget includes an increase of \$195,000 to support additional rental assistance requests for households who are determined to be precariously housed, or recently homeless or in danger of becoming homeless, including those with behavioral health issues, families with children, unaccompanied youth, and those in recovery.
- Additionally, through the Built for Zero initiative, a cross-sector, coordinated outreach protocol is being developed among community partners to identify homeless people not in services and create an accurate by-name list to understand and manage "inflow" and "outflow" of people entering homelessness and getting housed.
- Adding staff capacity to the City's Affordable Housing Office to move forward with the vision of making neighborhoods livable, ending homelessness, and housing our workforce.
- Continuing the Code Blue Program, a City-wide initiative, with the Fire Department, Community Services and Emergency Management, to offer shelter and other services to Santa Fe's homeless population on our coldest nights.
- Adding staff capacity to provide navigation-based services within the Community Services Department to link individuals and families with essential community resources. Community Services vets around 320 referrals for community-based services annually, from transportation and CYFD referrals, to food issues, to clothing and utility needs. To leverage additional resources, the City is entering into an MOU with Santa Fe County for supporting software to track referrals and outcomes.

Investing in our Neighborhoods

- Investing an additional \$1 million, to match the \$1.1 million provided by the State in capital outlay funding for Phase 1 of the Southside Teen Center.
- Investing an additional \$80,000 for Streets operational supplies for snow removal, pothole patching, sidewalk and curb and gutter repairs, and dirt road maintenance.
- Investing additional funds to maintain and secure the Midtown Campus grounds and facilities to better ensure successful redevelopment and to reduce liability.
- Investing an additional \$300,000 for Fire Code compliance after Fire Marshal Inspections.



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- Transferring the business licensing functions from the Finance Department to the Office of Economic Development to streamline licensing processes and provide improved efficiencies for current business owners and future business expansions within Santa Fe.
- Adding a dedicated Project Administrator to ensure quality and timely completion of capital projects at the Airport, including the terminal expansion, two runway rehabilitation projects, parking lot improvements, taxiway re-construction, and other federally-funded projects on the FAA airport improvement list.

Investing our Parks and Recreation Centers

- Santa Fe will invest in a rotation of small renovations to neighborhood parks to keep them safe and playable. This investment will allow the Parks and Recreation Department to top dress and level fields. This new investment builds on the City's commitment to improving parks maintenance and safety.
- Add additional capacity to plan special events on City-owned property throughout the City including parks and recreation centers and add Downtown Park Ranger positions to continue to facilitate friendly and helpful interactions with the City.
- Continuing to invest in upgrading our recreation center equipment with a \$48,000 investment to replace a diving board and a \$25,000 investment in a new shade structure for Bicentennial Pool.

THE FY20 BUDGET INVESTS IN A SUSTAINABLE CITY, WHERE RESIDENTS FEEL SAFE, AND CARE FOR THEIR ENVIRONMENT, AND THE WELL-BEING OF ALL OF THOSE WITHIN IT.

- Adding a Safety Officer and investing \$100,000 for an independent evaluation to identify and prioritize improvements citywide to ensure a safe work place for all City employees.
- Continuing the \$250,000 investment in the Law Enforcement Assisted Diversion (LEAD) program, and adding three positions to manage the program which diverts individuals to a community-based, harm-reduction intervention for law violations (low-level and non-violent crime) driven by unmet behavioral health needs.
- Partnering with Southwest Care's Syringe Service Program to provide needle cleanup services. Through this initiative, the Fire Department gives businesses, residents and City departments a simple, direct way to arrange for the free and safe collection of improperly disposed-of syringes and needles on public and private property.
- Continuing to develop the new EMS Division within the Fire Department, which represents a new commitment of resources to the emergency medical services work that makes up approximately 80 percent of the Department's calls for service. The EMS Division will



FISCAL YEAR 2020 - ADOPTED BUDGET

provide clinical and operational oversight, quality management, logistical support, data collection and analysis, and other support services for EMS, and is the home of the Mobile Integrated Health Office, which focuses on health-related community risk reduction.

- Strengthening the career pipeline for the Police Department by adding \$20,000 for a Police Explorer Program, allowing teenagers to study policing, investigations, technology and the criminal justice system alongside members of the SFPD.
- Adding four more Patrol Safety Aides to supplement day-to-day operations by responding to non-emergency calls for service, allowing patrol officers to be available for emergency calls, focusing on community-oriented policing initiatives, and adding additional proactive operations. In FY20 the Police Department will have a total of six full-time Patrol Safety Aide positions.
- Increasing pay for our police officers and civilian staff so that salaries are more competitive with other communities in New Mexico.
- Investing \$210,000 to increase the number of Mobile Video Trailers (MVTs) from four to eight to better deter crime in areas where these MVTs are deployed.
- Adding \$15,000 to increase electronic monitoring for low-risk defendants, a less expensive alternative to incarceration which also allows defendants to continue to live and work in the community.
- Adding \$20,000 for the Municipal Court in FY20 to fund Pro-Tem Judges to work on the weekends, as required by law.

Investing in an Eco-Friendly City

- Adding a dedicated Project Administrator to manage the stormwater capital investment identified in the new Stormwater Management Plan, and to ensure we are making Santa Fe more resilient to climate change by protecting private property and public infrastructure.
- Funding to replace high-energy consumption and low-efficiency lighting in parking facilities (\$130,000) and converting the Santa Fe Community Convention Center (\$290,000) to LED lighting.
- Investing \$450,000 to convert four water-chilled units at the Convention Center to air-chilled refrigerant, eliminating R22 freon (which is to be phased out by the Clean Air Act in 2020) and reducing annual water usage of the Convention Center.
- Adding \$250,000 to improve the Convention Center's site sustainability, water efficiency, and energy efficiency, further enhancing the Convention Center's LEED (Leadership in Energy and Environmental Design) Gold Certification.



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THE FY20 BUDGET INVESTS IN OPPORTUNITIES TO MODERNIZE GOVERNMENT, WHICH IMPROVE RESIDENTS' EXPERIENCES WITH GOVERNMENT OPERATIONS.

Investing in Modernizing our Government

- Investing \$100,000 to initiate the first phase of a three-phase approach to updating the Land Use Code to reorganize, clarify, and simplify code language so that it is clear, concise, and easy to use.
- Creating three additional positions to assist in the planning and development of the City as a place for people to live, work, play, and thrive.
- Investing \$60,000 to digitize mylar construction drawings, development plans, subdivision plats, and other documents currently stored in the basement of City Hall. The digitization will allow on-line access and reduce the time for the permitting process after the initial scanning is completed. All future documents will be in a digital format.
- Completing the implementation of the Tyler Energov and Munis Financials and Human Capital Management System with a \$3.1 million investment to replace antiquated Information Technology systems used by the Planning and Land Use, Finance, and Human Resources Departments.
- Investing \$75,000 to develop a new website to help residents easily navigate City services and communicate information proactively.
- Investing \$88,000 in funding for software program to track requests under the Inspection of Public Records Act (IPRA) in order to be more responsive to the public's requests for access to information about governmental affairs.
- Implementing a \$70,000 software program for required Airport airfield inspections and improved coordination and communication between the Emergency Operations Center and field responders, providing true real-time situational awareness.
- Investing in upgrading City technology and infrastructure, including \$150,000 for Network upgrades, \$100,000 for telephony upgrades, and \$315,000 for upgrades for Windows 10 transition.
- Investing \$65,000 in GIS software for multi-departmental use for making maps and geographic information available throughout an organization, across a community, and openly on the Web.



FISCAL YEAR 2020 - ADOPTED BUDGET

VI. FY20 REVENUE AND ECONOMIC ANALYSIS

The FY20 budget totals \$377.4 million, a decrease of \$7.8 million or 2 percent, in All Funds revenue. The City's projected revenues provide the basis for planning the FY20 expenses to maintain a balanced budget. The City is expected to experience continued tax growth in FY20. Local sources continue to drive revenue growth in FY20, as the increase in tax receipts make up 87 percent and fees and services makes up only 5 percent of General Fund revenue growth over FY19.

Data suggests softening in the economy in future years, which may hamper a continued trend of tax revenue growth. However, since many of the City's revenue sources are sensitive to economic conditions, the City takes a cautious approach when estimating receipts.

The following provides a brief summary of revenues received by the City of Santa Fe over the course of the fiscal year. Revenue projections are estimates and should be viewed as such. Calculations are based upon historical information, while forward-looking variables and indicators may be subject to changes due to economic shifts on national, state and local levels.

National Economy

The national economy presents variables which influence activity in New Mexico and the City of Santa Fe. The national real gross domestic product (GDP) growth has reflected the imposition of federal tax cut stimulus over the last 18 months. GDP is projected to slow over the course of the next two years due in large part to the impact of increased import tariffs and the tapering effects of tax cuts. Increased sanctions and tariffs traditionally contribute to an increased cost of living, particularly in stagnant wage growth environments and lowered job expansion.

Restrictive monetary policy in tandem with demographic shifts impacting labor supply nationally tend to detract from growth environments. Inflation corresponds in a similar manner as increased interest rates lead to inflation creep. The Federal Reserve Bank has stated that more than likely they will not implement further interest rate hikes during 2019. All of these indicators point toward an economic slowdown.

A slowdown in the economy may be observed in a broad-based loss of consumer confidence, combined with stagnant wage growth, high lending patterns among consumers despite Fed action, depressed housing starts, and a decline in employment levels.

National Real GDP

FY17	FY18	FY19	FY20	FY21	FY22	FY23
2.10%	2.80%	2.60%	2.05%	1.65%	1.65%	1.65%



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National Inflation Rate - CPI-U (annual avg., %YoY)

FY17	FY18	FY19	FY20	FY21	FY22	FY23
2.10%	2.20%	2.00%	2.40%	2.40%	2.50%	2.20%

CPI (Consumer Price Index)

FY17	FY18	FY19	FY20	FY21	FY22	FY23
2.10%	2.20%	2.00%	2.20%	2.20%	2.40%	2.40%

(Wall Street Journal Economists Survey, US Bureau of Labor Statistics)

New Mexico Economic Indicators

Upon review of the various economic indicators and projections provided by a number of estimating entities, there appears to be an overall economic softening that will occur in FY21-22. Slower growth and waning optimism will become more apparent across the State, with the expectation that the tapering impact of tax cuts, in tandem with inflation growth and high lending standards, will cause a pullback in economic activity.

NM Employment Growth (%)

FY18	FY19	FY20	FY21	FY22	FY23
1.00%	1.30%	1.30%	1.20%	1.20%	1.10%

NM Personal Income Growth (%)

FY18	FY19	FY20	FY21	FY22	FY23
2.50%	3.00%	4.10%	4.00%	4.30%	4.10%

NM Total Wages and Salary Growth (%)

FY18	FY19	FY20	FY21	FY22	FY23
3.40%	3.60%	4.60%	4.40%	4.10%	3.90%

NM Real Gross State Product(% YoY)

FY18	FY19	FY20	FY21	FY22	FY23
0.90%	2.70%	1.90%	1.50%	1.40%	1.30%

(Source: BEA, BLS, DWS)

The New Mexico Department of Workforce Solutions reported in February that the State's civilian labor force (including employed and unemployed) reached 952,002 during the month. This is the highest level in New Mexico's history. Employed persons were reported at 903,255 in February 2019, an increase of 16,416 over the year. Unemployed persons were reported at an increase of 1,189 from February 2018.

New Mexico has seen a strong uptick in healthcare sector employment across the State. Additionally, the rebound of oil pricing and drilling activity in the Permian Basin in the



FISCAL YEAR 2020 - ADOPTED BUDGET

southeastern corner of the State, has contributed heavily to an influx of tax revenue, employment and wage growth for New Mexico overall. Continued activity from the film industry sector, tax incentives/credits (e.g., LEDA, TIDDs, etc.) and tourism promotional efforts have accelerated growth throughout various other industry sectors around the State. Lifestyle decisions are strongly influenced by New Mexico's marketing, leading to a surge in second home/retirement residences acquired by people from outside the State. Warehousing and transportation industries along the border have benefitted from increased trade activity with Mexico, given the imposition of additional trade tariffs against China. Job growth has been healthy but not as robust as in other states with large metropolitan areas. Enhanced tax credit legislation enacted during the Obama administration has contributed to growth in various states and municipalities, boosting growth activity. An aging population that requires healthcare support and federal assistance, along with a younger demographic that leaves the State for education/employment purposes rather than pursuing these activities within New Mexico, contribute heavily to lower GRT.

Employment and Labor Force

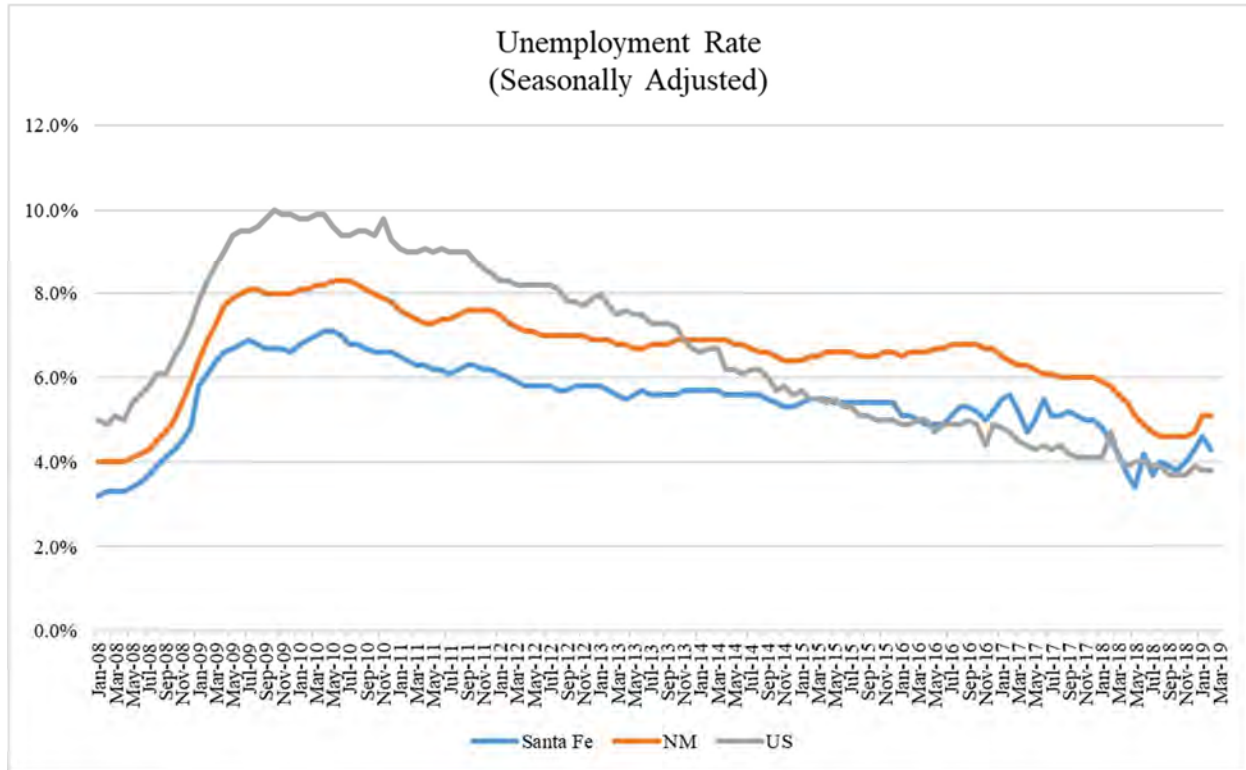
Employment is a strong economic indicator of the health of an economy. Nationally, total unemployment reached a peak of 9.9 percent in 2009, falling to 5.0 percent in FY16 and continuing to decline to 3.8 percent through FY19. It is forecasted to decline further to 3.7 percent in FY20, then climbing slightly in the out years to 4.3 percent in FY23. Primary drivers include weak wage growth and an increase in productivity, limiting the cost of employment and, in turn, limiting the pressure on costs.

The Santa Fe MSA (metropolitan statistical area), which includes the City and part of the county, has reported some growth in certain sectors, yet it remains behind historical levels achieved during 2006-2007. In February, the New Mexico Department of Workforce Solutions (DWS) reported total employment was 63,000. Total employment was primarily comprised of: Government jobs at 16,600 (26.3 percent of total workforce), Education and Health Services at 11,300 (18 percent), Leisure and Hospitality at 10,800 (17 percent) and Trade, Transportation and Utilities at 9,700 (15 percent). The remaining 24 percent of the total workforce included jobs in Professional and Business Services, Mining and Construction, Manufacturing, Information, Financial Activities, Professional and Business Services and Other Services sectors. The total non-seasonally adjusted, total nonfarm employment in Santa Fe grew by approximately 1.0 percent.

Santa Fe private sector employment levels increased 1.1 percent while public sector employment was up 0.6 percent. The strongest gains were observed in leisure and hospitality, education and health services. Losses were reported in the mining and construction sectors in Santa Fe. The seasonally adjusted unemployment rate for Santa Fe was 4.3 percent in February 2019, down slightly from 4.4 percent in February 2018. Average private sector weekly wages for Santa Fe County were reported by DWS at \$763, while Bernalillo County reported \$847, Sandoval County reported \$731 and Los Alamos County reported \$1,797. The lowest weekly wages were reported in Catron County at \$413 and Hidalgo County at \$461.



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(Source: New Mexico Department of Workforce Solutions)

Unemployment is defined by the Bureau of Labor Statistics (BLS) as persons who are actively searching for employment but are unable to find work. Unemployment levels increase when the economy slows down and businesses are forced to lower costs, often observed in the reduction of payroll expenses. An indicator of economic health, unemployment levels are heavily influenced by central banks and businesses. When the unemployment rate begins to increase, fiscal policy is used to stimulate the economy in an attempt to improve job growth. Long-term, elevated unemployment levels have historically contributed to recession probability.

National Unemployment:

FY17	FY18	FY19	FY20	FY21	FY22	FY23
4.40%	3.90%	3.70%	3.70%	4.00%	4.20%	4.40%

(Source: Wall Street Journal Economists Survey, US Bureau of Labor Statistics)



FISCAL YEAR 2020 - ADOPTED BUDGET

Largest Employers in Santa Fe

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

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

(Source: Santa Fe Chamber of Commerce)

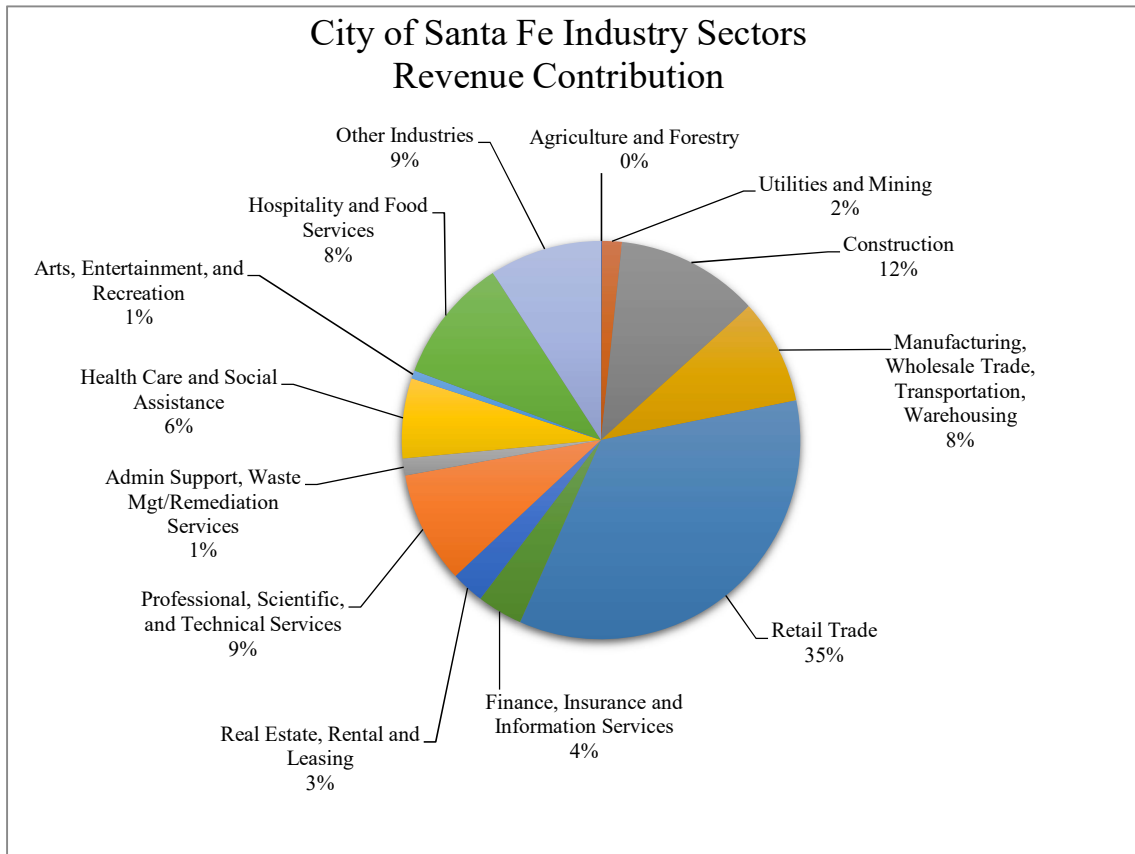
Santa Fe Economic Sectors and Revenue Generation

The revenue generated by businesses in Santa Fe is indicative of the primary drivers of the revenue generation for the City of Santa Fe. Retail trade, construction and professional, scientific and technical services are the largest sources of revenue generation. Strong tourism activities, steady construction activity, along with professional services, provide over 50 percent of the revenue.



FISCAL YEAR 2020 - ADOPTED BUDGET

Hospitality and food services, manufacturing, wholesale trade, transportation and warehousing along with health care and social assistance provide continued receipts.



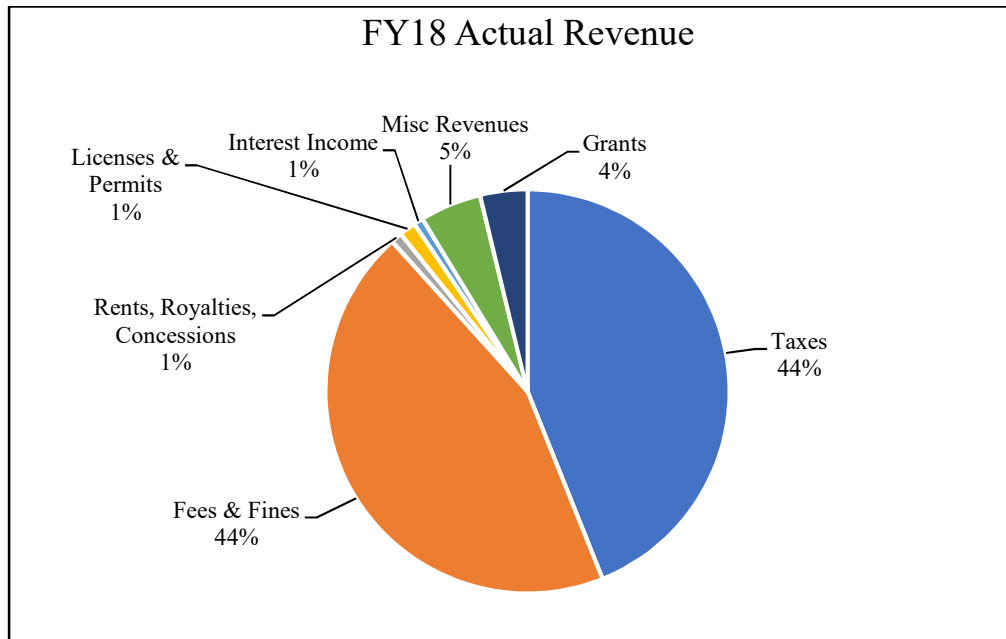
(Source: New Mexico Taxation and Revenue Department)

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 for spending in following years. This revenue is predictable and historically stable. Most recurring revenue is received from the collection of taxes. Recurring revenue is used for personnel, operational or maintenance costs and expenditures.



FISCAL YEAR 2020 - ADOPTED BUDGET



(Source: New Mexico Taxation and Revenue Department)

Tax Revenue

Revenue generated from gross receipts tax, property tax, franchise fees, lodger's tax and gasoline tax comprise the largest portion of collections. Revenue forecasting and subsequent estimation for these sources are done by employing regression analyses and time-series models and analyses as well as modeling trend and historical collections, as determined by specific revenue sources and availability of data. The bulk of the revenue received by the City is divided between taxes and fees & fines at 44 percent each. The remainder of the revenues come from grants, rents, royalties and concessions, licenses & permits, interest income from investments and miscellaneous revenues.

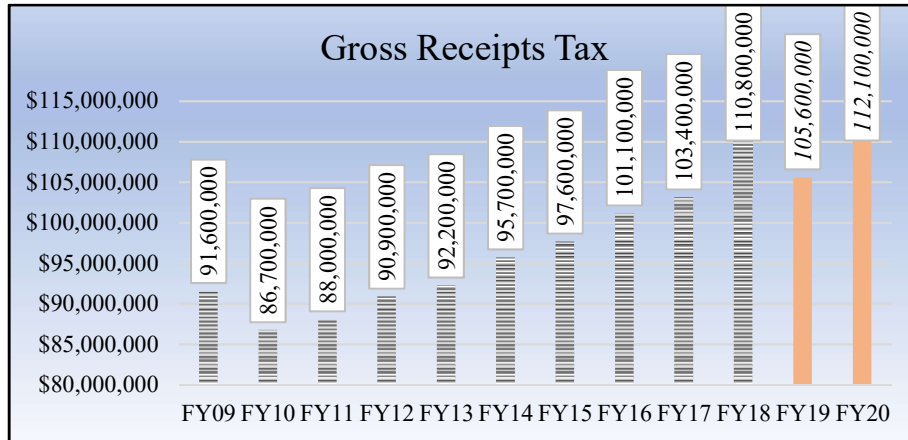
Gross Receipts Tax

Gross receipts tax (GRT) is the primary source of revenue for the City of Santa Fe. Steady and consistent growth has been observed in the historical distributions of receipts from the State of New Mexico Taxation and Revenue Department (NM TRD). GRT has historically reported results from tourism activity within the City. Arts, entertainment and hospitality services contribute heavily to the overall collections. As continued economic growth has occurred nationally since the economic crash and subsequent recession in 2008/2009, disposable income and tourism have recovered as well. The five year average trend projection for GRT presents an increase in receipts, with an average historical growth rate of 3.17 percent. FY17 and FY18 GRT received were \$103.1 million and \$110.8 million, respectively. FY18 received an anomalous \$3 million due to NM TRD



FISCAL YEAR 2020 - ADOPTED BUDGET

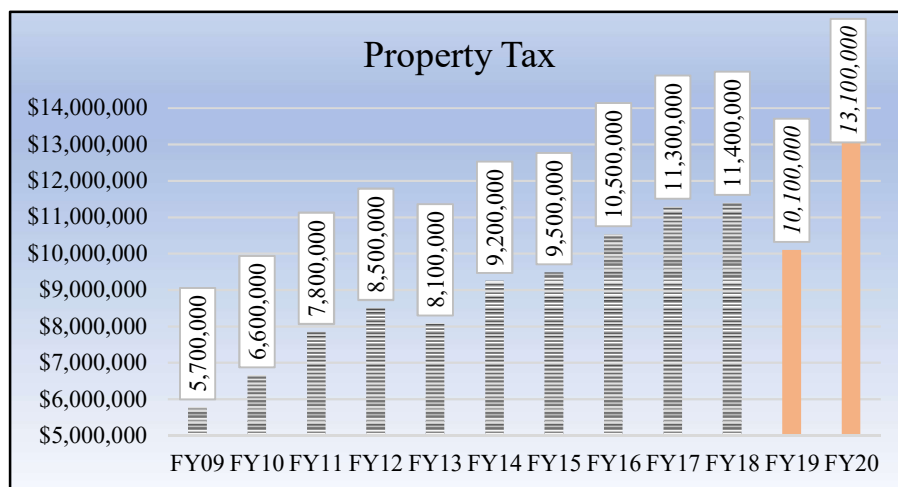
payment processing delays, which elevated the receipts. The FY19 budget includes \$105.6 million in GRT revenue, but actual receipts are expected to exceed budgeted levels. The FY20 budget is \$112.1 million.



(Source: City of Santa Fe Finance Department)

Property Tax

Property tax is generated primarily from the sales of homes and property within the City of Santa Fe. The City received \$11.3 million and \$11.4 million in FY17 and FY18, respectively. Property tax revenue is estimated to continue on its upward trend. Property tax revenue is budgeted for \$10.1 million in FY19 and \$13.2 million in FY20. Over the last three fiscal years, property tax receipts have increased nearly 20 percent. The record level home sales observed during this time period have garnered strong receipt growth as a result. Forecasts based upon historical activity present a continued, strong upswing in property tax activity, if continued economic indicators hold steady and the momentous wave of second homeowners and retirees along with boomerang demographics find Santa Fe as their new home.



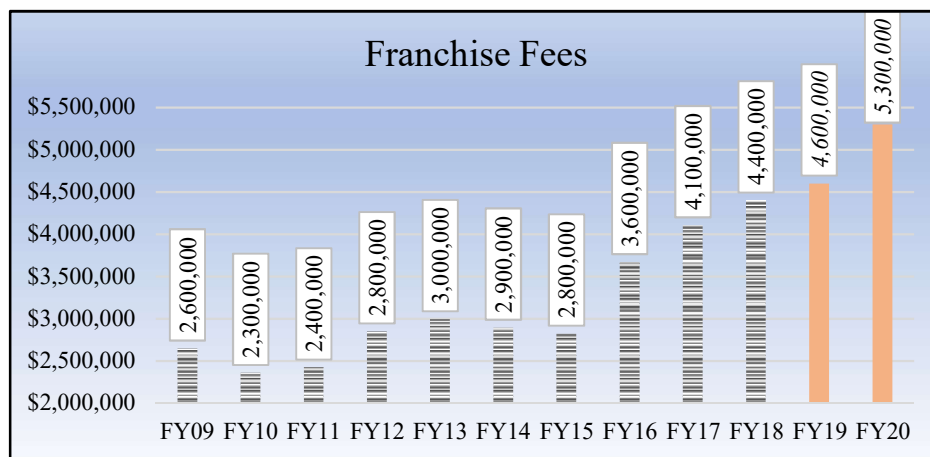
(Source: City of Santa Fe Finance Department)



FISCAL YEAR 2020 - ADOPTED BUDGET

Franchise Fees

Franchise fees are collected for services provided within the City. Typically, franchise fees are collected from electric services, natural gas, cable, telecom and telephone service providers. Franchise fees have also observed an upswing over the fiscal years 2016-2018. Prior to this period, franchise fees were steady, averaging \$2.7 million annually. This recent movement may be attributed in large part to a broadened subscriber base for internet and cell phone services as well as renegotiated State and municipality rates. Overall, franchise fees are projected to increase given various economic indicators including wage growth, population inflow, increased levels of connectivity, housing developments, business expansion and infrastructure improvements.



(Source: City of Santa Fe Finance Department)

The PNM Franchise Fee agreement with the City of Santa Fe has not been updated since it was passed in 1974. The agreement expired in 1999 but has continued as an implied contract since then. The FY20 recommended budget includes an increase of one percent for the PNM franchise fees, from the current rate of two percent to three percent, which will generate an additional \$700,000 in the General Fund. Estimates for future distributions may also be impacted depending upon the permitting and development efforts within the City over future periods. The new fee will become effective 30 days after the Governing Body approves the new franchise fee agreement with PNM. PNM collects the franchise fee for electricity services provided to its customers and remits payment to the City annually. PNM has stated that the cities of Albuquerque and Rio Rancho currently have franchise fee agreements in place with terms similar to those considered by the City of Santa Fe. The rate increase would impact PNM's customers receiving services within Santa Fe, moving from two cents to three cents for each dollar. It would represent an increase from \$1 on a \$50 monthly electric bill to \$1.50.

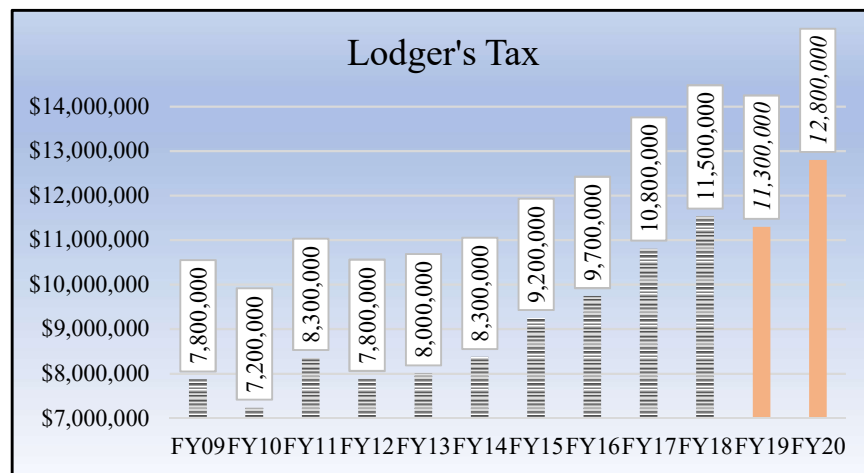


FISCAL YEAR 2020 - ADOPTED BUDGET

Current Franchise Fees - Electricity	
City	Rate
Albuquerque	2%
Rio Rancho	3%
Las Cruces	2%
Santa Fe	2%
Farmington	3%
Roswell	3%

Lodger's Tax

Lodger's tax, revenue which is generated through short term-rentals and hotel occupancy throughout the City, has seen a steady climb, averaging 7.5 percent each year, since the inception of the program. The increased interest of rental owners pursuing opportunities to fill vacant rental units and the rise of online rental reservation platforms have supported the surge in accessible lodging throughout the City. This movement may be observed in the increase of lodger's tax revenue in FY16 onward. Revenues received from lodger's tax in FY18 totaled \$11.5 million. FY19 revenue through January 2019 shows the City has received \$8.9 million, nearly \$1 million more than the same period last year. FY18 reached the revenues collections' highest levels, while FY19 is currently on track to outperform the previous fiscal year as may be observed historically for the last five fiscal years. Continued marketing efforts to promote the City to national and international travelers as well as a healthy economy have buoyed the inflow of visitors to Santa Fe as a destination. Over the next fiscal year, this trend is anticipated to continue at a positive pace at approximately \$12.8 million in revenue collections.



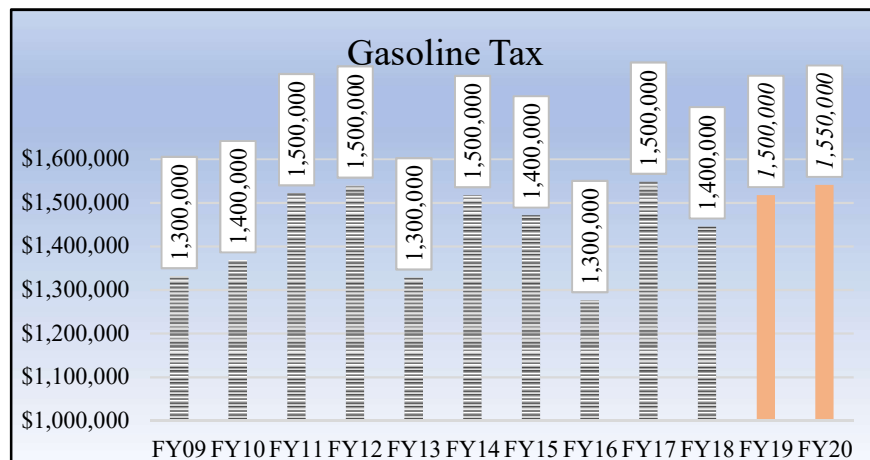
(Source: City of Santa Fe Finance Department)



FISCAL YEAR 2020 - ADOPTED BUDGET

Gasoline Tax

Gasoline tax is a revenue source for the City that tends to be somewhat sensitive to economic variables. Tourism, the weather, job growth, employment levels, minimum wage hikes, home prices, and healthcare costs are some of the factors which affect gasoline consumption and the subsequent associated tax. Over the last two fiscal years, gasoline tax revenue has varied from \$1.4 to \$1.5 million. FY19 and FY20 are forecasted to be consistent at approximately \$1.5 million each year.



(Source: City of Santa Fe Finance Department)

Internet Sales Tax

During the 2019 legislative session, House Bill 6 (HB6) included the proposal to collect sales tax on goods acquired from internet sellers. Physical brick and mortar retailers within the State of New Mexico have continued to feel the impact of consumers opting to purchase goods via the internet. This change of course in retail activity has been particularly hard on rural communities around the State. Currently, gross receipts tax is not collected from internet sellers, presenting a disparity for physical retailers, while compounding the missed opportunity for increased revenues for the State. According to the analysis performed on HB6, the bill would direct taxes on remote sales immediately at destination-based sourcing (the buyer's point of purchase, rather than the sellers), then apply the local GRT increments. The transition to destination-based sourcing will contribute to significant changes to the structure of GRT collections by the New Mexico Taxation and Revenue Department (TRD). HB6 distributes \$24 million annually from the General Fund to the local governments in FY20 and FY21, until the local increments may be calculated and applied to remote sales by TRD. At this time, the amount to be distributed to Santa Fe in FY20 is yet to be determined.



FISCAL YEAR 2020 - ADOPTED BUDGET

Licenses and Permits

Licenses and permits are comprised of revenue from business licenses, building and zoning permits and other licenses and permits. FY18 revenue received for licenses and permits was \$4.2 million and is budgeted for FY19 at \$4.3 million and for FY20 at \$4.5 million. The increase may be attributed to an increase in building permits and licenses issued for expanded business growth within the City.

Fees and Fines

Fees and services are imposed to seek to recover the full cost of services provided directly to citizens. Revenues received from fees and fines imposed by the City are broad in variety, typically for services rendered, most of 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, parking fines, violations and miscellaneous fines, fees and services.

Fees and services collected in FY18 totaled \$140.3 million, in large part from insurance premiums, water, wastewater and solid waste fees, reimbursed expenses and parking fees. Projected estimates for FY19 are \$132.9 million and FY20 are \$144.4 million.

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. FY18 actual revenue received was \$2.9 million, and is projected to be \$1.6 million for FY19 and \$1.4 million for FY20.

Interest Income

In general, the City's level of investment income is a function of the balance of cash in the investment account, interest rates and the duration of the portfolio. Investment income totaled \$1.5 million in FY17 and \$2.4 million in FY18. The increase in interest on investments was a result of the Federal Reserve raising short-term interest rates over the course of FY18 and FY19 as well as having the right duration strategy for the portfolio. Additionally, in 2018, the Federal Reserve increased its key interest rate from 1.5 percent to 2.5 percent, the highest level since 2008. The City projects interest income will exceed the \$4.5 million budgeted in FY19. Revenue from interest on investments is estimated at \$2.8 million in FY20.



FISCAL YEAR 2020 - ADOPTED BUDGET

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.

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.

Grants

Grants secured by the City may be one-time funding or they may be recurring. The terms, timing and nature of each grant varies widely across recipient departments. In FY18, the City received \$7.3 million in grant funding. In FY19 the City anticipates receiving approximately \$19.5 million. Conservatively, operating grant funding for FY20 is projected to be \$9.5 million. Some of the largest recipients for operating and capital grant funding include tentative projections for FY20: Transit \$6.3 million, Community Services \$1.7 million and Airport \$4.2 million. Total amounts are undetermined at this time as the grant application process typically occurs during the upcoming fiscal year. Further funding for capital outlay projects is detailed under the following section.



FISCAL YEAR 2020 - ADOPTED BUDGET

VII. DEPARTMENT EXPENDITURES

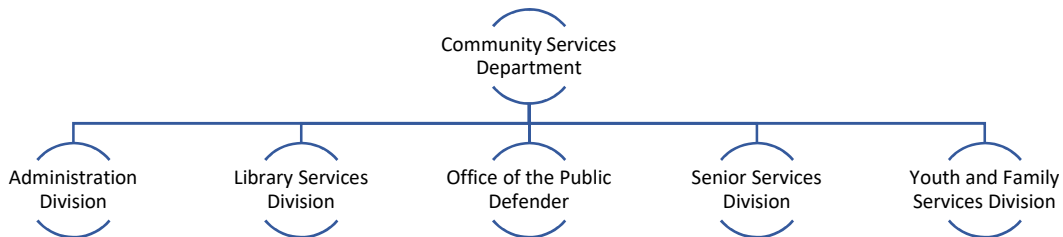
A. COMMUNITY SERVICES DEPARTMENT

KYRA OCHOA, COMMUNITY SERVICES DIRECTOR

Department Mission

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

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



Department Description of Services

The Community Services Department is comprised of three divisions: Library Services, Senior Services, and Youth and Family Services. In FY19, the Office of the Public Defender joined the Department. Administration consists of the Director, Office Manager, and Administrative Assistant. The Department provides an array of direct and indirect services and supports community engagement by staffing community boards, committees, and task forces. Division employees provide services to residents of Santa Fe and surrounding areas, including out-of-state visitors to the libraries. Additionally, through partnerships with community-based organizations, the Department indirectly serves pregnant women, young children and families, and adults of all ages with behavioral health, educational, and safety net services. Five committees, four boards, and task forces are staffed as needed, engaging over 50 appointed volunteer members in services and policies that have an impact on our population, including youth, immigrants, veterans, and seniors.



FISCAL YEAR 2020 - ADOPTED BUDGET

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

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
Community Services Administration	654,984	1,301,530	1,306,258	1,213,196	(93,062)	-7.1%
Library	4,689,278	4,727,519	4,905,823	5,237,565	331,742	6.8%
Senior Services	6,081,188	6,398,158	7,341,582	7,131,863	(209,719)	-2.9%
Youth & Family	3,320,526	3,426,287	3,924,831	4,141,397	216,566	5.5%
TOTAL COMMUNITY SERVICES	14,745,976	15,853,494	17,478,494	17,724,021	245,527	1.4%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
Salaries, Wages & Benefits	6,688,984	6,346,714	6,918,444	7,298,556	380,112	5.5%
Contractuals & Utilities	2,759,345	3,026,687	3,391,037	3,174,939	(216,098)	-6.4%
Repairs & Maintenance	54,328	52,849	73,984	73,118	(866)	-1.2%
Supplies	1,249,664	1,318,239	1,449,356	1,452,958	3,602	0.2%
Insurance	324,308	397,166	372,681	370,663	(2,018)	-0.5%
Other Operating Costs	293,339	948,509	1,277,618	1,291,049	13,431	1.1%
Capital Purchases	102,573	226,789	593,953	593,953	-	0.0%
Transfers to Other Funds	3,273,436	3,536,540	3,401,421	3,468,785	67,364	2.0%
TOTAL COMMUNITY SERVICES	14,745,976	15,853,494	17,478,494	17,724,021	245,527	1.4%

SUMMARY BY (MUNIS) FUND	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
General Fund	7,307,811	8,090,860	8,559,397	8,875,140	315,743	3.7%
Law Enforcement	101,667	129,345	130,113	197,000	66,887	51.4%
Community Development	914,143	1,203,659	1,112,606	1,112,606	-	0.0%
Senior Citizen Grants/Programs	3,657,715	3,731,097	4,468,313	4,278,298	(190,015)	-4.3%
Library	1,030,419	940,087	1,085,802	1,105,692	19,890	1.8%
Quality of Life	97,035	109,327	170,210	170,210	-	0.0%
Recreation Programs	1,637,185	1,645,008	1,944,147	1,978,275	34,128	1.8%
Special Recreation Leagues	-	4,112	7,906	6,800	(1,106)	-14.0%
TOTAL COMMUNITY SERVICES	14,745,976	15,853,494	17,478,494	17,724,021	245,527	1.4%



FISCAL YEAR 2020 - ADOPTED BUDGET

LIBRARY SERVICES DIVISION

MARIA TUCKER, LIBRARY SERVICES DIVISION DIRECTOR

Division Mission

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

Division Description of Services

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

SENIOR SERVICES DIVISION

EUGENE RINALDI, SENIOR SERVICES DIVISION DIRECTOR

Division Mission

To support adults age 60+ to maintain their health and independence.

Division Description of Services

The Senior Services Division is comprised of employees who provide essential services to seniors in the City and County of Santa Fe. An array of programs are supported by State funding and matched with City general funds. Services stemming from the Older American Act 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, and four



FISCAL YEAR 2020 - ADOPTED BUDGET

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

YOUTH AND FAMILY SERVICES DIVISION

JULIE SANCHEZ, INTERIM DIVISION DIRECTOR/PROGRAM MANAGER

Division Mission

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

Division Description of Services

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

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

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

- The CYC receives three percent (3%) of the gross receipts tax collected and administers funding to local nonprofits on a two-year funding cycle. The purpose of the fund is to support community programs that promote the healthy development of children and youth, ages birth to 21. Contracts cover Early Care and Education for Children ages 0-5 years, Supplemental Education for School-Age Children, Youth Wellness, and Reconnecting Youth.
- The Veterans Advisory Board is funded from the PIT2 State Income Tax option. The Board recognizes the service of veterans and works to meet the needs of veterans in the



FISCAL YEAR 2020 - ADOPTED BUDGET

community. Contracts address unemployment, underemployment, aging, homelessness, and navigation in the Santa Fe community.

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



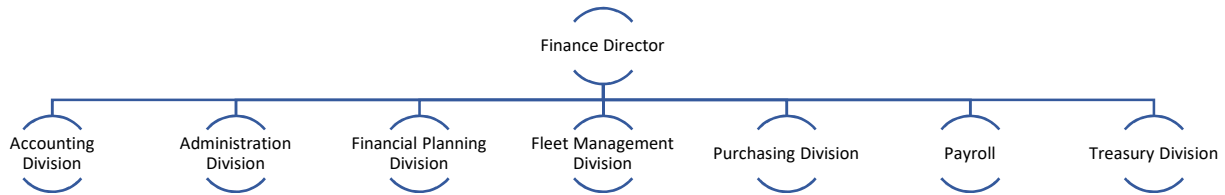
FISCAL YEAR 2020 - ADOPTED BUDGET

B. FINANCE DEPARTMENT

MARY MCCOY, FINANCE DIRECTOR

Department 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.

Department Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

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

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
Finance Administration	8,470,810	1,800,964	2,193,810	1,944,208	(249,602)	-11.4%
Accounting	1,645,684	3,070,103	1,886,464	1,737,806	(148,658)	-7.9%
Financial Planning & Reporting	2,154	24,540	-	566,112	566,112	N/A
Fleet Management	661,451	1,213,309	1,684,797	1,511,792	(173,005)	-10.3%
Payroll	1,203	-	-	276,484	276,484	N/A
Purchasing	367,335	358,115	293,576	431,528	137,952	47.0%
Risk Management	6,502,789	9,446,660	5,988,897	6,085,141	96,244	1.6%
Treasurer	2,775,676	588,112	1,012,445	644,882	(367,563)	-36.3%
TOTAL FINANCE DEPARTMENT	20,427,102	16,501,803	13,059,989	13,197,953	137,964	1.1%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
Salaries, Wages & Benefits	3,881,451	7,428,851	4,054,427	4,189,268	134,841	3.3%
Contractuals & Utilities	627,384	818,526	1,228,630	992,000	(236,630)	-19.3%
Repairs & Maintenance	52,149	104,090	447,135	304,600	(142,535)	-31.9%
Supplies	138,018	545,399	564,210	520,287	(43,923)	-7.8%
Insurance	3,897,263	3,634,897	4,090,952	4,101,501	10,549	0.3%
Other Operating Costs	2,391,914	673,239	1,013,340	1,211,115	197,775	19.5%
Capital Purchases	71,848	40,368	42,500	40,500	(2,000)	-4.7%
Transfers to Other Funds	9,367,074	3,256,433	1,618,795	1,838,682	219,887	13.6%
TOTAL FINANCE DEPARTMENT	20,427,102	16,501,803	13,059,989	13,197,953	137,964	1.1%

SUMMARY BY (MUNIS) FUND	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
General Fund	13,744,922	5,792,505	5,267,534	5,601,020	333,486	6.3%
Capital Equipment Reserve	75,223	16,365	15,800	-	(15,800)	-100.0%
1/2% GRT Income Fund	104,168	32,965	102,961	-	(102,961)	-100.0%
Risk Management	6,502,789	9,446,660	5,988,897	6,085,141	96,244	1.6%
Services to Other Depts	-	1,213,309	1,684,797	1,511,792	(173,005)	-10.3%
TOTAL FINANCE DEPARTMENT	20,427,102	16,501,803	13,059,989	13,197,953	137,964	1.1%



FISCAL YEAR 2020 - ADOPTED BUDGET

ACCOUNTING DIVISION

DEBRA HARRIS-GARMENDIA, CPA, ACCOUNTING OFFICER

Division Mission

The mission of the Accounting 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, and ensuring the City is in compliance with Federal, State and local financial and fiduciary laws.

Division Description of Services

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

ADMINISTRATION DIVISION

CAROLYNN ROIBAL, ADMINISTRATIVE MANAGER

Division Mission

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

Division 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 the 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.



FISCAL YEAR 2020 - ADOPTED BUDGET

FINANCIAL PLANNING DIVISION

BRADLEY FLUETSCH, CFA, PLANNING AND INVESTMENT OFFICER

Division Mission

The Financial Planning 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.

Division Description of Services

The Financial Planning Division assists City departments in developing the City Manager's Proposed Annual Operating and Capital Budget, 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. 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.

FLEET MANAGEMENT DIVISION

DANIEL GARCIA, FLEET MANAGER

Division 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. But most importantly, Fleet Management guarantees the quality of emergency response units such as police cruisers, ambulances, and fire engines. 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 2020 - ADOPTED BUDGET

Division Description of Services

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

PAYROLL DIVISION

YVONNE ENCINIAS, PAYROLL OFFICER

Division Mission

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

Division Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

PURCHASING DIVISION

FRANCES DUNAWAY, CHIEF PROCUREMENT OFFICER

Division Mission

The Purchasing Division 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.

Division Description of Services

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

RISK MANAGEMENT DIVISION

VACANT, RISK MANAGER

Division 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.

Division Description of Services

Risk Management is responsible for minimizing the financial consequences of the City's exposure to risk. The Division manages an effective program to reduce claims, medical fees, settlements, lost work time, and premiums. The Division complies with OSHA, City, State and Federal regulations. 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 2020 - ADOPTED BUDGET

TREASURY DIVISION

CLAYTON PELLETIER, INTERIM TREASURY OFFICER

Division Mission

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

Division 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 (\$262M) and debt portfolios (\$275M). 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.



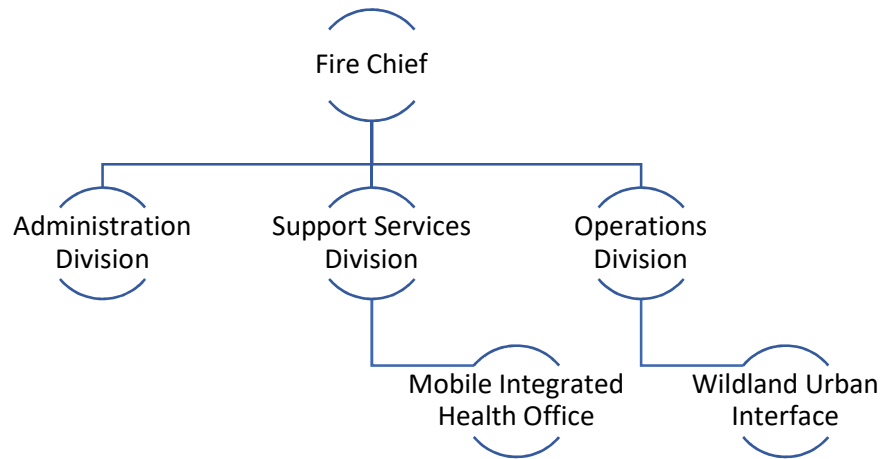
FISCAL YEAR 2020 - ADOPTED BUDGET

C. FIRE DEPARTMENT

PAUL BABCOCK, FIRE CHIEF

Department 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.





FISCAL YEAR 2020 - ADOPTED BUDGET

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

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
Fire Administration	17,220,889	16,724,803	12,191,874	4,963,660	(7,228,214)	-59.3%
Fire Operations	734,262	1,681,604	5,232,084	14,933,914	9,701,830	185.4%
Support Services	1,641,213	2,137,663	5,955,264	4,215,310	(1,739,954)	-29.2%
TOTAL FIRE DEPARTMENT	19,596,364	20,544,070	23,379,222	24,112,884	733,662	3.1%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
Salaries, Wages & Benefits	16,045,820	17,151,179	18,488,793	19,015,952	527,159	2.9%
Contractuals & Utilities	270,439	290,085	661,236	876,880	215,644	32.6%
Repairs & Maintenance	133,563	114,460	146,043	149,337	3,294	2.3%
Supplies	695,704	868,198	840,842	996,905	156,063	18.6%
Insurance	390,794	379,416	330,750	338,313	7,563	2.3%
Other Operating Costs	407,375	713,131	1,117,426	927,288	(190,138)	-17.0%
Capital Purchases	1,330,463	289,640	1,618,838	1,633,743	14,905	0.9%
Transfers to Other Funds	322,204	737,960	175,294	174,466	(828)	-0.5%
TOTAL FIRE DEPARTMENT	19,596,364	20,544,070	23,379,222	24,112,884	733,662	3.1%

SUMMARY BY (MUNIS) FUND	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
General Fund	17,409,016	19,826,058	20,209,078	20,995,646	786,568	3.9%
Capital Equipment Reserve	59	-	-	-	-	N/A
Emergency Services	1,622,351	629,427	2,515,121	2,090,382	(424,739)	-16.9%
Fire Environmental Service	487,641	88,586	655,023	1,026,856	371,833	56.8%
Impact Fees Fund	77,297	-	-	-	-	N/A
TOTAL FIRE DEPARTMENT	19,596,364	20,544,070	23,379,222	24,112,884	733,662	3.1%



FISCAL YEAR 2020 - ADOPTED BUDGET

ADMINISTRATION DIVISION

PAUL BABCOCK, FIRE CHIEF

Division Mission

The Administration Division is the core of the executive leadership and administrative operations supporting all 190 members of the Department. The mission is to preserve life and property through public education and prompt, efficient emergency response. The City of Santa Fe Fire Department is dedicated to serving the best interest of the public by taking the steps necessary to reduce human suffering, 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, City of Santa Fe Fire Department members prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding they deserve.

Division 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. Facilities, equipment, apparatus, uniforms, and personal protective equipment are also overseen by this Division.

SUPPORT SERVICES DIVISION

CARLOS NAVA, ASSISTANT FIRE CHIEF

Division Mission and Description of Services

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

- The Fleet Division is responsible for the design, purchase, and maintenance of the Department's fleet which includes: 7 firefighting apparatuses, 11 ambulances, 16 specialized pieces of equipment, and 31 utility vehicles. In addition to servicing the fleet of apparatuses and vehicles, the Division 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, Division staff 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 2020 - ADOPTED BUDGET

- The Training Division relies upon and follows State statutes and guidelines as well as National standards and best practices to provide comprehensive training across all disciplines that the Department needs to perform. The focus is on high quality content distribution and skills performance rather than simply fulfilling education hours. In short, the following organizations and documents dictate or guide training hours offered: National Registry of EMTs, New Mexico EMS Bureau, New Mexico State Statute, National Fire Protection Association, New Mexico Firefighters Training Academy, Occupational Safety and Health Administration, SFFD/SFFA CBA, rules and Regulations and Standard Operating Guidelines, and the Insurance Services Office.

In addition to internal training, the Training Division plans for and conducts the SFFD Recruit Academy for new personnel and multiple nationally-offered trainings in collaboration with the State Fire Marshal's office and the National Fire Academy. Upon request, the Training Division helps other City Departments and schools with training and fire safety education.

- The Health and Safety Officer monitors and provides education and policies to the Department member health and well-being. 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 Safety Officer also helps evaluate and purchase all personnel protective clothing for the Department.
- The Fire Prevention Division 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 Land Use Department on all properties within certain parameters and for all developments. Inspections are done annually on business 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 build public relations and public education with hundreds of scheduled events and visits to every school within the City.
- The Mobile Integrated Health Office (MIHO) proactively seeks out frequent users of the City's emergency 911 system and provides them with the help and resources to improve their health status and become less reliant on emergency services. This not only improves the person's individual health, but saves money and creates less of a burden on the emergency response system by decreasing non-emergency requests from that population.

The CONNECT program is the flagship program for the Division's EMS operations into the 21st century. Participants in the CONNECT program are identified either internally through a high rate of 911 use or externally by health care partners for high use of health care resources. Participants are enrolled for a 90-day intervention which consists of home visits, identification of barriers to health and goals, and a participant/provider partnership



FISCAL YEAR 2020 - ADOPTED BUDGET

aimed at connecting the participant to existing resources. Other programs are directed to deliver Naloxone to those identified as at risk for narcotic overdose, services to address falls in elderly populations, and response to relieve emergency response units when not needed.

In 2019 we are excited to add the Law Enforcement Assisted Diversion (LEAD) program to our community assistance profile. LEAD will divert individuals to a community-based, harm-reduction intervention program for low-level and non-violent behavioral health cases.

- The Fire Department hosts and funds an ITT Specialist who is shared with the Santa Fe Police Department to provide IT services to both Departments.

OPERATIONS DIVISION

CARLOS NAVA, ASSISTANT FIRE CHIEF

Division Mission

The Operations Division 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.

Division Description of Services

The Santa Fe Fire Department maintains a constant state of readiness and provides an all-hazards emergency response for the City's citizens and visitors. All-hazards response includes motor vehicle accidents, technical rescue incidents, structural and wildland fires, hazardous materials, emergency medical services, airport rescue firefighting and providing general assistance to the public. 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. The delivery of high-quality and efficient fire, rescue and emergency medical services is accomplished through three work shifts (A, B and C) with a minimum of 35 responders on duty at any given moment. Operations are spread across two battalions containing six operational fire stations (including one at the Santa Fe Airport) with an additional station in the works to cover the new annexation area. Each fire station is equipped with a fire engine and an ambulance at a minimum. The Department responds to approximately 17,000 calls for service per year. The 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 2020 - ADOPTED BUDGET

EMERGENCY MEDICAL SERVICES (EMS) DIVISION

GREG CLIBURN, ASSISTANT FIRE CHIEF

Division Mission

The EMS Division furthers the Fire Department's mission by ensuring excellent emergency medical response and community health risk reduction services. We aim to protect and improve the health of the City's residents and visitors, reduce costs to our healthcare system, and provide services that are safe and satisfying for the public and our workers. We support this with robust data analysis and quality management, efficient logistical support, and responsive customer service.

Division Description of Services

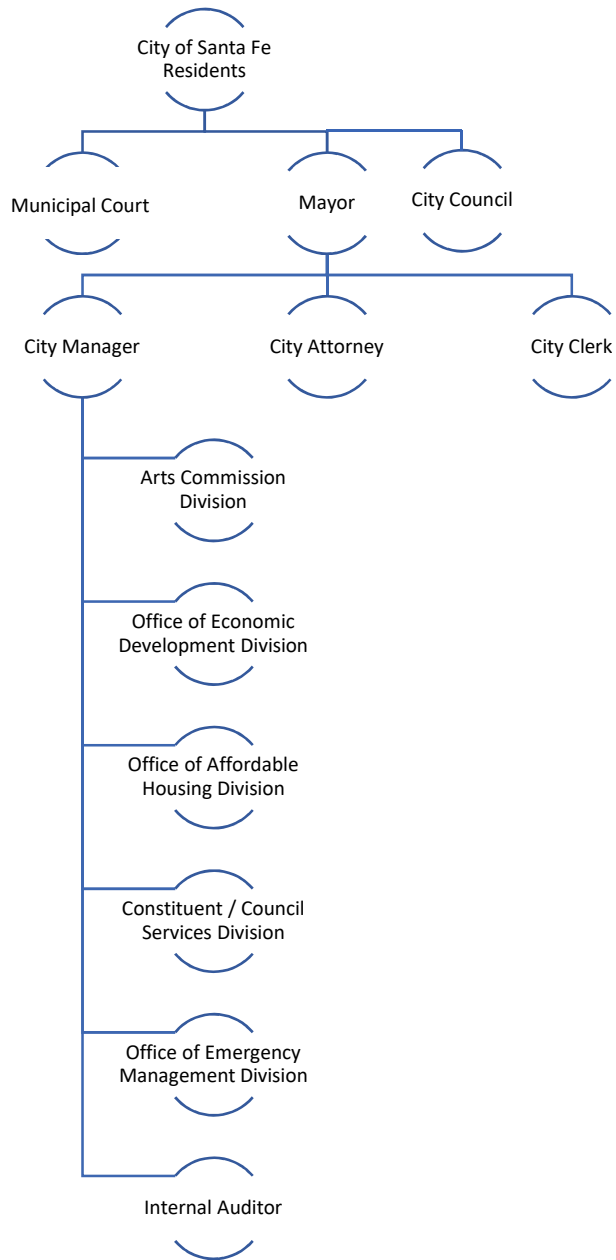
The EMS Division is the home of the Fire Department's Emergency Medical Services (EMS) and Mobile Integrated Health Office (MIHO) functions. Our services include direct provision of health care to the public (external) and administrative direction, management, and support of the Department's public-facing health care activities (internal). (See description under Support Services Division.)



FISCAL YEAR 2020 - ADOPTED BUDGET

D. GENERAL GOVERNMENT

JAREL LAPAN HILL, INTERIM CITY MANAGER





FISCAL YEAR 2020 - ADOPTED BUDGET

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

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES 2016/17	EXPENDITURES 2017/18	MIDYEAR BUDGET	BUDGET 2019/20	2018/19 vs. 2019/20	2018/19 vs. 2019/20
Mayor & Council	1,028,336	814,148	1,200,380	992,696	(207,684)	-17.3%
City Manager	841,006	1,173,816	1,228,671	839,804	(388,867)	-31.6%
City Attorney	1,521,808	1,787,063	1,745,049	1,905,377	160,328	9.2%
Constituent & Council Services	371,784	390,171	362,435	781,128	418,693	115.5%
City Clerk	1,033,218	1,754,306	1,578,363	1,431,910	(146,453)	-9.3%
Internal Audit	132,809	110,921	182,821	172,180	(10,641)	-5.8%
Municipal Court	1,898,117	2,318,920	2,218,261	2,290,019	71,758	3.2%
Affordable Housing	953,512	1,690,304	2,168,122	2,042,426	(125,696)	-5.8%
Arts & Culture	1,518,162	1,720,817	2,068,804	1,918,135	(150,669)	-7.3%
Economic Development	2,061,493	2,474,654	2,441,824	2,636,670	194,846	8.0%
Emergency Management	193,533	415,166	666,507	354,808	(311,699)	-46.8%
TOTAL GENERAL GOVERNMENT	11,553,778	14,650,286	15,861,237	15,365,153	(496,084)	-3.1%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES 2016/17	EXPENDITURES 2017/18	MIDYEAR BUDGET	BUDGET 2019/20	2018/19 vs. 2019/20	2018/19 vs. 2019/20
Salaries, Wages & Benefits	6,175,005	6,667,689	7,202,828	7,329,174	126,346	1.8%
Contractuals & Utilities	2,817,068	4,165,032	4,605,273	3,968,195	(637,078)	-13.8%
Repairs & Maintenance	59,477	70,806	127,560	64,527	(63,033)	-49.4%
Supplies	149,377	201,438	245,923	246,553	630	0.3%
Insurance	135,912	166,825	146,490	148,589	2,099	1.4%
Other Operating Costs	1,646,627	2,817,782	2,705,449	2,608,349	(97,100)	-3.6%
Capital Purchases	11,075	51,972	204,355	82,265	(122,090)	-59.7%
Transfers to Other Funds	559,237	508,743	623,359	917,501	294,142	47.2%
TOTAL GENERAL GOVERNMENT	11,553,778	14,650,286	15,861,237	15,365,153	(496,084)	-3.1%

SUMMARY BY (MUNIS) FUND	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES 2016/17	EXPENDITURES 2017/18	MIDYEAR BUDGET	BUDGET 2019/20	2018/19 vs. 2019/20	2018/19 vs. 2019/20
General Fund	7,275,976	8,544,266	9,681,585	10,068,720	387,135	4.0%
Franchise Fee Fund	15,848	23,558	20,000	20,000	-	0.0%
Economic Development	1,412,980	1,839,940	1,831,823	1,492,862	(338,961)	-18.5%
Lodgers' Tax Fund	1,342,318	1,531,433	1,946,173	1,743,660	(202,513)	-10.4%
Public Campaign Financing	-	332,969	-	-	-	N/A
Emergency Services	193,533	415,166	666,507	354,808	(311,699)	-46.8%
Law Enforcement	542,513	814,304	261,632	333,152	71,520	27.3%
Community Development	594,765	959,266	1,330,887	1,177,476	(153,411)	-11.5%
Arts & Culture Grants	71,126	73,220	75,315	65,000	(10,315)	-13.7%
Santa Fe Convention Center	104,718	116,164	47,316	109,475	62,159	131.4%
TOTAL GENERAL GOVERNMENT	11,553,778	14,650,286	15,861,237	15,365,153	(496,084)	-3.1%



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY MANAGER'S OFFICE

JAREL LAPAN HILL, INTERIM CITY MANAGER

Division Mission

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

Division 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 CM works closely with department directors to provide the best customer service to constituents and to improve services within the City. The CM also works with the departments to provide a safe and respectful work place for the employees.

ARTS COMMISSION DIVISION

PAULINE KAMIYAMA, ARTS COMMISSION DIRECTOR

Division Mission

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

Division Description of Services

The Division is responsible for the execution of a grant program, art education, Culture Connects, the Youth Cultural Passport, Southside Summer, 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.



FISCAL YEAR 2020 - ADOPTED BUDGET

OFFICE OF ECONOMIC DEVELOPMENT

RICHARD BROWN, DIRECTOR OF ECONOMIC DEVELOPMENT

Division Mission

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

Division Description of Services

The Office's 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.

OFFICE OF AFFORDABLE HOUSING

ALEXANDRA LADD, AFFORDABLE HOUSING MANAGER

Division Mission

The Office of Affordable Housing (OAH) 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.

Division Description of Services

OAH has a long history of supporting affordable housing through regulation (inclusionary zoning), policy (1999 General Plan, Consolidated Plan, Five-Year Strategic Plan, Analysis of Fair Housing), real estate development (Tierra Contenta, 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



FISCAL YEAR 2020 - ADOPTED BUDGET

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.

CONSTITUENT AND COUNCIL SERVICES DIVISION

KRISTINE MIHELICIC, CONSTITUENT SERVICES DIRECTOR

Division Mission

The Mission of the Constituent and Council Services 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.

Division Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

OFFICE OF EMERGENCY MANAGEMENT

KYLE MASON, INTERIM EMERGENCY MANAGER

Division Mission

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

Division Description of Services

- Planning
- Training
- Conducting Emergency Exercises
- Emergency Operations Center
- Grant Management

CITY ATTORNEY'S OFFICE

ERIN K. MCSHERRY, CITY ATTORNEY

Division 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.

Division 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 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.



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY CLERK

YOLANDA Y. VIGIL, CITY CLERK

Division Mission

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

Division Description of Services

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

MUNICIPAL COURT

VIRGINIA VIGIL, MUNICIPAL COURT JUDGE

Division Mission

The mission of the Santa Fe Municipal Court is to administer justice to the people of Santa Fe in a fair, equitable, efficient, professional, and consistent manner. The Court seeks to serve as a model court for the State. In addition, the Court makes every effort to provide effective, efficient services in the processing of traffic citations, criminal cases, code enforcement, and animal cases.

The Municipal Court Judge adjudicates traffic citations, petty misdemeanors, and 1st, 2nd and 3rd DUI cases as issued by the City of Santa Fe Police Department. These violations include, but are not limited to, traffic, drinking in public, disorderly conduct, and shoplifting (under \$250). 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.



FISCAL YEAR 2020 - ADOPTED BUDGET

Division 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 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. In addition, electronic monitoring provides increased public safety by using monitoring technologies.



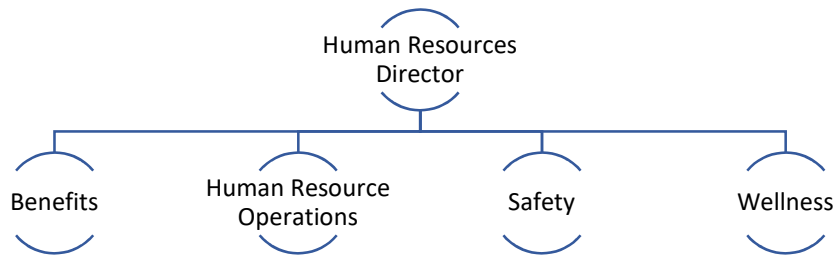
FISCAL YEAR 2020 - ADOPTED BUDGET

E. HUMAN RESOURCES DEPARTMENT

BERNADETTE SALAZAR, DIRECTOR OF HUMAN RESOURCES

Department 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.



Department Description of Services

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



FISCAL YEAR 2020 - ADOPTED BUDGET

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

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES 2016/17	EXPENDITURES 2017/18	MIDYEAR BUDGET	BUDGET 2019/20	2018/19 vs. 2019/20	2018/19 vs. 2019/20
Salaries, Wages & Benefits	1,617,057	1,826,660	1,419,269	3,741,536	2,322,267	163.6%
Contractuals & Utilities	943,786	1,147,121	1,320,468	1,654,456	333,988	25.3%
Repairs & Maintenance	1,665	-	5,000	5,000	-	0.0%
Supplies	52,465	36,563	50,253	87,103	36,850	73.3%
Insurance	22,078,104	21,943,334	23,010,347	24,527,371	1,517,024	6.6%
Other Operating Costs	130,508	209,776	319,856	357,073	37,217	11.6%
Capital Purchases	-	5,299	-	-	-	N/A
Transfers to Other Funds	95,886	223,848	174,452	225,000	50,548	29.0%
TOTAL HUMAN RESOURCES	24,919,472	25,392,600	26,299,645	30,597,539	4,297,894	16.3%

SUMMARY BY (MUNIS) FUND	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES 2016/17	EXPENDITURES 2017/18	MIDYEAR BUDGET	BUDGET 2019/20	2018/19 vs. 2019/20	2018/19 vs. 2019/20
General Fund	910,996	1,444,277	1,650,137	3,671,121	2,020,984	122.5%
Risk Management	552,091	669,468	680,130	904,800	224,670	33.0%
Santa Fe Health/Dental	21,712,514	21,960,758	22,133,374	24,202,614	2,069,240	9.3%
Workers' Compensation	1,591,166	1,279,814	1,618,004	1,619,004	1,000	0.1%
Unemployment Claims	152,705	38,282	218,000	200,000	(18,000)	-8.3%
TOTAL HUMAN RESOURCES	24,919,472	25,392,600	26,299,645	30,597,539	4,297,894	16.3%



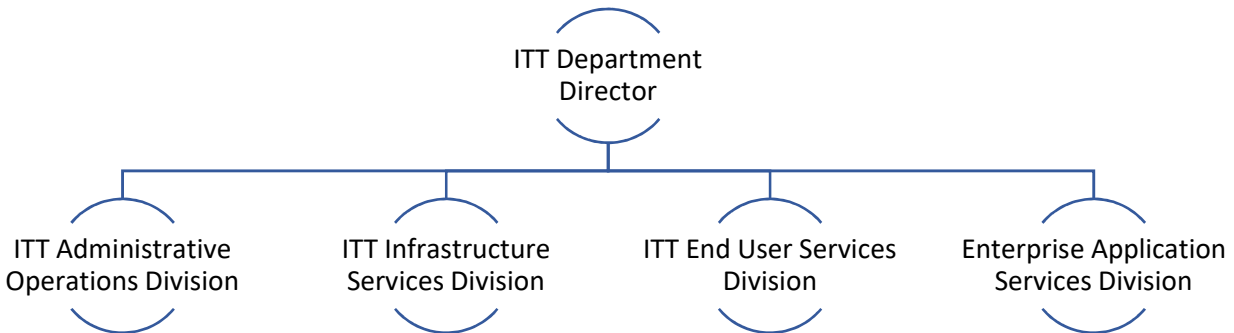
FISCAL YEAR 2020 - ADOPTED BUDGET

F. INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

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

Department 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, becoming a more capable, collaborative, and agile department, which consistently provides excellent technology services to support the City's mission.



Department 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
- GIS mapping
- Radio device and services
- Unified telecommunications
- Servers/workstations/mobile devices
- Storage/archiving



FISCAL YEAR 2020 - ADOPTED BUDGET

CITY OF SANTA FE INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 ADOPTED BUDGET

SUMMARY BY DIVISION	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
ITT Administration	5,204,743	3,044,040	1,017,326	4,273,136	3,255,810	320.0%
End User Services	3,263	338,923	521,450	559,492	38,042	7.3%
Enterprise Application Services	157,844	2,214,597	3,398,895	3,677,541	278,646	8.2%
Infrastructure Services	-	3,414,852	4,938,866	5,056,665	117,799	2.4%
TOTAL INFO. TECH. & TELECOMM.	5,365,850	9,012,412	9,876,537	13,566,834	3,690,297	37.4%

SUMMARY BY CATEGORY	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
Salaries, Wages & Benefits	2,835,050	3,023,524	2,934,625	3,123,725	189,100	6.4%
Contractuals & Utilities	894,975	1,415,748	2,419,918	2,415,073	(4,845)	-0.2%
Repairs & Maintenance	316,412	375,864	222,500	222,500	-	0.0%
Supplies	801,052	2,075,914	2,479,929	2,527,355	47,426	1.9%
Insurance	64,676	84,663	104,090	68,423	(35,667)	-34.3%
Other Operating Costs	426,102	1,023,406	1,470,475	1,865,758	395,283	26.9%
Capital Purchases	27,583	79,155	234,000	213,000	(21,000)	-9.0%
Transfers to Other Funds	-	934,138	11,000	3,131,000	3,120,000	28363.6%
TOTAL INFO. TECH. & TELECOMM.	5,365,850	9,012,412	9,876,537	13,566,834	3,690,297	37.4%

SUMMARY BY (MUNIS) FUND	ACTUAL	ACTUAL	2018/19	ADOPTED	\$ CHANGE	% CHANGE
	EXPENDITURES	EXPENDITURES	MIDYEAR	BUDGET	2018/19 vs.	2018/19 vs.
	2016/17	2017/18	BUDGET	2019/20	2019/20	2019/20
General Fund	4,157,037	-	-	-	-	N/A
1/2% GRT Income Fund	1,208,813	1,335,413	34,513	3,360,513	3,326,000	9636.9%
Services to Other Depts	-	7,676,999	9,842,024	10,206,321	364,297	3.7%
TOTAL INFO. TECH. & TELECOMM.	5,365,850	9,012,412	9,876,537	13,566,834	3,690,297	37.4%



FISCAL YEAR 2020 - ADOPTED BUDGET

ITT ADMINISTRATIVE OPERATIONS DIVISION

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

Division 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.

Division Description of Services

- Responsible for the procurement of 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.
- 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.
- Enterprise Resource Planning (ERP) program management services in support of the City's initiatives.
- Provide organizational information security services.

ITT INFRASTRUCTURE SERVICES DIVISION

LARRY WORSTELL, INFRASTRUCTURE SERVICES MANAGER

Division 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.