

*Attachment M*

***UPDATED  
BUDGET BOOK PAGES  
FOR  
BUDGET HEARING***

# *Attachment M*

LOS ALAMOS   S  
where discoveries are made

# BUDGET SUMMARY – TABLE OF CONTENTS

## **BUDGET SUMMARY**

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## COMBINED BUDGET STATEMENT

	<b>GENERAL FUND</b>	<b>SPECIAL REVENUE FUNDS</b>	<b>DEBT SERVICE FUND</b>	<b>CAPITAL PROJECTS FUNDS</b>
<b>Fiscal Year (FY) 2021 Proposed</b>				
Total beginning fund balance / working capital	\$ 34,949,830	6,748,235	297,372	29,310,200
Revenues and other sources	74,324,856	4,142,484	9,000	7,905,924
Transfers from other funds	3,009,197	1,086,950	4,552,159	6,729,000
Expenditures	61,523,837	7,471,562	4,552,159	10,106,000
Transfers to other funds	12,586,162	2,000,000	-	1,358,000
Total fund balance / working capital ending FY2021	<u>\$ 38,173,884</u>	<u>2,506,107</u>	<u>306,372</u>	<u>32,481,124</u>
<b>Fiscal Year (FY) 2022 Projected</b>				
Total beginning fund balance / working capital	\$ 38,173,884	2,506,107	306,372	32,481,124
Revenues and other sources	75,884,081	4,204,912	11,000	6,404,320
Transfers from other funds	3,077,846	1,092,450	4,556,409	6,500,000
Expenditures	63,467,958	5,457,225	4,556,409	12,856,000
Transfers to other funds	12,218,209	-	-	1,394,000
Total fund balance / working capital ending FY2022	<u>\$ 41,449,644</u>	<u>2,346,244</u>	<u>317,372</u>	<u>31,135,444</u>
	<b>GENERAL FUND</b>	<b>SPECIAL REVENUE FUNDS</b>	<b>DEBT SERVICE FUND</b>	<b>CAPITAL PROJECTS FUNDS</b>
FY2021 Proposed Budget FTEs	351.98	3.59	0.00	0.00
FY2020 Adopted Budget FTEs	<u>352.52</u>	<u>3.59</u>	<u>0.00</u>	<u>0.00</u>
Net increase / (decrease)	<u>-0.54</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

<b>JOINT UTILITY SYSTEM FUND</b>	<b>OTHER ENTERPRISE FUNDS</b>	<b>INTERNAL SERVICE FUNDS</b>	<b>TOTAL PROPOSED BUDGET</b>	<b>FY2020 ADOPTED BUDGET</b>
4,790,800	4,407,618	10,959,330	91,463,385	90,363,302
85,246,487	41,157,570	17,506,159	230,292,480	202,977,637
2,000,000	1,576,053	-	18,953,359	15,903,938
85,501,252	40,305,085	17,877,570	227,337,465	199,598,445
819,197	2,190,000	-	18,953,359	15,903,938
<u>5,716,838</u>	<u>4,646,156</u>	<u>10,587,919</u>	<u>94,418,400</u>	<u>93,742,494</u>

5,716,838	4,646,156	10,587,919	94,418,400
65,734,289	40,791,958	18,825,885	211,856,445
-	1,463,350	-	16,690,055
61,692,306	39,974,870	18,666,773	206,671,541
835,846	2,242,000	-	16,690,055
<u>8,922,975</u>	<u>4,684,594</u>	<u>10,747,031</u>	<u>99,603,304</u>

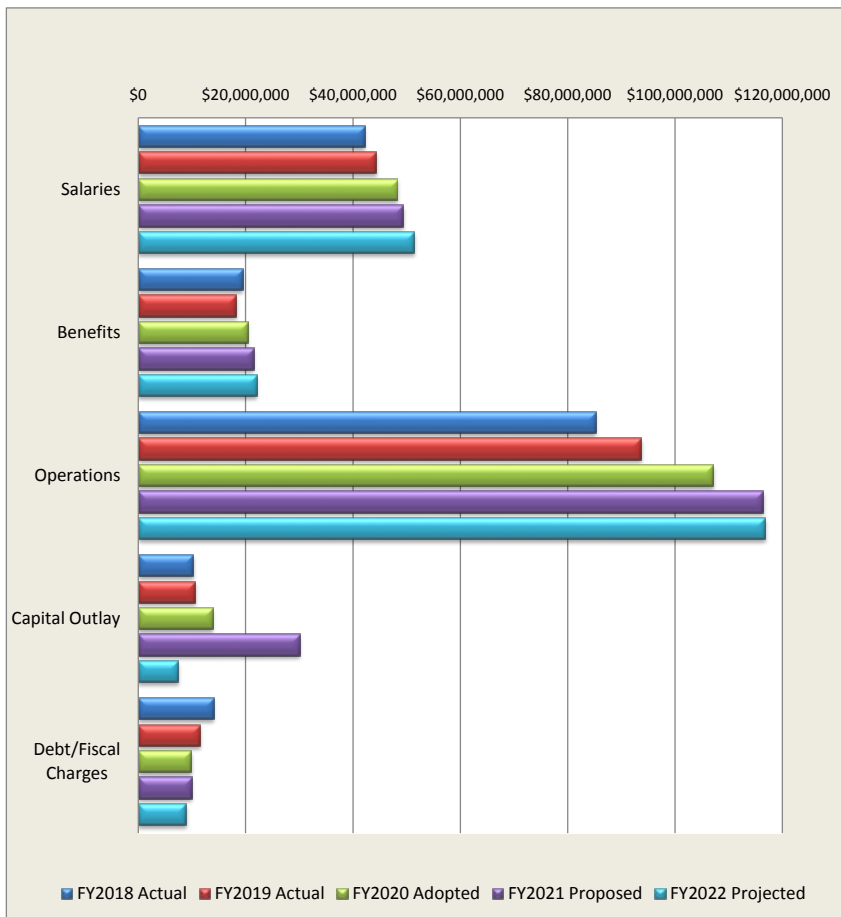
<b>JOINT UTILITY SYSTEM FUND</b>	<b>OTHER ENTERPRISE FUNDS</b>	<b>INTERNAL SERVICE FUNDS</b>	<b>TOTAL FTEs</b>
99.65	207.37	13.00	675.59
<u>98.60</u>	<u>207.37</u>	<u>13.00</u>	<u>675.08</u>
<u>1.05</u>	<u>0.00</u>	<u>0.00</u>	<u>0.51</u>

**COUNTY-WIDE COMBINED BUDGET - REVENUE AND EXPENDITURE STATEMENT**

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Proposed Budget	\$ Variance FY2020 vs FY2019	% Variance FY2020 vs FY2019	FY2022 Projected Budget	% Variance FY2020 vs FY2019
<b>Total beginning fund balance working capital</b>	107,096,018	111,729,040	90,336,302	91,463,385	1,127,083	1.2%	94,418,400	3.23%
<b>Revenues</b>								
Taxes	54,133,742	63,212,455	64,094,380	67,176,337	3,081,957	4.8%	68,739,117	2.33%
Intergovernmental	25,218,943	25,033,032	28,277,032	36,038,383	7,761,351	27.4%	31,596,552	-12.33%
User Charges	64,612,762	66,995,737	72,254,889	71,207,780	(1,047,109)	-1.4%	70,363,922	-1.19%
Interdepartmental	24,606,320	23,812,423	26,721,021	29,817,098	3,096,077	11.6%	31,198,797	4.63%
Investment Income	5,017,127	4,708,111	4,923,589	4,251,562	(672,027)	-13.6%	4,570,990	7.51%
Debt Proceeds	0	0	0	14,800,856	14,800,856	100.0%	0	-100.00%
Other	4,421,113	4,398,971	6,706,726	7,000,464	293,738	4.4%	5,387,067	-23.05%
<b>Total Revenues</b>	<u>178,010,006</u>	<u>188,160,729</u>	<u>202,977,637</u>	<u>230,292,480</u>	<u>27,314,843</u>	13.5%	<u>211,856,445</u>	-8.01%
<b>Transfers from other funds</b>	17,185,307	15,817,836	15,903,938	18,953,359	3,049,421	19.2%	16,690,055	-11.94%
<b>Total sources of funds</b>	<u>\$ 302,291,331</u>	<u>315,707,605</u>	<u>309,217,877</u>	<u>340,709,224</u>	<u>31,491,347</u>	10.2%	<u>322,964,900</u>	-5.21%
<b>Expenditures</b>								
County Council	\$ 416,268	394,776	419,546	425,946	6,400	1.5%	428,671	0.64%
County Assessor	587,984	633,789	734,602	654,912	(79,690)	-10.8%	681,026	3.99%
County Clerk	544,507	566,759	663,538	658,688	(4,850)	-0.7%	692,279	5.10%
County Sheriff	16,694	12,204	15,510	15,543	33	0.2%	15,787	1.57%
Municipal Court	492,629	499,927	600,644	606,632	5,988	1.0%	626,309	3.24%
Probate Court	4,587	4,540	5,906	5,925	19	0.3%	5,960	0.59%
County Manager	15,089,538	16,007,556	21,204,070	22,920,267	1,716,197	8.1%	21,702,747	-5.31%
County Attorney	645,014	680,206	744,053	790,567	46,514	6.3%	817,297	3.38%
Administrative Services	9,131,061	8,192,913	8,241,593	9,294,132	1,052,539	12.8%	9,551,785	2.77%
Community Development	1,782,356	1,573,284	2,042,188	1,995,511	(46,677)	-2.3%	2,068,732	3.67%
Community Services	12,705,787	12,434,269	14,815,220	14,586,335	(228,885)	-1.5%	15,249,705	4.55%
Fire	29,739,519	29,311,668	34,265,312	35,914,049	1,648,737	4.8%	36,184,418	0.75%
Police	8,641,291	8,697,528	9,380,867	9,912,596	531,729	5.7%	10,271,727	3.62%
Public Works	25,499,718	31,935,670	38,378,733	39,502,951	1,124,218	2.9%	42,126,383	6.64%
Utilities	59,386,628	61,070,379	63,535,904	85,501,252	21,965,348	34.6%	61,692,306	-27.85%
Non-Departmental	6,506,880	6,314,388	4,550,759	4,552,159	1,400	0.0%	4,556,409	0.09%
<b>Total Expenditures</b>	<u>171,190,461</u>	<u>178,329,856</u>	<u>199,598,445</u>	<u>227,337,465</u>	<u>27,739,020</u>	13.9%	<u>206,671,541</u>	-9.09%
<b>Transfers to other funds</b>	17,185,307	15,817,836	15,903,938	18,953,359	3,049,421	19.2%	16,690,055	-11.94%
<b>Nonbudgeted Items</b>	(2,186,523)	(1,046,160)	-					
<b>Ending fund balance</b>	<u>\$ 111,729,040</u>	<u>120,513,753</u>	<u>93,715,494</u>	<u>94,418,400</u>	<u>702,906</u>	0.8%	<u>99,603,304</u>	5.49%
<b>Total uses of funds</b>	<u>302,291,331</u>	<u>315,707,605</u>	<u>309,217,877</u>	<u>340,709,224</u>	<u>31,491,347</u>	10.2%	<u>322,964,900</u>	-5.21%

## COUNTY-WIDE COMBINED BUDGET BY EXPENDITURE CATEGORY

		FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Proposed Budget	% Variance 21 v 20	FY2022 Projected Budget	% Variance 22 v 21
<b>Category:</b>								
Salaries	\$	42,220,990	44,289,134	48,296,371	49,311,085	-2%	51,376,207	4%
Benefits		19,421,529	18,259,134	20,355,346	21,528,138	-5%	22,053,270	2%
Operations		85,242,005	93,675,570	107,140,481	116,453,666	-8%	116,803,270	0%
Capital Outlay		10,247,351	10,620,443	13,911,700	30,131,560	-54%	7,489,772	-75%
Debt/Fiscal Charges		14,058,585	11,485,575	9,894,547	9,913,016	0%	8,949,022	-10%
<b>Expenditures</b>		<b>171,190,461</b>	<b>178,329,856</b>	<b>199,598,445</b>	<b>227,337,465</b>	<b>-12%</b>	<b>206,671,541</b>	<b>-9%</b>



## SUMMARY OF SIGNIFICANT CHANGES

This narrative describes the significant changes between the FY2021 proposed and FY2020 adopted budgets. Following this narrative are tables and graphs that provide additional information, including revenue and expenditure comparisons.

Some of the changes are common to all departments and funds. They are described here by expenditure type so that the same comments will not be repeated throughout the fund and department statements. In some instances, the change described may not be apparent within a specific expenditure line item because offsetting changes are included in that line. Where those are significant they will be footnoted separately.

### COMMON CHANGES

#### Salaries, Benefits, Staffing, and Other Changes

The County began preparing the budget in December. Our guidance for budget development was for a 3% increase in salaries for non-collective bargaining employees, a 10% increase in medical premiums and other expenditure categories flat to the FY2020 adopted amounts except for contractually obligated increases.

The proposed budget has 647.50 regular, 7.30 limited term and 20.79 temp/casual positions for a total of 675.59 budgeted FTE in all funds. There is no change in the regular FTE category. The 2.0 change in limited term positions is due to the addition of an Engineering Associate and GWS trainee in the Department of Public Utilities. The 1.49 FTE reduction in temp/casual positions is due to 0.54 reduction in temp/casual hours in Administrative Services, Information Management and a 0.95 reduction in the Department of Public Utilities.

### OTHER SIGNIFICANT CHANGES

The overall County proposed FY2021 expenditures are \$226.9 million as compared to FY2020 adopted expenditures of \$199.6 million. Overall County revenues are \$231.9 million as compared to FY2020 adopted revenues of \$202.9 million.

#### **General Fund**

In FY2021, General Fund revenues are projected to be \$4.07 million, or 5.7%, higher than in the FY2020 Adopted Budget for a total of \$75.7 million. Projected increases in GRT, Property Tax and Interdepartmental Charges make up the majority of the budgeted revenue. At a total of \$61.5 million, expenditures are \$395,476, or 0.6%, higher than in the FY2020 Adopted Budget. This is due primarily to the 3% salary increase, 10% increase in medical premiums and contractual increases.

# FUND / DEPARTMENT STRUCTURE

**Note: Significant variances are explained in the Department Summary Section.**

Fund Type	Fund	Department	Fund Statement	Department Summary
<b>GOVERNMENTAL</b>				
Page #				
General	General			
		County Council	52	87
		Municipal Court	52	89
		County Manager	52	95
		County Assessor	52	109
		County Attorney	52	116
		County Clerk	52	117
		Probate Court	52	123
		County Sheriff	52	126
		Administrative Services	52	128
		Community Services	52	139
		Fire	52	165
		Police	52	173
		Community Development	52	179
		Public Works	52	194
<b>GOVERNMENTAL</b>				
Special Revenue				
	State Shared Revenues	Public Works	56	194
	Lodgers Tax	County Manager	57	95
	State Grants	Fire, Police, Community Services	58	165, 173, 139
	Health Care Assistance	Community Services	59	139
	Economic Development	Community Development	60	179
	Other Special Revenue	Municipal Court, Community Services, Clerk, Assessor	61	89, 139, 117, 109
	Emergency Declarations	Non Departmental	62	247
<b>GOVERNMENTAL</b>				
Debt Service	Debt Service	Non Departmental	63	247
<b>GOVERNMENTAL</b>				
Capital Projects				
	Capital Improvement Projects	Public Works, Community Development, Administrative Services	66	194, 179, 128
	Capital Projects Permanent	Non Departmental	68	247
<b>PROPRIETARY</b>				
Enterprise				
	Joint Utilities System	Utilities	70	225
	Environmental Services	Public Works	77	194
	Transit	Public Works	78	194
	Fire	Fire	79	165
	Airport	Public Works	80	194
<b>PROPRIETARY</b>				
Internal Service				
	Fleet	Public Works	82	194
	Risk Management	County Manager	83	95

***What is a fund?***  
 A fund is an accounting means for recording various revenue generating activities and their related expenses.

**GENERAL FUND BUDGET SUMMARY**

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Actual	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2021 vs FY2020	FY2022 Projected Budget	% Variance FY2021 vs FY2020	Notes
<b>Beginning Fund Balance</b>										
Nonspendable	\$ 1,495,689	1,520,487	1,546,799	1,569,759	1,546,799	-	0.0%	1,586,799	2.6%	
Restricted for Cash Requirements	4,591,274	4,648,574	4,723,595	4,816,047	5,428,481	704,886	14.9%	5,127,000	-5.6%	
Other Restricted/Assigned	1,667,087	5,957,305	2,293,670	2,478,354	2,293,670	-	0.0%	2,561,958	11.7%	
Unassigned	10,122,214	13,177,552	23,710,443	25,370,753	25,680,880	1,970,437	8.3%	28,898,127	12.5%	
<b>Total beginning fund balance</b>	<b>17,876,264</b>	<b>25,303,918</b>	<b>32,274,507</b>	<b>34,234,913</b>	<b>34,949,830</b>	<b>2,675,323</b>	<b>8.3%</b>	<b>38,173,884</b>	<b>9.2%</b>	
<b>Revenues</b>										
Gross Receipts Taxes	41,762,166	49,837,384	50,458,000	50,553,000	53,083,000	2,625,000	5.2%	54,338,000	2.4%	
Property Taxes	7,183,982	7,295,431	7,507,880	7,507,878	7,813,867	305,987	4.1%	7,813,867	0.0%	
Interdepartmental Charges	7,224,440	7,130,081	7,612,336	7,612,336	7,871,313	258,977	3.4%	8,054,844	2.3%	
Investment Income	792,691	1,501,047	1,865,000	-	1,348,000	(517,000)	-27.7%	1,445,000	7.2%	
Grants	1,176,013	1,292,419	673,000	2,114,613	673,000	-	0.0%	673,000	0.0%	
User Charges	2,270,408	2,212,373	2,290,000	2,285,000	2,281,270	(8,730)	-0.4%	2,287,470	0.3%	
Other	1,180,634	1,534,966	1,240,000	1,243,965	1,254,406	14,406	1.2%	1,271,900	1.4%	
<b>Total Revenues</b>	<b>61,590,333</b>	<b>70,803,701</b>	<b>71,646,216</b>	<b>71,316,792</b>	<b>74,324,856</b>	<b>2,678,640</b>	<b>3.7%</b>	<b>75,884,081</b>	<b>2.1%</b>	
<b>Transfers from other funds</b>	<b>3,442,715</b>	<b>2,506,762</b>	<b>2,971,868</b>	<b>2,975,868</b>	<b>3,009,197</b>	<b>37,329</b>	<b>1.3%</b>	<b>3,077,846</b>	<b>2.3%</b>	
<b>Total sources of funds</b>	<b>\$ 82,909,312</b>	<b>98,614,381</b>	<b>106,892,591</b>	<b>108,527,573</b>	<b>112,283,883</b>	<b>5,391,292</b>		<b>117,135,811</b>	<b>4.3%</b>	
<b>Expenditures</b>										
County Council	\$ 416,268	394,776	419,546	442,519	425,946	6,400	1.5%	428,671	0.6%	
County Assessor	405,752	416,237	498,742	500,178	425,267	(73,475)	-14.7%	442,810	4.1%	
County Clerk	529,379	557,178	636,838	630,094	631,988	(4,850)	-0.8%	664,837	5.2%	
County Sheriff	16,694	12,204	15,510	13,510	15,543	33	0.2%	15,787	1.6%	
Municipal Court	474,329	475,235	571,033	529,131	576,616	5,583	1.0%	595,398	3.3%	
Probate Court	4,587	4,540	5,906	5,906	5,925	19	0.3%	5,960	0.6%	
County Manager	3,395,546	3,179,516	7,112,885	7,618,416	6,867,941	(244,944)	-3.4%	7,066,449	2.9%	
County Attorney	645,014	680,206	744,053	727,405	790,567	46,514	6.3%	817,297	3.4%	
Administrative Services	7,285,154	7,337,414	7,946,593	7,902,514	7,990,132	43,539	0.5%	8,238,785	3.1%	
Community Development	1,782,356	1,573,284	2,042,188	2,185,407	1,995,511	(46,677)	-2.3%	2,068,732	3.7%	
Community Services	10,364,599	9,941,705	11,937,427	11,960,373	11,602,822	(334,605)	-2.8%	12,044,564	3.8%	
Fire	5,178,291	4,954,340	6,607,149	6,610,330	7,144,357	537,208	8.1%	7,252,747	1.5%	
Police	8,602,477	8,669,312	9,328,668	9,958,243	9,872,196	(543,528)	-5.8%	10,231,327	3.6%	
Public Works	9,451,049	14,547,257	13,261,823	13,058,747	13,179,026	(82,797)	-0.6%	13,594,594	3.2%	
<b>Total Expenditures</b>	<b>48,551,495</b>	<b>52,743,204</b>	<b>61,128,361</b>	<b>62,142,773</b>	<b>61,523,837</b>	<b>395,476</b>	<b>0.6%</b>	<b>63,467,958</b>	<b>3.2%</b>	
<b>Transfers to other funds</b>	<b>9,053,899</b>	<b>11,636,265</b>	<b>11,418,570</b>	<b>11,434,970</b>	<b>12,586,162</b>	<b>1,167,592</b>	<b>10.2%</b>	<b>12,218,209</b>	<b>-2.9%</b>	[2]
<b>Ending fund balance</b>										
Nonspendable	1,520,487	1,569,759	1,601,437	1,546,799	1,586,799	(14,638)	-0.9%	1,586,799	0.0%	
Restricted for Cash Requirements	4,648,574	4,816,047	5,094,030	5,428,481	5,127,000	32,970	0.6%	5,289,000	3.2%	
Other Restricted/Assigned	5,957,305	2,478,354	773,670	2,293,670	2,561,958	1,788,288	231.1%	2,563,518	0.1%	
Unassigned	13,177,552	25,370,753	26,876,523	25,680,880	28,898,127	2,021,604	7.5%	32,010,327	10.8%	
<b>Ending fund balance</b>	<b>25,303,918</b>	<b>34,234,913</b>	<b>34,345,660</b>	<b>34,949,830</b>	<b>38,173,884</b>	<b>3,828,224</b>	<b>11.1%</b>	<b>41,449,644</b>	<b>8.6%</b>	
<b>Total uses of funds</b>	<b>\$ 82,909,312</b>	<b>98,614,382</b>	<b>106,892,591</b>	<b>108,527,573</b>	<b>112,283,883</b>	<b>5,391,292</b>		<b>117,135,811</b>	<b>4.3%</b>	
<b>Operating Surplus / (Shortfall)</b>										
Unassigned as a % of Revenue	21.40%	35.83%	37.51%	36.01%	38.88%			42.18%		[1]
Unassigned Target (20% of Rev)	12,318,067	14,160,740	14,329,243	14,263,358	14,864,971			15,176,816		
\$ over (under) target	859,485	11,210,013	12,547,280	11,417,522	14,033,156			16,833,511		
<b>FTE Summary</b>										
Regular (full & part-time)	327.67	327.67	334.09	334.09	334.09	-	0.0%	334.09	0.0%	
Limited Term	2.00	2.00	0.75	0.75	0.75	-	0.0%	0.75	0.0%	
Casual, Student & Temp	19.82	19.82	17.68	17.68	17.14	(0.54)	-3.1%	17.14	0.0%	
	349.49	349.49	352.52	352.52	351.98	(0.54)		351.98	0.0%	

## GENERAL FUND BUDGET SUMMARY NOTES

[1] The operating surplus/shortfall is the difference between revenues/transfers in (sources) and expenditures/transfers out (uses). In FY2021, as proposed, sources would exceed uses resulting in a surplus.

[2] **Summary of Transfers to Other Funds**

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Actual	FY2021 Proposed	FY2022 Projected
Economic Development Fund - Housing	\$					
Other Special Revenue Fund	15,000	22,000	26,000	26,400	400,000	400,000
Road Fund	48,333	-	0	0	27,000	27,500
Debt Service Fund - GRT Revenue Bonds 529	6,268,596	6,265,559	4,550,759	4,550,759	4,552,159	4,556,409
Capital Improvement Projects Fund:						
Road Replacement - routine CIP transfers	840,700	3,112,080	3,950,000	3,950,000	4,007,000	3,733,000
Major Network Replacements	295,000	295,000	295,000	295,000	304,000	313,000
Parks Small Projects	57,000	57,000	57,000	57,000	60,000	60,000
Other Potential Projects	0	0	0	0	0	0
Other Potential Projects	187,770	5,000	0	16,000	0	0
LAPS / County Project Partnerships	0	500,000	1,000,000	1,000,000	1,000,000	1,000,000
Transit Fund - ongoing operations	800,000	800,000	800,000	800,000	1,200,000	1,200,000
Airport Fund- operations	200,000	238,126	200,000	200,000	165,331	165,378
Airport Fund - capital project matching funds	0	0	212,861	212,861	210,722	97,972
Environmental Services	0	0	0	0	0	0
DWI Fund	24,500	24,500	9,950	9,950	9,950	14,950
Health Care Assistance Fund - operations	317,000	317,000	317,000	317,000	650,000	650,000
<b>Total Transfers to Other Funds</b>	<b>9,053,899</b>	<b>11,636,265</b>	<b>11,418,570</b>	<b>11,434,970</b>	<b>12,586,162</b>	<b>12,218,209</b>

# COMBINED BUDGET STATEMENT

	<u>STATE SHARED REVENUES</u>	<u>LODGERS TAX</u>	<u>STATE GRANTS</u>	<u>HEALTH CARE ASSISTANCE</u>
<b>Fiscal Year (FY) 2021 Proposed</b>				
Total beginning fund balance / working capital	\$ 168,408	403,940	106,655	419,606
Revenues and other sources	580,000	287,000	622,746	2,256,000
Transfers from other funds	-	-	9,950	650,000
Expenditures	580,000	493,038	635,293	2,812,920
Transfers to other funds	-	-	-	-
Total fund balance / working capital ending FY2021	<u>\$ 168,408</u>	<u>197,902</u>	<u>104,058</u>	<u>512,686</u>
<b>Fiscal Year (FY) 2022 Projected</b>				
Total beginning fund balance / working capital	\$ 168,408	197,902	104,058	512,686
Revenues and other sources	580,000	403,250	622,746	2,313,000
Transfers from other funds	-	-	14,950	650,000
Expenditures	580,000	404,615	637,381	3,032,460
Transfers to other funds	-	-	-	-
Total fund balance / working capital ending FY2022	<u>\$ 168,408</u>	<u>196,537</u>	<u>104,373</u>	<u>443,226</u>
Total FY2021 sources of funding	\$ 580,000	287,000	632,696	2,906,000
Total FY2021 uses of funding	<u>580,000</u>	<u>493,038</u>	<u>635,293</u>	<u>2,812,920</u>
Net increase / (decrease) in fund balance / working capital	<u>\$ -</u>	<u>(206,038)</u>	<u>(2,597)</u>	<u>93,080</u>

<u>ECONOMIC DEVELOPMENT</u>	<u>OTHER SPECIAL REVENUE</u>	<u>EMERGENCY DECLARATIONS</u>	<u>SPECIAL REVENUE FUNDS COMBINED</u>	<u>FY2020 ADOPTED BUDGET</u>
4,897,083	682,550	69,993	6,748,235	5,486,730
147,000	249,738	-	4,142,484	4,040,200
400,000	27,000	-	1,086,950	352,950
2,657,750	292,561	-	7,471,562	7,403,944
2,000,000	-	-	2,000,000	187,500
<u>786,333</u>	<u>666,727</u>	<u>69,993</u>	<u>2,506,107</u>	<u>2,288,436</u>
786,333	666,727	69,993	2,506,107	
28,000	257,916	-	4,204,912	
400,000	27,500	-	1,092,450	
500,000	302,769	-	5,457,225	
-	-	-	-	
<u>714,333</u>	<u>649,374</u>	<u>69,993</u>	<u>2,346,244</u>	
547,000	276,738	-	5,229,434	
<u>4,657,750</u>	<u>292,561</u>	<u>-</u>	<u>9,471,562</u>	
<u>(4,110,750)</u>	<u>(15,823)</u>	<u>-</u>	<u>(4,242,128)</u>	

## STATE SHARED REVENUES FUND BUDGET SUMMARY

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2021 vs FY2020	FY2022 Projected Budget	% Variance FY2022 vs FY2021
<b>Beginning Fund Balance</b>									
Restricted for Major Street Maintenance	49,945	97,650	145,983	168,408	168,408	22,425	15.4%	168,408	0.00%
Restricted for Cash Requirements	48,333	48,333	-	-	-	-	-	-	-
<b>Beginning Fund Balance</b>	<u>98,278</u>	<u>145,983</u>	<u>145,983</u>	<u>168,408</u>	<u>168,408</u>	<u>22,425</u>		<u>168,408</u>	0.00%
<b>Revenues</b>									
Major Street Maintenance									
Motor Vehicle Tax	243,155	275,660	250,000	250,000	250,000	-	0.0%	250,000	0.00%
Gasoline Tax	336,217	326,765	330,000	330,000	330,000	-	0.0%	330,000	0.00%
<b>Total Revenues</b>	<u>579,372</u>	<u>602,425</u>	<u>580,000</u>	<u>580,000</u>	<u>580,000</u>	<u>-</u>	0.0%	<u>580,000</u>	0.00%
<b>Transfers from other funds</b>	48,333	-	-	-	-	-		-	0.00%
<b>Total sources of funds</b>	<u>725,983</u>	<u>748,408</u>	<u>773,688</u>	<u>748,408</u>	<u>748,408</u>	<u>22,425</u>	2.9%	<u>748,408</u>	0.00%
<b>Expenditures</b>	-	580,000	580,000	580,000	580,000	-	0.0%	580,000	0.00%
<b>Transfers to other funds</b>	580,000	-	-	-	-	-	0.0%	-	0.00%
<b>Ending Fund Balance</b>									
Restricted for Major Street Maintenance	97,650	168,408	145,983	168,408	168,408	22,425	15.4%	168,408	0.00%
Restricted for Cash Requirements	48,333	-	-	-	-	-	0.0%	-	0.00%
<b>Total Ending fund balance</b>	<u>145,983</u>	<u>168,408</u>	<u>145,983</u>	<u>168,408</u>	<u>168,408</u>	<u>-</u>		<u>168,408</u>	0.00%
<b>Total uses of funds</b>	<u>725,983</u>	<u>748,408</u>	<u>725,983</u>	<u>748,408</u>	<u>748,408</u>	<u>22,425</u>	3.1%	<u>748,408</u>	0.00%

For detailed department information, please see page 214 (Public Works). FY2021 proposed expenditures in this fund are for the North Mesa Road project. See page 282 (CIP).

The **State Shared Revenues Fund** accounts for the receipt and expenditure of certain state shared revenues. These include gasoline tax, arterial, cooperative, school bus route, and motor vehicle revenues, all of which provide funding for the general control and management of the County's roads, highways and bridges.

## LODGERS TAX FUND BUDGET SUMMARY

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Budget	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2021 vs FY2020	FY2022 Projected Budget	% Variance FY2022 vs FY2021
<b>Beginning Fund Balance</b>									
Restricted for Lodgers Tax	246,835	375,010	481,798	510,867	403,940	(77,858)	-16.2%	197,902	-51.0%
<b>Revenues</b>									
Lodgers Tax - Promotion	300,691	336,790	337,500	275,000	275,000	(62,500)	-18.5%	396,250	44.1%
Investment Income	8,325	10,137	17,000	-	12,000	(5,000)	-29.4%	7,000	-41.7%
<b>Total Revenues</b>	<u>309,016</u>	<u>346,927</u>	<u>354,500</u>	<u>275,000</u>	<u>287,000</u>	<u>(67,500)</u>	-19.0%	<u>403,250</u>	40.5%
<b>Total sources of funds</b>	<u>555,851</u>	<u>721,937</u>	<u>836,298</u>	<u>785,867</u>	<u>690,940</u>	<u>(145,358)</u>	-17.4%	<u>601,152</u>	-13.0%
<b>Expenditures</b>									
Professional/Contractual	177,923	208,152	368,300	378,196	490,500	122,200	33.2%	402,000	-18.0%
Interfund charges - Administration	2,918	2,918	3,731	3,731	2,538	(1,193)	-32.0%	2,615	3.0%
<b>Total Expenditures</b>	<u>180,841</u>	<u>211,070</u>	<u>372,031</u>	<u>381,927</u>	<u>493,038</u>	<u>121,007</u>	32.5%	<u>404,615</u>	-17.9%
<b>Ending fund balance</b>									
Restricted for Lodgers Tax	375,010	510,867	464,267	403,940	197,902	(266,365)	-57.4%	196,537	-0.7%
<b>Total uses of funds</b>	<u>555,851</u>	<u>721,937</u>	<u>836,298</u>	<u>785,867</u>	<u>690,940</u>	<u>(145,358)</u>	-17.4%	<u>601,152</u>	-13.0%

For detailed department information, please see page 119 (County Manager).

The **Lodgers Tax Fund** accounts for the proceeds of the lodgers tax which is required to be used for promotional activities and for the acquisition of certain facilities as provided in the Los Alamos County Code Chapter 4.04.

## STATE GRANTS FUND BUDGET SUMMARY

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Budget	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2021 vs FY2020	FY2022 Projected Budget	% Variance FY2022 vs FY2021
<b>Beginning Fund Balance</b>									
Restricted - Community Health Council	-	-	-	-	-			-	
Restricted - Law Enforcement Protection	187	573	-	11,799	-		0.0%	-	
Restricted - Local DWI	8,518	19,732	-	42,642	22,247	22,247		19,650	
Restricted - Forfeitures and Seizures	235	242	242	-	-	(242)	-100.0%	-	
Restricted - Fire Marshal	458,169	25,295	-	84,408	84,408	84,408		84,408	
Restricted - Fire EMS	2	397	396	-	-	(396)	-100.0%	-	
<b>Total Beginning Fund Balance</b>	<u>467,111</u>	<u>46,239</u>	<u>638</u>	<u>138,849</u>	<u>106,655</u>	<u>106,017</u>		<u>104,058</u>	
<b>Revenues</b>									
State Grant - Community Health Council				5,846	5,846	5,846	100.0%	5,846	
State Grant - Law Enforcement Protection	39,200	39,200	40,400	40,400	40,400	-	0.0%	40,400	
State Grant - Local DWI	70,590	74,797	99,500	109,932	86,000	(13,500)	-13.6%	86,000	
State Grant - Forfeitures and Seizures	7	-	-	-	-	-		-	
State Grant - Fire Marshal	471,364	582,231	480,000	480,000	480,000	-	0.0%	480,000	
State Grant - Fire EMS	10,069	10,288	10,500	10,500	10,500	-	0.0%	10,500	
Investment Income	1,121	-	-	-	-	-		-	
<b>Total Revenues</b>	<u>592,351</u>	<u>706,516</u>	<u>630,400</u>	<u>646,678</u>	<u>622,746</u>	<u>(13,500)</u>	-2.1%	<u>622,746</u>	
<b>Transfers from other funds</b>	24,500	24,500	9,950	9,950	9,950	-	0.0%	14,950	
<b>Total sources of funds</b>	<u>1,083,962</u>	<u>777,255</u>	<u>640,988</u>	<u>795,477</u>	<u>739,351</u>	<u>92,517</u>	14.4%	<u>741,754</u>	
<b>Expenditures</b>									
Community Health Council	-	-	-	5,846	5,846	5,846	100.0%	5,846	
Law Enforcement Protection	38,814	27,974	52,199	52,199	40,400	(11,799)	-22.6%	40,400	
Local DWI	83,876	76,387	111,259	140,277	98,547	(12,712)	-11.4%	100,635	
Forfeitures and Seizures	-	242	-	-	-	-		-	
Fire Marshal	905,359	523,118	480,000	480,000	480,000	-	0.0%	480,000	
Fire EMS	9,674	10,685	10,500	10,500	10,500	-	0.0%	10,500	
<b>Total Expenditures</b>	<u>1,037,723</u>	<u>638,406</u>	<u>653,958</u>	<u>688,822</u>	<u>635,293</u>	<u>(18,665)</u>	-2.9%	<u>637,381</u>	
<b>Ending fund balance</b>									
Restricted - Community Health Council	-	-	-	-	-	-	0.0%	-	
Restricted - Law Enforcement Protection	573	11,799	(11,799)	-	-	11,799	-100.0%	-	
Restricted - Local DWI	19,732	42,642	(1,809)	22,247	19,650	21,459		19,965	
Restricted - Forfeitures and Seizures	242	-	242	-	-	(242)	-100.0%	-	
Restricted - Fire Marshal	25,295	84,408	-	84,408	84,408	84,408		84,408	
Restricted - Fire EMS	397	-	396	-	-	(396)	-100.0%	-	
<b>Total Ending fund balance</b>	<u>46,239</u>	<u>138,849</u>	<u>(12,970)</u>	<u>106,655</u>	<u>104,058</u>	<u>117,028</u>	-902.3%	<u>104,373</u>	
<b>Total uses of funds</b>	<u>1,083,962</u>	<u>777,255</u>	<u>640,988</u>	<u>795,477</u>	<u>739,351</u>	<u>98,363</u>	15.3%	<u>741,754</u>	
<b>FTE Summary</b>									
Regular (full & part-time)	0.25	0.25	0.45	0.45	0.45	-	0.0%	0.45	

For detailed department information, please see pages 187 (Fire) and 194 (Police).

The **State Grants Fund** accounts for the receipt and expenditure of certain state grants. These include Law Enforcement Protection, Local DWI, Fire Marshal and Fire EMS grants.

## HEALTH CARE ASSISTANCE FUND BUDGET SUMMARY

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Budget	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2021 vs FY2020	FY2022 Projected Budget	% Variance FY2022 vs FY2021
<b>Beginning Fund Balance</b>									
Restricted for Health Care Assistance	592,990	521,060	611,778	674,063	404,156	(207,622)		497,236	23.0%
Nonspendable for Prepaid Items	-	15,450	-	15,450	15,450	15,450		15,450	0.0%
<b>Total Beginning Fund Balance</b>	<u>592,990</u>	<u>536,510</u>	<u>611,778</u>	<u>689,513</u>	<u>419,606</u>	<u>(192,172)</u>	-31.4%	<u>512,686</u>	22.2%
<b>Revenues</b>									
Gross Receipts Taxes	1,723,006	2,056,170	2,082,000	2,086,000	2,190,000	108,000	5.2%	2,242,000	2.4%
Rental Income	51,832	69,860	53,000	53,000	53,000	-	0.0%	53,000	0.0%
Investment Income	6,322	2,780	21,000	0	13,000	(8,000)	-38.1%	18,000	38.5%
<b>Total Revenues</b>	<u>1,781,160</u>	<u>2,128,810</u>	<u>2,156,000</u>	<u>2,139,000</u>	<u>2,256,000</u>	<u>100,000</u>	4.6%	<u>2,313,000</u>	2.5%
<b>Transfers from other funds</b>	<u>317,000</u>	<u>317,000</u>	<u>317,000</u>	<u>317,000</u>	<u>650,000</u>	<u>333,000</u>	105.0%	<u>650,000</u>	0.0%
<b>Total sources of funds</b>	<u><u>2,691,150</u></u>	<u><u>2,982,320</u></u>	<u><u>3,084,778</u></u>	<u><u>3,145,513</u></u>	<u><u>3,325,606</u></u>	<u><u>(92,172)</u></u>	-3.0%	<u><u>3,475,686</u></u>	4.5%
<b>Expenditures</b>									
Salaries and Benefits	85,034	87,654	105,161	105,791	108,457	3,296	3.1%	112,968	4.2%
Professional/Contractual Services	2,068,404	2,190,215	2,582,500	2,603,626	2,702,500	120,000	4.6%	2,917,500	8.0%
Materials and Supplies	566	14,302	15,100	15,917	1,000	(14,100)	-93.4%	1,000	0.0%
Intra/Interfund Charges	636	636	573	573	963	390	68.1%	992	3.0%
<b>Total Expenditures</b>	<u>2,154,640</u>	<u>2,292,807</u>	<u>2,703,334</u>	<u>2,725,907</u>	<u>2,812,920</u>	<u>109,586</u>	4.1%	<u>3,032,460</u>	7.8%
<b>Ending fund balance</b>									
Restricted for Health Care Assistance	521,060	674,063	365,994	404,156	497,236	131,242	35.9%	427,776	-14.0%
Nonspendable for Prepaid Items	15,450	15,450	15,450	15,450	15,450	-	0.0%	15,450	0.0%
<b>Total Ending fund balance</b>	<u>536,510</u>	<u>689,513</u>	<u>381,444</u>	<u>419,606</u>	<u>512,686</u>	<u>131,242</u>		<u>443,226</u>	-13.5%
<b>Total uses of funds</b>	<u><u>2,691,150</u></u>	<u><u>2,982,320</u></u>	<u><u>3,084,778</u></u>	<u><u>3,145,513</u></u>	<u><u>3,325,606</u></u>	<u><u>240,828</u></u>	7.8%	<u><u>3,475,686</u></u>	4.5%
<b>FTE Summary</b>									
Regular (full & part-time)	1.19	1.19	1.19	1.19	1.19	-	0.0%	1.19	0.0%

For detailed department information, please see page 119 (County Manager).

The **Health Care Assistance Fund** accounts for revenues and expenditures associated with the administration of the Health Care Assistance Program. Transfers from the General Fund to the Health Care Assistance Fund are projected to increase from \$317,000 in FY2020 to \$650,000 in FY2021 due to required payments to the State for the Medicaid and Safety Net Care Pool exceeding GRT for indigent health care.

## ECONOMIC DEVELOPMENT FUND

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2020 vs FY2019	FY2022 Projected Budget	% Variance FY2020 vs FY2019
<b>Beginning Fund Balance</b>									
Assigned for Econ Development	7,538,452	7,260,477	3,506,477	5,645,944	4,897,083	1,390,606	39.7%	786,333	-84%
Nonspendable	597,402	-	0	0	0	-	0.0%	0	0%
<b>Total beginning fund balance</b>	<u>8,135,854</u>	<u>7,260,477</u>	<u>3,506,477</u>	<u>5,645,944</u>	<u>4,897,083</u>	<u>1,390,606</u>		<u>786,333</u>	
<b>Revenues</b>									
Investment Income	249,810	121,622	105,000	-	147,000	42,000	40.0%	28,000	-81%
Loan Repayment	0	45,967	-	11,846	-	-	0.0%	-	-
Other	0	40,888	0	0	0	-	0.0%	0	-
<b>Total revenues</b>	<u>249,810</u>	<u>208,477</u>	<u>105,000</u>	<u>11,846</u>	<u>147,000</u>	<u>42,000</u>	40.0%	<u>28,000</u>	-81%
<b>Transfers from other funds</b>	90,786	170,260	0	1,500,000	400,000	400,000	100.0%	400,000	0%
<b>Total sources of funds</b>	<u>8,476,450</u>	<u>7,639,214</u>	<u>3,611,477</u>	<u>7,157,790</u>	<u>5,444,083</u>	<u>1,832,606</u>		<u>1,214,333</u>	
<b>Expenditures</b>									
Economic Development Programs	483,401	590,786	-	-	-	-	0.0%	-	0%
Infrastructure and Housing	44,500	4,671	2,161,250	3,500	2,157,750	(3,500)	-0.2%	-	-100%
Downtown Redevelopment	135,897	13,174	135,000	135,000	-	(135,000)	-100.0%	-	0%
Local Econ Dev Loans/Grants	325,030	-	100,000	-	100,000	0		100,000	0%
Grants to LAPS	-	1,200,000	-	1,500,000	-	-		-	0%
Housing Rehabilitation Program	227,145	104,039	250,000	261,846	200,000	0		200,000	0%
Downpayment Assistance Program	0	80,600	150,000	172,861	200,000	0	0.0%	200,000	0%
<b>Total Expenditures</b>	<u>1,215,973</u>	<u>1,993,270</u>	<u>2,796,250</u>	<u>2,073,207</u>	<u>2,657,750</u>	<u>(138,500)</u>	-5.0%	<u>500,000</u>	-81%
<b>Transfers to other funds</b>			187,500	187,500	2,000,000				
<b>Ending fund balance</b>									
Assigned for Econ Development	7,260,477	5,645,944	627,727	4,897,083	786,333	158,606		714,333	-9%
Nonspendable	-	-	-	-	-	-		-	-
<b>Ending fund balance</b>	<u>7,260,477</u>	<u>5,645,944</u>	<u>627,727</u>	<u>4,897,083</u>	<u>786,333</u>	<u>158,606</u>	25.3%	<u>714,333</u>	-9%
<b>Total uses of funds</b>	8,476,450	7,639,214	3,611,477	7,157,790	5,444,083	20,106	0.6%	1,214,333	-78%
Operating Surplus / (Shortfall)	(875,377)	(1,614,533)	(2,878,750)	(748,861)	(4,110,750)	580,500		(72,000)	

For detailed department information, please see page 201 (Community Development) and page 119 (County Manager).

The *Economic Development Fund* accounts for the receipt, management, investment, and expenditure of the lump-sum buyout payment received from the United States Department of Energy under the Atomic Energy Communities Act.

**OTHER SPECIAL REVENUES FUND BUDGET SUMMARY**

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Budget	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2020 vs FY2019	FY2022 Projected Budget	\$ Variance FY2022 vs FY2021
<b>Beginning Fund Balance</b>									
Restricted for Property Tax Valuation	599,010	603,095	536,626	579,307	538,447	1,821	0.3%	519,802	-3.5%
Restricted for Clerk's Recording Equipment	62,852	82,504	85,261	94,796	96,096	10,835	12.7%	100,396	4.5%
Restricted for Bench Warrant Collections	-	-	-	-	89	89	#DIV/0!	373	319.1%
Restricted for Aquatic Center Operations	35,336	34,767	33,267	35,224	33,224	(43)	-0.1%	32,221	-3.0%
Restricted for Library Operations	14,766	15,609	14,909	15,894	14,694	(215)	-1.4%	13,935	-5.2%
<b>Total Beginning Fund Balance</b>	<b>711,964</b>	<b>735,975</b>	<b>670,063</b>	<b>725,221</b>	<b>682,550</b>	<b>12,487</b>	<b>1.9%</b>	<b>666,727</b>	<b>-2.3%</b>
<b>Revenues</b>									
Property Tax Administrative Fees	186,317	193,764	175,000	195,000	195,000	20,000	11.4%	200,000	2.6%
Clerk's Recording Fees	34,780	21,873	32,000	28,000	28,000	(4,000)	-12.5%	28,000	0.0%
Bench Warrant Fees	3,300	2,692	3,300	3,300	3,300	-	0.0%	3,300	0
Aquatic Center Gifts / Donations	1,009	-	1,000	1,000	1,000	0	0.0%	1,000	0.0%
Library Gifts / Donations	843	100	2,000	2,000	2,000	0	0.0%	2,000	0.0%
Investment Income	-	996	1,000	-	20,438	19,438	1943.8%	23,616	15.5%
<b>Total Revenues</b>	<b>226,249</b>	<b>219,425</b>	<b>214,300</b>	<b>229,300</b>	<b>249,738</b>	<b>35,438</b>	<b>16.5%</b>	<b>257,916</b>	<b>3.3%</b>
<b>Transfers from other funds</b>	<b>15,000</b>	<b>22,000</b>	<b>26,000</b>	<b>26,400</b>	<b>27,000</b>	<b>1,000</b>	<b>3.8%</b>	<b>27,500</b>	<b>1.9%</b>
<b>Total sources of funds</b>	<b>953,213</b>	<b>977,400</b>	<b>910,363</b>	<b>980,921</b>	<b>959,288</b>	<b>48,925</b>	<b>5.4%</b>	<b>952,143</b>	<b>-0.7%</b>
<b>Expenditures</b>									
Property Tax Valuation	182,232	217,552	235,860	235,860	229,645	(6,215)	-2.6%	238,216	3.7%
Clerk's Recording Equipment	15,128	9,581	26,700	26,700	26,700	-	0.0%	27,442	2.8%
Bench Warrant Collections	18,300	24,692	29,611	29,611	30,016	405	1.4%	30,911	3.0%
Aquatic Center Gift	1,578	354	3,000	3,000	3,000	0	0.0%	3,000	0.0%
Library Gift	-	-	3,200	3,200	3,200	0	0.0%	3,200	0.0%
<b>Total Expenditures</b>	<b>217,238</b>	<b>252,179</b>	<b>298,371</b>	<b>298,371</b>	<b>292,561</b>	<b>(5,810)</b>	<b>-1.9%</b>	<b>302,769</b>	<b>3.5%</b>
<b>Ending fund balance</b>									
Restricted for Property Tax Valuation	603,095	579,307	475,766	538,447	519,802	44,036	9.3%	499,586	-3.9%
Restricted for Clerk's Recording Equipment	82,504	94,796	90,561	96,096	100,396	9,835	10.9%	104,954	4.5%
Restricted for Bench Warrant Collections	-	-	(311)	89	373	684	-219.9%	262	-29.8%
Restricted for Aquatic Center Operations	34,767	35,224	31,767	33,224	32,221	454	1.4%	31,349	-2.7%
Restricted for Library Operations	15,609	15,894	14,209	14,694	13,935	(274)	-1.9%	13,223	-5.1%
<b>Total Ending fund balance</b>	<b>735,975</b>	<b>725,221</b>	<b>611,992</b>	<b>682,550</b>	<b>666,727</b>	<b>54,735</b>		<b>649,374</b>	<b>-2.6%</b>
<b>Total uses of funds</b>	<b>953,213</b>	<b>977,400</b>	<b>910,363</b>	<b>980,921</b>	<b>959,288</b>	<b>48,925</b>	<b>5.4%</b>	<b>952,143</b>	<b>-0.7%</b>
<b>FTE Summary</b>									
Regular (full & part-time)	1.62	1.82	1.95	1.95	1.95	-	0.0%	1.95	0.0%

For detailed department information, please see page 114 (Municipal Court), 133 (Assessor), 141 (Clerk), and 165 (Community Services).

The **Other Special Revenues Fund** includes the following subfunds: Property Tax Valuation, Recording Equipment, Aquatic Center Gift, Library Gift and Bench Warrant.

## EMERGENCY DECLARATIONS FUND BUDGET SUMMARY

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Budget	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2021 vs FY2020	FY2022 Adopted Budget	% Variance FY2022 vs FY2021
<b>Beginning Fund Balance</b>									
Assigned for Las Conchas Fire Recovery	69,993	69,993	69,993	69,993	69,993	-	0.0%	69,993	0.0%
Assigned for September 2013 Flood Damage	(771,355)	(866,692)	286,396	(580,296)	-	(286,396)	-100.0%	-	0.0%
<b>Total Beginning Fund Balance</b>	<u>(701,362)</u>	<u>(796,699)</u>	<u>356,389</u>	<u>(510,303)</u>	<u>69,993</u>	<u>(286,396)</u>		<u>69,993</u>	<u>0.0%</u>
<b>Revenues</b>									
LC-Intergovernmental - Federal Indirect	0	0	0	0	0	-	0.0%	0	0.0%
FD-Intergovernmental - Federal Indirect	142,946	108,120	0	674,658	0	-	0.0%	0	0.0%
<b>Total Revenues</b>	<u>142,946</u>	<u>108,120</u>	<u>-</u>	<u>674,658</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>	<u>-</u>	<u>0.0%</u>
<b>Transfers from other funds</b>	<u>-</u>	<u>227,105</u>					<u>0.0%</u>		<u>0.0%</u>
<b>Total sources of funds</b>	<u>(558,416)</u>	<u>(461,474)</u>	<u>356,389</u>	<u>164,355</u>	<u>69,993</u>	<u>(286,396)</u>	<u>-80.4%</u>	<u>69,993</u>	
<b>Expenditures</b>									
Las Conchas Fire Recovery	-	-	-	-	-	-	0.0%	-	0.0%
September 2013 Flood Damage	238,283	48,829	-	94,362	-	-	0.0%	-	0.0%
<b>Total ending fund balance</b>	<u>238,283</u>	<u>48,829</u>	<u>-</u>	<u>94,362</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>	<u>-</u>	<u>0.0%</u>
<b>Ending fund balance</b>									
Assigned for Las Conchas Fire Recovery	69,993	69,993	69,993	69,993	69,993	-	0.0%	69,993	0.0%
Assigned for September 2013 Flood Damage	(866,692)	(580,296)	286,396	-	-	(286,396)	-100.0%	-	0.0%
<b>Total Ending Fund Balance</b>	<u>(796,699)</u>	<u>(510,303)</u>	<u>356,389</u>	<u>69,993</u>	<u>69,993</u>	<u>(286,396)</u>	<u>-80.4%</u>	<u>69,993</u>	<u>0.0%</u>
<b>Total uses of funds</b>	<u>(796,699)</u>	<u>(510,303)</u>	<u>356,389</u>	<u>69,993</u>	<u>69,993</u>	<u>(286,396)</u>	<u>-80.4%</u>	<u>69,993</u>	<u>0.0%</u>

For detailed department information, please see page 275 (Non-Departmental).

The **Emergency Declarations Fund** accounts for the expenditures declared a disaster by the Federal Emergency Management Agency (FEMA). The Las Conchas Fire Sub-Fund accounts for expenditures incurred by the County as a result of the Las Conchas Fire in June/July 2011. The Flood Damage Sub-Fund accounts for expenditures as a result of severe flood damage caused by torrential rainfall in September 2013. These sub-funds will be closed once all activity is complete.

## GRT REVENUE BONDS DEBT SERVICE FUND BUDGET SUMMARY

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Budget	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2021 vs FY2020	FY2022 Projected Budget	% Variance FY2022 vs FY2021
<b>Beginning Fund Balance</b>									
Restricted for Debt Service	286,470	286,470	310,409	297,372	297,372	(13,037)	-4.2%	306,372	3.0%
<b>Revenues</b>									
Investment Income	13,940	13,940	11,000	-	9,000	(2,000)	-18.2%	11,000	22.2%
<b>Transfers from other funds</b>	6,268,596	6,265,559	4,550,759	4,550,759	4,552,159	1,400	0.0%	4,556,409	0.1%
<b>Total sources of funds</b>	<u>6,569,006</u>	<u>6,565,969</u>	<u>4,872,168</u>	<u>4,848,131</u>	<u>4,858,531</u>	<u>(13,637)</u>	-0.3%	<u>4,873,781</u>	0.3%
<b>Expenditures</b>	6,268,597	6,268,597	4,550,759	4,550,759	4,552,159	1,400	0.0%	4,556,409	0.1%
<b>Ending fund balance</b>									
Restricted for Debt Service	300,409	297,372	321,409	297,372	306,372	(15,037)	-4.7%	317,372	3.6%
<b>Total uses of funds</b>	<u>6,569,006</u>	<u>6,565,969</u>	<u>4,872,168</u>	<u>4,848,131</u>	<u>4,858,531</u>	<u>(13,637)</u>	-0.3%	<u>4,873,781</u>	0.3%

For detailed information, please see page 275 (Non-Departmental).

Debt Service Funds are used to account for the accumulation of resources for and the payment of long-term debt principal and interest. The **GRT Revenue Bond Debt Service Fund** accounts for amounts to be accumulated for payment of principal and interest on GRT revenue bonds issued for the construction of capital projects. The largest portion, including the Airport Basin, Jail and Courthouse Projects. Debt Service is financed by a portion of the gross receipts tax imposed and collected by the State and distributed to the County. Please see future debt service schedule in the Other Information section under Debt Summary.

**CAPITAL PROJECTS FUND  
COMBINING FUND STATEMENT**

	<u>CAPITAL IMPROVEMENT PROJECTS</u>	<u>CAPITAL PROJECTS PERMANENT</u>	<u>CAPITAL PROJECTS COMBINED</u>	<u>FY2020 ADOPTED BUDGET</u>
<b>Fiscal Year (FY) 2021 Proposed</b>				
Total beginning fund balance / working capital	\$ 486,758	28,823,442	29,310,200	30,740,641
Revenues and other sources	5,887,924	2,018,000	<u>7,905,924</u>	4,950,000
Transfers from other funds	6,729,000	-	6,729,000	5,238,080
Expenditures	10,106,000	-	<u>10,106,000</u>	8,072,000
Transfers to other funds	-	1,358,000	1,358,000	1,675,250
Total fund balance / working capital ending FY2020	<u>\$ 2,997,682</u>	<u>29,483,442</u>	<u>32,481,124</u>	<u>31,181,471</u>
<b>Fiscal Year (FY) 2022 Projected</b>				
Total beginning fund balance / working capital	\$ 2,997,682	29,483,442	32,481,124	
Revenues and other sources	4,340,320	2,064,000	<u>6,404,320</u>	
Transfers from other funds	6,500,000	-	6,500,000	
Expenditures	12,856,000	-	<u>12,856,000</u>	
Transfers to other funds	-	1,394,000	1,394,000	
Total fund balance / working capital ending FY2020	<u>\$ 982,002</u>	<u>30,153,442</u>	<u>31,135,444</u>	
Total FY2021 sources of funding	\$ 12,616,924	2,018,000	14,634,924	
Total FY2021 uses of funding	<u>10,106,000</u>	<u>1,358,000</u>	<u>11,464,000</u>	
Net increase / (decrease) in fund balance / working capital	<u>\$ 2,510,924</u>	<u>660,000</u>	<u>3,170,924</u>	

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**CAPITAL IMPROVEMENT PROJECTS FUND BUDGET SUMMARY**

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Revised Budget	FY2020 Projected	FY2020 Carryover	FY2021 Proposed
<b>Beginning Fund Balance</b>	21,676,836	20,187,853	470,329	21,916,230	21,916,230		486,758
<b>Revenues</b>							
Intergovernmental - Federal Grants	80,423	109,144	-	-	-		2,345,888
Intergovernmental - State Grants	182,877	560,921	929,000	929,000	929,000		3,202,036
Land Sale Proceeds	614,743	170,260	2,540,000	2,540,000	2,200,000		340,000
<b>Total Revenues</b>	<u>878,043</u>	<u>840,325</u>	<u>3,469,000</u>	<u>3,469,000</u>	<u>3,129,000</u>		<u>5,887,924</u>
<b>Transfers from Other Funds</b>							
General Fund	1,224,107	3,969,080	5,302,000	5,318,000	5,318,000		5,371,000
Kiddie Pool Donations	156,363						
State Shared Revenue	580,000				-		
Economic Development	-						
Capital Project Permanent Fund	1,250,113	1,277,444	1,326,000	1,326,000	1,342,000		1,358,000
<b>Total Transfers from Other Funds</b>	<u>3,210,583</u>	<u>5,246,524</u>	<u>6,628,000</u>	<u>6,644,000</u>	<u>6,660,000</u>		<u>6,729,000</u>
<b>Total sources of funds</b>	<u>25,765,462</u>	<u>26,274,702</u>	<u>10,567,329</u>	<u>32,029,230</u>	<u>31,705,230</u>		<u>13,103,682</u>
<b>Expenditures</b>							
Capital Improvements - Other	76,170	14,824		-			
Parks Small Capital	31,146	73,184	57,000	446,722	446,722		60,000
Information Technology Projects	391,165	164,901	295,000	802,468	802,468		304,000
ERP - Munis Project	1,454,742	690,598		409,623	409,623		
Manhattan Project NHP Wifi	60,726			17,400	-	17,400	
White Rock Civic Center Complex	38,112	82,978		15,703	15,703		
White Rock Senior Center Kitchen			140,000	140,000	140,000		
Municipal Building Residual				124,233	124,233		
Teen Center	10,750			3,835	3,385		
Art in Public Places	69,948	49,832		618,718	-	618,718	
Schools Projects (unallocated)			1,000,000	-			1,000,000
Project Dev, Standards & Guide				166,409	166,409		
<u>Road Projects</u>							
Street CIP	11,101		-	98,493	98,493		3,632,000
NM Intersection Road Project			1,000,000	1,000,000		1,000,000	
Trinity Drive Improvements				250,000		250,000	640,000
Tsikumu Village		490,022		223,128	223,128		
A-19 Improvements (Mirador)	169,997	1,365,795		1,208,155	1,208,155		
North Mesa - Cumbres del Sol	955,214	949,852		54,515	54,515		
Western Area Road Replacement							
Central Avenue Improvements							
Canyon Rim Trail Projects	40,020	26,917	300,000	1,154,332		1,154,332	
Urban Trail Project							
Canyon Rim Trail Underpass	37,010	127,744		118,236			2,020,000
Knecht Street Drainage							
20th Street Extension	1,152,898			146,905		146,905	400,000
Barranca Mesa			1,070,000	1,064,650	1,064,650	-	
Diamond Drive			3,750,000	4,456,250	4,456,250		
<u>Recreation Projects</u>							
Golf Course Improvements		2,712		4,476,048		4,476,048	
Pajarito Mountain Bike Trails		3,434		496,566		496,566	
Kiddie Pool		31,367		6,435,000		6,435,000	
Pinon Park Splash Pad				712,800		712,800	
Outdoor Rink				1,838,000	1,838,000	-	
Bond Issue Conceptual Design	26,530			25,043	25,043		
Community Recreation Space Design							350,000
<u>Economic Development Projects</u>							
A-13 (former LASO site)		60,052		1,139,948	1,139,948		
A-16 Infrastructure				753,556		753,556	
A-8b Infrastructure (The Bluffs)				740,422	740,422		
A-9 Infrastructure (Canyon Walk)				500,000	500,000		
Deacon Street							200,000
DP Road Infrastructure							1,500,000
North Mesa Infrastructure			1,700,000	1,700,000		1,700,000	
<b>Total Expenditures</b>	<u>4,525,529</u>	<u>4,134,212</u>	<u>9,312,000</u>	<u>31,337,158</u>	<u>13,457,147</u>	<u>17,761,325</u>	<u>10,106,000</u>
<b>Transfers to Other Funds</b>	1,052,080	224,260	-	-	-	-	
<b>Ending fund balance</b>	20,187,853	21,916,230	1,255,329	692,072	18,248,083	486,758	2,997,682
<b>Total uses of funds</b>	<u>25,765,462</u>	<u>26,274,702</u>	<u>10,567,329</u>	<u>32,029,230</u>	<u>31,705,230</u>		<u>13,103,682</u>

For detailed department information, please see page. Note: In FY2019 DFA changed the method for distributions from the Road Fund

The *Capital Improvement Projects Fund* accounts for the financing and construction of structures and improvements approved by County Council..

<i>\$ Variance FY2021 vs. FY2020</i>	<i>% Variance FY2021 vs. FY2020</i>	<i>FY2022 Projected</i>	<i>FY2023 Projected</i>	<i>FY2024 Projected</i>	<i>FY2025 Projected</i>
16,429	3.5%	2,997,682	982,002	1,018,002	926,002
2,345,888	100.0%	3,660,320	3,410,000	0	0
2,273,036	244.7%	-	-	-	-
(2,200,000)	-86.6%	680,000	-	-	-
2,418,924	69.7%	4,340,320	3,410,000	-	-
69,000	1.3%	5,106,000	3,882,000	3,892,000	3,904,000
32,000	2.4%	1,394,000	1,399,000	1,405,000	1,419,000
101,000	1.5%	6,500,000	5,281,000	5,297,000	5,323,000
2,536,353	24.0%	13,838,002	9,673,002	6,315,002	6,249,002
3,000	5.3%	60,000	60,000	60,000	62,000
9,000	3.1%	313,000	322,000	332,000	342,000
-	0.0%	1,000,000	1,000,000	1,000,000	1,000,000
3,632,000	100.0%	5,433,000	3,863,000	3,997,000	4,135,000
640,000	100.0%	-	3,410,000		
(300,000)	-100.0%				
2,020,000	100.0%	4,050,000			
400,000	100.0%				
(1,070,000)	-100.0%				
(3,750,000)	-100.0%				
-					
-					
-					
-					
-					
200,000	100.0%	2,000,000			
1,500,000	100.0%				
794,000	8.5%	12,856,000	8,655,000	5,389,000	5,539,000
1,742,353	138.8%	982,002	1,018,002	926,002	710,002
2,536,353	24.0%	13,838,002	9,673,002	6,315,002	6,249,002

**CAPITAL PROJECTS PERMANENT FUND BUDGET SUMMARY**

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected Budget	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	% Variance FY2021 vs FY2020	FY2022 Adopted Budget	% Variance FY2022 vs FY2021
<b>Beginning Fund Balance</b>									
Restricted for Income Stabilization	3,214,296	3,813,444	4,109,129	3,426,331	1,616,397	(2,492,732)	-60.7%	1,800,273	10.2%
Nonspendable for Capital Improvements	<u>24,958,847</u>	<u>25,814,936</u>	<u>26,292,251</u>	<u>26,739,111</u>	<u>27,207,045</u>	<u>914,794</u>	3.5%	<u>27,683,169</u>	1.7%
<b>Total Beginning Fund Balance</b>	<u>28,173,143</u>	<u>29,628,380</u>	<u>30,401,380</u>	<u>30,165,442</u>	<u>28,823,442</u>	<u>(1,577,938)</u>		<u>29,483,442</u>	2.2%
<b>Revenues</b>									
Investment Income	2,705,350	1,814,506	2,128,000	0	2,018,000	(110,000)	-5.2%	2,064,000	2.2%
<b>Total sources of funds</b>	<u>30,878,493</u>	<u>31,442,886</u>	<u>32,529,380</u>	<u>30,165,442</u>	<u>30,841,442</u>	<u>(1,687,938)</u>	-5.2%	<u>31,547,442</u>	2.2%
<b>Transfers to Other Funds</b>	1,250,113	1,277,444	1,326,000	1,342,000	1,358,000	32,000	2.4%	1,394,000	2.6%
<b>Ending fund balance</b>									
Restricted for Income Stabilization	3,813,444	3,426,331	4,477,015	1,616,397	1,800,273	(2,676,742)	-59.8%	1,985,818	9.3%
Restricted for Capital Improvements	<u>25,814,936</u>	<u>26,739,111</u>	<u>26,726,365</u>	<u>27,207,045</u>	<u>27,683,169</u>	<u>956,804</u>	3.6%	<u>28,167,624</u>	1.7%
<b>Total Ending Fund Balance</b>	<u>29,628,380</u>	<u>30,165,442</u>	<u>31,203,380</u>	<u>28,823,442</u>	<u>29,483,442</u>	<u>(1,719,938)</u>	-5.5%	<u>30,153,442</u>	2.2%
<b>Total uses of funds</b>	<u>30,878,493</u>	<u>31,442,886</u>	<u>32,529,380</u>	<u>30,165,442</u>	<u>30,841,442</u>	<u>(1,687,938)</u>	-5.2%	<u>31,547,442</u>	2.2%

The *Capital Projects Permanent Fund* accounts for amounts received under a settlement of prior years' gross receipts taxes set aside by the County Council and the County Charter for capital projects. These funds are invested, and the real value of the fund principal is maintained using the implicit price deflator for the gross domestic product. Excess interest income from the fund is made available for expenditure in the Capital Improvements Projects Fund.

**ENTERPRISE FUNDS OTHER THAN JOINT UTILITY SYSTEM  
COMBINING FUND STATEMENT**

	<u>ENVIRONMENTAL SERVICES</u>	<u>TRANSIT</u>	<u>FIRE</u>	<u>AIRPORT</u>	<u>OTHER ENTERPRISE COMBINED</u>	<u>FY2020 ADOPTED BUDGET</u>
<b>Fiscal Year (FY) 2021 Proposed</b>						
Total beginning fund balance / working capital	\$ 425,154	790,502	2,397,243	794,719	4,407,618	3,119,295
Revenues and other sources	4,679,000	4,426,653	31,049,192	1,002,725	41,157,570	36,415,381
Transfers from other funds	-	1,200,000	-	376,053	1,576,053	1,278,611
Expenditures	4,692,475	5,958,254	28,279,192	1,375,164	40,305,085	35,568,027
Transfers to other funds	-	-	2,190,000	-	2,190,000	1,691,000
Total fund balance / working capital ending FY2021	\$ <u>411,679</u>	<u>458,901</u>	<u>2,977,243</u>	<u>798,333</u>	<u>4,646,156</u>	<u>3,554,260</u>
<b>Fiscal Year (FY) 2020 Projected</b>						
Total beginning fund balance / working capital	\$ 411,679	458,901	2,977,243	798,333	4,646,156	3,119,295
Revenues and other sources	4,755,500	3,958,812	31,263,171	814,475	40,791,958	36,415,381
Transfers from other funds	-	1,200,000	-	263,350	1,463,350	1,278,611
Expenditures	4,823,382	5,299,389	28,441,171	1,410,928	39,974,870	35,568,027
Transfers to other funds	-	-	2,242,000	-	2,242,000	1,691,000
Total fund balance / working capital ending FY2020	\$ <u>343,797</u>	<u>318,324</u>	<u>3,557,243</u>	<u>465,230</u>	<u>4,684,594</u>	<u>3,554,260</u>
Total FY2020 sources of funding	\$ 4,679,000	5,626,653	31,049,192	1,378,778	42,733,623	
Total FY2020 uses of funding	<u>4,692,475</u>	<u>5,958,254</u>	<u>30,469,192</u>	<u>1,375,164</u>	<u>42,495,085</u>	
Net increase / (decrease) in fund balance / working capital	\$ <u>(13,475)</u>	<u>(331,601)</u>	<u>580,000</u>	<u>3,614</u>	<u>238,538</u>	
	<u>ENVIRONMENTAL SERVICES</u>	<u>TRANSIT</u>	<u>FIRE</u>	<u>AIRPORT</u>	<u>OTHER ENTERPRISE COMBINED</u>	
FY2021 Adopted Budget FTEs	18.24	38.13	150.00	1.00	207.37	
FY2019 Adopted Budget FTEs	<u>18.24</u>	<u>38.13</u>	<u>150.00</u>	<u>1.00</u>	<u>207.37</u>	
Net increase / (decrease)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	

## ENVIRONMENTAL SERVICES FUND

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected	FY2021 Proposed Budget	\$ Variance FY2020 vs FY2019	% Variance FY2020 vs FY2019	FY2022 Proposed Budget	% Variance FY2022 vs FY2020
<b>Beginning working capital</b>	1,224,262	908,813	416,865	420,435	425,154	8,289	2.0%	411,679	-3.2%
<b>Revenues</b>									
Gross receipts tax - special purpose	861,518	1,028,085	1,047,000	1,049,000	1,101,000	54,000	5.2%	1,127,000	2.4%
Residential service	2,110,186	2,170,443	2,178,000	2,178,000	2,211,000	33,000	1.5%	2,244,000	1.5%
Commercial service	686,687	638,688	638,010	638,010	670,000	31,990	5.0%	681,500	1.7%
Transfer station service	413,205	401,125	500,000	510,000	500,000	-	0.0%	500,000	0.0%
Interfund charges for services	53,052	67,613	74,000	60,000	74,000	-	0.0%	74,000	0.0%
Miscellaneous revenue	112,727	149,266	100,492	150,492	110,000	9,508	9.5%	115,000	4.5%
Interest Income	60,445	36,469	15,000	0	13,000	(2,000)	-13.3%	14,000	7.7%
	<u>4,297,820</u>	<u>4,491,689</u>	<u>4,552,502</u>	<u>4,585,502</u>	<u>4,679,000</u>	<u>126,498</u>	2.8%	<u>4,755,500</u>	1.6%
<b>Expenses by Program</b>									
Salaries and benefits	1,269,777	1,278,416	1,430,163	1,430,163	1,462,551	32,388	2.3%	1,518,202	3.8%
Operations	3,626,985	2,565,857	2,738,345	2,823,635	2,902,939	164,594	6.0%	2,968,385	2.3%
Capital Outlay	5,382	-	0	0	0	0		0	#DIV/0!
Debt Service	157,524	327,899	326,985	326,985	326,985	-	0.0%	336,795	3.0%
	<u>5,059,668</u>	<u>4,172,172</u>	<u>4,495,493</u>	<u>4,580,783</u>	<u>4,692,475</u>	<u>196,982</u>	4.4%	<u>4,823,382</u>	2.8%
<b>Nonbudgeted Items</b>									
Nonbudgeted items and changes in long-term assets and liabilities	714,193	(580,790)	0	0	0	0		0	#DIV/0!
<b>Transfers to Other Funds</b>	267,794	227,105	0	0	0	0		0	#DIV/0!
<b>Ending working capital</b>	<u>908,813</u>	<u>420,435</u>	<u>473,874</u>	<u>425,154</u>	<u>411,679</u>	<u>(62,195)</u>	-13.1%	<u>343,797</u>	-16.5%
<b>FTE Summary</b>									
Regular (full & part time)	17.24	17.24	18.24	18.24	18.24	-	0.0%	18.24	

For detailed department information, please see page 214 (Public Works)

The Environmental Services Fund accounts for the operation of the County landfill, commercial and residential refuse collection, curbside and drop off recycling, and composting of yard waste.

## TRANSIT FUND

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected	FY2021 Proposed Budget	\$ Variance FY2020 vs FY2019	% Variance FY2020 vs FY2019	FY2022 Projected Budget	% Variance FY2020 vs FY2019
<b>Beginning working capital</b>	1,879,056	1,879,056	2,094,901	2,202,107	790,502	(1,304,399)	-62.3%	458,901	-42%
<b>Revenues</b>									
FTA - DOT 5311 Operating/Admin	1,780,116	1,469,059	1,669,780	2,641,786	2,603,356	933,576	55.9%	2,244,586	-14%
FTA - DOT 5311 Capital	184,154	108,361	345,125	395,125	406,557	61,432	17.8%	0	-100%
Other Grants	0	0	0	1,485,000	0	-		0	#DIV/0!
NCRTD-Regional Grant to LAC	1,444,500	1,466,600	1,487,835	1,413,443	1,202,120	(285,715)	-19.2%	1,502,650	25%
National Park Service	144,247	82,168	179,525	179,525	190,620	11,095	6.2%	195,576	3%
Other revenue	0	0	0	0	0	-		0	#DIV/0!
Interest Income	24,542	27,348	73,000	0	24,000	(49,000)	-67.1%	16,000	-33%
	<u>3,577,559</u>	<u>3,153,536</u>	<u>3,755,265</u>	<u>6,114,879</u>	<u>4,426,653</u>	<u>671,388</u>	<u>17.9%</u>	<u>3,958,812</u>	<u>-11%</u>
<b>Transfers from other funds</b>									
General Fund	800,000	800,000	800,000	800,000	1,200,000	400,000	50.0%	1,200,000	0%
<b>Expenses by Program</b>									
Salaries and benefits	2,301,709	2,278,846	3,118,975	3,136,875	2,988,356	(130,619)	-4.2%	3,009,002	1%
Operations	1,432,620	1,340,656	1,546,160	2,173,610	1,552,872	6,712	0.4%	1,640,085	6%
Capital Outlay	483,252	108,361	408,426	3,015,999	1,417,026	1,008,600	246.9%	650,302	-54%
Debt Service	-	-	-	-	-	-	#DIV/0!	-	#DIV/0!
	<u>4,217,581</u>	<u>3,727,863</u>	<u>5,073,561</u>	<u>8,326,484</u>	<u>5,958,254</u>	<u>884,693</u>	<u>17.4%</u>	<u>5,299,389</u>	<u>-11%</u>
<b>Nonbudgeted Items</b>									
Nonbudgeted items and changes in long-term assets and liabilities	(8,234)	97,378	0	0	0	-		0	#DIV/0!
	<u>(8,234)</u>	<u>97,378</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-</u>		<u>0</u>	<u>#DIV/0!</u>
<b>Ending working capital</b>	<u>2,030,800</u>	<u>2,202,107</u>	<u>1,576,605</u>	<u>790,502</u>	<u>458,901</u>	<u>(1,117,704)</u>	<u>-70.9%</u>	<u>318,324</u>	<u>-31%</u>
<b>FTE Summary</b>									
Regular (full & part time)	33.58	33.58	33.58	33.58	33.58	-	0.0%	33.58	0%
Limited Term	4.55	4.55	4.55	4.55	4.55	-	0.0%	4.55	0%
Total FTE	<u>38.13</u>	<u>38.13</u>	<u>38.13</u>	<u>38.13</u>	<u>38.13</u>	<u>-</u>	<u>0.0%</u>	<u>38.13</u>	<u>0%</u>

For detailed department information, please see page 214 (Public Works)

The Transit Fund provides for a community-wide public transit system which was established in FY2008.

## FIRE FUND

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2020 Projected	FY2021 Proposed Budget	\$ Variance FY2021 vs FY2020	Variance FY2021 vs FY2020	FY2022 Projected Budget	% Variance FY2022 vs FY2021
<b>Beginning working capital</b>	\$ 765,563	1,469,291	1,260,819	1,741,140	2,397,243	1,136,424	90.1%	2,977,243	24%
<b>Revenues</b>									
LANL Fire Cooperative Agmt	18,777,091	17,597,085	20,066,617	20,066,617	20,594,835	528,218	2.6%	20,642,435	0%
Ambulance revenues	657,754	575,377	650,000	650,000	620,000	(30,000)	-4.6%	620,000	0%
Interdepartmental revenues	4,934,879	4,934,607	5,207,149	6,607,149	7,144,357	1,937,208	37.2%	7,252,747	2%
Deployment revenues	284,743	333,805	500,000	500,000	500,000	-	100.0%	505,989	1%
Misc. revenue	5,273	5,962	0	0	0	0	0.0%	0	0%
Fire Protection Excise Tax	1,723,007	2,056,170	2,082,000	2,086,000	2,190,000	108,000	5.2%	2,242,000	2%
	<u>26,382,747</u>	<u>25,503,006</u>	<u>28,505,766</u>	<u>29,909,766</u>	<u>31,049,192</u>	<u>2,543,426</u>	8.9%	<u>31,263,171</u>	1%
<b>Expenses by Program</b>									
LANL Fire Cooperative Agreement	23,538,335	23,643,649	26,671,207	26,671,207	27,739,192	1,067,985	4.0%	27,895,182	1%
Mutual Aid Deployments	107,860	179,876	456,456	456,456	500,000	43,544	100.0%	505,989	1%
Other Non-Cooperative Agreement	-	-	40,000	40,000	40,000	-	100.0%	40,000	0%
	<u>23,646,195</u>	<u>23,823,525</u>	<u>27,167,663</u>	<u>27,167,663</u>	<u>28,279,192</u>	<u>1,111,529</u>	4.1%	<u>28,441,171</u>	1%
<b>Nonbudgeted Items</b>									
Nonbudgeted items and changes in long-term assets and liabilities	(332,824)	283,368	0	0	0	0	0.0%	0	0%
<b>Transfers to Other Funds</b>	1,700,000	1,691,000	2,082,000	2,086,000	2,190,000	108,000	0.0%	2,242,000	2%
<b>Ending working capital</b>	<u>1,469,291</u>	<u>1,741,140</u>	<u>516,922</u>	<u>2,397,243</u>	<u>2,977,243</u>	<u>2,460,321</u>	476.0%	<u>3,557,243</u>	19%
<b>FTE Summary</b>									
Regular (full & part time)	150	150	150	150	150	0	0.0%	150	0%

<b>Expenses by Object</b>									
Salaries and benefits	17,464,022	18,104,577	19,592,357	19,592,357	20,225,539	633,182	3.2%	20,855,135	3%
Operations	6,182,173	5,718,948	7,575,306	7,575,306	8,053,653	478,347	6.3%	7,586,036	-6%
	<u>23,646,195</u>	<u>23,823,525</u>	<u>27,167,663</u>	<u>27,167,663</u>	<u>28,279,192</u>	<u>1,111,529</u>	4.1%	<u>28,441,171</u>	1%

For detailed department information, please see page 187 (Fire Department)

The **Fire Fund** supports the development and delivery of fire protection of life and property to Los Alamos County and Los Alamos National Laboratory (LANL). The department responds to fire and rescue calls; maintains capabilities for fire suppression, crash-fire-rescue service, and hazardous material and other incident responses; and provides state-of-the-art training to ensure the highest level of personnel safety and effectiveness. The department also ensures compliance with the fire services cooperative agreement with DOE.

## FY 2021 Equipment Replacement

### General Fund Divisions

Unit#	Division	Year of Unit	DESCRIPTION	Estimated Replacement cost
1018	PW Custodial	2004	Ford Ranger	\$26,000
1072	Recreation	2007	Ford Van Club Wagon	\$28,000
1093	County Clerk	2008	Ford Explorer	\$27,000
3020	Traffic and Streets	2004	JD 310SG Backhoe Enclosed Cab 4X4	\$93,000
989	Parks	2003	Freightliner FL70 5YD Dump Truck	\$115,000
3041	Parks	2005	Toro Mower W/ bagger	\$24,000
3177	Parks	2010	ATV Kawasaki	\$14,000
1056	Fleet	2007	Ford F250 Super Duty 4X4 W/Lift Gate	\$35,000
3128	Fleet	2010	Snow Plow	\$9,000
1128	Information Management	2010	Ford Ranger Pickup	\$29,000
1196	Police	2013	4X4 Police	\$53,000
1135	Police	2011	Ford Crown Victoria Police Sedan Standard Full Size	\$26,000
1136	Police	2011	Ford Crown Victoria Police Sedan Standard Full Size	\$53,000
1151	Police	2012	Dodge Charger Police Sedan Standard Full Size	\$53,000
1152	Police	2012	Dodge Charger Police Sedan Standard Full Size	\$53,000
977	Community Development	2002	Ford Ranger 4X4	\$30,000
992	Community Development	2003	Sedan Chevy Impala	\$30,000
<b>Equipment Fund Subtotal</b>				<b>\$698,000</b>

### Enterprise Funds

Unit#	Division	Year of Unit	DESCRIPTION	Estimated Replacement Cost
1159	PW Environmental	2012	Refuse Side Load	\$300,000.00
<b>Equipment Fund Subtotal</b>				<b>\$300,000</b>

Utilities			Full Cost	In Utilities Fund Budget	In Equipment Fund budget
1113	Utilities Upgrade*	2009	F350 SD Dump Body	\$70,000	\$30,000
1139	Utilities	2011	F350 SD Utility Bed	\$41,000	\$41,000
1132	Utilities (Addition Holdback)	2011	Vactor Jet Rodder	\$485,000	\$485,000
Expansion	Utilities (Addition to Fleet)**		Chevy Bolt	\$40,125	\$40,125
<b>Equipment Fund Subtotal</b>					<b>\$556,000</b>
<b>Equipment Grand Total</b>					<b>\$636,125</b>

Because these buses are grant funded, the grant funded portion resides in the Transit Budget. The replacement cost of these buses is split between the Transit Fund and The Equipment Fund.				Full Cost	In Transit Fund Budget	In Equipment Fund budget
4115	PW Transit	2011	Chevy Arboc	\$508,200	\$477,788	\$30,412
4116	PW Transit	2011	Double K Trolley	\$508,200	\$406,557	\$101,643
4142	PW Transit	2014	Chevy Arboc	\$150,574	\$126,124	\$24,450
4111	PW Transit	2011	Glavel E450 SD***	\$929,685	\$906,705	\$22,980
Expansion	PW Transit	n/a	New Electric Bus***	\$929,685	\$929,685	
Expansion	PW Transit	n/a	EZ Rider II***	\$437,125	\$437,125	
<b>Equipment Fund Subtotal</b>					<b>\$179,485</b>	
<b>Equipment Grand Total</b>					<b>\$3,463,669</b>	

\* Dept. requested an upgrade and Full Cost reflects total for unit \*\*Dept requested an addition to the Fleet funded by requestor

\*\*\* Electric Buses include charging stations. These three buses are included on this list for Council approval to purchase. The budget spending authority is included in FY2020 revised budget which will be carried over into FY2021.

### Equipment Fund Grand Total

<b>Equipment Fund Grand Total</b>	<b>\$1,733,485</b>
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## FY 2022 Equipment Replacement

### General Fund Divisions

Unit#	Division	Year of Unit	DESCRIPTION	Estimated Replacement cost
1134	Police	2010	Ford Explorer Utility Emergency Mang	\$26,000
1153	Police	2012	Chevy Caprice Police Sedan Full Size	\$56,000
1168	Police	2013	Ford Sedan Police	\$56,000
1171	Police	2013	Utility Vehicle SM Police	\$56,000
1207	Police	2014	Ford F150 Truck 4X4 Police	\$56,000
1126	ASD Waref	2009	Isuzu NQR Box Truck	\$85,000
92	ASD Waref	1991	Forklift Electric 85G-25	\$40,000
1105	Parks	2009	Pickup 3/4T Utility Body 4X4 Ext Cab	\$34,000
1106	Parks	2009	Pickup 3/4T Utility Body 4X4 Ext Cab	\$34,000
969	Traffic and	2007	International 2574 Construction bed	\$170,000
2067	Traffic and	2002	Dump Truck 10 CY	\$30,000
1142	Traffic and	2011	F350 Super Duty W/ Dump Body	\$42,000
3131	Traffic and	2010	Salt Spreader up to 5yd	\$14,000
3144	Traffic and	2011	Snow Plow Reversible	\$9,000
3005	Traffic and	2003	JD Tractor JD5520 Enc. Cab W/ Rear Hyd	\$50,000
3178	Parks	2010	Kawasaki	\$14,000
3010	Parks	2004	Snow Blower DDE	\$3,000
3009	Parks	2004	Snow Blower DDE	\$3,000
2113	Parks	2003	Dump Truck 5CY	\$120,000
<b>Equipment Fund Subtotal</b>				<b>\$898,000</b>

### Enterprise Funds

Unit#	Division	Year of Unit	DESCRIPTION	Estimated Replacement Cost
1083	Utilities	2009	Truck up to 35K Contractor Bed	\$95,000
1108	Utilities	2009	Pickup 3/4T Ext Cab Utility Bed	\$33,000
1160	Utilities	2012	Ford F150 Pickup Ext Cab	\$24,000
1161	Utilities	2012	Ford F350 4X4 Utility Body Ext Cab	\$37,000
1043	Environme	2006	Truck Roll-Off	\$200,000
3213	Environme	2009	Loader IT38H	\$252,000
<b>Equipment Fund Subtotal</b>				<b>\$641,000</b>

### Transit Fund

Because these buses are grant funded, the grant funded portion resides in the Transit Budget. The						
Unit#	Division	Year of Unit	Description	Full Cost	Transit Fund (including grant amount)	Estimated Replacement Cost
4111	PW Transit	2011	Glavel E450 Super Dut	\$370,000	\$347,020	\$22,980
4101	PW Transit	2010	Chevy 4500	\$370,000	\$317,189	\$52,811
4104	PW Transit	2010	Chevy 4500	\$370,000	\$317,189	\$52,811
<b>Equipment Fund Subtotal</b>						<b>\$128,602</b>

Because these buses are grant funded, the grant funded portion resides in the Transit Budget. The replacement cost of these buses is split between the				Full Cost	In Transit Fund Budget	In Equipment Fund budget
4112	Trolley	2011		\$ 559,020	\$ 513,456	\$ 45,564
4141	Arboc	2014		\$ 159,488	\$ 136,846	\$ 22,642
<b>Equipment Fund Subtotal</b>						<b>\$68,206</b>
<b>Equipment Fund Grand Total</b>						<b>\$718,508</b>

### Equipment Fund Grand Total

<b>Equipment Fund Grand Total</b>						<b>\$1,735,808</b>
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# STRATEGIC PLANNING

## Management Action Plans



Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Increasing the amount and types of housing options</b></p>	<p>Develop and launch Home Renewal and Home Buyer programs</p>	<p>For Home Renewal Program 2018 Phase 3, 4 applications have been approved and work is underway. Work completed on 8 homes in 2018 from the 2016 and 2017 project rounds. For 2019, 8 of the received applications will be forwarded to the loan committee for review. Work includes improvements for energy efficiency, accessibility and general repairs. 13 home purchases under the Home Buyer Assistance program have been completed since program launch in Nov. 2017.</p>	<p>CDD</p>	<p>On Going; Requested Funding for FY21</p>
	<p>New Housing Development: Be responsive to potential partnerships that will produce new housing units in the County</p>	<p>Renovation at Oppenheimer &amp; Trinity to convert 8 offices into apartments is wrapping up. The Hill apartment complex on former DOE site south of Trinity (DOE Parcel A-13) will add 149 units. T2 Development will build 44 units on Arkansas at the site of the former Black Hole property. A Guemazon infill project, along with various infill projects throughout North Community on small parcels privately owned, will collectively add 15 units to Los Alamos by 2020. A parcel owned by the Visiting Nurses was sold to a private developer Fall 2019 and will add 100 units.</p>	<p>CDD</p>	<p>2020 2021</p>
	<p>New Housing Development: Produce new housing units for seniors, workforce, and families as part of the A-19 Development</p>	<p>Mirador subdivision (DOE Parcel A-19 in White Rock) got underway in 2019, which once completed will add 161 houses built by Raylee Homes. The second phase of the development will involve a mixed-use project just west of the White Rock Visitor Center, including 60 units of multi-family rental units.</p>	<p>CDD</p>	<p>2020 2021</p>
	<p>Market County-owned parcels for workforce and senior housing</p>	<p>Canyon Walk Apartments by Bethel (DP Rd near Fire Training Tower) – land sale completed for this DOE Parcel A-9 for affordable housing under State’s Tax incentive program. Site plans at final review Winter 2019 with a deadline for Bethel to build out the parcel by Fall 2020. This will add 70 low income qualified units expected to be well suited for workforce housing, given close proximity to public transit, Smiths and Mari Mac jobs. Another 64 units qualified for a second State Tax incentive under the same developer (Bethel) for “The Bluffs” on DOE Parcel A-8 on DP Rd. The second project will be affordable housing for seniors.</p>	<p>CDD</p>	<p>2020 2021</p>
	<p>Continue to identify capital project funding opportunities that support Council’s adopted policy in support of Los Alamos Public Schools</p>	<p>County and Schools kicked off a joint study/project in Nov. 2019 to bring housing to Schools-owned land on North Mesa (east of the Middle School). The State legislature funded \$475,000 in a capital outlay bill passed this year toward the project; the funds will be used to address infrastructure needs.</p>	<p>CMO</p>	<p>2020 2021</p>

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/Deadline
<p><b>Increasing the amount and types of housing options</b></p>	<p>Housing Study</p>	<p>Hired a consultant Summer 2019 to produce a housing study that examines appropriate mix of housing types, price ranges, ownership options, and sizes, to inform future land sale decisions. Study will be presented to Council Dec. 3. <i>Cross-cutting impacts: Business Environment; Infrastructure; Long-term Vacancies.</i></p>	<p>CDD</p>	<p>2020</p>
	<p>Stand up the Land Use Committee</p>	<p>Committee was formed Feb. 2019 and meets regularly to address issues such as strategic land use for businesses, housing, open space, egress and identifying land transfer options for additional parcels. <i>Cross-cutting impacts: Business Environment; Infrastructure; Open Space, Recreational, and Cultural Amenities; Long-term Vacancies.</i></p>	<p>CMO Council</p>	<p>Complete: Committee Stood Up 02/19</p>
	<p>Pursue land trust options for affordable housing</p>	<p>As a potential addendum to the housing study or a stand-alone investigation, explore how a land trust or similar property ownership could effect lower prices for income-qualified needs. Pursue possible formation of community land trust as an option for North Mesa project and also potentially as a scattered site mechanism for maintaining long term affordability for housing units. <i>Cross-cutting impacts: Business Environment; Social Services.</i></p>	<p>CDD</p>	<p>2020</p>
<p><b>Enhancing support and opportunities for the local and small business environment</b></p>	<p>Options for "Local Preference"</p>	<p>Determine available options, pros, and cons with respect to the approach to procurements.</p>	<p>CMO</p>	<p>Complete. Options, pros and cons to be provided to Council by County Attorney's Office 12/19</p>
	<p>Hold a Los Alamos and White Rock Business Workshop</p>	<p>Identify key issues, and near and longer-term possible solutions - include business owners, County staff, community participants (e.g. needed signage, permitting mentor, incentives for commercial property owners, etc.). <i>Cross-cutting impacts: Long-term Vacancies.</i></p>	<p>CMO Council</p>	<p>Complete: Initial Workshop Held 04/19</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Enhancing support and opportunities for the local and small business environment</b></p>	<p>Support the health and success of technology incubators</p>	<p>Several management action plan items addressed housing and economic development support toward achieving this goal, which encompasses housing, quality of life, identifying space options, and continuing to engage to determine key needs/options for addressing. For example, the County worked with Pebble Labs on their project, and, the Bethel "Canyon Walks" project support this goal. <i>Cross-cutting impacts: Infrastructure.</i></p>	<p>CMO</p>	<p>On Going</p>
	<p>Support legislative priority regarding LEDA funding</p>	<p>Monitor efforts that clarify the Local Economic Development Act (LEDA).</p>	<p>CMO Council</p>	<p>Complete for 2019 Legislative Session</p>
	<p>Perform economic development prospecting to include targeted marketing events</p>	<p>Hosted statewide DisruptECH Conference again this year with the Feynman Center to provide networking opportunities for startups. Continued to participate in the RDC's Team/Manufacturing Fund and Micro Loans for small startups.</p>	<p>CMO</p>	<p>On Going</p>
	<p>Encourage Kroger to develop the Trinity Site to include mixed-use</p>	<p>This fall, members of the Council traveled to Ohio to meet with Kroger representatives, to discuss the Trinity Site project and existing Mari Mac/Smith's former store.</p>	<p>CMO</p>	<p>On Going</p>

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/ Deadline
<p><b>Enhancing support and opportunities for the local and small business environment</b></p>	<p>Enhance the development of compact, high-quality mixed-use pedestrian districts in downtown Los Alamos and White Rock</p>	<p>Marriott will be constructing a hotel/conference center on the land parcel located south of 20th Street, as part of a land exchange. A traffic light will be installed at 20th/Trinity as part of the project. CDD is also launching a major project to update the Downtown Master Plan for Los Alamos in 2020, which will help guide future decisions.</p>	<p>CMO</p>	<p>2020 2021</p>
	<p>Advertise directly to site selectors and new business/employee prospects</p>	<p>Part of the Brand Action Plan objectives is to develop tools and advertising that will directly target potential new businesses. The County continues to proactively reach out to keep site selectors informed of RFPs, and to assist businesses such as Pebble Labs and the NM Consortium in finding new spaces as they expand and grow, in order to keep their operations in Los Alamos.</p>	<p>CMO</p>	<p>On Going</p>
	<p>Support workforce development and LANL suppliers</p>	<p>The County funding of the Regional Development Corporation (RDC)/Regional Economic Development Initiative (REDI) supports workforce development efforts and supplier growth. REDI now receives funding from Triad LLC, which has allowed the County to decrease its supplemental funding.</p>	<p>CMO</p>	<p>On Going</p>
	<p>Significantly improve the quantity and quality of retail business</p>	<p>Retail and Food GRT collections have increased by approximately 5% over the last three years. Continue to track and review.</p>	<p>CMO</p>	<p>On Going</p>
	<p>Update the Economic Vitality Strategic Plan (EVSP)</p>	<p>The EVSP was adopted by the Council this Summer. The housing study currently underway is one of the next steps in implementing the plan.</p>	<p>CMO</p>	<p>Complete: May 2019</p>
	<p>Encourage the retention of existing businesses and assist in their opportunities for growth</p>	<p>Main Street designation for the White Rock Visitor Center. Opens up opportunities for new funding and enhancements, and staff is pursuing options.</p>	<p>CMO</p>	<p>On Going</p>
	<p>Support spin-off business opportunities from LANL</p>	<p>The EVA successfully worked with NM Consortium and Pebble Labs on County LEDA loan/grants. Both businesses are spin off companies and have the potential to create many new jobs and additional spin off opportunities; the goal is to keep working with businesses like these in order to keep jobs and expansion of facilities within the County.</p>	<p>CMO</p>	<p>On Going</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Enhancing support and opportunities for the local and small business environment</b></p>	<p>Simplify permit requirements and improve the overall development and building code processes to become easier to work with for all participants</p>	<p>Through November 2019, 865 building permits were issued, with 264 of these permits submitted using the Citizen Self Service portal. CDD received their national accreditation in Spring 2019 from the International Code Council, a prestigious honor that can only be achieved after an independent review and audit of processes, procedures, and in house staff interviews. CDD was the first local government agency in the state of New Mexico to achieve this distinction.</p>	<p>CDD</p>	<p>On Going</p>
	<p>Work with contractors and public through interactive, informal presentations and open house formats to better explain building codes/processes</p>	<p>CDD held quarterly luncheons for contractors and public on topics of interest in the early part of 2019; future sessions will be set up dependent upon interest and topics as needed. They are well-received by contractors and opportunities for networking and informal interactions between contractors and Staff.</p>	<p>CDD</p>	<p>On Going</p>
	<p>Implement Tourism Plan (Council directed item)</p>	<p>In 2019, the main focus was relocation of the Los Alamos Visitor Center. This was accomplished in April with the move to the Community Building's former Co-op Extension space after minor remodeling, and has been a successful, well received move. The Tourism Task Force continued to meet monthly and prioritized top action items in the Tourism Plan; Council funded the first of those items in the FY20 budget and the main priority is updating wayfinding signage as well as Visit Los Alamos website enhancements and display updates in both the Los Alamos and White Rock Visitor Centers.</p>	<p>CMO</p>	<p>2020</p>
	<p>Implement the brand to market the County</p>	<p>Discoveries Action Team meets monthly. Facilitated by Once a Day Marketing group and staff. Focus continues to be on community engagement. Place Making and Place Marketing subgroups are working on several ideas with project champions, including a food trucks pilot project and "Little Shops" space. Brand ambassador training program was funded with an LACDC grant in October 2018.</p>	<p>CMO</p>	<p>On Going</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Enhancing support and opportunities for the local and small business environment</b></p>	<p>Continue to promote Historic District and gaining tour (public) access long term to the Manhattan Project National Historical Park Sites</p>	<p>Fuller Lodge – The County partnered with the Historical Society for a second NPS grant (\$10,000) to complete a historic hotel room upstairs, along with a plan to repurpose the main display in the lobby to serve as orientation to the lodge, plus, restore the former windows at the south end of the lodge. These were items recommended in the interpretation plan last year. Work should be done by the end of 2020.</p> <p>Tours of MPNHP LANL sites were offered three times – at the weekend before Trinity Site tours and during ScienceFest – Nearly 300 people attended the tours, which filled up quickly. WAC Building Purchase – The County purchased the former WAC building in Fall 2019; it had been used by the Christian Science Church for many years, but is part of the history of Los Alamos. Plans will get underway after March 2020, when it is vacated, for a possible path forward for any restoration or use.</p> <p>Restoration work by NPS on the Pond cabin completed. Restoration of windows by NPS on Slotin building underway.</p>	<p>CMO</p>	<p>Ongoing</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Enhancing support and opportunities for the local and small business environment</b></p>	<p>Create entry point for visitors to Los Alamos</p>	<p>The only remaining task to be completed at the "Los Alamos Project Main Gate Park" is an informational panel that describes the history of the park and the role of the Kiwanis in its development. Other long-term plans include re-paving/landscaping/pathways around the park for visitors - to be funded.</p>	<p>CMO</p>	<p>2020</p>
	<p>Enhance the Historic District Walking Tour</p>	<p>The focus has been on better signage for visitors, not only for the walking tour, but throughout Los Alamos, for consistent maps and to enhance the customer experience. Once a Day Marketing, as part of this year's Brand Action Plan, did a walk-through of the tour in August and offered suggestions for signage, interactive (phone tour) improvements, and these will be possible considerations for future grants. The interpretation of Fuller Lodge and other improvements moving forward in 2020 are part of this effort.</p>	<p>CMO</p>	<p>2020</p>
	<p>Develop and implement County-wide Wayfinding program</p>	<p>Phase 1 has been funded for basic signs to help guide visitors to the downtown area as defined by the Wayfinding Analysis and Plan. A bid package to fabricate the signs is being developed.</p>	<p>CMO</p>	<p>2020</p>
	<p>Expand ScienceFest, the County's signature event</p>	<p>ScienceFest had 37 activities in 2019 (30 in 2018), and collaborated with 43 organizations (35 in 2018). Attendance exceeded 20,000 people (13,000 in 2018), with an economic impact of nearly \$208,000 (\$130,000 in 2018)..</p>	<p>CMO CSD PW</p>	<p>On Going</p>
	<p>Work with DOE/NNSA to complete the conveyance agreement originally signed in 2002 that outlined the process for transferring parcels to the County</p>	<p>The County rezoned parcel A-16-a, which sits on DP Rd. across from the commercial development.</p>	<p>CMO</p>	<p>Complete</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Enhancing support and opportunities for the local and small business environment</b></p>	<p>Manage commercial growth well following an updated, concise Development Code that is consistent with the Comprehensive Plan</p>	<p>In December, planning staff presented several high-priority changes to the Development Code as identified through the Comprehensive Plan update. The first step is the sign code update. Rezoning changes, such as those for A-16-a will help with development of land on DP Rd. for light industrial and manufacturing uses. Master planning for this area, involving stakeholders and businesses along the main road, are included in the Downtown Master Plan to assist in mapping out new development areas and addressing access/parking areas for existing businesses. Infrastructure updates to DP Road include extending utility lines to serve existing and new businesses.</p>	<p>CDD</p>	<p>2019</p>
<p><b>Addressing long-term building vacancies and County land in our community</b></p>	<p>Enhance commercial property maintenance code enforcement standard</p> <p>Vacancy analysis</p>	<p>Staff enforcement is on going and addressed commercial properties such as the Black Hole, Hilltop House, and the Longview area of White Rock. NOV issued Jan. 1, 2018 thru Nov. 22, 2018 – 135. NOV issued Jan. 1, 2019 thru Nov. 22, 2019 – 40.</p> <p>Documentation of long-term vacancies and the condition - include the impact to the County and/or utilities (e.g. costs to utilities of vacancies), determine options for addressing (and associated pros/cons based on other communities' experience). Cross-cutting impacts: <i>Housing; Business Environment; Infrastructure.</i></p>	<p>CDD</p>	<p>On Going</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Protecting, maintaining and improving our open spaces, recreational, and cultural amenities</b></p>	<p>Implement final design and construction of funded CIP projects</p>	<p>The four CIP projects for golf course irrigation, ice rink improvements, splash pad at Piñon Park and a Kiddie Pool are in design.</p>	<p>PW</p>	<p>2020 2021</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<b>Protecting, maintaining and improving our open spaces, recreational, and cultural amenities</b>	Support the development of Pajarito Mountain through public-private partnership and investment	<p>Council has set aside \$500,000 for possible improvements for Bike Flow Trails on the mountain. A portion (\$50,000) of this amount was segregated to pursue design concepts for a Bike Flow Trail in 2018. At the Council meeting Nov. 12, the Parks and Recreation Board supported allocating another portion of the \$500,000 toward making trail improvements in the Townsite that would improve opportunities for IMBA certification. Council deferred taking action and asked staff to prepare options for proceeding with certification that could be considered in the FY21 budget process in April 2020. Los Alamos County continues to support the request for a potable waterline to be installed along Camp May Rd to Pajarito Mountain for fire suppression and snow making capability. Sipapu took over work on the USFS required Environmental Assessment this year, which is the first step needed in the process.</p>	CMO	2020
	Consider Options for a new Flow Trail in Los Alamos	<p>\$50,000 has been set aside for this project and options were discussed with Council. Council directed further exploration of some of the options in 2019. Current discussions with LANL are underway regarding the potential transfer of Los Alamos Canyon.</p>	CSD	2020
	Expand the Canyon Rim Trail	<p>The County received Federal FY2020 funding via NMDOT to build a multiuse trail underpass across NM502 from the start of the Canyon Rim Trail at the trailhead on the south, to Camino Entrada, which connects to LA Mesa Trail on the north side. Design is near completion with construction scheduled for spring 2020. Preliminary design and easement acquisition for the Phase 3 extension, from Knecht Street to 15th Street is underway, which will extend the multiuse trail system into the downtown area.</p>	PW	2020

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Protecting, maintaining and improving our open spaces, recreational, and cultural amenities</b></p>	<p>Enhance Open Space opportunities to appeal to a variety of users</p>	<p>Open Space Specialist held work parties for volunteers several times in the last year to maintain or clean up trails around Los Alamos and White Rock. Open Space Specialist led the YMCA YCC trail crew and completed the Los Alamos Canyon Trail connection to Quemazon Trail, extended the Tent Rocks trail and maintained many miles of Los Alamos County trails. Trail signs were installed on Walnut Canyon, Perimeter and East fork trails during the summer. N3B became the County's newest trail adoptee; the N3B group adopted the School Canyon Rim Trail and has been volunteering monthly to maintain this trail. A section of the Pueblo Canyon Rim trail was renamed to honor Jim Billen's effort at building and maintaining the trail. Natural Channel Design and Keystone Restoration completed the restoration project in Graduation Canyon. Interpretive signs are currently being drafted to explain and educate the public on restoration techniques that were implemented.</p>	<p>CSD</p>	<p>2020</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<b>Protecting, maintaining and improving our open spaces, recreational, and cultural amenities</b>	Review Open Space staffing	Council approved hiring another Open Space position in the FY20 budget. The position was developed, approved, and posted and job interviews took place in December. The new hire is expected to enhance trails upkeep and improvements and assist the Open Space Specialist with volunteer projects in 2020. <i>Cross-cutting impacts: Business Environment.</i>	CSD	Complete
	Review fee policies for land/open space usage	Determine current space maintenance capabilities, issues, and the sustainability of current approach to maintenance and utilization of County resources every five years.	CSD	2020
<b>Supporting social services improvement</b>	Support Social Services Programs that benefit education system	School Prevention Specialist Initiative funded along with funding for truancy liaison. Continued funding the JJAB youth initiative. Continued funding, via contract, case management for elementary-aged kids and their families, teen center, youth activity center, senior services, and family resource and support services. Funded and finalized contract for shared space of a medical provider and New Mexico Department of Health to provide services to members of the community on a daily basis. Co-location is known as the Health Commons.	CSD	On Going
	Social Services gap analysis	A request for proposals for a Gap Analysis to evaluate where the County can and should help address critical needs has been issued. Services agreement has been signed with term scheduled to start Nov. 1, 2019.	CSD	Council Approved Funding 04/19
	Review preteen/early-teen needs	A conceptual study for a new Tween Center was funded by Council in FY20 and the project team has held a kick off meeting as of November. A bid package to evaluate possible sites for a Tween Center is being developed and will be further informed by the results of the Gap Analysis.	CSD	2020
	Behavioral/Mental health access	Determine options for how to improve and incentives - consider regional collaboration as an option for improving. Will be informed by the Social Services gap analysis.	CSD	2020
	Reinstate Public Health Office	The County successfully worked to re-open a local office on Diamond Drive, across from the high school, with contract support from State DOH and Las Clinicas del Norte. A ribbon cutting was held in August for this successful, collaborative project called the Health Commons.	CSD	Complete: HB-548 Commits Reoccurring Funding 07/19

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<b>Supporting social services improvement</b>	Support healthy, safe options for County youth	Review and fund as appropriate - activities, teen centers, infrastructure, etc. All Community Services divisions and contractors have been supporting the effort of the creation of a Tween Center. The library continues to develop programming that supports all age groups, including youth. The Library recently surveyed users, asking, "Which of these activities/classes/events would you be interested in attending?" and will use the results to develop desired programming. <i>Cross-cutting impacts: Open Space, Recreational and Cultural Amenities.</i>	CSD	On Going

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<b>Investing in infrastructure</b>	Develop a multi-modal Transportation Plan	Development of the Bike Flow Trail, mentioned in a previous MAP, supports this goal. Public Works staff continues to apply for grants to support enhancing multi-modal transportation options, and received Federal FY20/21/22 funds via NMDOT to design and construct the Urban Trail from Trinity Drive at 20th Street, through the downtown area and along Canyon Road to the Aquatic Center.	PW	On Going
	Improve information/ technology for tracking bus sched- ules, services and systems	New modems were recently installed on the buses to facilitate "Where's My Bus" capability of the MyStop app. New radio infrastructure was also installed in 2019. WiFi on buses is not being pursued, due to system capacity limitations, at this time.	PW	On Going
	Continue development of a bicycle and pedestrian route through the townsite	This project overlaps with Canyon Rim Phase 3 extension, the Canyon Rim Trail Underpass at NM502 and Camino Entrada, and the Urban Trail as mentioned in other MAP updates. Staff has applied for, and received two grants to complete the high-priority Urban Trail Corridor through downtown.	PW	2020
	Pursue high speed broadband network	The County continues to explore alternative routes, in concert with REDI-NET and LANL. <i>Cross-cutting impacts: Housing; Business Environment.</i>	CMO ASD IM	On Going
	Coordinate on utility infrastructure needs	Continue joint Council-DPU Policy Committee. Initial focus on sewer and water - review needs and potential strategies to address needs, appropriate balance of investment relative to other possible investments (where we need to be and how to get there), and possible benchmarking of County approach to investment relative to revenues against comparable communities (e.g. % of budget for infrastructure reinvestment). Increases for water and sewer rates adopted November 2019. <i>Cross-cutting impacts: Housing; Business Environment; County Services.</i>	Council DPU	On Going
	Explore use of alternative fuels	The Public Works Department is in the process of purchasing two electric buses under a federal transit grant program called Low or No Emission Vehicle Program - 5339(c).	PW	On Going
	Implement a mechanism for effective Utility policy setting and review	Council and the BPU met to review financial policies and approved ordinance for interfund transfers within DPU as a result. The Council continues to meet with BPU members to work on projects and policies of joint interest.	Council Utilities	On Going

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Investing in infrastructure</b></p>	<p>Track usage in County facilities in order to quantify savings from retrofits and upgrades</p>	<p>Staff continues assessing annual usage data and reviewing with departments in all areas, including sustainable energy, water usage, recycling, fuel usage and other projects underway internally. Updates are reported annually as part of the Environmental Services Sustainability Plan and provided in a monthly residential sustainability report to Council and public in monthly County Manager reports.</p>	<p>PW</p>	<p>On Going</p>

Council Priority Goals	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Investing in infrastructure</b></p>	<p>Maintain a high level of investment in public infrastructure to attract new residents and serve a resident population of 25,000 people</p>	<p>The County received funding from the State to match local funds for emergency road repairs to Diamond Drive after a harsh winter ruined the asphalt. The project was executed in just a few months thanks to careful oversight from Public Works' staff. County staff continued to offer support and input into construction of the NM502 roundabout, attending weekly meetings and providing public outreach. Public Works staff continued to advocate for improvements to the SR4/Truck Rt intersection proceeded this year – it should be entering design next year and go to construction in 2021. All of these support or enhances growth.</p>	<p>PW</p>	<p>On Going</p>
	<p>Continue communication and outreach efforts to increase awareness of the County's sustainability program</p>	<p>Environmental Services continues to attend community events and distribute informational brochures and educational materials. The 2019 Los Alamos Summer Concert Series was the first zero waste event. Each concert was staffed and equipped with compost, recycle, and trash bins and over 45% of waste was diverted from the landfill. The Environmental Sustainability Board members and the Zero Waste Team continue to work with staff on a variety of zero waste articles to engage the community. The articles are submitted monthly to local media and published online. The Recycle Coach tool will be launched in December 2019 to enhance public awareness about Environmental Services, which will include an app, online platform, calendar, real-time notifications, a search tool for recycle information, and more.</p>	<p>PW</p>	<p>On Going</p>
	<p>Develop and implement an Environmentally Preferable Purchasing Policy</p>	<p>The County's internal Green Team completed the policy and it is under consideration by the County Manager.</p>	<p>PW</p>	<p>On Going</p>
	<p>Develop and implement new programs and initiatives to increase the amount of material diverted from area landfills</p>	<p>Yard trimming roll cart program was implemented in July 2018. When comparing tonnage for calendar year 2017 (pre – yard trimming program to the current program, Env. Services has collected almost three (3) times as much material . From Jan – Sept. 2019 over 595 tons of yard trimmings were collected. Approximately 60% of household have a yard trimming roll cart.</p>	<p>PW</p>	<p>On Going</p>

Council Priority Goals	Management Action Plan	Narrative/Analysis	Lead Staff	Status/ Deadline
<p><b>Planning for appropriate levels of county services</b></p>	<p>Replace existing Finance/Utility/HR software system</p>	<p>The County's replacement of its prior Finance/Utility/HR systems is a product called MUNIS. This comprehensive integrated system was implemented in 2018 and went live July 1, 2018. As expected with any software project of this magnitude, there were several implementation issues early on, especially focused in the areas of payroll and utility billing. Over the past year, staff in all departments have worked very diligently to understand and correct the issues that arose. The County has completed its first fiscal year on the new system and is just completing the related audit. While it has been a very challenging year for staff involving quite a bit of extra effort and many more corrections than normal, that effort has been very effective and staff is expecting a clean audit report with only minimal findings. Moving forward, a system upgrade to the most recent version of the software is underway, which is part of the County's strategic approach to stay more current. The upgrade should assist with some outstanding items and being on the current version will help with vendor maintenance support as well. The transparency portal should be the next new module to come on-line, during 2020, which will enhance citizens' access to the County's financial data.</p>	<p>CMO ASD Utilities</p>	<p>2020</p>
	<p>Continue implementation of County-wide training and development program to align it with the County's efforts to be a higher performing organization</p>	<p>By the end of December, 130 County supervisors will have completed the Leadership Academy, a staff-developed program focused at providing employees with the tools needed to be successful in their positions. Nine classes have been held to date.</p>	<p>CMO</p>	<p>On Going</p>
	<p>Enhance County services by modeling after best practices for other communities, national codes or other processes</p>	<p>CDD adopted the 2015 International Building Code this year for their division. LAFD is in the process of renewing their accreditation. The 2020 Citizen Survey will use NRC, which has access to data for comparisons to other cities for results.</p>	<p>CMO</p>	<p>On Going</p>
	<p>Staffing survey</p>	<p>Review appropriateness of staffing levels, ways to improve development and retention - tie to continual increase in quality of County services. The next employee survey was placed on hold in 2019, pending HR resources and funding.</p>	<p>CMO</p>	<p>On Going</p>

On Going Initiatives	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
Implementation of the 2016 Comprehensive Plan, including an emphasis on neighborhoods and effectively managing commercial growth	Continue implementation of the Comprehensive Plan, with an emphasis on neighborhoods	Sign code update discussed with the Planning and Zoning Commission, and presented to Council November 2019.	CDD	2020
	Allocate CIP funds for design and construction of downtown streetscape improvements, including sidewalks, landscaping pocket parks and signage	Evaluate changes to the development code to address narrow streets in neighborhoods; will be part of Development Code updates.	PW CDD	2020
Implementation of the 2018 Tourism Strategic Plan	Pursue actions identified in plan	Developed concepts for Deacon Street, including parking and streetscapes that might support "buskers row" or other events as part of Economic Development projects. Community Development is developing a downtown masterplan.	CDD PW	FY2021 - Design FY2022 - Construction
Utilizing the recommendations of the Community Development Advisory Board	Enhance private property maintenance code enforcement standard	Tourism Implementation Task Force meets monthly to provide advice on the plan's implementation activities. This resulted in budget provided for FY2020 to support priority actions. Task Force was involved in relocation of LA Visitor Center in April 2019 that resulted in a consolidation of County and NPS VC's in same location.	CMO	On Going
Addressing issues noted in the 2018 State of Health in Los Alamos	Insure the needs of all citizens regardless of age or income level	Community Development Advisory Board meets monthly with CDD as staff liaison. At the Nov. 26 Council meeting, Council requested updates to the CDAB work plan based on discussions on a path forward in 2020.	CDD	On Going
Pursuing key goals described in 2018 DRAFT Los Alamos County Economic Vitality Strategic Plan	Enhance the local economy and quality of life for our citizens	As previously mentioned in the MAP, the "Gap Analysis" will guide further actions.	CSD	2020
		As previously mentioned in the MAP, the EYSP was adopted this year.	CMO	Complete

On Going Initiatives	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
	Continue to identify capital project funding opportunities that support Council's adopted policy in support of Los Alamos Public Schools	The joint County Council/LAPS Board meetings are held monthly. Attendees continue to discuss potential capital project funding opportunities. The North Mesa housing project is being pursued. The County donated Sullivan Field parking lot to Schools in November and they will be constructing a new fieldhouse on the property. The County is also partnering with Schools to submit a joint 2020 State Legislature request for capital outlay funds for construction of a gym addition at one of the Schools.	CMO	On Going
<b>Partnering with Los Alamos Public Schools and the University of New Mexico-Los Alamos, as appropriate, to support the high-quality educational opportunities in the community</b>	Implement public safety educational programming	In partnership with LAPS and CSD, Police Dept. offered Safety Town, a program where students learn basic strategies to keep themselves safe, while practicing specific procedures in new situations. 94 pre-K children graduated from the program with planning for the 5th year already underway.	CSD LAPD	On Going
	Support literacy in the community	The libraries provide on-going reading programs for ages 0- 18, including 1000 Books Before Kindergarten, summer and winter reading programs, and home-school book clubs for youth and teens. Cover to Cover, the library reading program for all 3rd-6th graders in our community, continues in partnership with LAPS and includes multiple classroom visits by library staff to the grade schools. Over the summer, youth services partnered with the high school librarian and the Teen Center to connect teens with books. Staff continued collaborating with JJAB to promote Dolly Parton's Imagination Library (an initiative to place books with pre-K children) and other early literacy initiatives, this year adding more than half a dozen events co-sponsored by JJAB at the main library. Book Buddies, a school-year program that pairs a new reader once weekly with a teen reader to improve the literacy skills of the beginning reader, continues to be popular. Library staff regularly welcomes class visits from local and regional elementary schools and daycares.	CSD	On Going
<b>Maintaining and improving transportation and mobility</b>	Invest in projects that expand the community's multi-modal transportation infrastructure	Specific related projects are listed in prior section under "Investing in infrastructure"	PW	On Going
<b>Strengthening coordination and cooperation between County government, LANL, and regional and national partners</b>	Support the work of Regional Economic Development Initiative (REDI), North Central Regional Transit District (NCRTD), and the Regional Coalition of LANL Communities (RCLC)	The County continues to provide staff and fiscal resources. In addition, staff is participating in the SEP's, transportation and storm water monitoring projects funded from the WIPP accident settlement. County is active participant in NCRTD Board and works to coordinate transit services. County Manager attends RCLC monthly meetings.	CMO	On Going

On Going Initiatives	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Strengthening coordination and cooperation between County government, LANL, and regional and national partners</b></p>	<p>Explore new regional partnership opportunities</p>	<p>The County is part of the Stronger Economies Together (SET) program under the Mid Central Rural Corridor (Los Alamos, Sandoval and Bernalillo Counties). This USDA Rural Development program provides assistance in community and economic development planning. SET regions can access funding from USDA to implement projects for their region. SET members worked together to complete and submit to USDA a Comprehensive Plan to prioritize projects that could benefit all of the entities involved, and are awaiting funds for projects to move ahead.</p>	<p>CMO</p> <p>On Going</p>	<p>On Going</p>
<p><b>Collaborating with Los Alamos National Laboratory as the area's #1 employer</b></p>	<p>Build strong partnership with TRIAD</p>	<p>County and Triad staff continue meeting monthly to discuss projects/action that require mutual support and collaboration. Triad presented infrastructure long-range plans to Council this fall.</p>	<p>CMO CSD CDD PW</p> <p>On Going</p>	<p>On Going</p>
<p><b>Create a communication process that provides measurable improvement in citizen trust in government</b></p>	<p>Seek opportunities to better articulate to the public Council's identification of policies and goals</p> <p>Continue implementing the actions outlined in the Communications Work Plan</p>	<p>In 2019, Council established their list of strategic priorities, and since that time has been seeking public input on these priorities through a number of means, including emails, on-line surveys, discussions during regular Council meetings, and via town halls specifically oriented towards gaining this feedback. Council and staff incorporate this input into a document that outlines actions to be taken and tracks the progress in each listed area.</p> <p>The contract for the website hosted site has been extended one year with Civic Live continuing as third-party service. An RFI was released to pursue a new developer in 2020, plus new website in 2021. The contract for the new citizen survey includes new free survey options through Polco, a third party vendor.</p>	<p>CMO</p> <p>On Going</p>	<p>On Going</p>

On Going Initiatives	Management Action Plan	Narrative/ Analysis	Lead Staff	Status/ Deadline
<p><b>Create a communication process that provides measurable improvement in citizen trust in government</b></p>	<p>Expand use of social media to strengthen outreach and enhance communication, especially with the younger generation</p> <p>Communication, transparency and feedback</p>	<p>Number of followers on Facebook County page continues to increase with over 5,242 (Nov. 2019) as compared to 4,241 the prior year (Nov. 2018). Use of Next Door social media increased and has over 2,700 members (Nov. 2019) as compared to 1400 in Nov. 2018.</p> <p>CPR schedules daily posts on Facebook and Instagram to engage citizens. Next phase of MUNIS will include citizen transparency portal (financial data online easy access).</p>	<p>CMO</p> <p>CMO</p>	<p>On Going</p> <p>On Going</p>