

# City of Las Cruces®

PEOPLE HELPING PEOPLE

## Council Action and Executive Summary

Item # 10 Ordinance/Resolution# 11-226

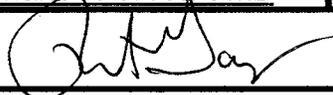
For Meeting of \_\_\_\_\_  
(Ordinance First Reading Date)

For Meeting of May 16, 2011  
(Adoption Date)

**TITLE:** A RESOLUTION ADOPTING THE MUNICIPAL BUDGET FOR FISCAL YEAR 2011/2012 FOR THE CITY OF LAS CRUCES, NEW MEXICO.

**PURPOSE(S) OF ACTION:**

To adopt the Fiscal year 2011/2012 budget.

|   |   |                                  |
|---|---|----------------------------------|
| <b>COUNCIL DISTRICT:</b> ALL                            |   |                                  |
| <b><u>Drafter/Staff Contact:</u></b><br>Richard Gebhart | <b><u>Department/Section:</u></b><br>Financial Svcs/OMB                           | <b><u>Phone:</u></b><br>541-2300 |
| <b><u>City Manager Signature:</u></b>                   |  |                                  |

**BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:**

The City Manager's proposed budget has been available for public review since April 19, 2011. Council has held two budget work sessions, one in January 2011 and one in April 2011, regarding the proposed budget. A public hearing on the proposed budget was held in Council Chambers on May 4, 2011. Additionally, the Las Cruces Utilities Board has reviewed and recommended approval of the utilities portion of the Fiscal Year 2011/2012 Annual Budget.

The Las Cruces City Charter, Sec 5.06(c) states, "The council shall adopt the budget no later than thirty (30) days before the beginning of the fiscal year."

After adoption by Council, the City of Las Cruces Adopted 2011/2012 Budget will be filed with the State of New Mexico Department of Finance and Administration by June 1, 2011 for approval as required by State Law (NMSA 1978 Chapter 6, Article 6).

**SUPPORT INFORMATION:**

1. Resolution.
2. Exhibit "A", Fiscal Year 2011/2012 Annual Budget.

(Continue on additional sheets as required)

**SOURCE OF FUNDING:**

|   |                                   |                                     |  |
|---|-----------------------------------|-------------------------------------|--|
| <b>Is this action already budgeted?</b>     | Yes                               | <input type="checkbox"/>            | See fund summary below   |
|   | No                                | <input checked="" type="checkbox"/> | If No, then check one below:   |
|   | <i>Budget Adjustment Attached</i> | <input type="checkbox"/>            | Expense reallocated from: _____  |
|   |                                   | <input checked="" type="checkbox"/> | Proposed funding is from a new revenue source (refer to Exhibit "A").  |
|   |                                   | <input type="checkbox"/>            | Proposed funding is from fund balance in the _____ Fund.   |
| <b>Does this action create any revenue?</b> | Yes                               | <input checked="" type="checkbox"/> | Funds will be deposited into this fund: (refer to Exhibit "A") in the amount of (refer to Exhibit "A") for FY12. |
|   | No                                | <input type="checkbox"/>            | There is no new revenue generated by this action.  |
|   |                                   |                                     |  |

**BUDGET NARRATIVE**

N/A".

**FUND EXPENDITURE SUMMARY:**

| Fund Name(s)                | Account Number(s) | Expenditure Proposed | Available Budgeted Funds in Current FY | Remaining Funds | Purpose for Remaining Funds |
|-----------------------------|-------------------|----------------------|--|-----------------|-----------------------------|
| <i>Refer to Exhibit "A"</i> |                   |                      |  |                 |                             |

**OPTIONS / ALTERNATIVES:**

1. Vote "Yes"; this will comply with the Las Cruces City Charter by adopting the budget for the forthcoming fiscal year no later than thirty days before the beginning of the fiscal year.
2. Vote "No"; this will prevent the City of Las Cruces from complying with the Las Cruces City Charter to adopt the budget for the forthcoming fiscal year no later than thirty days before the beginning of the fiscal year.
3. Vote to "Amend"; this could potentially require pages in the FY 12 Budget document to be added, deleted, or modified.
4. Vote to "Table"; this will require a special meeting to prevent the City from not complying with the Las Cruces City Charter.

**REFERENCE INFORMATION:**

N/A

(Continue on additional sheets as required)

**RESOLUTION NO. 11-226**

**A RESOLUTION ADOPTING THE MUNICIPAL BUDGET FOR FISCAL YEAR 2011/2012 FOR THE CITY OF LAS CRUCES, NEW MEXICO.**

The City Council is informed that:

**WHEREAS**, The City of Las Cruces has prepared its Annual Budget for Fiscal Year 2011/2012; and

**WHEREAS**, the City Council has held a public hearing on the proposed Annual Budget as well as work sessions for discussion purposes; and

**WHEREAS**, the Las Cruces Utilities Board has reviewed and recommended approval of the utilities portion of the Fiscal Year 2011/2012 Annual Budget.

**NOW, THEREFORE**, Be it resolved by the governing body of the City of Las Cruces:

**(I)**

**THAT** the Annual Budget as set forth for the Fiscal Year 2011/2012 is hereby adopted in accordance with the City Charter, Sec. 5.06(c) and authorized to be the basis for submission of the "Municipal Budget and Report" to the Local Government Division of the Department of Finance and Administration for the State of New Mexico, as required by the Local Government Division Memorandum 63-43, and the New Mexico State Law, Section 6-6-2, NMSA 1978.

**(II)**

**THAT** City staff and officials are authorized to make expenditures as outlined and provided in the 2011/2012 Annual Budget upon approval by the State of New Mexico.

(III)

THAT the Fiscal Year 2011/2012 Annual Budget attached and marked Exhibit "A", is hereby directed to be in the custody of the City Clerk and available for public inspection.

(IV)

THAT City staff is hereby authorized to do all deeds necessary in the accomplishment of the herein above.

DONE AND APPROVED this 16<sup>th</sup> day of May, 2011.

APPROVED:

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

(SEAL)

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

Approved as to Form:

  
\_\_\_\_\_  
City Attorney

VOTE:

Mayor Miyagishima: \_\_\_\_\_  
Councillor Silva: \_\_\_\_\_  
Councillor Connor: \_\_\_\_\_  
Councillor Pedroza: \_\_\_\_\_  
Councillor Small: \_\_\_\_\_  
Councillor Sorg: \_\_\_\_\_  
Councillor Thomas: \_\_\_\_\_

 City of Las Cruces

# BUDGET

PROPOSED

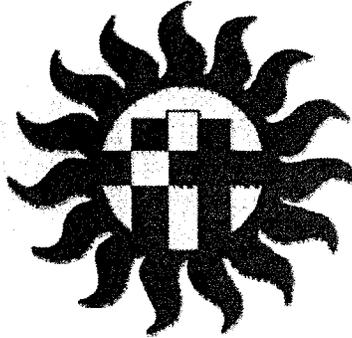
FISCAL  
YEAR  
2011-  
2012



LAS CRUCES.NEW MEXICO

City of Las Cruces

## Table of Contents



|    |                                |
|----|--------------------------------|
| 7  | Mayor and City Council         |
| 8  | Executive Staff                |
| 9  | OMB Staff and Acknowledgements |
| 10 | City Organizational Chart      |
| 11 | User Guide Budget & ICIP       |
| 14 | Funds Structure                |
| 16 | General Financial Policies     |

## BUDGET MESSAGE

|    |                      |
|----|----------------------|
| 18 | Budget Transmittal   |
| 21 | Budget Overview      |
| 27 | Economic Outlook     |
| 28 | Revenue Overview     |
| 32 | Strategic Planning   |
| 38 | Strategic Objectives |

## RECAPITULATION SUMMARY

|    |                                   |
|----|-----------------------------------|
| 57 | All Funds Summary                 |
| 61 | Schedule of Transfers             |
| 63 | Property Tax Levy                 |
| 64 | Schedule of Bonded Debt and Loans |

## INFRASTRUCTURE CAPITAL IMPROVEMENT PROGRAM

|    |  |
|----|--|
| 68 | FY 2012-2017, ICIP — Project Summary         |
| 69 | Airport, ICIP — Project Summary              |
| 69 | Facility, ICIP — Project Summary             |
| 69 | Parks, ICIP — Project Summary                |
| 69 | Flood Control ICIP — Project Summary         |
| 70 | Streets, ICIP — Project Summary              |
| 71 | Utilities Gas, ICIP — Project Summary        |
| 71 | Utilities Water, ICIP — Project Summary      |
| 71 | Utilities Wastewater, ICIP — Project Summary |

## GOVERNMENTAL FUNDS

## GENERAL FUNDS

|    |  |
|----|--|
| 72 | Fund 1000 General Fund                     |
| 74 | Fund 1005 Engineering Service              |
| 75 | Fund 1010 Las Cruces International Airport |
| 76 | Fund 1015 Permit Services                  |
| 77 | Fund 1020 Software                         |
| 78 | Fund 1102 City Hall Furnishings            |
| 79 | Fund 1200 Vehicle Acquisition              |
| 80 | Fund 1500 Gross Receipts Tax Income        |

## SPECIAL REVENUE FUNDS

|     |   |
|-----|---|
| 81  | Fund 2000 HUD Community Development               |
| 85  | Fund 2010 HUD Special Projects                    |
| 86  | Fund 2020 HUD Stimulus Projects                   |
| 87  | Fund 2030 Regional Plan                           |
| 88  | Fund 2090 MPO Urban Transportation                |
| 89  | Fund 2130 Recreation                              |
| 90  | Fund 2140 State Library Resources Grant           |
| 91  | Fund 2171 Oder Americans Act                      |
| 93  | Fund 2172 Cash in Lieu of Commodities             |
| 94  | Fund 2173 Retired Senior Volunteer Program        |
| 95  | Fund 2174 Title XX State Home Care                |
| 96  | Fund 2175 Senior Employment Program               |
| 97  | Fund 2300 Fire                                    |
| 98  | Fund 2301 Firefighters Grant                      |
| 99  | Fund 2303 Emergency Medical Services              |
| 100 | Fund 2400 Police                                  |
| 101 | Fund 2401 Police Protection                       |
| 102 | Fund 2402 Court Awarded Funds                     |
| 103 | Fund 2405 Victim's Assistance                     |
| 104 | Fund 2410 Keep Las Cruces Beautiful               |
| 105 | Fund 2412 Juvenile Citation Program               |
| 106 | Fund 2420 Mesilla Valley Safety Council           |
| 107 | Fund 2421 DWI Prevention                          |
| 108 | Fund 2422 STEP Grant                              |
| 109 | Fund 2423 Traffic Safety Education                |
| 110 | Fund 2424 Traffic Safety Bureau Enforcement Grant |
| 111 | Fund 2430 Safe Traffic Operations Program         |
| 112 | Fund 2440 Prisoner Care                           |
| 113 | Fund 2470 Department of Justice Programs          |
| 115 | Fund 2472 Vehicle Forfeiture                      |

## SPECIAL REVENUE FUNDS (CONTINUED)

|     |   |
|-----|---|
| 116 | Fund 2490 Judicial Education Fee            |
| 117 | Fund 2491 Court Automation                  |
| 118 | Fund 2500 Equipment Grants                  |
| 120 | Fund 2600 Street Maintenance Operations     |
| 121 | Fund 2650 Flood Control Operations          |
| 122 | Fund 2700 Health Services                   |
| 123 | Fund 2705 Telshor Facility                  |
| 124 | Fund 2710 Convention & Visitors Bureau      |
| 126 | Fund 2715 Downtown Revitalization           |
| 127 | Fund 2755 State Special Grants              |
| 128 | Fund 2760 State Operating Grants            |
| 129 | Fund 2761 Other Operating Grants            |
| 130 | Fund 2770 Valley View Heske Garden          |
| 131 | Fund 2780 Griggs/Walnut Plume Remediation   |
| 132 | Fund 2781 Griggs/Walnut Plume Grants        |
| 133 | Fund 2800 Environmental Gross Receipts Tax  |
| 134 | Fund 2805 Public Safety Gross Receipts Tax  |
| 135 | Fund 2810 Gas Tax                           |
| 136 | Fund 2815 TIDD Dedicated Revenue            |
| 137 | Fund 2820 Lodger's Tax                      |
| 138 | Fund 2825 Convention Center Fee             |
| 139 | Fund 2900 Federal Stimulus Operating Grants |
| 140 | Fund 2912 State Stimulus Operating Grants   |

## DEBT SERVICE FUNDS

|     |           |   |
|-----|-----------|---|
| 141 | Fund 3210 | 1995 Environmental GRT Rebate                 |
| 142 | Fund 3230 | 1999 Municipal GRT Bonds Series A             |
| 143 | Fund 3235 | 1999 Municipal GRT Bonds Series B             |
| 144 | Fund 3240 | 2000 Municipal Gas Tax Bonds Series A         |
| 145 | Fund 3241 | 2000 Series A Debt Service Reserve            |
| 146 | Fund 3250 | Sales Tax 2003 Refunding Bond                 |
| 147 | Fund 3260 | 2004 EGRT SCSWA Bond                          |
| 148 | Fund 3261 | 2004 EGRT SCSWA                               |
| 149 | Fund 3262 | 2004 EGRT Bond Tax Rebate Fund                |
| 150 | Fund 3270 | Sales Tax 2005 Bond Series B                  |
| 151 | Fund 3275 | Museum of Nature and Science Debt Service     |
| 152 | Fund 3277 | 2010B MGRT Flood Control Debt Service         |
| 153 | Fund 3280 | 2010 SSGRT Convention Center Debt Service     |
| 154 | Fund 3281 | 2010 SSGRT Convention Center Reserve          |
| 155 | Fund 3282 | 2011 GRT Debt Service                         |
| 156 | Fund 3284 | 2011 GRT Debt Service                         |
| 157 | Fund 3612 | NMFA Equipment Loans Debt Service             |
| 158 | Fund 3613 | NMFA Street Loans Debt Service                |
| 159 | Fund 3614 | Convention Center Debt Service                |
| 160 | Fund 3615 | 2007 NMFA Street Loans Debt Service           |
| 161 | Fund 3616 | 2007 NMFA Fire Equipment Loans Debt Service   |
| 162 | Fund 3617 | 2007 NMFA Street Equipment Loans Debt Service |
| 163 | Fund 3618 | NMFA Griggs/Walnut Plume Debt Service         |
| 164 | Fund 3619 | 2008 NMFA Flood Control Debt Service          |
| 165 | Fund 3623 | NMFA Parking Deck Debt Service                |
| 166 | Fund 3625 | Fire Apparatus NMFA 2010                      |
| 167 | Fund 3626 | 11 NMFA Fire Apparatus                        |
| 168 | Fund 3810 | HUD Section 108 Loan-MONAS                    |

## CAPITAL PROJECT FUNDS

|     |           |   |
|-----|-----------|---|
| 169 | Fund 4001 | Facilities Improvements                       |
| 170 | Fund 4010 | HUD Facilities Projects                       |
| 171 | Fund 4011 | Facility Federal Grants                       |
| 172 | Fund 4012 | Facility State Grant Improvements             |
| 174 | Fund 4021 | Sales Tax 03 Parks & Recreation Bond Projects |
| 175 | Fund 4022 | Sales Tax 2005 City Hall                      |
| 176 | Fund 4023 | Sales Tax 2005 Public Improvement             |
| 177 | Fund 4024 | Convention Center Construction Project        |
| 178 | Fund 4025 | Griggs/Walnut Plume Project (NMFA Loan)       |
| 179 | Fund 4027 | NMFA Parking Deck 2009                        |
| 180 | Fund 4028 | 2011 GRT Facilities Projects                  |
| 181 | Fund 4106 | Public Park Development                       |
| 182 | Fund 4110 | Valley View Heske Garden Improvements         |
| 183 | Fund 4112 | State Grant Park/Land Improvement             |
| 184 | Fund 4201 | Streets Imp (General)                         |
| 185 | Fund 4202 | GRT Street Maintenance                        |
| 186 | Fund 4205 | Special Street Projects                       |
| 187 | Fund 4212 | State Street Improvement Grants               |
| 189 | Fund 4213 | NMFA Street Projects                          |
| 190 | Fund 4214 | NMFA New Streets Projects                     |
| 191 | Fund 4223 | Sales Tax 03 Street Bond Project              |
| 192 | Fund 4224 | 2010 MGRT Streets Projects                    |
| 193 | Fund 4225 | GRT Street Projects                           |
| 194 | Fund 4270 | TIDD Capital Project Fund                     |
| 195 | Fund 4300 | Airport Improvement                           |
| 196 | Fund 4400 | Flood Control Capital Improvements            |
| 198 | Fund 4413 | NMFA Flood Control 2008                       |
| 199 | Fund 4414 | 2011 GRT Flood Control Projects               |
| 200 | Fund 4504 | West Mesa Industrial Park                     |
| 201 | Fund 4613 | NMFA Equipment                                |
| 202 | Fund 4900 | Federal Stimulus Capital Projects             |
| 203 | Fund 4912 | State Stimulus Capital Projects               |

## SPECIAL ASSESSMENT FUNDS

- 204 Fund 2750 Northrise Morningstar Special Project
- 205 Fund 2751 Sonoma Ranch Special Project

## PROPRIETARY FUNDS

## UTILITY FUNDS

- 206 Fund 5100 Joint Utilities
- 207 Fund 5150 Shared Services SCADA Capital
- 208 Fund 5160 Shared Services Equipment Reserve
- 209 Fund 5200 Gas Operations & Cost of Gas
- 210 Fund 5205 Gas Contingency
- 211 Fund 5250 Gas Capital Improvements
- 212 Fund 5260 Gas Equipment Reserve
- 213 Fund 5300 Water Operations
- 214 Fund 5301 Water Development
- 215 Fund 5305 Water Contingency
- 216 Fund 5320 Water Rights Acquisition
- 217 Fund 5321 Water Rights Management
- 218 Fund 5331 Water 2009 Bond Debt Service
- 219 Fund 5332 Water 2010 Debt Service
- 220 Fund 5341 Water 2009 Bond Debt Service Reserve
- 221 Fund 5342 Water 2010 Debt Service Reserve
- 222 Fund 5350 Water Capital Improvements
- 223 Fund 5360 Water Equipment Reserve
- 224 Fund 5373 Water Well Projects
- 225 Fund 5374 Water Series 2005A Bond Projects
- 226 Fund 5375 Water Series 2006 Bond Projects
- 227 Fund 5376 Water EPA Grant Project
- 228 Fund 5377 Water NMFA Projects
- 229 Fund 5378 Water NMFA 08 Projects
- 230 Fund 5382 Water Well 46 Debt Service (NMFA)
- 231 Fund 5384 Water 2005A Bond Debt Service
- 232 Fund 5385 Water 2006 Bond Debt Service

## UTILITY FUNDS (CONTINUED)

- 233 Fund 5387 NMFA Water Loan Debt Service
- 234 Fund 5388 NMFA Water Debt Service
- 235 Fund 5394 Water 2005A Bond Debt Service
- 236 Fund 5395 Water 2006 Bond Debt Service Reserve
- 237 Fund 5400 Wastewater Operations
- 238 Fund 5401 Wastewater Development
- 239 Fund 5405 Wastewater Contingency
- 240 Fund 5420 Wastewater Water Reclamation
- 241 Fund 5432 Wastewater 2010 Debt Service
- 242 Fund 5441 Wastewater 2009 Bond Debt Service
- 243 Fund 5442 Wastewater 2010 Debt Service Reserve
- 244 Fund 5450 Wastewater Capital Improvements
- 245 Fund 5460 Wastewater Equipment Reserve
- 246 Fund 5472 WW EPA Grant Water Reclamation Projects
- 247 Fund 5474 WW Rebuilding Manhole NMFA Loan
- 248 Fund 5475 Wastewater 2006 Rehab Bond Projects
- 249 Fund 5478 WW Water Reclamation Projects
- 250 Fund 5483 WW JHWTP R/Filters NMFA
- 251 Fund 5484 WW Rebuilding Manholes Debt Service
- 252 Fund 5485 Wastewater 2006 Bond Debt Service
- 253 Fund 5488 2007 NMFA WW Reclamation Debt Service
- 254 Fund 5489 2008 NMFA WW Reclamation Debt Service
- 255 Fund 5495 Wastewater Bond Debt Service Reserve
- 256 Fund 5500 Solid Waste Operations
- 257 Fund 5510 Solid Waste Landfill Closure
- 258 Fund 5530 Solid Waste Recycling
- 259 Fund 5560 Solid Waste Equipment Reserve
- 260 Fund 5577 Solid Waste Projects (NMFA Loan)
- 261 Fund 5587 Solid Waste NMFA Loan Debt Service
- 262 Fund 5930 Alternative Fuels
- 263 Fund 5931 Clean Communities Emission Reduction

## ENTERPRISE FUNDS

- 264 Fund 5920 Transit Fund
- 266 Fund 5921 Transit Intermodal Center
- 267 Fund 5922 FTA Recovery Grant

## INTERNAL SERVICE FUNDS

- 268 Fund 6130 Information Technology
- 270 Fund 6140 Document Services
- 271 Fund 6150 Fleet Services
- 272 Fund 6310 Unemployment Reserve
- 273 Fund 6320 Employee Health
- 274 Fund 6330 Workers Compensation
- 275 Fund 6340 Liability Claims
- 276 Fund 6360 Judgments/Liabilities

## FIDUCIARY FUNDS

## TRUST AND AGENCY FUNDS

- 277 Fund 7410 Mesilla Valley Regional Dispatch Authority
- 278 Fund 7420 Metro Narcotics
- 279 Fund 7421 Metro Narcotics Seized Assets
- 280 Fund 7422 HIDTA Grants
- 281 Fund 7430 Mesilla Valley Safety Council
- 282 Fund 7440 Animal Service Center of the Mesilla Valley
- 283 Fund 7441 Animal Service Center of the Mesilla Valley Capital
- 284 Fund 7460 Lower Rio Grande Water Users Organization
- 285 Fund 7470 Branigan Estate
- 286 Fund 7480 Gifts and Memorials
- 288 Fund 7481 Veterans Memorial Wall
- 289 Fund 7490 Employee Benefits Committee
- 290 Fund 8100 South Central Solid Waste Authority Operations
- 291 Fund 8150 SCSWA Capital Improvements
- 292 Fund 8160 SCSWA O&M
- 293 Fund 8170 SCSWA Recycling
- 294 Fund 8180 SCSWA Community Collections

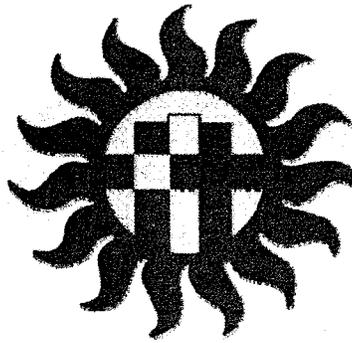
## EMPLOYEE SUMMARIES

- 295 Schedule of Changes by Department
- 296 Personnel Schedule by Department

2011-12 Fiscal Year Budget

City of Las Cruces, Issue 1

MAYOR  
Ken Miyagishima  
Term 2007-2011



Kenneth Daniel Gallegos Miyagishima was born in Biloxi, Mississippi in 1963; he is of both Japanese and Mexican descent. Mr. Miyagishima has been a resident of Las Cruces since 1971 and attended public schools. In 1985 he graduated from New Mexico State University with a degree in Finance and Real Estate; while still attending the University, Mr. Miyagishima began his insurance and financial services business, which he still owns today. Mr. Miyagishima has served on the City Council (2001 - 2007) and as a Doña Ana County Commissioner (1992 - 2000).

Inside this issue:

|                               |    |
|-------------------------------|----|
| Mayor & City Council          | 7  |
| Executive Staff               | 8  |
| Office of Management & Budget | 9  |
| City Organizational Chart     | 10 |

City Council

Gill Sorg  
COUNCILOR -DISTRICT 5  
Term 2009-2013



Miguel G. Silva  
COUNCILOR -DISTRICT 1  
Term 2007-2011



Thomas  
COUNCILOR -DISTRICT 6  
Term 2009-2013



Olga Pedroza  
COUNCILOR -DISTRICT 3  
Term 2009-2013



Nathan P. Small  
COUNCILOR -DISTRICT 4  
Term 2007-2011



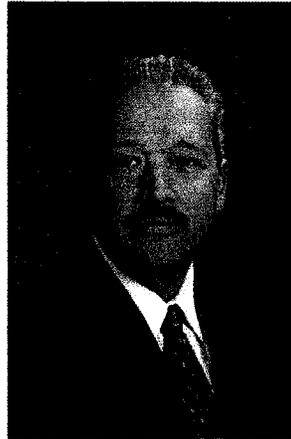
Dolores Connor  
COUNCILOR -DISTRICT 2  
Term 2007-2011



District 4

## Executive Staff

Mr. Garza assumed the City Manager's position in January 2011. As the City Manager, Mr. Garza is the chief administrator for the City, responsible for its day-to-day operations. The City has roughly 1,400 employees to whom he offers leadership, direction, and guidance.



Robert L. Garza  
City Manager

The City Manager and Assistant City Managers implement policies and programs that are prioritized and directed by the City Council and governed by the City of Las Cruces Charter (Home-ruled Municipality).

"Serving the Community as the City Manager is a great honor and I hope to make the best of every opportunity to help the City and Community thrive"

Brian Denmark  
Chief Operations Officer  
ACM-COO

Community Development - David Weir Director  
Facilities - Vacant Director  
Public Services - Lori Grumet Director  
Public Works - Michael Johnson Director

Vacant  
Chief Administrative Officer  
ACM-CAO

Accounting - Pat Degman Comptroller  
Grants Office - Auguie Henry Grants Manager  
Budget Office - Dick Gebhart Budget & Research Administrator  
Treasurer's Office - Robert Scaling Treasurer  
Purchasing Office - Robert Telles Purchasing Administrator  
Public Information Office - Udell Vigil Director  
Human Resources - Andre Moquin Director  
Information Technology - Scott Marr Interim Director  
Internal Auditor's Office - Audrey Evins Internal Auditor  
Risk Management - Mark Castillo Administrator

Harry Connelly  
City Attorney

Travis Brown  
Fire Chief

Richard S. Williams  
Police Chief

Jorge Garcia  
Utilities Director

The Office of Management and Budget (OMB) section of the Financial Services Department coordinates the preparation and development of the annual operating budget, capital budget, and multi-year capital improvement program for the City.

The City budget is the "Action Plan" used to implement the goals and objectives of the City Council. Activity-based budgeting isolates the costs of a governments operation by dividing the government into many different activities or support services and includes the direct and indirect costs of labor, contractual services, material and supplies.



**City of Las Cruces**  
PEOPLE HELPING PEOPLE

"Isolates the costs of a governments operation by dividing the government into many different activities or support services"

Senior Budget Analyst  
Robert Lundien

Budget Analyst  
Tencha Puentes

Budget & Research Administrator  
Richard "Dick" Gebhart

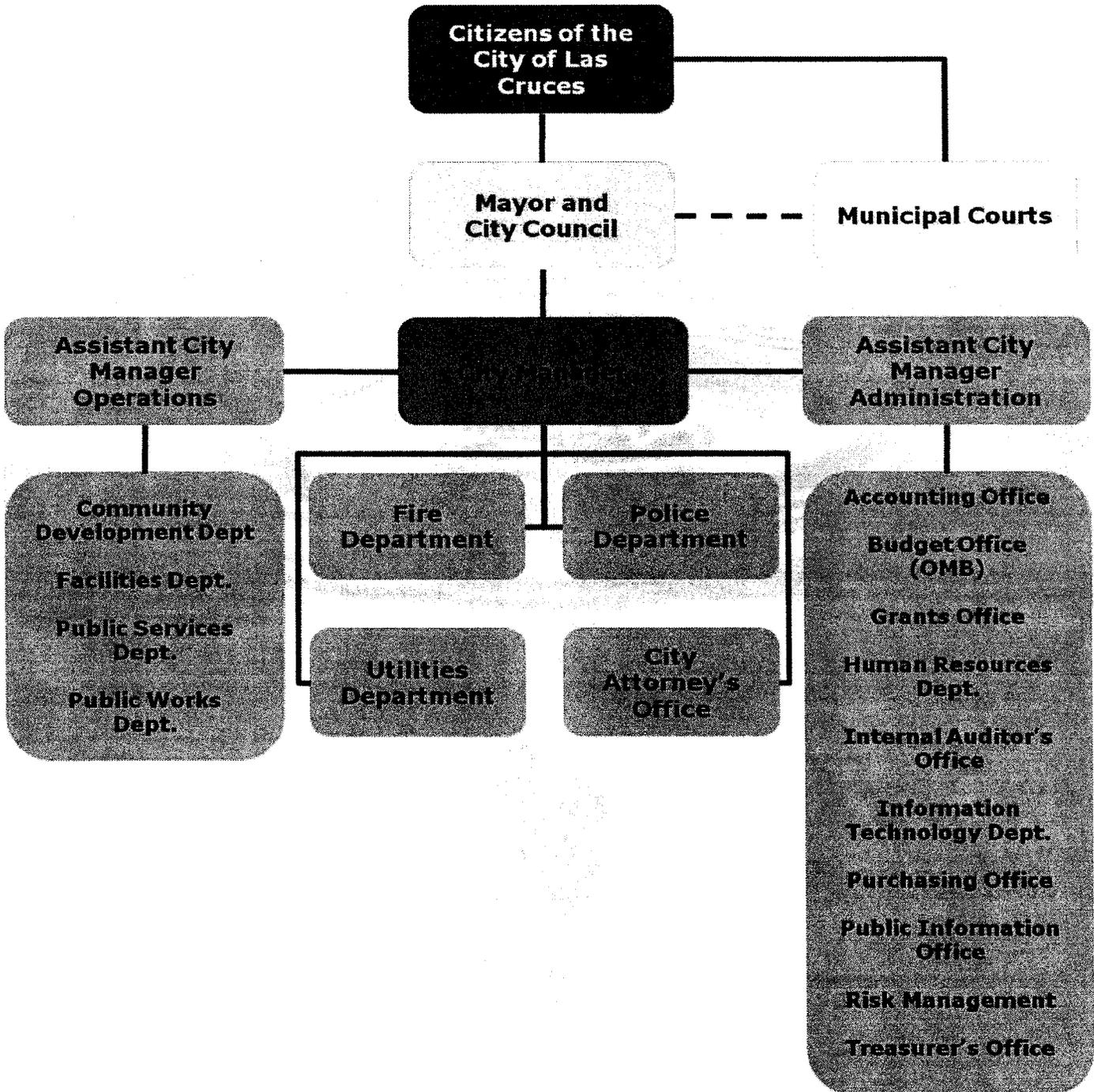
Budget Analyst  
Veronica MacGregor

Budget Analyst  
Claude Bowman

Budget Analyst Intern  
Lawrence Garcia

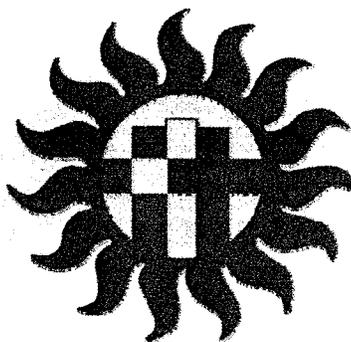
Department of Financial Services - Treasury Division  
Barbi Narvaez, Department of Administration - City Manager's Office  
Leesa Mandlman, Graphic Artist

All City Staff



## 2011-12 Fiscal Year Budget

# User's Guide Budget And ICIP Guide



User's Guide, Issue 2

## Purpose of an Annual Budget

The basic purpose of the City of Las Cruces' budget is to serve as a "blueprint" for providing City services and a working financial plan, as well as providing a communication tool for City residents, businesses, and employees. The document is specifically designed to provide clear and accurate information to the community with respect to how its local government is organized and operates. The five-year Infrastructure Capital Improvement Program (ICIP) provides a comprehensive capital planning document and a context for future capital budget allocations.

## Budget And Five-Year ICIP Preparation

The budget is prepared each year by the City Manager's Office and the Office of Management and Budget, in cooperation with other City Departments and other agencies which receive public funds. The five-year ICIP is prepared each year by the City Manager's Office, and City Administrative Departments. The ICIP preparation process has been integrated into the City's budget process.

The City of Las Cruces' City Charter requires the City Manager to propose a balanced budget in which total resources match or exceed total expenditures to the City Council each year. This document authorizes appropriations and or eligible expenditures for the City's fiscal year, which runs from July 1 to June 30 of the following year.

Through the city's budget process, services are adjusted or implemented. The City utilizes the budget along with its annual, mid year and end of year appropriation resolutions to provide the basis for control over expenditures; individual resolutions can also be considered by the City Council through-out the fiscal year.

For the City of Las Cruces, direction for the budget

emanates not only from the City Charter, but also from New Mexico State Statutes. The New Mexico Department of Finance and Administration—Local Government Division (DFA-LGD) provides the basic legal requirements, general time-lines and policies for the process. City Council goals, approved ordinances and resolutions provide additional direction and respond to the needs of the residents.

## Inside this issue:

|  |    |
|--|----|
| Purpose of An Annual Budget                    | 11 |
| Budget and Five-Year ICIP Preparation          | 11 |
| Level of Control And Changes to Adopted Budget | 13 |
| Fund Structure                                 | 14 |
| General Financial Policies                     | 16 |
| ICIP Capital Budget                            | 16 |
| Budget Review                                  | 16 |
| Budget Implementation                          | 17 |

The City's Operating Budget is also structured by performance measures which delineates the city departments' broad based goals and objectives. Major performance measures incorporate: Safe and Secure Community; Community Identity; Land Use, Infrastructure, and Connectivity; Natural and Energy Resources; Economic Development; Accountable, Responsive, and Engaged City Government; and Employer of Choice.

The annual budget is prepared at a level of detail similar to the individual Fund Statement of Revenues, Expenditures, Transfers and Changes in Fund Balances/Retained Earnings. If adequate fund balance is available from the prior fiscal year, and if deemed necessary, the city may budget expenditures in excess of revenues.

Based upon the prior year budget and projected needs, the city departments prepare their requests for the forthcoming fiscal year. Utilizing funds as the basic budgetary unit, the Operating Budget is organized into sets of interrelated accounts to record revenues and expenditures. These fund types include General Funds, Special Revenue Funds, Debt Service Funds, Capital Improvement Project Funds, Special Assessment Funds, Enterprise Funds, Internal Service Funds, and Trust and Agency Funds.

In January, the Office of Management and Budget presents a review and discussion of the budget to the

City Council. At that time, financial results for the previous fiscal year, the latest available information on revenues and expenditures for the current fiscal year, and the limited information about the effects on the upcoming fiscal year are compiled; with the main focus on the General Fund.

In mid-January of every year, the Office of Management and Budget initiates the annual budget process by holding Budget kick-off sessions with department directors and budget representatives of each department. At that time forms, computer printouts, and supporting schedules are provided to the departments for preparation of the Operating Budget. Each department completes the budget requests and data input into the City financial reporting (MUNIS) System. In mid February departments turn in operating budget forms to the Office of Management and Budget in accordance with the established schedule. The Office of Management and Budget (OMB) reviews, analyzes and consolidates the department's requests for the City Manager's budget review. A major component of this process are meetings that are held with the City Manager, Assistant City Manager, Office of Management and Budget Manager and Budget Analyst with each department in which the city's revenue outlook is discussed and the departmental expenditure requests are evaluated in detail in early or mid March.

After meeting with departments, the City

Manager, Assistant City Managers', and the Office of Management and Budget Manager jointly evaluate the city's revenue resources and again assess department expenditure requests; which lays the foundation for the City Manager's Recommended Budget for presentation to the community and City Council.

In April preceding each budget term, the City Manager submits the proposed budget for the upcoming fiscal year along with an explanatory message to the City Council. The proposed budget provides a complete financial plan for each city fund and includes appropriate financial information showing comparative figures for the last completed fiscal year, the current year budget and fiscal year end projections, and the City Manager's proposed budget for the next fiscal year.

Budget work session(s) are conducted with the City Council during the months of January through June. City residents have an opportunity to comment on the draft document during public hearings held in mid-April and/or May. During the work sessions and the public participation period, the draft proposed budget and five-year ICIP document may be revised or amended to reflect spending priorities that may differ from those presented in the original draft document. Submission of the Annual Budget and Budget Message must be submitted by the City Manager to the City Council at least sixty (60) days prior to the start of the fiscal year in accordance with the City Charter.

The City Manager's message shall explain the budget both in fiscal terms and in terms of work programs. It shall outline the proposed financial policies of the City for the ensuing fiscal year and describe the important features of the budget including: major changes in financial policies, expenditures, and revenues together with the reasons for such changes. The budget message summarizes the City's debt position and includes any other material the City Manager deems desirable.

In accordance with the City Charter, the City Council shall

adopt the budget no later than thirty (30) days before the beginning of the fiscal year; if it fails to adopt the budget by the beginning of the fiscal year, this will result in the amount appropriated for current operations for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it prorated accordingly, until the City Council adopts a budget. However, nothing shall preclude the City from meeting its debt service when due. Adoption of the budget shall constitute appropriations of the

amounts specified therein as expenditures from the funds indicated.

The final Annual Budget with corresponding ICIP Budget is adopted by separate resolutions of the City Council and takes effect on July 1. Once adopted, the City of Las Cruces has a new operating budget and fiscal plan for the coming year and a five-year plan for capital spending.

Below is a calendar in which the process of planning and preparing the Annual Budget and Five-Year ICIP Document is outlined:

| Budget Calendar<br>2011-12                 |          |   |       |
|--|----------|---|-------|
| Budget Kickoff                             | January  | City Council ICIP Work Session                | March |
| ICIP City Manager's (CM) Discussion        | January  | Departments Final Recommendations - CM        | March |
| ICIP Forms Sent To Departments             | January  | ICIP Forms to Office of Management and Budget | March |
| Department Performance Measures            | February | City Council Budget Review Sessions           | April |
| Budget Direction/Expectations              | February | Proposed Budget Available on Inter/Intra Net  | April |
| ICIP Detail Due To Facilities              | February | City Council Budget Review Work Session       | April |
| Department Strategic Budget Presentation   | February | Public Hearing of Formal Annual Budget/ICIP   | May   |
| Department Budget Packages Due             | February | Annual Budget and ICIP To City Council        | May   |
| Capital Improvement Strategic Work Session | February | Adopted Annual Budget Due To DFA              | May   |
| Department Budget Review Discussions       | March    |   |       |

**Level of Control And Changes to Adopted Budget**

For the ensuing fiscal year, the City adopts an annual budget by mid-May. From the effective date of the budget, the amounts stated as proposed expenditures become appropriations for the various City departments and capital improvement projects. These formal budgets are employed as a management control device during the year for

General Revenue Funds and Special Revenue Funds. The City has prepared object line-item detail, which lists each account group within each of the three expenditure categories (Salary and Benefits, Operating Costs, and Capital Outlay). This annual budget format is designed to provide a more comprehensive management and fiscal planning system to aid in the achievement of goals and

objectives at the operational levels consistent with City Council's policies.

Budgetary control, the level at which expenditures cannot legally exceed the appropriated amount, is exercised at the category level. The City Charter provides guidelines on budget transfers and the authorization necessary to implement transfers.

Generally, there are two types of budget transfers:

**Budget Adjustments:** This is a transfer that does not change the total appropriated bottom line amount in the fund and does not require City Council action (transfers between departments in general require City Council approval). Depending upon the budget category affected by the transfer, approval may be granted at the Office of Management and Budget Administrator or City Manager level.

Department heads have discretion to reappropriation funds between certain object line items within a program but may not exceed the bottom line appropriated amounts for each category.

**Budget Amendments:** This is

an adjustment to the total appropriated amount within a fund which was not included in the original budget. These supplemental appropriations require formal action by the City Council. Types of modifications can be categorized as follows:

- Unanticipated revenue, which was not projected in the budget, may be appropriated by Council for expenditure in the year received.
- Prior year reserves or fund balances may be appropriated to fund items not previously included in the adopted budget. Reserves/fund balances exceeding minimum amounts required by administrative policies may be appropriated if it is determined to be in the

best interest of the City. The City Council must also appropriate reserves in case of emergencies or unusual circumstances.

- Transfers between funds require formal action by the City Council.

Unexpended appropriations automatically lapse at the end of the fiscal year, and are included in the ending fund balance calculations within each fund.

For all budget changes, the recommending department head will prepare a Council resolution for the adjustment. OMB will review the request and make a recommendation. Once adopted by Council, the adjustments are abstracted on a monthly basis and the abstracts are sent to DFA - LGD for approval.

### Fund Structure

The City's accounting records are organized and operated on a "Fund" basis, which is the basic fiscal accounting entity in governmental accounting. The City Council must approve expenditure levels for all funds. In turn, the New Mexico Department of Finance and Administration - Local Government Division must approve the expenditure levels adopted by Council and ensure that funds have sufficient resources (fund balance and revenues) to cover expenditures. This approval is given at the adoption of the annual Budget, but can be done throughout the fiscal year as priorities change.

Every increase or decrease in bottom line approved expenditure(s) for a fund or transfer between funds must be approved by Council and the New Mexico Department of Finance and Administration - Local Government Division.

The budget presented here is made up of three (3) distinct fund groups: Governmental Funds (General, Special Revenue, Capital Projects, and Debt Service), Proprietary Funds (Enterprise and Internal Services), and Fiduciary Funds (Trust and Agency).

#### *Governmental Funds:*

Governmental Funds are used to account for the City's expendable financial resources and related

current liabilities, except for those accounted for in proprietary funds. The basic financial statements necessary to fairly present financial position and operating results for governmental funds are the balance sheet and the statement of revenues, expenditures, and changes in fund balance. Governmental funds are maintained using the modified accrual basis of accounting.

- General** - these revenues come from State and local taxes, grants, transfers from other funds, interest income, fees, fines, rentals, licenses, permits, reimbursed expenses, franchise fees,

administrative revenue from Joint Utility Services, and other revenues. General funds are used to provide the most basic of city services: public safety (fire and police), development services (streets, planning, inspections), community services, and (parks, recreation, library, senior programs), municipal court, and local government services.

**Special Revenue Funds**

- include grants and contracts, which restrict how the money is to be spent. Such funds account for the proceeds of specific revenue sources that are legally restricted to special types of expenditures.

**Debt Service Funds**

- account for the accumulation of resources for the payment of general, long-term obligations (principal and interest of the City).

**Capital Projects funds**

- are funding resources to be used for acquisition, construction, and maintenance of major capital facilities and infrastructure other than those financed by the proprietary fund operations (like Joint Utilities and Enterprise Funds). The Capital Funds section includes the capital fund summaries and a project-funding matrix that lists funding appropriated for all projects. This budget also includes an Infrastructure

Capital Improvements Program (ICIP) section; this section outlines the capital improvements the City desires to make during the upcoming years and is updated annually.

- Special Assessment funds** - are funding resources for a specific area of the City receiving infrastructure improvements.

*Proprietary Funds:*

Generally accepted accounting principles applicable to a private commercial business are applicable to proprietary funds of a governmental entity; the accrual basis of accounting is utilized. The measurement focus is based upon a determination of net income, financial position and cash flows. Accordingly, basic financial statements are required, such a balance sheet, statement of revenues, expenses and changes in retained earnings (deficit), and the statement of cash flows.

- Enterprise Funds** - include Shared Service, Gas, Water, Wastewater, Solid Waste, and Public Transit funds. Accounts for the operations that are financed and operated in a manner similar to private enterprises, where the intent of the City Council is that the cost and expense, including depreciation and amortization, of providing goods or services to the general public on a continuing basis be

financed or recovered primarily through user charges, or where periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

**Internal Service Funds**

- renders support to departments with the City. Cost of materials and services used are accumulated in these funds and are charged to the user departments as goods delivered or services rendered.

*Fiduciary Funds:*

Fiduciary Funds are maintained to account for assets held by the City in a trustee capacity for individuals, private organizations, other governments and other funds.

**Trust and Agency Funds**

- these funds are included in the annual budget. Reserve and expenditures for fiduciary funds are presented in the Comprehensive Annual Financial Report (CAFR - is a government financial statement that has three major sections: Introductory, financial, and statistical. This financial report goes beyond the minimums established for the public sector companies and is created with a showing of Fund Accounting and Enterprise Authority accounting.).

### General Financial Policies

In addition to legal constraints outlined in the previous section, a number of administrative and City Council - approved policies provide guidance and direction to the budget development process.

#### *Form of Budget Adoption:*

**Resolutions** - Three budget resolutions are approved each fiscal year: (1) the operating budget resolution, (2) the capital funds resolution and (3) the re-appropriated funds resolution. The last resolution is required because unexpended amounts, including those encumbered, lapse at the end of the fiscal year. While all expended amounts must be included in the budget adoption resolution, the city may re-budget all encumbrances outstanding at year's end.

**Allocation of Appropriations** - Funds appropriated by the City Council are allocated to programs, offices, departments, divisions, sections, projects and type of expenditure by the City Manager or as delegated to the Office of Management and Budget Administrator to provide managerial control and reporting of budgetary operations.

**Contingency Amounts** - A contingency allowance (also known as a "rainy day fund") is appropriated to provide for emergencies, mid-year community services

requests, unanticipated expenditures and revenue shortfalls. Expenditures may be made from contingencies only upon approval by the City Council with recommendations by the City Manager. Special Revenue and Enterprise funds have varying levels of contingency funding consistent with the variability in revenues and expenditures associated with the services provided.

**Budget Controls** - At the department level, control of expenditures is governed by Administrative Regulations. City departments prepare revised expenditure estimates twice a year. The Office of Management and Budget keeps the City Manager and the City Council advised on the status of the budget through periodic budget status reports. Mid-year revenue changes and/or expenditure increases and/or reductions can result in the adoption of mid-year expenditure increase and/or reduction.

#### *ICIP Capital Budget*

The Five-Year Infrastructure Capital Improvement Plan (ICIP) shall be prepared and updated each year. Although this plan may include "unfunded" projects that carry out the City's strategic and general plans, it must also include a capital spending plan that identifies projects that can be completed with

known funding sources. Each department must, when planning capital projects, estimate the project's impact on the City's operating budget. The ICIP is also submitted to the State of New Mexico as a planning tool for allocating capital appropriations to the City of Las Cruces.

Amendments to capital appropriations fall under the same guidelines as changes to the operating budget, with one exception: any project change exceeding 20 percent of the original contract price or \$100,000 must receive specific City Council approval. This approval can be by motion rather than resolution and may accompany a recommendation for award of bid, change order or other City Council action. This serves to keep the City Council informed on capital activity and funding, and ensures that revisions of the project priorities are in line with City Council expectations.

#### *Budget Review*

During the budget review phase(s), the City Manager's Office, in conjunction with the Office of Management and Budget and Human Resources, analyzes requests for new/reclassified positions and/or eliminated positions, and operating and capital budget requests. This information is then compiled and

presented to the Budget and Research Administrator; the budget team, comprised of the City and Assistant Managers', Budget and Research Administrator, and assigned Budget Analyst, conduct meetings with each department to review their estimated expenditures for the current fiscal year and the proposed base line requests and enhancements for the proposed budget year. At the completion of these meetings, the Office of Management and Budget again compiles all the financial data and presents the proposed budget to the Budget Administrator for final review and budget preparation.

#### *Budget Adoption*

The City Manager presents, via publicly noticed hearing and/or work sessions, the budget to the City Council. A public hearing is held and, after modifications and revisions, the budget is adopted by resolution.

#### *Budget Implementation*

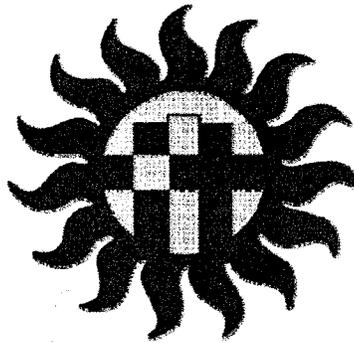
A budgetary control system will be maintained to ensure compliance. The Office of Management and Budget is responsible for setting up the budget for tracking purposes and is charged with ensuring fund availability during the year to cover expenditures and appropriations. Reports comparing the budget with expenditures are generated and sent to departments on a monthly basis.

#### *Budget Revision*

The City Council approves total budgeted appropriations throughout the year. Actual expenditures may not exceed budgeted appropriations at the bottom line level. The City Manager or his designee is authorized to transfer budgeted amounts at the object level within a departmental category. The City has the following programs accounted for through its governmental

funds: general government, public safety, public services, public works, parks and recreation, community development, and capital expenditures. Use of un-appropriated reserves must be specifically approved by the City Council.

Budget Transmittal

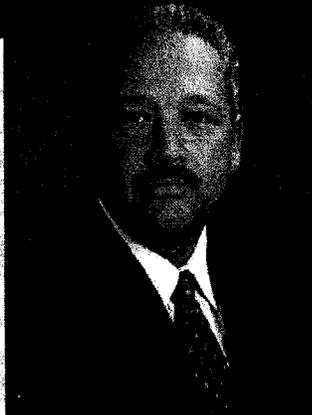


Budget Transmittal,  
Issue 3

**Proposed 2011-12 Budget**

To The Honorable Mayor  
And City Council

April 19, 2011



I am pleased to submit for your review and consideration; the Fiscal Year 2011-12 Proposed Budget, in compliance with provisions of the Las Cruces City Charter and State of New Mexico Statutes.

**Inside this issue:**

|                      |    |
|----------------------|----|
| Budget Transmittal   | 18 |
| Budget Overview      | 21 |
| Economic Outlook     | 27 |
| Revenue Overview     | 28 |
| Strategic Planning   | 32 |
| Strategic Objectives | 38 |

**Introduction / Background**

I am submitting the City's Proposed Operating Budget for Fiscal Year 2011-12. Las Cruces, like the rest of the state and nation has faced financial impacts due to the economy and its affects on commerce and spending habits of our residents. While we continue to weather the impacts to revenues and increasing operational demands, we seem to be in an improved fiscal position compared to the same time last year. This condition can be attributed to careful and conservative fiscal management and planning on the part of the City Council and

City Administration beginning with a continuous monitoring of costs and progressively investing time and energy with a pre-budget retreat, detailed reviews of operations and strategies, and planning to convert temporary managed reductions to permanent and reoccurring savings.

We have maintained focus to meet the needs of our community by ensuring critical core services are maintained. Fees for services and related changes in revenue generation are being kept to a minimum. Reserves are being maintained and improved over last year. Additionally, at the center of

our initiative is a strong focus on restoring and implementing deferred services and investments in our fleet and facilities. Finally, I intend for this budget to have a positive impact on our citizens through concentration of our efforts.

**Strategy**

Over the last several years, there has been negative or very slow but steady growth in GRT revenues that have not been sufficient to keep pace with increases in costs but we have made necessary adjustments in our operating and spending habits to offset this impact. We have taken

proactive measures to minimize the impact to city services by closely reviewing all hiring proposals to determine impact on core functions, conservatively forecasted revenues, and minimized expenditures in a multitude of areas. We are implementing numerous components of the Strategic Plan that will improve performance, responsiveness to the community, and make positive strides toward achieving goals and objectives in the areas of citizen impact, service delivery and foundational support.

City Administration worked closely with our management and budget team and department directors to identify cost saving opportunities and conservation measures that yielded strategic growth in several areas of the budget. A primary objective to convert the "Additional Managed Reductions" (AMR) to permanent cost savings yielded a permanent reoccurring annual savings of \$1.2 Million, equating to 27% of the total AMR goal.

#### Revenues and Savings

Gross Receipts Tax (GRT) which makes up 72% of the General Fund budget is expected to grow 1.4% for Fiscal Year 2012. Additionally, with the efficiencies realized during the current fiscal year, we anticipate having a positive fund balance exceeding budgeted levels which will also provide us with additional funds to use in programming the Fiscal Year 2012 operating budget. While staff has

identified proposals for 2011-12 to discuss changes in fees for services, revenue projections for those areas are not being relied on to balance the budget. Rather, the fees for services are designed to improve public safety programs.

This budget includes the permanent reduction of 17 vacant positions which will save the City a total of \$798,066 annually. These reductions include positions that were kept vacant to help balance the Fiscal Year 2010-11 budget. Through redistribution of work assignments, we are able to eliminate the positions without an adverse impact to service delivery. This savings coupled with the slight increase in gross receipt revenues and the savings from operational efficiencies in the current budget places our available revenues in a positive light going into the 2011-12 budget cycle.

#### Expenditures

All city departments were given expenditure targets that were either at or below the Fiscal Year 2008-09 ending budget. This equates to an average reduction in spending of 6.2% within their operating budgets. Numerous departments were able to present a budget that reached the permanent cost savings goals established. Additional expenses have been factored into budgets to address increases in costs for employment related expenses such as market driven job reclassifications. Additionally, reserves have been established for future unemployment and health insurance costs.

I will continue to pursue cost savings in many areas of the City in Fiscal Year 2011-12 and with anticipated restructuring and organizational efficiencies; I am striving to achieve additional permanent cost reductions.

#### Budget Highlights:

The proposed budget is balanced and reflects our continued fiscal restraint. The City is required to have 1/12th operating reserve and we are proposing a budget that maintains twice that amount at 2/12<sup>th</sup> or \$13,967,816, an increase of \$182,039 over Fiscal Year 2010-11. This increase in our reserve puts the City in a better position to adjust to future economic downturns and help to maintain the City's high bond ratings. There is no tax increase proposed, and no furloughs or layoffs for employees included.

As a result of the referenced cost savings achievement and the slight increase in projected GRT revenue, I am recommending we restore our commitment to invest in our vehicle acquisition fund as well as enhancing the investment in our building services fund. These measures reflect the council priority of finishing what we've started and taking care of the considerable backlog in these areas.

Our employees have contributed to the success of our cost savings by doing more with less. They have not been receiving regular cost of living and merit pay adjustments due to strained budget conditions. It is time to begin to restore wages to competitive levels to help meet our commitment as

the employer of choice. I have set aside an average 2.6% for merit based wage increases for non-represented City Employees. This is the second year we will base wage adjustments purely on a performance. This budget also continues to fully fund negotiated compensation (step) increases for our three union contracts.

We have approximately \$74 million of "active" authorized capital projects in various

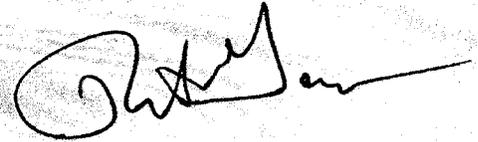
stages of development or construction. A breakdown of this funding is included in this budget under the ICIP section. The capital improvements are centered on both system expansion and rehabilitation of public infrastructure.

#### **Conclusion**

The proposed budget is optimistic but conservative. It implements City Council directives and provides a positive and strategic approach to managing the City of Las Cruces.

I want to thank all staff who were deeply involved in crafting this financial plan for this proposed fiscal year budget recommendation, particularly as it related to difficult choices and decisions that had to be made throughout the process. I am especially grateful to the staff of the Office of Management and Budget and the Interim Assistant City Manager for their hands-on involvement and many hours of hard work to put together a reasonable and responsible spending plan for the next fiscal year.

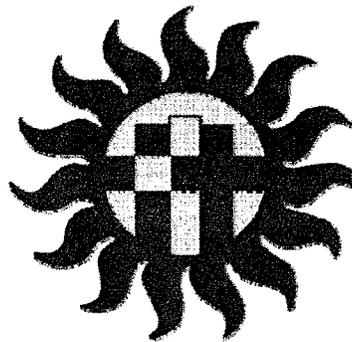
Respectfully submitted,



Robert L. Garza, P.E.  
City Manager

Budget Overview

Budget Overview, Issue 4



**Total Budget**

For Fiscal Year 2011-12 the City proposed budget for all funds totals \$285.4 million which is a drop of \$8.0 million from the adopted budget for Fiscal Year 2010-11. The completion of the City's Convention Center accounts for the majority of the change.

If budgeted levels for the City's fiscal agents are included, the

total increases to \$299.2 million in fiscal year 2011-12. The drop between fiscal year 2010-11 and fiscal year 2011-12 in the Fiscal Agent category is principally due to the City's divestiture of Rio Grande Natural Gas Association in 2010-11.

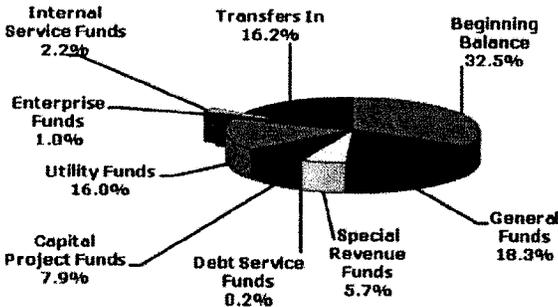
**Inside this issue:**

|   |    |
|---|----|
| Total Budget                                | 21 |
| General Government Expenditures by Function | 22 |
| Proposed Investment for FY 2011-12          | 23 |
| City Wide Employment Trend                  | 23 |
| General Fund Expenditures Summary           | 24 |
|   | 26 |

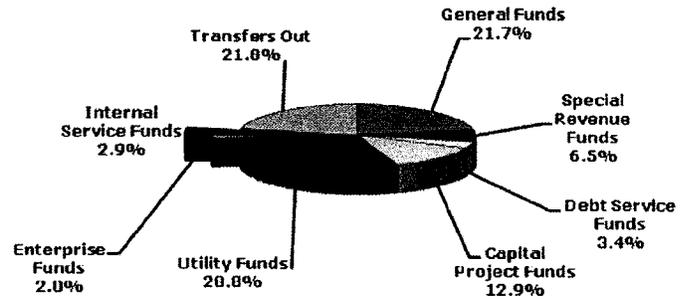
|                                | <b>FY 2011<br/>Adopted<br/>Budget</b> | <b>FY 2012<br/>Proposed<br/>Budget</b> | <b>Dollar<br/>Change</b> | <b>Percentage<br/>Change</b> |
|--------------------------------|---------------------------------------|--|--------------------------|------------------------------|
| General Funds                  | \$ 76,376,741                         | \$ 79,193,864                          | \$ 2,817,123             | 3.7%                         |
| Special Revenue Funds          | 26,408,090                            | 23,782,950                             | (2,625,140)              | -9.9%                        |
| Debt Service Funds             | 12,717,534                            | 12,424,429                             | (293,105)                | -2.3%                        |
| Capital Project Funds          | 53,063,976                            | 46,963,554                             | (6,100,422)              | -11.5%                       |
| Utilities Funds                | 106,259,900                           | 105,175,539                            | (1,084,361)              | -1.0%                        |
| Enterprise Funds               | 8,240,182                             | 7,297,914                              | (942,268)                | -11.4%                       |
| Internal Service Funds         | 10,384,992                            | 10,570,086                             | 185,094                  | 1.8%                         |
| City Total                     | 293,451,415                           | 285,408,336                            | (8,043,079)              | -2.7%                        |
| Fiscal Agent (Fiduciary Funds) | 24,417,635                            | 13,789,660                             | (10,627,975)             | -43.5%                       |
|                                | <b>\$ 317,869,050</b>                 | <b>\$ 299,197,996</b>                  | <b>\$ (18,671,054)</b>   | <b>-5.9%</b>                 |

The following two graphs represent the source of City funds and the areas to which they are proposed to be appropriated.

**Where The Money Comes From - All Sources**



**Where The Money Goes - All Sources**



**General Government Expenditures by Function**

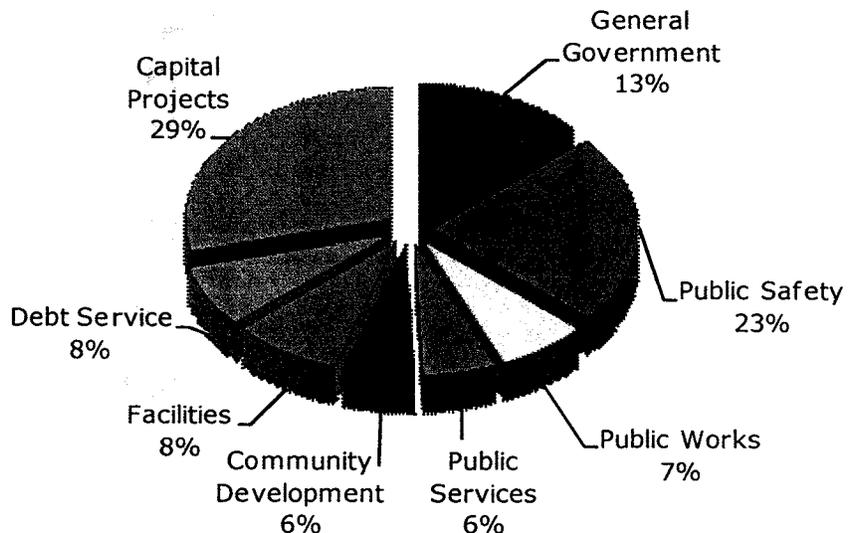
When tabulated by function City budgets show relatively moderate variation over time. The exception is capital expenditures. Capital expenditures can and do vary from year to year depending on the timing and scope of building schedules, capital appropriations from the state and federal grants. With no new major City building projects on the horizon, combined with the trend in state capital appropriations and the unwinding of federal stimulus money, the decline in capital expenditures is evident. With the exception of capital expenditures the remaining functional areas remain fairly consistent from the previous fiscal year. The largest area of expenditures, which is consistent with Council priorities, remains public safety which accounts for almost one quarter of all budgeted dollars.

**General Government Expenditures by Function Fiscal Years 2009-10, 2010-11 Budget and 2011-12 Proposed Budget**

|                       | Budget 2009-10        | Budget 2010-11        | Proposed 2011-12      |
|-----------------------|-----------------------|-----------------------|-----------------------|
| General Government    | \$ 17,818,180         | \$ 20,120,488         | \$ 21,624,377         |
| Public Safety         | 34,621,681            | 36,403,073            | 37,672,626            |
| Public Works          | 11,213,648            | 11,581,259            | 11,566,380            |
| Public Services       | 9,988,853             | 9,987,175             | 9,360,060             |
| Community Development | 10,148,639            | 10,801,337            | 9,032,837             |
| Facilities            | 14,819,434            | 13,891,499            | 13,720,534            |
| Debt Service          | 12,020,534            | 12,717,534            | 12,424,429            |
| Capital Projects      | 95,213,911            | 53,063,976            | 46,963,554            |
|                       | <b>\$ 205,844,880</b> | <b>\$ 168,566,341</b> | <b>\$ 162,364,797</b> |

Includes General Funds, Special Revenue Funds, Capital Project Funds, and Debt Service Funds

**General Government Expenditures FY2011-12 Proposed Budget**



**Proposed Investments for FY12**

For FY12 the budget proposes the following investments:

- 1. Merit increases for non-representative employees \$513 thousand
- 2. Step Increases for union employees \$281 thousand
- 3. Unemployment insurance tax increase \$571 thousand
- 4. Transfer to Vehicle Replacement Fund \$2.5 million
- 5. Transfer to Facilities Improvement Fund \$1.8 million
- 6. Completion of Police Academy \$500 thousand
- 7. Replacement of 30 police cars \$1.1 million
- 8. Debt service for replacement of 2 fire trucks \$128 thousand
- 9. GRT Bonding proceeds for:
  - Streets \$4.5 million
  - Facilities \$5.5 million
  - Flood \$1.5 million
- 10. Future Health Care Costs \$799 thousand

**City wide employment trend**

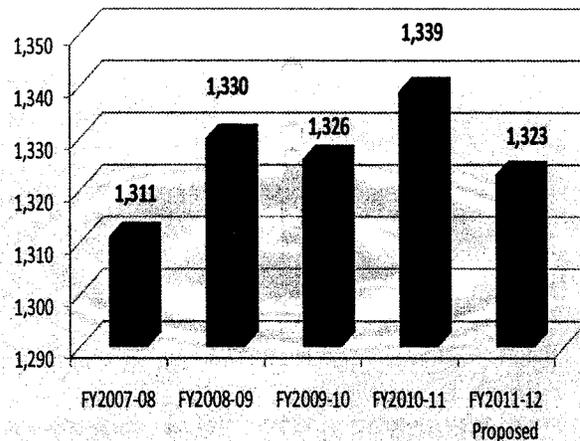
For FY2011-12 the number of full time positions in the proposed budget is reduced by a net of 16. One full time position was created from two part time positions while 17 vacant positions were eliminated. This proposed budget begins the process of aligning the City's work force with economic conditions. No layoffs or reduced hours are contained in the proposed budget.

**CITY OF LAS CRUCES**

**Schedule of Changes In Full-Time Budgeted Positions  
Fiscal Year 2011-12**

|                        | 2008-09<br>ACTUAL | 2009-10<br>ACTUAL | 2010-11<br>ADOPTED | Increase or<br>(Decrease) | 2011-12<br>Proposed |
|------------------------|-------------------|-------------------|--------------------|---------------------------|---------------------|
| Legislative            | 7                 | 7                 | 7                  | 0                         | 7                   |
| Municipal Court        | 29                | 29                | 29                 | 0                         | 29                  |
| Administration         | 15                | 15                | 15                 | 1                         | 16                  |
| Community Development  | 58                | 60                | 60                 | (3)                       | 57                  |
| Facilities             | 137               | 164               | 175                | (1)                       | 174                 |
| Finance                | 61                | 64                | 65                 | (2)                       | 63                  |
| Fire                   | 128               | 128               | 128                | 0                         | 128                 |
| Human Resources        | 14                | 14                | 14                 | 7                         | 21                  |
| Information Technology | 34                | 32                | 32                 | (1)                       | 31                  |
| Legal                  | 22                | 22                | 22                 | (7)                       | 15                  |
| Police                 | 269               | 269               | 269                | 0                         | 269                 |
| Public Services        | 173               | 146               | 145                | (6)                       | 139                 |
| Public Works           | 114               | 114               | 116                | (4)                       | 112                 |
| Utilities              | 269               | 262               | 262                | 0                         | 262                 |
| <b>Total City-Wide</b> | <b>1,330</b>      | <b>1,326</b>      | <b>1,339</b>       | <b>(16)</b>               | <b>1,323</b>        |

**City-Wide Full Time Employees**



**General Fund Expenditures**

The General Fund is the City's main operating fund for all City departments with the exception of Utilities. For FY2011-12 the budget proposes to spend \$83.8 million which is approximately one million dollars more than was appropriated in FY2010-11. The increase is

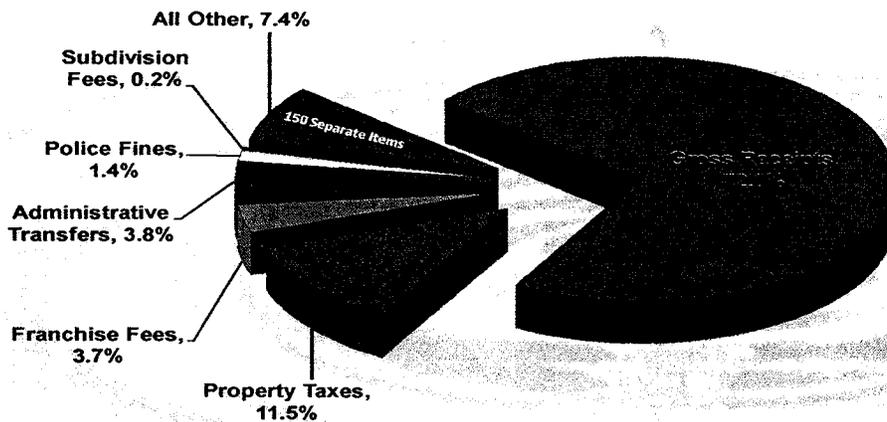
contained in three areas: 1) reserves for salary increases, 2) reserves for legislative tax increase in unemployment insurance, 3) increase in administrative charges levied by the State to collect the City's GRT revenue.

and where does it go?" For revenues the general fund is dominated by gross receipts tax. On expenditures, three departments, Facilities, Police and FIRE, comprise almost half of all general fund outlays.

The following graphs answer the broad question of "where does the money come from

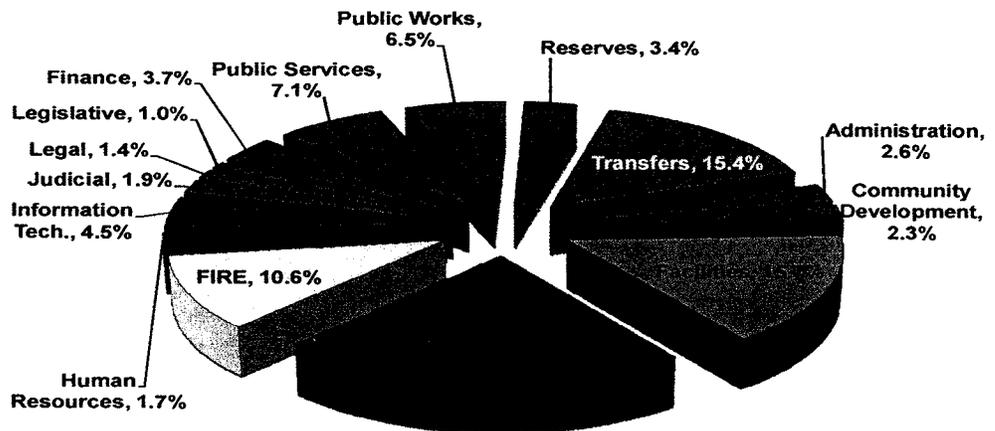
**Major General Fund Revenues**

Fiscal Year 2011-12  
Total Estimate = \$79.4 million



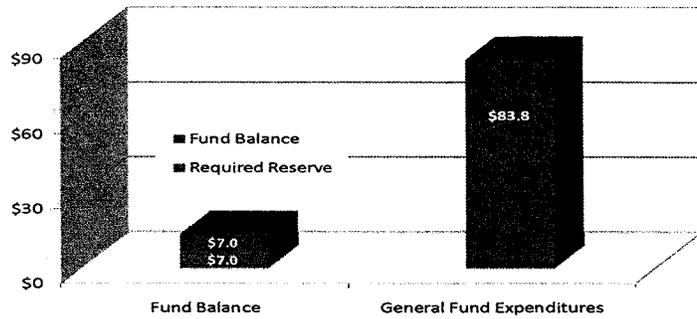
**Major General Fund Expenditures**

Fiscal Year 2011-12  
Total Estimate = \$83.8 million



One budget goal specified by City Council has been to keep the General Fund ending balance at twice the amount required by the State, which is 1/12 of expenditures. The proposed budget has an ending balance equivalent to 2/12 of expenditures which meets the Council's goal.

Fiscal Year 2011-2012 Proposed Budget  
Dollars Millions



Another way to gauge expenditure trends is to examine spending on a per capita basis both in current dollars and in real terms. The per capita figures underscore the reductions the City has made in response to

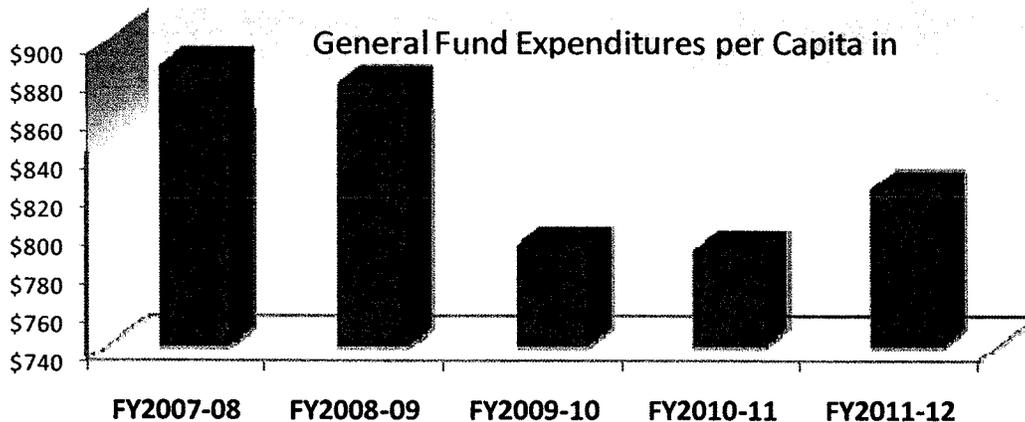
recessionary conditions beginning with the fiscal year 2009-10 budget. On an inflation adjusted basis the per capita spending levels reflects the added investments the City Manager is proposing in fiscal year 2011-12 in rebuilding the

funds needed to maintain the City's infrastructure and replace vehicles. Even with this added investment the real per capita spending level is still well under the pre-recession figures in the fiscal year 2008-09 budget.

**Expenditures per Capita  
General Fund**

**Five Fiscal Years (including FY 2011-12 Proposed)**

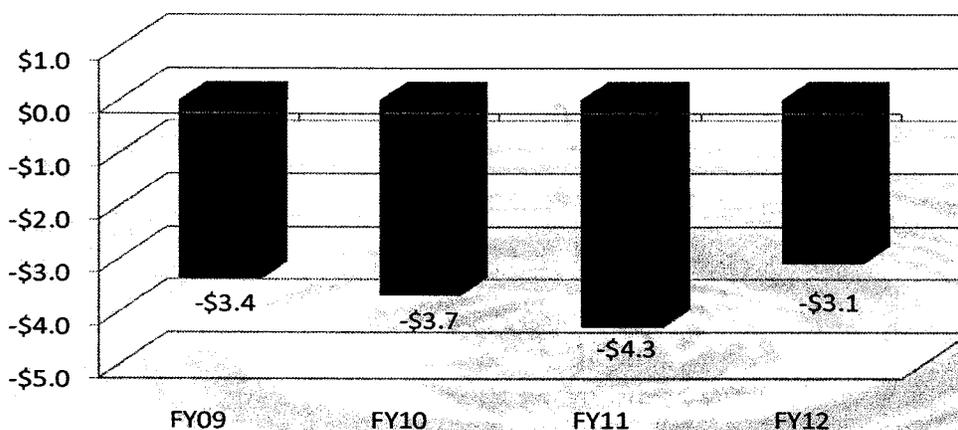
| Item                                   | Adopted<br>FY2007-08 | Adopted<br>FY2008-09 | Adopted<br>FY2009-10 | Adopted<br>FY2010-11 | Proposed<br>FY2011-12 |
|--|----------------------|----------------------|----------------------|----------------------|-----------------------|
| General Fund Expenditures (Current)    | \$ 81,361,758        | \$ 83,833,075        | \$ 77,526,901        | \$ 79,005,267        | \$ 83,806,898         |
| CPI (Fiscal Year Jul 1 - Jun 30)       | 211.7                | 214.7                | 216.7                | 220.8                | 225.5                 |
| Population Estimate January 1st        | 91,714               | 94,101               | 96,745               | 97,906               | 99,668                |
| Expenditures per Capita (Current)      | \$ 887               | \$ 891               | \$ 801               | \$ 807               | \$ 841                |
| Expenditures per Capita (2008 dollars) | \$ 887               | \$ 878               | \$ 794               | \$ 792               | \$ 823                |



Another area of progress contained in the proposed budget is converting managed reductions (AMR's) into permanent reductions in the general fund. By converting AMR's into permanent reductions the City has begun to recognize the structural adjustments necessary to reflect current and anticipated economic conditions. AMR's account for 4.5% of total departmental budgets in FY2011-12, down from 6.2% in the previous fiscal year.

## General Fund Departments Additional Managed Reductions

Dollars Millions



### Summary

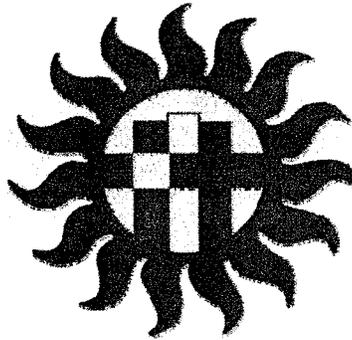
Overall, the expenditure trend reflects the conservative approach taken in preparing the proposed budget. The budget recognizes the economic environment and begins to reshape the City's budget to permanently reflect these changes. The proposed

budget invests in the City's workforce and begins to restore funding needed to replace vehicles and repair and maintain the City's infrastructure. The budget also utilizes bonding capacity made possible through refinancing to target infrastructure projects in

the area of streets, facilities and flood control. The proposed budget also maintains commitments to agencies the City partners with in preserving and improving the region's quality of life.

## City of Las Cruces

## Economic And Revenue Outlook

Economic & Revenue  
Outlook, Issue 5

## Inside this issue:

|                             |    |
|-----------------------------|----|
| U.S. Economic Outlook       | 27 |
| Las Cruces Economic Outlook | 28 |
| Las Cruces Revenue Estimate | 28 |

U.S Economic Outlook

The U.S economy is anticipated to expand over the next 15 months as the slow recovery from the most severe recession since the great depression continues. The pace of growth, while slowly improving, will only marginally reduce the rate of joblessness. Housing, held back by large numbers of foreclosures and continued downward pressure on prices, will continue to be a drag on household balance sheets. Job growth will barely be sufficient to absorb new entrants into the labor market, but will be well short of returning to the prerecession job levels. The job outlook for

the unemployed remains challenging. Given weak demand, inflation should remain under control and at a rate less than the Federal Reserve's target. Interest rates will reflect weak demand and moderate inflation as the Fed focuses on trying to stimulating demand for credit. As confidence in the recovery is gradually restored consumers will again become the main driver of growth.

On the world stage, the U.S will participate in global growth but will not be the leader as has been the historic norm.

Currency valuations and competition for commodities with rapidly growing economies will mean a very competitive environment which will fuel moderate inflation by the end of the forecast horizon.

| U.S. National<br>Economic Outlook (3-25-11) | FY 08      | FY 09       | FY 10       | FY 11       | FY 12       |
|---|------------|-------------|-------------|-------------|-------------|
|   | Actual     | Actual      | Actual      | Forecast    | Forecast    |
| U.S CPI-U (1982-84=100)                     | 211.702    | 214.658     | 216.735     | 220.800     | 225.500     |
| % Change                                    | 3.7%       | 1.4%        | 1.0%        | 1.9%        | 2.1%        |
| Real GDP (billions)****                     | \$13,332.6 | \$ 12,965.0 | \$ 13,053.4 | \$ 13,392.8 | \$ 13,794.6 |
| % Change                                    | 2.0%       | -2.8%       | 0.7%        | 2.6%        | 3.0%        |
| Non-Ag Employment (thousands)*              | 137,194    | 133,855     | 130,586     | 130,847     | 132,941     |
| % Change                                    | 0.3%       | -2.4%       | -2.4%       | 0.2%        | 1.6%        |
| Total U.S. Housing Starts (thousands)       | 1,133      | 730         | 573         | 638         | 889         |
| % Change                                    | -26.7%     | -35.6%      | -21.5%      | 11.3%       | 39.3%       |
| Personal Income (billions)                  | \$12,214.3 | \$ 12,275.0 | \$ 12,317.6 | \$ 12,693.8 | \$ 12,838.0 |
| % Change                                    | 5.3%       | 0.5%        | 0.3%        | 3.4%        | 4.1%        |
| Oil Prices, West Texas Intermediate         | \$ 97.01   | \$ 80.76    | \$ 70.63    | \$ 83.89    | \$ 91.73    |
| % Change                                    | 53.1%      | -16.8%      | -12.5%      | 18.8%       | 9.3%        |

Las Cruces Economic Outlook

On the local front, Las Cruces remains a relative bright spot in the State's economic landscape. Our job growth returned to positive territory in January of 2010 after losing jobs for 12 straight months. The State, however, continues to struggle on the job front. Las Cruces has benefited from the military buildup in the El Paso region. Two sectors, tourism and health care, have been growth areas that have helped propel the local economy. The real estate sector is one area that has been hard hit by the recession. New construction of residential and commercial property has only slowly begun to recover. The real estate market has slowed the rate of migrants into the region. One development that has buoyed the local economy over the last two years is the large amount of public construction from all levels of government. This source of strength will fade as the projects near completion going into fiscal year 2011-12.

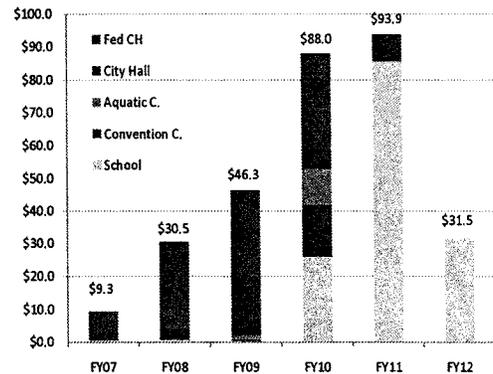
occurring both at the national and local level. The revenue outlook is dominated by the performance of the gross receipts tax (GRT) given its size in paying for the City's operations. Three factors combine to generate the overall GRT forecast for fiscal year 2011-12. They are:

1. Factor one is the economic recovery which will lift consumer spending. Combined with a stabilizing private sector real estate market, GRT revenues should begin to accelerate as the fiscal year unfolds. Growth in GRT revenue is expected in the Restaurants and Lodging, Health Care, Services and Retail Trade areas.
2. Factor two that will impact GRT revenues in a negative way is public sector spending on capital construction projects. Combined spending from Federal, City and School District projects during

fiscal year 2011-12 approaches, the majority of this activity will be completed and the reduced level of activity will subtract from GRT growth. The following graph shows the expected trend in public sector construction spending.

**Public Construction Spending**

Dollars Millions



3. Factor three that will reduce growth that would have been generated solely by economic recovery is the legislative change made in the 2010-11 legislative session. That change

| Las Cruces Economic Outlook (3-25-11)   | FY 08    | FY 09    | FY 10    | FY 11    | FY 12    |
|---|----------|----------|----------|----------|----------|
|   | Actual   | Actual   | Actual   | Forecast | Forecast |
| Personal Income (billions)***           | \$ 5.445 | 5.722    | 5.933    | 6.169    | 6.460    |
| % Change                                | 7.4%     | 5.1%     | 3.7%     | 4.0%     | 4.7%     |
| Non-Ag Employment (thousands)*          | 69.117   | 68.958   | 69.008   | 69.560   | 70.951   |
| % Change                                | 2.4%     | -0.2%    | 0.1%     | 0.8%     | 2.0%     |
| Population (2010 Census Based Jan. 1st) | 91,714   | 94,101   | 96,745   | 97,906   | 99,668   |
| % Change                                | 2.4%     | 2.6%     | 2.8%     | 1.2%     | 1.8%     |
| U.S CPI-U (1982-84=100)                 | 211.702  | 214.658  | 216.735  | 220.800  | 225.500  |
| % Change                                | 3.7%     | 1.4%     | 1.0%     | 1.9%     | 2.1%     |
| Permitted Valuation (millions)**        | \$ 184.9 | \$ 178.4 | \$ 151.2 | \$ 155.7 | \$ 164.6 |
| % Change                                | -41.5%   | -3.5%    | -15.2%   | 3.0%     | 5.7%     |
| New Residential Building Permits**      | 675      | 562      | 654      | 635      | 669      |
| % Change                                | -47.8%   | -16.7%   | 16.4%    | -2.9%    | 5.4%     |

\* Las Cruces Metropolitan Statistical Area \*\* Las Cruces City \*\*\* Personal Income Estimated

Las Cruces Revenue Estimate

The City's revenue picture is expected to benefit from the economic recovery that is

fiscal years 2009-10 and 2010-11 has been a welcome counter cyclical boost in local GRT collections. However, as

increased the administrative fee levied on the City's GRT collections. The change is two pronged. First it

increased the rate changed by the state from 3.0% to 3.25% but more importantly it applied the rate to the City's hold harmless collections. The hold harmless collections, which offset the impact of exempting food and medical reimbursements from being directly subject to the GRT tax, had been exempt from the administrative fee prior to fiscal year 2011-12.

The second largest contributor to the City's tax revenue is the property tax. This tax is weakening as the addition of new construction to the tax rolls has slowed due to the recession. In addition, assessed values for existing properties are reflecting downward pressure from market conditions. This is

especially evident in the nonresidential area which is not subject to state statutory limits on value changes from year to year. The following graph depicts recent change in the City's taxable value.

One additional change between fiscal year 2010-11 and 2011-12 that is significant is a change that involves the exchange of funds between the City's general fund and the downtown Tax Increment Development District (TIDD). In fiscal year 2009-10 there was an exchange of funds from the general fund to the TIDD of \$1.0 million dollars in order to begin redevelopment construction work on the north section of downtown. In fiscal year 2010-11 these funds were repaid to the general fund from the TIDD and appeared as general fund revenue. As a result, the Other Revenue category for the City's general

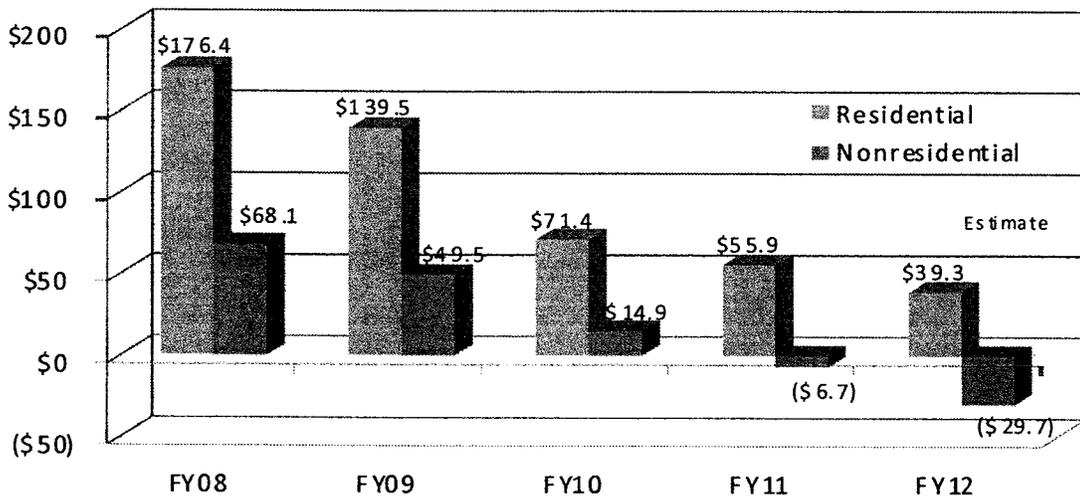
fund is expected to show a pronounced decline between fiscal year 2010-11 and 2011-12. This change is one time and is not related to economic activity.

One final change of note going into fiscal year 2011-12 is the City's divestiture of ownership in the Rio Grande Natural Gas Association (RGNGA) in 2011. As a result, the administrative transfer of revenues from RGNGA causes a slight decline in that revenue category. Again, this is not tied to any reoccurring economic event.

Overall, the City's General Fund revenues are expected to essentially be flat between fiscal year 2010-11 and 2011-12. Revenue gains attributed to economic growth are offset by the winding down of public construction activity and onetime events.

## Change In Taxable Value

Las Cruces Property Tax - Dollars Millions

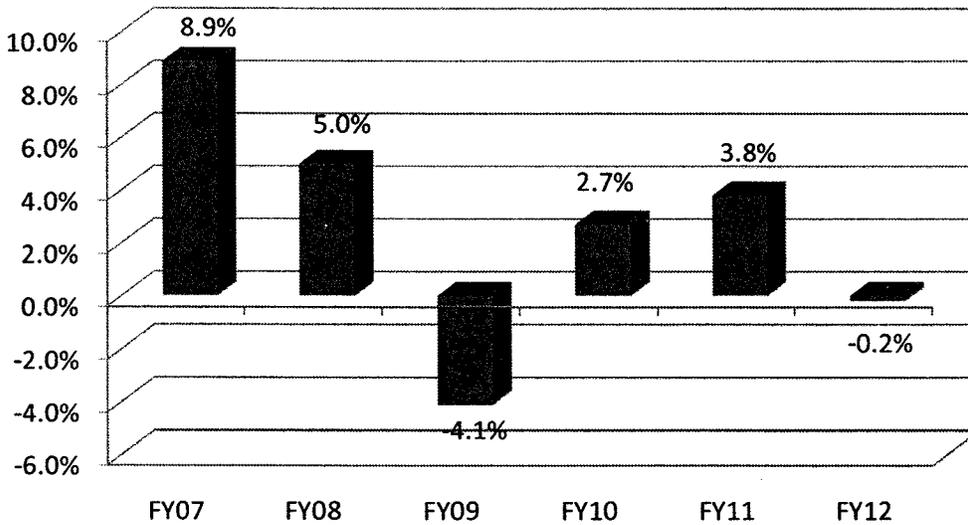


The following table breakdown the change in general fund revenues by component. The reasons for the slow growth in total revenues can be traced to events that are not expected to be repeated in future years.

| Dollars Millions             | FY 2010/11   | FY2011/12     | Forecast Breakdown FY11 to FY12 |                |              |
|------------------------------|--|---------------|---------------------------------|----------------|--------------|
|                              | Projected  | Proposed      | Change                          | One Time       | Economic     |
| <b>General Fund Revenues</b> |  |               |                                 |                |              |
| Gross Receipts Taxes         | \$56.4   | \$57.2        | \$0.8                           | (\$1.5)        | \$2.3        |
| Property Taxes               | \$9.2  | \$9.1         | (\$0.1)                         | \$0.0          | (\$0.1)      |
| Franchise Fees               | \$2.9  | \$3.0         | \$0.0                           | \$0.0          | \$0.0        |
| Administrative Transfers     | \$3.1  | \$3.0         | (\$0.1)                         | (\$0.1)        | \$0.0        |
| Police Fines                 | \$1.1  | \$1.1         | \$0.0                           | \$0.0          | \$0.0        |
| Subdivision Fees             | \$0.1  | \$0.2         | \$0.0                           | \$0.0          | \$0.0        |
| All Other Revenues           | \$6.7  | \$5.9         | (\$0.8)                         | (\$1.2)        | \$0.4        |
| <b>Total</b>                 | <b>\$79.6</b>  | <b>\$79.4</b> | <b>(\$0.2)</b>                  | <b>(\$2.8)</b> | <b>\$2.6</b> |
| Gross Receipts Taxes >       | One time end of public construction & admin. Fee on HH |               |                                 |                |              |
| Property Taxes >             | End of appreciation in NR & slow residential growth    |               |                                 |                |              |
| Franchise Fees >             | Slow economy & population growth                       |               |                                 |                |              |
| Administrative Trans. >      | One time impact from RGNGA - 6 mos.                    |               |                                 |                |              |
| Police Fines >               | Slow economy & population growth                       |               |                                 |                |              |
| Subdivision Fees >           | Slow economy & inventory availability                  |               |                                 |                |              |
| All Other >                  | One time from \$1.0M TIDD repayment & no Navy Training |               |                                 |                |              |

## Total General Fund Revenue

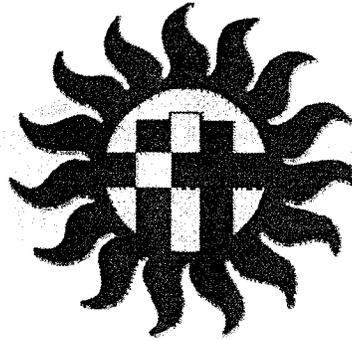
City of Las Cruces - Percent Change



## Las Cruces General Fund Revenue Forecast

| Revenue Source           |                    |                    |                    |                    | FY 2010/11 | FY 2011/12 |
|--------------------------|--------------------|--------------------|--------------------|--------------------|------------|------------|
|                          | FY 06/07<br>Actual | FY 07/08<br>Actual | FY 08/09<br>Actual | FY 09/10<br>Actual | Forecast   | Forecast   |
| Gross Receipts Taxes     | 53,917,924         | 58,247,843         | 55,320,572         | 55,368,682         | 56,402,000 | 57,192,000 |
| Percent Change           | 8.2%               | 8.0%               | -5.0%              | 0.1%               | 1.9%       | 1.4%       |
| Property Taxes           | 6,329,527          | 7,402,995          | 8,157,741          | 8,821,919          | 9,192,440  | 9,090,849  |
| Percent Change           | 12.3%              | 17.0%              | 10.2%              | 8.1%               | 4.2%       | -1.1%      |
| Franchise Fees           | 2,456,015          | 2,677,024          | 2,772,546          | 2,683,038          | 2,943,934  | 2,950,193  |
| Percent Change           | 2.8%               | 9.0%               | 3.6%               | -3.2%              | 9.7%       | 0.2%       |
| Administrative Transfers | 1,788,067          | 1,819,540          | 1,866,442          | 2,056,067          | 3,094,086  | 3,043,063  |
| Percent Change           | 0.0%               | 1.8%               | 2.6%               | 10.2%              | 50.5%      | -1.6%      |
| Police Fines             | 1,665,219          | 1,054,688          | 1,048,101          | 1,063,989          | 1,079,949  | 1,096,148  |
| Percent Change           | 3.1%               | -36.7%             | -0.6%              | 1.5%               | 1.5%       | 1.5%       |
| Subdivision Fees         | 1,472,112          | 606,638            | 137,293            | 144,896            | 145,650    | 150,020    |
| Percent Change           | -2.9%              | -58.8%             | -77.4%             | 5.5%               | 0.5%       | 3.0%       |
| All Other                | 6,488,091          | 6,038,277          | 5,359,394          | 6,513,508          | 6,707,606  | 5,869,057  |
| Percent Change           | 23.4%              | -6.9%              | -11.2%             | 21.5%              | 3.0%       | -12.5%     |
| Total                    | 74,116,954         | 77,847,005         | 74,662,089         | 76,652,099         | 79,565,665 | 79,391,330 |
| Change: Dollar           | 6,061,572          | 3,730,051          | (3,184,916)        | 1,990,010          | 2,913,566  | (174,335)  |
| Percent                  | 8.9%               | 5.0%               | -4.1%              | 2.7%               | 3.8%       | -0.2%      |

Strategic Planning



Strategic Planning, Issue 6

**Strategic Planning**

The Strategic Plan is the City's outline of its vision, mission, and values while summarizing the communities profile and strategic planning process. Goals are set along with initiatives and high-level performance measures being identified to ensure a factor of achievability. This plan discusses the commitment to managing for results and describes the various strategies which will be used to collect, analyze and use data for improved planning and decision-making.

Strategic thinking is the process that brings people from all walk of life together to think about the future, create a vision and devise ways to make this future happen through essential community teamwork and disciplined actions. This broad blueprint for positive change defines the vision and key outcomes that must occur to attain that vision.

The City of Las Cruces controls its fate rather than allowing forthcoming events to do so by utilizing a Strategic Plan. Knowing the destination or vision for the community is merely one required element for the city's success. Another vital element is developing a

strategic plan that helps us get there; the city views this plan as a "compass" by scheduling goal setting workshops. These workshops then provide policy direction for the development of the City's Strategic Plan, as well as create and uphold the critical partnerships and associations that will make the Strategic Plan a reality. By appraising these forthcoming opportunities along with our current and future strengths and weaknesses, the City will enhance its chances for success and minimize identifiable problems.

Strategic planning is not a one-time endeavor; it must be persistent and enduring. As settings change, the City's Strategic Plan can be amended and must continue because the surroundings are always in flux. It is a dynamic and continuous process about how the community sees, thinks about, and creates, through decisive leadership and management commitment and actions, the future it desires.

The City's annual budget, in turn, is developed to reflect the policy initiatives identified in the Strategic Plan. The City Manager provides updates to the Council on the progress of council goal implementation of

**Inside this issue:**

|   |    |
|---|----|
| Strategic Planning  | 32 |
| Ensuring a Safe and Secure Community                            | 34 |
| Acknowledge and Promote our Community Identity                  | 34 |
| Proactively Plan our Land Use, Infrastructure, and Connectivity | 35 |
| Protect and Promote our Natural and Energy Resources            | 35 |
| Foster a Vibrant Economic Environment                           | 36 |
| Operate an Accountable, Responsive and Engaged City Government  | 36 |
| Be the Employer of Choice                                       | 37 |

the plan and the how the current annual budget development will reflect the Strategic Plan.

Another significant benefit for budgeting outcomes is a way to seek efficiencies in various programs and services within the City's organization the may not have been directly associated or identified in the strategic plan. The City of Las Cruces sees this as a growing importance given the expansive strategic initiatives

and its limited capacity to enhance the City's revenue or resource base.

The City of Las Cruces has an established strategic planning process. Benefits of maintaining the basic system in place are two-fold: For the community, following the basic steps defined in the existing process offers consistency for those who want to contribute. For the City's staff, directors, and councilors, it outlines a methodology to the process of planning, so that the basics do not have to be continually redefined. In both instances, knowing what to expect from the strategic planning process is elemental for the principles of transparency. The functionality of this approach is not only expected by the community, but also understood intrinsically by the City.

Therefore, the development of the City's 2010-11 budget was predicated upon the following seven Council strategic policies:

1. Ensure a Safe and Secure Community
2. Acknowledge and Promote Our Community Identity
3. Proactively Plan Our Land Use, Infrastructure and Connectivity
4. Protect and Promote our Natural and Energy Resources
5. Foster a Vibrant Economic Environment
6. Operate an Accountable, Responsive and Engaged City Government
7. Be the Employer of Choice

*Strategic theme*

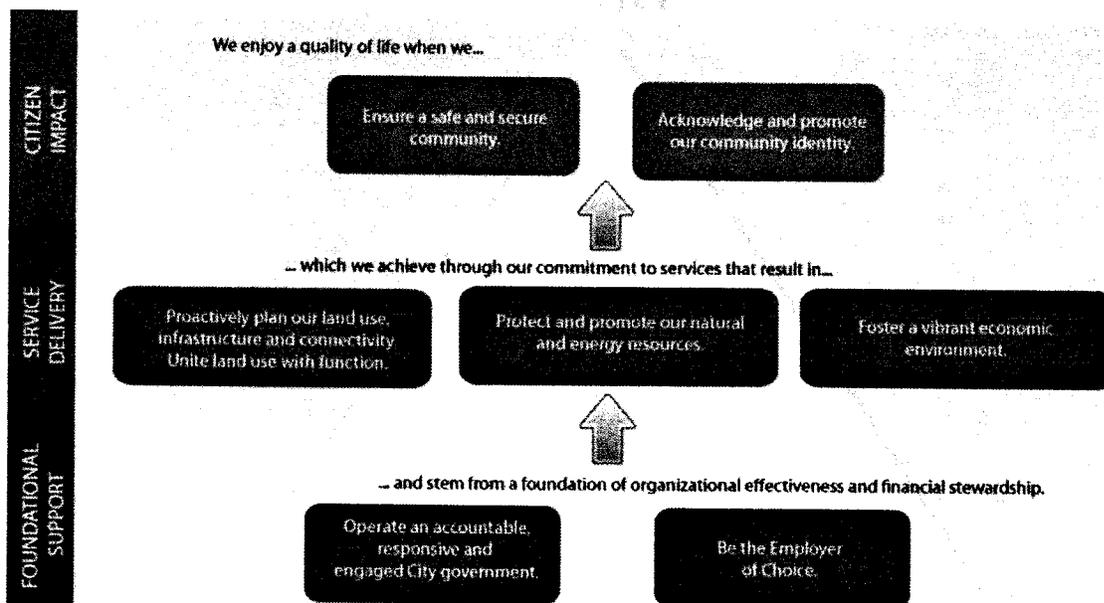
The following **strategic map** is used to visually communicate the strategic direction of the City.

Strategic themes are given relevance according to work that has been done combined with data from current assessments.

City-wide goals are assessments that are "big" enough to warrant a goal, but specific enough to explain what we want to accomplish. Measures and targets will be identified for these goals.

Goal Statements/Objectives are department-level identifies. These will encompass historical insight to ensure traceability and execution. For these the City is guided by the concept of SMART (Specific, Measurable, Achievable, Responsible department, Time bound) measurements.

In conclusion, considering all the options for the City of Las Cruces, the strategy for the future ensures that our vision proclamation translates into a plan for a well governed City. The City through its Strategic Plan has taken action that will ultimately achieve positive and measurable results.



### **ENSURE A SAFE AND SECURE COMMUNITY**

A safe and secure Las Cruces only happens when all of its parts work in harmony, the key to making the City of Las Cruces one of the greatest and safest places to live, work, play and raise a family is the cooperation that exists among all of our residents. This has resulted in helping develop programs and policies to ensure that Las Cruces communities remain secure by reducing vandalism, crime, and improve to community safety by increasing awareness, promoting communication and development of community-based prevention programs.

The City of Las Cruces is an attractive, peaceful, quiet, friendly and diverse community in which residents feel safe, interact closely with each other, and communicate with a responsive City Government and staff. The City is a residential community, but also contains a variety of easily accessible commercial and recreational opportunities. The City is connected to the Rio Grande River, to which all residents and visitors enjoy easy access. The four parts of the City on both sides of the interstate and highway are connected, but each side retains its distinct character. People can walk safely on streets and

access the River, parks, nature and other amenities. Residents enjoy quality municipal services at a reasonable price.

Enhancing and ensuring a safe and secure community is one of the main goals of the City's vision. A community cannot thrive when our citizens do not feel safe and/or secure. The five year strategic plan for 2010-14 will promote the expansion of Fire and Police facilities and services; Reinforce neighborhood law enforcement outreach programs; and strengthen community safety, emergency preparedness and response/recovery in all departments of the City.

### **ACKNOWLEDGE AND PROMOTE OUR COMMUNITY IDENTITY**

Our vision of Las Cruces is a vibrant, culturally diverse, user-friendly environment for residents, business, workers and visitors to our community. We believe that this can be accomplished not only by spending city resources, but also through the creativity and resourcefulness of the community, to create and promote programs which will encourage participation by as many members of the community as possible. Ensuring the on-going and future viability of the community requires nothing less than this. A safe, livable and diverse

environment is a major factor in creating a sense of community, identity and well-being throughout the community, as well as those workers and visitors whose lives are touched by our community environment.

Located in the heart of Las Cruces, is the historic and downtown neighborhood which is a complex and active business and residential community. Revitalization of the Downtown and historic neighborhood to a vibrant and exciting area will once again draw residents of Las Cruces and visitors to its core. The City's retail shops, banks, sporting events, restaurants, theaters, and nightlife create an extremely livable atmosphere.

To acknowledge the community and promote cultural identity and diversity the City's strategic plan will focus on: Recognizing and promoting neighborhood vitality and preservation; Ensuring that neighborhoods are interconnected by community involvement organizations and programs; Implementation and support of existing cultural, recreational and educational visions; and Enhancing the City's historic preservation efforts.

**PROACTIVELY PLAN  
OUR LAND USE,  
INFRASTRUCTURE AND  
CONNECTIVITY AND  
TRANSPORTATION**

For the past six years, more people have been steadily moving to Las Cruces, with the annual rate exceeding that of the nation. By 2030, the City of Las Cruces' population is expected to increase by 49 percent. Land use, Infrastructure and Connectivity planning should be integral to the City's growth agenda. This plan should promote innovative thinking and it should clearly map public unite land use with function, a mandate that reflects on popular opinion of recent development.

The City will proactively manage growth by identifying a preferred settlement pattern for the region and encourage more compact development by taking advantage of areas with existing services and infrastructure. Future residential growth will be accommodated through a combination of redevelopment, and undeveloped sites and limited rural living; a stronger focus to looking at better ways to use under-developed land. More attention will be given to protecting a percentage of the large-scale and inappropriate urban development by restricting this development outside

the urban footprint and identifying areas within the urban footprint for future urban growth.

Development of a plan that achieves the outcomes described above is a significant task. In our view the size of the task, and its importance as a central component of the City's productivity and growth agenda, means that the City needs to have strong internal capability, draw on the knowledge and expertise of industry specialists and have full community support for the work that it does.

The concepts of sustainability, and quality of life set the tone for the direction the City will pursue.

To proactively plan City land use, infrastructure and connectivity over the next five (5) fiscal years the City will focus on the following: Update City plans and codes to support sustainable development; Maintain open space and recreational areas as our community grows; Enhance affordable housing opportunities; and Ensure our infrastructure is developed and maintained to meet service demands.

**PROTECT AND PROMOTE  
OUR NATURAL AND EN-  
ERGY RESOURCES**

The City of Las Cruces takes serious our responsibility of stewardship to protect and enhance the environment

in which we work and live, and we will consider all aspects of the environment when making decisions. The City recognizes that our long-term goals are better served if we help to protect natural and energy resources that support and are affected by our activities. In providing public service, the City values integrity and excellence in all we do; directness to every point of view and diversity in people and approach.

The delivery of clean water, the maintenance of open space, the preservation of functional land forms, for example, may have varying levels of importance, yet are connected by the basic understanding that land affected by the presence of individuals must retain an ability to remain productive for its inhabitants. The concept of sustainability has many connotations - what this means for the City is when tangible, cost-effective solutions are present, Las Cruces will work to implement solutions that will bring stability and quality to the resources made available in the area.

The City will make it a precedence to work with residents, including landowners, other local governments, small business and industry, to protect Las Cruces environment. Monitoring, partnerships, technical assistance and training will

allow the City the opportunity to help Las Cruces and to protect their natural resources.

To protect and promote our natural and energy resources the City plans to: Promote and lead efforts to increase energy conservation and use of renewable energy sources (internally and externally); Expand water conservation and reclamation efforts; Define and protect the livelihood zones for wildlife habitat when impacted by the urban environment; Implement and continue to develop a regional program; and Enhance the City's air quality.

#### **FOSTER A VIBRANT ECONOMIC ENVIRONMENT**

The City believes that a strong and diversified economy provides a high quality of life for our residents and the region. In turn this will generate the resources through which the City can provide for the health, safety, and welfare of its residents. Therefore the City of Las Cruces will promote economic development.

Issues surrounding land-use, water, transportation, housing and capital facilities and infrastructure are important factors in the City's economic development future. With the globalization of markets and jobs, constant and rapid changes in technology. In response the City must develop a

method to create a climate for economic development that facilitates the recruitment of industry and the retention and strengthening of existing businesses with an emphasis on sustainable enterprises.

To help facilitate this the City will collaborate with local governments, local and regional leaders, Mesilla Valley Economic Development Alliance (MVEDA), residents and private sector businesses interested in forging a competitive economy.

Through local development planning and co-ordination with other agencies and organizations, the City of Las Cruces will use zoning, incentives or other measures to ensure that an appropriate proportion of the land adjacent or near public infrastructure facilities is utilized to its highest and greatest use. The surrounding land use should be buffered or compatible with economic development.

The City will continue to identify and understand future trends (such as the aging population and/or growth in the City) as an essential first step in assuring the City of Las Cruces prosperity. The City must always take the necessary next step and prepare for both the anticipated and un-anticipated events. Addressing trends that are relevant to our city such as but not limited to the

building industry, natural resources, technology, agriculture, value added products and tourism ensures that the economy is stable, diversified, and competitive.

To foster a vibrant economic development environment the City plans to: Recognize and establish districts of sustainable vibrancy within the city; Actively drive and invest in a regional approach to economic development, with segmentation according to location, opportunities and impact; Continue to develop Las Cruces as a tourist destination; Maximize opportunities with education and/or military institutions for economic development; and pursue emerging technologies.

#### **OPERATE AN ACCOUNTABLE, RESPONSIVE AND ENGAGED CITY GOVERNMENT**

The purpose of this element is to provide a centralized focus for the City's ongoing efforts to provide greater transparency, openness and collaboration. The City believes this project will benefit the residents by developing an overall City Policy on "OPEN GOVERNMENT".

Communities are strong when residents understand and participate in the municipal process, have access to good, clear information, and are able to place confidence in their

represented officials. This openness in local government is the basis for accountability, improved decision-making, public trust and informed participation.

The principle of open, transparent government will reach virtually every aspect of Las Cruces' operations—everything from an ordinance, resolution to the posting of the City's annual budget or the way the City responds to a customer's inquiry about a utility bill.

More openness can have a transformational impact on how government serves those who live, work, and invest in Las Cruces. Clear procedures and accessible, easy-to-understand documentation (records) and information will promote the accountability of our elected servants as they make decisions and conduct the public's business and will invite the participation of residents to collaborate in the strengthening and governance of our City.

To operate an accountable, responsive and engaged city government the City plan to: Ensure the efficiency and effectiveness of our work by aligning resources with community priorities; Engage citizens and stakeholders to increase their participation,

cooperation, and support; Provide accurate, consistent and timely services and information to our citizens; and Ensure continued fiscal integrity and stability of the City.

#### **BE THE EMPLOYER OF CHOICE**

The City of Las Cruces aims to be an employer of choice by attracting highly-skilled, energetic individuals who will add forward motion to the development of an innovative, effective organization. By fostering integrity, innovation, creativity, leadership, ownership and consistency the City can continue to meet the changing needs of our great community, both internal and external.

The City of Las Cruces believes that our workforce is the foundation of our organization. Excellent service to the community starts with a competent and engaged workforce. This is why to make the City of Las Cruces an **Employer of Choice** our strategy is to achieve a positive climate for employees with competitive salaries and benefits that promotes recruitment and retention of high quality employees in a flexible work environment that is responsive to family and life needs.

The City's Human Resources Department has begun utilization of job posting site and the City's website

([www.las-cruces.org](http://www.las-cruces.org)) for recruitment efforts; this has increased the number and diversity of applicants for municipal jobs.

To become an employer of choice the City will: Build and maintain an engaged and effective workforce; Increase staff engagement and recognition; and Foster professional development and advancement through education, training and awareness.

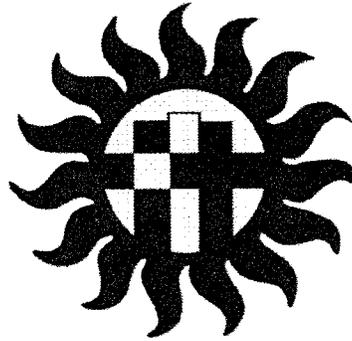
#### **What the community seeks to become**

The residents of Las Cruces have big dreams and great hopes for the future. The Strategic Plan encompasses their vision and outlines partnerships to truly be "People Helping People".

Las Cruces is a city that will master the challenges and opportunities that accompany unique growth and development through imagination, civic determination, undiscouraged resolve, and community pride.

The City is an exciting place where people experience the joy of fulfilling a dream: Las Cruces is "People Helping People" and a preferred destination to live, work, retire, and play.

**Departmental  
Strategic Objectives**



Strategic Objectives,  
Issue 7

**Strategic Plan**

In 2010 the City adopted a Strategic Plan for calendar years 2010 and 2011. The Plan encompasses seven strategic goals and a number of specific areas of focus (objectives).

Progress in meeting the two-year plan objectives follows below. Responses were provided by the individual City departments assigned to fulfill the specific objective.

Inside this issue:

|                        |    |
|------------------------|----|
| Administrative         | 39 |
| Community Development  | 41 |
| Facilities             | 44 |
| Finance                | 46 |
| Fire                   | 47 |
| Human Resources        | 48 |
| Information Technology | 49 |
| Legal                  | 50 |
| Police                 | 51 |
| Public Services        | 52 |
| Public Works           | 54 |
| Utilities              | 55 |

**Strategic Goals—Key**

1. Ensure a Safe and Secure Community
2. Acknowledge and Promote our Community Identity
3. Proactively Plan our Land Use, Infrastructure and Connectivity, Unite Land Use with Function
4. Protect and Promote our Natural and Energy Resources
5. Foster a Vibrant Economic Environment
6. Operate an Accountable, Response and Engaged City Government
7. Be the Employer of Choice

**ADMINISTRATIVE**

| # | Strategic Objective   | Status | Departmental Responses  |
|---|---|--------|---|
| 2 | Support community efforts for the preservation of Armijo House                |        | The City Public Works Department was assigned and completed a building improvement and structural assessment of the building. This will be used by the owners to plan for the future restoration effort by the private sector.  |
| 2 | Support community festivals   |        | <ul style="list-style-type: none"> <li>Community support is provided by way of monetary funds through the "Sponsorship Funding Program". As of January 2010 more than \$75,000 was distributed to approximately 12 local organizations. An application is reviewed by a committee headed by the City Manager and funds are available from the Las Cruces Convention and Visitor Bureau Council Contingency Fund. The application process and funding are complete and ongoing!</li> <li>Additional community support is provided through a "Service Agreement" provided by department/sections for organizations presenting events on city property. An agreement process is in place detailing the requested services (staff overtime) which is signed by the City Manager. The process is ongoing!</li> </ul> |
| 5 | Foster cooperation between City and State agencies                            |        | City Administration has begun working with the new leadership in Santa including the Governor and several of her key staff. We are also expanding relations with Alvin Dominguez, a Las Cruces who is the new DOT Secretary. We also have a Las Cruces as the new Economic Development Secretary, John Barela. Lines of communication and dialog are open and operational!  |
| 6 | Develop an improved Executive Summary format                                  |        | City Administration with the help of the City Clerks Office has completed a new CAES form and separate transmittal form that will simplify and clarify the City Council transmittals  |
| 6 | Provide accurate, complete, consistent and timely information to our citizens |        | The City Manager has implemented a weekly Newsletter that will be used to update the City Council and community. Additionally, a post council meeting debrief communication is being provided to the City Council to share with concerned constituents.   |
| 6 | Evaluate the application of best practices to City government                 |        | New performance standards have been established and tied to this strategic plan. Every employee will be evaluated annually and such process will include all critical elements of job expectations.   |
| 6 | Track and report on issues and concerns                                       |        | The Community Relations Coordinator has been established as a part of the Public Information Office. This work will expand to include web interface for the community as well as best practices research in conjunction with NMSU.  |
| 6 | Auditing  |        | The City employs two full time internal auditors whose duties, based on an audit plan, are focused on process improvement as well as investigation of fraud, waste and abuse. We also contract externally on an annual basis with an independent firm to assess all City activities, programs and expenditures with a full report to the City Council at a public meeting.  |
| 6 | Independent Police Auditor  |        | The City has contracted with Police Enforcement Research Forum (PERF) to provide these services. They will evaluate all policies of LCPD as well as provide continuous review and auditing of all professional standards unit (PSU) internal investigations.  |

The legend key for the Strategic Areas is at the beginning of this section

**ADMINISTRATIVE**

| # Strategic Objective   | Status | Departmental Responses   |
|---|--------|--|
| 6 Align resources with community priorities   |        | City Administration is currently going through a reorganization process to create two Assistant City Managers with line responsibility for various city departments. Several alignments and structural changes are in the works and several more are being proposed.   |
| 6 Identify community concerns   |        | The Citizens survey will be a formal tool for ascertaining public concern for various issues. Additionally, the Community Relations Coordinator and the web application will enable a better method to track and rank public concern.  |
| 6 Deliver timely service  |        | Every City employee will be required to participate in customer service training. Regular reminders will also be provided to ensure we continue to strive for exceptional customer service.  |
| 6 Adopt a public participation model  |        | City administration in conjunction with the NMSU MPA program are studying best practices and will be making recommendations in April 2011.   |
| 6 Clarify Responsibilities and involvement of community partners                              |        | With every opportunity, City Administration is working with franchise holders who use public spaces to step up and be more pronounced corporate partners. We are also expanding sponsorship opportunities.   |
| 6 Engage citizens and stake holders to increase their participation, cooperation, and support |        | City administration in conjunction with the NMSU MPA program are studying best practices and will be making recommendations in April 2011.   |
| 6 Assign Community Relations Coordinator Duties   |        | The Community Relations Coordinator position has been assigned and job description established. The position was filled July 2010. The position is 85% established with adjustments ongoing!   |
| 6 Emphasize public outreach and neighborhood outreach   |        | The duty of the Community Relations Coordinator has incorporated some aspects of public and neighborhood outreach. The City Website will contain links to a Community Relation Module, which allows the public, Council and staff an avenue to communicate concerns and inquiries. The module in effect is an outreach with two way communication between the City and citizens. The outreach is projected to be available in April 2011 |
| 6 Enhance internet based communications   |        | The Administration Department has provided content to the Information Technologies Department pertaining to all department sections: City Manager, Assistant City Managers, Internal Audit and Public Information. The content will be updated by a department liaison as needed. The site is scheduled to be up and running in April 2011. The Website is scheduled to go live April 2011   |

## COMMUNITY DEVELOPMENT

| # | Strategic Objective   | Status    | Departmental Responses   |
|---|---|-----------|--|
| 1 | Continue to implement street re-addressing programs   | On-going  | Phase 1 completed December 2010 with Resolution 11-021 that changed 4 street names in the Hacienda Acres area.   |
| 1 | Facilitate a Safe Routes to School program  | Complete  | The Las Cruces MPO has been coordinating a SRTS program beginning 2005 and dedicated full-time staff to the program since 2008.  |
| 2 | Initiate and implement a Historic Preservation Ordinance                                      | Ongoing   | Resolution 10-208 created an Ad Hoc Committee to address this goal. The Committee made a presentation to City Council in March and is compiling their findings and recommendations.  |
| 2 | Support Alameda Depot Historic District   | Ongoing   | Ordinance 2597 adopted the Alameda Depot Neighborhood Overlay. This overlay implements the Alameda Depot Neighborhood Plan. Staff will continue to support the district through the implementation of the neighborhood plan and the administration of the zoning overlay district. |
| 2 | Obtain property for downtown Civic Plaza  | Initiated | Downtown improvement activities are currently focused on the construction and opening of Main Street. The Civic Plaza efforts will recommence with completion of Main Street.  |
| 2 | Identify Funding and location for Downtown parking  | Ongoing   | The Downtown Master Plan Review Ad Hoc Committee is reviewing downtown parking concepts and will make findings and recommendations for downtown parking.   |
| 2 | Maximize funding for Downtown TIDD  | Complete  | Efforts to maximize funding for the TIDD include outreach and education activities with the Farmers & Crafts Market orientation, Business Registration/Licensing program and downtown businesses.  |
| 2 | Enhance affordable housing opportunities with results from Ad Hoc Committee work              | Ongoing   | Affordable Housing Plan was adopted in August 2009. The legislative framework for the creation of a land bank and housing trust fund has been adopted.   |
| 3 | Study transit service to reduce vehicle miles traveled  | On-going  | The long-range transit plan is being conducted by the Las Cruces MPO.  |
| 3 | Finish Arroyo design standards and Arroyo use policy  | Ongoing   | Initial working draft of plan is complete and is under peer review.  |
| 3 | Building code updates   | Initiated | The 2009 ICC building code series with NM modifications are being proposed for adoption.   |
| 3 | Update lighting ordinance   | On-going  | A working draft revision of the lighting ordinance has been completed. Draft is being reviewed by stakeholder groups.  |
| 3 | Update sign control ordinance   | Completed | Sign code updates were approved with Ordinance 2575 on April 26, 2010.   |
| 3 | Implement a complete streets policy   | Ongoing   | Complete street concepts are being considered during development review for pending projects and being incorporated into the development codes through the update process.   |
| 3 | Actively participate in development of a commuter rail concept between Las Cruces and El Paso | Complete  | The Department and Las Cruces MPO actively provides information and participates in planning activities and meetings related to the evaluation and promotion of commuter rail opportunities between Las Cruces and El Paso.  |

### COMMUNITY DEVELOPMENT

| # | Strategic Objective   | Status    | Departmental Responses  |
|---|---|-----------|---|
| 3 | Obtain bicycle friendly city status   | Ongoing   | In coordination with City Departments (CD, Public Services, Public Works) and local bicycling advocacy groups an application for bicycle friendly community status has been submitted.  |
| 3 | Adopt Smart Code  | Ongoing   | The evaluating of existing and model codes includes form based codes and smart codes from other communities. Implementation strategies are also being reviewed.   |
| 3 | Update City Plans and code amendments to support sustainable development              | Ongoing   | Sustainability concepts have been incorporated into the City development review process and are being evaluated for inclusion into the development codes.   |
| 3 | Update erosion (dust/NPES) control ordinance  | Ongoing   | Resolution 11-158 created an Ad Hoc Committee to study the Wind Erosion Control Ordinance. The Ad Hoc Committee met from January 2011 to March 2011 as a full committee and as subcommittees. The full committee is now preparing a report of their activities for City Councils use. |
| 3 | Design standards revisions  | Complete  | The Community Development, Facilities, Public Works and Utilities Departments are working as a team to update and revise all sections of the Design Standards to reflect best practices and adopted policy.   |
| 3 | Implement technical support and public participation model for El Paseo EPA Project   | On-going  | The US EPA has completed drafts of the public participation tool box and summation of the "Picturing El Paseo" project. These drafts are currently being reviewed by staff and project stakeholders.  |
| 3 | Finalize the University District Plan   | Completed | Ordinance 2571 approved the University District Plan and Overlay on April 5, 2011.  |
| 3 | Complete workshops with Sonoran Institute on how to engage the BLM in future planning | Complete  | The workshop with the Sonoran Institute and the BLM was conducted April 2010.   |
| 3 | Complete VISION 2040  | On-going  | The Advisory Committee has completed reviewing the working draft of the plan and their recommendations have been accepted by the Steering Committee. City and county staff are prepare a final draft fro public review. A 45 day public review period is scheduled to begin in May.   |
| 3 | Complete TRANSPORT 2040   | Completed | The MPO Transportation Plan titled "Transport 2040" was adopted by the MPO Policy Committee on June 9, 2010.  |
| 3 | Update Downtown Master Plan   | On-going  | Resolution 11-132 created an Ad Hoc Committee to review the accomplishments and recommend any necessary revisions.  |
| 4 | Educate community on energy conservation opportunities and benefits                   | On-going  | The Sustainability Officer participates in education efforts with NMSU, DACC, LCPS and through the use of newsletters, the Sustainability Action Plan and speaking engagements.   |
| 4 | Support renewable energy financing district within Dona Ana County                    | Initiated | Awaiting federal legislation to explicitly allow PACE financing in secondary markets, and researching potential workarounds in the interim.   |
| 4 | Promote renewable energy development through use of City property                     | On-going  | Multiple projects proposed for City property  |

### COMMUNITY DEVELOPMENT

| # | Strategic Objective  | Status    | Departmental Responses  |
|---|--|-----------|---|
| 4 | Create Sustainability Program operating fund   | Completed | An operational budget for the sustainability program has been incorporated into the last two city budget cycles.  |
| 4 | Complete Sustainability Action Plan  | Completed | Resolution 11- 182 approved the Sustainability Action Plan.   |
| 4 | Identify third party power provider for city hall parking deck   | On-going  | 3rd party provider proposals under review   |
| 4 | Promote energy conservation  | On-going  | Sustainability Officer participates in energy conservation efforts related to city operations, community education efforts and public outreach.   |
| 4 | Update Erosion Control Ordinance to address fugitive dust  | On-going  | Resolution 11-158 created an Ad Hoc Committee to study the Wind Erosion Control Ordinance. The Ad Hoc Committee met from January 2011 to March 2011 as a full committee and as subcommittees. The full committee is now preparing a report of their activities for City Councils use. |
| 4 | Complete the arroyo preservation plan  | Ongoing   | Initial working draft of plan is complete and is under peer review.   |
| 5 | Maximize opportunities with education for economic development   | Ongoing   | The is an on-going activity of the Economic Development & Revitalization program that includes interaction with MVEDA, all the local Chambers of Commerce, NMSU, DACC, Arrowhead Research Park, Spaceport Authority and other economic development oriented groups and organizations. |
| 5 | Promote affordable housing opportunities for workers   | Ongoing   | The Neighborhood Services program actively promotes workforce housing opportunities with Federal, State, local and non-profit partners.   |
| 5 | State/local code reconciliation  | Ongoing   | The Building Permit and Inspection program actively participates in the state-wide building official organization and pro-actively engages NM CID.  |
| 5 | Review and update LEDA (Local Economic Development Act)  | Complete  | The Las Cruces LEDA is has been reviewed and is consistent the State LEDA Act.  |
| 5 | Promote green industry and job creation  | Ongoing   | The Economic Development & Revitalization and Sustainability programs are both actively promoting the creation of green industry.   |
| 5 | Actively drive and invest in a regional approach to economic development                                 | Ongoing   | The City is an active partner with the State, MVEDA, education institutions and regional commercial realtors and industry locators.   |
| 5 | Continue to support West Mesa Industrial Park  | Ongoing   | The Economic Development & Revitalization program staff the West Mesa Strategic Planning Committee for the West Mesa Industrial Park and promotes the industrial park through commercial realtors and MVEDA databases.  |
| 5 | Maximize Opportunities with military institutions for economic development ( including housing)          | Ongoing   | The Economic Development & Revitalization program actively participates in military related community events and Greater Las Cruces Chamber of Commerce Military Affairs activities.  |
| 5 | Determine public support for regional transit district and commuter rail funding (continuous monitoring) | Complete  | The Las Cruces MPO in coordination with the South Central Council of Governments assisted and facilitated the creation and start-up of the South Central Regional Transit District.   |
| 5 | Provide expedited plan review and inspection opportunities   | Ongoing   | Streamlining and efficiency revisions related to the plan review and permitting process are being evaluated as pert of the development code updates.  |

## FACILITIES

| # | Strategic Objective   | Status  | Departmental Responses  |
|---|---|---------|---|
| 1 | Initiate interoperability communication plan  | Ongoing | Plan, Design, Construct police sub-station: The plan phase of this project is in progress, which includes evaluating BLM land options.  |
| 1 | Identify funding plan to design, equip and construct fire station 7   |         | Fleet has evaluated equipment acquisition and service maintenance costs and has recommended that a "quint" unit, which includes an aerial ladder, be purchased (\$675k). This unit will be well positioned to back up the airport and serve the area industrial growth. Maintenance costs should be absorbed in yearly budget.  |
| 1 | Identify funding plan to design, equip and construct fire station 8   |         | Fleet has evaluated equipment acquisition and service maintenance costs and has recommended that a "quad" with a larger water tank be purchased (\$515k). Maintenance costs should be absorbed in yearly budget.  |
| 1 | Finance public safety vehicle replacement cycle   |         | Fleet has evaluated the vehicle needs and a replacement schedule for the next five years has been completed. The schedule recommends that 30-35 units per year be replaced.   |
| 1 | Support MVRDA funding and facility subcommittee   |         | Oversee design and construction of Fire Station #7: The plan phase is in progress. This is part of the conceptual master plan for a station and training facility. The site has been selected. Oversee design and construction of Fire Station #8: The plan phase is in progress. We are awaiting direction upon completion of the budget process.                                      |
| 1 | Promote vector control/mosquito hotline   |         | Parks & Recreation has partnered with Codes and public works to establish a hotline, monthly meetings, and annual mailings.   |
| 2 | Renovate and open new Museum of Nature and Science  |         | The design and construct phase of this project is underway, and bidding for demolition and environmental remediation is in process. Construction work is anticipated to begin in the summer of 2011, with a museum opening date in the fall of 2012.  |
| 2 | Pursue recreational component Phase 1B  |         | Funding for this project has not been identified.   |
| 2 | Pursue multi-purpose/competitive pool Phase II  |         | The plan and concept design for this project are substantially complete. A presentation has been made to Council and final documents are being prepared.  |
| 2 | Implement and fund Out-of-School Time Program   |         | Parks & Recreation staff has evaluated the program, researched partnerships and determined the program feasibility. The funding and staff requirements for this program are not available at this time.   |
| 2 | Open Regional Aquatic Center  |         | The Las Cruces Regional Aquatic Center held a grand opening on October 1, 2010. The facility includes a zero entry activity pool, current channel, lap lanes, and a therapeutic pool. Programs and special events are ongoing.  |
| 2 | Expand recreation opportunities for youth   |         | Parks & Recreation is evaluating program offerings to ensure that new programs are added each year. Current offerings include the After School program, pre-school activity classes, gymnastics, cheerleading, basketball tournaments, T-ball leagues, Kids Expo, and teen programs. In addition, a fiscal review process is being put into place to determine new program feasibility. |
| 2 | Expand recreation opportunities for seniors   |         | Parks & Recreation is working with Public Services to coordinate efforts, maximize resources, and assess program opportunities. A senior aquatics program has been established at the Regional Aquatic Center.  |
| 2 | Renovate and open East Mesa Sage Café   |         | Facilities has completed 90% of the Phase I renovation and is currently awaiting the conclusion of the budget process to identify funding to complete this project. Public Services is aiming to secure funding by the end of Fiscal Year 2012.   |
| 2 | Complete identification of locations and partners for community gardens and begin implementation of the program |         | The program and potential partners have been defined, and new funding sources are being identified. A site analysis is underway for program locations.  |

## FACILITIES

| # | Strategic Objective  | Status    | Departmental Responses   |
|---|--|-----------|--|
| 2 | Update Parks & Recreation Advisory Board policy  |           | The Parks & Recreation 2010/11 Fees & Charges and Facility Use Policy has been reviewed and amended. The Parks & Recreation board has approved these changes and Council will review on April 18, 2011.  |
| 3 | Complete intermodal facility to connect local and regional modes of transportation                               |           | The design of this facility and the assessment of environmental factors are in progress. Construction is expected to begin in the fall of 2011.  |
| 3 | Evaluate Park and Recreation Policy [Combination of impact fees and regulatory requirement for park development] |           | Staff is in the process of revising the Parks & Recreation Master Plan which will address impact fees and regulatory development requirements. A consultant has been hired to assist with the update; surveys and public input meetings will be part of the revision process which will be completed by June 2012.                                   |
| 3 | Continue Phase I facility design for central kitchen for senior meals  |           | The design process is underway for this project and the schematic is scheduled to be complete by August 2011.  |
| 3 | Complete agreements with Las Cruces Public Schools for joint use of Facilities and operations                    |           | A new agreement was approved in 2010.  |
| 3 | Facility management strategy   |           | Building inventory has been reviewed to determine potential square footage reductions. A Facility Assessment Model has been developed which incorporates condition assessments of building systems and prioritizes capital renewal and maintenance projects. A preventive maintenance program is being established using the output from this model. |
| 4 | Renewable energy implementation at convention center   |           | This project is in the design and construct phase which should be completed by July 2011. The initial data on energy consumption is being collected to facilitate monitoring and evaluation once the project is complete.  |
| 4 | Promote energy conservation  |           | Fleet has applied for an EPA grant for diesel particulate filter funding and is pursuing funding to purchase alternative fuel vehicles.  |
| 4 | Pursue LEED Certification for MONAS (Museum of Nature and Science)   |           | This project is still in the design phase.   |
| 4 | Pursue LEED certification for City Hall  | Completed | LEED silver certification was awarded to City Hall   |
| 4 | Pursue LEED certification for Convention Center  | Initiated | LEED certification has been confirmed by our consultant and we are awaiting final notification from the USGBC.   |
| 4 | Identify third party power provider for city hall parking deck   |           | The Facilities department is coordinating this effort with the sustainability officer to pursue opportunities to construct a PV array system. A request for proposals has been issued by the City.   |
| 5 | Open and operationalize new City Hall  |           | Construction was completed and new City Hall was successfully opened in the spring of 2010. This LEED-certified 117,000 square foot facility houses Administration, Legal, Finance, Public Services, IT, Facilities, Human Resources, Public Works, and Community Development, as well as Council chambers and Utilities customer service.           |
| 7 | Encourage and promote active wellness program opportunities  |           | Parks & Recreation staff is developing a formal policy, have established partnerships with NMSU and have successfully launched wellness opportunities for employees including fitness classes, nutrition classes, and health fairs.  |

**FINANCE**

| # | Strategic Objective  | Status | Departmental Responses  |
|---|--|--------|---|
| 1 | Finance public safety vehicle replacement cycle  |        | Financed through Vehicle Acquisition Fund approximately 60% of available fund dedicated to replacement of public safety vehicles.   |
| 2 | Maximize funding for Downtown TIDD   |        | Staff is working with the financial advisor and bond counsel to identify the bonding capacity for the TIDD. Preliminary figures on bonding capacity are expected in May 2011.   |
| 3 | Develop a special assessment district policy / ordinance   |        | Currently researching law requirements.   |
| 4 | Pursue funding for high-priority septic tank removal   |        | Staff is working on a possible financing tool whereby the City finances the improvements, with landowners responsible to repay the City for their respective share of the cost. The Lantana development is the first development to be considered for this financing tool.  |
| 6 | CIP lifecycle identification and project prioritization process  |        | Embodied in the ICIP processes as required by the City Charter and the NM Department of Finance & Administration. These plans were adopted in FY11 and are slated to be adopted in May of 2011 for the FY12 budget.   |
| 6 | Ensure continued fiscal integrity / stability of the City - adopt fund balance reserve policies and periodic review / evaluation of alternative funding source |        | Currently in the process of writing a fund balance policy. Anticipate presentation to City Council in July 2011.  |
| 6 | Link the City's budget to the Strategic Plan   |        | The City has had, and will continue to have, performance measures in the adopted budget since FY06. These measures have been linked to the strategic plan in place at the time of budget adoption. Since the plan has evolved over time, each budget cycle has made progress in alignment. That process will continue with the FY12 budget development. |

## Fire

| # | Strategic Objective   | Status      | Departmental Responses  |
|---|---|-------------|---|
| 1 | Initiate interoperability communication plan  | Complete    | The plan has been implemented and oversight is being provided by a standing committee established by the MVRDA Board of Directors. The Mobile Data Computer (MDC) phase is nearing completion and future phases will be implemented as funding becomes available.   |
| 1 | Support MVRDA funding and facility subcommittee   | Complete    | Fire Department personnel served on the subcommittee as well as the review panel that evaluated proposals for a space needs analysis for a new MVRDA facility. The subcommittee completed its mission and is no longer functioning.   |
| 1 | Complete governance evaluation of shared (communication) systems  | Complete    | The evaluation was completed in July of 2010. The findings will be evaluated for potential improvements to the emergency response communication system in Dona Ana County.  |
| 1 | Complete regional communications exercise   | Complete    | The exercise occurred in July of 2010. Las Cruces Fire and Las Cruces Police Departments participated in the exercise.  |
| 1 | Continue participation in Local Emergency Planning Committee/Office of Emergency Management (LEPC/OEM) Fire | Ongoing     | Sustained membership by various City departments in the LEPC to include participation in various subcommittees and groups. Adoption of the All Hazards Emergency Operations Plan (AHEOP) by City Council in February 2011.  |
| 1 | Complete site selection for Fire Substation 7   | Complete    | The location for Station 7 and a Training Center has been selected at the Las Cruces International Airport. The development of an overall site plan should be completed by July 2011.   |
| 1 | Complete site selection for Fire Substation 8   | Complete    | The location for Station 8 has been selected in the vicinity of Lohman Ave. and Sonoma Ranch Blvd. The site is Bureau of Land Management (BLM) property and will also house an East Mesa Command facility for the Las Cruces Police Department. The permit application through the BLM is being developed.  |
| 1 | Identify funding plan to design, equip and construct fire station 7   | Complete    | Three million dollars has been identified to construct Station 7 and the Training Center through the issuance of Gross Receipt Tax (GRT) bonds. Funding will become available in FY12.  |
| 1 | Identify funding plan to design, equip and construct fire station 8   | On Schedule | One million dollars has been identified for design and construction drawings for the East Mesa Public Safety Complex which will include Station 8 and an East Mesa Command facility for LCPD. Potential funding sources being considered to equip and construct the facility include public safety impact fees, GRT bond cycling and General Obligation (GO) bonds. |
| 1 | Adopt a Public Safety Impact fee  | On Schedule | The proposed public safety impact fee was presented to the Capital Improvement Advisory Committee (CIAC) in March 2011 after numerous public meetings. The CIAC voted in favor of adoption so their recommendation is scheduled move forward to City Council for final consideration in May of 2011.  |
| 1 | Finance public safety vehicle replacement cycle   | On Schedule | Two (2) new fire engines were purchased in FY11 to maintain the current replacement cycle for Fire Department apparatus. The FY12 budget recommendation includes replacement of two (2) additional fire engines in accordance with the plan.  |
| 1 | Identify funding to Build and equip Public Safety Answering Point facility - MVRDA Building                 | On Schedule | Funds were expended to initiate a space needs analysis for a new facility. Funding was requested from the State Legislature but was not received. Additional sources continue to be evaluated.  |
| 1 | Use website as an effective communications tool for the community   | On Schedule | Implementation of new City website will allow individual departments to manage and edit their own page and content. This will facilitate more detailed and updated information being available to the public.   |
| 1 | Evaluate and plan new public safety efforts   | On Schedule | A variety of new efforts such as a citizen's academy, citizen surveys, alternate response models and Insurance Services Office (ISO) improvements are being assessed. Final implementation will be dependent on funding and potential impact for the community.   |
| 1 | Identify funding plan for staffing new fire stations  | Complete    | A new staffing model is planned for implementation with the opening of the next fire station. Under the new plan the combined personnel costs for Station 7 and Station 8 are projected to be reduced by over \$600,000 compared to the current model.  |
| 1 | Continue existing public safety efforts   | Ongoing     | Existing fire department programs such as Youth Firesetter Intervention, Vecinos, paramedic training, business inspections and recruit workshops have been maintained at previous levels or expanded.   |
| 1 | Continue to implement street re-addressing programs   | On Schedule | Phase I, portions of Hacienda Acres, was completed in December 2010. Additional phases are being evaluated for implementation.  |

### Human Resources

| # | Strategic Objective   | Status  | Departmental Responses  |
|---|---|---------|---|
| 6 | Maintain and monitor succession plan that ensures continuity                          | Ongoing | The projection report has been updated and is in review by Director.  |
| 6 | Recruit and retain engaged high quality employees                                     | Ongoing | Consulting with other agencies regarding various recruitment tools to include development and use of assessment centers. Collecting information and options to provide staff training for development, administration, and analysis of data collected as result of these processes. |
| 7 | Ensure competitive wages  | Ongoing | Compensation study is complete. Recommendations have been reviewed with Executive Staff. The study indicated, overall, City of Las Cruces job classifications and corresponding salary assignments are, on average, within one (1) percent of previously surveyed market.           |
| 7 | Ensure attractive benefit plans   | Ongoing | Assigned, but survey has not been distributed to comparable agencies.   |
| 7 | Promote and increase participation in existing programs                               |         | Policies under review.  |
| 7 | Identify and utilize opportunities for public recognition of employee accomplishments |         | Options being researched and reviewed.  |
| 7 | Foster professional development and advancement                                       | Ongoing | Tuition reimbursement policy revisions in place. Changes implemented include certification reimbursement and increase in funds available per semester.  |
| 7 | Provide education, training, and awareness opportunities                              | Ongoing | Continuing to expand offerings to include online availability and customized sessions.  |
| 7 | Conduct statistically valid Employee Satisfaction Surveys                             | Ongoing | Satisfaction survey conducted and results have been compiled for review.  |
| 7 | Evaluate and Enhance creative/flexible employee work schedules                        | Ongoing | Opportunities for flexible work schedules are being reviewed with Directors and Administrators where applicable and operations allow.   |
| 7 | Empower employees by providing opportunities for meaningful work                      | Ongoing | Will be working with existing staff to collect information to build a skills bank linking existing skills base to succession planning.  |
| 7 | Provide and promote opportunities to report and resolve matters of employee concern   | Ongoing | All three bargaining units now have established Labor Management Teams; online tool launched to obtain employee suggestions and feedback.   |
| 7 | Provide opportunities for management and staff interaction and feedback               | Ongoing | Quarterly administrator and manager meetings are being re-established; conduct quarterly feedback meetings with employees that are within first year of employment.   |
| 7 | Continue to promote and support safe work environments                                | Ongoing | Opportunities for additional staff training are under review; ten (10) hour OSHA training has been integrated and now conducted during new employee orientation.  |

## Information Technology

| # | Strategic Objective  | Status  | Departmental Responses   |
|---|--|---|--|
| 1 | Use website as an effective communications tool for the community              | Complete<br><br>Scheduled for end of April through May 2011 | <ul style="list-style-type: none"> <li>• New web site is in beta review, slated for April 15th public release</li> <li>• IT has coordinated with Departments to acquire content for new Content Management System</li> <li>• IT will train and certify departmental content authors</li> </ul>   |
| 3 | Improve Geographic Information System (GIS) functionality                      | Complete<br><br>scheduled for June through August 2011      | <ul style="list-style-type: none"> <li>• Upgrade City GIS from 9.2 to 9.3 Technology using Arc GIS Server with informational WEB based mapping services</li> <li>• Design digital map applications with increased functionality utilizing Silverlight / Flex</li> <li>• Upgrade City GIS from 9.3 to 10.0 Technology using Arc GIS Server with informational WEB based mapping services</li> <li>• Implementation of Munis Map Link, scheduled for late April through July 2011</li> <li>• Munis integration with ESRI, scheduled November 2011 through February 2012</li> </ul> |
| 5 | Open and operationalize new City Hall  | Complete<br>Complete  | <ul style="list-style-type: none"> <li>• Implement Data and Telephony services at new City Hall<br/>Provide fiber connectivity to new City Hall</li> </ul>   |
| 6 | Enhance internet based communications  | 95% complete  | <ul style="list-style-type: none"> <li>• Develop a new municipal web site consisting of a</li> <li>• Content Management System, scheduled completion by 4/15/2011</li> </ul>   |
| 7 | Maintain and implement technological solutions to enhance delivery of services | Complete<br>Complete  | <ul style="list-style-type: none"> <li>• Design &amp; implement a new VoIP phone system for new City Hall.</li> <li>• Design and implement an improved optical fiber infrastructure for data and voice communications to support new City Hall</li> <li>• Design and implement a new internal Intranet site – scheduled from September through November 2011</li> </ul>  |

**Legal**

| # | Strategic Objective  | Status   | Departmental Responses   |
|---|--|----------|--|
| 1 | Implement "hands free" cell phone ordinance                                      | Complete | Implemented "hands free" cell phone ordinance as an additional prohibited activity while driving       |
| 3 | Support Community Development's update of erosion (dust/NPDES) control ordinance | Ongoing  | Support update of dust/erosion control ordinance as required/requested                                 |
| 5 | Advocate for attractive industrial rate structures                               | Ongoing  | Advocate for and support Finance and other departments in acquiring crucial industrial rate structures |
| 6 | Enhance opportunities for fair and representative elections                      | Ongoing  | Attend and participate in community meetings, respond to citizen/stakeholder requests for information  |
| 7 | Continue to promote and support safe work environments                           | Ongoing  | Support safe work environments in collaboration with Risk Management/Human Resources                   |

**Police**

| # | Strategic Objective   | Status      | Departmental Responses   |
|---|---|-------------|--|
| 1 | Continue participation in LECP  | Ongoing     | LCPD attends the monthly LEPC meetings held at the Las Cruces / Dona Ana Office of Emergency Management, and regularly participates in exercises and subcommittees   |
| 1 | Complete regional communications exercise   | Complete    | LCPD participated in a multi-agency communications exercise sponsored by the Las Cruces / Dona Ana Office of Emergency Management in July 2010.  |
| 1 | Adopt a Public Safety Impact fee  |             | The Public Works department is the lead for this project and will be submitting plans to City Council in the upcoming months. LCPD is providing support as needed.   |
| 1 | Finance public safety vehicle replacement cycle   |             | LCPD purchased thirty-one 2011 Dodge Chargers using revenue generated by the Safe Traffic Operations Program in order to replace high mileage vehicles already in service. LCPD is working with the Finance Department and Fleet to formalize a police vehicle replacement matrix.   |
| 1 | Identify funding to Build and equip Public Safety Answering Point facility - MVRDA Building |             | LCPD is working with LCFD, and other CLC departments to identify a joint facility Police/Fire/MVRDA facility on the east side of town. A potential site has been identified near Lohman / Sonoma Ranch; site development planning is in progress.  |
| 1 | Facilitate a "Safe Routes to School" program  |             | MPO is the lead agency for this program; LCPD attends monthly meetings, and acts as a support agency.  |
| 1 | Use website as an effective communications tool for the community                           |             | Web 2.0 is in the final development stages and will be made available to the public soon. LCPD began releasing email and text alerts / information bulletins via "Nixle" in September 2010.  |
| 1 | Evaluate and plan new public safety efforts   | On Schedule | LCPD actively seeks out and is regularly awarded grants to assist our public safety efforts. LCPD was recently awarded over \$251,000 for vehicles, equipment, and enforcement overtime through the Department of Homeland Security "Operation Stonegarden" grant. LCPD is in the process of installing and implementing software upgrades for 90 in-car computers, partially funded through the USDOJ COPS grant. |
| 1 | Expand proactive Codes Enforcement activities   |             | Codes enforcement is conducting monthly neighborhood sweeps, and assisting in the quarterly MOC projects.  |
| 1 | Enhance community policing programs   |             | LCPD created and staffed a "Community Liaison Officer" position in February 2010, for the purpose of coordinating our community policing efforts, such as the Neighborhood Watch program and the McGruff House. LCPD also designated a "Traffic Oriented Policing" officer to respond to traffic nuisances.  |
| 1 | Evaluate and determine level of service for police service on East Mesa                     |             | East and West Area Commands will be implemented on 04/10/11. Thirty-three percent of patrol officers will be dedicated to staff the East Area Command.   |
| 1 | Continue existing public safety efforts   |             | LCPD responded to 157,000 calls for service in 2010. As an agency we're dedicated to: reducing crime and the threat of crime; promoting and enhancing community partnerships; enhancing traffic safety; promoting multi-agency partnerships; enhancing the professionalism and morale of the organization.   |
| 1 | Implement "hands free" cell phone ordinance   |             | The "Prohibited Activities While Driving" ordinance was amended in 2010, mandating hand-free devices be used when talking on a cell phone while driving.   |
| 1 | Maintain and evaluate traffic enforcement technologies                                      |             | Public Works and LCPD is working with the NMSU Civil Engineering Department to evaluate the effect of the Safe Traffic Operations Program. LCPD issued 17,922 photo-enforcement citations in 2010. LCPD is awarded yearly traffic enforcement and technology grants, such as Operation DWI and Operation Buckle down.  |
| 1 | Establish a Safe Traffic Operations Program (STOP) fund utilization program                 |             | LCPD purchased thirty-one police cars with 2010 STOP funds. LCPD and Public Works have drafted proposed fund utilization plans.  |

## Public Services

| # | Strategic Objective  | Status | Departmental Responses   |
|---|--|--------|--|
| 2 | Support Amador Museum Foundation's efforts                                   |        | A Memorandum of Agreement with the Amador Museum Foundation is allowing work to move forward on the adaptive reuse of that historic building. One room of the Amador Hotel has been stripped back to adobe brick and work has progressed on the HVAC system with the support of Staff. The annual fundraiser for the Foundation "If These Walls Could Talk" was held on Mar 31, 2011.  |
| 2 | Continued support of City's participation in development of Veteran's Museum |        | The Veteran's Museum Board met in Las Cruces to review proposed architectural concepts for the Museum. A follow-up meeting with Mr. Joe Long, of Veteran's Affairs, included an update on the progress of land acquisition for the Museum along Bataan Parkway West.   |
| 2 | Renovate and open new Museum of Nature and Science                           |        | Detailed planning is now underway for the Exhibit component of the Museum. Recently a set of Paleozoic Trackways have been acquired for display in the Museum, and Staff is working closely with the Architects in anticipation of the construction work to commence in the summer of 2011. Anticipated opening date is fall 2012.   |
| 2 | Pursue Downtown Arts and Culture District Designation                        |        | A committee of the partners required by State legislation convened, and has laid the groundwork for the local designation of an Arts and Cultural District for Las Cruces, with the guidance of the State Dept. of Economic Development, Arts and Cultural District staff. Legislation to designate the district will be presented to Council in the fall of 2011, and a formal application for State recognition to follow in 2012.   |
| 2 | Expand recreation opportunities for seniors                                  |        | To maximize resources, maintain current levels of programs, and successfully expand leisure and recreational programs, we must develop new partnerships and strengthen existing alliances. This includes strengthening partnerships within the City Sections - especially between Senior Programs, Recreation, and Parks - as well as expanding partnerships with business, education, social services, and, civic organizations. Another key element in expanding leisure and recreational opportunities depends on using the skills and talents of volunteers. Through these partnerships and development of our volunteer resources, we will continue to touch the lives of hundreds of Las Cruces elders on a daily basis. |
| 2 | Renovate and open East Mesa Sage Café  |        | The East Mesa Sage Cafe will focus on providing innovative food services, leisure, and educational activities for adults aged 50 years and older while at the same time, expand dining and learning opportunities as much as possible, to include youth and younger adults. Once completed, this project will serve as an alternative model for the traditional senior center. It is our hope to secure funds for the completion of this project, including final construction, purchase and installation of equipment, and the establishment of an operating budget, by the end of Fiscal Year 2012.  |

## Public Services

| # | Strategic Objective  | Status | Departmental Responses  |
|---|--|--------|---|
| 3 | Complete intermodal facility to connect local and regional modes of transportation                             |        | Architectural work is underway on the Intermodal facility and construction is expected to begin in the fall of 2011. Presently the Facilities Department is managing this project.  |
| 3 | Complete Transit Intelligent Transportation System (ITS / technology) implementation                           |        | Work is in process for the first component of the ITS system. AVL was installed on the Aggie shuttle busses by the Associated Students of New Mexico State University. Requisitions for installation of security components for the entire bus system is in the purchasing phase.   |
| 3 | Study transit service to reduce vehicle miles traveled (dial-a-ride, core transit routes, system efficiencies) |        | The long-range transit plan is being conducted by the Las Cruces MPO. It includes an assessment of existing services. Greater detail of study will require either the hiring of a transit analyst or funding to undertake a formal study by an outside agency.  |
| 3 | Implement Transit Strategic Plan   |        | Selected items from the plan are in process. Funding is not available in the coming budget for route expansion. Staff is working on completion of specific items funded by ARRA monies.   |
| 4 | Renewable energy implementation at Las Cruces Convention Center  |        | Project is in design and construction phase and is being coordinated by the Facilities Department.  |
| 5 | Continue to develop Las Cruces as a tourist destination  |        | CVB staff is continuing to develop advertising campaigns to promote Las Cruces as a tourist destination. They issued several literature pieces this past year to promote aspects of the community and continue to promote Las Cruces at Meeting venues nationwide.  |
| 5 | Market and operate Convention Center to support service industry   |        | Concerns over the operations of the Las Cruces center by local hotels and caterers are being addressed through dialog with the office of the City Manager and the Executive Director of the CVB. The City is working to provide support for local service industries in the booking of large events from out of town. Additionally, the City is working on flexibility in the provision of services to customers of the Center. |
| 5 | Open Convention Center   |        | The Las Cruces Convention Center held a grand opening on Jan 13-15, 2011. The Center is popular with the community as demonstrated by good attendance at public functions since the soft opening in December of 2010.   |

## Public Works

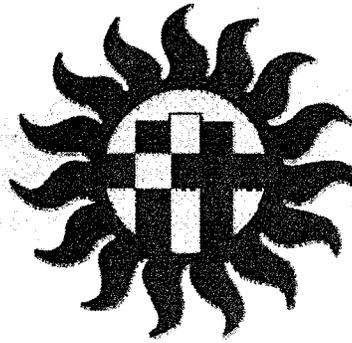
| # | Strategic Objective  | Status      | Departmental Responses   |
|---|--|-------------|--|
| 1 | Adopt a Public Safety Impact fee   | On Schedule | The proposed public safety impact fee was presented to the Capital Improvement Advisory Committee (CIAC) in March 2011 after numerous public meetings. The CIAC voted in favor of adoption so their recommendation will move forward to City Council for final consideration in May of 2011.   |
| 1 | Enhance ITS systems capabilities<br>Traffic Engineering                      |             | Currently scheduling ITS upgrades on signals along major corridors specifically Picacho Ave, North Main, University Ave.   |
| 2 | Complete implementation of<br>Downtown Main Street North                     |             | Construction of Downtown North should be completed in FY 2011/2012   |
| 2 | Complete implementation of<br>Downtown Main Street South                     |             | Bohannon-Huston is currently working on the design portion of the Downtown South   |
| 3 | Finish arroyo design standards and<br>Arroyo Use Policy                      |             | Finish arroyo design standards and Arroyo use policy- currently Public Works is awaiting the draft Preservation Plan from Community Development in order to proceed.   |
| 3 | Traffic engineering ITS  | Ongoing     | Currently scheduling ITS upgrades on signals along major corridors specifically Picacho Ave, North Main, University Ave.   |
| 3 | Obtain bicycle friendly city status  | Ongoing     | The Solano bike route from Missouri to University has been completed.  |
| 3 | Implement impact fees  | On Schedule | The proposed road and drainage impact fees were presented to the Capital Improvement Advisory Committee (CIAC) in March 2011 after numerous public meetings. The CIAC voted against the adoption of road impact fees and voted against drainage impact fees. Their recommendations will move forward to City Council for final consideration in May of 2011. |
| 3 | Complete design of environmental<br>restoration project at Las Cruces<br>Dam | Initiated   | The City is currently awaiting the Army Corp of Engineers agreement with the City for the environmental restoration project.   |
| 3 | Pavement management program  | Initiated   | The pavement management program is currently underway. Data is being collected by Terracon.  |
| 4 | Complete street light conversion   | Ongoing     | Currently five of the seven phases have been completed.  |
| 4 | Multi-purpose drainage facility<br>implementation                            | Initiated   | Bonding is currently being proposed to complete the Multi-purpose drainage facilities. (El Molino and Calico Central Channel.)   |

## Utilities

| # Strategic Objective  | Status | Departmental Responses  |
|--|--------|---|
| 3 Update liquid waste ordinance  |        | Utility and Legal Departments are currently working on changes to the Ordinance. A Work Session has been held and direction from City Council has been received. This effort will be completed in FY 12.  |
| 3 Achieve resolution of RGNGA and CLC Gas Service territories            |        | The dissolution of Rio Grande Natural Gas Association (RGNGA) has been achieved. As part of the equal division of assets between the City of Las Cruces (CLC) and the Village of Hatch yielded a transfer of approximately 6,900 gas customers into the City gas utility. |
| 4 Expand community awareness of the Household Hazardous Waste Program    |        | This is a program managed by the South Central Solid Waste Authority (SCSWA) and the City's Solid Waste Utility. As part of the joint effort, enhanced public awareness efforts will be conducted in FY 12.   |
| 4 Adopt a stand alone Water Conservation Plan for the City of Las Cruces |        | The State mandated stand-alone water conservation plan for the City of Las Cruces is in the development process, and is expected to be completed in FY 12.  |
| 4 Implement and continue to develop a Regional Recycling Program         |        | The regionalization of the recycling program has been achieved by the transfer of recycling operations to the SCSWA. As part of the regional effort, City Solid Waste customers can now enjoy the benefits of a curbside recycling program at a very reasonable price.    |
| 4 Expand water conservation efforts                                      |        | Water conservation workshops (Lush and Lean Program) at no cost to the Community will continue in FY 12. Recent water conservation efforts have emphasized presentations at elementary schools.   |
| 4 Pursue funding for high-priority septic tank removal                   |        | Funding requests for high priority septic tank removal has been presented and prioritized in City Council priorities list. However, no funding is expected in FY 12.  |

2011-12 Fiscal Year Budget

All Fund Summary



Budget Recapitulation, Issue 8

The following Budget Recapitulation and Fund Summaries outlines our City's financial and operational goals. The City utilizes the budget as an action plan, which helps our organization allocate resources, evaluate performance, and formulate plans.

Without an action plan, the City is literally shooting in the dark when it comes to trying to plan expenditures for the organization and then matching them to generated revenues.

**Planning**

Foremost, the City's budget is a planning tool; which allows attainment of goals through planning how to use revenue and expenses. The Departments Directors, Program and/or Project Administrators look back at previous time periods and look forward to future time periods. The City's budget is a plan of financial activities involving assets, liabilities, equity, revenue, expenses, and costs for a given fiscal year.

The City first develops a master or static budget with the numbers based on the planned inputs (revenue and transfers in) and outputs (expenditures and transfers out) for all funds. Looking at this in simple terms; the City is looking at what the City generated in revenue and what the City will pay out in expenditures. The City's budget is done for a specific fiscal year.

**Control**

The City also uses the budget for the purpose of control. This allows us to carefully control expenditures during the time period of the City's budget by comparing them to the adopted budget. The City's adopted budget is used to help prevent overspending, it also gives the City a benchmark to use by which to evaluate departments, programs, and/or projects. Not only can expenditures monitored, but so are revenue inputs.

Budgets cannot always stay static or the same. There are times when expenditures must change from the budgeted amount and revenues will change from that which was forecasted. Budgets are not designed to stay the same. City Management and Department Directors know when they develop a budget that there will be changes in just about every line item by the end of a fiscal year. Budgets, however, give some guidelines to the City and prescribe limits.

**Inside this issue:**

|                                     |    |
|-------------------------------------|----|
| All Fund Summary Recapitulation     | 57 |
| Fund Type and Fund Category Summary | 60 |
| Schedule of Transfers               | 61 |
| Property Tax Levy                   | 63 |
| Schedule of Bonded Debt and Loans   | 64 |

**Evaluation of Performance**

The City's budget is a valuable tool for the organization to use to evaluate the performance of department/programs/projects at the end of the fiscal year. The organization looks at the actual expenditures by comparing to the budgeted expenditures. By doing this, the City can see how much actual expenses varied from the planned expenses in order to improve the budgeting process for the upcoming fiscal year.

The same is true for the revenue side of the equation. The City wants to see if planned revenues equaled actual revenues as this helps plan revenue inputs for the upcoming fiscal year as well.

Instead of seeing the budgeting as a grueling task or process, the City sees it as a plan to bring the pieces of the puzzle that is our organization together. By following the adopted budget, and allowing for changes, the City's time management is much easier.

**CITY OF LAS CRUCES RECAPITULATION SCHEDULE  
ALL FUNDS SUMMARY  
FISCAL YEAR 2011-12**

| FUND NAME                      | FUND | UNAUDITED<br>BEG. BALANCE | TOTAL<br>REVENUES | TOTAL<br>TRANSFERS | TOTAL<br>EXPENDITURE | ESTIMATED<br>END. BALANCE | RESERVE<br>REQUIREMENT | ENDING<br>BALANCE |
|--------------------------------|------|---------------------------|-------------------|--------------------|----------------------|---------------------------|------------------------|-------------------|
| GENERAL FUND                   | 1000 | 18,383,384                | 38,605,171        | 27,666,797         | 70,687,536           | 13,967,816                | 6,983,908              | 6,983,908         |
| ENGINEERING SERVICES           | 1005 | 779,835                   | 1,136,447         | 3,123,393          | 4,399,268            | 640,407                   | 0                      | 640,407           |
| AIRPORT OPERATIONS             | 1010 | 5,164                     | 212,732           | 348,423            | 528,000              | 38,319                    | 0                      | 38,319            |
| PERMIT SERVICES                | 1015 | 294,212                   | 938,750           | 474,683            | 1,544,060            | 163,585                   | 0                      | 163,585           |
| SOFTWARE FUND                  | 1020 | 41,909                    | 0                 | 0                  | 35,000               | 6,909                     | 0                      | 6,909             |
| CITY COUNCIL OEM               | 1101 | 50,000                    | 0                 | 0                  | 0                    | 50,000                    | 0                      | 50,000            |
| VEHICLE ACQUISITION FUND       | 1200 | 4,283,223                 | 60,000            | 1,735,027          | 1,800,000            | 4,278,250                 | 0                      | 4,278,250         |
| GROSS RECEIPTS TAX INCOME FUND | 1500 | 0                         | 45,892,000        | -44,942,453        | 0                    | 949,547                   | 0                      | 949,547           |
| <b>GENERAL FUNDS</b>           |      | <b>23,837,727</b>         | <b>86,845,100</b> | <b>-11,394,130</b> | <b>79,193,864</b>    | <b>20,094,833</b>         | <b>6,983,908</b>       | <b>13,110,925</b> |
| HUD COMMUNITY DEVELOPMENT      | 2000 | 84,780                    | 3,631,292         | -83,422            | 3,547,870            | 84,780                    | 0                      | 84,780            |
| HUD SPECIAL PROJECTS FUND      | 2010 | 5                         | 1,740,619         | 0                  | 1,740,619            | 5                         | 0                      | 5                 |
| MPO URBAN TRANSPORTATION       | 2090 | 0                         | 515,167           | 0                  | 515,167              | 0                         | 0                      | 0                 |
| RECREATION PROJECTS            | 2130 | 125,238                   | 20,000            | 0                  | 0                    | 145,238                   | 0                      | 145,238           |
| STATE LIBRARY RESOURCES        | 2140 | 0                         | 73,981            | 0                  | 73,981               | 0                         | 0                      | 0                 |
| OLDER AMERICANS ACT PROGRAMS   | 2171 | 0                         | 781,084           | -73,885            | 707,199              | 0                         | 0                      | 0                 |
| CASH IN LIEU OF COMMODITIES    | 2172 | 0                         | 129,386           | 0                  | 129,386              | 0                         | 0                      | 0                 |
| FIRE FUND                      | 2300 | 149,866                   | 488,784           | 0                  | 480,784              | 157,866                   | 0                      | 157,866           |
| EMERGENCY MEDICAL SERVICES     | 2303 | 8,131                     | 20,000            | 0                  | 20,000               | 8,131                     | 0                      | 8,131             |
| POLICE FUND                    | 2400 | 0                         | 562,938           | 0                  | 562,938              | 0                         | 0                      | 0                 |
| POLICE PROTECTION FUND         | 2401 | 6,003                     | 187,549           | 0                  | 186,549              | 7,003                     | 0                      | 7,003             |
| COURT AWARDED FUNDS            | 2402 | 176,685                   | 20,000            | 0                  | 103,932              | 92,753                    | 0                      | 92,753            |
| VICTIMS ASSISTANCE FUND        | 2405 | 0                         | 30,450            | 0                  | 30,450               | 0                         | 0                      | 0                 |
| KEEP LAS CRUCES BEAUTIFUL      | 2410 | 0                         | 36,000            | 0                  | 36,000               | 0                         | 0                      | 0                 |
| JUVENILE CITATION PROGRAM      | 2412 | 0                         | 259,587           | 0                  | 259,587              | 0                         | 0                      | 0                 |
| DWI PREVENTION                 | 2421 | 62,301                    | 9,000             | 0                  | 9,000                | 62,301                    | 0                      | 62,301            |
| SELECTIVE TRAF ENFORCENMT-STEP | 2422 | 0                         | 12,695            | 0                  | 12,695               | 0                         | 0                      | 0                 |
| TRAFFIC SAFETY EDUCATION       | 2423 | 100,529                   | 36,500            | 0                  | 26,500               | 110,529                   | 0                      | 110,529           |
| TRAFFIC SAFETY BUR ENFORCEMENT | 2424 | 34,712                    | 72,955            | 0                  | 107,667              | 0                         | 0                      | 0                 |
| SAFE TRAFFIC OPERATIONS PROG   | 2430 | 304,927                   | 1,100,000         | 0                  | 1,336,590            | 68,337                    | 0                      | 68,337            |
| PRISONER CARE                  | 2440 | 1,126,954                 | 240,000           | 1,500,000          | 2,450,590            | 416,364                   | 0                      | 416,364           |
| DEPT OF JUSTICE PROGRAMS       | 2470 | 124,591                   | 377,904           | 0                  | 377,904              | 124,591                   | 0                      | 124,591           |
| VEHICLE FORFEITURE FUND        | 2472 | 16,197                    | 62,000            | -10,000            | 68,197               | 0                         | 0                      | 0                 |
| JUDICIAL EDUCATION             | 2490 | 0                         | 40,000            | 0                  | 40,000               | 0                         | 0                      | 0                 |
| COURT AUTOMATION               | 2491 | 482,132                   | 138,000           | 0                  | 215,232              | 404,900                   | 0                      | 404,900           |
| STREET MAINTENANCE OPERATIONS  | 2600 | 305,724                   | 1,000             | 450,000            | 573,125              | 183,599                   | 0                      | 183,599           |
| FLOOD CONTROL OPERATIONS       | 2650 | 177,296                   | 3,000             | 550,000            | 544,622              | 185,674                   | 0                      | 185,674           |
| HEALTH CARE SERVICES MMC LEASE | 2700 | 18,420                    | 650               | 300,000            | 300,000              | 19,070                    | 0                      | 19,070            |
| TELISHOR FACILITY              | 2705 | 26,422,462                | 1,120,000         | -300,000           | 0                    | 27,242,462                | 0                      | 27,242,462        |
| CONVENTION & VISITORS BUREAU   | 2710 | 2,897,489                 | 47,800            | 1,447,351          | 1,963,962            | 2,428,678                 | 0                      | 2,428,678         |
| DOWNTOWN REVITALIZATION        | 2715 | 24,600                    | 4,000             | 50,000             | 78,600               | 0                         | 0                      | 0                 |
| STATE OPERATING GRANTS         | 2760 | 48,603                    | 0                 | 0                  | 0                    | 48,603                    | 0                      | 48,603            |
| OTHER OPERATING GRANTS         | 2761 | 0                         | 39,873            | 0                  | 39,873               | 0                         | 0                      | 0                 |
| VALLEY VIEW HESKE GARDEN       | 2770 | 164,723                   | 2,500             | 0                  | 20,000               | 147,223                   | 0                      | 147,223           |
| GRIGGS WALNUT PLUME REMED      | 2780 | 439,984                   | 340,653           | 381,347            | 673,429              | 488,555                   | 0                      | 488,555           |
| ENVIRONMENTAL GROSS REC TAX    | 2800 | 294,454                   | 2,574,652         | -1,742,434         | 991,913              | 134,759                   | 0                      | 134,759           |
| PUBLIC SAFETY GROSS REC TAX    | 2805 | 0                         | 3,300,000         | 0                  | 3,300,000            | 0                         | 0                      | 0                 |
| GAS TAX STREET MAINTENANCE     | 2810 | 0                         | 1,684,895         | -1,070,675         | 601,782              | 12,438                    | 0                      | 12,438            |
| TIDD DEDICATED REVENUES        | 2815 | 1,045,333                 | 2,340,091         | 0                  | 15,695               | 3,369,729                 | 0                      | 3,369,729         |
| LODGERS TAX                    | 2820 | 0                         | 1,907,254         | -1,903,754         | 3,500                | 0                         | 0                      | 0                 |
| LAS CRUCES CONVENTION CTR FEES | 2825 | 0                         | 1,292,042         | -1,292,042         | 0                    | 0                         | 0                      | 0                 |
| FEDERAL STIMULUS OPERATING     | 2900 | 0                         | 1,625,236         | 0                  | 1,625,236            | 0                         | 0                      | 0                 |
| STATE STIMULUS OPERATING       | 2912 | 0                         | 12,376            | 0                  | 12,376               | 0                         | 0                      | 0                 |
| <b>SPECIAL REVENUE FUNDS</b>   |      | <b>34,642,139</b>         | <b>26,881,913</b> | <b>-1,797,514</b>  | <b>23,782,950</b>    | <b>35,943,588</b>         | <b>0</b>               | <b>35,943,588</b> |
| 1999A GRT STREETS/REFUNDING DS | 3230 | 99,635                    | 0                 | 0                  | 0                    | 99,635                    | 0                      | 99,635            |
| 1999B GRT FLOOD CONTROL DS     | 3235 | 83,820                    | 0                 | 0                  | 0                    | 83,820                    | 0                      | 83,820            |
| 2000A GAS TAX BOND DEBT SVC    | 3240 | 37,123                    | 2,000             | 540,675            | 525,898              | 53,900                    | 0                      | 53,900            |
| 2000A GAS TAX BOND DS RESERVE  | 3241 | 511,000                   | 0                 | 0                  | 0                    | 511,000                   | 511,000                | 0                 |
| 2003 GRT REFUNDING/IMPROVEMENT | 3250 | 79,714                    | 5,000             | 988,248            | 981,110              | 91,852                    | 0                      | 91,852            |
| 2004 ENVIRONMENTL GRT SCSWA DS | 3260 | 453,778                   | 848,006           | 40,661             | 843,006              | 499,439                   | 0                      | 499,439           |
| 2004 EGRT SCSWA DS RESERVE     | 3261 | 808,661                   | 30,000            | -40,661            | 0                    | 798,000                   | 798,000                | 0                 |
| 2004 EGRT BOND TAX REBATE FUND | 3262 | 88,552                    | 1,000             | 0                  | 0                    | 89,552                    | 0                      | 89,552            |
| 2005 GRT IMPROVEMENT BONDS DS  | 3270 | 329,454                   | 10,000            | 2,558,795          | 2,585,643            | 312,606                   | 0                      | 312,606           |
| HUD SECTION 108 LOAN           | 3275 | 158,833                   | 2,000             | 2,329,947          | 2,278,525            | 212,255                   | 0                      | 212,255           |
| 2010B MGRT FLOOD CTL DEBT SVC  | 3277 | 67,110                    | 1,000             | 855,982            | 845,650              | 78,442                    | 0                      | 78,442            |
| 2010 SSGRT CONVENTION CTR DS   | 3280 | 120,279                   | 1,000             | 1,684,264          | 1,586,894            | 218,649                   | 0                      | 218,649           |
| 2010 SSGRT CONV CENTER RESERVE | 3281 | 1,485,905                 | 15,000            | 0                  | 0                    | 1,500,905                 | 0                      | 1,500,905         |
| 2011 GRT DEBT SERVICE          | 3282 | 0                         | 0                 | 405,974            | 350,478              | 55,496                    | 0                      | 55,496            |
| 2011 GRT DEBT SERVICE          | 3284 | 0                         | 0                 | 180,252            | 163,073              | 17,179                    | 0                      | 17,179            |
| NMFA EQUIPMENT LOANS DEBT SVC  | 3612 | 220,970                   | 5,000             | 418,918            | 420,233              | 224,655                   | 186,526                | 38,129            |
| 2006 NMFA STREETS DEBT SERVICE | 3613 | 373,420                   | 0                 | 0                  | 0                    | 373,420                   | 0                      | 373,420           |
| 2007 NMFA CONVENTION CTR D/S   | 3614 | 1,615,808                 | 0                 | 0                  | 0                    | 1,615,808                 | 0                      | 1,615,808         |
| 2007 NMFA STREETS DEBT SVC     | 3615 | 26,941                    | 0                 | 0                  | 0                    | 26,941                    | 0                      | 26,941            |
| 2007 NMFA FIRE EQPT DEBT SVC   | 3616 | 103,578                   | 0                 | 130,878            | 132,148              | 102,308                   | 89,660                 | 12,648            |
| 2007 NMFA PUB WKS EQPT DBT SVC | 3617 | 38,056                    | 200               | 52,115             | 51,845               | 38,526                    | 33,624                 | 4,902             |
| 2008 NMFA GRIGGS WLN PLUME D/S | 3618 | 161,187                   | 2,000             | 216,116            | 70,700               | 308,603                   | 0                      | 308,603           |
| 2008 NMFA FLOOD CONTRO DS      | 3619 | 516,659                   | 4,000             | 701,623            | 699,070              | 523,212                   | 456,383                | 66,829            |
| 2008 NMFA PARKING DECK         | 3623 | 70,381                    | 2,500             | 709,410            | 706,250              | 76,041                    | 0                      | 76,041            |
| FIRE APPARATUS NMFA 2010       | 3625 | 107,271                   | 500               | 0                  | 29,052               | 78,719                    | 0                      | 78,719            |

**CITY OF LAS CRUCES RECAPITULATION SCHEDULE  
ALL FUNDS SUMMARY  
FISCAL YEAR 2011-12**

| FUND NAME                       | FUND | UNAUDITED<br>BEG. BALANCE | TOTAL<br>REVENUES  | TOTAL<br>TRANSFERS | TOTAL<br>EXPENDITURE | ESTIMATED<br>END. BALANCE | RESERVE<br>REQUIREMENT | ENDING<br>BALANCE |
|---------------------------------|------|---------------------------|--------------------|--------------------|----------------------|---------------------------|------------------------|-------------------|
| 11 NMFA FIRE APPARATUS          | 3626 | 0                         | 0                  | 128,000            | 24,718               | 103,282                   | 0                      | 103,282           |
| HUD SECTION 108 LOAN-MONAS      | 3810 | 12,232                    | 0                  | 134,509            | 130,136              | 16,605                    | 0                      | 16,605            |
| <b>DEBT SERVICE FUNDS</b>       |      | <b>7,570,367</b>          | <b>929,206</b>     | <b>12,035,706</b>  | <b>12,424,429</b>    | <b>8,110,850</b>          | <b>2,075,193</b>       | <b>6,035,657</b>  |
| FACILITIES GENERAL FUND         | 4001 | 3,112,234                 | 75,000             | 1,824,709          | 3,000,000            | 2,011,943                 | 0                      | 2,011,943         |
| HUD FACILITIES PROJECTS         | 4010 | 1,933,911                 | 0                  | 0                  | 1,933,911            | 0                         | 0                      | 0                 |
| FACILITIES FEDERAL GRANTS       | 4011 | 0                         | 1,200,000          | 0                  | 1,200,000            | 0                         | 0                      | 0                 |
| FACILITIES STATE GRANTS         | 4012 | 0                         | 535,443            | 0                  | 535,443              | 0                         | 0                      | 0                 |
| 2003 GRT BOND FACILITIES/PARKS  | 4021 | 26,976                    | 745                | 0                  | 27,721               | 0                         | 0                      | 0                 |
| 2005 GRT BOND PUBL IMPROVEMTS   | 4023 | 423,165                   | 5,000              | 0                  | 428,165              | 0                         | 0                      | 0                 |
| CONVENTION CENTER PROJECT       | 4024 | 830,760                   | 0                  | 0                  | 830,760              | 0                         | 0                      | 0                 |
| NMFA GRIGGS WLNT PLUME 2008     | 4025 | 0                         | 6,300,000          | 0                  | 6,300,000            | 0                         | 0                      | 0                 |
| 2011 GRT FACILITIES PROJECTS    | 4028 | 0                         | 5,299,250          | 0                  | 5,299,250            | 0                         | 0                      | 0                 |
| PUBLIC PARK DEVELOPMENT         | 4106 | 1,571,042                 | 303,846            | 0                  | 1,538,859            | 336,029                   | 0                      | 336,029           |
| PUBLIC PARK PROJECTS            | 4110 | 58,287                    | 2,000              | 0                  | 10,000               | 50,287                    | 0                      | 50,287            |
| STATE GRANT PARK/LAND IMPROV    | 4112 | 0                         | 316,330            | 0                  | 316,330              | 0                         | 0                      | 0                 |
| STREETS GENERAL FUND            | 4201 | 104,656                   | 0                  | 0                  | 56,856               | 47,800                    | 0                      | 47,800            |
| GR REC TAX STREET MAINTENANCE   | 4202 | 1,338,081                 | 6,968,000          | -4,015,671         | 3,855,077            | 435,333                   | 0                      | 435,333           |
| SPECIAL STREET PROJECTS         | 4205 | 1,197,820                 | 0                  | 0                  | 895,786              | 302,034                   | 0                      | 302,034           |
| STATE GRANT STREET IMPROVEMTS   | 4212 | 79,534                    | 3,077,489          | 0                  | 3,077,489            | 79,534                    | 0                      | 79,534            |
| NMFA STREET PROJECTS 2006       | 4213 | 376,883                   | 0                  | 0                  | 275,587              | 101,296                   | 0                      | 101,296           |
| NMFA STREETS 2007               | 4214 | 162,831                   | 0                  | 0                  | 162,831              | 0                         | 0                      | 0                 |
| 2003 GRT BOND STREET LIGHTS     | 4223 | 66,986                    | 500                | 0                  | 25,547               | 41,939                    | 0                      | 41,939            |
| 2010 MGRT STREETS PROJECTS      | 4224 | 2,903,366                 | 0                  | 0                  | 2,789,422            | 113,944                   | 0                      | 113,944           |
| 2011 GRT STREET PROJECTS        | 4225 | 0                         | 4,335,750          | 0                  | 4,335,750            | 0                         | 0                      | 0                 |
| TIDD STREETS PROJECTS           | 4270 | 1,300,643                 | 0                  | 0                  | 1,300,643            | 0                         | 0                      | 0                 |
| AIRPORT IMPROVEMENT             | 4300 | 730,939                   | 1,578,034          | 0                  | 1,558,034            | 750,939                   | 0                      | 750,939           |
| FLOOD CONTROL                   | 4400 | 2,887,583                 | 3,939,025          | -3,026,535         | 3,508,865            | 291,208                   | 0                      | 291,208           |
| FLOOD CONTROL NMFA              | 4413 | 232,749                   | 0                  | 0                  | 232,749              | 0                         | 0                      | 0                 |
| 2011 GRT FLOOD CTR PROJECTS     | 4414 | 0                         | 1,485,000          | 0                  | 1,485,000            | 0                         | 0                      | 0                 |
| WEST MESA INDUSTRIAL PARK       | 4504 | 349,981                   | 321,000            | 0                  | 50,000               | 620,981                   | 0                      | 620,981           |
| NMFA EQUIPMENT ACQUISITION      | 4613 | 0                         | 938,875            | 0                  | 938,875              | 0                         | 0                      | 0                 |
| FEDERAL STIMULUS CAPITAL PROJ   | 4900 | 0                         | 876,916            | 0                  | 876,916              | 0                         | 0                      | 0                 |
| STATE STIM CAPITAL PROJECTS     | 4912 | 0                         | 117,688            | 0                  | 117,688              | 0                         | 0                      | 0                 |
| <b>CAPITAL PROJECT FUNDS</b>    |      | <b>19,688,427</b>         | <b>37,675,891</b>  | <b>-5,217,497</b>  | <b>46,963,554</b>    | <b>5,183,267</b>          | <b>0</b>               | <b>5,183,267</b>  |
| NORTHRISE MORNINGSTAR SPEC PROJ | 2750 | 96,409                    | 0                  | 0                  | 0                    | 96,409                    | 0                      | 96,409            |
| SONOMA RANCH SPECIAL PROJECT    | 2751 | 49,822                    | 0                  | 0                  | 0                    | 49,822                    | 0                      | 49,822            |
| STREET IMPROVEMENT DIST 1991    | 4208 | 26,358                    | 0                  | 0                  | 0                    | 26,358                    | 0                      | 26,358            |
| <b>SPECIAL ASSESSMENT FUNDS</b> |      | <b>172,589</b>            | <b>0</b>           | <b>0</b>           | <b>0</b>             | <b>172,589</b>            | <b>0</b>               | <b>172,589</b>    |
| <b>GOVERNMENTAL FUNDS</b>       |      | <b>85,911,249</b>         | <b>152,332,110</b> | <b>-6,373,435</b>  | <b>162,364,797</b>   | <b>69,505,127</b>         | <b>9,059,101</b>       | <b>60,446,026</b> |
| UTILITIES SHARED SERVICES       | 5100 | 0                         | 9,416,912          | 0                  | 9,416,911            | 1                         | 0                      | 1                 |
| SHARED SERVICES SCADA FUND      | 5150 | 34,487                    | 38,316             | 0                  | 36,000               | 36,803                    | 0                      | 36,803            |
| SHARED SVCS EQUIP REPL RESERVE  | 5160 | 1,975,039                 | 22,766             | 0                  | 96,000               | 1,901,805                 | 0                      | 1,901,805         |
| GAS OPERATIONS                  | 5200 | 2,103,245                 | 26,771,340         | -954,400           | 27,150,407           | 769,778                   | 0                      | 769,778           |
| GAS CONTINGENCY FUND            | 5205 | 402,981                   | 0                  | 200,000            | 200,000              | 402,981                   | 0                      | 402,981           |
| GAS CAPITAL IMPROVEMENTS        | 5250 | 6,910,408                 | 152,682            | 1,000,000          | 7,115,818            | 947,272                   | 0                      | 947,272           |
| GAS EQUIPMENT REPLACE RESERVE   | 5260 | 1,896,963                 | 45,459             | 0                  | 155,000              | 1,787,422                 | 0                      | 1,787,422         |
| WATER OPERATIONS                | 5300 | 2,428,115                 | 12,690,372         | -1,307,396         | 12,870,854           | 940,237                   | 0                      | 940,237           |
| WATER DEVELOPMENT               | 5301 | 1,114,256                 | 1,245,462          | 725,000            | 2,478,501            | 606,217                   | 0                      | 606,217           |
| WATER CONTINGENCY FUND          | 5305 | 554,301                   | 0                  | 0                  | 100,000              | 454,301                   | 0                      | 454,301           |
| WATER ACQUISITION               | 5320 | 17,483                    | 662,381            | -428,433           | 251,431              | 0                         | 0                      | 0                 |
| WATER MGT/ADJUDICATION          | 5321 | 358,173                   | 283,950            | 0                  | 287,337              | 354,786                   | 0                      | 354,786           |
| WATER 2009 BOND DEBT SERVICE    | 5331 | 37,437                    | 0                  | 0                  | 0                    | 37,437                    | 0                      | 37,437            |
| WATER10 DEBT SERVICE            | 5332 | 22,281                    | 0                  | 0                  | 0                    | 22,281                    | 0                      | 22,281            |
| WATER 2009 BOND DS RESERVE      | 5341 | 1,120,069                 | 0                  | 0                  | 0                    | 1,120,069                 | 0                      | 1,120,069         |
| WATER10 DEBT SERVICE RESERV     | 5342 | 1,484,429                 | 0                  | 0                  | 0                    | 1,484,429                 | 0                      | 1,484,429         |
| WATER CAPITAL IMPROVEMENTS      | 5350 | 1,030,933                 | 31,328             | 1,222,908          | 1,743,876            | 541,293                   | 0                      | 541,293           |
| WATER EQUIPMENT REPL RESERVE    | 5360 | 1,144,114                 | 25,225             | 0                  | 130,000              | 1,039,339                 | 0                      | 1,039,339         |
| WATER 2005A BOND PROJECTS       | 5374 | 578,285                   | 90,236             | 0                  | 630,241              | 38,280                    | 0                      | 38,280            |
| WATER 2006 BOND PROJECTS        | 5375 | 1,659,413                 | 2,000              | 0                  | 1,661,308            | 105                       | 0                      | 105               |
| WATER EPA GRANT PROJECTS        | 5376 | 0                         | 621,184            | 0                  | 621,184              | 0                         | 0                      | 0                 |
| WATER NMFA LOAN PROJECTS        | 5377 | 1,949,768                 | 0                  | 0                  | 1,713,983            | 235,785                   | 0                      | 235,785           |
| WATER NMFA PROJECTS 2007        | 5378 | 5,640,041                 | 281,725            | 0                  | 5,695,823            | 225,943                   | 0                      | 225,943           |
| WATER WELL 46 DEBT SERV (NMFA)  | 5382 | 40,345                    | 0                  | 0                  | 0                    | 40,345                    | 0                      | 40,345            |
| WATER 2005A BOND DEBT SERVICE   | 5384 | 30,488                    | 0                  | 0                  | 0                    | 30,488                    | 0                      | 30,488            |
| WATER 2006 BOND DEBT SERVICE    | 5385 | 6,428                     | 0                  | 0                  | 0                    | 6,428                     | 0                      | 6,428             |
| WATER 2005A BOND DS RESERVE     | 5394 | 1,009,794                 | 0                  | 0                  | 0                    | 1,009,794                 | 0                      | 1,009,794         |
| WATER 2006 BOND D/S RESERVE     | 5395 | 343,106                   | 0                  | 0                  | 0                    | 343,106                   | 0                      | 343,106           |
| WASTEWATER OPERATIONS           | 5400 | 2,660,632                 | 9,995,000          | -1,873,412         | 9,172,378            | 1,609,842                 | 0                      | 1,609,842         |
| WASTEWATER DEVELOPMENT          | 5401 | 3,453,291                 | 1,214,000          | -203,476           | 2,649,369            | 1,814,446                 | 0                      | 1,814,446         |
| WW CONTINGENCY FUND             | 5405 | 304,711                   | 0                  | 100,000            | 200,000              | 204,711                   | 0                      | 204,711           |
| WW WATER RECLAMATION PROJECT    | 5420 | 595,001                   | 2,000              | 893,256            | 1,151,543            | 338,714                   | 0                      | 338,714           |
| WASTEWTR10 DEBT SERVICE         | 5432 | 48,735                    | 0                  | 0                  | 0                    | 48,735                    | 0                      | 48,735            |
| WW 2009 BOND DS RESERVE         | 5441 | 708,546                   | 0                  | 0                  | 0                    | 708,546                   | 0                      | 708,546           |
| WASTEWTR10 DEBT SERVICE RES     | 5442 | 966,796                   | 0                  | 0                  | 0                    | 966,796                   | 0                      | 966,796           |
| WASTEWATER CAPITAL IMPROVEMENT  | 5450 | 3,463,469                 | 100,124            | 1,716,524          | 4,049,635            | 1,230,482                 | 0                      | 1,230,482         |
| WASTEWATER EQUIP REPL RESERVE   | 5460 | 1,703,035                 | 43,500             | 0                  | 0                    | 1,746,535                 | 0                      | 1,746,535         |
| WW 2006 BOND REHAB PROJECTS     | 5475 | 143,617                   | 0                  | 0                  | 120,000              | 23,617                    | 0                      | 23,617            |
| WW 2006 BOND DEBT SERVICE       | 5485 | 30,847                    | 0                  | 0                  | 0                    | 30,847                    | 0                      | 30,847            |

**CITY OF LAS CRUCES RECAPITULATION SCHEDULE  
ALL FUNDS SUMMARY  
FISCAL YEAR 2011-12**

| FUND NAME                      | FUND | UNAUDITED<br>BEG. BALANCE | TOTAL<br>REVENUES  | TOTAL<br>TRANSFERS | TOTAL<br>EXPENDITURE | ESTIMATED<br>END. BALANCE | RESERVE<br>REQUIREMENT | ENDING<br>BALANCE  |
|--------------------------------|------|---------------------------|--------------------|--------------------|----------------------|---------------------------|------------------------|--------------------|
| WW 2006 BOND D/S RESERVE       | 5495 | 1,246,913                 | 0                  | 0                  | 0                    | 1,246,913                 | 0                      | 1,246,913          |
| SOLID WASTE OPERATIONS         | 5500 | 1,147,277                 | 11,356,689         | 0                  | 12,076,392           | 427,574                   | 0                      | 427,574            |
| SOLID WASTE LANDFILL CLOSURE   | 5510 | 2,501,721                 | 197,250            | 0                  | 753,749              | 1,945,222                 | 0                      | 1,945,222          |
| SOLID WASTE EQUIP REPL RESERVE | 5560 | 1,652,917                 | 50,000             | 0                  | 347,700              | 1,355,217                 | 0                      | 1,355,217          |
| SW NMFA PROJECTS               | 5577 | 1,706,393                 | 890,000            | 0                  | 2,231,706            | 364,687                   | 0                      | 364,687            |
| SW NMFA LOAN DEBT SERVICE      | 5587 | 295,378                   | 0                  | 0                  | 0                    | 295,378                   | 0                      | 295,378            |
| CLEAN COMMUNITY EMISSION       | 5931 | 55,238                    | 0                  | 54,400             | 68,393               | 41,245                    | 0                      | 41,245             |
| <b>UTILITY FUNDS</b>           |      | <b>56,576,899</b>         | <b>76,229,901</b>  | <b>1,144,971</b>   | <b>105,175,539</b>   | <b>28,776,232</b>         | <b>0</b>               | <b>28,776,232</b>  |
| TRANSIT                        | 5920 | 577,181                   | 2,269,022          | 1,910,869          | 4,458,310            | 298,762                   | 0                      | 298,762            |
| TRANSIT INTERMODAL CENTER      | 5921 | 252,258                   | 1,208,543          | 0                  | 1,458,529            | 2,272                     | 0                      | 2,272              |
| FTA RECOVERY GRANT             | 5922 | 0                         | 1,381,075          | 0                  | 1,381,075            | 0                         | 0                      | 0                  |
| ALTERNATIVE FUELS              | 5930 | 0                         | 0                  | 0                  | 0                    | 0                         | 0                      | 0                  |
| <b>ENTERPRISE FUNDS</b>        |      | <b>829,439</b>            | <b>4,858,640</b>   | <b>1,910,869</b>   | <b>7,297,914</b>     | <b>301,034</b>            | <b>0</b>               | <b>301,034</b>     |
| DOCUMENT SERVICES              | 6140 | 88,508                    | 552,748            | -3,978             | 631,078              | 6,200                     | 0                      | 6,200              |
| FLEET SERVICES                 | 6150 | 300,000                   | 6,227,215          | 0                  | 5,867,755            | 659,460                   | 0                      | 659,460            |
| UNEMPLOYMENT RESERVE           | 6310 | 88,318                    | 325,831            | 0                  | 300,000              | 114,149                   | 0                      | 114,149            |
| EMPLOYEE HEALTH                | 6320 | 845,599                   | 16,000             | 0                  | 62,759               | 798,840                   | 0                      | 798,840            |
| WORKERS COMPENSATION           | 6330 | 5,535,395                 | 2,529,014          | 0                  | 2,073,494            | 5,990,855                 | 0                      | 5,990,855          |
| LIABILITY CLAIMS               | 6340 | 4,254,609                 | 643,259            | 501,577            | 1,050,000            | 4,349,445                 | 0                      | 4,349,445          |
| GENERAL LIABILITY              | 6360 | 272,083                   | 2,000              | 500,000            | 585,000              | 189,083                   | 0                      | 189,083            |
| <b>INTERNAL SERVICE FUNDS</b>  |      | <b>11,384,452</b>         | <b>10,296,067</b>  | <b>997,599</b>     | <b>10,570,086</b>    | <b>12,108,032</b>         | <b>0</b>               | <b>12,108,032</b>  |
| <b>PROPRIETARY FUNDS</b>       |      | <b>68,790,790</b>         | <b>91,384,608</b>  | <b>4,053,439</b>   | <b>123,043,539</b>   | <b>41,185,298</b>         | <b>0</b>               | <b>41,185,298</b>  |
| MV REGIONAL DISPATCH AUTHORITY | 7410 | -83,513                   | 1,392,934          | 1,384,486          | 2,635,907            | 58,000                    | 0                      | 58,000             |
| METRO NARCOTICS AGENCY         | 7420 | 256,771                   | 225,543            | 225,543            | 451,085              | 256,772                   | 0                      | 256,772            |
| METRO NARCOTICS SEIZED ASSETS  | 7421 | 951,690                   | 0                  | 0                  | 0                    | 951,690                   | 0                      | 951,690            |
| METRO NARCOTICS HIDTA GRANTS   | 7422 | 0                         | 851,583            | 0                  | 851,583              | 0                         | 0                      | 0                  |
| ANIMAL SVCS OF MESILLA VALLEY  | 7440 | 331,959                   | 1,153,764          | 711,967            | 2,044,835            | 152,855                   | 0                      | 152,855            |
| ASOMV CAPITAL                  | 7441 | 154,153                   | 0                  | 0                  | 154,153              | 0                         | 0                      | 0                  |
| BRANIGAN ESTATE                | 7470 | 2,726,336                 | 42,000             | -2,000             | 40,000               | 2,726,336                 | 0                      | 2,726,336          |
| GIFTS & MEMORIALS              | 7480 | 194,408                   | 33,000             | 0                  | 38,605               | 188,803                   | 0                      | 188,803            |
| VETERANS MEMORIAL WALL         | 7481 | 18,274                    | 5,000              | 0                  | 10,000               | 13,274                    | 0                      | 13,274             |
| EMPLOYEE BENEFITS COMMITTEE    | 7490 | 2,944                     | 13,500             | 0                  | 13,850               | 2,594                     | 0                      | 2,594              |
| SOUTH CENTRAL SOLID WASTE AUTH | 8100 | 1,480,873                 | 4,230,200          | -714,362           | 3,705,394            | 1,261,317                 | 0                      | 1,261,317          |
| SCSWA CAPITAL IMPROVEMENTS     | 8150 | 618,249                   | 0                  | 0                  | 165,883              | 452,366                   | 0                      | 452,366            |
| SCSWA EQUIPMENT REPLACEMENT    | 8160 | 426,242                   | 0                  | 200,000            | 200,000              | 426,242                   | 0                      | 426,242            |
| SCSWA RECYCLING                | 8170 | 1,936,893                 | 1,908,896          | 204,362            | 2,231,826            | 1,818,325                 | 0                      | 1,818,325          |
| COMMUNITY COLLECTION CTRS      | 8180 | 137,800                   | 865,000            | 310,000            | 1,246,539            | 66,261                    | 0                      | 66,261             |
| <b>TRUST AND AGENCY FUNDS</b>  |      | <b>9,123,079</b>          | <b>10,721,420</b>  | <b>2,319,996</b>   | <b>13,789,660</b>    | <b>8,374,835</b>          | <b>0</b>               | <b>8,374,835</b>   |
| <b>TRUSTARY FUNDS</b>          |      | <b>9,123,079</b>          | <b>10,721,420</b>  | <b>2,319,996</b>   | <b>13,789,660</b>    | <b>8,374,835</b>          | <b>0</b>               | <b>8,374,835</b>   |
| <b>GRAND TOTAL</b>             |      | <b>163,825,118</b>        | <b>254,438,138</b> | <b>0</b>           | <b>299,197,996</b>   | <b>119,865,260</b>        | <b>9,059,101</b>       | <b>110,806,159</b> |

Revision Date : 05/05/2011

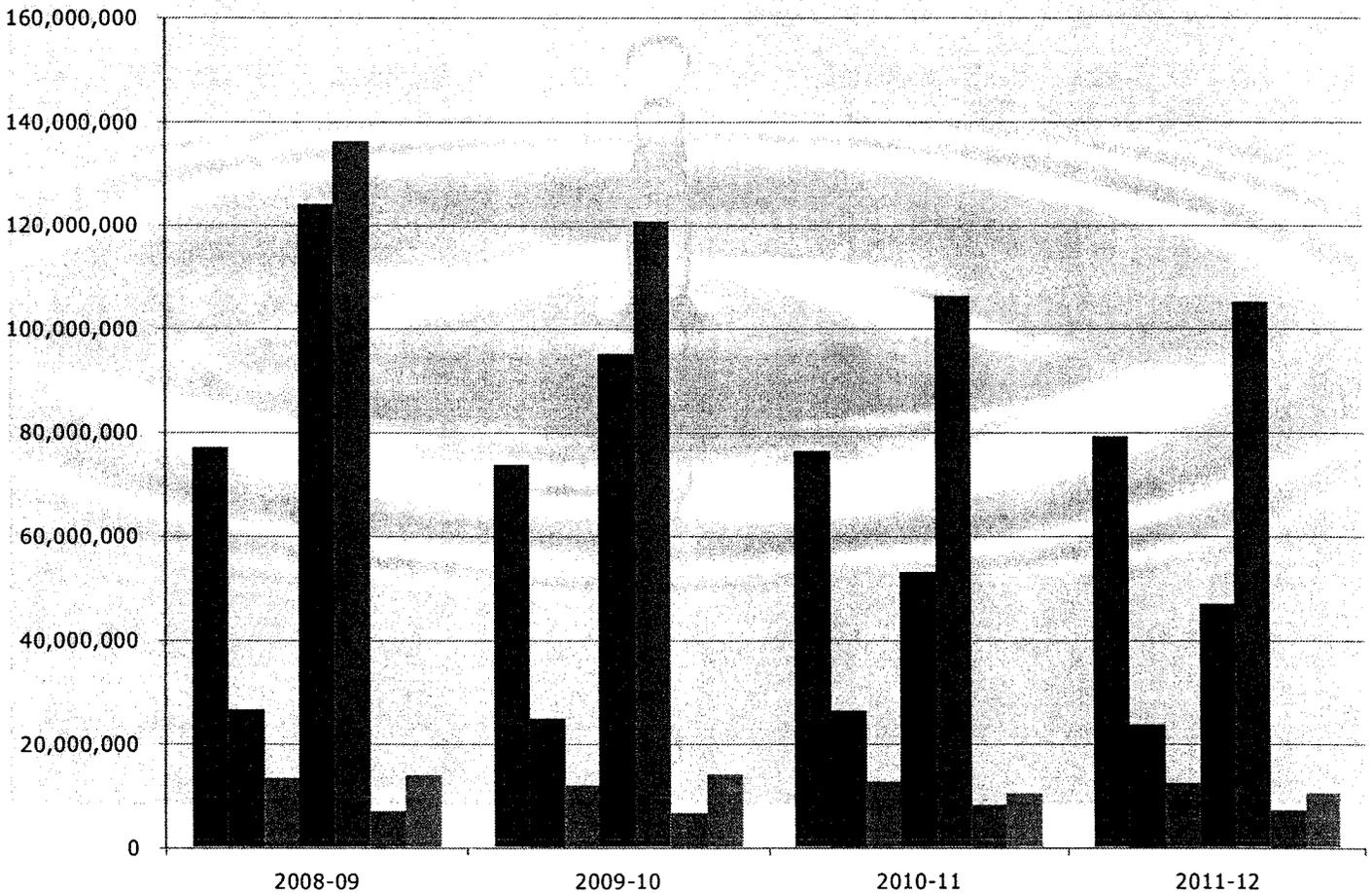
**CITY OF LAS CRUCES RECAPITULATION SCHEDULE  
SUMMARY BY FUND TYPE AND FUND CATEGORY  
FISCAL YEAR 2011-12**

| FUND NAME                 | UNAUDITED BEG. BALANCE | TOTAL REVENUES     | TOTAL TRANSFERS IN | TOTAL TRANS. OUT  | TOTAL EXPENDITURE  | ESTIMATED END. BALANCE | RESERVE REQUIREMENT | ENDING BALANCE     |
|---------------------------|------------------------|--------------------|--------------------|-------------------|--------------------|------------------------|---------------------|--------------------|
| GENERAL FUNDS             | 23,837,727             | 86,845,100         | 47,263,598         | 58,657,728        | 79,193,864         | 20,094,633             | 6,983,908           | 13,110,925         |
| SPECIAL REVENUE FUNDS     | 34,642,139             | 26,881,913         | 5,087,420          | 6,884,934         | 23,782,950         | 35,943,588             | 0                   | 35,943,588         |
| DEBT SERVICE FUNDS        | 7,570,367              | 929,206            | 12,076,367         | 40,661            | 12,424,429         | 8,110,850              | 2,075,193           | 6,035,657          |
| CAPITAL PROJECT FUNDS     | 19,688,427             | 37,675,891         | 1,824,709          | 7,042,206         | 46,963,554         | 5,183,267              | 0                   | 5,183,267          |
| SPECIAL ASSESSMENT FUNDS  | 172,589                | 0                  | 0                  | 0                 | 0                  | 172,589                | 0                   | 172,589            |
| UTILITY FUNDS             | 56,576,899             | 76,229,901         | 7,379,438          | 6,234,467         | 105,175,539        | 28,776,232             | 0                   | 28,776,232         |
| ENTERPRISE FUNDS          | 829,439                | 4,858,640          | 1,910,869          | 0                 | 7,297,914          | 301,034                | 0                   | 301,034            |
| INTERNAL SERVICE FUNDS    | 11,384,452             | 10,296,067         | 1,501,577          | 503,978           | 10,570,086         | 12,108,032             | 0                   | 12,108,032         |
| <b>CITY OF LAS CRUCES</b> | <b>154,702,039</b>     | <b>243,716,718</b> | <b>77,043,978</b>  | <b>79,363,974</b> | <b>285,408,336</b> | <b>110,690,425</b>     | <b>9,059,101</b>    | <b>101,631,324</b> |

Revision Date : 05/05/2011

**Las Cruces Adopted Fiscal Year Budgets For City-Wide Functions**

Excludes all Trust and Agency Funds



- General Funds
- Special Revenue Funds
- Debt Service Funds
- Capital Project Funds
- Utility Funds
- Enterprise Funds
- Internal Service Funds

**City of Las Cruces, New Mexico  
Schedule of Transfers  
Fiscal Year 2011-12**

| TRANSFERS IN |                                |              | TRANSFERS OUT |                                |            |
|--------------|--------------------------------|--------------|---------------|--------------------------------|------------|
| FUND         | FUND NAME                      | AMOUNT       | FUND          | FUND NAME                      | AMOUNT     |
| 1000         | GENERAL FUND                   | (40,786,159) | 1010          | AIRPORT OPERATIONS             | 20,000     |
|              |                                |              | 1500          | GROSS RECEIPTS TAX INCOME FUND | 40,686,000 |
|              |                                |              | 2472          | VEHICLE FORFEITURE FUND        | 10,000     |
|              |                                |              | 2710          | CONVENTION & VISITORS BUREAU   | 16,500     |
|              |                                |              | 2820          | LOGGERS TAX                    | 47,681     |
|              |                                |              | 6140          | DOCUMENT SERVICES              | 3,978      |
|              |                                |              | 7470          | BRANIGAN ESTATE                | 2,000      |
| 1005         | ENGINEERING SERVICES           | (3,123,393)  | 1000          | GENERAL FUND                   | 968,739    |
|              |                                |              | 4202          | GR REC TAX STREET MAINTENANCE  | 1,235,724  |
|              |                                |              | 4400          | FLOOD CONTROL                  | 918,930    |
| 1010         | AIRPORT OPERATIONS             | (370,000)    | 1000          | GENERAL FUND                   | 370,000    |
| 1015         | PERMIT SERVICES                | (474,683)    | 1000          | GENERAL FUND                   | 474,683    |
| 1200         | VEHICLE ACQUISITION FUND       | (2,509,363)  | 1000          | GENERAL FUND                   | 2,509,363  |
| 2440         | PRISONER CARE                  | (1,500,000)  | 1000          | GENERAL FUND                   | 1,500,000  |
| 2600         | STREET MAINTENANCE OPERATIONS  | (450,000)    | 4202          | GR REC TAX STREET MAINTENANCE  | 450,000    |
| 2650         | FLOOD CONTROL OPERATIONS       | (550,000)    | 4400          | FLOOD CONTROL                  | 550,000    |
| 2700         | HEALTH CARE SERVICES MMC LEASE | (300,000)    | 2705          | TELSHOR FACILITY               | 300,000    |
| 2710         | CONVENTION & VISITORS BUREAU   | (1,856,073)  | 2820          | LOGGERS TAX                    | 1,856,073  |
| 2715         | DOWNTOWN REVITALIZATION        | (50,000)     | 1000          | GENERAL FUND                   | 50,000     |
| 2780         | GRIGGS WALNUT PLUME REMED      | (381,347)    | 2800          | ENVIRONMENTAL GROSS REC TAX    | 381,347    |
| 3240         | 2000A GAS TAX BOND DEBT SVC    | (540,675)    | 2810          | GAS TAX STREET MAINTENANCE     | 540,675    |
| 3250         | 2003 GRT REFUNDING/IMPROVEMENT | (988,248)    | 1500          | GROSS RECEIPTS TAX INCOME FUND | 988,248    |
| 3260         | 2004 ENVIRONMENTL GRT SCSWA DS | (40,661)     | 3261          | 2004 EGRT SCSWA DS RESERVE     | 40,661     |
| 3270         | 2005 GRT IMPROVEMENT BONDS DS  | (2,558,795)  | 1500          | GROSS RECEIPTS TAX INCOME FUND | 2,558,795  |
| 3275         | HUD SECTION 108 LOAN           | (2,329,947)  | 4202          | GR REC TAX STREET MAINTENANCE  | 2,329,947  |
| 3277         | 20108 MGRT FLOOD CTL DEBT SVC  | (855,982)    | 4400          | FLOOD CONTROL                  | 855,982    |
| 3280         | 2010 SSGRT CONVENTION CTR DS   | (1,684,264)  | 2710          | CONVENTION & VISITORS BUREAU   | 392,222    |
|              |                                |              | 2825          | LOGGERS TAX                    | 1,292,042  |
| 3282         | 2011 GRT DEBT SERVICE          | (405,974)    | 1000          | GENERAL FUND                   | 405,974    |
| 3284         | 2011 GRT DEBT SERVICE          | (180,252)    | 1000          | GENERAL FUND                   | 180,252    |
| 3612         | NMFA EQUIPMENT LOANS DEBT SVC  | (418,918)    | 1200          | VEHICLE ACQUISITION FUND       | 418,918    |
| 3616         | 2007 NMFA FIRE EQPT DEBT SVC   | (130,878)    | 1200          | VEHICLE ACQUISITION FUND       | 130,878    |
| 3617         | 2007 NMFA PUB WKS EQPT DBT SVC | (52,115)     | 1200          | VEHICLE ACQUISITION FUND       | 52,115     |
| 3618         | 2008 NMFA GRIGGS WLN PLUME D/S | (216,116)    | 2800          | ENVIRONMENTAL GROSS REC TAX    | 216,116    |
| 3619         | 2008 NMFA FLOOD CONTROL DS     | (701,623)    | 4400          | FLOOD CONTROL                  | 701,623    |
| 3623         | 2008 NMFA PARKING DECK         | (709,410)    | 1500          | GROSS RECEIPTS TAX INCOME FUND | 709,410    |
| 3626         | 11 NMFA FIRE APPARATUS         | (128,000)    | 1200          | VEHICLE ACQUISITION FUND       | 128,000    |
| 3810         | HUD SECTION 108 LOAN-MONAS     | (134,509)    | 1000          | GENERAL FUND                   | 51,087     |
|              |                                |              | 2000          | HUD COMMUNITY DEVELOPMENT      | 83,422     |
| 4001         | FACILITIES GENERAL FUND        | (1,824,709)  | 1000          | GENERAL FUND                   | 1,824,709  |
| 5200         | GAS OPERATIONS                 | (300,000)    | 5300          | WATER OPERATIONS               | 300,000    |
| 5205         | GAS CONTINGENCY FUND           | (200,000)    | 5200          | GAS OPERATIONS                 | 200,000    |
| 5250         | GAS CAPITAL IMPROVEMENTS       | (1,000,000)  | 5200          | GAS OPERATIONS                 | 1,000,000  |
| 5300         | WATER OPERATIONS               | (308,603)    | 2800          | ENVIRONMENTAL GROSS REC TAX    | 308,603    |

Revision Date: 05/05/2011

City of Las Cruces, New Mexico  
 Schedule of Transfers  
 Fiscal Year 2011-12

| TRANSFERS IN |                                |              | TRANSFERS OUT |                                |            |
|--------------|--------------------------------|--------------|---------------|--------------------------------|------------|
| FUND         | FUND NAME                      | AMOUNT       | FUND          | FUND NAME                      | AMOUNT     |
| 5301         | WATER DEVELOPMENT              | (725,000)    | 5401          | WASTEWATER DEVELOPMENT         | 725,000    |
| 5320         | WATER ACQUISITION              | (93,091)     | 5300          | WATER OPERATIONS               | 93,091     |
| 5350         | WATER CAPITAL IMPROVEMENTS     | (1,222,908)  | 5300          | WATER OPERATIONS               | 1,222,908  |
| 5400         | WASTEWATER OPERATIONS          | (244,132)    | 2800          | ENVIRONMENTAL GROSS REC TAX    | 244,132    |
| 5401         | WASTEWATER DEVELOPMENT         | (521,524)    | 5320          | WATER ACQUISITION              | 521,524    |
| 5405         | WW CONTINGENCY FUND            | (100,000)    | 5400          | WASTEWATER OPERATIONS          | 100,000    |
| 5420         | WW WATER RECLAMATION PROJECT   | (893,256)    | 2800          | ENVIRONMENTAL GROSS REC TAX    | 592,236    |
| 5450         | WASTEWATER CAPITAL IMPROVEMENT | (1,716,524)  | 5400          | WASTEWATER OPERATIONS          | 301,020    |
| 5920         | TRANSIT                        | (1,910,869)  | 5400          | WASTEWATER OPERATIONS          | 1,716,524  |
| 5931         | CLEAN COMMUNITY EMISSION       | (54,400)     | 1000          | GENERAL FUND                   | 1,262,559  |
| 6340         | LIABILITY CLAIMS               | (1,001,577)  | 1200          | VEHICLE ACQUISITION FUND       | 44,425     |
| 6360         | GENERAL LIABILITY              | (500,000)    | 2171          | OLDER AMERICANS ACT PROGRAMS   | 73,885     |
| 7410         | MV REGIONAL DISPATCH AUTHORITY | (1,384,486)  | 2810          | GAS TAX STREET MAINTENANCE     | 530,000    |
| 7420         | METRO NARCOTICS AGENCY         | (225,543)    | 5200          | GAS OPERATIONS                 | 54,400     |
| 7440         | ANIMAL SVCS OF MESILLA VALLEY  | (711,967)    | 1000          | GENERAL FUND                   | 1,000,000  |
| 8160         | SCSWA EQUIPMENT REPLACEMENT    | (200,000)    | 1010          | AIRPORT OPERATIONS             | 1,577      |
| 8170         | SCSWA RECYCLING                | (204,362)    | 6340          | LIABILITY CLAIMS               | 500,000    |
| 8180         | COMMUNITY COLLECTION CTRS      | (310,000)    | 1000          | GENERAL FUND                   | 1,384,486  |
|              |                                |              | 1000          | GENERAL FUND                   | 225,543    |
|              |                                |              | 1000          | GENERAL FUND                   | 711,967    |
|              |                                |              | 8100          | SOUTH CENTRAL SOLID WASTE AUTH | 200,000    |
|              |                                |              | 8100          | SOUTH CENTRAL SOLID WASTE AUTH | 204,362    |
|              |                                |              | 8100          | SOUTH CENTRAL SOLID WASTE AUTH | 310,000    |
|              | TOTAL - TRANSFERS IN           | (80,660,336) |               | TOTAL - TRANSFERS OUT          | 80,080,336 |
|              |                                |              |               | TRANSFER SCHEDULE VARIANCE     | 0          |

**Fiscal Year 2011-12 Proposed Budget  
Property Tax Levy**

| Type of Property Tax | Fund | Millage      |                  | Estimated Tax Production |
|----------------------|------|--------------|------------------|--------------------------|
|                      |      | Residential  | Non- Residential |                          |
| General Fund (Gross) | 1000 | 4.272        | 5.120            | \$9,138,267              |
| Las Cruces TIDD      | 2815 |              |                  | \$47,418                 |
| General Fund (Net)   |      |              |                  | \$9,090,849              |
| Flood Control        | 4400 | 1.883        | 2.000            | \$3,869,025              |
| <b>Total</b>         |      | <b>6.155</b> | <b>7.120</b>     | <b>\$13,007,292</b>      |

Property Tax Yield

Levy Assumptions

|   |                     |
|---|---------------------|
| Total Residential Taxable Value                     | \$1,397,381,152     |
| City Residential Millage                            | 0.006155            |
| Total Residential Production                        | \$8,600,882         |
| Total Non-Residential Taxable Value                 | \$618,877,973       |
| City Non-Residential Millage                        | 0.00712             |
| Total Non-Residential Production                    | \$4,406,411         |
| <b>Grand Total ( Residential + Non-Residential)</b> | <b>\$13,007,293</b> |

Source for valuations and millage rates: NM DFA/LGD

City of Las Cruces, New Mexico  
 Schedule of Bonded Debt and Loans  
 Fiscal Year 2011-12

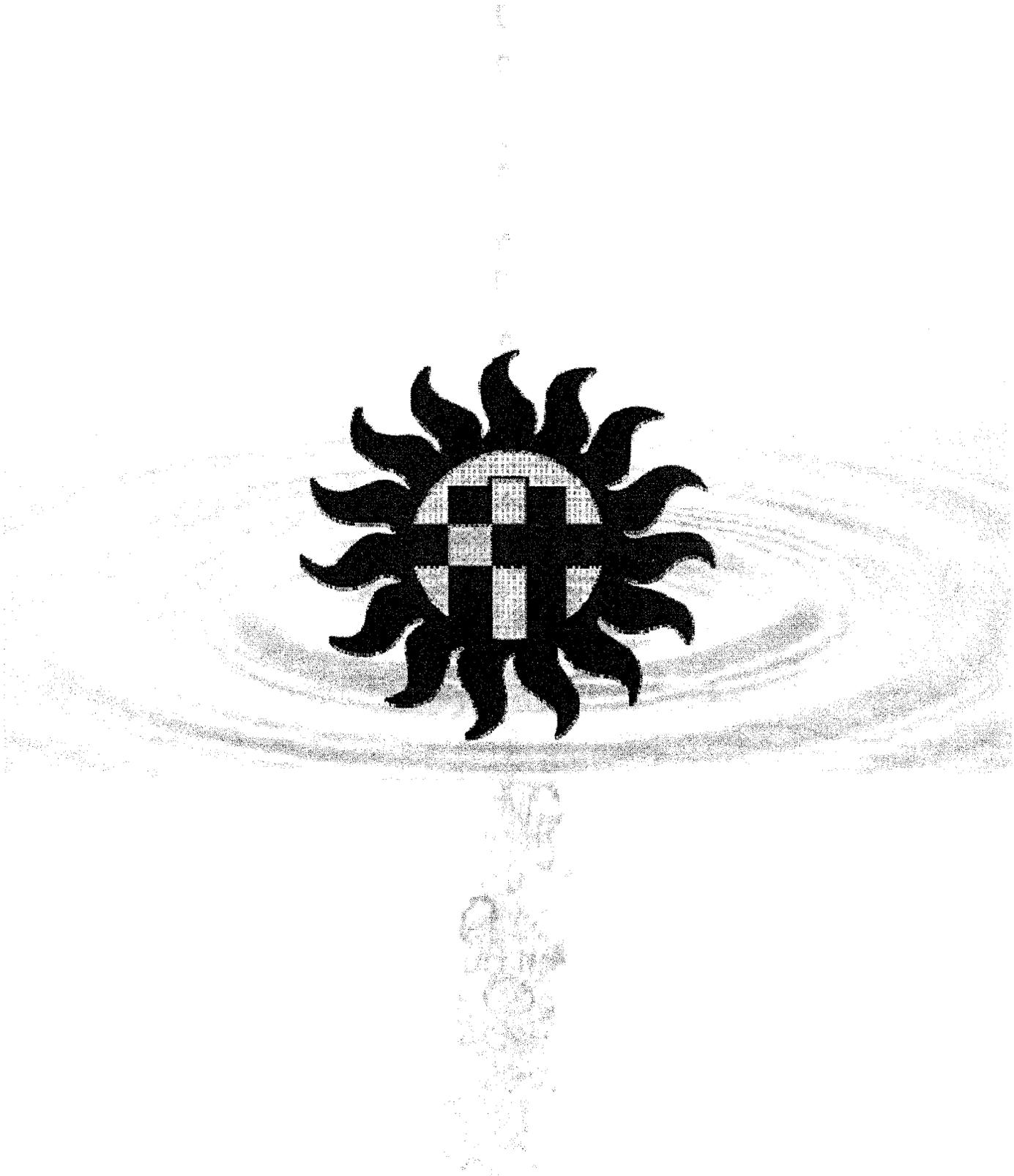
| Description   | Fund               | Date of Issue | Year Due | Amount of Issue       | Outstanding 30-Jun-11 | Principal 2011-12    | Interest 2011-12    | Outstanding 30-Jun-12 |
|---|--------------------|---------------|----------|-----------------------|-----------------------|----------------------|---------------------|-----------------------|
| <b>Bonds:</b>   |                    |               |          |                       |                       |                      |                     |                       |
| <b>Bonds: Governmental Activities</b>   |                    |               |          |                       |                       |                      |                     |                       |
| 1999 GRT Revenue Bond Series A (Refunding & Street Projects)                  | 3230               | 08/31/99      | 2014     | \$ 10,075,000         | \$ -                  | \$ -                 | \$ -                | \$ -                  |
| 1999 GRT Revenue Bond Series B (Flood Control)                                | 3235               | 08/31/99      | 2014     | 7,040,000             | -                     | -                    | -                   | -                     |
| 2000 Gas Tax Revenue Bond (Street Projects)                                   | 3240               | 12/04/00      | 2016     | 5,110,000             | 2,240,000             | 405,000              | 120,898             | 1,835,000             |
| 2003 Sales Tax Revenue Bond (GRT Refunding & Improvement)                     | 3250               | 05/29/03      | 2018     | 12,800,000            | 3,060,000             | 860,000              | 121,110             | 2,200,000             |
| 2004 Environmental GRT Revenue Bond (SCSWA Facilities Construction)           | 3260               | 09/14/04      | 2016     | 7,980,000             | 3,770,000             | 705,000              | 138,006             | 3,065,000             |
| 2005 Sales Tax Revenue Bond Series B (GRT Refunding & City Hall Construction) | 3270               | 09/14/05      | 2035     | 33,000,000            | 26,430,000            | 1,420,000            | 1,165,643           | 25,010,000            |
| 2010 Sales Tax Revenue Bond Series A (GRT Refunding & City Hall Construction) | 3275               | 09/28/10      | 2021     | 12,255,000            | 10,040,000            | 2,010,000            | 268,525             | 8,030,000             |
| 2010 Sales Tax Revenue Bond Series B (GRT Refunding & City Hall Construction) | 3277               | 09/28/10      | 2021     | 4,390,000             | 3,600,000             | 750,000              | 95,650              | 2,850,000             |
| 2010 SSGRT Convention Center (Refunding 2007 NMFA Note)                       | 3280               | 09/28/10      | 2037     | 24,330,000            | 23,965,000            | 550,000              | 1,036,894           | 23,415,000            |
| 2011 SSGRT Improvement Bonds  | 3282               | 07/19/11      | 2023     | -                     | -                     | 35,000               | 315,478             | 9,600,000             |
| 2011 MGRT Flood Improvement Bonds   | 3284               | 07/19/11      | 2021     | -                     | -                     | 120,000              | 43,073              | 1,365,000             |
| 2007 NMFA Note - Convention Center *  | 3614               | 10/19/07      | 2032     | 27,361,565            | -                     | -                    | -                   | -                     |
| 2008 NMFA Lien Bond - Parking Deck *  | 3623               | 11/17/08      | 2021     | 4,999,890             | 4,250,000             | 249,890              | 232,496             | 3,750,000             |
| * Treated as a bond for accounting purposes due to premium                    |                    |               |          |                       |                       |                      |                     |                       |
| <b>Total Governmental Activity</b>  |                    |               |          | <b>149,341,455</b>    | <b>77,355,000</b>     | <b>7,104,890</b>     | <b>3,537,772</b>    | <b>81,120,000</b>     |
| <b>Bonds: Business-Type Activities</b>  |                    |               |          |                       |                       |                      |                     |                       |
| 2005 Joint Utility Revenue Bond (System Expansion)                            | 5301               | 07/13/05      | 2025     | 11,050,000            | 9,195,000             | 510,000              | 364,675             | 8,685,000             |
| 2006 Joint Utility Revenue Bond (System Expansion)                            | 5300               | 08/29/06      | 2026     | 17,575,000            | 15,465,000            | 760,000              | 675,791             | 14,705,000            |
| 2009 Joint Utility Revenue Bond (Refunding 1997 & 2000)                       | 5300/01<br>5400/01 | 04/14/09      | 2016     | 17,575,000            | 12,965,000            | 2,450,000            | 353,113             | 10,515,000            |
| 2010 Joint Utility Revenue Bond (Refunding 2003,2004,2005 & 2007)             | 5332<br>5432       | 09/14/10      | 2027     | 24,840,000            | 24,355,000            | 200,000              | 811,913             | 24,155,000            |
| <b>Total Business-Type Activity</b>   |                    |               |          | <b>71,040,000</b>     | <b>61,980,000</b>     | <b>3,920,000</b>     | <b>2,205,491</b>    | <b>58,060,000</b>     |
| <b>TOTAL ALL BONDS</b>  |                    |               |          | <b>220,381,455</b>    | <b>139,335,000</b>    | <b>11,024,890</b>    | <b>5,743,263</b>    | <b>139,180,000</b>    |
| <b>Loans:</b>   |                    |               |          |                       |                       |                      |                     |                       |
| <b>Loans: Governmental Activities</b>   |                    |               |          |                       |                       |                      |                     |                       |
| 2006 NMFA Note - Street Equipment   | 3612               | 11/10/06      | 2014     | 1,865,251             | 816,014               | 262,268              | 30,157              | 553,746               |
| 2006 NMFA Note - Street Equipment   | 3612               | 11/10/06      | 2014     | 816,777               | 356,912               | 114,780              | 13,027              | 242,132               |
| 2006 NMFA Note - Street Improvements  | 3613               | 12/15/06      | 2021     | 7,211,712             | -                     | -                    | -                   | -                     |
| 2006 NMFA Note - Arroyo Improvements  | 3613               | 12/15/06      | 2021     | 2,773,736             | -                     | -                    | -                   | -                     |
| 2007 NMFA Note - Street Improvements  | 3615               | 11/16/07      | 2017     | 3,590,000             | -                     | -                    | -                   | -                     |
| 2007 NMFA Note - Fire Equipment (Pumper Trucks)                               | 3616               | 11/16/07      | 2016     | 896,598               | 590,688               | 109,564              | 22,584              | 481,124               |
| 2007 NMFA Note - Street Equipment (Patch and Bucket Truck)                    | 3617               | 11/16/07      | 2015     | 336,232               | 189,434               | 44,874               | 6,971               | 144,560               |
| 2008 NMFA Note - Griggs/Walnut Plume (Environmental GRT)                      | 3618               | 06/01/08      | 2031     | 3,535,000             | 3,535,000             | 145,416              | 70,700              | 3,389,584             |
| 2008 NMFA Note - Flood Control  | 3619               | 11/17/08      | 2016     | 4,563,829             | 3,170,685             | 596,192              | 102,878             | 2,574,493             |
| 2010 NMFA Note - Fire Equipment (PUMPERS)                                     | 3625               | 06/25/10      | 2031     | 938,875               | 936,060               | 2,872                | 26,180              | 933,188               |
| 2011 NMFA Note - Fire Equipment (PUMPERS)                                     | 3626               | 06/25/10      | 2031     | 938,875               | -                     | 2,815                | 21,903              | 936,060               |
| 2010 HUD 108 Section - MONAS  | 3810               | 07/21/10      | 2031     | 2,000,000             | 2,000,000             | 61,000               | 69,136              | 1,939,000             |
| <b>Total Loans: Government Activities</b>                                     |                    |               |          | <b>29,466,885</b>     | <b>11,594,793</b>     | <b>1,339,781</b>     | <b>363,535</b>      | <b>11,193,887</b>     |
| <b>Loans: Business-Type Activities</b>  |                    |               |          |                       |                       |                      |                     |                       |
| 2003 NMFA Note - 1457-PP Well 46 Proj.  | 5301               | 06/13/03      | 2013     | 222,222               | -                     | -                    | -                   | -                     |
| 2005 NMFA Note - 1722-PP Water Proj.  | 5400               | 10/18/04      | 2024     | 418,724               | -                     | -                    | -                   | -                     |
| 2005 NMFA Note - Manhole Project  | 5400               | 01/07/05      | 2024     | 278,713               | -                     | -                    | -                   | -                     |
| 2006 NMFA Note - Well Improvements  | 5301               | 05/25/06      | 2026     | 268,552               | -                     | -                    | -                   | -                     |
| 2007 NMFA Note - Water Tank Project   | 5300               | 05/31/07      | 2027     | 2,139,177             | -                     | -                    | -                   | -                     |
| 2007 NMFA Note - Recycling Project  | 5530               | 05/31/07      | 2015     | 1,111,112             | 614,391               | 145,456              | 22,644              | 468,935               |
| 2007 NMFA Note - Water Reclamation Proj.                                      | 5420               | 05/31/07      | 2027     | 6,311,058             | -                     | -                    | -                   | -                     |
| 2007 NMFA Note - Water Reclamation Ph. II                                     | 5420               | 11/27/07      | 2027     | 3,139,919             | -                     | -                    | -                   | -                     |
| 2007 NMFA Note - Water Project Impr.  | 5400               | 11/27/07      | 2027     | 12,483,206            | -                     | -                    | -                   | -                     |
| 2008 NMFA Note - Vehicle Maint. Facility                                      | 5587               | 07/15/08      | 2018     | 1,708,755             | 1,289,919             | 166,689              | 45,177              | 1,123,230             |
| <b>Total Loans: Business-Type Activities</b>                                  |                    |               |          | <b>28,081,438</b>     | <b>1,904,310</b>      | <b>312,145</b>       | <b>67,821</b>       | <b>1,592,165</b>      |
| <b>TOTAL ALL LOANS</b>  |                    |               |          | <b>57,548,323</b>     | <b>13,499,103</b>     | <b>1,651,926</b>     | <b>431,356</b>      | <b>12,786,052</b>     |
| <b>TOTAL BOND AND LOAN INDEBTEDNESS</b>                                       |                    |               |          | <b>\$ 277,929,778</b> | <b>\$ 152,834,103</b> | <b>\$ 12,676,816</b> | <b>\$ 6,174,619</b> | <b>\$ 151,966,052</b> |

**City of Las Cruces, New Mexico**  
**Schedule of Bonded Debt**

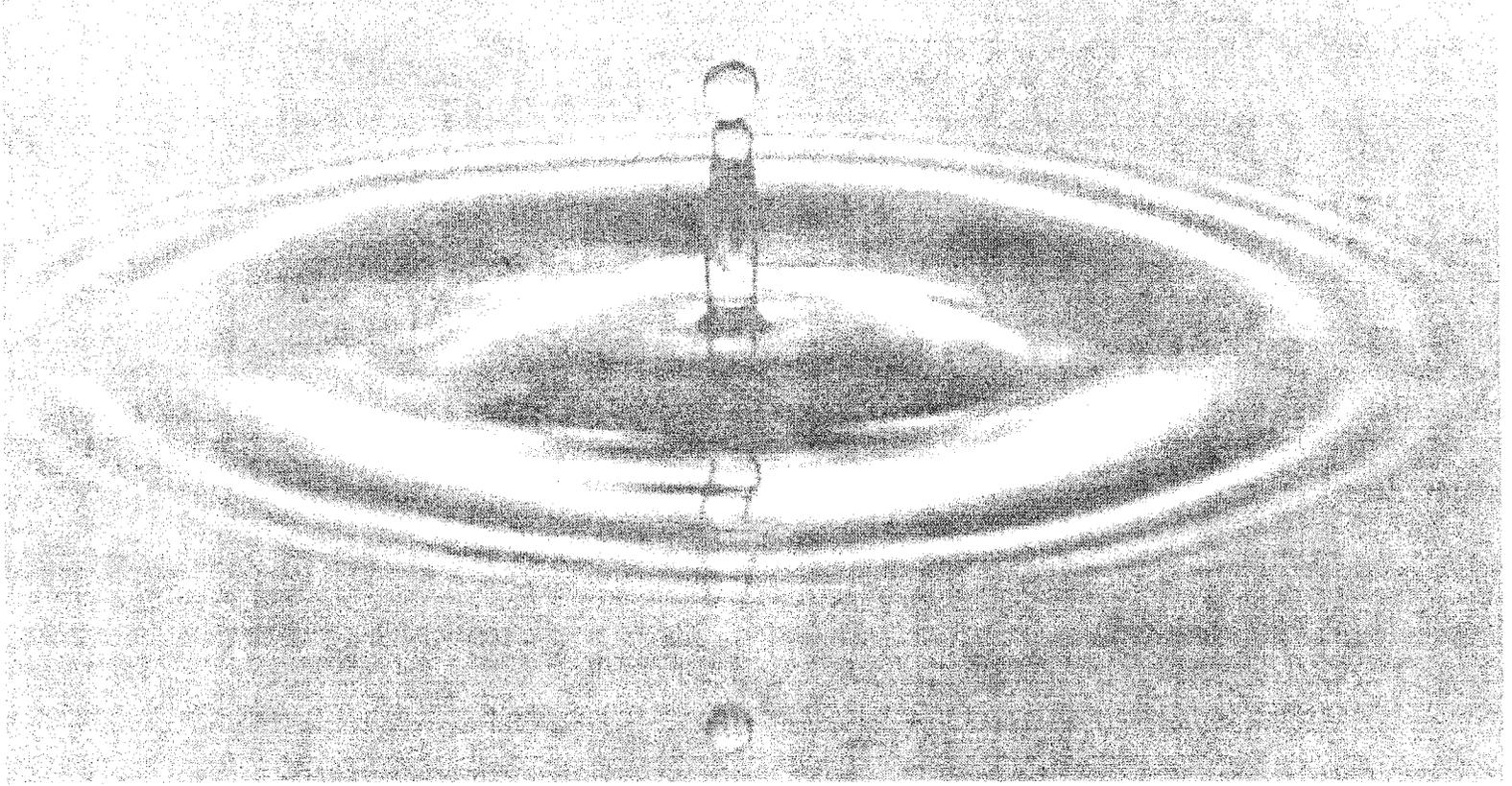
| Description  | DS Fund            | Date of Issue | Year Due       | Amount of Issue    | Amount Retired    | 2011-12           | 2012-13           | Remaining Fiscal Years |
|--|--------------------|---------------|----------------|--------------------|-------------------|-------------------|-------------------|------------------------|
| <b>Bonds: Governmental Activities</b>                          |                    |               |                |                    |                   |                   |                   |                        |
| <b>Principal</b>   |                    |               |                |                    |                   |                   |                   |                        |
| 1999 GRT Revenue Bond Series A                                 | 3230               | 07/15/99      | 2014           | 10,075,000         | 7,080,000         | -                 | -                 | 2,995,000              |
| 1999 GRT Revenue Bond Series B                                 | 3235               | 07/15/99      | 2014           | 7,040,000          | 4,620,000         | -                 | -                 | 2,420,000              |
| 2000 Gax Tax Revenue Bond                                      | 3240               | 12/04/00      | 2016           | 5,110,000          | 2,870,000         | 405,000           | 425,000           | 1,410,000              |
| 2003 Sales Tax Revenue Bond                                    | 3250               | 05/29/03      | 2018           | 12,800,000         | 9,740,000         | 860,000           | 690,000           | 1,510,000              |
| 2004 Environmental GRT Revenue Bond                            | 3260               | 09/14/04      | 2016           | 7,980,000          | 4,210,000         | 705,000           | 725,000           | 2,340,000              |
| 2005 Sales Tax Revenue Bond Series E                           | 3270               | 09/14/05      | 2035           | 33,000,000         | 6,570,000         | 1,420,000         | 1,030,000         | 23,980,000             |
| 2010 Sales Tax Revenue Bond Series A                           | 3275               | 09/28/10      | 2021           | 12,255,000         | 2,215,000         | 2,010,000         | 1,910,000         | 6,120,000              |
| 2010 Sales Tax Revenue Bond Series E                           | 3277               | 09/28/10      | 2021           | 4,390,000          | 790,000           | 750,000           | 770,000           | 2,080,000              |
| 2010 SSGRT Convention Center                                   | 3280               | 09/28/10      | 2037           | 24,330,000         | 365,000           | 550,000           | 565,000           | 22,850,000             |
| 2011 SSGRT Bonds   | 3282               | 07/19/11      | 2037           | 9,635,000          | -                 | 35,000            | 660,000           | 8,940,000              |
| 2011 MGRT Improvement Bonds (Flood)                            | 3284               | 07/19/11      | 2037           | 1,485,000          | -                 | 120,000           | 140,000           | 1,225,000              |
| 2007 NMFA Note - Convention Center *                           | 3614               | 10/19/07      | 2032           | 27,361,565         | 1,709,352         | -                 | -                 | 25,652,213             |
| 2008 NMFA Lien Bond - Parking Deck *                           | 3623               | 11/17/08      | 2021           | 4,999,890          | 749,890           | 500,000           | 500,000           | 3,250,000              |
| * Treated as a bond for accounting purposes due to premium     |                    |               |                |                    |                   |                   |                   |                        |
| <b>Total Bond Principal Activity</b>                           |                    |               |                | <b>160,461,455</b> | <b>40,919,242</b> | <b>7,355,000</b>  | <b>7,415,000</b>  | <b>104,772,213</b>     |
| <b>Interest</b>  |                    |               |                |                    |                   |                   |                   |                        |
| 1999 GRT Revenue Bond Series A                                 |                    |               | 4.25 - 5.00 %  | 4,386,373          | 4,386,373         | -                 | -                 | -                      |
| 1999 GRT Revenue Bond Series B                                 |                    |               | 4.25 - 5.00 %  | 2,729,861          | 2,729,861         | -                 | -                 | -                      |
| 2000 Gax Tax Revenue Bond                                      |                    |               | 4.60 - 5.50 %  | 2,635,181          | 2,257,149         | 120,898           | 99,838            | 157,296                |
| 2003 Sales Tax Revenue Bond                                    |                    |               | 2.00 - 4.25 %  | 2,929,378          | 2,530,941         | 121,110           | 86,710            | 190,617                |
| 2004 Environmental GRT Revenue Bond                            |                    |               | 3.00 - 4.00 %  | 1,869,408          | 1,434,302         | 138,006           | 114,212           | 182,888                |
| 2005 Sales Tax Revenue Bond Series B                           |                    |               | 3.50 - 5.00 %  | 21,426,961         | 7,525,517         | 1,165,643         | 1,108,843         | 11,626,959             |
| 2010 Sales Tax Revenue Bond Series A                           |                    |               | 3.50 - 5.00 %  | 1,345,658          | 218,633           | 268,525           | 218,275           | 640,225                |
| 2010 Sales Tax Revenue Bond Series B                           |                    |               | 3.50 - 5.00 %  | 467,949            | 77,895            | 95,650            | 76,900            | 217,504                |
| 2010 SSGRT Convention Center                                   |                    |               | 4.00 - 5.00 %  | 18,026,131         | 704,831           | 1,036,894         | 1,023,144         | 15,261,263             |
| 2011 SSGRT Bonds   |                    |               | 3.00 - 4.25 %  | 2,836,890          | -                 | 315,478           | 362,963           | 2,158,450              |
| 2011 MGRT Improvement Bonds (Flood)                            |                    |               | 3.00 - 4.00 %  | 228,923            | -                 | 43,073            | 46,100            | 139,750                |
| 2007 NMFA Note - Convention Center *                           |                    |               | 3.45 - 4.42 %  | 3,082,435          | 3,082,435         | -                 | -                 | -                      |
| 2008 NMFA Lien Bond - Parking Deck *                           |                    |               | 4.00 - 5.50 %  | 1,575,161          | 537,661           | 206,250           | 183,750           | 647,500                |
| <b>Total Bond Interest Activity</b>                            |                    |               |                | <b>63,540,309</b>  | <b>25,485,597</b> | <b>3,511,526</b>  | <b>3,320,734</b>  | <b>31,222,451</b>      |
| <b>Total Bonds: Governmental Activities</b>                    |                    |               |                | <b>224,001,764</b> | <b>66,404,839</b> | <b>10,866,526</b> | <b>10,735,734</b> | <b>135,994,664</b>     |
| <b>Bonds: Business-Type Activities</b>                         |                    |               |                |                    |                   |                   |                   |                        |
| <b>Principal</b>   |                    |               |                |                    |                   |                   |                   |                        |
| 1997 Joint Utility Revenue Bond (Refunding & System Expansion) | 5300/01<br>5400/01 | 01/22/97      | 2016           | 34,815,000         | -                 | -                 | -                 | 34,815,000             |
| 2000 Joint Utility Revenue Bond (System Expansion)             | 5300/01<br>5400    | 12/27/00      | 2016           | 3,105,000          | -                 | -                 | -                 | 3,105,000              |
| 2005 Joint Utility Revenue Bond (System Expansion)             | 5301               | 07/13/05      | 2025           | 11,050,000         | 1,855,000         | 510,000           | 525,000           | 8,160,000              |
| 2006 Joint Utility Revenue Bond (System Expansion)             | 5300<br>5400/01/20 | 08/29/06      | 2026           | 17,575,000         | 2,110,000         | 760,000           | 795,000           | 13,910,000             |
| 2009 Joint Utility Revenue Bond (Refunding)                    | 5300/01<br>5400/01 | 04/14/09      | 2016           | 17,575,000         | 4,610,000         | 2,450,000         | 2,525,000         | 7,990,000              |
| 2010 Joint Utility Revenue Bond (Refunding)                    | 5332<br>5432       | 09/14/10      | 2027           | 24,840,000         | 485,000           | 200,000           | 200,000           | 23,955,000             |
| <b>Total Bond Principal Activity</b>                           |                    |               |                | <b>108,960,000</b> | <b>9,060,000</b>  | <b>3,920,000</b>  | <b>4,045,000</b>  | <b>91,935,000</b>      |
| <b>Interest</b>  |                    |               |                |                    |                   |                   |                   |                        |
| 1997 Joint Utility Revenue Bond (Refunding & System Expansion) |                    |               | 4.00 - 5.50 %  | 17,130,896         | -                 | -                 | -                 | 17,130,896             |
| 2000 Joint Utility Revenue Bond (System Expansion)             |                    |               | 4.55 - 5.30 %  | 1,146,399          | -                 | -                 | -                 | 1,146,399              |
| 2005 Joint Utility Revenue Bond (System Expansion)             |                    |               | 3.50 - 4.125 % | 5,439,074          | 2,432,980         | 364,675           | 346,825           | 2,294,594              |
| 2006 Joint Utility Revenue Bond (System Expansion)             |                    |               | 4.50 - 4.60 %  | 9,587,356          | 3,573,278         | 675,791           | 641,591           | 4,696,695              |
| 2009 Joint Utility Revenue Bond (Refunding)                    |                    |               | 3.00 - 2.75 %  | 2,061,788          | 988,725           | 353,113           | 279,613           | 440,338                |
| 2010 Joint Utility Revenue Bond (Refunding)                    |                    |               | 2.00 - 4.00 %  | 9,808,803          | 586,540           | 811,913           | 807,913           | 7,602,438              |
| <b>Total Bond Interest Activity</b>                            |                    |               |                | <b>45,174,315</b>  | <b>7,581,523</b>  | <b>2,205,491</b>  | <b>2,075,941</b>  | <b>33,311,359</b>      |
| <b>Total Bonds: Business-Type Activities</b>                   |                    |               |                | <b>154,134,315</b> | <b>16,641,523</b> | <b>6,125,491</b>  | <b>6,120,941</b>  | <b>125,246,359</b>     |

City of Las Cruces, New Mexico  
Schedule of Loan Debt

| Description                                       | DS Fund | Date of Issue | Year Due      | Amount of Issue   | Amount Retired   | 2011-12          | 2012-13          | Remaining Fiscal Years |
|---|---------|---------------|---------------|-------------------|------------------|------------------|------------------|------------------------|
| <b>NMFA Loans: Governmental Activities</b>        |         |               |               |                   |                  |                  |                  |                        |
| <b>Principal</b>                                  |         |               |               |                   |                  |                  |                  |                        |
| Street Equipment                                  | 3612    | 11/10/06      | 2014          | 1,865,251         | 1,049,237        | 262,268          | 271,852          | 281,894                |
| Fire Vehicle                                      | 3612    | 11/10/06      | 2014          | 816,777           | 459,865          | 114,780          | 118,907          | 123,225                |
| Street Improvements                               | 3613    | 12/15/06      | 2021          | 7,211,712         | 1,394,622        | -                | -                | 5,817,090              |
| Arroyo Improvements                               | 3613    | 12/15/06      | 2021          | 2,773,736         | 536,394          | -                | -                | 2,237,342              |
| Street Improvements                               | 3615    | 11/16/07      | 2017          | 3,590,000         | 2,010,000        | -                | -                | 1,580,000              |
| Fire Pumper Trucks                                | 3616    | 11/16/07      | 2016          | 896,598           | 305,910          | 109,564          | 113,651          | 367,473                |
| Strt Eqpmnt - Patch & Bucket Truck                | 3617    | 11/16/07      | 2015          | 336,232           | 146,798          | 44,874           | 46,481           | 98,079                 |
| Griggs/Walnut Plume                               | 3618    | 06/01/08      | 2031          | 3,535,000         | -                | 145,416          | 148,332          | 3,241,252              |
| Flood Control                                     | 3619    | 11/17/08      | 2016          | 4,563,829         | 1,393,144        | 596,192          | 613,565          | 1,960,928              |
| 2010 Fire Pumpers                                 | 3625    | 06/25/10      | 2020          | 938,875           | 2,815            | 2,872            | 2,940            | 930,248                |
| 2011 Fire Pumpers                                 | 3626    | 06/25/20      | 2020          | 938,875           | -                | 2,815            | 2,872            | 933,188                |
| 2010 HUD 108 Section - MONAS                      | 3810    | 08/01/30      | 2031          | 2,000,000         | -                | 61,000           | 63,000           | 1,876,000              |
| <b>Total Loan Principal Activity</b>              |         |               |               | <b>29,466,885</b> | <b>7,298,785</b> | <b>1,339,781</b> | <b>1,381,600</b> | <b>19,446,719</b>      |
| <b>Interest</b>                                   |         |               |               |                   |                  |                  |                  |                        |
| Street Equipment                                  |         |               | 3.29 - 3.51 % | 307,501           | 246,223          | 30,157           | 20,578           | 10,543                 |
| Fire Vehicle                                      |         |               | 3.29 - 3.51 % | 132,969           | 106,508          | 13,027           | 8,884            | 4,549                  |
| Street Improvements                               |         |               | 3.54 - 4.10 % | 893,270           | 893,270          | -                | -                | -                      |
| Arroyo Improvements                               |         |               | 3.54 - 4.10 % | 343,565           | 343,565          | -                | -                | -                      |
| Street Improvements                               |         |               | 3.45 - 3.79 % | 242,164           | 242,164          | -                | -                | -                      |
| Fire Pumper Trucks                                |         |               | 3.48 - 3.74 % | 178,868           | 108,953          | 22,584           | 18,484           | 28,848                 |
| Strt Eqpmnt - Patch & Bucket Truck                |         |               | 3.45 - 3.68 % | 54,460            | 36,646           | 6,971            | 5,342            | 5,501                  |
| Griggs/Walnut Plume                               |         |               | 2.00 %        | 1,027,115         | 238,220          | 70,700           | 67,792           | 650,403                |
| Flood Control                                     |         |               | 1.62 - 3.55 % | 634,170           | 309,502          | 102,878          | 85,505           | 136,284                |
| 2010 Fire Pumpers                                 |         |               | 0.59 - 3.34 % | 938,875           | 21,903           | 26,180           | 26,154           | 864,639                |
| 2011 Fire Pumpers                                 |         |               | 0.59 - 3.34 % | 40,354            | -                | 21,903           | 26,180           | (7,728)                |
| 2010 HUD 108 Section - MONAS                      |         |               | 1.62 - 3.55 % | 2,000,000         | 36,578           | 69,136           | 68,694           | 1,825,592              |
| <b>Total Loan Interest Activity</b>               |         |               |               | <b>6,793,311</b>  | <b>2,583,532</b> | <b>363,535</b>   | <b>327,613</b>   | <b>3,518,631</b>       |
| <b>Total NMFA Loans: Governmental Activities</b>  |         |               |               | <b>36,260,196</b> | <b>9,882,317</b> | <b>1,703,316</b> | <b>1,709,213</b> | <b>22,965,350</b>      |
| <b>NMFA Loans: Business-Type Activities</b>       |         |               |               |                   |                  |                  |                  |                        |
| <b>Principal</b>                                  |         |               |               |                   |                  |                  |                  |                        |
| 1457- PP Well 46 Project                          | 5301    | 06/13/03      | 2013          | 222,222           | 146,931          | -                | -                | 75,291                 |
| 1722-PP Water Project                             | 5400    | 10/18/04      | 2024          | 418,724           | 93,104           | -                | -                | 325,620                |
| Manhole Project                                   | 5400    | 01/07/05      | 2024          | 278,713           | 62,151           | -                | -                | 216,562                |
| Well Improvements                                 | 5301    | 05/25/06      | 2026          | 268,552           | 37,650           | -                | -                | 230,902                |
| Water Tank Project                                | 5300    | 05/31/07      | 2027          | 2,139,177         | 7,436            | -                | -                | 2,131,741              |
| Recycling Project                                 | 5530    | 05/31/07      | 2015          | 1,111,112         | 496,721          | 145,456          | 150,717          | 318,218                |
| Water Reclamation Plant                           | 5420    | 05/31/07      | 2027          | 6,311,058         | 21,939           | -                | -                | 6,289,119              |
| Water Reclamation Plant Phase 2                   | 5420    | 11/27/07      | 2027          | 3,139,919         | 10,604           | -                | -                | 3,129,315              |
| Water Project                                     | 5400    | 11/27/07      | 2027          | 12,483,206        | 42,156           | -                | -                | 12,441,050             |
| Vehicle Maintenance Facility                      | 5587    | 07/15/08      | 2018          | 1,708,755         | 418,836          | 166,689          | 171,856          | 951,374                |
| <b>Total Loan Principal Activity</b>              |         |               |               | <b>28,081,438</b> | <b>1,337,528</b> | <b>312,145</b>   | <b>322,573</b>   | <b>26,109,192</b>      |
| <b>Interest</b>                                   |         |               |               |                   |                  |                  |                  |                        |
| 1457- PP Well 46 Project                          |         |               | 0.88 - 3.49 % | 34,212            | 34,212           | -                | -                | -                      |
| 1722-PP Water Project                             |         |               | 1.26 - 4.51 % | 75,575            | 75,575           | -                | -                | -                      |
| Manhole Project                                   |         |               | 1.26 - 4.51 % | 44,407            | 44,407           | -                | -                | -                      |
| Well Improvements                                 |         |               | 3.14 - 3.99 % | 31,154            | 31,154           | -                | -                | -                      |
| Water Tank Project                                |         |               | 3.62 - 4.00 % | 235,288           | 235,288          | -                | -                | -                      |
| Recycling Project                                 |         |               | 3.54 - 3.75 % | 188,470           | 130,533          | 22,644           | 17,371           | 17,922                 |
| Water Reclamation Plant                           |         |               | 3.62 - 4.00 % | 694,173           | 694,173          | -                | -                | -                      |
| Water Reclamation Plant Phase 2                   |         |               | 3.40 - 4.53 % | 336,937           | 336,937          | -                | -                | -                      |
| Water Project                                     |         |               | 3.40 - 4.53 % | 1,339,542         | 1,339,542        | -                | -                | -                      |
| Vehicle Maintenance Facility                      |         |               | 1.90 - 3.85 % | 332,128           | 138,984          | 45,177           | 40,010           | 107,957                |
| <b>Total Loan Interest Activity</b>               |         |               |               | <b>3,311,885</b>  | <b>3,060,804</b> | <b>67,821</b>    | <b>57,381</b>    | <b>125,879</b>         |
| <b>Total NMFA Loans: Business-Type Activities</b> |         |               |               | <b>31,393,323</b> | <b>4,398,332</b> | <b>379,966</b>   | <b>379,954</b>   | <b>26,235,071</b>      |



| CITY OF LAS CRUCES          |                                    |                      |                      |                      |                      |                      |                       |
|-----------------------------|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| ICIP Summary                |                                    |                      |                      |                      |                      |                      |                       |
| FY 2012-17                  |                                    |                      |                      |                      |                      |                      |                       |
| Department/Utility          | Funding Projections by Fiscal Year |                      |                      |                      |                      |                      | GRAND TOTAL           |
|                             | 2012                               | 2013                 | 2014                 | 2015                 | 2016                 | 2017                 |                       |
| <b>Departments</b>          |                                    |                      |                      |                      |                      |                      |                       |
| Airport                     | \$ 3,452,000                       | \$ 5,575,000         | \$ 8,900,000         | \$ 5,100,000         | \$ 1,950,000         | \$ 6,300,000         | \$ 31,277,000         |
| Facilities                  | 14,564,169                         | 5,897,580            | 9,948,442            | 34,056,600           | 4,806,173            | 35,141,494           | 104,414,459           |
| Parks                       | 2,071,026                          | 3,697,937            | 6,250,000            | 13,865,000           | 675,000              | 5,540,000            | 32,098,963            |
| Flood Control               | 6,006,010                          | 3,295,116            | 6,910,000            | 6,800,000            | 2,675,000            | 1,100,000            | 26,786,126            |
| Streets                     | 12,542,131                         | 8,194,500            | 9,150,000            | 5,305,000            | 5,352,500            | 13,881,000           | 54,425,131            |
| <b>Total Departments</b>    | <b>\$ 38,635,336</b>               | <b>\$ 26,660,133</b> | <b>\$ 41,158,442</b> | <b>\$ 65,126,600</b> | <b>\$ 15,458,673</b> | <b>\$ 61,962,494</b> | <b>\$ 249,001,679</b> |
| <b>Utilities</b>            |                                    |                      |                      |                      |                      |                      |                       |
| Gas                         | \$ 6,862,989                       | \$ 7,017,379         | \$ 7,227,900         | \$ 7,444,737         | \$ 7,668,079         | \$ 7,898,122         | \$ 44,119,205         |
| Wastewater                  | 17,692,539                         | 3,180,687            | 2,363,721            | 3,050,150            | 19,372,557           | 20,260,774           | 65,920,429            |
| Water                       | 5,131,250                          | 5,853,095            | 7,263,529            | 7,095,622            | 5,934,466            | 6,250,550            | 37,528,512            |
| <b>Total Utilities</b>      | <b>\$ 29,686,778</b>               | <b>\$ 16,051,160</b> | <b>\$ 16,855,150</b> | <b>\$ 17,590,509</b> | <b>\$ 32,975,102</b> | <b>\$ 34,409,446</b> | <b>\$ 147,568,146</b> |
| <b>TOTAL BY FISCAL YEAR</b> | <b>\$ 68,322,114</b>               | <b>\$ 42,711,293</b> | <b>\$ 58,013,592</b> | <b>\$ 82,717,110</b> | <b>\$ 48,433,776</b> | <b>\$ 96,371,939</b> | <b>\$ 396,569,824</b> |



**CITY OF LAS CRUCES  
Infrastructure Capital Improvement Program  
FY 2012-17**

| Priority Ranking          | Project Title                                       | Funding Projections by Fiscal Year |                  |                  |                   |                  | Funding Source                    |
|---------------------------|---|------------------------------------|------------------|------------------|-------------------|------------------|-----------------------------------|
|                           |   | 2012                               | 2013             | 2014             | 2015              | 2016             |                                   |
| <b>Airport ICIP</b>       |   |                                    |                  |                  |                   |                  |                                   |
|                           | Air Traffic Control Tower - Phase I (Design)        | 100,000                            | -                | -                | -                 | -                | FAA/State/Local                   |
|                           | Air Traffic Control Tower - Phase II (Constr)       | -                                  | 4,750,000        | -                | -                 | -                | FAA/State/Local                   |
|                           | Airport Maint. Equipment Facility - Design/Constr   | -                                  | -                | 2,100,000        | -                 | -                | FAA/State/Local                   |
|                           | City Hangar - Design/Construct                      | -                                  | -                | -                | -                 | 300,000          | Local                             |
|                           | Fire Station 7 - ARFF Facility-Construction (#3)    | -                                  | -                | -                | 3,600,000         | -                | FAA/State/Local                   |
|                           | Fire Station 7 - ARFF Facility-Design (#3)          | -                                  | -                | 400,000          | -                 | -                | FAA/State/Local                   |
|                           | Fuel Farm Upgrade                                   | 352,000                            | -                | -                | -                 | -                | State/Local                       |
|                           | Install Medium Intensity Taxiway Lights Twy D       | -                                  | -                | -                | 500,000           | -                | FAA/State/Local                   |
|                           | Perimeter Fencing & Security - Rehabilitate         | -                                  | -                | -                | 500,000           | -                | FAA/State/Local                   |
|                           | Runway 12 - PAPI- Install                           | -                                  | -                | -                | -                 | 400,000          | FAA/State/Local                   |
|                           | Runway 26/30 - Holding Pad - Enlarge                | -                                  | -                | -                | 500,000           | -                | FAA/State/Local                   |
|                           | Runway 8-26 Extension - Phase I - EA                | -                                  | -                | -                | -                 | 200,000          | FAA/State/Local                   |
|                           | Runway 8-26 Extension - Phase II - Design           | -                                  | -                | -                | -                 | 600,000          | FAA/State/Local                   |
|                           | Runway 8-26 Replace VASI with PAPI                  | -                                  | -                | -                | -                 | 400,000          | FAA/State/Local                   |
|                           | Taxiway "A" Reconstruct                             | 3,000,000                          | -                | -                | -                 | -                | FAA/State/Local                   |
|                           | Taxiways A, B & C - Rehabilitate Pavement           | -                                  | -                | -                | -                 | 1,750,000        | FAA/State/Local                   |
|                           | Terminal Apron - Rehabilitate- Design               | -                                  | 325,000          | -                | -                 | -                | FAA/State/Local                   |
|                           | Terminal Apron - Rehabilitate-Construction          | -                                  | -                | 6,400,000        | -                 | -                | FAA/State/Local                   |
|                           | West End Apron                                      | -                                  | -                | -                | -                 | 3,500,000        | FAA/State/Local                   |
|                           | West End Taxi Lane - Construct                      | -                                  | 500,000          | -                | -                 | -                | FAA/State/Local                   |
|                           | Wildlife Barrier Fence                              | -                                  | -                | -                | -                 | 1,100,000        | FAA/State/Local                   |
|                           | <b>Total Airport ICIP</b>                           | <b>3,452,000</b>                   | <b>5,575,000</b> | <b>8,900,000</b> | <b>5,100,000</b>  | <b>1,950,000</b> | <b>6,300,000</b>                  |
|                           |   |                                    |                  |                  |                   |                  | <b>31,277,000</b>                 |
| <b>Facilities ICIP</b>    |   |                                    |                  |                  |                   |                  |                                   |
|                           | Animal Services Center - HVAC Renovation            | 50,000                             | -                | -                | -                 | -                | CIR                               |
|                           | Benavidez Community Center - Remodel/Expansion      | -                                  | -                | -                | 1,600,000         | -                | Bond Cycling, CIR                 |
|                           | Branigan Library - Branch Expansion                 | -                                  | -                | -                | 800,000           | -                | Bond Cycling, Local               |
|                           | Branigan Library - Expansion - Design/Const. - Ph 2 | -                                  | -                | -                | 7,200,000         | -                | Bond Cycling, Local               |
|                           | Central Kitchen - Construction                      | -                                  | -                | -                | -                 | 2,500,000        | Bond Cycling, SAP, CP#11          |
|                           | City Building Roof Replacement Program              | -                                  | 733,107          | 727,159          | 519,124           | 391,810          | CIR                               |
|                           | Downtown Parking Garage - Design/Const.             | -                                  | -                | -                | 2,000,000         | -                | Bond Cycling, CP#8                |
|                           | East Mesa Fire Station - Design/Const.              | -                                  | -                | -                | -                 | 5,000,000        | Bond Cycling                      |
|                           | East Mesa Multigenerational Center - Const.         | -                                  | 2,000,000        | -                | -                 | 1,000,000        | State                             |
|                           | East Mesa MVRDA - 911 & Traffic Management          | -                                  | -                | -                | 6,000,000         | -                | Bond Cycling, FED, Local          |
|                           | East Mesa MVRDA - Build and Equip                   | -                                  | -                | -                | 6,000,000         | -                | Bond Cycling, FED, Local          |
|                           | East Mesa Police Station - Design/Construct         | -                                  | -                | -                | 1,200,000         | -                | Bond Cycling                      |
|                           | East Mesa Recreation Center - Design                | -                                  | -                | -                | -                 | 1,000,000        | Bond Cycling                      |
|                           | East Side Public Safety Complex                     | 1,000,000                          | -                | -                | -                 | -                | Bond Cycling, CP#1                |
|                           | Fire Station 7 / Training Center                    | 3,000,000                          | -                | -                | -                 | -                | Bond Cycling, CP#5                |
|                           | General Building Renovation Program                 | -                                  | 724,478          | 735,126          | 711,984           | 1,330,879        | CIR                               |
|                           | General Facilities Rehabilitation                   | 300,000                            | -                | -                | -                 | -                | -                                 |
|                           | HVAC Upgrade Program                                | -                                  | 1,450,000        | 1,450,000        | 1,474,528         | 1,150,000        | CIR                               |
|                           | La Casa Shelter - HVAC Replacement                  | 635,384                            | 250,000          | -                | -                 | -                | SAP                               |
|                           | Meerscheidt Rec. Center - Remodel/Expansion         | -                                  | -                | -                | 1,200,000         | -                | Bond Cycling, CIR                 |
|                           | Municipal Operations Center - Ph 1 - Fleet          | -                                  | -                | -                | -                 | 6,000,000        | Bond Cycling, CP#12               |
|                           | Museum of Nature & Science - Design/Const.          | 4,842,367                          | -                | 1,000,000        | -                 | -                | FED, State, Local                 |
|                           | Parking Lot Renovation Program                      | -                                  | 216,997          | 281,157          | 250,965           | 233,485          | CIR                               |
|                           | Police/Fire Training Facility - Design/Construct    | -                                  | -                | -                | 3,000,000         | -                | Bond Cycling                      |
|                           | Safety, Health, Environmental & Emergency           | 400,000                            | 500,000          | 600,000          | 600,000           | 700,000          | CIR                               |
|                           | Sinking Fund  | 1,500,000                          | -                | -                | 1,500,000         | -                | CP#2                              |
|                           | Transit Automated Bus Wash System                   | 165,000                            | -                | -                | -                 | -                | FED, Local                        |
|                           | Transit Intermodal Center - Design/Const.           | 1,871,043                          | -                | 2,000,000        | -                 | -                | FED                               |
|                           | Transit Maintenance Facility - Upgrade              | 25,000                             | 8,000            | 50,000           | -                 | -                | FED                               |
|                           | Transit Operations and Maintenance Facility         | 771,875                            | -                | 3,100,000        | -                 | -                | FED, Bond Cycling                 |
|                           | Transit Services Building - Maint/Upgrade           | 3,500                              | 15,000           | 5,000            | -                 | -                | FED                               |
|                           | <b>Total Facilities ICIP</b>                        | <b>14,564,169</b>                  | <b>5,897,580</b> | <b>9,948,442</b> | <b>34,056,600</b> | <b>4,806,173</b> | <b>35,141,494</b>                 |
|                           |   |                                    |                  |                  |                   |                  | <b>104,414,459</b>                |
| <b>Parks ICIP</b>         |   |                                    |                  |                  |                   |                  |                                   |
|                           | Apodaca Park - Grandstand Repairs                   | 275,000                            | -                | -                | -                 | -                | CIR                               |
|                           | Ballfield/Soccer Field Renovations & Upgrades       | -                                  | 2,500,000        | -                | 125,000           | 250,000          | TBD                               |
|                           | Burn Lake/Esslinger Park - Additional Phases        | 400,000                            | -                | -                | 3,200,000         | -                | Bond Cycling, SAP, FED, PIF, CP#6 |
|                           | Butterfield Shooting Range                          | -                                  | -                | -                | 125,000           | -                | Bond Cycling                      |
|                           | Chandler Tank Park - Phase I                        | -                                  | -                | -                | -                 | 375,000          | Bond Cycling, SAP, FED, PIF       |
|                           | Community Gardens                                   | -                                  | -                | -                | -                 | 15,000           | Bond Cycling, SAP, FED, PIF       |
|                           | Downtown Gateways                                   | -                                  | -                | -                | 2,000,000         | -                | Bond Cycling, SAP, FED, PIF       |
|                           | East Mesa Area Park - Construction                  | -                                  | 100,000          | -                | -                 | -                | PIF C                             |
|                           | East Mesa Area Park - Design                        | -                                  | 191,000          | -                | -                 | -                | PIF 8                             |
|                           | Gateway Entry Points Signage                        | -                                  | 50,000           | 50,000           | 50,000            | 50,000           | CIR                               |
|                           | General Park Renovations                            | -                                  | 225,000          | 200,000          | 575,000           | -                | -                                 |
|                           | Harty Field - Restroom Additions                    | -                                  | -                | -                | 100,000           | -                | Bond Cycling                      |
|                           | Legends West Phase II - Landscaping/Amenities       | 50,000                             | -                | -                | -                 | -                | PIF GEN, PIF 6                    |
|                           | North Alameda Arroyo Trail                          | 391,000                            | -                | -                | -                 | -                | PIF GEN, State                    |
|                           | North Del Rey Park - Design                         | -                                  | 35,000           | -                | -                 | -                | PIF 1                             |
|                           | North Las Cruces Park - Phase II / Amenities        | 152,623                            | -                | -                | -                 | -                | PIF GEN                           |
|                           | Outfall Channel Trail                               | 100,000                            | -                | -                | -                 | -                | PIF GEN                           |
|                           | Parking Lot/Trail Renovations                       | -                                  | -                | -                | 580,000           | -                | -                                 |
|                           | Parks & Recreation Master Plan                      | 65,000                             | -                | -                | -                 | -                | All PIF                           |
|                           | Paseo de Onate Park - Design and Construct          | 237,403                            | -                | -                | -                 | -                | PIF 3, PIF GEN                    |
|                           | Playground/Amenity Renovations/Enhancements         | -                                  | -                | -                | 1,275,000         | -                | Bond Cycling                      |
|                           | Pueblos at Alameda                                  | -                                  | 46,937           | -                | -                 | -                | PIF PA                            |
|                           | Regional Rec & Aquatic Center - Phase II - Cnstr.   | -                                  | -                | 5,000,000        | 5,000,000         | -                | Bond Cycling, Local               |
|                           | Structure Renovations                               | -                                  | -                | -                | 685,000           | -                | -                                 |
|                           | Twin Parks - Design and Construct                   | 400,000                            | -                | -                | -                 | -                | PIF 1                             |
|                           | Utilities/Irrigation Upgrades                       | -                                  | 200,000          | -                | 150,000           | -                | -                                 |
|                           | Valley Verde - ADA Pathway                          | -                                  | -                | -                | -                 | 50,000           | Bond Cycling                      |
|                           | Waterfalls Park                                     | -                                  | 350,000          | 1,000,000        | -                 | -                | PIF D, Bond Cycling               |
|                           | West Mesa Park                                      | -                                  | -                | -                | -                 | 600,000          | Bond Cycling                      |
|                           | <b>Total Parks ICIP</b>                             | <b>2,071,026</b>                   | <b>3,697,937</b> | <b>6,250,000</b> | <b>13,865,000</b> | <b>675,000</b>   | <b>5,540,000</b>                  |
|                           |   |                                    |                  |                  |                   |                  | <b>32,098,963</b>                 |
| <b>Flood Control ICIP</b> |   |                                    |                  |                  |                   |                  |                                   |

| Priority Ranking | Project Title                                     | Funding Projections by Fiscal Year |                  |                  |                  |                  |                  | Funding Source                  |
|------------------|---|------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------------------------|
|                  |   | 2012                               | 2013             | 2014             | 2015             | 2016             | 2017             |                                 |
|                  | 2nd Street  | -                                  | 82,500           | -                | -                | -                | -                | Sales Tax; Flood Control        |
|                  | 6th Street Reconstruction                         | -                                  | -                | 250,000          | -                | -                | -                | Flood; Sales Tax                |
|                  | Alameda Arroyo Trail                              | -                                  | 125,116          | -                | -                | -                | -                | -                               |
|                  | Amador Ave Improvements (17th to Motel)           | 247,500                            | -                | -                | -                | -                | -                | Flood; Sales Tax; MAP           |
|                  | Amador Avenue Phase 3                             | -                                  | -                | 10,000           | 300,000          | -                | -                | Flood; Sales Tax; MAP           |
|                  | Answer Road Construction                          | -                                  | -                | -                | -                | 100,000          | -                | Flood; Sales Tax; CDBG          |
|                  | Bruins Lane Rehab                                 | -                                  | 187,500          | -                | -                | -                | -                | Flood; Sales Tax                |
|                  | Calico Central Channel                            | 1,000,000                          | -                | -                | -                | -                | -                | Bonds; Flood                    |
|                  | Carlye  | -                                  | 150,000          | -                | -                | -                | -                | Flood; Sales Tax                |
|                  | Cortez Drive Reconstruction                       | -                                  | -                | -                | 250,000          | -                | -                | Flood; Sales Tax; CDBG          |
|                  | Court Ave Improvements Ph II                      | -                                  | -                | 50,000           | -                | -                | -                | Flood Control; Sales Tax        |
|                  | Del Rey Widening                                  | -                                  | -                | 300,000          | 300,000          | -                | -                | Flood; Sales Tax; MAP           |
|                  | Downtown South                                    | 846,010                            | -                | -                | -                | -                | -                | -                               |
|                  | East Mesa Drainage Improvements                   | -                                  | -                | 1,000,000        | 2,000,000        | -                | -                | Legislative Grant; Flood Contr. |
|                  | El Molino Phase V                                 | 300,000                            | -                | -                | -                | -                | -                | Flood; Sales Tax                |
|                  | El Molino Phase VI and VII                        | -                                  | 250,000          | 800,000          | -                | -                | -                | Sales Tax; Flood; Leg. App.     |
|                  | El Paseo/Idaho Intersection Improvements          | 167,500                            | -                | -                | -                | -                | -                | Flood; Sales Tax; MAP           |
|                  | Elks Drive (Rio Bravo to Engler)                  | -                                  | 275,000          | -                | -                | -                | -                | Sales Tax; Flood; Leg. App.     |
|                  | Engler Rd Drainage System (Jornada to McGuffey)   | 800,000                            | -                | -                | -                | -                | -                | Flood                           |
|                  | Flood Control Infrastructure                      | 200,000                            | 300,000          | 300,000          | 400,000          | 400,000          | 400,000          | Flood Control                   |
|                  | Hoffman Drive                                     | -                                  | -                | -                | 50,000           | -                | -                | Flood; Sales Tax                |
|                  | Jefferson Roadway Improvements Ph II              | 200,000                            | -                | -                | -                | -                | -                | Sales Tax; Flood                |
|                  | Land Acquisition - Flood Control Property         | 50,000                             | 50,000           | 50,000           | 300,000          | 300,000          | 300,000          | Flood Control                   |
|                  | Las Cruces Dam Improvements                       | 270,000                            | -                | -                | -                | -                | -                | Legislative Grant; Flood Contr. |
|                  | Las Cruces Dam Maintenance                        | 200,000                            | -                | -                | -                | -                | -                | Flood Control                   |
|                  | Lavendar  | -                                  | -                | -                | -                | -                | 250,000          | Flood; Sales Tax                |
|                  | LC Dam Riparian Wetlands - ACOE                   | -                                  | 500,000          | 500,000          | -                | -                | -                | Flood Control                   |
|                  | Madrid Avenue Extension                           | -                                  | 275,000          | -                | -                | -                | -                | Flood; Sales Tax, other         |
|                  | Maese Lane Construction                           | -                                  | -                | -                | 150,000          | -                | -                | Flood; Sales Tax                |
|                  | Materials Testing                                 | 50,000                             | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           | Flood Control                   |
|                  | McGuffey Improvements                             | -                                  | -                | -                | 150,000          | -                | -                | Flood; Sales Tax; MAP           |
|                  | McSwain   | -                                  | -                | 75,000           | -                | -                | -                | Flood; Sales Tax                |
|                  | Melendres St Ph 2                                 | -                                  | -                | 200,000          | 200,000          | -                | -                | Flood; Sales Tax                |
|                  | Melody Road Improvements                          | -                                  | -                | -                | -                | 75,000           | -                | Flood; Sales Tax; CDBG          |
|                  | Mesa Grande - Midway to Central                   | -                                  | -                | 250,000          | -                | -                | -                | Flood; MAP                      |
|                  | Mesquite/Tornillo/Poplar/Chestnut Storm Drain     | -                                  | -                | 1,000,000        | 1,000,000        | -                | -                | Flood Control                   |
|                  | Midway (East Mesa)                                | 162,500                            | -                | -                | -                | -                | -                | CDBG; Sales Tax, Flood          |
|                  | Mission Santa Clara                               | 75,000                             | -                | -                | -                | -                | -                | Flood                           |
|                  | Moose Court                                       | -                                  | -                | 125,000          | -                | -                | -                | Flood; Sales Tax                |
|                  | Organ Ave. Reconstruction                         | -                                  | -                | 50,000           | -                | -                | -                | Flood; Sales Tax                |
|                  | Oro Vista Soil Stabilization Phase II             | -                                  | -                | 250,000          | -                | -                | -                | Legislative Grant               |
|                  | Porter Dr. Central Holman and Peachtree           | -                                  | 750,000          | -                | -                | -                | -                | Flood                           |
|                  | Richard, Terry, Karen, Jody Improvements          | -                                  | -                | -                | 150,000          | -                | -                | Flood; Sales Tax; CDBG          |
|                  | Rigsby Road Improvements                          | -                                  | -                | 50,000           | -                | -                | -                | Flood; Sales Tax                |
|                  | Rigsby/Valley Road Drainage Pond                  | -                                  | 300,000          | 1,500,000        | 1,500,000        | -                | -                | Flood; Sales Tax; Leg. App.     |
|                  | Rio Grande ADA Improvements                       | -                                  | -                | -                | -                | -                | 100,000          | Flood; Sales Tax                |
|                  | S. Main Street (Avenida De Mesilla to Alameda)    | 200,000                            | -                | -                | -                | -                | -                | Flood Control; MAP              |
|                  | Sandhill Arroyo Improvements                      | 250,000                            | -                | -                | -                | -                | -                | Bonds                           |
|                  | Sonoma Ranch North of U.S. 70 Ross to Las Colinas | 187,500                            | -                | -                | -                | -                | -                | Flood; 10 Bonds                 |
|                  | Tashiro Drainage Improvements                     | 800,000                            | -                | -                | -                | -                | -                | Flood                           |
|                  | University Ave. / Triviz Drive                    | -                                  | -                | -                | -                | 750,000          | -                | Flood; Sales Tax; NMDOT         |
|                  | West Hadley Improvements                          | -                                  | -                | -                | -                | 1,000,000        | -                | Flood; Sales Tax; Leg. App.     |
|                  | Wyatt   | -                                  | -                | 100,000          | -                | -                | -                | Flood; Street                   |
|                  | <b>Total Flood Control ICIP</b>                   | <b>6,006,010</b>                   | <b>3,295,116</b> | <b>6,910,000</b> | <b>6,800,000</b> | <b>2,675,000</b> | <b>1,100,000</b> | <b>26,786,126</b>               |
|                  | <b>Streets ICIP</b>                               |                                    |                  |                  |                  |                  |                  |                                 |
|                  | 2nd Street  | -                                  | 247,500          | -                | -                | -                | -                | Sales Tax; Flood; Other         |
|                  | 6th Street Reconstruction                         | -                                  | -                | 250,000          | 250,000          | -                | -                | Sales Tax; Flood Control        |
|                  | Amador Ave Improvements (17th to Motel)           | 742,500                            | -                | -                | -                | -                | -                | Sales Tax; Flood; NMDOT         |
|                  | Amador Avenue - Phase 3                           | -                                  | -                | 2,130,000        | -                | -                | -                | Sales Tax; Flood; MAP           |
|                  | Answer Road Construction                          | -                                  | -                | -                | -                | 25,000           | 250,000          | Sales Tax; Flood; CDBG          |
|                  | Azalea  | -                                  | -                | -                | -                | 200,000          | -                | Sales Tax; Flood                |
|                  | Bruins Lane Rehab.                                | -                                  | 562,000          | -                | -                | -                | -                | Flood; 10 Bonds                 |
|                  | Cortez Drive Reconstruction (south)               | -                                  | -                | -                | -                | 200,000          | 670,000          | Sales Tax; Flood; CDBG          |
|                  | Court Avenue Improvements Phase II                | -                                  | -                | 300,000          | -                | -                | -                | Sales Tax; Legislative Approp.  |
|                  | Del Rey Sandhill to Settlers Pass                 | -                                  | 130,000          | -                | -                | -                | -                | Sales Tax; Flood                |
|                  | Del Rey Widening                                  | -                                  | -                | -                | -                | 1,000,000        | 1,000,000        | Sales Tax; Flood; MAP           |
|                  | Downtown South                                    | 2,538,031                          | -                | -                | -                | -                | -                | NMDOT; Sales Tax, Flood         |
|                  | El Molino - Phase V                               | 225,000                            | -                | -                | -                | -                | -                | 07 Bond; Flood                  |
|                  | El Molino - Phase VI and VII                      | -                                  | 450,000          | -                | -                | -                | -                | Sales Tax; Flood; 10 Bonds      |
|                  | El Paseo Median Improvements                      | 198,600                            | -                | -                | -                | -                | -                | NMDOT; Sales Tax, Flood         |
|                  | El Paseo/Idaho Intersection Improvements          | 502,500                            | -                | -                | -                | -                | -                | Sales Tax; Flood; 10 Bonds      |
|                  | Elks Drive (Rena to Engler)                       | -                                  | 825,000          | -                | -                | -                | -                | NMDOT; Sales Tax, Flood         |
|                  | General Overlay                                   | 1,300,000                          | 1,300,000        | 1,300,000        | 1,300,000        | 1,300,000        | 1,300,000        | Sales Tax                       |
|                  | Hoagland/Alameda Traffic Signal                   | -                                  | -                | 250,000          | -                | -                | -                | Sales Tax                       |
|                  | Hoffman Drive                                     | -                                  | -                | -                | -                | 15,000           | 115,000          | Sales Tax; Flood Control        |
|                  | Jefferson Phase II                                | 750,000                            | -                | -                | -                | -                | -                | 10 Bonds                        |
|                  | Lavendar  | -                                  | -                | -                | -                | -                | 500,000          | Flood Control                   |
|                  | Madrid Avenue Extension                           | -                                  | 100,000          | 825,000          | -                | -                | -                | Sales Tax; Flood; Other         |
|                  | Maese Lane Construction                           | -                                  | -                | 75,000           | 350,000          | -                | -                | Sales Tax; Flood                |
|                  | Materials Testing                                 | 150,000                            | 150,000          | 150,000          | 150,000          | 150,000          | 150,000          | Sales Tax                       |
|                  | McGuffey Improvements                             | -                                  | -                | -                | -                | 250,000          | 750,000          | Sales Tax; Flood; MAP           |
|                  | McSwain   | -                                  | -                | 25,000           | 200,000          | -                | -                | Sales Tax; Flood Control        |
|                  | Melendres Street - Phase 2                        | -                                  | -                | 80,000           | 900,000          | -                | -                | Sales Tax; Flood Control        |
|                  | Melody Road Improvements                          | -                                  | -                | -                | -                | 22,500           | 225,000          | Sales Tax; Flood; CDBG          |
|                  | Mesa Grande - Midway to Central                   | -                                  | -                | 1,200,000        | -                | -                | -                | Flood; MAP                      |
|                  | Midway (East Mesa)                                | 650,000                            | -                | -                | -                | -                | -                | CDBG; Sales Tax, Flood          |
|                  | Moose Court                                       | -                                  | -                | 50,000           | 300,000          | -                | -                | Sales Tax; Flood Control        |
|                  | New Sidewalks/ADA                                 | 100,000                            | 100,000          | 100,000          | 100,000          | 100,000          | 100,000          | 06 Bonds; 10 Bonds              |
|                  | New Street Lighting                               | 75,000                             | 75,000           | 75,000           | 75,000           | 75,000           | 75,000           | 06 Bonds                        |
|                  | Organ Ave. Reconstruction                         | -                                  | -                | 10,000           | 100,000          | -                | -                | Sales Tax; Flood Control        |
|                  | Richard, Terry, Karen, Jody Improvements          | -                                  | -                | -                | -                | 150,000          | 750,000          | Sales Tax; Flood; CDBG          |
|                  | Rigsby Road Improvements                          | -                                  | -                | 200,000          | -                | -                | -                | Sales Tax; Flood Control        |
|                  | Rio Grande ADA Improvements                       | -                                  | -                | -                | -                | -                | 500,000          | Sales Tax; Flood Control        |
|                  | Road Runner/Golf Club Traffic Signal              | -                                  | 350,000          | -                | -                | -                | -                | STOP Fund                       |
|                  | Roadrunner Pkwy Ped. Crossing                     | -                                  | 75,000           | -                | -                | -                | -                | Sales Tax                       |
|                  | Roberts Drive Improvements                        | -                                  | -                | -                | -                | 25,000           | 250,000          | Sales Tax; Flood Control        |

| Priority Ranking | Project Title                                     | Funding Projections by Fiscal Year |                     |                     |                     |                     |                      | Funding Source              |
|------------------|---|------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------------|
|                  |   | 2012                               | 2013                | 2014                | 2015                | 2016                | 2017                 |                             |
|                  | S. Main Street (Avenida De Mesilla to Alameda)    | 528,000                            | -                   | -                   | -                   | -                   | -                    | Sales Tax; Flood Leg. App   |
|                  | Sealing   | 1,200,000                          | 1,200,000           | 1,200,000           | 1,200,000           | 1,200,000           | 1,200,000            | Sales Tax                   |
|                  | Sidewalks/ADA/Repairs                             | 250,000                            | 280,000             | 280,000             | 280,000             | 280,000             | 280,000              | Sales Tax                   |
|                  | Solano Drive - ADA (Cactus to Mulberry)           | -                                  | 150,000             | -                   | -                   | -                   | -                    | Sales Tax; Flood; Coop      |
|                  | Sonoma Ranch Blvd. Extension                      | 2,500,000                          | -                   | -                   | -                   | -                   | -                    | -                           |
|                  | Sonoma Ranch North of U.S. 70 Ross to Las Colinas | 562,500                            | -                   | -                   | -                   | -                   | -                    | Sales Tax; Flood; MAP       |
|                  | Street Light Conversion                           | -                                  | 2,000,000           | -                   | -                   | -                   | -                    | Bonds                       |
|                  | Tashiro Road                                      | -                                  | -                   | -                   | -                   | 75,000              | 650,000              | Sales Tax; Flood; Leg. App. |
|                  | Telshor ADA (Co-op Project)                       | -                                  | 100,000             | -                   | -                   | -                   | -                    | Sales Tax; Flood; Coop      |
|                  | Telshor Bike Path                                 | -                                  | -                   | 250,000             | -                   | -                   | -                    | State Grant                 |
|                  | Traffic Signal Improvements                       | 80,000                             | -                   | -                   | -                   | -                   | -                    | Sales Tax                   |
|                  | Traffic Systems/ITS System                        | 100,000                            | 100,000             | 100,000             | 100,000             | 100,000             | 100,000              | Sales Tax                   |
|                  | Union/Stern Intersection Improvements             | 90,000                             | -                   | -                   | -                   | -                   | -                    | 10 Bonds; NMDOT.; Sales Tax |
|                  | University Ave. / Triviz Drive                    | -                                  | -                   | -                   | -                   | 35,000              | 316,000              | Sales Tax; Flood; NMDOT     |
|                  | West Hadley Street Improvements                   | -                                  | -                   | -                   | -                   | 150,000             | 4,000,000            | Sales Tax; Flood Control    |
|                  | Wyatt   | -                                  | -                   | 300,000             | -                   | -                   | -                    | Sales Tax; Flood            |
|                  | <b>Total Streets ICIP</b>                         | <b>12,542,131</b>                  | <b>8,194,500</b>    | <b>9,150,000</b>    | <b>5,305,000</b>    | <b>5,352,500</b>    | <b>13,881,000</b>    | <b>54,425,131</b>           |
|                  | <b>Utilities</b>                                  |                                    |                     |                     |                     |                     |                      |                             |
|                  | <b>Gas ICIP</b>                                   |                                    |                     |                     |                     |                     |                      |                             |
|                  | <b>Gas Rehabilitation Projects</b>                |                                    |                     |                     |                     |                     |                      |                             |
|                  | Gas Rehabilitation Low Pressure                   | 600,000                            | 618,000             | 636,540             | 655,636             | 675,305             | 695,564              | Rates                       |
|                  | Gas Rehabilitation High Pressure                  | 500,000                            | 515,000             | 530,450             | 546,364             | 562,754             | 579,637              | Rates                       |
|                  | SCADA Rehabilitation                              | 50,000                             | -                   | -                   | -                   | -                   | -                    | Rates                       |
|                  | Street Utility Rehabilitation                     | 1,010,903                          | 1,041,230           | 1,072,467           | 1,104,641           | 1,137,780           | 1,171,914            | Rates                       |
|                  | <b>Total Gas Rehabilitation Projects</b>          | <b>2,160,903</b>                   | <b>2,174,230</b>    | <b>2,239,457</b>    | <b>2,306,641</b>    | <b>2,375,840</b>    | <b>2,447,115</b>     |                             |
|                  | <b>Gas Development Projects</b>                   |                                    |                     |                     |                     |                     |                      |                             |
|                  | Gas Development - Low Pressure                    | 402,086                            | 414,149             | 426,573             | 439,370             | 452,551             | 466,128              | Rates                       |
|                  | Gas Development - High Pressure                   | 4,000,000                          | 4,120,780           | 4,243,600           | 4,370,908           | 4,502,035           | 4,637,096            | Rates                       |
|                  | Line Extension                                    | 300,000                            | 309,000             | 318,270             | 327,818             | 337,653             | 347,782              | Rates                       |
|                  | <b>Total Gas Development Projects</b>             | <b>4,702,086</b>                   | <b>4,843,149</b>    | <b>4,988,443</b>    | <b>5,138,096</b>    | <b>5,292,239</b>    | <b>5,451,006</b>     |                             |
|                  | <b>Total Gas ICIP</b>                             | <b>6,862,989</b>                   | <b>7,017,379</b>    | <b>7,227,900</b>    | <b>7,444,737</b>    | <b>7,668,079</b>    | <b>7,898,122</b>     | <b>44,119,205</b>           |
|                  | <b>Water ICIP</b>                                 |                                    |                     |                     |                     |                     |                      |                             |
|                  | <b>Water Rehabilitation Projects</b>              |                                    |                     |                     |                     |                     |                      |                             |
|                  | Booster Pump station (Spruce)                     | -                                  | 120,000             | -                   | -                   | -                   | -                    | Rates                       |
|                  | Drill Replacement Wells                           | 450,000                            | -                   | 463,500             | -                   | 477,405             | -                    | Rates / NMFA                |
|                  | Line Rehabilitation - Extension                   | 226,000                            | 232,780             | 239,763             | 246,956             | 254,365             | 261,996              | Bonds / NMFA                |
|                  | Pump Station For Replacement Wells                | -                                  | 600,000             | -                   | 618,000             | -                   | 636,540              | Rates / NMFA                |
|                  | Pump Station Rehabilitation                       | -                                  | 130,000             | -                   | 133,900             | -                   | 137,917              | Rates                       |
|                  | Rehab Pump/PRV                                    | 70,000                             | 72,100              | 74,263              | 76,491              | 78,766              | 81,149               | Rates                       |
|                  | Reservoir Rehabilitation                          | -                                  | 390,000             | -                   | 401,700             | -                   | -                    | Rates                       |
|                  | SCADA Rehabilitation                              | 50,000                             | -                   | -                   | -                   | -                   | -                    | NMFA                        |
|                  | Street Utility Rehabilitation                     | 1,000,000                          | 1,050,000           | 1,102,500           | 1,157,625           | 1,215,506           | 1,276,282            | Rates                       |
|                  | Griggs Walnut Project                             | 6,300,000                          | -                   | -                   | -                   | -                   | -                    | NMFA                        |
|                  | <b>Total Water Rehabilitation Projects</b>        | <b>8,096,000</b>                   | <b>2,594,880</b>    | <b>1,880,026</b>    | <b>2,634,672</b>    | <b>2,026,062</b>    | <b>2,393,884</b>     |                             |
|                  | <b>Water Development Projects</b>                 |                                    |                     |                     |                     |                     |                      |                             |
|                  | Booster Pump Station                              | -                                  | -                   | -                   | -                   | 4,145,458           | 4,269,822            | Impact Fees                 |
|                  | East Mesa Pump Station                            | 115,000                            | -                   | -                   | -                   | -                   | -                    | Bonds                       |
|                  | East Mesa Reservoir (Zone 1 #2)                   | 1,713,983                          | -                   | -                   | -                   | -                   | -                    | NMFA                        |
|                  | East Mesa Water System                            | 1,800,000                          | -                   | -                   | -                   | -                   | -                    | Bonds / NMFA                |
|                  | East Mesa Wells                                   | 870,040                            | -                   | -                   | -                   | -                   | -                    | Rates                       |
|                  | Low Zone & Low Mesa Transmission                  | -                                  | -                   | -                   | -                   | 6,225,180           | 6,411,935            | Impact Fees                 |
|                  | SCADA installations                               | 22,895                             | -                   | -                   | -                   | -                   | -                    | NMFA                        |
|                  | South Jornada Improvements Phase II               | 100,000                            | -                   | -                   | -                   | -                   | -                    | NMFA                        |
|                  | Telshor Tank B                                    | -                                  | -                   | -                   | -                   | 5,385,600           | 5,547,168            | Impact Fees                 |
|                  | Transmission lines - West Mesa                    | 1,136,425                          | -                   | -                   | -                   | -                   | -                    | EPA / Bonds                 |
|                  | Transmission pipelines                            | 1,374,384                          | 585,807             | 483,695             | 415,478             | 1,590,257           | 1,637,965            | NMFA                        |
|                  | Zone 1 Interconnect Phase B (Mesa Grande)         | 2,463,812                          | -                   | -                   | -                   | -                   | -                    | EPA                         |
|                  | <b>Total Water Development Projects</b>           | <b>9,596,539</b>                   | <b>585,807</b>      | <b>483,695</b>      | <b>415,478</b>      | <b>17,346,495</b>   | <b>17,866,890</b>    |                             |
|                  | <b>Total Water ICIP</b>                           | <b>17,692,539</b>                  | <b>3,180,687</b>    | <b>2,363,721</b>    | <b>3,050,150</b>    | <b>19,372,557</b>   | <b>20,260,774</b>    | <b>65,920,429</b>           |
|                  | <b>Wastewater ICIP</b>                            |                                    |                     |                     |                     |                     |                      |                             |
|                  | <b>Wastewater Rehabilitation Projects</b>         |                                    |                     |                     |                     |                     |                      |                             |
|                  | Lift Station Renovations                          | -                                  | 338,000             | 348,140             | 358,584             | 369,342             | 380,422              | Rates                       |
|                  | Forcemain Rehabilitation                          | -                                  | 130,125             | -                   | 134,029             | -                   | 138,050              | Rates                       |
|                  | Line Rehabilitation - Extension                   | 130,000                            | 133,900             | 137,917             | 142,055             | 146,316             | 150,706              | Rates / Bonds               |
|                  | SCADA Rehabilitation                              | 30,000                             | -                   | -                   | -                   | -                   | -                    | Rates                       |
|                  | Line & Manhole Rehabilitation                     | 470,000                            | 484,100             | 498,623             | 513,582             | 528,989             | 544,869              | Rates / Bonds               |
|                  | Street Utility Rehabilitation                     | 1,200,000                          | 1,236,000           | 1,273,080           | 1,311,272           | 1,350,611           | 1,391,129            | Rates                       |
|                  | WWTP Rehabilitation                               | 990,000                            | 1,019,700           | 1,050,291           | 1,081,800           | 1,114,254           | 1,147,681            | Rates                       |
|                  | WWTP Sludge compost relocation                    | 118,000                            | -                   | -                   | -                   | -                   | -                    | Rates                       |
|                  | <b>Total Wastewater Rehab Projects</b>            | <b>2,938,000</b>                   | <b>3,341,825</b>    | <b>3,308,051</b>    | <b>3,541,321</b>    | <b>3,509,511</b>    | <b>3,752,846</b>     |                             |
|                  | <b>Wastewater Development Projects</b>            |                                    |                     |                     |                     |                     |                      |                             |
|                  | New Interceptors                                  | 1,329,000                          | -                   | 1,368,870           | 1,409,936           | 1,452,234           | 1,495,801            | Impact Fees                 |
|                  | Lift Station Upgrade                              | -                                  | 490,000             | 504,700             | -                   | -                   | -                    | Impact Fees                 |
|                  | Septic Systems - Top Priority                     | 264,250                            | 272,178             | 280,343             | 288,753             | 297,416             | 306,338              | EGRT / Legislative Grant    |
|                  | Septic Systems - High Priority                    | -                                  | 1,131,092           | 1,165,025           | 1,199,976           | -                   | -                    | GF/Other Non Utility        |
|                  | Water Reclamation - Lift Station                  | 600,000                            | 618,000             | 636,540             | 655,636             | 675,305             | 695,564              | Rates                       |
|                  | <b>Total Wastewater Development Projects</b>      | <b>2,193,250</b>                   | <b>2,511,270</b>    | <b>3,955,478</b>    | <b>3,554,301</b>    | <b>2,424,955</b>    | <b>2,497,704</b>     |                             |
|                  | <b>Total Wastewater ICIP</b>                      | <b>5,131,250</b>                   | <b>5,853,095</b>    | <b>7,263,529</b>    | <b>7,095,622</b>    | <b>5,934,466</b>    | <b>6,250,550</b>     | <b>37,528,512</b>           |
|                  | <b>Total By Fiscal Year</b>                       | <b>\$68,322,114</b>                | <b>\$42,711,293</b> | <b>\$58,013,592</b> | <b>\$82,717,110</b> | <b>\$48,433,776</b> | <b>\$ 96,371,939</b> | <b>396,569,824</b>          |

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND                                   |                   |                     |                       |                     |  |
|--|-------------------|---------------------|-----------------------|---------------------|--|
| General Fund 1000                      |                   |                     |                       |                     |  |
|  | FY 2009/10 Actual | FY 2010/11 Adjusted | FY 2010/11 Projected* | FY 2011/12 Proposed |  |
| <b>BEGINNING BALANCE</b>               | \$ 16,663,614     | 17,278,821          | 17,278,821            | 18,383,384          |  |
| <b>REVENUES</b>                        |                   |                     |                       |                     |  |
| Gross Receipts Taxes                   | \$ 55,368,682     | 56,201,000          | 56,402,000            | 57,192,000          |  |
| Property Taxes                         | 8,821,919         | 9,192,440           | 9,192,440             | 9,090,849           |  |
| Franchise Fees                         | 2,683,038         | 2,943,934           | 2,943,934             | 2,950,193           |  |
| Administrative Transfers               | 2,056,067         | 3,288,560           | 3,094,086             | 3,043,063           |  |
| Police Fines                           | 1,063,989         | 1,079,949           | 1,079,949             | 1,096,148           |  |
| Subdivision Fees                       | 144,896           | 145,650             | 145,650               | 150,020             |  |
| All Other Revenues                     | 6,513,508         | 6,475,445           | 6,707,606             | 5,869,057           |  |
| <b>TOTAL REVENUES</b>                  | \$ 76,652,099     | 79,326,978          | 79,565,665            | 79,391,330          |  |
| <b>TOTAL RESOURCES</b>                 | \$ 93,315,713     | 96,605,799          | 96,844,486            | 97,774,714          |  |
| <b>EXPENDITURES</b>                    |                   |                     |                       |                     |  |
| Administration                         | \$ 1,738,672      | 2,098,343           | 1,933,514             | 2,182,609           |  |
| Community Development                  | 1,792,417         | 2,024,719           | 1,775,405             | 1,897,870           |  |
| Facilities                             | 10,877,850        | 13,147,217          | 11,622,090            | 13,172,534          |  |
| Financial Services                     | 3,397,344         | 3,217,089           | 3,055,777             | 3,132,660           |  |
| Fire                                   | 8,662,226         | 9,027,337           | 8,754,140             | 8,879,314           |  |
| Human Resources                        | 955,203           | 932,387             | 921,206               | 1,435,639           |  |
| Information Technology                 | 0                 | 3,744,157           | 2,740,284             | 3,769,648           |  |
| Judicial                               | 1,210,425         | 1,561,312           | 1,115,965             | 1,561,312           |  |
| Legal                                  | 1,684,775         | 1,681,004           | 1,479,475             | 1,172,651           |  |
| Legislative                            | 785,092           | 723,220             | 776,925               | 833,471             |  |
| Police                                 | 19,343,606        | 18,680,008          | 18,935,958            | 18,580,453          |  |
| Public Services                        | 5,685,692         | 5,989,641           | 5,569,731             | 5,979,496           |  |
| Public Works                           | 5,751,973         | 5,476,560           | 5,261,604             | 5,447,583           |  |
| Reserves                               | 1,193,126         | 1,826,141           | 1,828,141             | 2,842,296           |  |
| Transfers                              | 11,991,932        | 12,690,887          | 12,690,887            | 12,919,362          |  |
| <b>Total General Fund Expenditures</b> | \$ 75,070,333     | 82,820,022          | 78,461,102            | 83,806,898          |  |
| Adjustment due to change in accruals.  | (966,559)         | 0                   | 0                     | 0                   |  |
| <b>ENDING BALANCE</b>                  | \$ 17,278,821     | 13,785,777          | 18,383,384            | 13,967,816          |  |
| <b>Required 1/12th Reserve</b>         | 6,255,861         | 6,901,669           | 6,538,425             | 6,983,908           |  |
| <b>UN-RESERVED ENDING BALANCE</b>      | \$ 11,022,960     | 6,884,109           | 11,844,959            | 6,983,908           |  |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| <b>General Fund Reserve Section</b>                     |                              |                                |                                  |                                |
|---|------------------------------|--------------------------------|----------------------------------|--------------------------------|
|   | <b>FY 2009/10<br/>Actual</b> | <b>FY 2010/11<br/>Adjusted</b> | <b>FY 2010/11<br/>Projected*</b> | <b>FY 2011/12<br/>Proposed</b> |
| <b>RESERVES FOR:</b>                                    |                              |                                |                                  |                                |
| 1. Salary Increases:                                    |                              |                                |                                  |                                |
| 610106 Reserve for Blue Collar Bargaining Unit Increase | \$ 0                         | 44,722                         | 44,722                           | 46,252                         |
| 610106 Reserve for Police Bargaining Unit Increases     | 0                            | 145,885                        | 145,885                          | 148,874                        |
| 610106 Reserve for Fire Bargaining Unit Increases       | 0                            | 81,965                         | 81,965                           | 86,097                         |
| 610106 Reserve for Non-Represented Increases            | 0                            | 274,625                        | 274,625                          | 512,903                        |
| 762340 Reserve for UI Tax Increase                      |                              |                                |                                  | 570,618                        |
| 2. Services   |                              |                                |                                  |                                |
| 722190 Purchased Services                               | \$ 127,514                   | 200,000                        | 200,000                          | 230,000                        |
| 722248 Admin Charge - County                            | 125,669                      | 83,598                         | 83,598                           | 82,206                         |
| 722248 Admin Charge - GRT                               | 512,381                      | 527,000                        | 529,000                          | 712,000                        |
| 722310 City Manager Contingency                         | 5,737                        | 20,000                         | 20,000                           | 20,000                         |
| 723100 Building or Land Rental                          | 92,856                       | 0                              | 0                                | 0                              |
| 3. Payments to Other Government Entities                |                              |                                |                                  |                                |
| 772900 Office of Emergency Management                   | \$ 49,270                    | 69,346                         | 69,346                           | 69,346                         |
| 772900 Council of Governments                           | 11,140                       | 14,000                         | 14,000                           | 14,000                         |
| 4. Payments for Other Government Programs               |                              |                                |                                  |                                |
| 772900 Mesilla Valley Economic Development Alliance     | \$ 200,000                   | 200,000                        | 200,000                          | 200,000                        |
| 722190 City Contribution to Doña Ana Arts Council       | 0                            | 40,000                         | 40,000                           | 40,000                         |
| 705105 Low Income Utility Assistance Program            | 68,559                       | 75,000                         | 75,000                           | 75,000                         |
| 705110 Affordable Housing Impact Fee Assistance         | 0                            | 50,000                         | 50,000                           | 35,000                         |
| <b>Total Reserves</b>                                   | <b>\$ 1,193,126</b>          | <b>1,826,141</b>               | <b>1,828,141</b>                 | <b>2,842,296</b>               |
| 5. Transfers to Other Funds                             |                              |                                |                                  |                                |
| 951005 Fund 1005 Engineering Services                   | \$ 708,012                   | 960,000                        | 960,000                          | 968,739                        |
| 951010 Fund 1010 Airport Operations                     | 302,276                      | 320,000                        | 320,000                          | 370,000                        |
| 951015 Fund 1015 Permit Services                        | 295,679                      | 670,683                        | 670,683                          | 474,683                        |
| 951200 Fund 1200 Vehicle Acquisition                    | 1,500,000                    | 1,608,475                      | 1,608,475                        | 2,509,363                      |
| 952330 Fund 2440 Prisoner Care                          | 1,780,000                    | 2,000,000                      | 2,000,000                        | 1,500,000                      |
| 952710 Fund 2710 CVB Bldg Payment                       | 450,000                      | 0                              | 0                                | 0                              |
| 952715 Fund 2715 DLCP (Res 10-041)                      | 0                            | 80,000                         | 80,000                           | 50,000                         |
| 953282 Fund 3282 SSGRT Bonds                            |                              |                                |                                  | 405,974                        |
| 953284 Fund 3284 MGRT Improvement Bonds                 |                              |                                |                                  | 180,252                        |
| 953810 Fund 3810 Hud Section 108 (MONAS)                |                              | 12,232                         | 12,232                           | 51,087                         |
| 954001 Fund 4001 Facilities Imp Reserve (General)       | 650,000                      | 1,585,000                      | 1,585,000                        | 1,824,709                      |
| 954012 Fund 4012 Facility State Grants                  | 23,448                       | 0                              | 0                                | 0                              |
| 954201 Fund 4201 Streets General Fund                   | 39,283                       | 0                              | 0                                | 0                              |
| 954270 Fund 4270 TIDD Capital Projects                  | 1,000,000                    | 0                              | 0                                | 0                              |
| 965920 Fund 5920 Transit                                | 1,134,067                    | 1,262,559                      | 1,262,559                        | 1,262,559                      |
| 966310 Fund 6310 Unemployment Compensation              | 13,500                       | 0                              | 0                                | 0                              |
| 966330 Fund 6330 Workers Compensation                   | 0                            | 500,000                        | 500,000                          | 0                              |
| 966340 Fund 6340 Liability Claims                       | 1,741,487                    | 1,489,396                      | 1,489,396                        | 1,000,000                      |
| 772900-97410 Fund 7410 MVRDA                            | 1,326,486                    | 1,326,486                      | 1,326,486                        | 1,384,486                      |
| 772900-97420 Fund 7420 Metro Narcotics                  | 225,543                      | 225,543                        | 225,543                          | 225,543                        |
| 772900-97440 Fund 7440 Animal Service Center            | 802,151                      | 650,513                        | 650,513                          | 711,967                        |
| <b>Total Transfers Out</b>                              | <b>\$ 11,991,932</b>         | <b>12,690,887</b>              | <b>12,690,887</b>                | <b>12,919,362</b>              |
| <b>GRAND TOTAL RESERVE SECTION</b>                      | <b>\$ 13,185,058</b>         | <b>14,517,028</b>              | <b>14,519,028</b>                | <b>15,761,658</b>              |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND   | DIVISION             |                        | FUND TYPE                |                        |
|--|----------------------|------------------------|--------------------------|------------------------|
| Engineering Services<br>Fund 1005                | Public Works         |                        | General Fund             |                        |
|  | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                 |                      |                        |                          |                        |
| Beginning Balance                                | \$ 125,179           | 125,179                | 125,179                  | 779,835                |
| <b>REVENUES</b>                                  |                      |                        |                          |                        |
| 546300 Charges for Svcs to Util Funds            | \$                   |                        |                          |                        |
| 546300 Charges for Services to Utilities Funds   | 961,429              | 1,117,242              | 1,117,242                | 1,131,447              |
| 570010 Investment Income                         | \$ 8,633             | 0                      | 6,636                    | 5,000                  |
| 570015 Net Incr (Decr) Fair Value Investment     | 4,345                | 0                      | (17,582)                 | 0                      |
| 592001 Other Reimbursed Expenses                 | 594,178              | 0                      | 630                      | 0                      |
| <b>Total Revenues</b>                            | \$ 1,568,585         | 1,117,242              | 1,106,926                | 1,136,447              |
| <b>Total Resources</b>                           | \$ 1,693,764         | 1,242,421              | 1,232,105                | 1,916,282              |
| <b>EXPENDITURES</b>                              |                      |                        |                          |                        |
| <b>Public Works - 10226100</b>                   |                      |                        |                          |                        |
| Personnel  | \$ 345,515           | 79,362                 | 68,423                   | 80,452                 |
| Operating  | 68,950               | 285,785                | 190,880                  | 214,921                |
| Capital  | 0                    | 0                      | 0                        | 0                      |
| Additional Managed Reductions                    | (284,047)            | (284,047)              | 0                        | (97,011)               |
| <b>Total Public Works</b>                        | 130,418              | 81,100                 | 259,303                  | 198,362                |
| <b>Engineering Services - 10226110</b>           |                      |                        |                          |                        |
| Personnel  | \$ 581,157           | 575,852                | 553,900                  | 597,392                |
| Operating  | 53,772               | 104,414                | 28,001                   | 104,414                |
| Capital  | 0                    | 0                      | 0                        | 0                      |
| <b>Total Engineering Services</b>                | \$ 634,929           | 680,266                | 581,901                  | 701,806                |
| <b>Project Development - 10226120</b>            |                      |                        |                          |                        |
| Personnel  | \$ 930,648           | 1,122,256              | 838,556                  | 1,027,030              |
| Operating  | 51,976               | 76,854                 | 40,779                   | 76,854                 |
| Capital  | 0                    | 0                      | 0                        | 0                      |
| <b>Total Project Development</b>                 | \$ 982,624           | 1,199,110              | 879,335                  | 1,103,884              |
| <b>Contract Administration - 10226130</b>        |                      |                        |                          |                        |
| Personnel  | \$ 1,402,003         | 1,527,926              | 1,380,837                | 1,545,955              |
| Operating  | 168,769              | 490,397                | 165,160                  | 490,397                |
| Capital  | 0                    | 0                      | 0                        | 0                      |
| <b>Total Contract Administration</b>             | \$ 1,570,772         | 2,018,323              | 1,545,997                | 2,036,352              |
| <b>Land Management - Right-of-Way - 10226140</b> |                      |                        |                          |                        |
| Personnel  | \$ 263,234           | 279,329                | 226,289                  | 320,639                |
| Operating  | 9,870                | 38,225                 | 20,548                   | 38,225                 |
| Capital  | 0                    | 26,500                 | 26,500                   | 0                      |
| <b>Total Land Management - Right-of-Way</b>      | \$ 273,104           | 344,054                | 273,337                  | 358,864                |
| <b>Total Expenditures</b>                        | \$ 3,591,847         | 4,322,853              | 3,539,873                | 4,399,268              |
| <b>OTHER FINANCING SOURCES (USES)</b>            |                      |                        |                          |                        |
| 911000 Transfer from General Fund                | \$ 708,012           | 960,000                | 960,000                  | 968,739                |
| 912810 Transfer from Gas Tax Fund                | 15,000               | 0                      | 0                        | 0                      |
| 914202 Transfer from GRT Street Maintenance Fund | 760,000              | 1,220,210              | 1,220,210                | 1,235,724              |
| 914400 Transfer from Flood Control Fund          | 540,250              | 907,393                | 907,393                  | 918,930                |
| <b>Total Other Financing Sources (Uses)</b>      | \$ 2,023,262         | 3,087,603              | 3,087,603                | 3,123,393              |
| <b>ENDING BALANCE</b>                            | \$ 125,179           | 7,171                  | 779,835                  | 640,407                |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| <b>FUND</b>                                   | <b>DIVISION</b>              |                                | <b>FUND TYPE</b>                 |                                |
|---|------------------------------|--------------------------------|----------------------------------|--------------------------------|
| <b>Airport Operations<br/>Fund 1010</b>       | <b>Facilities</b>            |                                | <b>General Fund</b>              |                                |
|   | <b>FY 2009/10<br/>Actual</b> | <b>FY 2010/11<br/>Adjusted</b> | <b>FY 2010/11<br/>Projected*</b> | <b>FY 2011/12<br/>Proposed</b> |
| <b>RESOURCES</b>                              |                              |                                |                                  |                                |
| Beginning Balance                             | \$ 61,421                    | 15,548                         | 15,548                           | 5,164                          |
| <b>REVENUES</b>                               |                              |                                |                                  |                                |
| 542521 Landing Fees                           | \$ 1,820                     | 1,900                          | 1,553                            | 1,900                          |
| 542522 Rental/Lease Income                    | 109,086                      | 103,800                        | 103,809                          | 91,660                         |
| 542523 Airport Comercial Fees                 | 12,561                       | 12,500                         | 12,500                           | 12,200                         |
| 542525 Airport Land Rental                    | 76,383                       | 67,200                         | 54,791                           | 50,800                         |
| 570010 Interest on Investment                 | (233)                        | 500                            | 724                              | 500                            |
| 590051 Net Incr (Decr) Fair Value Investment  | (314)                        | 0                              | (2,428)                          | 0                              |
| 592001 Reimbursed Expenses                    | 3,779                        | 0                              | 4,703                            | 3,700                          |
| 552001-70B11 Wildlife Hazard Assessment FAA   | 0                            | 79,714                         | 29,075                           | 50,639                         |
| 552007-70B11 Wildlife Hazard Assessment State | 0                            | 2,098                          | 765                              | 1,333                          |
| <b>Total Revenues</b>                         | \$ 203,082                   | 267,712                        | 205,492                          | 212,732                        |
| <b>Total Resources</b>                        | \$ 264,503                   | 283,260                        | 221,040                          | 217,896                        |
| <b>EXPENDITURES</b>                           |                              |                                |                                  |                                |
| Personnel Services                            | \$ 290,730                   | 287,275                        | 285,419                          | 290,754                        |
| Operating Expenses                            | 175,211                      | 284,232                        | 219,405                          | 237,246                        |
| Capital Outlay                                | 63,713                       | 0                              | 9,475                            | 0                              |
| Additional Managed Reduction                  | 0                            | (13,667)                       | 0                                | 0                              |
| <b>Total Expenditures - 10123180</b>          | \$ 529,654                   | 557,840                        | 514,299                          | 528,000                        |
| <b>OTHER FINANCING SOURCES (USES)</b>         |                              |                                |                                  |                                |
| Transfer to Fund 1000 - General Fund          | \$ (20,000)                  | (20,000)                       | (20,000)                         | (20,000)                       |
| Transfer to Fund 6340 - Liability Fund        | (1,577)                      | (1,577)                        | (1,577)                          | (1,577)                        |
| Transfer from Fund 1000 - General Fund        | 302,276                      | 320,000                        | 320,000                          | 370,000                        |
| <b>Total Other Financing Sources (Uses)</b>   | 280,699                      | 298,423                        | 298,423                          | 348,423                        |
| <b>ENDING CASH BALANCE</b>                    | \$ 15,548                    | 23,843                         | 5,164                            | 38,319                         |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND  | DIVISION              |                        | FUND TYPE                |                        |
|---|-----------------------|------------------------|--------------------------|------------------------|
| Permit Services<br>Fund 1015                    | Community Development |                        | General Fund             |                        |
|   | FY 2009/10<br>Actual  | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                |                       |                        |                          |                        |
| Beginning Balance                               | \$ 372,556            | 184,399                | 184,399                  | 294,212                |
| <b>REVENUES</b>                                 |                       |                        |                          |                        |
| 520002 Liquor Licenses                          | \$ 42,425             | 35,000                 | 7,163                    | 30,000                 |
| 521003 Business License Fees                    | 206,595               | 167,073                | 189,825                  | 175,000                |
| 521005 Building Permits                         | 425,445               | 392,129                | 443,569                  | 350,000                |
| 521006 Mechanical Permits                       | 182,089               | 197,333                | 156,553                  | 190,000                |
| 521007 Electrical Permits                       | 176,438               | 191,454                | 154,317                  | 190,000                |
| 546001 Copying Services                         | 9,540                 | 4,846                  | 0                        | 0                      |
| 570010 Interest on Investment                   | 5,309                 | 2,200                  | 4,373                    | 3,750                  |
| 570015 Net Incr (Decr) Fair Value Investment    | (119)                 | 0                      | (10,692)                 | 0                      |
| 592001 Other Revenue                            | 0                     | 0                      | 250                      | 0                      |
| <b>Total Revenues</b>                           | \$ 1,047,722          | 990,035                | 945,358                  | 938,750                |
| <b>Total Resources</b>                          | \$ 1,420,278          | 1,174,434              | 1,129,757                | 1,232,962              |
| <b>EXPENDITURES</b>                             |                       |                        |                          |                        |
| Fire Dept - Org 10167050                        |                       |                        |                          |                        |
| Personnel                                       | \$ 294,212            | 328,254                | 305,225                  | 312,761                |
| Operating                                       | 3,193                 | 5,160                  | 975                      | 0                      |
| Additional Managed Reductions                   | 0                     | (1,808)                | 0                        | 0                      |
| <b>Total Fire Dept Org 10167050/60</b>          | \$ 297,405            | 331,606                | 306,200                  | 312,761                |
| Community Development - Org 10184070            |                       |                        |                          |                        |
| Personnel                                       | \$ 1,048,593          | 1,212,849              | 1,025,199                | 974,459                |
| Operating                                       | 185,560               | 263,804                | 174,829                  | 197,158                |
| Additional Managed Reductions                   | 0                     | (53,437)               | 0                        | 0                      |
| <b>Total Community Development Org 10184070</b> | \$ 1,234,153          | 1,423,216              | 1,200,028                | 1,171,617              |
| Community Development - Org 10184090            |                       |                        |                          |                        |
| Personnel                                       | \$ 0                  | 0                      | 0                        | 49,682                 |
| Operating                                       | 0                     | 0                      | 0                        | 10,000                 |
| Additional Managed Reductions                   | 0                     | 0                      | 0                        | 0                      |
| <b>Total Community Development Org 10184090</b> | \$ 0                  | 0                      | 0                        | 59,682                 |
| <b>Total Expenditures</b>                       | \$ 1,531,558          | 1,754,822              | 1,506,228                | 1,544,060              |
| <b>OTHER FINANCING SOURCES (USES)</b>           |                       |                        |                          |                        |
| Transfer from Fund 1000 - General Fund          | \$ 295,679            | 670,683                | 670,683                  | 474,683                |
| <b>Total Other Financing Sources (Uses)</b>     | \$ 295,679            | 670,683                | 670,683                  | 474,683                |
| <b>ENDING BALANCE</b>                           | \$ 184,399            | 90,295                 | 294,212                  | 163,585                |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Software<br>Fund 1020                               | Information Tech     |                        | General Fund             |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                    |                      |                        |                          |                        |
| Beginning Balance                                   | \$ 360,964           | 75,643                 | 75,643                   | 41,909                 |
| <b>REVENUES</b>                                     |                      |                        |                          |                        |
| 570010 Interest on Investment                       | \$ 4,449             | 0                      | 1,131                    | 0                      |
| 590051 Net Incr (Decr) Fair Value Investment        | (456)                | 0                      | (2,221)                  | 0                      |
| <b>Total Revenues</b>                               | \$ 3,993             | 0                      | (1,090)                  | 0                      |
| <b>Total Resources</b>                              | \$ 364,957           | 75,643                 | 74,553                   | 41,909                 |
| <b>EXPENDITURES</b>                                 |                      |                        |                          |                        |
| Operating Expenses                                  | \$ 159,149           | 35,555                 | 32,644                   | 35,000                 |
| <b>Total Expenditures</b>                           | \$ 159,149           | 35,555                 | 32,644                   | 35,000                 |
| <b>OTHER FINANCING SOURCES (USES)</b>               |                      |                        |                          |                        |
| Transfer to Fund 6130 - Information Technology Fund | (130,165)            | 0                      |                          | 0                      |
| <b>Total Other Financing Sources (Uses)</b>         | \$ (130,165)         | 0                      | 0                        | 0                      |
| <b>ENDING BALANCE</b>                               | \$ 75,643            | 40,088                 | 41,909                   | 6,909                  |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND   | DIVISION             |                        | FUND TYPE                |                        |
|--|----------------------|------------------------|--------------------------|------------------------|
| City Hall Furnishings<br>Fund 1102           | Finance              |                        | General Fund             |                        |
|  | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                             |                      |                        |                          |                        |
| Beginning Balance                            | \$ 1,144,764         | 67,205                 | 67,205                   | 0                      |
| <b>REVENUES</b>                              |                      |                        |                          |                        |
| 570010 Interest on Investment                | \$ 0                 | 0                      | 0                        | 0                      |
| <b>Total Revenues</b>                        | \$ 0                 | 0                      | 0                        | 0                      |
| <b>Total Resources</b>                       | \$ 1,144,764         | 67,205                 | 67,205                   | 0                      |
| <b>EXPENDITURES</b>                          |                      |                        |                          |                        |
| Capital Equipment                            | \$ 1,077,559         | 0                      | 0                        | 0                      |
| <b>Total Expenditures</b>                    | \$ 1,077,559         | 0                      | 0                        | 0                      |
| <b>OTHER FINANCING SOURCES (USES)</b>        |                      |                        |                          |                        |
| Transfer to Fund 1000 - Facilities Imp (Gen) | \$ 0                 | (67,205)               | (67,205)                 |                        |
| <b>Total Other Financing Sources (Uses)</b>  | \$ 0                 | (67,205)               | (67,205)                 | 0                      |
| <b>ENDING BALANCE</b>                        | \$ 67,205            | 0                      | 0                        | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND   | DIVISION             |                        | FUND TYPE                |                        |
|--|----------------------|------------------------|--------------------------|------------------------|
| Vehicle Acquisition<br>Fund 1200                 | Various              |                        | General Fund             |                        |
|  | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                 |                      |                        |                          |                        |
| Beginning Balance                                | \$ 3,553,851         | 3,612,995              | 3,612,995                | 4,026,492              |
| <b>REVENUES</b>                                  |                      |                        |                          |                        |
| 570010 Interest on Investment                    | \$ 69,157            | 50,000                 | 62,212                   | 50,000                 |
| 570015 Net Incr (Decr) Fair Value Investment     | 19,311               | 10,000                 | (147,313)                | 10,000                 |
| <b>Total Revenues</b>                            | \$ 88,468            | 60,000                 | (85,101)                 | 60,000                 |
| <b>Total Resources</b>                           | \$ 3,642,319         | 3,672,995              | 3,527,894                | 4,086,492              |
| <b>EXPENDITURES</b>                              |                      |                        |                          |                        |
| Operating  | \$ 0                 | 500,000                | 0                        | 0                      |
| Administration                                   | 0                    | 1,608,475              | 0                        | 1,000,000              |
| Police Department                                | 419,209              | 115,230                | 102,764                  | 800,000                |
| Fire Department                                  | 262,549              | 86,724                 | 86,724                   | 0                      |
| Facilities                                       | 0                    | 176,000                | 176,000                  | 0                      |
| Public Services                                  | 0                    | 0                      | 0                        | 0                      |
| Community Development                            | 0                    | 0                      | 0                        | 0                      |
| Legal  | 0                    | 0                      | 0                        | 0                      |
| <b>Total Expenditures</b>                        | \$ 681,758           | 2,486,429              | 365,488                  | 1,800,000              |
| <b>OTHER FINANCING SOURCES (USES)</b>            |                      |                        |                          |                        |
| Transfer from Fund 1000 - General Fund           | \$ 1,500,000         | 1,608,475              | 1,608,475                | 2,509,363              |
| Transfer to Fund 3612 - NMFA Equipment Debt Svc  | (413,981)            | (430,401)              | (430,401)                | (418,918)              |
| Transfer to Fund 3616 - NMFA Fire Eqpmt Debt Svc | (125,475)            | (266,256)              | (131,256)                | (130,878)              |
| Transfer to Fund 3617 - NMFA Street Equipment DS | (50,285)             | (51,476)               | (51,476)                 | (52,115)               |
| Transfer to Fund 3626 - NMFA Fire Eqpmt Debt Svc | (125,475)            | (266,256)              | (131,256)                | (128,000)              |
| Transfer to Fund 5920 - Transit VAF              | (132,350)            | 0                      | 0                        | (44,425)               |
| <b>Total Other Financing Sources (Uses)</b>      | \$ 652,434           | 594,086                | 864,086                  | 1,735,027              |
| <b>ENDING CASH BALANCE</b>                       | \$ 3,612,995         | 1,780,652              | 4,026,492                | 4,021,519              |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

Revised May 5, 2011

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND   | DIVISION             |                        | FUND TYPE                |                        |
|--|----------------------|------------------------|--------------------------|------------------------|
| Gross Receipts Tax Income<br>Fund 1500             | Finance              |                        | General Fund             |                        |
|  | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                   |                      |                        |                          |                        |
| Beginning Balance                                  | \$ 0                 | 0                      | 0                        | 0                      |
| <b>REVENUES</b>                                    |                      |                        |                          |                        |
| 512001 Sales Tax Receipts                          | \$ 31,805,097        | 32,203,000             | 32,308,000               | 32,686,000             |
| 512011 Municipal Gross Receipts 82                 | 6,425,141            | 6,505,000              | 6,527,000                | 6,603,000              |
| 512014 Municipal Gross Receipts Tax 90             | 6,425,141            | 6,505,000              | 6,527,000                | 6,603,000              |
| <b>Total Revenues</b>                              | \$ 44,655,379        | 45,213,000             | 45,362,000               | 45,892,000             |
| <b>Total Resources</b>                             | \$ 44,655,379        | 45,213,000             | 45,362,000               | 45,892,000             |
| <b>OTHER FINANCING SOURCES (USES)</b>              |                      |                        |                          |                        |
| Transfer to Fund 1000 - General Fund               | \$ (39,307,000)      | (39,940,000)           | (40,086,000)             | (40,686,000)           |
| Transfer to Fund 3250 - 2003 GRT Refunding Bond    | (1,143,000)          | (1,092,125)            | (1,092,125)              | (988,248)              |
| Transfer to Fund 3270 - 2005 GRT Refunding Bond    | (2,471,000)          | (2,447,867)            | (2,447,867)              | (2,558,795)            |
| Transfer to Fund 3623 - 2008 Parking Deck Debt Svc | (482,000)            | (765,276)              | (765,276)                | (709,410)              |
| <b>Total Other Financing Sources (Uses)</b>        | \$ (43,403,000)      | (44,245,268)           | (44,391,268)             | (44,942,453)           |
| Adjustment due to change in accruals.              |                      |                        |                          |                        |
| <b>BALANCE INCLUDING RECEIVABLES</b>               | \$ 1,252,379         | 967,732                | 970,732                  | 949,547                |
| Less Accrual                                       | (1,252,379)          | (967,732)              | (970,732)                | (949,547)              |
| <b>ENDING BALANCE</b>                              | \$ 0                 | 0                      | 0                        | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Community Development<br>Fund 2000                | Comm Dev             |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                  |                      |                        |                          |                        |
| Beginning Balance                                 | \$ 62,496            | 36,953                 | 36,953                   | 84,780                 |
| <b>REVENUES</b>                                   |                      |                        |                          |                        |
| HR Non-Refunding Perf Bond 20180060-542301        | \$ 2,809             | 10,000                 | 4,754                    | 10,000                 |
| CDBG Pgm Inc (Principal) 20180060-581010          | 108,760              | 85,000                 | 147,531                  | 131,240                |
| Interest Revenue CDBG 20180060-570115             | 14,600               | 15,000                 | 9,521                    | 8,760                  |
| Other Revenue - CDBG 20180060-592110              | 2,138                | 0                      | 115                      | 0                      |
| CDBG Grant PY2011 2018XXXX-551011                 | 0                    | 0                      | 0                        | 916,341                |
| CDBG Grant PY2010 20180320-551011                 | 0                    | 1,096,221              | 470,311                  | 625,910                |
| CDBG Grant PY2009 20180270-551011                 | 28,808               | 551,680                | 31,190                   | 520,490                |
| CDBG Grant PY2008 20180230-551011                 | 736,244              | 289,045                | 178,096                  | 110,949                |
| CDBG Grant PY2007 20180210-551011                 | 56,678               | 100,001                | 1                        | 100,000                |
| CDBG Grant PY2006 20180050-551011                 | 0                    | 156,093                | 3,113                    | 152,980                |
| HOME Pgm Inc (Principal) 20180060-581011          | 42,137               | 15,711                 | 23,808                   | 33,405                 |
| Interest Revenue HOME 20180060-570116             | 1,886                | 18,000                 | 1,741                    | 1,520                  |
| Interest Revenue Home Rental Proj 20180060-570121 | 9,806                | 9,000                  | 12,226                   | 11,075                 |
| Other Revenue - HOME 20180060-592111              | 10                   | 0                      | 3,319                    | 0                      |
| HOME Grant PY2011 2018XXXX-551013                 | 0                    | 0                      | 0                        | 471,428                |
| HOME Grant PY2010 20180330-551013                 | 0                    | 535,186                | 306,285                  | 228,901                |
| HOME Grant PY2009 20180280-551013                 | 78,947               | 293,617                | 107,488                  | 186,129                |
| HOME Grant PY2008 20180240-551013                 | 388,170              | 70,488                 | 23,052                   | 47,436                 |
| HOME Grant PY2007 20180220-551013                 | 383,942              | 63,526                 | 18,537                   | 44,989                 |
| HOME Grant PY2006 20180120-551013                 | 271,414              | 29,739                 | 0                        | 29,739                 |
| HOME Grant PY2005 20180110-551013                 | 19,100               | 0                      | 0                        | 0                      |
| HOME Grant PY2004 20180100-551013                 | 40,050               | 0                      | 0                        | 0                      |
| <b>Total Revenues</b>                             | <b>\$ 2,185,499</b>  | <b>3,338,307</b>       | <b>1,341,088</b>         | <b>3,631,292</b>       |
| <b>Total Resources</b>                            | <b>\$ 2,247,995</b>  | <b>3,375,260</b>       | <b>1,378,041</b>         | <b>3,716,072</b>       |
| <b>EXPENDITURES</b>                               |                      |                        |                          |                        |
| HR Bond 20184130-722190                           | \$ 0                 | 10,000                 | 4,754                    | 10,000                 |
| <b>2011/12 CDBG</b>                               |                      |                        |                          |                        |
| Administration 20184330-XXXXX-10111               | \$ 0                 | 0                      | 0                        | 211,268                |
| Rehab Administration 20184330-XXXXX-10211         | 0                    | 0                      | 0                        | 318,977                |
| Public Service Projects 20184330-722190-103xx     | 0                    | 0                      | 0                        |                        |
| La Casa - 20184330-722190-10305                   | 0                    | 0                      | 0                        | 27,330                 |
| MVCH - 20184330-722190-10306                      | 0                    | 0                      | 0                        | 27,330                 |
| Jardin de los Niños - 20184330-722190-10307       | 0                    | 0                      | 0                        | 27,330                 |
| MV CASA - 20184330-722190-10314                   | 0                    | 0                      | 0                        | 27,330                 |
| S. Lukes - 20184330-722190-10317                  | 0                    | 0                      | 0                        | 27,330                 |
| TdS Reroofs 20184030-722190-10411                 | 0                    | 0                      | 0                        | 40,000                 |
| Habitat 2011 Prop Acquis. 20184030-722190-10412   | 0                    | 0                      | 0                        | 89,446                 |
| Streets 2011 20184330-854121-71110                | 0                    | 0                      | 0                        | 200,000                |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Community Development<br>Fund 2000                  | Comm Dev             |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>2010/11 CDBG</b>                                 |                      |                        |                          |                        |
| Administration 20184300-XXXXX-10110                 | \$ 0                 | 239,244                | 128,385                  | 110,859                |
| Rehab Administration 20184300-XXXXX-10210           | 0                    | 357,977                | 85,867                   | 279,833                |
| Property Acq. HFH 10 20184300-722190-10410          | 0                    | 100,000                | 100,000                  | 0                      |
| La Casa-Emer Shelter 20184300-722190-10305          | 0                    | 39,898                 | 39,898                   | 0                      |
| MVCH-Homeless Oper 20184300-722190-10306            | 0                    | 38,298                 | 38,298                   | 0                      |
| St. Lukes HMLS Oper 20184300-722190-10317           | 0                    | 5,738                  | 5,738                    | 0                      |
| Jardin de los Ninos-on site Medical 722190-10307    | 0                    | 20,698                 | 20,698                   | 0                      |
| MV Casa-Vol Coord 20184300-722190-10314             | 0                    | 20,298                 | 20,298                   | 0                      |
| CAAS - Sr. Therapeutic Mis 20184300-722190-10315    | 0                    | 10,298                 | 0                        | 10,298                 |
| CAASNM - Backpack 20184300-722190-10318             | 0                    | 11,498                 | 0                        | 11,498                 |
| Tresco - Flex Prog 20184300-722190-10319            | 0                    | 7,964                  | 7,964                    | 0                      |
| DA ACT4YTH - CH OBES 20184300-722190-10320          | 0                    | 6,412                  | 6,412                    | 0                      |
| ABODE - HOPE HSG 1st 20184300-722190-10321          | 0                    | 3,898                  | 3,898                    | 0                      |
| Property Acq. ABODE 20184300-722190-10405           | 0                    | 84,000                 | 84,000                   | 0                      |
| Sr. Kitchen Prop 20184300-853100-10406              | 0                    | 190,000                | 0                        | 190,000                |
| Sect. 108 Loan Repayment 953810                     |                      | 23,422                 | 0                        | 0                      |
| <b>2009/10 CDBG</b>                                 |                      |                        |                          |                        |
| Administration 20184240-722190-10109                | \$ 178,176           | 41,713                 | 8,723                    | 32,689                 |
| Rehabilitation Administration 20184240-722195-10209 | 178,551              | 160,548                | 0                        | 160,849                |
| Public Services:                                    |                      |                        |                          |                        |
| La Casa-Laundry Fac Rehab 20184240-722190-10408     | 0                    | 23,920                 | 0                        | 23,920                 |
| La Casa-Emer Shelter 20184240-722190-10305          | 36,068               | 0                      | 0                        | 0                      |
| MVCH-Homeless Oper 20184240-722190-10306            | 33,876               | 0                      | 0                        | 0                      |
| Jardin de los Ninos-on site Medical 722190-10307    | 13,876               | 0                      | 0                        | 0                      |
| Casa de Peregrinos-Food Bank 722190-10313           | 13,855               | 0                      | 0                        | 0                      |
| MV Court Appt Spec Advocates-Vol 722190-10314       | 20,276               | 0                      | 0                        | 0                      |
| Comm. Act. Agc - Sr. Therapeutic Mis 722190-10315   | 10,276               | 0                      | 0                        | 0                      |
| Comm. Act. Agc - Teen Parent Prog 722190-10316      | 11,876               | 0                      | 0                        | 0                      |
| FYI - Emerg Shelter Oper 20184240-722190-10312      | 5,469                | 0                      | 0                        | 0                      |
| Public Facilities/ADA/Public Improvements:          |                      |                        |                          |                        |
| Jefferson Road 20184240-722190-70M70                | \$ 3,637             | 73,704                 | 22,467                   | 3,103                  |
| Jefferson Road 20184240-854121-70M70                | 100,000              | 251,795                | 0                        | 299,929                |
| <b>2008/09 CDBG</b>                                 |                      |                        |                          |                        |
| Administration 20184200-XXXXX-10108                 | \$ 39,648            | 0                      | 0                        | 0                      |
| Rehabilitation Administration 20184200-722195-10208 | (1,179)              | 218,567                | 112,618                  | 105,949                |
| Home Rehabilitation 20184200-722196-10518-10531     | 264,114              | 0                      | 0                        | 0                      |
| Public Services:                                    |                      |                        |                          |                        |
| CAA - IDA 20184200-10310                            | 10,000               | 0                      | 0                        | 0                      |
| Public Facilities/ADA/Public Improvements:          |                      |                        |                          |                        |
| MV Comm of Hope - Trms Hsg 20184200-722190-10405    | 0                    | 65,478                 | 65,478                   | 0                      |
| Jefferson Road 20184200-854121-70M70                | 0                    | 5,000                  | 0                        | 5,000                  |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012

| FUND   | DIVISION             |                        | FUND TYPE                |                        |
|--|----------------------|------------------------|--------------------------|------------------------|
| Community Development<br>Fund 2000   | Comm Dev             |                        | Special Revenue          |                        |
|  | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>2007/08 CDBG</b>  |                      |                        |                          |                        |
| Home Rehabilitation 20184160-722195-10207  | \$ 0                 | 1                      | 1                        | 0                      |
| Home Rehabilitation 20184160-722196-10520-23   | 29,576               | 0                      | 0                        | 0                      |
| Public Facilities/ADA/Public Improvements:<br>Community of Hope 20184160-852100-61411        | 0                    | 100,000                | 0                        | 100,000                |
| <b>2006/07 CDBG</b>  |                      |                        |                          |                        |
| Public Facilities/ADA/Public Improvements:<br>CLC Central Kitchen 20184110-722190-10406      | \$ 5,000             | 156,093                | 3,113                    | 152,980                |
| <b>2004/05 CDBG</b>  |                      |                        |                          |                        |
| Public Facilities/ADA/Public Improvements:<br>Transit Shelters/Benches 20184030-730210-60401 | \$ 10,185            | 0                      | 0                        | 0                      |
| <b>Total CDBG</b>  | \$ 963,280           | 2,266,462              | 758,610                  | 2,493,248              |
| <b>2011/12 HOME</b>  |                      |                        |                          |                        |
| Administration 20184340-XXXXXXX-11111  | 0                    | 0                      | 0                        | 51,695                 |
| HFH-CHDO SET ASD 11 20184340-722190-11212  | 0                    | 0                      | 0                        | 40,100                 |
| TDS-CHDO SET ASD 11 20184340-722190-11213  | 0                    | 0                      | 0                        | 37,500                 |
| HFH-CHDO OP 11 20184340-722190-11312   | 0                    | 0                      | 0                        | 8,000                  |
| TDS-CHDO OP 11 20184340-722190-11313   | 0                    | 0                      | 0                        | 8,000                  |
| Alameda 575 LIHTC 20184340-722190-11416  | 0                    | 0                      | 0                        | 250,000                |
| TDS-Down Payment Asst. 20184340-722190-11417   | 0                    | 0                      | 0                        | 37,500                 |
| HFH 11 Property Acq. 20184340-722190-11418   | 0                    | 0                      | 0                        | 84,633                 |
| <b>2010/11 HOME</b>  |                      |                        |                          |                        |
| Administration 20184290-XXXXXXX-11110  | \$ 0                 | 53,505                 | 39,351                   | 14,154                 |
| HFH-CHDO SET ASD 10 20184290-722190-11209  | 0                    | 28,900                 | 20,927                   | 7,973                  |
| TDS-CHDO SET ASD 10 20184290-722190-11210  | 0                    | 28,900                 | 28,900                   | 0                      |
| CAA-CHDO SET ASD 10 20184290-722190-11211  | 0                    | 28,900                 | 0                        | 28,900                 |
| HFH-CHDO OP 10 20184290-722190-11309   | 0                    | 10,000                 | 10,000                   | 0                      |
| TDS-CHDO OP 10 20184290-722190-11310   | 0                    | 10,000                 | 10,000                   | 0                      |
| CAA-CHDO OP 10 20184290-722190-11311   | 0                    | 6,000                  | 0                        | 6,000                  |
| SF HSG - HFH 10 20184290-722190-11413  | 0                    | 150,000                | 69,426                   | 80,574                 |
| SF HSG - TDS 10 20184290-722190-11414  | 0                    | 170,392                | 170,392                  | 0                      |
| SF HSG - CAA 10 20184290-72190-11415   | 0                    | 91,300                 | 0                        | 91,300                 |
| <b>2009/10 HOME</b>  |                      |                        |                          |                        |
| Administration 20184250-722190-11109   | \$ 53,044            | 0                      | 0                        | 0                      |
| CHDO - Alta Tierra 20184250-722190-11208   | 85,934               | 0                      | 0                        | 0                      |
| Alta Tierra 20184250-722190-11410  | 164,066              | 0                      | 0                        | 0                      |
| TBRA 20184250-722190-11409   | 0                    | 104,892                | 0                        | 104,892                |
| Habitat-CHDO 20184250-722190-11307   | \$ 14,000            | 0                      | 0                        | 0                      |
| TDS - CHDO 20184250-722190-11308   | 10,000               | 0                      | 0                        | 0                      |
| Habitat-Property 20184250-722190-11411   | 0                    | 88,423                 | 7,186                    | 81,237                 |
| Tierra del Sol 20184250-722190-11412   | 0                    | 100,302                | 100,302                  | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Community Development<br>Fund 2000                      | Comm Dev             |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>2008/09 HOME 20184210</b>                            |                      |                        |                          |                        |
| CHDO Set aside 2008- MV Habitat 11206                   | 6,077                | 13,024                 | 13,024                   | 0                      |
| CHDO Set aside 2008- Tierra del Sol 11207               | 50,705               | 1,101                  | 0                        | 1,101                  |
| Property Acq - 2008- MV Habitat 11406                   | 70,484               | 31,812                 | 10,028                   | 21,784                 |
| Property Acq - 2008- Tierra del Sol 11407               | 259,388              | 19,550                 | 0                        | 19,550                 |
| Property Acq - 2008- Tierra del Sol 11408               | 50,789               | 5,001                  | 0                        | 5,001                  |
| <b>2007/08 HOME</b>                                     |                      |                        |                          |                        |
| CHDO Set aside MV Habitat 20184170-722190-11205         | 44,747               | 44,989                 | 0                        | 44,989                 |
| FYI Transitional Housing 20184170-722190-11402          | 375,000              | 0                      | 0                        | 0                      |
| Tenant Based Rental Assist. 20184170-722190-11403       | 23,657               | 0                      | 0                        | 0                      |
| TBRA 20184170-722190-11409                              |                      | 18,537                 | 18,537                   | 0                      |
| <b>2006/07 HOME</b>                                     |                      |                        |                          |                        |
| Property Acquisition 20184120-722190-11401              | 39,871               | 29,739                 | 0                        | 29,739                 |
| <b>Total HOME</b>                                       | \$ 1,247,762         | 1,035,267              | 498,073                  | 1,054,622              |
| <b>Total Expenditures</b>                               | \$ 2,211,042         | 3,301,729              | 1,256,683                | 3,547,870              |
| <b>OTHER FINANCING SOURCES (USES)</b>                   |                      |                        |                          |                        |
| Transfer to 3810 - HUD Sect 108 Loan Fund (CDBG PY2010) | \$ 0                 | 0                      | 0                        | (23,422)               |
| Transfer to 3810 - HUD Sect 108 Loan Fund (CDBG PY2011) | 0                    | (36,578)               | (36,578)                 | (60,000)               |
| <b>Total Other Financing Sources (Uses)</b>             | \$ 0                 | (36,578)               | (36,578)                 | (83,422)               |
| <b>ENDING BALANCE</b>                                   | \$ 36,953            | 36,953                 | 84,780                   | 84,780                 |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND<br>HUD Projects<br>Fund 2010                       | DIVISION<br>Comm Dev |                        | FUND TYPE<br>Special Revenue |                        |
|---|----------------------|------------------------|------------------------------|------------------------|
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected*     | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>  |                      |                        |                              |                        |
| Beginning Balance                                       | \$ 327               | 5                      | 5                            | 5                      |
| <b>REVENUES</b>   |                      |                        |                              |                        |
| HUD Shelter Plus Care I Grant 12002                     | \$ 77,416            | 98,520                 | 98,520                       | 99,120                 |
| HUD BEDI Grant 20180180-552012-12008                    | 0                    | 1,000,000              | 0                            | 1,000,000              |
| Neighborhood Stabilization Program 12005                | 1,060,969            | 438,052                | 319,802                      | 118,250                |
| HUD Shelter Plus Care II Grant 12006                    | 17,046               | 313,676                | 29,838                       | 283,838                |
| HUD Supportive Housing Program 12007                    | 21,223               | 290,130                | 80,557                       | 239,411                |
| 592001 Other Revenue                                    | (325)                | 0                      |                              |                        |
| <b>Total Revenues</b>                                   | <b>\$ 1,176,329</b>  | <b>2,140,378</b>       | <b>528,717</b>               | <b>1,740,619</b>       |
| <b>Total Resources</b>                                  | <b>\$ 1,176,656</b>  | <b>2,140,383</b>       | <b>528,722</b>               | <b>1,740,624</b>       |
| <b>EXPENDITURES</b>                                     |                      |                        |                              |                        |
| <b>Shelter Plus Care I 20184100</b>                     |                      |                        |                              |                        |
| S+C Community Housing Connection I 12002                | \$ 77,415            | 98,520                 | 98,520                       | 99,120                 |
| <b>Total Shelter Plus Care I 20184100</b>               | <b>\$ 77,415</b>     | <b>98,520</b>          | <b>98,520</b>                | <b>99,120</b>          |
| <b>Brownfield Economic Dev. Initiative 20184310</b>     |                      |                        |                              |                        |
| Museum of Nature & Science Exhibits 12008               | \$ 0                 | 1,000,000              | 0                            | 1,000,000              |
| <b>Total BEDI</b>                                       | <b>\$ 0</b>          | <b>1,000,000</b>       | <b>0</b>                     | <b>1,000,000</b>       |
| <b>Neighborhood Stabilization Program 20184230</b>      |                      |                        |                              |                        |
| HERA Stabilization program 12005                        | 1,060,969            | 438,052                | 319,802                      | 118,250                |
| <b>Total Neighborhood Stabilization Program</b>         | <b>1,060,969</b>     | <b>438,052</b>         | <b>319,802</b>               | <b>118,250</b>         |
| <b>Shelter Plus Care II 20184100</b>                    |                      |                        |                              |                        |
| S+C Community Housing Connection II 12006               | 17,045               | 313,676                | 29,838                       | 283,838                |
| <b>Total Shelter Plus Care II</b>                       | <b>17,045</b>        | <b>313,676</b>         | <b>29,838</b>                | <b>283,838</b>         |
| <b>Supportive Housing-Trans. Housing Prog. 20184150</b> |                      |                        |                              |                        |
| Transitional Housing Program 12007                      | \$ 21,222            | 290,130                | 80,557                       | 239,411                |
| <b>Total Supportive Housing Program</b>                 | <b>\$ 21,222</b>     | <b>290,130</b>         | <b>80,557</b>                | <b>239,411</b>         |
| <b>Total Expenditures</b>                               | <b>\$ 1,176,651</b>  | <b>2,140,378</b>       | <b>528,717</b>               | <b>1,740,619</b>       |
| <b>ENDING BALANCE</b>                                   | <b>\$ 5</b>          | <b>5</b>               | <b>5</b>                     | <b>5</b>               |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND                                 | DIVISION             |                        | FUND TYPE                |                        |
|--------------------------------------|----------------------|------------------------|--------------------------|------------------------|
| HUD Stimulus Projects<br>Fund 2020   | Comm Dev             |                        | Special Revenue          |                        |
|                                      | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                     |                      |                        |                          |                        |
| Beginning Balance                    | \$ 0                 | 0                      | 0                        | 0                      |
| <b>REVENUES</b>                      |                      |                        |                          |                        |
| HUD CDBG- ARRA 20180310-551011-10407 | \$ 269,562           | 0                      |                          |                        |
| <b>Total Revenues</b>                | \$ 269,562           | 0                      | 0                        | 0                      |
| <b>Total Resources</b>               | \$ 269,562           | 0                      | 0                        | 0                      |
| <b>EXPENDITURES</b>                  |                      |                        |                          |                        |
| Tresco Rehab 20184280-722190-10407   | 269,562              | 0                      |                          |                        |
| <b>Total Expenditures</b>            | \$ 269,562           | 0                      | 0                        | 0                      |
| <b>ENDING BALANCE</b>                | \$ 0                 | 0                      | 0                        | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND   | DIVISION             |                        | FUND TYPE                |                        |
|--|----------------------|------------------------|--------------------------|------------------------|
| Regional Plan<br>Fund 2030                       | Comm Dev             |                        | Special Revenue          |                        |
|  | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                 |                      |                        |                          |                        |
| Beginning Balance                                | \$ 264,675           | 0                      | 0                        | 0                      |
| <b>REVENUES</b>                                  |                      |                        |                          |                        |
| 552003 NM Department of Finance & Administration | \$                   | 0                      |                          |                        |
| 553002 Dona Ana County Grants                    |                      | 0                      |                          |                        |
| 570010 Investment Income                         |                      | 0                      |                          |                        |
| 570015 Net Incr(Decr) Investment Income          |                      | 0                      |                          |                        |
| <b>Total Revenues</b>                            | \$ 0                 | 0                      | 0                        | 0                      |
| <b>Total Resources</b>                           | \$ 264,675           | 0                      | 0                        | 0                      |
| <b>EXPENDITURES</b>                              |                      |                        |                          |                        |
| Regional Planning Project 20184180               |                      |                        |                          |                        |
| Operating  | \$                   | 0                      |                          |                        |
| <b>Total Expenditures</b>                        | \$ 0                 | 0                      | 0                        | 0                      |
| <b>OTHER FINANCING SOURCES (USES)</b>            |                      |                        |                          |                        |
| Transfer from General Fund                       | \$                   | 0                      |                          |                        |
| Transfer to General Fund                         | (264,675)            | 0                      |                          |                        |
| <b>Total Other Financing Sources (Uses)</b>      | \$ (264,675)         | 0                      | 0                        | 0                      |
| <b>ENDING BALANCE</b>                            | \$ 0                 | 0                      | 0                        | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| M.P.O. Urban Transportation<br>Fund 2090        | Comm Dev             |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                |                      |                        |                          |                        |
| Beginning Balance                               | \$ 108,863           | 0                      | 0                        | 0                      |
| <b>REVENUES</b>                                 |                      |                        |                          |                        |
| 552009 NM Dept of Trans - Traffic Count         | \$ 23,303            | 45,106                 | 21,463                   | 78,518                 |
| 552009 NM Dept of Trans - MPO Planning          | 166,752              | 290,361                | 168,255                  | 311,268                |
| 552009 NM Dept of Trans - Safe Routes to School | 55,354               | 64,281                 | 53,199                   | 78,281                 |
| 552007 NM Dept of Trans - Multi-Modal Planning  | 38,789               | 190,651                | 72,123                   | 47,100                 |
| <b>Total Revenues</b>                           | \$ 284,198           | 590,399                | 315,040                  | 515,167                |
| <b>Total Resources</b>                          | \$ 393,061           | 590,399                | 315,040                  | 515,167                |
| <b>EXPENDITURES</b>                             |                      |                        |                          |                        |
| MPO Planning 20184060-30105                     |                      |                        |                          |                        |
| Personnel                                       | \$ 129,972           | 167,100                | 143,991                  | 147,762                |
| Operating                                       | 36,780               | 87,247                 | 24,264                   | 161,560                |
| <b>Total 20184060</b>                           | \$ 166,752           | 254,347                | 168,255                  | 309,322                |
| MPO Multi-Modal Planning 20184070-30205         |                      |                        |                          |                        |
| Personnel                                       | \$ 36,112            | 109,989                | 17,393                   | 45,026                 |
| Operating                                       | 2,677                | 125,665                | 54,730                   | 5,204                  |
| <b>Total - 20184070</b>                         | \$ 38,789            | 235,654                | 72,123                   | 50,230                 |
| MPO Traffic Count Pgm 20184080-30305            |                      |                        |                          |                        |
| Personnel                                       | \$ 12,041            | 31,700                 | 13,145                   | 9,457                  |
| Operating                                       | 11,262               | 12,585                 | 8,318                    | 68,360                 |
| <b>Total - 20184080</b>                         | \$ 23,303            | 44,285                 | 21,463                   | 77,817                 |
| MPO Safe Routes Pgm 20184270-30100              |                      |                        |                          |                        |
| Personnel                                       | \$ 53,002            | 48,010                 | 48,720                   | 48,906                 |
| Operating                                       | 2,352                | 8,103                  | 4,479                    | 28,892                 |
| <b>Total - 20184270</b>                         | \$ 55,354            | 56,113                 | 53,199                   | 77,798                 |
| <b>Total Expenditures</b>                       | \$ 284,198           | 590,399                | 315,040                  | 515,167                |
| <b>OTHER FINANCING SOURCES (USES)</b>           |                      |                        |                          |                        |
| Transfer from (to) Fund 1000 - General Fund     | \$ (108,863)         | 0                      |                          |                        |
| <b>Total Other Financing Sources (Uses)</b>     | \$ (108,863)         | 0                      | 0                        | 0                      |
| <b>ENDING BALANCE</b>                           | \$ 0                 | 0                      | 0                        | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND   | DIVISION             |                        | FUND TYPE                |                        |
|--|----------------------|------------------------|--------------------------|------------------------|
| Recreation<br>Fund 2130                      | Facilities           |                        | Special Revenue          |                        |
|  | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                             |                      |                        |                          |                        |
| Beginning Balance                            | \$ 95,995            | 113,632                | 113,632                  | 125,238                |
| <b>REVENUES</b>                              |                      |                        |                          |                        |
| 512049 Cigarette Tax                         | \$ 46,068            | 0                      | 15,750                   | 0                      |
| 520004 Auto License State Shared             | 7,525                | 5,000                  | 2,850                    | 5,000                  |
| 543718 Advertising Fees                      | 0                    | 0                      | 1,800                    | 15,000                 |
| 570010 Investment Income                     | 1,833                | 1,000                  | 2,436                    | 0                      |
| 590051 Net Incr (Decr) Fair Value Investment | 541                  | 0                      | (5,625)                  | 0                      |
| <b>Total Revenues</b>                        | \$ 55,967            | 6,000                  | 17,211                   | 20,000                 |
| <b>Total Resources</b>                       | \$ 151,962           | 119,632                | 130,843                  | 145,238                |
| <b>EXPENDITURES</b>                          |                      |                        |                          |                        |
| 21123050 Parks Administration                | 0                    | 20,000                 | 2,400                    | 0                      |
| 21123060 Recreation Administration           | 0                    | 20,000                 | 3,205                    | 0                      |
| 21205170 Special Recreation Programs         | 3,400                | 0                      | 0                        | 0                      |
| 21205180 Meerscheidt                         | 2,780                | 0                      | 0                        | 0                      |
| 21205190 East Mesa                           | 12,400               | 0                      | 0                        | 0                      |
| 21203010 Parks North District                | 9,750                | 0                      | 0                        | 0                      |
| 21203020 Parks South District                | 10,000               | 0                      | 0                        | 0                      |
| <b>Total Expenditures</b>                    | \$ 38,330            | 40,000                 | 5,605                    | 0                      |
| <b>ENDING BALANCE</b>                        | \$ 113,632           | 79,632                 | 125,238                  | 145,238                |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND   | DIVISION             |                        | FUND TYPE                |                        |
|--|----------------------|------------------------|--------------------------|------------------------|
| State Library Resources Grant (G.O. Bond)<br>Fund 2140 | Public Services      |                        | Special Revenue          |                        |
|  | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                       |                      |                        |                          |                        |
| Beginning Balance                                      | \$ 248               | 0                      | 0                        | 0                      |
| <b>REVENUES</b>  |                      |                        |                          |                        |
| 552013 State Library 2006                              | \$ 67,010            | 0                      | 0                        | 0                      |
| 552013 State Library 2008                              | 131,693              | 125,026                | 51,045                   | 73,981                 |
| <b>Total Revenues</b>                                  | \$ 198,703           | 125,026                | 51,045                   | 73,981                 |
| <b>Total Resources</b>                                 | \$ 198,951           | 125,026                | 51,045                   | 73,981                 |
| <b>EXPENDITURES</b>                                    |                      |                        |                          |                        |
| <b>State Library G.O. Bond 21205140</b>                |                      |                        |                          |                        |
| Operating  | \$ 119,609           | 95,026                 | 51,045                   | 73,981                 |
| Capital  | 79,342               | 30,000                 | 0                        | 0                      |
| <b>Total Org 21205140</b>                              | \$ 198,951           | 125,026                | 51,045                   | 73,981                 |
| <b>Total Expenditures</b>                              | \$ 198,951           | 125,026                | 51,045                   | 73,981                 |
| <b>ENDING BALANCE</b>                                  | \$ 0                 | 0                      | 0                        | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Older Americans Act<br>Fund 2171            | Public Services      |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                            |                      |                        |                          |                        |
| Beginning Balance                           | \$ 223,921           | 0                      | 0                        | 0                      |
| <b>REVENUES</b>                             |                      |                        |                          |                        |
| 551027 Older Americans Act Fed Grant        | \$ 188,279           | 188,279                | 188,279                  | 188,279                |
| 552017 NCCNMEDD Area Agency on Aging        | 382,257              | 360,180                | 360,180                  | 360,505                |
| 543510 Congregate Meals IIIC1 Contributions | 135,685              | 140,000                | 123,016                  | 140,000                |
| 543511 Delivered Meals IIIC2 Contributions  | 77,688               | 80,000                 | 73,776                   | 80,000                 |
| 543512 Transportation Contributions         | 0                    | 2,500                  | 4,005                    | 3,800                  |
| 543514 Home Care Contributions              | 1,588                | 4,000                  | 1,347                    | 1,500                  |
| 543520 Senior Health Contributions          | 6,646                | 7,000                  | 7,258                    | 7,000                  |
| <b>Total Revenues</b>                       | \$ 792,143           | 781,959                | 757,861                  | 781,084                |
| <b>Total Resources</b>                      | \$ 1,016,064         | 781,959                | 757,861                  | 781,084                |
| <b>EXPENDITURES</b>                         |                      |                        |                          |                        |
| <b>21205000 - Grandparent Respite</b>       |                      |                        |                          |                        |
| Operating                                   | \$ 0                 | 5,610                  | 2,963                    | 5,610                  |
| Total Org 21205000                          | 0                    | 5,610                  | 2,963                    | 5,610                  |
| <b>21205030 - Congregate Meals IIIC1</b>    |                      |                        |                          |                        |
| Personnel                                   | \$ 143,033           | 241,130                | 224,077                  | 207,739                |
| Operating                                   | 133,596              | 90,336                 | 87,632                   | 124,430                |
| Total Org 21205030                          | 276,629              | 331,466                | 311,709                  | 332,169                |
| <b>21205040 - Delivered Meals IIIC2</b>     |                      |                        |                          |                        |
| Personnel                                   | \$ 145,739           | 109,300                | 132,287                  | 117,717                |
| Operating                                   | 159,354              | 120,262                | 104,642                  | 110,140                |
| Total Org 21205040                          | 305,093              | 229,562                | 236,929                  | 227,857                |
| <b>21205050 - Health Promotion IIID</b>     |                      |                        |                          |                        |
| Personnel                                   | \$ 0                 | 3,233                  | 0                        |                        |
| Operating                                   | 16,265               | 23,710                 | 21,649                   | 26,943                 |
| Total Org 21205050                          | 16,265               | 26,943                 | 21,649                   | 26,943                 |
| <b>21205060 - Care Giver Support IIIE</b>   |                      |                        |                          |                        |
| Personnel                                   | \$ 27,776            | 0                      | 2,855                    | 0                      |
| Operating                                   | 67,572               | 49,493                 | 46,594                   | 49,493                 |
| Total Org 21205060                          | \$ 95,348            | 49,493                 | 49,449                   | 49,493                 |
| <b>21205070 - Senior Home Care</b>          |                      |                        |                          |                        |
| Personnel                                   | \$ 72,673            | 65,000                 | 61,277                   | 65,127                 |
| Operating                                   | 12,193               | 0                      | 0                        |                        |
| Total Org 21205070                          | \$ 84,866            | 65,000                 | 61,277                   | 65,127                 |
| <b>Total Expenditures</b>                   | \$ 778,201           | 708,074                | 683,976                  | 707,199                |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Older Americans Act<br>Fund 2171            | Public Services      |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>OTHER FINANCING SOURCES (USES)</b>       |                      |                        |                          |                        |
| Transfer from (to) Fund 1000 - General Fund | \$ (166,111)         | 0                      | 0                        | 0                      |
| Transfer to Fund 5920 - Transit Fund        | (71,752)             | (73,885)               | (73,885)                 | (73,885)               |
| <b>Total Other Financing Sources (Uses)</b> | \$ (237,863)         | (73,885)               | (73,885)                 | (73,885)               |
| <b>ENDING BALANCE</b>                       | \$ 0                 | 0                      | 0                        | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Cash in Lieu of Commodities/NSIP<br>Fund 2172 | Public Services      |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                              |                      |                        |                          |                        |
| Beginning Balance                             | \$ 16,821            | 0                      | 0                        | 0                      |
| <b>REVENUES</b>                               |                      |                        |                          |                        |
| 552017 SW NM Area Agency on Aging             | \$ 143,993           | 129,386                | 129,386                  | 129,386                |
| <b>Total Revenues</b>                         | \$ 143,993           | 129,386                | 129,386                  | 129,386                |
| <b>Total Resources</b>                        | \$ 160,814           | 129,386                | 129,386                  | 129,386                |
| <b>EXPENDITURES</b>                           |                      |                        |                          |                        |
| <b>Congregate Meals IIIC1 21205090</b>        |                      |                        |                          |                        |
| Operating                                     | \$ 59,809            | 51,754                 | 51,754                   | 51,754                 |
| Total Org 21205090                            | 59,809               | 51,754                 | 51,754                   | 51,754                 |
| <b>Delivered Meals IIIC2 21205100</b>         |                      |                        |                          |                        |
| Operating                                     | \$ 101,005           | 77,632                 | 77,632                   | 77,632                 |
| Total Org 21205100                            | 101,005              | 77,632                 | 77,632                   | 77,632                 |
| <b>Total Expenditures</b>                     | \$ 160,814           | 129,386                | 129,386                  | 129,386                |
| <b>ENDING BALANCE</b>                         | \$ 0                 | 0                      | 0                        | 0                      |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.



**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND  | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Title XX - State Home Care<br>Fund 2174           | Public Services      |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                                  |                      |                        |                          |                        |
| Beginning Balance                                 | \$ 84,528            | 0                      | 0                        | 0                      |
| <b>REVENUES</b>                                   |                      |                        |                          |                        |
| 552002 State Title XX (Children Youth & Families) | \$ 80,210            | 0                      |                          |                        |
| <b>Total Revenues</b>                             | \$ 80,210            | 0                      | 0                        | 0                      |
| <b>Total Resources</b>                            | \$ 164,738           | 0                      | 0                        | 0                      |
| <b>EXPENDITURES</b>                               |                      |                        |                          |                        |
| <b>Home Care Title XX - 21205120</b>              |                      |                        |                          |                        |
| Personnel   | \$ 17,000            | 0                      |                          |                        |
| Operating   | 66,890               | 0                      |                          |                        |
| Capital   |                      |                        |                          |                        |
| Total 21205120                                    | \$ 83,890            | 0                      | 0                        | 0                      |
| <b>Total Expenditures</b>                         | \$ 83,890            | 0                      | 0                        | 0                      |
| <b>OTHER FINANCING SOURCES (USES)</b>             |                      |                        |                          |                        |
| Transfer from (to) Fund 1000 - General Fund       | \$ (80,848)          | 0                      |                          |                        |
| <b>Total Other Financing Sources (Uses)</b>       | \$ (80,848)          | 0                      | 0                        | 0                      |
| <b>ENDING BALANCE</b>                             | \$ 0                 | 0                      | 0                        | 0                      |
| <b>PROJECT NOT FUNDED IN FY 11 or FY 12</b>       |                      |                        |                          |                        |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.

**CITY OF LAS CRUCES  
PROPOSED BUDGET FY 2011/2012**

| FUND                                      | DIVISION             |                        | FUND TYPE                |                        |
|---|----------------------|------------------------|--------------------------|------------------------|
| Senior Employment Program<br>Fund 2175    | Public Services      |                        | Special Revenue          |                        |
|   | FY 2009/10<br>Actual | FY 2010/11<br>Adjusted | FY 2010/11<br>Projected* | FY 2011/12<br>Proposed |
| <b>RESOURCES</b>                          |                      |                        |                          |                        |
| Beginning Balance                         | \$ 0                 | 0                      | 0                        | 0                      |
| <b>REVENUES</b>                           |                      |                        |                          |                        |
| 552053 SW NM Area Agency on Aging         | \$ 8,846             | 0                      |                          |                        |
| 543511 Delivered Meals                    |                      |                        |                          |                        |
| <b>Total Revenues</b>                     | \$ 8,846             | 0                      | 0                        | 0                      |
| <b>Total Resources</b>                    | \$ 8,846             | 0                      | 0                        | 0                      |
| <b>EXPENDITURES</b>                       |                      |                        |                          |                        |
| <b>Senior Employment Program 21205130</b> |                      |                        |                          |                        |
| Personnel                                 | \$ 8,846             | 0                      |                          |                        |
| <b>Total Org 21205130</b>                 | \$ 8,846             | 0                      | 0                        | 0                      |
| <b>Total Expenditures</b>                 | \$ 8,846             | 0                      | 0                        | 0                      |
| <b>ENDING BALANCE</b>                     | \$ 0                 | 0                      | 0                        | 0                      |
| <b>PROGRAM NOT FUNDED IN FY11 OR FY12</b> |                      |                        |                          |                        |

\*Projected based on 8 months actual through February 28, 2011 and 4 months projected.