5/13/05

Budget Follow-up Issues

Cemetery fees proposed including comparisons

Police Career Incentive Program – sergeants, lieutenants, captains

Economic Development – Manager of Recruitment and Expansion

Mayor's Office assistant for policy, writing and special projects

Nine percent on-going funding of CIP – background history

Fund balance history

General Fund commitment to future debt service

Parking meter article from APA Planning magazine

CEMETERY - PROPOSED FEES
Salt Lake City Corporation

Phase-In of Price Change Over Two Years

	Current	FY05-06 Amt	FY05-06 Add $	FY05-06 Add %	FY06-07 Amt	FY06-07 Add $	FY06-07 Add %	Private Cemeteries: Elysian "Upright"	Private Cemeteries: Larkin	Private Cemeteries: Mt Olivet	Municipal Cemeteries: Murray "Upright"	Municipal Cemeteries: Odgen New	Municipal Cemeteries: Provo "Upright"
Open / Close													
Regular Resident Burials	$ 400	$ 450	$ 50	13%	$ 500	$ 50	11%	$ 350	$ 645	$ 400	$ 500	$ 300	$ 300
Regular Non-Resident Burials	$ 450	$ 660	$ 210	47%	$ 875	$ 215	33%	$ 350	$ 645	$ 400	$ 500	$ 300	$ 400
Double Deep Resident Burials	$ 500	$ 550	$ 50	10%	$ 600	$ 50	9%	$ 430	$ 945		$ 350	$ -	$ -
Double Deep Non-Resident Burials	$ 600	$ 825	$ 225	38%	$ 1,050	$ 225	27%	$ 430	$ 945		$ 300	$ -	$ -
Fort Douglas	$ 400	$ 625	$ 225	56%	$ 850	$ 225	36%						
Jewish Cemetery	$ 400	$ 450	$ 50	13%	$ 500	$ 50	11%						
Cremains - Resident	$ 150	$ 200	$ 50	33%	$ 250	$ 50	25%	$ 300	$ 395	$ 200	$ 100	$ 100	$ 150
Cremains - Non-Resident	$ 175	$ 300	$ 125	71%	$ 440	$ 140	47%	$ 300	$ 395	$ 200	$ 100	$ 100	$ 150
Infant Burials - Resident	$ 200	$ 250	$ 50	25%	$ 300	$ 50	20%				$ 150	$ 100	$ 150
Infant Burials - Non-Resident	$ 225	$ 375	$ 150	67%	$ 525	$ 150	40%				$ 150	$ 100	$ 150
Perpetual Care													
Perpetual Care - Resident	$ 100	$ 150	$ 50	50%	$ 200	$ 50	33%		$ 140		$ 250	$ 200	$ 300
Perpetual Care - Non-Resident	$ 100	$ 225	$ 125	125%	$ 350	$ 125	56%		$ 140		$ 250	$ 220	$ 350
Perpetual Care - Deed Transfer	$ 100	$ 650	$ 550	550%	$ 700	$ 50	8%						
Perpetual Care - Resident Infant	$ 50	$ 75	$ 25	50%	$ 100	$ 25	33%				$ 50	$ -	$ 75
Perpetual Care - Non-Resident Infant	$ 50	$ 110	$ 60	120%	$ 175	$ 65	59%				$ 50	$ -	$ 75
Sale of Graves													
Adult - Resident	$ 500	$ 500	$ -	0%	$ 500	$ -	0%	$ 945	$ 1,095	$ 750	$ 500	$ 300	$ 300
Adult - Non-Resident	$ 600	$ 725	$ 125	21%	$ 875	$ 150	21%	$ 945	$ 1,095	$ 750	$ 500	$ 330	$ 350
Infant - Resident	$ 250	$ 275	$ 25	10%	$ 300	$ 25	9%	$ 250	$ 495	$ 250	$ 150	$ -	$ 150
Infant - Non-Resident	$ 300	$ 425	$ 125	42%	$ 525	$ 100	24%	$ 250	$ 495	$ 250	$ 150	$ -	$ 150
Stone Monitoring													
Single Flat	$ 25	$ 50	$ 25	100%	$ 50	$ -	0%				$ -	$ 50	$ 100
Double Flat	$ 50	$ 50	$ -	0%	$ 50	$ -	0%			$ 75	$ -	$ 50	$ 100
Upright	$ 100	$ 100	$ -	0%	$ 100	$ -	0%			$ 150	$ -	$ 100	$ 100
Disinterment													
Adult from one grave to another w/in City Cemetery	$ 900							$ 1,200	$ 1,195	$ 1,000	$ 525	$ 750	$ 1,300
Adult for interment outside City Cemetery	$ 450							$ 850	$ 695	$ 800	$ 400	$ 600	$ 1,000
Infant from one grave to another w/in City Cemetery	$ 400							$ 325	$ 690	$ 800	$ 150	$ 375	$ 500
Infant for interment outside City Cemetery	$ 250							$ 325	$ 570	$ 800	$ 150	$ 300	$ 500
Adult - Removal from existing grave		$ 1,000			$ 1,000								
Cremains - Removal from existing grave		$ 400			$ 400								
Infant - Removal from existing grave		$ 500			$ 500								
Disinterment to Accommodate Double Deep Burial													
Adult - Removal and lower resident		$ 1,500			$ 1,500								
Adult - Removal and lower non-resident		$ 1,850			$ 1,850								
Infant - Removal and lower resident		$ 1,100			$ 1,100			$ 325	$ 690				
Infant - Removal and lower non-resident		$ 1,350			$ 1,350								
Overtime													
Burials after 4:00 pm, per hour Mon-Sat	$ 100	$ 120	$ 20	20%	$ 140	$ 20	17%	$ 100	$ 150	$ 200	$ 100	$ 100	$ 100
Burials on Sunday or holiday, per hour	$ 200	$ 240	$ 40	20%	$ 280	$ 40	17%	$ 200		$ 200	$ 200	$ 200	$ 200
Deed Transfer	$ 30	$ 30	$ -	0%	$ 30	$ -	0%						

800 Series Career Incentive Program

The 800 series career incentive program is designed to provide a path for sergeants to seek additional training, education, and maintain a high state of physical fitness. There are three basic areas in which points are awarded, and five levels of incentive.

Areas:
I Skills (Points are assigned based on a skill/qualification that is applicable to the first-line supervisor).

II Education (Obtained degrees, or credits earned toward degrees)

III Physical Training (Fitness test based on "Cooper Institute" criteria)

Levels:

Level 1	20 points	$50/month
Level 2	40 points	$75/month
Level 3	60 Points	$100/month
Level 4	80 points	$150/month
Level 5	100 Points	$200/month

The 800 series career path program is coordinated by the academic training sergeant. The sergeant maintains files of involved officers, and will conduct PT tests.

The program is monitored by a board consisting of at least the following:
Bureau Chief
Patrol Captain
Detective Lt. or Sergeant
Coordinator

The board is authorized to make changes to the program.

Sergeants that have been in the "Education Incentive Program" will be automatically enrolled in the career path program, and no loss of personal income will occur. The funds for that program will be utilized for career path.

Skills

Accident free driving (time without a preventable accident)
1 point/year non-uniform assignment
2 points/year uniform assignment Max = 6

Firearms Qualification (administered bi-annually, includes 1 score from each of three authorized weapons systems {Handgun, Rifle, Shotgun})

99-100 = 5 points		
97-98 = 4 points		
95-96 = 3 points		Max = 15

Less lethal certification — Max = 3

POST Mid-management certificate

Patrol Staffing	= 4 Points	
Instructor Development	= 4 points	
Budget and planning	= 4 points	
Basic internal Affairs	= 4 points	
First Line supervisor	= 4 points	Max = 20

West Point Leadership Academy — Max = 20

These areas are not all inclusive and may be changed by the board.

Education

Associates degree	= 20 points
Bachelors degree	= 40 points
Masters degree	= 60 points
P.H.D	= 80 points

In addition, a sergeant can earn points towards career path for credit earned towards each degree level.

0-80 semester undergraduate credits
3.75 semester hours = 1 point (up to 20 points until an Associates is earned)

80-160 semester undergraduate credits
3.75 semester hours = 1 point (up to 40 points until a Bachelors is earned)

Post graduate
3.75 semester hours = 1 point (up to 60 points until a masters degree is earned)

Max = 80

Physical Training

Objectives:

To increase awareness of the importance of lifestyle practices toward long-term health and happiness; To reduce risk factors of lifestyle related conditions such as cardiovascular disease, hypertension, muscular-skeletal problems, pulmonary disease, cancer, obesity, diabetes, anxiety, depression, and other potential disabilities; To improve readiness of officers to perform all required law enforcement duties; To reduce officer and City liability for incidents caused by physical limitations of officers resulting in the inability to perform assigned duties; To increase physical fitness levels of officers through a program of education, evaluation, exercise and nutrition counseling, monitoring and follow-up; To increase officer productivity; To improve morale and self-esteem of officers; To decrease the medical costs for sergeants and the City; To reduce officer disabilities due to injury and disease; To enhance the public's image of and confidence in officers and the department.

Program Description

The Physical Fitness Program is designed to assist officers in developing and maintaining a personal fitness program, and to recognize officers who maintain a high level of physical fitness. Twice each year, officers will participate in an evaluation of their overall fitness based on the standards established by the nationally recognized *Cooper Institute for Aerobic Research*. Sergeants will be awarded points based on their performance in six measured events: sit-ups in one minute; push-ups in one minute; the flexibility sit and reach; bench press; leg press; and a 1.5 mile run. (A one mile walk may be substituted for the run with prior approval for medical reasons.) See appendix A.

Program Administration.

The program will be administered by the Training Unit
The fitness evaluations will be administered in April for points awarded in July, and in October for points awarded in January. There will be some flexibility in scheduling to allow for variable weather conditions, and make-up evaluations for excused absences.

Point Allocation

When an officer is evaluated, they will earn a raw score in each of the six events. The raw scores will be combined to form an average score. **<u>All portions of the test must be completed except with doctors note.</u>**

Points will be awarded for the average score as follows:

Average Score	Points
0-24%	0
25-49%*	20
50-59%	24
60-69%	28
70-79%	32
80-89%	36
90-100%	40

*An officer whose average score is in the 25-49% bracket must improve at least 10 percentage points on subsequent evaluations to remain qualified for points. For example, an officer whose average score is 35% must achieve a score of at least 45% on the next evaluation to retain points. Once the officer's score is above the 49% level, this requirement no longer applies.

APPENDIX A

PHYSICAL FITNESS REQUIREMENTS

SAMPLE EVALUATION SCORING SHEET

NAME: ______________________________ DATE: ____________

Resting Heart Rate ______________________ (beats per minute)

Resting Blood Pressure ____________________ (SBP mmHg/DBP mmHgg)

Step Test ____________________________(beats per minute)

% Body Fat ___________________________ (simple percent)

Medical Screener: _______________________________

Sit and Reach __________________________ (in inches)

1 Minute Push-Up _______________________ (##)

1 Minute Sit-Up _________________________ (##)

1.5 Mile Run ___________________________ (time and distance) or

1 Mile Walk ____________________________ (time and distance)

Leg Press _____________________________ (lbs left side ratio)

Bench Press ___________________________ (lbs right side ratio)

Test Administrator: _______________________________

SAMPLE INFORMED CONSENT FORM

INFORMED CONSENT

I,_______________, hereby consent to engage in a series of procedures relative to my physical conditioning. These include completing a written medical or health history, taking a battery of physical exertion evaluations, and otherwise participating in a variety of physical activities. The purpose of the evaluation is to determine my current level of physical fitness, cardiovascular capabilities and general health status. I understand all exercise evaluations and physical activity sessions will be supervised and monitored by certified fitness specialists. These activities include walking or running, weight training and calisthenic exercise performed in either a field or gymnasium setting.

I also understand the possibility exists that certain detrimental physiological changes may occur during this exercise and evaluation period. These changes could include heat related illness, abnormal heart rate, abnormal blood pressure, and on rare instances, heart attacks. If abnormal changes do occur, I give consent to the fitness specialists who have been trained to recognize symptoms and to take the appropriate actions necessary, to include obtaining paramedic assistance.

I have read this form and understand there are inherent risks associated with any physical activity. Further, I recognize it is my responsibility to provide accurate and complete health or medical history information. It is also my responsibility to monitor my individual physical performance during this activity. I hereby accept all responsibility for my decision to participate in the physical activities and understand I will receive worker's compensation benefits for any injuries that may occur during these physical activities and will have no other liability coverage whatsoever from the City or its agents.

_______________________________   _______________________________

____
SIGNATURE   WITNESS
DATE

YES NO

_____ _____ 1. Has a physician ever indicated you have or may have a cardiovascular condition, or recommended medically-only approved physical activity?

_____ _____ 2. Do you experience chest pain brought on by physical exertion?

_____ _____ 3. Have you experienced chest pain while at rest in the past month?

_____ _____ 4. Do you lose consciousness or lose your balance as a result of dizziness or physical activity?

_____ _____ 5. Do you have a bone or joint condition that could be aggravated by the proposed physical activity?

_____ _____ 6. Is your physician currently prescribing any medications for a blood pressure or heart condition?

_____ _____ 7. Are you aware, through you own experience or a doctor's advice, of any other reason why you should not participate in this exercise evaluation without further medical approval first?

The above answers are true and correct. I understand Salt Lake City Corporation and its agents are relying on the truthfulness of these answers and I agree to hold harmless Salt Lake City Corporation and its agents for injuries which may occur to me should the information provided above prove to be inaccurate to any degree.

_______________________________ _______________________________

____

SIGNATURE WITNESS

DATE

FLEXIBILITY
SIT AND REACH - INCHES

MALE

			AGE		
%	20-29	30-39	40-49	50-59	60+
99	>23.0	>22.0	>21.3	>20.5	>20.0
95	23.0	22.0	21.3	20.5	20.0
90	21.8	21.0	20.0	19.0	19.0
85	21.0	20.0	19.3	18.3	18.0
80	20.5	19.5	18.5	17.5	17.3
75	20.0	19.0	18.0	17.0	16.5
70	19.5	18.5	17.5	16.5	15.5
65	19.0	18.0	17.0	16.0	15.0
60	18.5	17.5	16.3	15.5	14.5
55	18.0	17.0	16.0	15.0	14.0
50	17.5	16.5	15.3	14.5	13.5
45	17.0	16.0	15.0	14.0	13.0
40	16.5	15.5	14.3	13.3	12.5
35	16.0	15.0	14.0	12.5	12.0
30	15.5	14.5	13.3	12.0	11.3
25	15.0	13.8	12.5	11.2	10.5
20	14.4	13.0	12.0	10.5	10.0
15	13.5	12.0	11.0	9.7	9.0
10	12.3	11.0	10.0	8.5	8.0
5	10.5	9.3	8.3	7.0	5.8
1	<10.5	<9.3	<8.3	<7.0	<5.8

FLEXIBILITY
SIT AND REACH - INCHES

FEMALE

		AGE			
%	20-29	30-39	40-49	50-59	60+
99	>24.5	>24.0	>22.8	>23.0	>23.0
95	24.5	24.0	22.8	23.0	23.0
90	23.8	22.5	21.5	21.5	21.8
85	23.0	22.0	21.3	21.0	19.5
80	22.5	21.5	20.5	20.3	19.0
75	22.0	21.0	20.0	20.0	18.0
70	21.5	20.5	19.8	19.3	17.5
65	21.0	20.3	19.1	19.0	17.5
60	20.5	20.0	19.0	18.5	17.0
55	20.3	19.5	18.5	18.0	17.0
50	20.0	19.0	18.0	17.9	16.4
45	19.5	18.5	18.0	17.0	16.1
40	19.3	18.3	17.3	16.8	15.5
35	19.0	17.8	17.0	16.0	15.2
30	18.3	17.3	16.5	15.5	14.4
25	17.8	16.8	16.0	15.3	13.6
20	17.0	16.5	15.0	14.8	13.0
15	16.4	15.5	14.0	14.0	11.5
10	15.4	14.4	13.0	13.0	11.5
5	14.1	12.0	10.5	12.3	9.2
1	<14.1	<12.0	<10.5	<12.3	<9.2

ONE-MINUTE PUSH-UP

MALE

	AGE				
%	20-29	30-39	40-49	50-59	60+
100	100	86	64	51	39
95	62	52	40	39	28
90	57	46	36	30	26
85	51	41	34	28	24
80	47	39	30	25	23
75	44	36	29	24	22
70	41	34	26	21	21
65	39	31	25	20	20
60	37	30	24	19	18
55	35	29	22	17	16
50	33	27	21	15	15
45	31	25	19	14	12
40	29	24	18	13	10
35	27	21	16	11	9
30	26	20	15	10	8
25	24	19	13	9.5	7
20	22	17	11	9	6
15	19	15	10	7	5
10	18	13	9	6	4
5	13	9	5	3	2

ONE-MINUTE PUSH-UP (MODIFIED)

FEMALE

	AGE				
%	20-29	30-39	40-49	50-59	60+
100	70	56	60	31	20
95	45	39	33	28	20
90	42	36	28	25	17
85	39	33	26	23	15
80	36	31	24	21	15
75	34	29	21	20	15
70	32	28	20	19	14
65	31	26	19	18	13
60	30	24	18	17	12
55	29	23	17	15	12
50	26	21	15	13	8
45	25	20	14	13	6
40	23	19	13	12	5
35	22	17	11	10	4
30	20	15	10	9	3
25	19	14	9	8	2
20	17	11	6	6	2
15	15	9	4	4	1
10	12	8	2	1	0
5	9	4	1	0	0

ONE-MINUTE SIT-UP

MALE

	AGE				
%	20-29	30-39	40-49	50-59	60+
99	>55.0	>51.0	>47.0	>43.0	>39.0
95	55.0	51.0	47.0	43.0	39.0
90	52.0	48.0	43.0	39.0	35.0
85	49.0	45.0	40.0	36.0	31.0
80	47.0	43.0	39.0	35.0	30.0
75	46.0	42.0	37.0	33.0	28.0
70	45.0	41.0	36.0	31.0	26.0
65	44.0	40.0	35.0	30.0	24.0
60	42.0	39.0	34.0	28.0	22.0
55	41.0	37.0	32.0	27.0	21.0
50	40.0	36.0	31.0	26.0	20.0
45	39.0	36.0	30.0	25.0	19.0
40	38.0	35.0	29.0	24.0	19.0
35	37.0	33.0	28.0	22.0	18.0
30	35.0	32.0	27.0	21.0	17.0
25	35.0	31.0	26.0	20.0	16.0
20	33.0	30.0	24.0	19.0	15.0
15	32.0	28.0	22.0	17.0	13.0
10	30.0	26.0	20.0	15.0	10.0
5	27.0	23.0	17.0	12.0	7.0
1	<27.0	<23.0	<17.0	<12.0	<7.0

ONE-MINUTE SIT-UP

FEMALE

			AGE		
%	20-29	30-39	40-49	50-59	60+
99	>51.0	>42.0	>38.0	>30.0	>28.0
95	51.0	42.0	38.0	30.0	28.0
90	49.0	40.0	34.0	29.0	26.0
85	45.0	38.0	32.0	25.0	20.0
80	44.0	35.0	29.0	24.0	17.0
75	42.0	33.0	28.0	22.0	15.0
70	41.0	32.0	27.0	22.0	12.0
65	39.0	30.0	25.0	21.0	12.0
60	38.0	29.0	24.0	20.0	11.0
55	37.0	28.0	23.0	19.0	10.0
50	35.0	27.0	22.0	17.0	8.0
45	34.0	26.0	21.0	16.0	8.0
40	32.0	25.0	20.0	14.0	6.0
35	31.0	24.0	19.0	12.0	5.0
30	30.0	22.0	17.0	12.0	4.0
25	28.0	21.0	16.0	11.0	4.0
20	27.0	20.0	14.0	10.0	3.0
15	24.0	18.0	13.0	7.0	2.0
10	23.0	15.0	10.0	6.0	1.0
5	18.0	11.0	7.0	5.0	0
1	<18.0	<11.0	<7.0	<5.0	0

1.5 MILE RUN

MALE

	AGE				
%	20-29	30-39	40-49	50-59	60+
99	7:29	7:11	7:42	8:44	9:30
95	8:13	8:44	9:30	10:40	11:20
90	9:09	9:30	10:16	11:18	12:20
85	9:45	10:16	11:18	12:20	13:22
80	10:16	10:47	11:44	12:51	13:53
75	10:42	11:18	11:49	13:22	14:24
70	10:47	11:34	12:34	13:45	14:53
65	11:18	11:49	12:51	14:03	15:19
60	11:41	12:20	13:14	14:24	15:29
55	11:49	12:38	13:22	14:40	15:55
50	12:18	12:51	13:53	14:55	16:07
45	12:20	13:22	14:08	15:08	16:27
40	12:51	13:36	14:29	15:26	16:43
35	13:06	13:53	14:47	15:53	16:58
30	13:22	14:08	14:56	15:57	17:14
25	13:53	14:24	15:26	16:23	17:32
20	14:13	14:52	15:41	16:43	18:00
15	14:24	15:20	15:57	16:58	18:31
10	15:10	15:52	16:28	17:29	19:15
5	16:12	16:27	17:23	18:31	20:04
1	17:48	18:00	18:51	19:36	20:57

1.5 MILE RUN

FEMALE

AGE

%	20-29	30-39	40-49	50-59	60+
99	8:33	10:05	10:47	12:28	11:36
95	10:47	11:49	12:51	14:20	14:06
90	11:43	12:51	13:22	14:55	14:55
85	12:20	13:06	14:06	15:29	15:57
80	12:51	13:43	14:31	15:57	16:20
75	13:22	14:08	14:57	16:05	16:27
70	13:53	14:24	15:16	16:27	16:58
65	14:08	14:50	15:41	16:51	17:29
60	14:24	15:08	15:57	16:58	17:46
55	14:35	15:20	16:12	17:14	18:00
50	14:55	15:26	16:27	17:24	18:16
45	15:10	15:47	16:34	17:29	18:31
40	15:26	15:57	16:58	17:55	18:44
35	15:48	16:23	16:59	18:09	18:54
30	15:57	16:35	17:24	18:23	18:59
25	16:26	16:58	17:29	18:31	19:02
20	16:33	17:14	18:00	18:49	19:21
15	16:58	17:29	18:21	19:02	19:33
10	17:21	18:00	18:31	19:30	20:04
5	18:14	18:31	19:05	19:57	20:23
1	19:25	19:27	20:04	20:47	21:06

ONE MILE WALK TEST

1. Test administration. An accurately measured course of exactly one mile is required. A 1/4 mile running track is ideal. A pulse rate monitoring device is required for this test. Subjects are instructed to walk one mile as fast as possible. Running or jogging is not allowed. Immediately prior to the finish of the one mile walk, the subject's pulse rate should be recorded via the pulse rate monitor. Do not wait until after the walk is completed to obtain a heart rate. This will allow a partial heart slow down and cause an overestimation of the VO2 maximum utilization. Do not use a ten second pulse rate check, this will invalidate the test. After completing the test the subject should continue walking slowly for at least five minutes to cool down.

2. Calculation of estimated VO2 max. The subject's weight, age, gender, one mile walk time and post one mile heart rate must be known and applied to the following formula.

VO2 MAX = 132.853 - (0.0769 X WT) - (0.3877 X AGE) + (6.3150 X GENDER) - (3.2649 X TIME) - (0.1565 X HEART RATE)

WHERE:

WT = Weight in pounds

AGE = Age in years

GENDER = 0 for females and 1 for males

TIME = Walk time in minutes to the nearest tenth of a minute

HEART RATE = HR in beats per minute at the end of the walk

LEG PRESS

Leg Press Ratio = Weight Pushed in Lbs. / Body Weight in Lbs.

MALE

		AGE			
%	20-29	30-39	40-49	50-59	60+
99	>2.40	>2.20	>2.02	>1.90	>1.80
95	2.40	2.20	2.02	1.90	1.80
90	2.27	2.07	1.92	1.80	1.73
85	2.18	1.99	1.86	1.75	1.68
80	2.13	1.93	1.82	1.71	1.62
75	2.09	1.89	1.78	1.68	1.58
70	2.05	1.85	1.74	1.64	1.56
65	2.01	1.81	1.71	1.61	1.52
60	1.97	1.77	1.68	1.58	1.49
55	1.94	1.74	1.65	1.55	1.46
50	1.91	1.71	1.62	1.52	1.43
45	1.87	1.68	1.59	1.50	1.40
40	1.83	1.65	1.57	1.46	1.38
35	1.78	1.65	1.54	1.42	1.34
30	1.74	1.59	1.51	1.39	1.30
25	1.68	1.56	1.48	1.36	1.27
20	1.63	1.52	1.44	1.32	1.25
15	1.58	1.48	1.40	1.28	1.21
10	1.51	1.43	1.35	1.22	1.16
5	1.42	1.34	1.27	1.15	1.08
1	1.42	1.34	1.27	1.15	1.08

LEG PRESS

Leg Press Ratio = Weight Pushed in Lbs. / Body Weight in Lbs.

FEMALE

		AGE			
%	20-29	30-39	40-49	50-59	60+
99	>1.98	>1.68	>1.57	>1.43	>1.43
95	1.98	1.68	1.57	1.43	1.43
90	1.82	1.61	1.48	1.37	1.32
85	1.76	1.52	1.40	1.31	1.32
80	1.68	1.47	1.37	1.25	1.18
75	1.65	1.42	1.33	1.20	1.16
70	1.58	1.39	1.29	1.17	1.13
65	1.53	1.36	1.27	1.12	1.08
60	1.50	1.33	1.23	1.10	1.04
55	1.48	1.31	1.20	1.08	1.01
50	1.44	1.27	1.18	1.05	.99
45	1.40	1.24	1.15	1.02	.97
40	1.37	1.21	1.13	.99	.93
35	1.32	1.18	1.11	.97	.90
30	1.28	1.15	1.08	.95	.88
25	1.26	1.12	1.06	.92	.86
20	1.22	1.09	1.02	.88	.85
15	1.18	1.05	.97	.84	.80
10	1.14	1.00	.94	.78	.72
5	.99	.96	.85	.72	.63
1	<.99	<.96	<.85	<.72	<.63

BENCH PRESS

Bench Press Ratio = Weight Pushed in Lbs. / Body Weight in Lbs.

MALE

	AGE				
%	20-29	30-39	40-49	50-59	60+
99	>1.63	>1.35	>1.20	>1.05	>.94
95	1.63	1.35	1.20	1.09	.94
90	1.48	1.24	1.10	.97	.89
85	1.37	1.17	1.04	.93	.84
80	1.32	1.12	1.00	.90	.82
75	1.26	1.08	.96	.87	.79
70	1.22	1.04	.93	.84	.77
65	1.18	1.01	.90	.81	.74
60	1.14	.98	.88	.79	.72
55	1.10	.96	.86	.77	.70
50	1.06	.93	.84	.75	.68
45	1.03	.90	.82	.73	.67
40	.99	.88	.80	.71	.66
35	.96	.86	.78	.70	.65
30	.93	.83	.76	.68	.63
25	.90	.81	.74	.66	.60
20	.88	.78	.72	.63	.57
15	.84	.75	.69	.60	.56
10	.80	.71	.65	.57	.53
5	.72	.65	.59	.53	.49
1	<.72	<.65	<.59	<.53	<.49

BENCH PRESS

Bench Press Ratio = Weight Pushed in Lbs. / Body Weight in Lbs.

FEMALE

	AGE				
%	20-29	30-39	40-49	50-59	60+
99	>1.01	>.82	>.77	>.68	>.72
95	1.01	.82	.77	.68	.72
90	.90	.76	.71	.61	.64
85	.83	.72	.66	.57	.59
80	.80	.70	.62	.55	.54
75	.77	.65	.60	.53	.53
70	.74	.63	.57	.52	.51
65	.72	.62	.55	.50	.48
60	.70	.60	.54	.48	.47
55	.68	.58	.53	.47	.46
50	.65	.57	.52	.46	.45
45	.63	.55	.51	.45	.44
40	.59	.53	.50	.44	.43
35	.58	.52	.48	.43	.41
30	.56	.51	.47	.42	.40
25	.53	.49	.45	.41	.39
20	.51	.47	.43	.39	.38
15	.50	.45	.42	.38	.36
10	.48	.42	.38	.37	.33
5	.436	.39	.35	.305	.26
1	<.436	<.39	<.35	<.305	<.26

May 2005
Economic Development Department
Manager of Recruitment and Expansion

Overview

Salt Lake City Corporation's Economic Development department is both catalyst and coordinator for programs and services to grow and sustain Salt Lake City's business community. The department promotes commercial, retail, manufacturing and industrial recruitment and retention, as well as downtown development with emphasis on a diversified and stable City tax base. The department is the liaison between City departments and the business community. The City provides economic development assistance in support, public policy and investment incentives, when applicable.

Business Recruitment and Expansion Manager Duties

- Recruit new business from outside of the state to Salt Lake City to increase the number of quality growth jobs and add to the City's tax base.
- Target selected industries and national, regional and local corporations. Recruitment must focus on diversified and sustainable industries and adhere to environmentally sound growth. Proposed projects will take into consideration the protection and preservation of the natural environment. Companies considered for recruitment will also adhere to fair wage policies.
- Develop strategies and programs for retention and expansion of existing business.
- Position Salt Lake City as a Western business center to site locators and expansion management companies as well as to business trade media.
- Promote existing funding and incentives for business relocation or expansion.
- Assist department head with reactivation of Foreign Trade Zone #30 and identify/create appropriate subzones.

Business Recruitment Strategies

a. Develop inventory of building/sites available for development and occupancy. Develop demographic and mapping material.
b. Develop business resource sheet with list of contacts and relate permit requirements and services.
c. Identify top 100 list of businesses to recruit to Salt Lake City. Target industries include biotechnical and medical, professional services, outdoor industry; target geographic locations include Southern California, Intermountain West.

Tools may include:

- Letter of invitation from the Mayor and City Council by way of invitation to visit Salt Lake City.

- One-on-one visits to company headquarters.
- E-mail blasts to include information on the Salt Lake Revolving Loan Fund and other business service incentives.
- Direct mailers to targeted businesses
- Follow up telephone contact.

Incentive Marketing Strategies

a. Prepare scorecard to compare cost of doing business, cost of living, and development timelines compared to other states and cities.
b. Define Salt Lake City's incentives for:
   i. Retail
   ii. Commercial
   iii. Industrial / Distribution
   iv. Office
   v. Housing and Residential development
c. Develop, market and promote business incentives for companies moving operations to Utah.
d. Real Estate Open Houses and site visits to acquaint businesses with available sites.
e. Market the Revolving Loan Fund through website, other economic development and lending organizations, and directly to targeted businesses.
f. Negotiate and package business services associated with the relocation of businesses for soft incentives including:
   - Attractive mortgage rates for employees who are Salt Lake City home buyers
   - Transportation costs associated with the move (trucking, airline, freight)
   - Air fare/hotel rates for employees facilitating the relocation

Convention Vendor Strategies

a. Coordinate efforts with the Salt Lake Convention and Visitors Bureau to identify major conventions whose vendors are potential recruitment targets for relocation or expansion of a business in Salt Lake City.
   a. Post-convention contact to vendors (Outdoor Retailers, medical conventions, technology conventions)
   b. Conduct site visits of existing real estate or land while vendors are in alt Lake City
   c. VIP invitations for Salt Lake City events.

BUSINESS RETENTION / EXPANSION

a. Identify top 100 headquarters/regional offices and create dialogue to assist with the retention and expansion of their businesses in Salt Lake City. Include personal contact from the Mayor, City Council, Economic Development Department, other business leaders.

b. Educate the targeted businesses regarding programs and services offered through the City. Work to place articles in industry newsletters or magazines.

c. Procurement. Work with existing business to encourage use of Salt Lake City vendors in their procurement policies.

d. Lease due. Create list of companies with lease due within the next two years in the CBD. Place personal calls or letters to encourage retention and expansion.

During the last three years the Office of the Mayor has lost two FTE's. The loss of these positions has placed an even greater burden on staff in the Mayor's Office.

Mayor's Office Assistant for Policy, Writing and Special Projects:

- Perform and coordinate analytical work and research on policy issues and initiatives for the Mayor's Office.

- Coordinate special projects in the Mayor's Office.

- Design and organize a Salt Lake City Volunteer Program. Work as the facilitator during the start-up phase to create a marketing plan and build a volunteer data base for Salt Lake City departments.

- Coordinate with established organizations to assist the Refugee Programs in Salt Lake City. Research and coordinate possible grant proposals for funding refugee projects in Salt Lake City.

- Work with the Mayor's Chief of Staff to research and resolve community issues and concerns between Salt Lake City, the Salt Lake County Mayor's Office, the Salt Lake County Council Office and Salt Lake County officials. Study Salt Lake County's goals and policies to insure the initiatives work for both Salt Lake City and Salt Lake County.

- Work with IMS to expand SLCTV to reach all Salt Lake City residents. Assist SLCTV in scheduling of Salt Lake City department updates, events and informational material. Coordinate the marketing and broadcasting of the Salt Lake City Council meetings online and on SLCTV.

- Work with the Mayor's Communications Director on implementing city and departmental communication initiatives.

- Work with Mayor's Communications Director and IMS to update departmental information on www.slcgov.com

RESOLUTION NO. 19 OF 1999
COUNCIL POLICIES REGARDING SALT LAKE CITY'S
GENERAL FUND CAPITAL IMPROVEMENT PROGRAM

WHEREAS, In March 1998 the Futures Commission recommended that existing public sector infrastructure be maintained and expanded, and that the City publish and distribute a prioritized list of capital improvement projects in order to allow citizens a chance to properly plan for disruptions and offer public comment; and

WHEREAS, during its review of the proposed Fiscal Year 1998-99 budget for the City's Capital Improvement Program Fund, the City Council expressed its concern that the City's General Fund Capital Improvement Program was not adequately addressing the deferred maintenance needs of City-owned facilities including streets, parks and public buildings; and

WHEREAS, during this time the City Council also expressed its concern regarding the adequacy of the City's ability to address the future infrastructure needs of the City; and

WHEREAS, the City Council expressed a hesitancy to consider new major capital items until the full extent of the City's deferred General Fund capital "backlog" could be determined; and

WHEREAS, the City Council expressed its intent that the annual budget for the Capital Improvement Program Fund be increased over current levels, and that the Fund's budget not be decreased in order to balance the City's annual operating budget.

WHEREAS, the Salt Lake City Capital Improvement Program Citizen Board strongly indicated their concerns regarding the City's ability to fund needed infrastructure, and

WHEREAS, the City Council therefore retained the services of Citygate Associates to verify the existing assessment of Salt Lake City's deferred and future General Fund capital needs, to determine the total estimated cost of these needs and identify programming and funding options as well as best practices of comparable communities in order to assist the City as it develops a long-range financing plan to address its General Fund capital needs; and

WHEREAS, Citygate Associates presented its *Analysis of Salt Lake City's General Fund Capital Improvement Program: Final Report* dated February 16, 1999 (attached hereto as Exhibit "A") in February 1999 which included twenty-five recommendations for the Council to consider in order to improve the City's process for and ability to address the deferred, current and future capital needs of the City; and

WHEREAS, the City Council has reviewed this Final Report and agrees that the City should implement the recommendations therein in order to comprehensively plan to meet the future infrastructure needs of Salt Lake City.

THEREFORE, BE IT RESOLVED by the City Council of Salt Lake City, Utah:

That it is the intent of the Salt Lake City Council that the Final Report presented by Citygate Associates, including all recommendations included therein, be adopted by the Council via this resolution as a guiding policy document, and recommends that the Administration regard this document as the Council's policy objectives for the City's General Fund Capital Improvement Fund.

Specifically, it is the intention of the City Council that the Administration adopt the recommendations included in the Final Report and that they be implemented by the Administration according to the timeline attached hereto as Exhibit "B".

Passed by the City Council of Salt Lake City, Utah, this sixth day of April, 1999.

SALT LAKE CITY COUNCIL

By____________________
Vice CHAIRPERSON

ATTEST:

Christine Meeker
CHIEF DEPUTY CITY RECORDER

APPROVED AS TO FORM
Salt Lake City Attorney's Office
Date 3-30-99
By

APPROVED AS TO
FORM:

____
CITY ATTORNEY'S OFFICE

SALT LAKE CITY, UTAH
CORPORATE SEAL

RESOLUTION NO. 107 OF 1999

SALT LAKE CITY COUNCIL
CAPITAL AND
DEBT MANAGEMENT POLICIES

WHEREAS, the City Council has demonstrated its commitment to improving the City's Capital Improvement Program in order to better address the deferred and long-term infrastructure needs of Salt Lake City; and

WHEREAS, the *Analysis of Salt Lake City's General Fund Capital Improvement Program,* presented by Citygate Associates in February 1999, recommended that the Council review and update the City's capital policies in order to provide direction to the capital programming and budgeting process and adopt and implement a formal comprehensive debt policy and management plan.

THEREFORE, BE IT RESOLVED by the City Council of Salt Lake City, Utah:

That the City Council has determined that the following capital and debt management policies shall guide the Council as they continue to address the deferred and long-term infrastructure needs within Salt Lake City:

Capital Policies

1. The Council intends to define a capital project as follows:

   "Capital improvements involve the construction, purchase or renovation of buildings, parks, streets or other physical structures. A capital improvement must have a useful life of five or more years. A capital project must also have a cost of $50,000 or more unless its significant functionality can be demonstrated to warrant its inclusion as a capital project. A capital improvement is not a recurring capital outlay item (such as a motor vehicle or a fire engine) or a maintenance expense (such as fixing a leaking roof or painting park benches). Acquisition of equipment is not a capital project unless it is an integral part of the cost of a capital project."

2. The Council requests that the Mayor's Recommended Annual Capital Budget be developed based upon the Five-Year Capital Plan and be submitted to the City Council for tentative approval no later than March 1 of each fiscal year.

3. The Council requests that the Administration prepare multi-year revenue and expenditure forecasts which correspond to the capital program period as well as an analysis of the City's financial condition and capacity to finance future capital

projects, and present this information to the Council with the presentation of each one-year capital budget.

4. The Council intends that no less than nine percent of ongoing General Fund revenues be invested annually in the Capital Improvement Fund.

5. The Council requests that the Administration submit an updated proposed five-year capital improvement plan to the Council each December 1 for adoption.

6. The Council intends that the City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

7. The Council intends to give priority consideration to projects which
   - preserve and protect the health and safety of the community
   - are mandated by the state and/or federal government
   - provide for the renovation of existing facilities, resulting in a preservation of the community's prior investment,
   - result in decreased operating costs or other significant cost savings, or
   - improve the environmental quality of the City and its neighborhoods.

8. The Council intends to give fair consideration to projects where there is an opportunity to coordinate with other agencies, establish a public/private partnership, or secure grant funding, all other considerations being equal.

9. The Council intends to follow a guideline of approving construction funding for a capital project in the fiscal year immediately following the project's design wherever possible.

10. The Council intends that all capital projects be evaluated and prioritized by the CIP Citizen Advisory Board.

11. The Council does not intend to fund any project that has not been included in the Five-Year Capital Plan for at least one year prior to proposed funding, unless extenuating circumstances are adequately identified.

12. The Council requests that any change order to any capital improvement project which equals or exceeds twenty percent of the approved project budget be brought to the Council for review in a formal budget amendment.

13. The Council requests that the Administration submit a budget amendment request to the Council no later than September 1 each year identifying those Capital Improvement Program Fund accounts where the project has been completed and a project balance remains. It is the Council's intent that all account balances from closed projects be recaptured and placed in the CIP Contingency Account for the remainder of the fiscal year, at which point any remaining amounts will be transferred to augment the following fiscal year's General Fund ongoing allocation.

Debt Management Policies

1. The Council intends to utilize long-term borrowing only for capital improvement projects that are included in the City's 5-Year Capital Program and 20-Year Capital Inventory of Needs, or in order to take advantage of opportunities to restructure or refund current debt.

2. The Council requests that the Administration provide an analysis of the City's debt capacity, and how each proposal meets the Council's debt policies, prior to proposing any projects for debt financing. This analysis should include the effect of the bond issue on the City's debt ratios.

3. The Council requests that, when borrowing is recommended by the Administration, the source of funds to cover the debt service requirements be identified.

4. The Council requests that the Administration provide an analysis of the effect of any proposed bond issue on the City's ability to finance future projects of equal or higher priority.

5. The Council requests that the Administration analyze the impact of debt-financed capital projects on the City's operating budget and coordinate this analysis with the budget development process.

6. The Council requests that the Administration provide a statement from the City's financial advisor that each proposed bond issue appears feasible for bond financing as proposed, including an indication of requirements or circumstances that the Council should be aware of when considering the proposed bond issue.

7. The Council does not intend to issue debt that would cause the City's debt ratio benchmarks to exceed moderate ranges as indicated by the municipal bond rating industry.

8. The Council does not intend to issue debt if such debt will damage the City's current AAA general obligation bond rating or cause the City's lease revenue bond ratings to fall below current ratings.

9. The Council requests that the Administration fully disclose and the Council intends to consider the impact of all debt that has a net negative fiscal impact on the City's operating budget.

10. The Council requests that the Administration structure debt service payments in level amounts over the useful life of the issue unless anticipated revenues dictate otherwise or if the useful life of the financed project(s) suggests a different maturity schedule.

Passed by the City Council of Salt Lake City, Utah, this fourteenth day of December, 1999.

SALT LAKE CITY COUNCIL

By
CHAIRPERSON

ATTEST:

Christine Meeker
CHIEF DEPUTY CITY RECORDER

APPROVED AS TO
FORM:

11-30-99
CITY ATTORNEY'S OFFICE

SALT LAKE CITY COUNCIL STAFF REPORT

DATE: November 12, 1999

SUBJECT: Five-Year Capital Plan

STAFF REPORT BY: Anne Wescott Gerber, Budget & Policy Analyst

Document Type	Budget-Related Facts	Policy-Related Facts	Miscellaneous Facts
Information Only	This plan does not represent a financial commitment as Council approval does not authorize funding. Appropriations are only made in the capital budget, which is the first year of the capital program. The City Council must also authorize funding mechanisms including taxes and bonded debt.	The proposed 5-Year Capital Plan was submitted by the Administration as requested via Council resolution in April 1999. The Council requested the plan as a result of a recommendation by Citygate Associates in their Final Analysis of the City's General Fund CIP Program.	The Council may wish to request revisions to the proposed plan and review such revisions on December 7, 1999. The Council may wish to consider adopting the plan on December 14, 1999.

MATTERS AT ISSUE

Attached is the Administration's proposed 5-Year CIP Plan as requested by the Council in their April 1999 CIP resolution.

An analysis of the proposed plan follows in this report. The Council may wish to consider the points indicated on pages 4-6 of this report as "matters at issue".[1]

A briefing is scheduled for November 16, 1999 on this item at which time the Council may wish to direct questions to the Administration about the proposed plan. Another briefing is tentatively scheduled for December 7, 1999 in the event that the Council would like to review, prior to any consideration of adoption, any revisions that it requests be made during the November 16 briefing.

Consideration of the adoption of the 5-Year Plan is tentatively set for December 14, 1999 as the Council has indicated in past months that it would like to have the plan adopted before the end of the year in order to give the Administration some direction in its development of the FY00-01 CIP budget. One of the Council's CIP policies (which are tentatively scheduled for adoption December 14, 1999 as well) is an intention that the

[1] Council staff will be meeting with the Administration before the November 16, 1999 briefing to clarify some minor discrepancies which may be able to be corrected before the Council discusses the document.

An inflation index has been factored into each subsequent fiscal year as recommended by Citygate Associates. The report also indicates what was approved in fiscal year 1999-2000 for reference, and indicates how each proposed project ties to a master plan or other planning document, as recommended by Citygate Associates.

The General Fund portion of the plan is divided into four sections:

- Debt Service
- General Revenue Projects
- Street Fund Projects
- Federal CDBG Revenue Projects

The Council may wish to consider the following points relating to these four sections and the proposed plan as a whole:

1. The proposed plan does not include any prioritization of projects as recommended by Citygate Associates. While such a task may be impossible within the current time frame, the Council may wish to request that future submissions of this plan for Council consideration (i.e. beginning in December 2000) include a proposed prioritization. This task might involve the CIP Citizens Board and Mayor's CIP Technical Team, as they currently recommend project rankings to the Mayor for the annual operating budget, and could be asked to consider ranking the projects in the proposed plan as well.

2. The proposed plan does not include the estimated impact on the City's operating budget as recommended by Citygate Associates. The Council may wish to request that the current proposal be revised by December 7 to include this information.

The Council may wish to consider the following points regarding each section:

Debt Service – This section accounts for all of the debt service for which the City is obligated related to the CIP Fund over the next five fiscal years. All debt service that has historically been paid out of the Nondepartmental Fund, but is associated with debt for capital projects has been accounted for in this section in order to give a true account of CIP debt service. This section also includes the one-time repayment to the General Fund balance of a $3,000,000 loan for the Ice Sheet.

General Revenue Projects – This section accounts for all General Fund projects planned in the next five fiscal years. The revenue associated with this section is the ongoing General Fund allocation to the CIP Fund. The Council has stated its intent per resolution and within their capital policies that 9% of the City's annual General Fund revenues be allocated annually to the CIP Fund for the projects in this section.

The Council may wish to note the following:

1. The Council may wish to request that the Administration revise this section of the plan to indicate which projects are proposed to be bond funded versus pay-as-you-go. This would help to clarify the amount necessary from the General Fund ongoing allocation as compared to the Council's 9% of General Fund revenues funding intent.

The Council may wish to consider requesting that the Administration revise the General Fund and Class C sections of the plan to indicate the amount of revenue that the City anticipates being available to fund the planned projects (this step is not possible for the CDBG section of the plan as funding is awarded by HUD and could potentially vary significantly from year to year). Furthermore, the Council may wish to request that these anticipated revenues be indicated as compared to the total of the combined Debt Service and General Revenue Projects sections.

Based on Council staff's preliminary calculations, doing so would indicate that the projects in the proposed plan far exceed anticipated revenues, even if 9% of General Fund revenues were allocated annually to the CIP Fund per the Council's intent. **Even after bond-funded projects and their proceeds are taken out of the equation, obligated debt service and proposed projects exceed the annual anticipated General Fund allocation to the CIP Fund (based on 9% of General Fund revenues) by an average of $10.8 million.**[1] This average gap is consistent with Council staff's analysis of General Fund revenues available to fund pay-as-you-go projects after obligated debt service as presented to the Council during the debt policy discussion October 5, 1999.

This does not necessarily indicate that the plan should be revised, as the plan is intended to present when projects should ideally be budgeted. As Citygate Associates indicated in their report, in the years after their initial development, capital plans are routinely revised (i.e. projects are "pushed back" into later fiscal years) in order to address budgetary realities. However, as the first year of the capital plan should ideally serve as a guide for the development of the FY00-01 CIP budget over the next six months, the Council may wish to consider whether it would prefer to set some expenditure cap within the capital plan before the plan is considered for adoption on December 14, 1999.

2. The Council may wish to note that, although all projects on which impact fees would be based are included in the proposed plan, bond issues related to impact fees have not been considered within this plan, as fees have not been adopted and would potentially not go into affect until June 2000. The Council may wish to consider requesting that proposed bond issues be reflected in the December 2000 revision of the capital plan.

3. The Council may wish to consider requesting that the Administration revise the document so that it is arranged alphabetically rather than by funding year. In the current format, projects that relate to each other or to one general project (i.e. Gateway, Jordan River Parkway, etc.) are listed in several different places, which may be difficult for the public to follow. Projects may have been called one name in FY99-00 and are being called something else in FY00-01 through FY04-05 which may be difficult to follow as well. An alphabetical listing or listing by type (i.e. parks, fire, police, etc.) may give a better picture of the total amount to be expended on related items.

[1] The actual annual gaps between revenues and expenditures, based on preliminary calculations by Council staff are:
-$15.8 million in FY01
-$14.5 million in FY02
-$10.9 million in FY03
-$4.7 million in FY04
-$8.1 million in FY05.

4. The Council may wish to confirm with the Administration that, in accordance with the Council's capital policies, all of the proposed projects in this and the Class C section are currently included in the 20-Year Inventory of Needs, or Capital Facilities Plan.

5. The Council may wish to note that traffic calming is proposed to be funded at the $500,000 level in each of the five fiscal years per Council intent.

6. The Council may wish to note that pay-as-you-go funding is being proposed in FY00-01 through FY03-04 in order to implement the Liberty Park Master Plan as indicated by the Mayor in her FY99-00 Recommended Budget.

Street Fund Projects – This section includes street projects proposed to be funded with State Class C Road Funds, Federal and other interlocal funding. The subtotal in this section refers to the cost of all projects, and the net total indicates the Class C funding (after MFET bond debt service and all interlocal funding) that is needed to fund the street projects over the next five fiscal years.

CDBG Fund Projects – This section includes estimated CDBG expenditures based on current funding levels adjusted for inflation, and organized around broad categories such as street construction, park construction, etc. The actual CDBG budget depends on the amount of funds awarded by the Federal Government each year, as well as on actual applications from within the community.

cc: Cindy Gust-Jenson, Kay Christensen, Roger Black, Steve Fawcett, Dan Mulé, Gordon Hoskins, Michael Sears, Laurie Dillon, David DeRoos, Rick Giardina, Tom Pippin, Kelly Murdock, file, website.

File Location: CIP

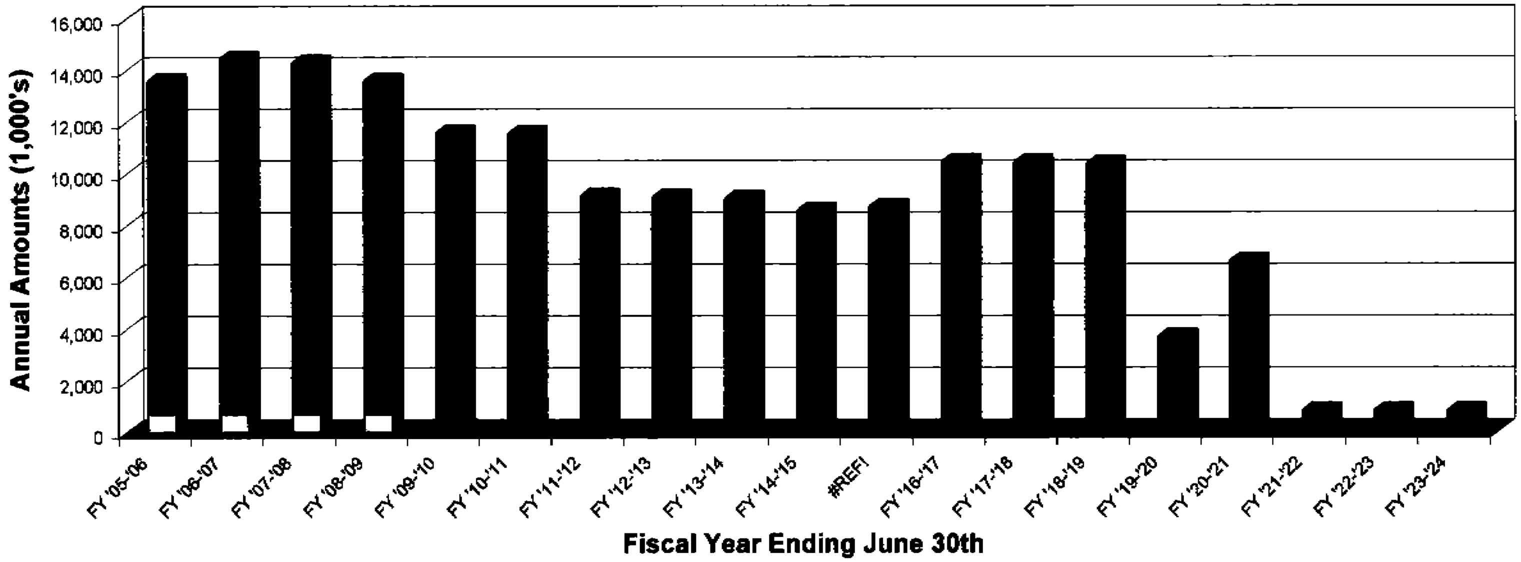
GENERAL FUND
Fund Balance

Fund Balance 6/30/04	12.3%	$ 19,968,823
Use of last year's lapsed appropriations for one-time costs in FY05		(672,986)
Appropriation of fund balance in budget amendments		(417,000)
Proposed appropriation of fund balance in amendment #6		(371,000)
Proposed appropriation of fund balance in Mayor's Recommended Budget		(767,000)
Estimated excess revenue in fiscal year 2004-05		1,300,000
Estimated Fund Balance 6/30/05		$ 19,041,000
Percentage of general fund revenue ($172,042,542)	11.1%	
Amount required by law (5% of general fund revenue)		8,600,000
Amount in excess of 5%		$ 10,441,000
Amount per Council policy (10% of general fund revenue)		17,200,000
Amount in excess of 10%		$ 1,841,000

Historical Fund Balance

June 30, 1992	6.1%	$ 5,341,307
June 30, 1993	9.0%	8,250,019
June 30, 1994	10.1%	9,549,822
June 30, 1995	11.1%	11,624,694
June 30, 1996	9.9%	10,987,309
June 30, 1997	13.2%	15,965,145
June 30, 1998	12.3%	15,368,119
June 30, 1999	10.2%	13,118,972
June 30, 2000	12.1%	17,569,295
June 30, 2001	14.0%	21,431,498
June 30, 2002	17.0%	28,600,144
June 30, 2003	14.0%	22,012,170
June 30, 2004	12.3%	19,968,823

Salt Lake City Corporation
General Fund Commitment to Future Debt Service



	FY '05-'06	FY '06-'07	FY '07-'08	FY '08-'09	FY '09-'10	FY '10-'11	FY '11-'12	FY '12-'13	FY '13-'14	FY '14-'15
Motor Fuel Excise Tax (2009)	$ 723,255	$ 733,855	$ 732,355	$ 729,355	$ -	$ -	$ -	$ -	$ -	$ -
C&C Building G/O (June 15, 2019)	2,395,689	2,390,829	2,396,601	2,363,634	2,368,615	2,374,690	-	-	-	-
Library G/O (final maturity 2019)	6,912,419	6,901,019	6,883,507	6,866,619	6,855,207	6,843,969	6,828,844	6,816,619	6,791,407	6,773,269
Zoo/Aviary G/O (final maturity 2024)	881,638	878,588	870,238	866,738	866,788	860,757	858,175	853,800	845,625	841,775
Sales Tax Bonds (final maturity 2021)	2,674,352	3,534,441	3,408,085	2,765,478	1,498,147	1,482,056	1,441,283	1,415,778	1,389,672	964,496
Total	$ 10,468,409	$ 11,314,048	$ 11,161,830	$ 10,498,835	$ 9,220,142	$ 9,186,782	$ 9,128,302	$ 9,086,197	$ 9,026,704	$ 8,579,540

	FY '16-'16	FY '16-'17	FY '17-'18	FY '18-'19	FY '19-'20	FY '20-'21	FY '21-'22	FY '22-'23	FY '23-'24
Library G/O (final maturity 2019)	$ 6,751,107	$ 6,734,357	$ 6,716,932	$ 6,678,107	$ -	$ -	$ -	$ -	$ -
Zoo/Aviary G/O (final maturity 2024)	839,775	836,975	837,638	836,808	834,288	840,028	838,528	844,948	844,335
Sales Tax Bonds (final maturity 2021)	1,136,468	2,888,862	2,872,712	2,863,381	2,865,281	5,786,950	-	-	-
Total	$ 8,727,350	$ 10,460,194	$ 10,427,282	$ 10,378,296	$ 3,699,569	$ 6,626,978	$ 838,528	$ 844,948	$ 844,335

FYI — Parking Meter Research

PAYASY

UCLA professor Donald Shoup inspires a

A mild-mannered urban economist with a sharp wit turned out be the surprise hit at this spring's national planning conference. Donald Shoup, FAICP, has been preaching for years that parking spaces should be considered a community asset, not a freebie.

Finally, people are listening. The session room in San Francisco was overflowing, and a long line of admirers—including some former students who identified themselves as "Shoupistas"—waited for the author to sign their copies of his new APA book, *The High Cost of Free Parking.*

Shoup's message is clear and simple. Parking is a scarce resource that can be mined by local governments to produce revenue for neighborhood improvements. "Cities should begin to see curb parking through the eyes of a parking lot owner," he says. They should also reevaluate off-street parking requirements. Land that's now devoted to parking lots could become housing. Further, employers who provide free parking should allow workers to "cash out" their benefit and use it for transit—or decide to walk or ride a bike to work instead.

We pay a price for ignoring the effects of our current parking regulations, Shoup says. In the case of off-street parking requirements, that price is the paving over of our urban and suburban landscape for parking lots. We pay in other ways, too. "The cost of parking has been shifted into higher prices for everything we buy," he says. "A little bit of every transaction is siphoned off to pay for parking."

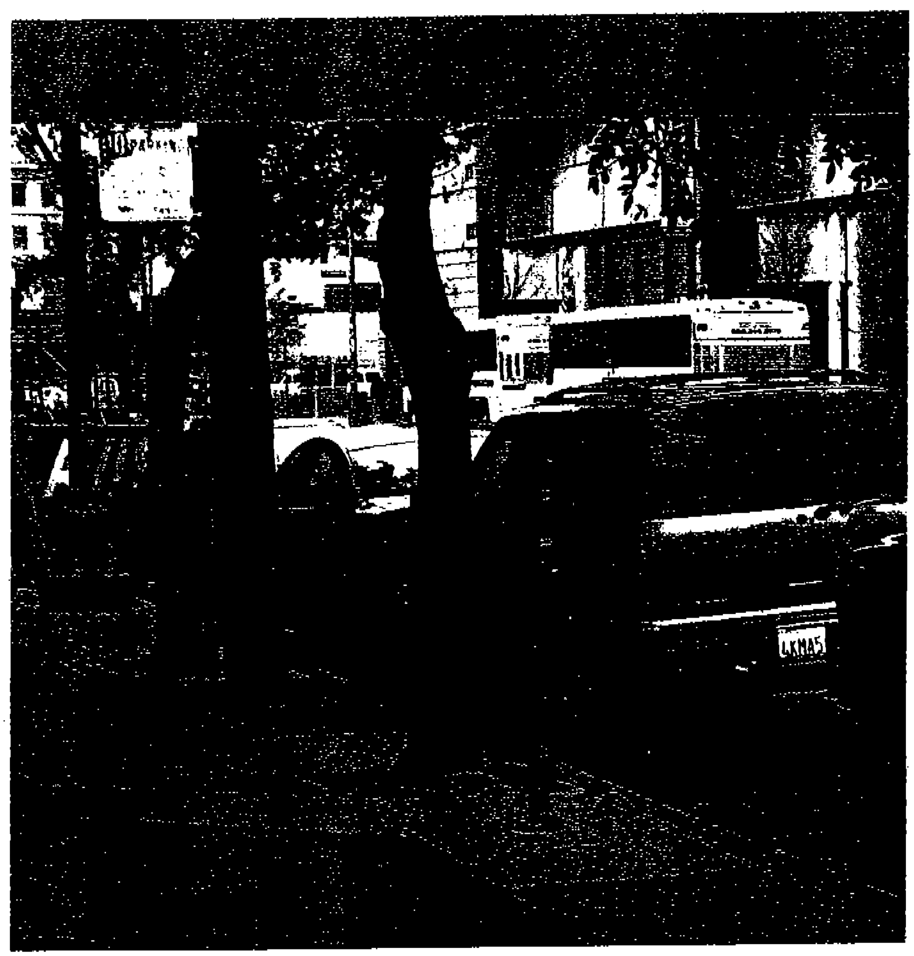
All about economics

Shoup was born in Long Beach, California, in 1938, but his family moved around a lot with his Navy officer father, he says. "My main claim to fame is that we were living in Honolulu when Pearl Harbor was attacked."

After graduating from high school in Alexandria, Virginia, Shoup enrolled in Yale University to study electrical engineering. "But I took some economics courses with great teachers and discovered that I liked it a lot." He got a second degree in economics and then decided to go to graduate school, starting at Tulane and then returning to New Haven.

His major interest at the time was planning for advance land acquisition by local governments, the subject of his doctoral dissertation. "I took that direction in part because I had a fellowship in urban economics that was sponsored by Harvey Perloff, who was then at Resources for the Future," he says.

That's also when Shoup developed an interest in the ideas of Henry George, the "flat tax" advocate. "I was very interested in using land to finance public services, which was of course Henry George's idea. And what I'm



Robert Orenet

OUPARK

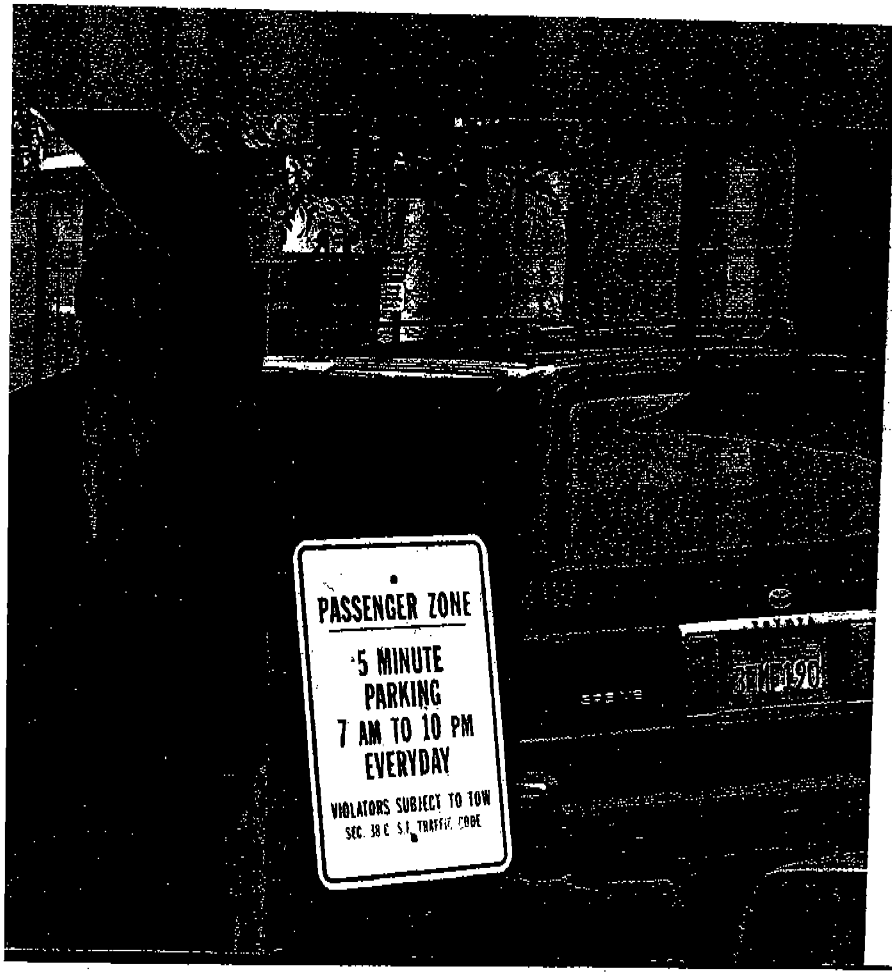
passion for parking.

By Ruth Eckdish Knack, AICP

doing now is very much related to that. I think cities should use land—curb parking spaces—to generate revenue for all sorts of public goods."

Shoup began a two-year post-doctoral fellowship at the University of California at Los Angeles in 1968, the year that Perloff founded the School of Architecture and Urban Planning. That's where Shoup wound up four years later. "I've been there ever since," he says, "teaching economics and public finance to planning students. While other professors teach them how to spend public money like drunken sailors, I teach them how to find it."

His initial foray into parking research began with a study of equity in transportation for the California Department of Transportation. "I looked at the issue of employer-paid parking. Most employers provide free parking as a fringe benefit. But they don't usually give anything to people who walk or ride a bike or take the bus to work. And those people tend to be less well-off than the drivers. That seemed really unfair."



Fifteen minutes of fame

One parking report led to another. In one study of commuters to downtown Los Angeles, for example, he and coauthor Richard Willson found that 69 percent of those who could park free drove to work alone, while only 48 percent of those who paid to park did so. "That was an eye-opener for me," he says.

His research eventually led to California's 1992 parking cash-out law. The measure, which he helped to write, requires employers to offer a cash benefit as an alternative to free parking. In practice, that means that the employer offers everyone, say, $70 a month, which can be used to pay for parking—or not.

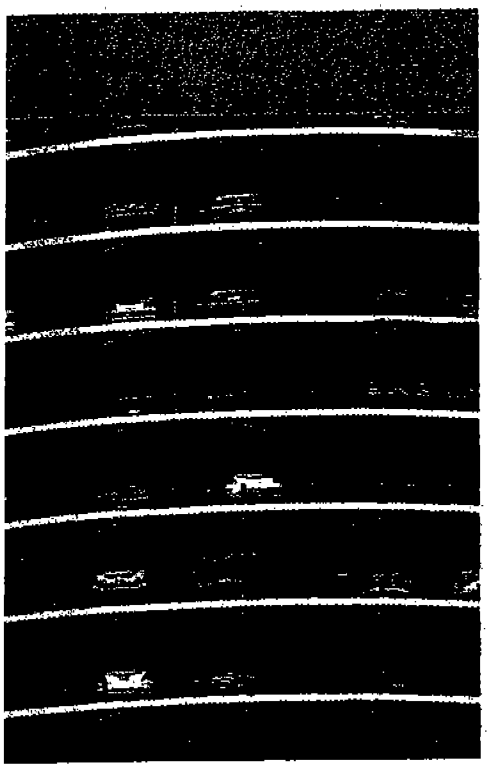
"The law treats everybody the same," says Shoup, who credits Willson and another colleague, Don Pickrell, with contributing to the idea. "You can't offer less to a transit rider than you offer to someone who drives to work."

Following up on the California experience, Shoup wrote a report for the federal government called "Cashing Out Employer-Paid Parking." That led to what he calls his "15 minutes of fame."

"The Clinton administration incorporated the parking cash-out idea in the Climate Change Action Plan—a big deal at the time. I was invited to the White House when the bill was announced and got to shake hands with Bill Clinton and Al Gore." But then—nothing. "It turned out that the federal tax code actually prohibited parking cash out. The code said that employer-paid parking was tax-exempt only if it was offered in addition to, not in lieu of, cash. That finally got straightened out."

Staying on message

Why the fascination with parking? "Partly, it's that very few people were studying it," he



says. "Most people in transportation focus on the five percent of the time that cars are moving. But the average car is parked 95 percent of the time. I think there's a lot to learn to learn from that 95 percent.

"It's astonishing to me that there's so little interest, even among planners," he continues. "Look at the literature. You'll find very little analysis of parking. I always advise young academics who are looking for a research topic to choose something that other people have overlooked or thought unimportant. Parking is an example."

In any discussion of the factors that influence urban form, parking should be at or near the top, says Shoup. "I would say that off-street parking requirements have a far bigger effect on cities than planners have acknowledged."

To make the point, he began his conference presentation by comparing the Los Angeles convention center with San Francisco's Moscone Center. He pointed out that the two facilities are almost the same size, about 700,000 square feet. "But Los Angeles requires as a minimum 50 times more parking spaces than San Francisco allows as a maximum. The L.A. center has about 6,000 parking spaces. San Francisco has none."

His PowerPoint presentation at the APA conference showed people streaming out of the Moscone Center on their way, on foot, to nearby shops and restaurants. The L.A. slides showed a sea of parking. "Our off-street parking requirements do an immense amount of harm in terms of urban design and urban form, traffic congestion, housing costs, and urban density," he says. "And they help to explain why we're so much more oriented toward the car than other countries."

He points to the results of the Nationwide Personal Transportation Survey, conducted every five years by the U.S. Department of Transportation. "They call about 50,000 households and ask them about their travel on the previous day. Most of those trips are made by car. The respondents are then asked if they paid for parking during any part of these trips. The answer is that parking was free for 99 percent of all these trips.

"Now consider that American motor vehicles consume an eighth of the world's total oil production. That means one out of every eight gallons produced is burned as gasoline in the U.S. That's an alarming statistic."

The future

"Some countries have done a far better job of creating a balanced transportation system than we have," Shoup says. "France has the same number of vehicles per capita as the U.S. did in 1972. And Denmark has the same as the U.S. did in 1961. That suggests that they have not gone so far overboard with cars as we have. But that could change.

"In 2000, the rest of the world had the same number of vehicles per capita as we did in 1920. But within five years, we doubled that number. If other countries do the same and enact the same sort of off-street parking requirements, they too will wind up with vast acres of parking lots."

The good news is that the U.S.—and other countries as well—have a choice. "We have

two possible futures ahead of us," says Shoup. "One is that we can keep going in the same direction. We can stick with free parking and enact even stricter off-street parking requirements everywhere. If we do, we'll continue to use way too much oil, we'll continue to sprawl, and it will be very hard to build at higher density and to have infill development in our cities."

But there's another possible future, one in which we eliminate off-street parking requirements. How can we do that? We can charge market prices for curb parking, prices that would be high enough to yield a few vacancies on every block, he says. The curb spots plus some well-designed parking structures would take care of everyone's parking needs.

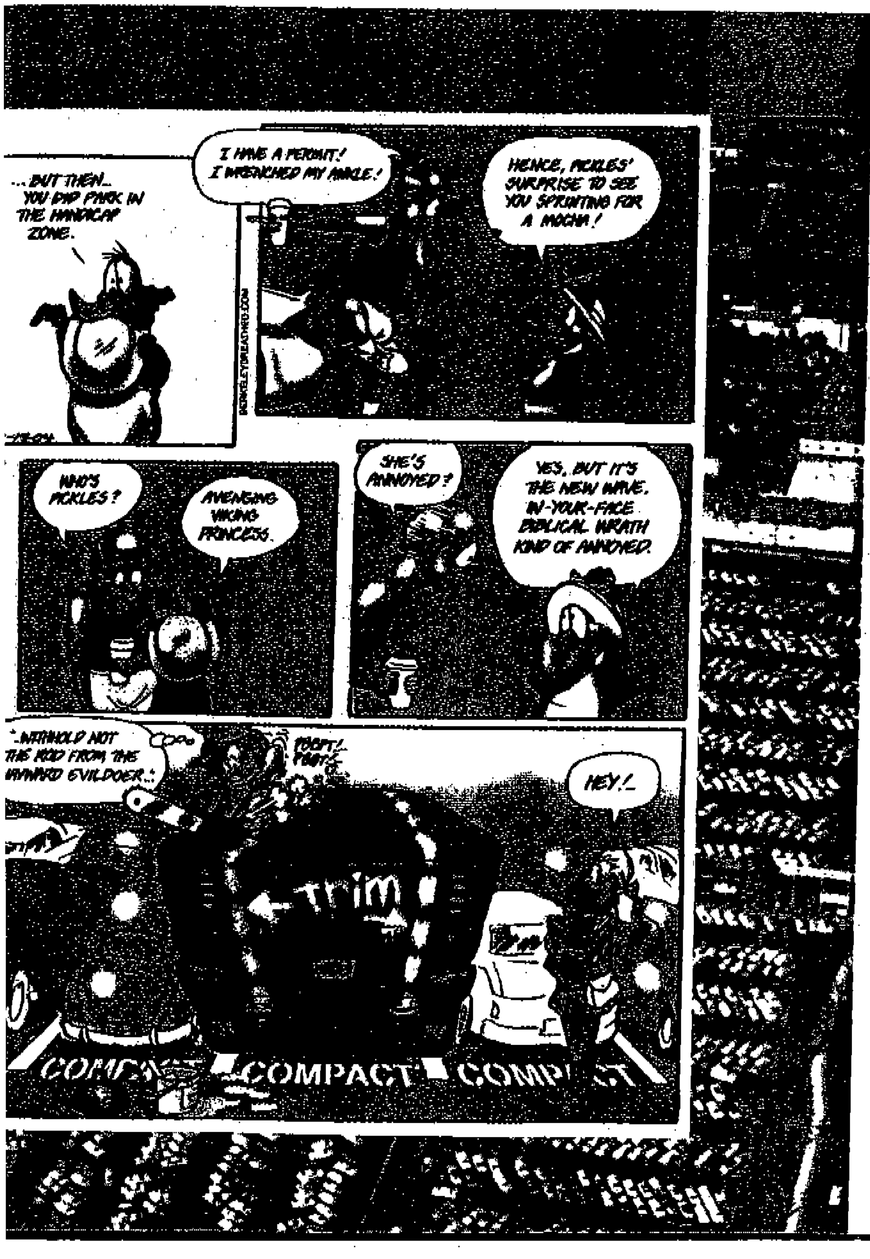
But wouldn't the merchants and residents object? No, says Shoup, not if we use the revenue from curb parking to finance public improvements on the block where it is collected.

"That money could go to steam clean the sidewalks or improve facades or plant street trees, or put wires underground, or clean the snow off the streets. The point is that you spend the money right in front of the parking meter so that the residents can see an improvement. Then they'll say, yes, why shouldn't outsiders pay for parking on our street?"

Following Shoup's ideal scenario, public jurisdictions would charge market prices for curb parking the way private businesses charge for gasoline and for cars. Parking benefit districts would be created to ensure that the parking meter revenue is spent in the district where it's collected. Finally, all off-street parking requirements would be eliminated.

Then, he says, planners could spend much more time regulating the siting and landscaping of parking lots and garages. The parking lot of the future would be attractive and energy-efficient, like the Los Angeles convention center parking lot that is topped by solar collectors. Shoup pushed for better design of parking structures when he served as a member of the Westwood neighborhood design review board from the mid-1990s to 2003.

Adam Millard-Ball



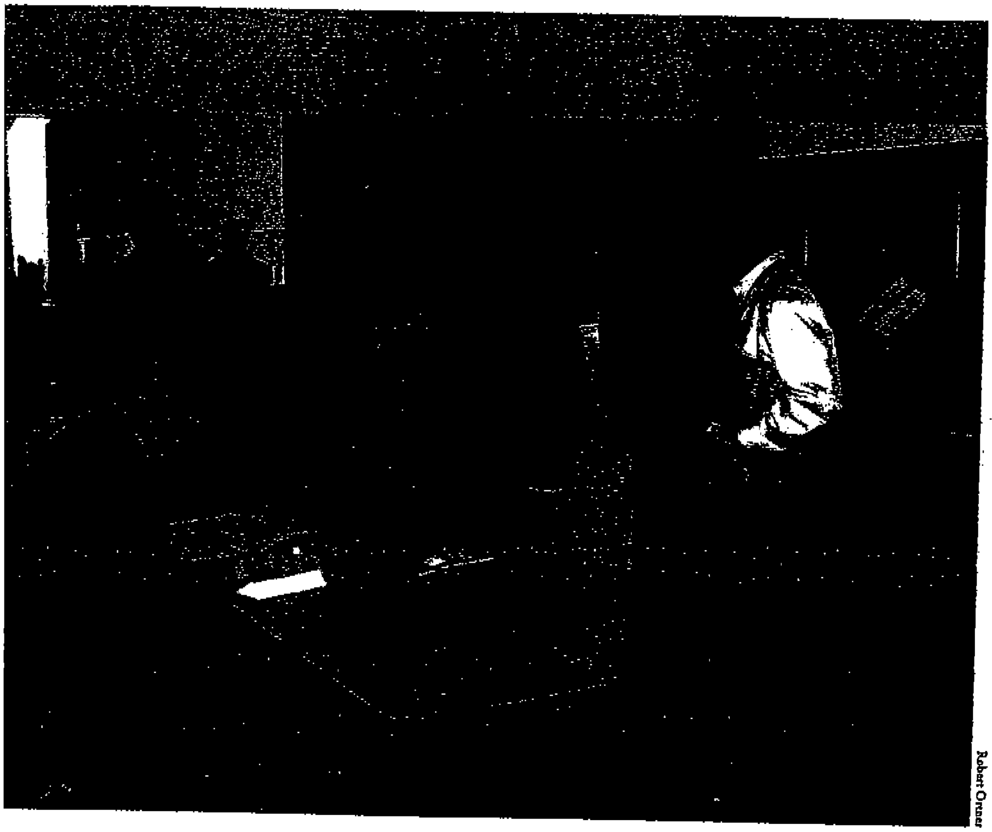
Where it works

Adam Millard-Ball, who, although not a former student, says he's proud to be called a Shoupista, was also a panelist in San Francisco. He described the work of his San Francisco-based firm, Nelson\Nygaard Consulting Associates, in implementing Shoup's ideas in three places: Arlington, Virginia; Petaluma, California; and San Francisco's Octavia Street neighborhood.

The Octavia Street specific plan, which is now going through environmental review, outlines a residential parking program that strictly limits parking permits. Petaluma's specific plan includes a "park once" provision, meant to work with the city's new form-based zoning code to encourage shared parking.

To reduce the amount of required parking, developers in Petaluma will be allowed to pay an in lieu fee to the city rather than providing all the parking called for originally. That money may in turn be used to create shared parking. Eventually, says Millard-Ball, the plan calls for phasing out all of Petaluma's parking requirements.

Clearly, he says, the reduced parking allowed by the new zoning code has stimulated development. Within a month of the code's adoption, a $75 million mixed-use development was approved, with 100 fewer parking spaces than would have been required before. "It made the economics of the project work," says Millard-Ball.



Robert Ortner

Shoup's prime example is Old Pasadena. "People there understand," he says. "If somebody's willing to pay for parking, why not charge them? If we don't, it's as though they're taking money out of our pockets. People also understand that when it comes to pricing curb parking, it's a question of how much the market will bear. In London, it's $8 an hour at some meters."

Marsha Rood, FAICP, who was Pasadena's development director when the city adopted its new parking rules for the historic area, was also a conference speaker. She affirmed that "parking, planning, and place making go hand in hand."

Over the years, Pasadena has adopted a number of the strategies Shoup advocates. After several decades with little development activity, the downtown was "discovered" in the early 1990s as a shopping and dining destination. "That's when the national chains began to come in, and when we realized we had a parking problem—even though we had a lot of free curb parking," Rood said.

"We learned, just as Donald Shoup says, that free parking comes at a price. Parking places quickly filled up, and when people couldn't find a place to park, they simply drove to another area.

That's when we started to charge for curb parking," Rood says. And, amazingly, "people learned to love the parking meters." It helped that the meter revenue was plowed back into Old Pasadena, into a specifically created parking benefit district.

Old Pasadena learned how to manage its parking program to create revenue for local improvements, says Shoup. "It learned how to set meter prices to create turnover. If all the spaces are full, the meter price is too low."

What's next

Shoup's next project stems from his belief that transportation revenue should stay where it's collected. He's studying the high-occupancy toll (HOT) lane experiment being implemented by the San Diego Association of Governments.

"The San Diego area has had HOV (high-occupancy vehicle) lanes for a long time, but they've always been underused. And drivers would ask, why should those lanes be empty when we could use them? SANDAG decided to experiment with allowing solo drivers to pay to use the fast lanes. And they came up with a very clever way of varying the price to manage demand. Drivers use transponders to pay automatically. Their account is debited when they go under a reader.

"It works like a charm," he says. "Along with two Ph.D. students, I'm working on a proposal that would allow the revenue from the fast lanes to go directly to the cities that have freeway miles in them. It would be like keeping parking revenue where the meters are located." Maybe, he adds, that would make the HOT lane plan more attractive to Los Angeles, which has so far turned it down.

It's not that Shoup is against cars, and he certainly understands their universal appeal. He joked at the APA session that "some of you may even have even conceived in a parked car." It's just that he wants to keep cars in their place. Although he does drive, he has always biked to campus, for instance. "It's an idyllic route, on residential streets with almost no traffic. It's the best part of my day," he says.

He also wants to make it clear that he is not attacking planners per se when he criticizes the parking policies of the past decades. "I indict planners for their strategies and tactics, not their motives," he says. "We do eventually recognize our mistakes," he adds, referring to the excesses of the urban renewal period, so there's hope. "Most planners today know little more about parking than the average citizen does. I want to change that."

Ruth Knack is the executive editor of *Planning*.

Resources

Reading. *The High Cost of Free Parking*, by Donald C. Shoup (2005; APA Planners Press; 733 pp.), is available in hardcover for $59.95 (members $52.95) from APA's Planners Book Service. Additional material is included in *Parking Cash Out* (PAS Report No. 532); $48 from APA.

Training. Parking regulation is the subject of a new AICP training workshop, scheduled for July 13-14 in Chicago and September 16-17 in Washington. Contact Mary Shaw, AICP, at mshaw@planning.org, or call 202-349-1009. Also see APA's website: www.planning.org.

In the 1980s and 1990s, the city devised two creative parking policies that have contributed greatly to Old Pasadena's revival: First, it has returned parking meter revenue to finance public improvements. Second, it has allowed businesses in Old Pasadena to pay a modest fee to satisfy off-street parking requirements, making it possible for owners to rehabilitate an existing building or change its use without providing any new on-site parking spaces; two public garages in Old Pasadena provide the parking spaces individual properties would have had to provide.

Old Pasadena had no parking meters until 1993. All curb parking was free and was restricted only by a two-hour time limit. Because employees parked in the most convenient curb spaces and moved their cars periodically to avoid citations, customers had difficulty finding places to park. The city's staff proposed installing meters to regulate curb parking, but the merchants and property owners opposed the idea. They feared that meters, rather than freeing up space for customers, would discourage customers from coming at all. Customers and tenants, they assumed, would go to shopping centers with free parking.

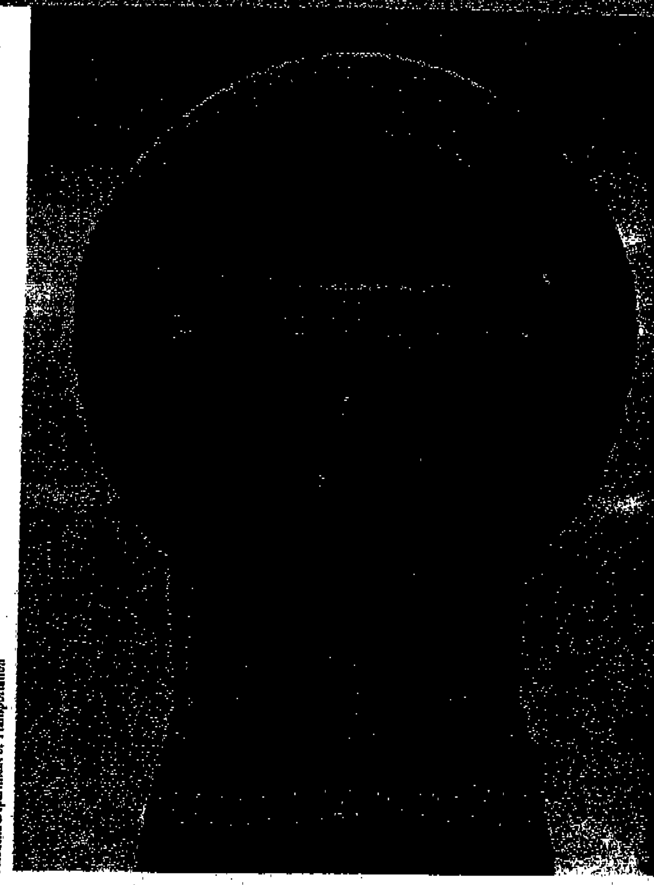
Meter proponents countered that anyone who left because they couldn't park free would make room for others who were willing to pay for parking if they could find a space, and that the want of convenient short-term parking kept many potential customers away. Proponents also argued that people who were willing to pay for parking would be likely to spend more money in the shops while they were in Old Pasadena.

Debates about the meters dragged on for two years before the city reached a compromise with the business and property owners: All the meter revenue would be used to pay for public investments in Old Pasadena. Parking meters came to be seen in a new light—as a source of revenue—and the desire for public improvements suddenly outweighed the fear of driving customers away. The business and property owners agreed to an unusually high rate of $1 an hour for curb parking and even to operating the meters in the evenings and on Sundays.

The city also liked the arrangement because it wanted to improve Old Pasadena. The meters could provide the $5 million needed to finance the city's ambitious plan to improve Old Pasadena's streetscape and to convert its alleys into walkways with access to shops and restaurants. In effect, Old Pasadena became a parking benefit district. Business and property owners bought into the proposal for parking meters because they were bought off with the resulting revenue.

The city installed the parking meters in 1993 and then immediately borrowed $5 million to finance the "Old Pasadena streetscape and alleyways project," with the parking meter revenue dedicated to repaying the debt. The bond proceeds paid for street furniture, trees, tree grates, and historic lighting fixtures throughout the area. Dilapidated alleys were turned into safe, functional walkways with access to shops and restaurants.

In 2001, Old Pasadena's 690 parking meters yielded $1.3 million, or $1,867 per meter. The parking meter zone earned additional revenue from valet parking services that use meter spaces, as well as from investment earnings on the meter fund balance, so the total revenue was $1.4 million ($2,096 per meter).



Pasadena Department of Transportation

The total capital and operating expenses for collecting the revenue amounted to $383 per meter (18 percent of total revenue). Old Pasadena therefore received $1.2 million of net parking revenue ($1,712 per meter) to fund additional public services.

A second policy—public parking garages instead of private parking spaces—has also spurred Old Pasadena's revival. Under the city's "Parking Credit Program," businesses can pay the city a modest fee in lieu of providing the required off-street parking spaces, only $115 per year per space in 2001. Because paying $115 a year is far cheaper than providing an off-street parking space, most businesses choose to pay the fee rather than provide the required parking. The low fees for the parking credits remove a barrier to the adaptive reuse of existing buildings, and the freedom from parking requirements is essentially the freedom to create new businesses.

To accommodate the parking demand generated by new businesses, the city constructed two public parking structures and contributed to the construction of a private structure open to the public. Because the 1,567 public spaces are shared among different land uses that experience their peak parking demands at different times, fewer spaces can meet the total parking demand, and the city therefore issues 1.5 parking credits per space in the public garages. The parking credit program began in 1987, and by 2001 the city had allocated 2,350 credits. Businesses can satisfy the city's parking requirements without providing any additional on-site parking spaces.

Excerpted from chapter 16 of *The High Cost of Free Parking*, published in March by APA's Planners Press.