

## SALT LAKE CITY COUNCIL STAFF REPORT

### BUDGET ANALYSIS – FISCAL YEAR 2010-11

**DATE:** May 11, 2010

**SUBJECT:** **OVERVIEW OF MAJOR BUDGET ISSUES  
MAYOR'S RECOMMENDED BUDGET**

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On April 27, 2010, Mayor Becker presented his recommended budget for fiscal year 2010-11. Council staff has prepared this overview and will provide a more detailed analysis of proposed department budgets prior to each briefing. A synopsis of the proposed city-wide budget is on the last page of this overview.

#### **Relevant Policy Attachments:**

- Council Legislative Priorities - Staff has included in **Appendix F**, the Council's policy goals identified at the 2008, 2009 and 2010 retreats, for Council consideration as the budget process moves forward.
- Council Policy Statements on Budget - Staff has also included in **Appendix G**, adopted Council policy statements on budget.
- The Administration's responses to the Council's interim study items are attached to this report. *Note: The Administration's responses to Council Legislative intents from FY 2010 will be provided at a future date.*

#### **Key Elements of the Mayor's FY 2011 Budget Recommendation**

1. **General Fund revenue** – The proposed budget contains \$186,785,704 of on-going general fund revenue and \$3,126,441 of one-time sources for a total revenue budget of \$186,785,704. (See **Appendix A** for a more detailed summary of general fund revenue, including a pie chart by source of revenue.)
  - a) This represents a \$15 million decrease (7.4%) from the FY 2010 revenue budget. Over the past two years (since FY 2009), the general fund revenue budget has decreased by \$23.4 million (12.5%). FY 2010 was the first year that the budget for general fund revenue has declined in seven years.
  - b) The majority of the revenue decrease from FY 2010 is due to projected decreases in Sales Tax (\$4.8 million, or 10% decrease), Building Permits (\$844,932 decrease, 13%), and Interest Income (\$1.7 million decrease, 78%).
    - The Council may wish to note that the projected \$4 million decrease in Sales Tax is a decrease from the FY 2010 adopted budget.
    - The Council did adjust the Sales Tax Revenue budget in a mid-year budget reduction. The FY 2011 budget projects a relatively flat sales tax revenue forecast from the adjusted budget (less than 1% increase). *The Council may wish to consider other revenue sources should Sales Tax continue to decline.*
    - *Sales Tax History/Context* – Since the FY 2009 adopted budget, Sales Tax revenue has declined by almost \$10 million overall (almost 20%). In the years leading up to FY 2008 (the peak of Sales Tax revenue on an actual basis), Sales Tax increased annually, by an average of \$2.8 million per year.

The amount of Sales Tax proposed for the FY 2011 budget, is closest to the amount budgeted in the FY 2005 budget.

- c) Of the projected general fund revenue, \$3 million results from new or increased fees (compared to \$13.4 million decrease as a result of accounting changes or natural declines). See **Appendix B** for a detailed comparison of revenue growth due to inflation vs. fee increases. *The Council may wish to discuss the City's long-term revenue strategy with the Administration, given that fee increases alone will not generate enough revenue to cover the natural yearly increases in City expenses (for employees, operations, and services).*
- d) Property taxes - The Administration is proposing to increase City property taxes by \$1,011,185 in an exchange for an equivalent decrease in County Property taxes, resulting in no net increase for City property taxpayers. The Administration has identified the opportunity for this shift within the Emergency Medical Services Reimbursement category. The Council should note that Administrative Staff is still in discussions with the County regarding this issue. No formal commitment to reduce the County portion of taxes has been obtained. The Council may have to make a final decision regarding the City's property tax rate before the County formally commits. Note: Staff will provide more detailed information on the truth-in-taxation process as the budget briefings continue.

*Staff has estimated (for discussion purposes only), what the property tax impact would be for a variety of general property tax increase scenarios:*

Estimation of Property Tax Increase Impact by Property Type		
City Property Tax Increase	Annual Increase	
	\$250,000 House	\$1 Million Commercial Property
\$1,000,000	\$8.53	\$62.00
\$5,000,000	\$42.64	\$310.10
\$10,000,000	\$85.26	\$620.10

- e) Fee Increases - The Administration is proposing four new fee increases, although none relating to general/standard business license fees. The following chart details these increases and the associated revenue:

Proposed General Fund Fee Increases - FY 2011				
Description	Current Fee	Proposed Fee	% increase	Revenue Generated
Base fee for Freight Stickers	\$ -	\$ 100		\$ 52,000
Freight Sticker Increase	\$ 25	\$ 35	40%	\$ 130,000
Ground Transportation Badging Fee	\$ 115	\$ 124	8%	\$ 3,338
Library Square Parking (per hour)	\$ 1.25	\$ 1.50	20%	\$ 31,200

- *Parking Tax at the Salt Palace* - The Council may wish to take note of the \$400,000 budgeted for revenue from the institution of the \$1-per-car facility fee at the Salt Palace Convention Center. Because this facility is run by the County, the County would need to agree to institute this fee. The Administration is still in discussions with the County in order to secure an agreement for this. *If the County does not agree to institute the fee, other revenue will need to be identified in that amount in order to balance the budget. Council Members may wish to coordinate with the Administration to work with the County on this issue.*

- *Business License Fees* - Although the Administration is not proposing business license fee increases, there is a legal potential to increase these fees based on the cost to the City to provide the service. *The Council may wish to ask the Administration for information relating to the “headroom” left in the business license fees charged based on the City time and cost analysis completed by the Administration.*

f) One-time Revenue - The Administration’s proposed budget includes some use of one-time revenue, including transfers from enterprise funds. *The Council may wish to consider the policy implications of balancing the FY 2011 budget with one-time revenue from special purpose funds as opposed to general fund balance.*

<b>Source of one-time general fund revenue</b>	<b>Amount</b>	<b>Notes</b>
Public Safety Building Permit/Plan Review Fee Revenue	\$ 800,000	If there are delays in the design of the project beyond FY 2011, this revenue will not materialize.
Police Long-Term-Disability (LTD) Transfer	\$ 800,000	
Appropriation of Fund Balance	\$ 654,000	This is the amount that will lapse to Fund Balance in FY 2010 due to the decision to forgo the Employee \$300 reimbursement. The Administration is instead proposing to reinstate the 1.5% pay cut.
Transfer from IFAS Account	\$ 400,000	Funds set aside for upgrade/update of IFAS (City Financial System). The Council may wish to ask the Administration if investing these funds in the system (rather than recapturing the money) would save more City staff time in the long run.
Governmental Immunity	\$ 325,000	\$500,000 transferred in FY 2010
Municipal Building Authority	\$ 147,441	One-time transfer of accumulated interest on bond payments – will not be eligible for additional funds in FY 2012.
<b>Total</b>	<b>\$ 3,126,441</b>	

2. **General Fund expenditures** – Corresponding to the decrease in revenues, the proposed budget contains expenditures of \$186,785,703, which is an \$14.9 million decrease (7.2%) from FY 2010. As a comparison, the adopted budget for FY 2010 was a 5.6% decrease from FY 2009. Expenditures in FY 2009 were 3.2% *higher than* FY 2008. (See **Appendix C** for a summary of proposed general fund expenditures, and **Appendix E** for a summary of proposed expenditures City-wide.)
  - a) Included in the proposed budget is \$1.54 million of expenditures that the Administration considers one-time needs, that are paid for with one-time revenues. The remaining one-time revenues (approximately \$1.6 million) are used in order to balance the general fund budget.
  - b) Because CIP projects are more “one-time” in nature, these funds are used to increase the “transfer to CIP” line item to the 7% level. See **Appendix D** for a summary of one-time general fund revenues and expenditures.

3. **Fund Balance** - The expenditures budget proposes to use \$654,000 of general fund balance. This corresponds to the amount originally requested by the administration in Budget Amendment #3 for the \$300 Employee Health Insurance Reimbursement. After the Budget Amendment was transmitted to the Council, the Administration suggested (and the Council concurred) that the Council hold action on this item until the revenue picture for FY 2010 became clearer. As a result, \$654,000 will lapse to fund balance at the end of FY 2010. The Administration is proposing to use this to help offset the cost of reinstating the 1.5% pay cut for City Employees in FY 2011.
- a) The Administration forecasts that as of July 1, 2010, and assuming the use of Fund Balance that the Mayor proposes for FY 2011, the City will be have approximately \$23 million in general fund balance, or **12.4%**.
  - b) In the past, the Council has had a policy of maintaining a fund balance of at least equal to 10% of general fund revenue (in FY 2011, 10% of proposed general fund revenue would be \$18.4 million). Therefore the City has approximately **\$4.6 million in excess of the 10% threshold**.
  - c) In conjunction with the FY 2008 budget, the Council adopted the following legislative intent relating to fund balance:  
*It is the intent of the City Council that the Administration identify a process to restore fund balance to 15% of general fund revenue as reserves for unforeseen events or emergencies, and establish 15% of fund balance as a target for the minimum amount allowable (rather than the previous 10%).*
4. **Salary Suspension Reinstatement** – The Administration is proposing to lift the 1.5% Salary Suspension instituted as a part of the FY 2010 budget (a total approximate cost of \$1.5 million in the general fund).
5. **Health Insurance Increases** - The Administration is proposing to adjust employee's contribution to health care premiums. In FY 2009, employee contributions were increased from 0% to 5%, and in FY 2010 were increased again from 5% to 10%, in order to help the City pay for increases in premiums. The total premium increase for FY 2011 is \$2.3 million (9%). The Administration (with the Employee benefits committee's recommendation) is proposing to increase employee-paid portion again, to 15%. With this shift the employees will be offsetting 71% of the total premium increase (\$1.6 million). Therefore the overall budget impact to the City is \$661,325 (expenditures are distributed across departments). Co-pays and maximum out-of-pocket expenses are also proposed to increase. The following chart details the premium costs currently (split 90/10) as compared to the proposed FY 2011 scenario of an 85/15 split:

Proposed Health Insurance Premium Changes							
Yearly Increases							
		Current - FY 2010		Proposed - FY 2011			
	% of Employees Enrolled	Yearly City Share	Yearly Employee Share	Yearly City Share	Yearly Employee Share	Yearly City Increase	Yearly Employee Increase
<b>Preferred Care</b>							
Single	1.9%	\$ 3,605	\$ 1,883	\$ 3,711	\$ 2,271	\$ 106	\$ 388
Double	2.0%	\$ 8,111	\$ 4,485	\$ 8,350	\$ 5,380	\$ 239	\$ 895
Family	1.9%	\$ 10,814	\$ 5,653	\$ 11,132	\$ 6,816	\$ 318	\$ 1,164
<b>Advantage Care</b>							
Single	1.7%	\$ 3,605	\$ 1,201	\$ 3,711	\$ 1,528	\$ 106	\$ 327
Double	0.8%	\$ 8,111	\$ 3,803	\$ 8,350	\$ 4,636	\$ 239	\$ 834
Family	1.5%	\$ 10,814	\$ 4,971	\$ 11,132	\$ 6,073	\$ 318	\$ 1,102
<b>Summit Care</b>							
Single	17.7%	\$ 3,605	\$ 400	\$ 3,711	\$ 655	\$ 106	\$ 255
Double	21.1%	\$ 8,111	\$ 901	\$ 8,350	\$ 1,473	\$ 239	\$ 572
Family	51.3%	\$ 10,814	\$ 1,201	\$ 11,132	\$ 1,965	\$ 318	\$ 763

- *The cumulative effect of restoring the 1.5% salary suspension and the Administration's proposed increases in health insurance premiums may still result in a yearly decrease in employee take-home pay for some employees, depending on which insurance plan the Employee is on. Most employees (90.2%) are enrolled in Summit Care, with a majority electing Double or Family coverage.*
- The Benefits Committee voted 4-2 to recommend this option to the Mayor. The two who voted against it stated that they would vote for it if the City was able to restore the 1.5% pay suspension (which the Mayor is recommending).
- In FY 2010, State of Utah employees paid 5% of premiums, County employees paid 20% of premiums, Davis County employees paid 10% of premiums (*no deductible*), and Murray City employees paid 15% of premiums.
- Council staff has previously received information from the Administration on health insurance premium splits in other governmental entities. The Kaiser Family Foundation Employer Health Benefits 2008 Annual Survey for this region indicated that the average percentage of premium paid by State and Local Government employees was 12% for single coverage and 18-22% for family coverage.

6. **Reorganization, Position changes and Eliminations** – At the Council's May 4<sup>th</sup> Work Session, the Administration presented its recommendation for a major reorganization of City Departments. This table presents (in summary) where major City functions are proposed to be housed:

<b>Elimination of Administrative Services Department:</b>		
Office of the Director	➡	Eliminated
Human Resources	➡	New Human Resources Dept
IMS	➡	New IMS Dept
Finance	➡	New Finance Dept
Justice Court	➡	New Justice Court Division
Capital Asset Management	➡	CED
Recorder's Office	➡	Attorney's Office
Civilian Review Board	➡	Human Resources Dept
Budget and Policy	➡	Mayor's Office
Emergency Management	➡	Police Dept
Sustainability	➡	Public Services
<b>Other Changes:</b>		
Housing & Zoning Enforcement (CED)	➡	Civil Enforcement Unit (CED)
Business Licensing	➡	New Finance Dept
Business License Inspectors	➡	Civil Enforcement Unit (CED)
Engineering	➡	CED

The following chart details FTE changes by department, including proposed reorganizations. In total the general fund has been reduced by 64.94 FTEs (25 of which are currently filled):

<b>FY 2011 FTE Changes by General Fund Department</b>								
<b>Department</b>	Adopted FY 2010 FTEs	FY 2010 Mid- Year Reductions	FY 2011 Proposed				<b>Total</b>	<b>Change</b>
			Transfers between Departments	Transfers to Other Funds	Reductions	New Positions		
Attorney	52.50		5.50		-4.00		<b>54.00</b>	1.50
CED	166.01	-1.00	59.00		-37.01	1.00	<b>188.00</b>	21.99
Council	22.13						<b>22.13</b>	0.00
Finance	n/a		39.50	-0.30	-1.00	0.50	<b>38.70</b>	38.70
Fire	356.00					1.00	<b>357.00</b>	1.00
Administrative Services	127.66	-1.00	-122.66		-4.00		<b>0.00</b>	(127.66)
Human Resources	n/a		16.16				<b>16.16</b>	16.16
Justice Court	n/a		49.00				<b>49.00</b>	49.00
Mayor	19.00		3.00		-1.00		<b>21.00</b>	2.00
Police	587.00		2.50		-4.00		<b>585.50</b>	(1.50)
Public Services	288.21		-52.00		-14.13		<b>222.08</b>	(66.13)
Non-Departmental	0.00						<b>0.00</b>	
<b>Total</b>	<b>1,618.51</b>	<b>-2.00</b>	<b>0.00</b>	<b>-0.30</b>	<b>-65.14</b>	<b>2.50</b>	<b>1,553.57</b>	<b>(64.94)</b>

The Administration indicates that there is a net savings by eliminating the Office of the Director of Administrative Services (2 FTEs and an operating budget), despite increasing salaries to account for Division Directors becoming Department Directors. *The Council may wish to consider that the three (3) newly-created departments will also eventually likely request Deputy Directors and/or secretarial support in the future, which could have a future budget impact and negate any savings realized by eliminating Administrative Services.*

The Administration is also proposing to eliminate a number of positions. The following chart details the affected positions and departments:

Department	Positions	FTEs
<b><u>Vacant Positions Proposed to be Eliminated</u></b>		
Admin Services	Director	-1
Admin Services	Purchasing Consultant	-1
Admin Services	Hearing Officer	-1
Admin Services	Deputy HR Director	-1
Admin Services	Justice Court Clerk (mid year reduction)	-1
Attorney's Office	Legal Secretary	-1
Attorney's Office	Office Tech	-1
Attorney's Office	Civil Attorney (Airport)	-1
CED	Executive Assistant	-1
CED	RPT Senior Secretary	-0.5
CED	Fire Protection Engineer	-1
CED	Downtown Transportation Coordinator (mid year reduction)	-1
CED	Planning - Senior Secretary	-1
CED	Transportation - GIS Analyst	-1
CED	Engineering - Engineering Tech IV	-1
CED	Engineering - GIS Programmer/Analyst	-1
CED	Engineering - Professional Surveyor	-1
Police	SWAT/Gangs Office Tech	-1
Police	Office Tech in Crime Lab	-1
Police	Information Specialist	-1
Police	Police Dispatch	-1
Public Services	Office Facilitator I/Technical Planner	-1
Public Services	Downtown Facilities Maintenance	-1
Public Services	RPT Youth City Program Coordinator	-0.5
Public Services	Senior Groundskeeper	-1
Public Services	Discontinue Artways Program	-1
<b><u>Positions Proposed to be Eliminated (not vacant)</u></b>		
Attorney's Office	Civil Attorney	-1
CED	HAND - Rehabilitation Loan Officer	-1
CED	Planning - GIS Specialist	-1
CED	Office Facilitator II	-1
CED	Building Services - Building Inspector	-1
CED	Building Services -Office Facilitator II	-1
CED	Building Services -Senior Building Inspector	-1
CED	Transportation - Traffic Control Center Operator	-1
CED	Capital Asset Management - Property Agent	-1
CED	Engineering - Senior Engineering Project Manager	-1
CED	Engineering - Engineer IV	-1
CED	Engineering - Engineering Records Tech	-1
Finance	Records Clerk	-1
Mayor	Constituent Liaison	-1
Public Services	Customer Service Specialist	-0.63
Public Services	Jordan & Liberty Park Greenhouse Staff	-2
Public Services	Parks Maintenance	-1
Public Services	Senior Groundskeeper	-1
Public Services	Streets Response Team	-3
Public Services	Discontinue Artways Program	-2
<b><u>Positions Transferred to Other Funds/Entities</u></b>		
CED	Transfer Sorenson Center Function to County	-18.51
Finance	Transfer 30% Revenue Analyst to Risk Fund	-0.3
<b>Total FTE Reductions</b>		<b>-67.44</b>

7. **Transfer to CIP** - The Administration is proposing to continue the reduction in the on-going contribution to the City's capital improvement budget (*the Administration's proposed budget reflects a 6.9% contribution, instead of the recommended 7.95%*). The total amount proposed to be transferred to CIP is \$12,713,185 (6.9%). In FY 2010, 7% was transferred to CIP (although the amount was higher due to higher overall general fund revenue). Of the amount recommended to be transferred for FY 2011, it should be noted that \$6,011,858 is pledged for Sales-Tax debt-service related expenses (GO Bonds are proposed to be handled separately, see below). This leaves \$6.6 million available for the Council to allocate to "pay as you go" projects (*compared to \$6.7 million available for projects in FY 2010, and \$7.2 million in 2009*), which given the Mayor's funding priorities, would pay for 25 out of 80 CIP applications. In addition, there are \$2.8 million in Class C funds available, and \$3.2 million in Impact Fee funds available (the Administration has identified specific projects eligible for these funds).
- a) **Change in GO Debt Service Accounting** – The Administration is proposing to handle GO Bond Revenue and Debt Service in a different way than in previous years. This is due to the large budgets that will be shown for the Public Safety Building project, potentially in FY 2011, as well as the upcoming Leonardo and Regional Sports Complex bonds. Instead of using the General Fund as a "pass through" as in recent years (where GO Debt is shown as both General Fund Revenue and expense), it will instead be allocated directly to the Debt Service Fund (a legally-separate fund from the General Fund), which will handle the payment of each debt. *The Council may wish to continue the practice of reviewing these GO Bond projects (and amounts) in conjunction with the overall CIP budget.*
  - b) The Mayor and the CDCIP Board have reviewed all funding applications and made recommendations. The full list of CIP applications and Mayor's recommendations are **attached to this staff report** (legal sized paper). The Council will receive an in depth briefing regarding the CIP funding applications at the beginning of June. In the past the Council has agreed to fund time-sensitive project at this point. However, recently some Council Members have voiced concern that this ties the hands of the Council later on in the funding allocation process, as some funds have already been spent. *The Council may wish to discuss allocating funds for all CIP projects in June, or waiting to discuss all CIP projects later in the year. The Council may also wish to inquire about previously-identified time-sensitive projects, and if they were completed prior to when other CIP allocations were finalized.*
  - c) Not including Debt Service, Class C, or Impact Fees, the City received 80 applications for CIP projects totaling almost \$28 million. Of this, 25 projects totaling \$6.6 million were able to be funded (the first 25 projects in the attached CIP log).
  - d) Class C Funds – The Mayor and CDCIP Board used a more traditional approach for allocation of Class C funds than was used last year, by keeping them in a separate category from the rest of the CIP Projects. *The Council may wish to consider allocating these funds to some of the Class C eligible projects in the overall CIP list, or discussing both lists concurrently.*
  - e) Items not yet included in the CIP that will likely be included next year or in FY 2013, are Sales Tax Bonds for the North Temple Viaduct (\$16.3 million - for which there may be offsetting revenue from the newly-created CDA) as well as Sales Tax Bonds for the North Temple Boulevard reconstruction (\$10.1 million). The maximum total debt service for these two bond



issuances is estimated to be \$1.1 million for the Viaduct (25 year term – could be less depending on offsetting revenue, and may be reimbursed totally), and \$776,449 for the Boulevard (20 year term), for a total of \$1.9 million per year.

- f) The CIP 10 Year Plan had anticipated the allocation of \$14.2 million for “pay as you go” projects in FY 2011.
- g) If the Council wished to achieve 7.95% of general fund revenue, an additional \$1.9 million would need to be added. If the Council wished to achieve the previous goal of 9% of general fund revenue, an additional \$3.8 million would need to be added.

8. **Other Budget Proposal Key Elements/Items of Interest –**

- a) Public Safety – The Administration is not proposing any staffing reductions in Fire, or in sworn officers in the Police Department.
- b) Reduction in Parks Maintenance – The Administration is proposing a number of changes that would reduce the overall maintenance and appearance of City Parks (including eliminating Flower planting in City Parks and Streets). The total savings realized by these cuts for FY 2011 would be \$648,299.

<b>Parks Maintenance Reductions</b>	<b>Potential Savings</b>
Close Jordan & Liberty Park Greenhouses	\$ (129,943)
Reduce Seasonals and Maintenance budget	\$ (141,584)
Reduce Watering for City Parks	\$ (187,122)
Eliminate 3 Positions Relating to Maintenance/Groundskeeping	\$ (168,437)
Reduce Sports Field Maintenance & Bowery Cleaning	\$ (21,213)
<b>Total Parks Maintenance Reduction Savings</b>	<b>\$ (648,299)</b>

- c) Youth City Artways – The Administration is proposing to eliminate the Youth City Artways Program (3 FTEs and program costs, for a savings of \$392,290). There is also a \$29,774 revenue decrease to the general fund associated with this program elimination. However, the Administration is proposing to establish a \$75,000 on-going “Arts Education Grant” fund, to help other organizations fill this need in the community. No details have been established for this grant program as of yet. *The Council may wish to weigh in on criteria for applying for arts education grants.* Note: The Administration is not proposing to eliminate the Youth City afterschool or summer programs.
- d) Streets Response Team – The Administration is proposing to eliminate the streets response team for a savings of \$233,840. This team is called when a fallen tree is blocking a person’s driveway or there is some other urgent matter relating to the public way. These issues would still be handled, but only in a timeframe as budget and staffing is allowed.
- e) Retirement Increases – The Utah State Pension fund lost a significant amount of money in the recent economic contraction. Currently the City is paying 35.71% of base salary for sworn police officers. The percentage is increasing to 36.31%. For fire fighters, the City currently pays 9.68%, which will increase to 16.18%. For all city employees under the contributory plan, the rate is increasing from 13.65% to 15.36%. The Non-contributory plan is increasing from 11.66% to 13.37%. The majority of Salt Lake City employees are in the non-contributory plan.

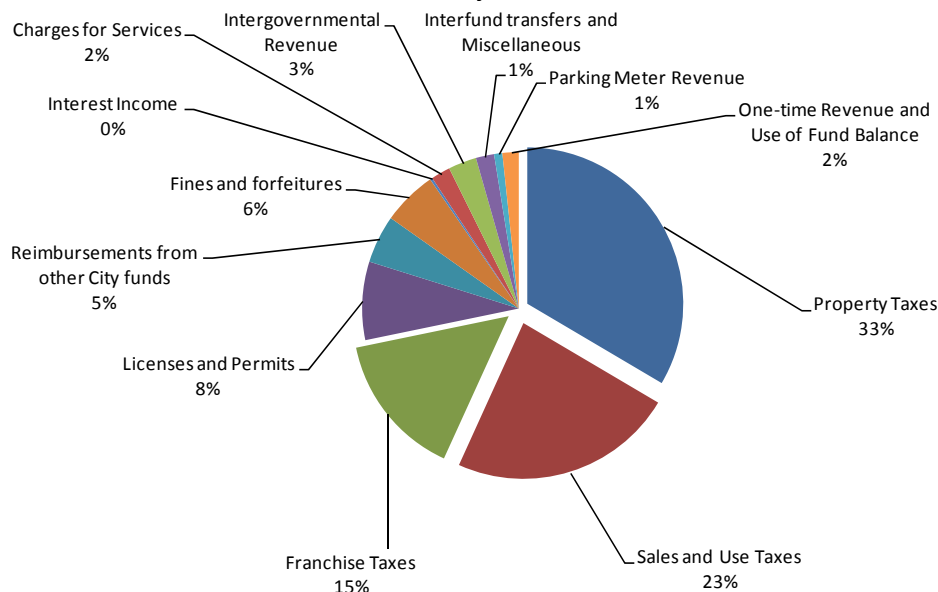
9. **Expenses on the Horizon not addressed in the proposed budget** – Staff has identified potential expenses on the horizon not addressed in the proposed budget. Staff acknowledges that it may not be possible to budget for these expenses in the current fiscal year due to economic conditions, however the Council may wish to keep these items in mind in the coming years.
- a) **Retirement Liability** – Each year the City budgets a small amount of the actual liability that exists if all employees eligible to retire were to do so. In the past this amount was estimated at \$13 million. In FY 2009 the Council budgeted \$1 million in the Non-Departmental budget for this purpose. If funds are not sufficient in this non-departmental account, historically general fund departments have paid for this liability out of their own budgets. In FY 2011, the Administration is proposing to decrease this amount to \$500,000 (from \$693,899 in FY 2010). The lower budget amount increases the likelihood that individual Departments will need to leave positions vacant in order to cover costs of retirements in the coming fiscal year.
  - b) **CIP projects on the horizon, not funded** –
    - i. *North Temple Viaduct & Boulevard* - As mentioned above, the Mayor's budget does not yet contemplate debt service for which the Council has already adopted parameters resolutions – the North Temple Viaduct Rebuild (\$16.3 million), and the North Temple Viaduct (\$10.1 million). It is not likely either of these will be issued in FY 2011.
    - ii. *Liberty Precinct & Evidence Storage* - The Mayor's proposed budget also does not include funding for the necessary Police Evidence Storage and Crime Lab (which is not included in the scope of the Public Safety Building Bond), or the East-Side Liberty Precinct Station. However, it does include them as items 79 & 80 on the CIP Log. In the notes of the CIP Log, the Administration mentions that these projects could be funded with a possible bond (it does not state whether this would be Sales Tax or General Obligation). The Evidence Storage (possibly built in conjunction with the Valley Police Alliance) would be approximately \$7million, and the Liberty Police Precinct would be approximately \$16 million. Sales Tax Debt Service on a \$23 million bond (4.5% interest, 20 years) would be approximately \$1.8 million per year.
    - iii. *City & County Building Exterior Stone Replacement* – In FY 2008, City Staff submitted an application for \$1.45 million to prevent further deterioration of the stone exterior of the City and County Building. Neither the Mayor nor the Council ranked the project high enough at the time to secure funding. At some point the City will have to address this need in order to protect the City's investment. This item was not a CIP request for FY 2011, nor is it funded elsewhere in the Mayor's recommended budget.

**GENERAL FUND REVENUE**

The table below compares the Fiscal Year 2009-10 adopted revenue budget and FY 2010-11 proposed revenue budget.

<b>PROPOSED GENERAL FUND REVENUE</b>				
<b>FISCAL YEAR 2010-11</b>				
	<b>Fiscal Year 2009-10</b>	<b>Proposed 2010-11</b>	<b>Difference</b>	<b>Percent Change</b>
Property taxes – certified rate	\$ 51,651,137	\$ 54,003,556	\$ 2,352,419	4.6%
Property Tax Stabilization - FY 2009	\$ 1,400,000	\$ -		
New Growth	\$ 952,419	\$ -		
Emergency Services Reimbursement		\$ 1,011,185	\$ 1,011,185	
Property taxes – general obligation debt	\$ 8,543,888	\$ -		0.0%
Property tax judgment levy	\$ 240,854	\$ 718,308	\$ 477,454	
Property taxes - vehicle, delinquent, RDA (note: decrease is due to shift in SB 245 accounting)	\$ 5,914,500	\$ 5,914,500	\$ -	0.0%
Sales and use taxes	\$ 44,393,122	\$ 39,593,122	\$ (4,800,000)	-10.8%
Energy tax	\$ 3,900,000	\$ 3,900,000	\$ -	0.0%
Franchise taxes	\$ 27,535,772	\$ 27,953,800	\$ 418,028	1.5%
Payment in lieu of taxes	\$ 839,132	\$ 927,879	\$ 88,747	10.6%
Business/Regulatory licenses (including parking tax & ground transportation fees)	\$ 8,673,678	\$ 9,506,180	\$ 832,502	9.6%
Building permits	\$ 6,179,350	\$ 5,604,418	\$ (574,932)	-9.3%
Fines and forfeitures	\$ 10,851,175	\$ 10,541,316	\$ (309,859)	-2.9%
Intergovernmental revenue	\$ 6,869,959	\$ 5,441,103	\$ (1,428,856)	-20.8%
Charges for services	\$ 4,030,686	\$ 3,706,784	\$ (323,902)	-8.0%
Parking meter revenue	\$ 1,529,363	\$ 1,599,000	\$ 69,637	4.6%
Interest income	\$ 2,211,545	\$ 480,000	\$ (1,731,545)	-78.3%
Reimbursements from other City funds	\$ 9,886,846	\$ 9,249,646	\$ (637,200)	-6.4%
Miscellaneous revenue	\$ 1,170,857	\$ 1,019,136	\$ (151,721)	-13.0%
Interfund transfers	\$ 2,222,775	\$ 2,489,331	\$ 266,556	12.0%
Fund balance & one-time revenue/transfers in	\$ 2,780,000	\$ 3,126,441	\$ 346,441	12.5%
<b>Total General Fund Revenue</b>	<b>\$ 201,777,058</b>	<b>\$ 186,785,704</b>	<b>\$ (14,991,354)</b>	<b>-7.4%</b>

**Projected General Fund Revenue by Source**  
Fiscal year 2010-11



**CHANGES IN GENERAL FUND REVENUE**

The following chart separates proposed changes in FY 2011 revenue by natural growth (or decline) vs. proposed increase in taxes/fees.

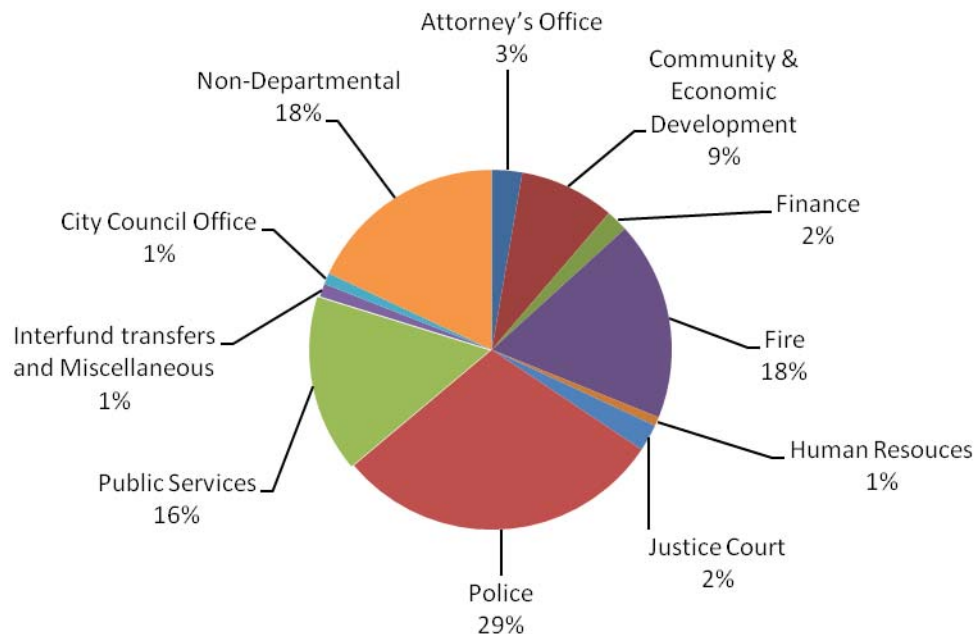
<b>Mayor's Proposed Revenue Budget CHANGES</b>		
<b>New Growth/Inflation compared to Increases in Taxes or Fees</b>		
<b>General Fund FY 2011</b>		
	<b>Relating to Growth/Inflation/ Economy</b>	<b>Relating to Increases in City Taxes and/or Fees</b>
<b>Taxes</b>		
Property taxes – Emergency Services Reimbursement		1,011,185
Property taxes – Judgement Levy	-	477,454
Property taxes – RDA rebate (program sunsets)		
Property taxes - Change in GO Bond Accounting	(8,543,888)	
Sales taxes	(4,800,000)	
Franchise taxes	(31,972)	
Franchise Fee on Stormwater (new)		450,000
Payment in lieu of taxation from enterprise funds	88,747	
<b>Licenses and Permits</b>		
Regulatory Licenses - general	1,140,779	
Base Fee for Freight Stickers (new)		52,000
Freight Sticker Increase		130,000
Airport & Public Facility parking tax (no free parking)		306,381
Salt Palace \$1 Per Car Parking Fee		400,000
Ground transportation operator badge fee	(717)	3,338
Other Ground Transportation Revenue	(58,500)	
Building Permits	(574,932)	
One-time Building Permit Revenue - Public Safety Building	800,000	
<b>Intergovernmental</b>		
Halfway House Legislation Revenue (SB 217)	241,410	
Other	233,634	
<b>Charges and Fees for Services</b>		
Cemetery fees	(120,790)	
Public safety fees	66,000	
Special Events		150,000
Street and public improvement fees	(34,800)	
Youth and recreation fees (actual revenue may be greater)	(83,312)	
Rental and concession fees	117,600	
Library Parking Revenue	163,000	
Change in fees		31,200
Library Square Parking Rental		30,000
<b>Parking meters</b>	69,637	
<b>Fines and forfeitures</b>	347,250	
Parking Tickets - General	(334,184)	
<b>Interest Income</b>	(1,731,545)	
<b>Administrative fees – charges to other funds</b>		
Airport fire reimbursement	(308,000)	
Remove revenue associated w/ Engineering Billings (CIP)	(329,200)	
<b>Miscellaneous Revenue</b>		
Sundry and Other	8,279	
<b>Interfund Transfers</b>		
Revenue from Stormwater for Street Sweeping	209,034	
Revenue from Refuse - glass recycling	110,000	
E911	(62,478)	
<b>Total</b>	<b>\$ (13,418,948)</b>	<b>\$ 3,041,558</b>

**GENERAL FUND EXPENDITURES**

The following table summarizes proposed expenditure budgets by Department for the General Fund, proposed to total \$186,785,703 in FY 2011.

<b>PROPOSED GENERAL FUND EXPENDITURES</b>				
<b>FISCAL YEAR 2010-11</b>				
	<b>Adopted 2009-10</b>	<b>Fiscal Year 2010-11</b>	<b>Difference</b>	<b>Percent Change</b>
Attorney's Office	\$4,513,925	\$5,077,678	\$563,753	12.5%
Community & Economic Development	13,045,010	15,957,403	\$2,912,393	22.3%
Finance	n/a	3,727,297	n/a	n/a
Fire	32,561,776	33,362,538	\$800,762	2.5%
Administrative Services	11,534,468	n/a	n/a	n/a
Human Resources	n/a	1,514,281	n/a	n/a
Justice Court	n/a	4,530,227	n/a	n/a
Police	54,626,761	55,169,063	\$542,302	1.0%
Public Services	35,957,856	29,701,048	(\$6,256,808)	-17.4%
Office of the Mayor	1,880,469	2,209,700	\$329,231	17.5%
City Council Office	1,767,190	1,883,769	\$116,579	6.6%
Non-Departmental	45,889,602	33,652,699	(\$12,236,903)	-26.7%
<b>Total General Fund Expenditures</b>	<b>\$201,777,057</b>	<b>\$186,785,703</b>	<b>(\$14,991,354)</b>	<b>-7.18%</b>

**Proposed General Fund Expenditures, by Department**  
Fiscal year 2010-11



The Police Department Budget is the largest in the General Fund (at 29%) followed by the Fire Department (18%) and Public Services (16%). Community and Economic Development represents 9% of the total expenditure budget.

**PROPOSED ONE-TIME GENERAL FUND EXPENDITURES**

The proposed FY 2011 budget includes several items that the Administration considers as one-time expenditures, these will be paid for with one-time revenues, as detailed below. As is shown below, there are more one-time revenues than there are one-time expenses. Because CIP projects are considered “one-time” in nature from a policy basis, the balance of the “excess” one-time revenues could be considered accounted for in that line item (*this would not be additional revenue to the line item – rather, one-time revenue counted within the existing appropriation*).

<b>Comparison of One-Time Revenue vs. One-Time Expenses</b>	
<b>One-Time Revenue</b>	
Public Safety Building Plan Review/Permit Fee Revenue	\$ 800,000
Police Long-Term Disability (LTD) Transfer	800,000
Appropriation of lapsed Fund Balance	654,000
Transfer from IFAS Account	400,000
Transfer from Government Immunity	325,000
One time: MBA Repayment Funding	147,441
<b>Total One-Time Revenue</b>	<b>3,126,441</b>
<b>One-Time Expenses</b>	
<b>Non-Departmental</b>	
Unemployment Costs	166,860
Replace reduction in Fleet Reduction fund for Fire Apparatus Decrease	865,000
Replace reduction in Transfer to Governmental Immunity	250,000
Sales Tax Rebate for Kamatsu	30,000
Local First Campaign	15,000
Support of Twilight Concert Series	15,000
Support of Jordan River	15,000
Northwest Quadrant Study	100,000
Support of Weigand Center	60,000
No More Homeless Pets	20,000
<b>Total Propsoed One-Time Expenses</b>	<b>1,536,860</b>
<b>Balance accounted for within CIP (not added \$ to CIP)</b>	<b>1,589,581</b>

**Appendix E**  
**SYNOPSIS OF PROPOSED CITYWIDE BUDGET – All Funds**

MAYOR'S RECOMMENDED BUDGET				
SYNOPSIS OF PROPOSED EXPENDITURE BUDGETS				
	Adopted 2009-10	Proposed 2010-11	Difference	Percent Change
<b>General Fund</b>				
Attorney's Office	\$4,513,925	\$5,077,678	\$563,753	12.5%
Community & Economic Development	13,045,010	15,957,403	\$2,912,393	22.3%
Finance	n/a	3,727,297	n/a	n/a
Fire	32,561,776	33,362,538	\$800,762	2.5%
Administrative Services	11,534,468	n/a	n/a	n/a
Human Resources	n/a	1,514,281	n/a	n/a
Justice Court	n/a	4,530,227	n/a	n/a
Police	54,626,761	55,169,063	\$542,302	1.0%
Public Services	35,957,856	29,701,048	(\$6,256,808)	-17.4%
Office of the Mayor	1,880,469	2,209,700	\$329,231	17.5%
City Council Office	1,767,190	1,883,769	\$116,579	6.6%
Non-Departmental	45,889,602	33,652,699	(\$12,236,903)	-26.7%
<i>Total General Fund</i>	<i>201,777,057</i>	<i>186,785,703</i>	<i>(\$14,991,354)</i>	<i>-7.43%</i>
<b>Enterprise Funds</b>				
Department of Airports	274,398,500	266,326,600	(\$8,071,900)	-2.94%
Water	70,591,639	66,517,826	(\$4,073,813)	-5.77%
Sewer	28,949,940	41,505,189	\$12,555,249	43.37%
Stormwater	8,817,169	10,438,117	\$1,620,948	18.38%
Refuse Collection	11,462,141	18,612,980	\$7,150,839	62.39%
Golf	8,337,067	8,429,345	\$92,278	1.11%
Intermodal Hub	49,840	0	(\$49,840)	-100.00%
<i>Total Enterprise Funds</i>	<i>402,606,296</i>	<i>411,830,057</i>	<i>\$9,223,761</i>	<i>2.29%</i>
<b>Internal Service Funds</b>				
Insurance & Risk Management	37,831,448	39,706,554	\$1,875,106	4.96%
Fleet Management	17,966,452	18,012,378	\$45,926	0.26%
Information Management Services	8,760,045	8,626,334	(\$133,711)	-1.53%
Governmental Immunity	1,520,000	1,245,000	(\$275,000)	-18.09%
<i>Total Internal Service Funds</i>	<i>66,077,945</i>	<i>67,590,266</i>	<i>\$1,512,321</i>	<i>2.29%</i>
<i>Capital Improvement Program</i>	<i>29,557,685</i>	<i>22,673,394</i>	<i>(\$6,884,291)</i>	<i>-23.29%</i>
<b>Debt Service Funds</b>				
Debt Service – CIP*	20,723,551	29,135,531	8,411,980	40.59%
Debt Service – SID*	590,153	741,363	151,210	25.62%
<i>Total Debt Service Funds</i>	<i>21,313,704</i>	<i>29,876,894</i>	<i>8,563,190</i>	<i>40.18%</i>
<b>Special Revenue Funds</b>				
Community Development (CDBG)	3,464,688	4,391,247	926,559	26.74%
Grants Operating (ESG, HOME, HOPWA)	9,158,975	6,661,931	-2,497,044	-27.26%
Street Lighting*	1,981,103	1,806,785	-174,318	-8.80%
Emergency 911*	2,450,380	2,379,021	-71,359	-2.91%
Housing Loan Fund*	13,478,480	12,411,656	-1,066,824	-7.92%
Downtown Economic Development *	792,817	897,386	104,569	13.19%
(Downtown Alliance)				
Demolition & Weed Abatement*	26,500	26,500	0	0.00%
Donation Fund*	100,000	100,000	0	0.00%
<i>Total Special Revenue Funds</i>	<i>31,452,943</i>	<i>28,674,526</i>	<i>-2,778,417</i>	<i>-8.83%</i>
<b>TOTAL</b>	<b>\$752,785,630</b>	<b>\$747,430,840</b>	<b>(\$5,354,790)</b>	<b>-0.71%</b>

\*Individual budget briefings are not generally scheduled for the proposed budgets marked with an asterisk. The Council may wish to indicate if a briefing is desired this year – Alternately, Council Members may ask staff for more information.

**Goals/Priorities Identified at Council Retreat**

(Established January 2008, confirmed in 2009)

<b>Planning</b>		
- Infill	- Neighborhood Protection	- Master Plan Updates
- Downtown Revitalization	- Downtown Cultural District	- Northwest Quadrant development
- Riparian Overlay Process	- Sugar House Planning Issues	- Airport Expansion
<b>Alternative Transportation</b>		
- Redevelopment of North Temple	- Planning for Infrastructure	- Jordan River trail development
- 900 South trail development	- Daylighting City Creek	
<b>Environmental Issues</b>		
- Air Quality	- Green/Sustainable City Building Codes	- Northwest Quadrant
- City-wide Sustainability Plan		
<b>Small Business Issues</b>		
- Historic preservation	- Neighborhood business incubation	- Fisher Mansion
<b>Infrastructure</b>		
- Walkability	- Bicycle trail development	- Bike-friendly roadways
- Invest in Westside infrastructure	- Use of wide ROW for alternative transportation access	- Improving Sidewalk, Curb, and Gutter City-wide
<b>Emergency Preparedness</b>		
- Mobile/Neighborhood Watch	- CERT	- Community Preparedness

**Additional Priorities identified at 2009 Retreat**

- Alternative Transportation funding
- Neighborhood Development
- Economic Development
- Use of volunteer resources

**Working Group Projects (Top Project Priorities) identified at 2010 retreat**

- Taxicab/Ground Transportation Issue
- Historic Preservation Plan
- Northwest Quadrant Master Plan
- Ethics Ordinance
- Neighborhood Commercial Uses/Specifically Alcohol Establishments in Neighborhood Commercial Zones
- Neighborhood-Based Organizations



## Statements on Budget from Council Policy Manual

### **A.25 GENERAL BUDGET POLICY**

a. When possible, Capital Improvement Projects are not delayed nor eliminated in order to balance the budget. The Council also avoids using one time revenues to balance the budget.

### **A.26 CAPITAL AND DEBT MANAGEMENT**

On December 14, 1999, the Council adopted a resolution relating to capital and debt management policies. The resolution states:

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 biennial 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 along with the Mayor’s Recommended Budget.

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.

Fiscal Year 10-11 CIP Projects										\$	6,114,437	\$	2,800,000
Fiscal Year 2010-2011 Identifier & Plan Information	Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes			
Debt Service													
	Debt 1	City & County Building Debt Service - GO Bond Series 2001 Debt service payment on bonds issued to rehabilitate & refurbish the City & County Building. The City does not levy taxes against this Bond. Bonds mature 6/15/2011.			\$2,373,495	\$2,373,495	\$2,355,073	\$0	None				
	Debt 2	Sales Tax - Series 2005A Debt Service payment for sales tax bonds issued to refund the remaining MBA series 1999A, 1999B, & 2001 Bonds. Bonds mature 10/1/2020.			\$1,387,490	\$1,387,490	\$1,387,490	\$0	None				
	Debt 3	Sales Tax - Series 2007 Debt Service payment for bonds issued for TRAX Extension & Grant Tower improvements. Bonds mature 10/1/2026.			\$405,345	\$405,345	\$105,345	\$0	None				
	Debt 4	Sales Tax - Series 2009A Debt Service payment for bonds issued to finance all or a portion of the acquisition, construction, improvement & remodel of a new Public Services maintenance facility, a building for use as City offices & other capital improvements within the City. Bonds mature 10/1/2028.			\$2,164,181	\$2,164,181	\$2,163,950	\$0	None				
		Debt Service Total			\$6,330,511	\$6,330,511	\$6,011,858	\$0					

	Fiscal Year 2010-2011 Identifier & Plan Information	Project Description	Funding	History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
<b>General Fund - Pay As You Go</b>												
1	<b>Streets 1</b> ADA Ramp Transition Plan 10 Year CIP Plan FY06-16 All Districts	<b>ADA Ramps/Corner Repairs 2010/2011- Citywide</b> To construct various ADA pedestrian ramps & related repairs to corners & walkways including sidewalk, curb, gutter & corner drainage improvements. Design \$27,400. Construction inspection & admin \$29,600. Locations to be determined based by City's ADA Ramp Transition Plan in conjunction with the Salt Lake Accessibility Committee, the City's Accessibility Services Advisory Council & requests from persons with disabilities. * Funding history includes allocations over a 11 year period. Supports City's sustainability efforts.	00-04	\$1,485,241	1	1	\$400,000	\$400,000	\$400,000		<b>None</b> No additional increase	
			04-05	\$ 600,000								
			05-06	\$ 400,000								
			06-07	\$ 433,418								
			07-08	\$ 400,000								
			08-09	\$ 225,000								
			09-10	\$ 300,000								
			<b>Total</b>	<b>\$3,843,659*</b>								
2	<b>Parks 4</b>  Parks Inventory of ADA Needs Assessment 10 Year CIP Plan FY08-09 Districts 3, 5 & 6	<b>ADA Playground Improvements - Kletting Park, 170 No. "B" Street; Cotton Park, 300 E. Downington; Davis Park, 1980 E. 950 So.; Wasatch Hollow Park, 1700 So. 1700 E.</b> To design & provide improvements to include ADA accessible playground surfacing, concrete wheel chair ramps, limited playground equipment modifications/upgrades & make associated landscape repairs as necessary. Design \$9,000. Engineering fees \$2,100. Construction inspection & admin \$6,100. Supports City's sustainability efforts.			2	2	\$116,200	\$116,200	\$116,200		<b>None</b> No additional increase	
3	<b>Streets 2</b> 10 Year CIP Plan FY06-16 All Districts	<b>Sidewalk Rehabilitation/Concrete Sawing 2010/2011 - Citywide</b> To provide sidewalk rehabilitation & reduction of tripping hazards through concrete sawing or grinding. Process eliminates displacement of up to one & one-half inch & provides a significant cost savings over removal & replacement. Design \$14,500. Construction inspection & admin \$15,100. * Funding history includes allocations over 8 year period. Supports City's sustainability efforts.	03-05	\$ 350,000	3	3	\$200,000	\$200,000	\$200,000		<b>None</b> No additional increase	
			05-06	\$ 400,000								
			06-07	\$ 150,000								
			07-08	\$ 200,000								
			08-09	\$ 175,000								
			09-10	\$ 200,000								
			<b>Total</b>	<b>\$1,475,000*</b>								
4	<b>Trails 3</b> Bicycle & Pedestrian Master Plan 10 Year CIP Plan Districts 2 & 5	<b>900 South Rail Corridor &amp; Surplus Canal Trails Design/Master Plan</b> To design for future construction a shared use trail along the surplus canal from 2100 So. to 800 So. & along the abandoned 900 So. rail line. Design \$100,000. Supports City's sustainability efforts.			32	4	\$100,000	\$0	\$100,000		<b>None</b> Design	
5	<b>Parks</b> Fairmont Park Master Plan 10 Year CIP Plan District 7	<b>Fairmont Park Irrigation System - 900 East Simpson Ave.</b> To design & reconstruct existing irrigation system to include pipes, valves, heads, controllers & central control connection & associated landscape repairs as necessary. Design \$50,000. Engineering fees \$9,200. Construction inspection & admin \$40,000. Supports City's sustainability efforts.			33	5	\$649,200	\$0	\$599,200		<b>None</b> No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History		Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
6	Transportation 1	<b>Traffic Signal Upgrades - Main Street/1700 So.; 300 West/1700 So.; 2000 East/2700 So.; 1100 East/100 So.; 1100 East/1300 So.; West Temple/1700 So.</b>			5	6	\$960,000	\$480,000	\$480,000		Minimal	
	Transportation Plan 10 Year CIP Plan FY06-16 Districts 4, 5 & 7	To remove & replace six (6) existing traffic signals with equipment that includes steel poles, span wire, signal heads & traffic signal loops, mast arm poles, new signal heads, pedestrian signal heads with countdown timers, improved loop detection, & left turn phasing as needed. Design \$96,000. Engineering fees \$96,000. Construction inspection & admin \$24,000. * Funding history includes allocations over 9 year period. Class "C" funds awarded in FY 09/10 Supports City's sustainability efforts.	00-04 \$1,970,000 04-05 \$ 500,000 06-07 \$ 450,000 07-08 \$ 500,000 08-09 \$ 640,000 09-10 \$ 560,000 <b>Total 4,620,000*</b>								\$360 annual increase	
7	Transportation 3 All Districts	<b>Pedestrian Safety Devices &amp; HAWK Signal - 1300 South 600 East</b> To install a High Intensity Activated Crosswalk (HAWK) pedestrian signal at 1300 South 600 East. Remaining funds will be used for the installation of other pedestrian safety devices to include flashing warning lights, pedestrian refuge islands, signalized pedestrian crossings & new or improved pavement markings in various locations city wide. Design \$11,000. Engineering fees \$11,000. Construction inspection & admin \$2,750. * Funding history includes allocations over 7 year period. Support City's sustainability efforts.	02-03 \$ 50,000 03-04 \$ 60,000 05-06 \$ 50,000 06-07 \$ 120,000 07-08 \$ 50,000 08-09 \$ 75,000 09-10 \$ 75,000 <b>Total \$ 480,000*</b>		6	7	\$110,000	\$110,000	\$110,000		None No additional increase	
8	Streets 5 Pavement Management Plan 10 Year CIP Plan FY06-16 Districts 1, 2, 5, 6, & 7	<b>Local Street Reconstruction FY 10/11</b> To reconstruct or rehabilitate deteriorated local streets to include replacement of street pavement, sidewalk, curb, gutter & drainage improvements as funds permit. Proposed Streets include Wright Brothers Drive, I-80 ramp to 424 ft. North of Amelia Earhart Drive; Challenger Road, Harold Gatty Drive to North Cul-De Sac end; Brentwood Circle, Parley's Way to Parley's Way; Windsor Circle, 2700 So. to North Cul-De-Sac end; 800 West, Arapahoe Ave to East Cul-De Sac end; Pioneer Circle, 1000 Wet to Cul-De-Sac end; Emerson Ave, 1500 to 1700 East; Military Drive, Yale Ave to Yalecrest Ave; Stringham Ave, Highland Drive to Highland Drive. Design \$158,000. Construction inspection & admin \$184,000. * Funding history includes allocations over 10 year period. Supports City's sustainability efforts.	01-04 \$ 4,872,123 04-05 \$ 1,000,000 05-06 \$ 1,000,000 06-07 \$ 1,500,000 07-08 \$ 1,000,000 08-09 \$ 1,000,000 09-10 \$ 765,356 <b>Total \$11,137,479*</b>		7	8	\$2,000,000	\$1,000,000	\$1,000,000		None No additional increase	
9	Trails/Open Space 1 All Districts	<b>Salt Lake Open Space Signage</b> To provide funding for graphic design, development & installation of Wayfinding, Interpretive, Use & Boundary, Restoration & Trail Marker signage for the Jordan River Parkway, the Wasatch Hollow Open Space Area & the Bonneville Shoreline Trail. Design \$65,000. Supports City's sustainability efforts.			8	9	\$203,875	\$203,875	\$203,875		None No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History		Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
10	<b>Parks 11</b> All Districts	<b>Tree Replacement - Parks City Wide</b> To replace existing deteriorated, damaged or removed trees throughout City parks. Design \$4,300. Construction inspection & admin \$3,000.	05-06 06-07 07-08 <b>Total</b>	\$ 50,000 \$ 50,000 \$ 50,000 <b>\$150,000*</b>	9	10	<b>\$50,000</b>	<i>\$50,000</i>	<i>\$50,000</i>		<b>None</b> No additional increase	
11	<b>Streets 4</b> District 3	<b>City Creek Canyon Washout Repair</b> To repair the washout area & stabilize the hillside in City Creek Canyon. Design \$14,500. Construction inspection & admin \$15,200. Supports City's sustainability efforts.			10	11	<b>\$200,000</b>	<i>\$200,000</i>	<i>\$200,000</i>		<b>None</b> No additional increase	
12	<b>Public Facilities 1</b> District 4	<b>C&amp;C Building Roof &amp; Gutter Repair - 451 So. State Street</b> To replace all cracked, broken & missing slate shingles, replace all asphalt shingles, inspect masonry joints & repair as necessary, inspect & repair flashing, & clean & repair gutters. Design \$22,578. Engineering fees \$5,210. Construction inspection & admin \$12,158. Supports City's sustainability efforts.			11	12	<b>\$230,994</b>	<i>\$230,994</i>	<i>\$230,994</i>		<b>None</b> No additional increase	
13	<b>Public Facilities 3</b> District 4	<b>Plaza 349 Fire Sprinkler System - 349 South 200 East</b> To upgrade fire sprinkler system on 1st floor to consist of fire piping risers, branch piping over all floors sprinkler heads for proper water flow distribution, pumps to upper floors & fire hose connections in stairwells on each floor. Design \$47,683. Engineering fees \$11,659. Construction inspection & admin \$24,796. Supports City's sustainability efforts.			12	13	<b>\$467,000</b>	<i>\$467,000</i>	<i>\$467,000</i>		<b>None</b> No additional increase	
14	<b>Public Facilities 2</b>  District 3	<b>Fire Station #2 HVAC System &amp; Water Line Replacements - 270 West 300 North</b> To replace HVAC system including replacement of all culinary water lines, all drain/waste lines, all fan coil air distribution systems, & 2 gas fires modine heaters in apparatus bay with high efficiency co-ray-vac system. Design \$46,962. Engineering fees \$6,502. Construction inspection & admin \$28,900. Supports City's sustainability efforts.			13	14	<b>\$479,864</b>	<i>\$479,864</i>	<i>\$479,864</i>		<b>None</b>  No additional increase	
15	<b>Trails 2</b> Bicycle & Pedestrian Master Plan 10 Year CIP Plan FY06-16 District 2	<b>Jordan River Trail Design - 200 South to North Temple</b> To develop a Master Plan & design for future construction Jordan River Trail development from 200 South to North Temple. Engineering will work closely with Union Pacific Railroad (UPR) to design this section of the trail because it crosses the east/west mainline UPR tracks. Design \$100,000. * Funding history includes allocations over 7 year period. Supports City's sustainability efforts.	00-02 04-05 05-06 07-08 08-09 <b>Total</b>	\$ 415,550 \$ 320,000 \$ 170,000 \$ 375,000 \$ 200,000 <b>\$1,106,550*</b>	14	15	<b>\$100,000</b>	<i>\$100,000</i>	<i>\$100,000</i>		<b>None</b> Design	

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16	<b>Transportation 5</b> Street Lighting Master Plan All Districts	<b>Traffic Safety Street Lighting Additions - Mid Block Light Requests</b> To design, purchase & install lights at mid-block intervals where warranted & as requested by the majority of the nearby residents, in keeping with the Street Lighting Master Plan & Policy. Funding amount will provide approximately 12 street lights. Supports City's sustainability efforts.	05-06 \$ 50,000 <b>Total \$ 50,000</b>	15	16	\$25,000	\$25,000	\$25,000		<b>Minimal</b> \$936.00 annual increase in power usage	
17	<b>Public Facilities 9</b> District 2	<b>Fire Training Center Roof Replacement - 1600 So. Industrial Blvd.</b> To remove & replace the existing roof with a sustainable, lightweight concrete product, providing sound substrate & insulation. Design \$49,817. Engineering fees \$11,496. Construction inspection & admin \$6,825. Supports City's sustainability efforts.		16	17	\$509,675	\$509,675	\$509,675		<b>None</b> No additional increase	
18	<b>Streets 8</b> District 1	<b>Rose Park Golf Course Salt Storage Design - 1700 North Redwood Road</b> To evaluate the Rose Park Golf Course maintenance yard to determine a salt storage site, create a salt storage facility design & prepare a cost estimate for construction of a 1000 Ton open salt storage paved area. Design \$35,000. Supports City's sustainability efforts.		17	18	\$35,000	\$35,000	\$35,000		<b>None</b> Design	
19	<b>Public Facilities 8</b> District 3	<b>Memorial House Renovations - 848 No. Canyon Road</b> To provide exterior renovations to include replacement of water damaged fascia, molding & metal flashing, power wash & repaint stucco & exterior wood, replace patio doors & glass panes, replace North retaining wall, install rear drainage system so runoff water runs away from building, replace plates on water damaged floor joists & repair floor joists as needed. Design \$14,057. Engineering fees \$3,244. Construction inspection & admin \$7,569. Supports City's sustainability efforts. Note: Building would possibly need to be closed during renovations.		18	19	\$143,812	\$143,812	\$143,812		<b>None</b> No additional increase	
20	<b>Parks 3</b>  District 5	<b>Liberty Park Rotary Playground Improvements - 900-1300 South ., 500 to 700 East.</b> To provide improvements to include replacing or repairing several swings & other miscellaneous playground facilities, replace drinking fountain, all broken concrete & railings, repaint decks, hand rails & signage, & make associated landscape repairs as necessary. Included in this request is an upgrade to the existing splash pad from a high use water source to a newly developed recycle & water treatment system for \$183,534. Design \$28,633. Engineering fees \$6,586. Construction inspection & admin \$19,471. * Funding history includes allocations over an 9 year period. Supports City's sustainability efforts.	00-02 \$3,952,753 02-03 \$2,170,000 03-04 \$2,000,000 04-05 \$1,000,000 05-06 \$1,000,000 06-07 \$ 653,000 07-08 \$ 600,000 <b>Total \$11,375,753*</b>	19	20	\$369,657	\$369,657	\$369,657		<b>None</b> No additional increase	

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21	<b>Public Facilities 33</b> District 4 Submitted by Transportation Department	<b>Plaza 349 Employee Showers - 349 South 200 East</b> To construct three employee showers on the 2nd floor in the Plaza 349 building. Construction costs includes remodel of existing facilities to reduce break room size & relocation of one office for shower facilities, installation of new water heater, gas line & electrical components. Design \$4,800. Construction, inspection & admin \$4,000. Supports City's sustainability efforts.		58	21	\$80,500	\$0	\$80,500		<b>None</b> No additional increase	
22	<b>Parks 15</b> District 7 Submitted by Constituent, Sugar House Park Authority	<b>Sugar House Park Signage Project - 1330 East 2100 South</b> To design, construct & install new signage to include park rules, park traffic & pavilion interpretive signs. Sugar House Park Authority has paid \$35,000 for the purchase & installation of park & pavilion entry signage. They are also requesting \$30,000 from the County. Design fees \$3,000. Supports City's sustainability efforts.		23	22	\$30,000	\$30,000	\$30,000		<b>None</b> No additional increase	Board recommended full funding when allocation was assumed to be \$6.7
23	<b>Parks 9</b> Parks Recovery Action Plan 10 Year CIP Plan FY07-08 District 5	<b>Herman Franks Park Baseball Improvements - 700 East 1300 South</b> To design & construct improvements to three ball fields to include sod removal, laser grading of fields to improve surface drainage, replacement of infield soil, make sprinkler irrigation system upgrades, replace sod & provide shade structures to six dug-outs. Design \$40,000. Engineering fees \$9,200. Construction inspection & admin \$27,200.		21	23	\$516,400	\$40,000	\$511,890		<b>None</b> No additional increase	\$40,000 for Design
24	<b>Percent for Art</b>	<b>Percent for Art</b> To provide enhancements such as decorative pavement, railings, sculptures & other works of art. *Funding history indicates all funds received over 7 year period.	\$570,000*	20	24	\$60,000	\$60,000	\$80,000		<b>None</b>	
25	<b>Cost Over-run</b>	<b>Cost Over- run</b> Funds set aside to address project cost over-runs.		22	25		\$88,360	\$63,660		<b>None</b> No additional Increase	



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26	Streets 3  10 Year CIP Plan FY06-16 Districts 7	<b>Sidewalk Replacement SAA 2010/2011 - 2700 South to South City Limits, &amp; 1300 East/Highland Drive to East City Limits</b>  To design, construct & create a Special Assessment Area (SAA) for sidewalk improvements in the proposed area as funding permits. Improvements include sidewalk, ADA pedestrian ramps as needed, limited replacement of trees, & some corner drainage improvements. \$50,000 of this request is for area determination & design of 2011/2012 SAA. Design \$100,000. This amount includes \$50,000 of property owners portion of the SAA. Construction inspection \$100,000. Design for 2010/2011 SAA \$50,000. Construction inspection & admin \$100,000. (\$50,000 CIP, \$50,000 SAA). SAA processing \$40,000. * Funding history includes allocations over 5 year period. Supports City's sustainability efforts. <b>Note:</b> Property Owners portion of SAA is \$875,000. If approved, an \$875,000 budget needs to be established for Properly Owners portion of SAA.	05-06 \$ 599,823 06-07 \$ 400,000 07-08 \$ 550,000 08-09 \$ 700,000 09-10 \$ 765,356 <b>Total</b> \$3,015,179	4	26	\$855,000	\$855,000	\$0		None  No additional increase	
27	Public Facilities 5 District 2	<b>Pioneer Precinct Energy Conservation Project - 1040 West 700 South</b>  To replace the obsolete, inefficient boilers with new 95% efficient condensing boilers, program each office, classroom & meeting area for occupancy & use overrides, install high efficiency motors on ventilation system & a variable frequency drive on motor to control static pressure & air exchange rates & upgrade parking lot lights with efficient induction lighting. Design \$12,665. Engineering fees \$1,802. Construction inspection & admin \$7,794. Supports City's sustainability efforts.		24	27	\$124,558	\$0	\$0		None  No additional increase	Board recommended full funding when allocation was assumed to be \$6.7
28	Parks 2  District 7	<b>600 East Islands Irrigation System Rebuild - 600 East, So. Temple to 600 South</b>  To design & reconstruct existing island irrigation systems to include pipes, valves, heads, controllers & connection to central irrigation control system & make associated landscape repairs as necessary. Design \$17,100. Engineering fees \$3,600. Construction inspection & admin \$13,700. Supports City's sustainability efforts.		25	28	\$204,900	\$0	\$0		None  No additional increase	Board recommended full funding when allocation was assumed to be \$6.7
29	Trails 5 District 7 & 5	<b>Jordan &amp; Salt Lake City Canal Corridor Trail Master Plan</b>  To develop a Master Plan to aid the City & SLC Public Utilities in the future development of the Jordan canal corridor right-of-ways. PU holds the right-of-way for the canal corridors. Plan \$100,000. Supports City's sustainability efforts.		26	29	\$100,000	\$0	\$0		None Design	

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30	<b>Streets 6</b>  10 Year CIP Plan FY06-16 District 6	<b>Residential Concrete Street Rehabilitation - Princeton Ave., 1700 to 1800 East</b> To rehabilitate the existing deteriorated concrete street to include concrete pavement replacement or rehabilitation, drive approaches, curb & gutter, sidewalk as needed & ADA accessibility ramps. Design \$33,400. Construction inspection & admin \$35,900. Supports City's sustainability efforts.		27	30	\$486,800	\$0	\$0		<b>None</b>  No additional increase	
31	<b>Trails 4</b> Districts 3, 4, 6 & 7	<b>SLC Wayfinding Sign Restoration</b> To repair, repaint & update the SLC wayfinding signs installed in 2001 within the Central Business District, the Sugar House Business District & the University of Utah. Supports City's sustainability efforts.		28	31	\$150,000	\$0	\$0		<b>None</b>  No additional increase	
32	<b>Transportation 4</b> District 2	<b>Traffic Signal Installations - California Ave., 3400 &amp; 3800 West</b> To design & construct two new traffic signals where none currently exist on California Ave., at 3400 West & 3800 West. Design \$52,000. Engineering fees \$52,000. Construction, inspection & admin \$12,000. Total Project cost is \$400,000. Transportation's intent is to request Impact Fees for remainder of costs. * Funding history includes allocations over 6 year period. Supports City's sustainability efforts.		29	32	\$270,000	\$0	\$0		<b>Minimal</b> \$90 annual increase	
33	<b>Transportation 2</b> District 5	<b>300 West 1300 South Right Turn Lane - Northbound to Eastbound</b> To design & construct a northbound to eastbound right turn lane at the intersection of 300 West & 1300 South. Project requires relocation of Rocky Mountain Power transmission & distribution poles, & relocation of a traffic signal mast arm pole & controller cabinet. City CIP funds will be used to complete environmental work & provide local match of \$20,000 to a \$250,000 Congestion Management/Air Quality (CMAQ) Federal grant which Transportation has obtained. Supports City's sustainability efforts.		30	33	\$50,000	\$0	\$0		<b>None</b>  No additional increase	
34	<b>Transportation 6</b>  Transportation Master Plan District 4, 5, 6,7	<b>1300 East Traffic Safety Measures Implementation - 1300 East, 2100 South to 3300 South</b> To implement traffic safety measures on 1300 East as identified in the 1300 East Study. Phase I improvements include signing upgrades, striping changes & installation of HAWK Beacon at Stratford Ave. Design \$10,000. Engineering fees \$15,000. Construction Inspection & admin \$5,000. Supports City's sustainability efforts.		31	34	\$150,000	\$0	\$0		<b>None</b>  No additional increase	

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35	<b>Streets 7</b>  10 Year CIP Plan FY06-16 District 6	<b>Residential Concrete Street Rehabilitation - Yalecrest Ave, 1600 East to Military Drive, &amp; Yalecrest/Military Intersection Landscaped Island</b>  To rehabilitate the existing deteriorated concrete street to include concrete pavement replacement or rehabilitation, drive approaches, curb & gutter repair or replacement as needed, sidewalk repairs, ADA accessibility ramps & storm drain improvements. Design \$28,000. Construction inspection & admin \$30,000. Supports City's sustainability efforts.		34	35	\$406,000	\$0	\$0		<b>None</b>  No additional increase	
36	<b>Transportation 7</b>  Transportation Master Plan 10 Year CIP Plan FY06-16 District 4	<b>Traffic Signal Installation - 600 South 600 East</b>  To design & construct a traffic signal where none currently exists on 600 South 600 East. Traffic studies which findings include increased traffic, accident history, & changing traffic conditions indicate that a new light is warranted at this intersection. Design \$21,000. Engineering fees \$21,000. Construction, inspection & admin \$5,000. Supports City's sustainability efforts.		35	36	\$160,000	\$0	\$0		<b>None</b>  \$90 annual increase	
37	<b>Public Facilities 6</b>  District 4	<b>Justice Court HVAC Energy Conservation Upgrades - 333 South 200 East</b>  To provide upgrades to existing HVAC system to include installation of control dampers on return air ducts, relief air transfer openings & chilled water bypass piping & control valves. Design \$37,180. Engineering fees \$5,291. Construction, inspection & admin \$22,881. Supports City's sustainability efforts.		36	37	\$379,959	\$0	\$0		<b>None</b>  No additional increase	
38	<b>Public Facilities 14</b>  City's Master Plan District 4	<b>C&amp;C Building Carpet, Flooring/Electrical Replacement, 3rd &amp; 5th Floors - 451 So. State Street</b>  To replace & install a low access sub floor, replace existing electrical flatwire & purchase & install new carpet on the 3rd & 5th floor of the C&C Building. Design \$97,358. Engineering fees \$14,978. Construction inspection & admin \$59,912. Supports City's sustainability efforts.		37	38	\$748,907	\$0	\$0		<b>None</b>  No additional increase	
39	<b>Public Facilities 15</b>  City's Master Plan District 4	<b>C&amp;C Building Carpet, Flooring/Electrical Replacement, 2nd Floor - 451 So. State Street</b>  To replace & install a low access sub floor, replace existing electrical flatwire & purchase & install new carpet on the 2nd floor of the C&C Building. Design \$44,934. Engineering fees \$11,234. Construction inspection & admin \$56,168. Supports City's sustainability efforts.		38	39	\$617,849	\$0	\$0		<b>None</b>  No additional increase	
40	<b>Public Facilities 24</b>  City's Master Plan District 4	<b>C&amp;C Building Carpet, Flooring/Electrical Replacement, 1st Floor - 451 So. State Street</b>  To replace & install a low access sub floor, replace existing electrical flatwire & purchase & install new carpet on the 1st floor of the C&C Building. Design \$97,358. Engineering fees \$14,978. Construction inspection & admin \$59,912. Supports City's sustainability efforts.		39	40	\$748,907	\$0	\$0		<b>None</b>  No additional increase	

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41	Public Facilities 19  City's Master Plan District 4	<b>C&amp;C Building Carpet, Flooring/Electrical Replacement, 4th Floor - 451 So. State Street</b>  To replace & install a low access sub floor, replace existing electrical flatwire & purchase & install new carpet on the 4th floor of the C&C Building. Design \$97,358. Engineering fees \$14,978. Construction inspection & admin \$59,912. Supports City's sustainability efforts.		40	41	\$748,907	\$0	\$0		None  No additional increase	
42	Public Facilities 11  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 1st floor, south end of the C&C Building, with new efficient Fan Coil Units. Design \$16,664. Engineering fees \$2,371. Construction, inspection & admin \$10,225. Supports City's sustainability efforts.		41	42	\$170,292	\$0	\$0		None  No additional increase	
43	Public Facilities 12  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 3rd floor, south end of the C&C Building, with new efficient Fan Coil Units. Design \$19,044. Engineering fees \$2,710. Construction, inspection & admin \$11,720. Supports City's sustainability efforts.		42	43	\$194,620	\$0	\$0		None  No additional increase	
44	Public Facilities 13  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 3rd floor, north end of the C&C Building, with new efficient Fan Coil Units. Design \$17,854. Engineering fees \$2,541. Construction, inspection & admin \$10,987. Supports City's sustainability efforts.		43	44	\$182,456	\$0	\$0		None  No additional increase	
45	Public Facilities 23  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 4th floor, south end of the C&C Building, with new efficient Fan Coil Units. Design \$16,664. Engineering fees \$2,371. Construction, inspection & admin \$10,255. Supports City's sustainability efforts.		44	45	\$170,292	\$0	\$0		None  No additional increase	
46	Public Facilities 25  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 2nd floor, south end of the C&C Building, with new efficient Fan Coil Units. Design \$13,185. Engineering fees \$2,033. Construction, inspection & admin \$6,592. Supports City's sustainability efforts.		45	46	\$137,176	\$0	\$0		None  No additional increase	

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47	Public Facilities 26	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  District 4 To replace heating/cooling wall units on the 5th floor of the C&C Building, with new efficient Fan Coil Units. Design \$20,235. Engineering fees \$2,880. Construction, inspection & admin \$12,452. Supports City's sustainability efforts.		46	47	\$206,784	\$0	\$0		None  No additional increase	
48	Public Facilities 7	<b>Irrigation Water Conservation &amp; Asset Renewal Design - 100 So. Main St. &amp; part of West Temple, 100 So. Regent to Main St., 300 So. Main St. to Exchange Place, 4th So. Main to Cactus St. North Side</b> City's Master Plan District 4 To provide design of 4 locations for future replacement of deteriorating galvanized pipe located beneath concrete & pavers with new PVC main irrigation service line, electronic valves, backflow devices, irrigation lines to trees, bubblers in tree planters, irrigation management system, failure & low flow alarms, low voltage controls, landscape lighting, auto-drain valves & replace deteriorated concrete with stamped concrete or pavers. Design \$141,284. Engineering fees \$32,604. Supports City's sustainability efforts.		47	48	\$173,888	\$0	\$0		None  Design	
49	Public Facilities 22	<b>Plaza 349 Parking Structure Improvements &amp; Security System - 349 South 200 East</b> District 4 To construct improvements to include scarifying & lowering parking structure pavement surface & ramps, apply adhesion base & two-inch concrete overlay, install new retractable security gate with electronic code reader system, & install electronic security devices on all entry doors to parking structure. Design \$24,651. Engineering fees \$5,688. Construction inspection & admin \$13,274. Supports City's sustainability efforts.		48	49	\$261,682	\$0	\$0		None  No additional increase	
50	Public Facilities 18	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  District 4 To replace heating/cooling wall units on the 4th floor, north end of the C&C Building, with new efficient Fan Coil Units. Design \$16,664. Engineering fees \$2,371. Construction, inspection & admin \$10,255. Supports City's sustainability efforts.		49	50	\$170,292	\$0	\$0		None  No additional increase	
51	Public Facilities 21	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  District 4 To replace heating/cooling wall units on the 2nd floor, north end of the C&C Building, with new efficient Fan Coil Units. Design \$15,474. Engineering fees \$2,202. Construction, inspection & admin \$9,522. Supports City's sustainability efforts.		50	51	\$158,129	\$0	\$0		None  No additional increase	

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52	Public Facilities 16	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>		51	52	\$137,176	\$0	\$0		None	
	District 4	To replace heating/cooling wall units on the 1st floor, north end of the C&C Building, with new efficient Fan Coil Units. Design \$13,185. Engineering fees \$2,033. Construction, inspection & admin \$6,592. Supports City's sustainability efforts.								No additional increase	
53	Public Facilities 20	<b>Parking Lot Repairs &amp; Replacements - Fire Stations #4, #5 &amp; West Side Senior Center</b>		52	53	\$338,192	\$0	\$0		None	
	Districts 3 & 4	To remove & replace the concrete driveway of Fire Station #4 located at 830 E. 1100 Ave., replace top layer of asphalt on drive & lot of Fire Station #5 located at 1023 E. 900 So. & replace top layer of asphalt on drive & lot & make slope changes for proper drainage at the West Side Senior Center located at 868 W. 900 So. Design \$33,056. Engineering fees \$7,628. Construction inspection & admin \$17,800 Supports City's sustainability efforts.								No additional increase	
54	Parks 10	<b>Rotary Glen Park Improvements - 2770 East 840 South</b>		53	54	\$325,000	\$0	\$0		None	
	Rotary Glen Master Plan 10 Year CIP Plan FY08-09 District 6	To design & construct improvements to include replacement of existing restroom, utilities to support restroom & drinking fountain, make associated repairs to parking lot due to replacement of collapsed sewer line under parking lot & possibly bury the overhead Rocky Mountain Power electrical lines, & make necessary repairs to landscaping & sprinkler irrigation system at area construction. Design \$25,000. Engineering fees \$5,000. Construction inspection & admin \$20,000. Supports City's sustainability efforts.	Prior yrs \$285,000 05-06 \$ 95,000 <b>Total \$380,000</b>							No additional increase	
55	Public Facilities 17	<b>Sugarhouse Business District Irrigation Water Conservation &amp; Asset Renewal Project Design - 2100 So., 1000 E. to 1300 E.; Highland Dr., Westminster to Ashton</b>		54	55	\$268,886	\$0	\$0		None	
	Capital Asset Renewal Plan District 7	To design for future replacement of deteriorating galvanized pipe located beneath concrete & pavers with new PVC main irrigation service line, electronic valves, backflow devices, irrigation lines to trees, bubblers in tree planters, irrigation management system, failure & low flow alarms, low voltage controls, landscape lighting, auto-drain valves, replace deteriorated concrete with stamped concrete or pavers, install new sidewalk, curb, gutter as necessary remove & replace parking strip trees that are less than 3 feet from curb. Design \$218,470. Engineering fees \$50,416. Supports City's sustainability efforts.								Design	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
56	<b>Streets 10</b>  District 3 Submitted by Constituent Neighbor Works Salt Lake	<b>500 West Street Improvement Redesign - 500 West, North Temple to 500 North</b>  To evaluate & re-design street improvements to include drainage, curb, gutter, sidewalk & business access on 500 West including areas near the Union Pacific switch boxes. Business owners have agreed to invest & install curb, sidewalk & landscape improvements once the design is complete. <b>Note:</b> Constituent requested \$60,000 for design. Engineering indicated the design would cost approximately \$150,000. Supports City's sustainability efforts.		55	56	\$150,000	\$0	\$0		None  Design	
57	<b>Parks 12</b>  10 Year CIP Plan FY08-09 Fairmont Park Master Plan District 7	<b>Fairmont Park Tennis Court Reconstruction - 900 East Simpson Ave.</b>  To replace five (5) existing tennis courts with four (4) full size & two (2) youth with new post tension courts, new fencing, net posts, landscaping & irrigation system, sidewalk along north side of courts, benches & drinking fountain. Design complete. Engineering fees \$18,400. Construction inspection & admin \$70,400. Supports City's sustainability efforts.	08-09 \$50,000	56	57	\$969,200	\$0	\$0		Minimal \$800 per year	
58	<b>Public Facilities 28</b>  City's Master Plan District 5	<b>Spring Mobile Field Building Steel &amp; Roof Deck Painting - 1365 So. West Temple</b>  To provide improvements to include sand blasting, scraping & wire brushing rusted building steel beams, girders & steel railings, power wash surfaces, apply rust inhibitor primer coat & apply premium enamel finish paint with UV protection. Design \$105,841. Engineering fees \$24,425. Construction inspection & admin. \$54,800. Supports City's sustainability efforts.		57	58	\$1,122,954	\$0	\$0		None  No additional increase	Project could be funded /constructed in 3rds
59	<b>Transportation 8</b>  Transportation Master Plan District 6	<b>Wakara Way &amp; Arapeen Drive Roundabout</b>  To design & construct a roundabout on Wakara Way & Arapeen Drive in Research Park. Traffic conditions warrant the installation of traffic control measures at this intersection. Design \$35,000. Engineering fees \$35,000. Construction inspection & admin \$10,000. Supports City's sustainability efforts.		59	59	\$350,000	\$0	\$0		None  No additional increase	
60	<b>Parks 8</b>  10 Year CIP Plan FY08-09 Districts 3 & 4	<b>Tennis Court Resurfacing - Pioneer Park, 300 W. 350 So.; Reservoir Park, 1300 E. So Temple; Sunnyside Park 840 So. 1600 E.</b>  To design & construct upgrades to existing tennis courts at Pioneer, Reservoir & Sunnyside Parks. Upgrades include repairing cracks, resurfacing courts, new net posts & line striping. Courts include one at Pioneer Park, two at Reservoir Park, & two at Sunnyside Park. Existing fencing will remain in service for these facilities. Design \$10,000. Construction inspection & admin \$3,400.		60	60	\$73,400	\$0	\$0		None  No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
61	<b>Streets 11</b> District 2 Submitted by Constituent Diversified Metal Services, Inc.	<b>900 South Street Reconstruction - 900 So., 2700 to 3200 West</b> To construct street improvements to include street pavement, curb, gutter, sidewalk & other necessary site improvements as needed. <b>Note:</b> Constituent did not provide construction cost amount. Engineering indicated that a design would be necessary to determine the actual cost estimate for construction & that the design would cost \$200,000. Supports City's sustainability efforts.		61	61	\$1,200,000	\$0	\$0		<b>None</b> No additional increase	
62	<b>Parks 5</b> District 3	<b>City Cemetery Master Plan, Phase 2 - 200 North &amp; "N" Street</b> To complete the City Cemetery Master Plan. Phase I of plan has been completed & provided an analysis of roads, curbs, utilities & inventory of unused areas of cemetery. Phase II of Plan will include a comprehensive study of buildings, office/residence, emergency management plan, cemetery operations, financial based projection based on current prices & budgets for proposed/required improvements & proposal of possible new facility layout scenarios including new inventory items to improve cemetery performance. Plan \$318,100. Engineering fees \$31,800. Not applicable to City's sustainability efforts.	07-08 \$75,000	62	62	\$349,900	\$0	\$0		<b>None</b> Plan	
63	<b>Public Facilities 27</b> City's Master Plan District 5	<b>Spring Mobile Field Concourse "B" Waterproofing - 1365 So. West Temple</b> To construct improvements to include cutting new expansion joints, remove cracked caulking, grind & clean saw/expansion joints & clean surface deck for installation of Conipur Advantage 2 -part concrete deck sealer. Design \$36,142 Engineering fees \$8,340. Construction inspection & admin. \$19,462. Supports City's sustainability efforts.		63	63	\$383,672	\$0	\$0		<b>None</b> No additional increase	
64	<b>Public Facilities 34</b> District 4 Submitted by Downtown Alliance	<b>Downtown Business District Public Restroom Installation</b> To design & construct 1 to 3 permanent public restrooms at strategic locations throughout the downtown area. Sites to be determined. Cost of units include \$215,928 for 1 unit; \$431,856 for 2 units; \$633,924 for 3 units. Design \$21,651. Engineering fees \$3,081. Construction, inspection & admin \$13,324. Supports City's sustainability efforts.		64	64	\$215,928	\$0	\$0		<b>Minimal</b> Cleaning & Servicing \$3,000 per unit on annual basis	
65	<b>Parks 14</b> District 3	<b>East Capitol Blvd. Curb, Sidewalk &amp; Memory Grove Overlook Improvements -</b> To design & construct median islands, new curb, gutter & bulb out areas, sidewalks, crosswalks, & associated landscaping as necessary, & construct Memory Grove Park Overlook & Historical Interpretation Area. This will be a joint project with UDOT, State Capitol Preservation Board & the City for a total project cost of \$922,400. City's portion of construction would include sidewalk & landscaping on east side & possibly construction of the Historic Overlook & Interpretation Area. Design \$68,400. Engineering fees \$12,700. Construction inspection & admin \$54,700. Supports City's sustainability efforts.	08-09 \$50,000	65	65	\$383,000	\$0	\$0		<b>None</b> No additional increase	



Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
66	Public Facilities 30 District 7	<b>Fire Station #3</b> To replace Fire Station #3 in Sugarhouse. Current building is aged & does not meet current size or seismic requirements. Design \$156,910. Engineering fees \$75,840. Supports City's sustainability efforts.		66	66	\$3,413,630	\$0	\$0		None No additional increase	
67	Public Facilities 10 District 4	<b>C&amp;C Building Base Isolator Testing &amp; Analysis - 451 So. State Street</b> To hire a consultant to perform a detailed testing & provide an analysis of the C&C Building Base Isolator's pertaining to the seismic Richter magnitude of 7.0 or higher. The C&C Building Base Isolators were designed to handle a seismic Richter of 6.0 magnitude. Consultant \$243,148. Supports City's sustainability efforts.		67	67	\$243,148	\$0	\$0		None Analysis	
68	Parks 6 District 5	<b>Tracy Aviary Sidewalks &amp; Tree Pruning -900-1300 South ., 500 to 700 East.</b> To provide improvements to Tracy Aviary site to include replacement of deteriorated sidewalks, prune existing trees & make associated landscape repairs as necessary. Design \$23,220. Construction inspection & admin. \$14,595.	05-06 \$116,200 07-08 \$200,000	68	68	\$71,400	\$0	\$0		None No additional increase	
69	Public Facilities 4 District 4	<b>UTA TRAX Island Landscape</b> To replace existing TRAX island landscaping, from 150 W., So Temple, down Main Street to 450 South, 400 South from State to 900 East, with improvements to include removal of present shrubs & ground cover redesign landscaping & irrigation to water only shrubs & trees using a bubbler head delivery system, connect to existing water control system & replace with water appropriate shrubs, plants & rock. Design \$12,545. Engineering fees \$1,785. Construction inspection & admin \$7,720. Supports City's sustainability efforts.		69	69	\$123,375	\$0	\$0		None No additional increase	
70	Streets 9  District 5 Submitted by Constituent East Liberty Park Community Organization (ELPOC)	<b>East Liberty Park Alley Improvement Study/Design - 900 to 1300 South., 700 to 1100 East</b> To determine the rehabilitation needs & prepare a preliminary design & construction cost estimate for upgrade of the public way alleys with improvements to include new pavement or surface rehabilitation as needed. There are approximately 10 alleys within this area totaling approximately 4.6 miles of surface. Design \$40,000. Supports City's sustainability efforts.		70	70	\$40,000	\$0	\$0		None  Design	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
71	<b>Parks 17</b>  Districts 7 Submitted by Constituent, Parley's Way Park Improvement Committee	<b>Parley's Way/Wilshire Park ADA Playground &amp; Improvements - 2810 East 2400 South</b>  To design & provide construction improvements to include removal & replacement of existing play structure with ADA accessibility playground equipment with accessible surfacing, enlarge existing playground footprint to include accessible ramps, sidewalks & paths & repair associated irrigation, trees & landscaping as necessary. Design \$40,000. Engineering fees 5,000. Construction inspection & administration \$17,600. Supports City's sustainability efforts.		71	71	\$271,200	\$0	\$0		<b>None</b>  No additional increase	
72	<b>Parks 19</b>  District 1 Submitted by Constituent	<b>Rose Park Lane Walking Path Improvements -</b>  To purchase & plant approximately 42 trees & install irrigation feeder lines & bubblers to previously installed valves for tree irrigation. Design complete. Construction inspection & admin \$3,000. Supports City's sustainability efforts.	05-06 \$30,000	72	72	\$30,200	\$0	\$0		<b>None</b>  No additional increase	
73	<b>Parks 7</b>  District 6	<b>Oak Hills Tennis Court Lighting - 2425 East 1216 South</b>  To provide court lighting to the four south bottom tennis courts providing extended play during the spring & fall. Improvements include new light poles & fixtures which will be connected to existing power source. \$50,000 was donated by the Concessionaire for this project. Design \$7,000. Construction inspection & admin \$4,400. Supports City's sustainability efforts.		73	73	\$56,240	\$0	\$0		<b>None</b>  No additional increase	
74	<b>Parks 13</b>  10 Year CIP Plan FY08-09 District 3	<b>Lindsey Garden Park, 7th Ave. "N" Street or 5th Ave "C" Street Tennis Court Reconstruction</b>  To remove two existing tennis courts, retaining walls & trees, & reconstruct two new post tension courts, new fencing, new retaining walls & associated landscaping as necessary, at either Lindsey Garden Park or 5th Ave. "C" Street. Design \$58,500. Engineering fees \$8,300. Construction inspection & admin \$36,000. Supports City's sustainability efforts.		74	74	\$597,800	\$0	\$0		<b>Minimal</b>  No additional increase	
75	<b>Parks 16</b>  District 3 Submitted by Constituent, Avenues Community Tennis Association (ACTA)	<b>Avenues Community Tennis Center Design - 11th Avenue Park</b>  To design a community tennis center at 11th Avenue Park that includes architectural design of landscaping, facilities & amenities, development phases & community activities/programming that will lead to the eventual construction of a club house & self sustaining community tennis facilities. Design \$80,000. Supports City's sustainability efforts.		75	75	\$80,000	\$0	\$0		<b>None</b>  No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
76	<b>Parks 18</b> District 7 Submitted by Constituent, The Imperial Neighborhood Park Association	<b>Imperial Neighborhood Park Project -1560 E. Atkin Avenue</b> To purchase .86 acres of property located at 1560 E. Atkin Avenue for construction of future neighborhood park. The anticipated cost of property will be \$850,000. The Imperial Neighborhood Park Association has currently raised \$3,500 for this project. Supports City's sustainability efforts.		76	76	\$270,000	\$0	\$0		<b>None</b> No additional increase	
77	<b>Transportation 9</b> District 5 Submitted by Constituent Ballpark Community Council	<b>Ballpark Neighborhood Enhancements</b> To evaluate, design & implement enhancements to include installation of driver feed back signs, upgraded safety lighting, neighborhood entrance markers & bullbouts. Improvements are in priority order. Design Supports City's sustainability efforts.		77	77	\$400,000	\$0	\$0		<b>None</b> No additional increase	
78	<b>Public Facilities 29</b> District 1	<b>Fire Training Center Property Purchase</b> Partial funding needed to purchase property directly north of Fire Station #14 located on Industrial Road at approximately 1540 South for future site of the Fire Training Center. Impact Fee Request of \$650,000. Supports City's sustainability efforts.		78	78	\$0	\$0	\$0		<b>None</b> No additional increase	\$650,000 Impact Fee Request
79	<b>Public Facilities 31</b> All Districts - site to be determined	<b>Valley Police Alliance Evidence/Crime Lab</b> To develop, purchase and/or construct a centrally located facility to house combined services shared by all police agencies belonging to the Valley Police Alliance. Cost estimate is approximately \$7,000,000. West Valley may be interested in a collaborated effort. Possible Bond item. Supports City's sustainability efforts.		79	79	\$0	\$0	\$0		<b>None</b> No additional increase	\$7,000,000 Possible Bond
80	<b>Public Facilities 32</b> All Districts - site to be determined	<b>Liberty Precinct Police Station</b> To design & construct an eastside police facility housing Liberty Patrol. Cost estimate includes a 2 acre land purchase & construction of a 24,500 sq ft facility. Cost estimate is approximately \$16,000,000. Possible Bond item. Supports City's sustainability efforts.		80	80	\$0	\$0	\$0		<b>None</b> No additional increase	\$16,000,000 Possible Bond
		<b>General Fund Project Total</b>				<b>\$27,928,876</b>	<b>\$6,194,437</b>	<b>\$6,586,327</b>	<b>\$0</b>		
		<b>Total GF CIP Including Debt Service</b>				<b>\$34,259,387</b>	<b>\$12,524,948</b>	<b>\$12,598,185</b>	<b>\$0</b>		

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
<b><i>Fiscal Year 09-10 Class "C" Projects</i></b>											
1	Class "C" 1	700 South Reconstruction, Phase I - 500/700 South, 2800 West to 5600 West		1	1	\$400,000	\$400,000		\$400,000	None	
	10 Year CIP Plan FY07-08 District 2	To construct improvements to include pavement restoration, curb, gutter, drainage improvements, upgrade to traffic flow characteristics & railroad crossing improvements. Total cost is \$4,900,000. Engineering is requesting an additional \$2,500,000 of Impact Fees. \$200,000 of Impact Fees were awarded in FY05-06 & \$594,484 in 09/10. Phase I design complete. Construction inspection & admin \$60,000. *Funding history includes allocations over 4 year period. Supports City's sustainability efforts.	05-06 \$ 255,000 05-06 \$ 200,000 08-09 \$ 400,000 09-10 \$ 550,000 \$ 09-10 594,484 <b>Total \$1,999,484*</b>							No additional increase	
2	Class "C" 2	1300 South Viaduct Rehabilitation - 1300 South, 500 to 700 West		2	2	\$200,000	\$200,000		\$200,000	None	
	10 Year CIP Plan FY07-08 Districts 2	To provide partial match for UDOT & FHWA grant funding for rehabilitation of viaduct including structural & seismic needs. Public Utilities will coordinate necessary utility relocations & rehabilitations. Grant requires 7% or \$840,000 match which will be requested over next 3 FY's. Total project cost estimate is approximately \$12,000,000. Additional funds will be requested in future years CIP processes. Supports City's sustainability efforts.	0-07 \$300,000 <b>Total \$300,000</b>							No additional increase	
3	Class "C" 3	Street Pavement Overlay FY10/11 - Citywide		3	3	\$1,310,000	\$1,310,000		\$1,310,000	None	
	10 Year CIP Plan FY06-16 All Districts	To provide pavement overlay including concrete, asphalt or other preservation surface treatments determined by Pavement Management System & based on condition & need of fifteen (15) streets as funding permits. Other improvements include ADA pedestrian ramps, sidewalk, curb, gutter repair & design funding for 11/12 overlay project. Design \$64,000. Construction inspection & admin 82,600. *Funding history includes all Class "C" allocations over 9 year period. Supports City's sustainability efforts.	01-04 \$ 4,500,000 04-05 \$ 1,500,000 05-06 \$ 1,500,000 06-07 \$ 1,500,000 07-08 \$ 1,500,000 08-09 \$ 1,500,000 09-10 \$ 1,400,000 <b>Total \$13,400,000*</b>							No additional increase	
4	Class "C" 4	Concrete Streets Rehabilitation FY10/11		4	4	\$200,000	\$200,000		\$200,000	None	
	10 Year CIP Plan FY07-08 District 2	To provide construction rehabilitation to deteriorated concrete streets Citywide. Improvements to include slab replacement, grinding, resurfacing & joint repair of twelve (12) streets as funding permits. Design \$16,500. Construction inspection & admin \$18,800. * Funding history includes Class "C" allocations over 6 year period. Supports City's sustainability efforts.	00-01 \$ 290,000 01-02 \$ 100,000 06-07 \$ 200,000 07-08 \$ 200,000 08-09 \$ 200,000 09-10 \$ 190,000 <b>Total \$1,180,000*</b>							No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
5	<b>Class "C" 5</b> 10 Year CIP Plan FY07-08 Districts 5, 7	<b>500 East Rehabilitation, Phase I - 500 East 1300 to 1700 South</b> To bank funding for Phase I of major rehabilitation to 500 East, from 1300 to 1700 South. Improvements to include street pavement restoration, removal & replacement of defective sidewalk, curb & gutter, ADA pedestrian ramps & upgrades to traffic signals. Project will coordinate installation of major storm drain lines with Public Utilities. Additional funding for Phase I will be requested in FY11/12 CIP Process. Phase II funding, 500 East, 1700 to 2100 South will be requested in future years. Supports City's sustainability efforts.	08-09 \$750,000 <b>Total \$750,000</b>	5	5	<b>\$500,000</b>	\$500,000		\$500,000	<b>None</b> No additional increase	
6	<b>Class "C" 6</b> All Districts	<b>Street Pavement Management Survey</b> To perform a citywide street pavement condition survey to collect data for use in determining appropriate pavement management strategies for all streets citywide. Survey is updated approximately every 5 years with state of the art electronic equipment. Data collected is used to determine overall street network condition & prioritize street maintenance by defined street segments.		6	6	<b>\$140,000</b>	\$140,000		\$140,000	<b>None</b> Survey	
7	<b>Class "C" 7</b> Districts 1, 2 & 7	<b>Bridge Evaluation &amp; Maintenance</b> There are 27 bridges within the SLC boundaries with most crossing either the Jordan River or the Surplus Canal. UDOT inspects these bridges every two years & provides the City with a basic condition report. SLC is responsible for performing appropriate maintenance activities based on statements in the UDOT report. Engineering is preparing an ongoing bridge maintenance program with the objective of extending the functional life of these structures & extending the time line between major repairs. This request will address condition evaluation, routine maintenance & timely repairs. Study \$50,000. Supports City's sustainability efforts.		7	7	<b>\$50,000</b>	\$50,000		\$50,000	<b>None</b> Survey	
		<b>Class "C" Fund Total</b>				<b>\$2,800,000</b>	<b>\$2,800,000</b>	<b>\$0</b>	<b>\$2,800,000</b>		

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
<b><i>Fiscal Year 09-10 Impact Fee Projects</i></b>											
1	Public Facilities 29 District 1	<b>Fire Training Center Property Purchase</b> Partial funding needed to purchase property directly north of Fire Station #14 located on Industrial Road at approximately 1540 South for future site of the Fire Training Center. Impact Fee Request of \$650,000. Supports City's sustainability efforts.		1	1	\$650,000	\$650,000	\$650,000		None No additional increase	Impact Fee Request - See PF 29 Above
2	Class "C" 1  10 Year CIP Plan FY07-08 District 2	<b>700 South Reconstruction, Phase I - 500/700 South, 2800 West to 5600 West</b>  To construct improvements to include pavement restoration, curb, gutter, drainage improvements, upgrade to traffic flow characteristics & railroad crossing improvements. Total cost is \$4,900,000. Engineering is requesting an additional \$2,500,000 of Impact Fees. \$200,000 of Impact Fees were awarded in FY05-06 & \$594,484 in 09/10. Phase I design complete. Construction inspection & admin \$60,000. *Funding history includes allocations over 4 year period. Supports City's sustainability efforts.	05-06 \$ 255,000 05-06 \$ 200,000 08-09 \$ 400,000 09-10 \$ 550,000 \$ 09-10 594,484 <b>Total</b> \$1,999,484*	2	2	\$2,500,000	\$2,500,000	\$2,500,000		None No additional increase	Impact Fee Request - See Class "C" 1 Above
		<b>Impact Fees Fund Total</b>				<b>\$3,150,000</b>	<b>\$3,150,000</b>	<b>\$3,150,000</b>	<b>\$0</b>		
<b><i>Fiscal Year 09-10 Special Assessment (SAA) Projects</i></b>											
1	Class "C" 1  10 Year CIP Plan FY07-08 District 2	<b>700 South Reconstruction, Phase I - 500/700 South, 2800 West to 5600 West SAA</b> To construct improvements to include pavement restoration, curb, gutter, drainage improvements, upgrade to traffic flow characteristics & railroad crossing improvements. Total cost is \$4,900,000. Engineering is requesting an additional \$2,500,000 of Impact Fees and \$2,000,000 of SAA budget to collect the property owners assessment of the project. \$200,000 of Impact Fees awarded in FY05-06 & \$594,484 in 09/10. Phase I design complete. Construction inspection & admin \$60,000. *Funding history includes allocations over 4 year period. Supports City's sustainability efforts.	05-06 \$ 255,000 05-06 \$ 200,000 08-09 \$ 400,000 09-10 \$ 550,000 \$ 09-10 594,484 <b>Total</b> \$1,999,484*	1	1	\$2,000,000	\$2,000,000	\$2,000,000		None No additional increase	SAA Request - See Class "C" 1 Above
		<b>SAA Fund Total</b>				<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$0</b>		
		<b>Total FY 10-11 CIP</b>				<b>\$42,209,387</b>	<b>\$20,474,948</b>	<b>\$17,748,185</b>	<b>\$2,800,000</b>		
		<b>Mayor's Proposed CIP - All fund class total</b>						<b>\$20,548,185</b>			

## SALT LAKE CITY COUNCIL STAFF REPORT

### BUDGET ANALYSIS – FISCAL YEAR 2010-11

DATE: April 13, 2010

SUBJECT: PUBLIC UTILITIES DEPARTMENT  
Water, Sewer, Stormwater Funds

STAFF REPORT BY: Lehua Weaver

CC: David Everitt, Jeff Niermeyer, Tom Ward, Jim Lewis, Rusty Vetter, Gordon Hoskins, Gina Chamness, Randy Hillier

The Department of Public Utilities has prepared a budget for the Council's review, which includes a combined Operating Expenses and Capital Outlay budget of \$118,252,132 for the water, sewer and stormwater funds.

Public Utilities Department 2010-11				
Water, Sewer, Stormwater Budgets				
	Amended 2009-10	Proposed 2010-11	Difference	% Change
<b>Revenue &amp; other sources</b>				
Services Revenue	\$ 71,802,000	\$ 77,402,350	\$ 5,600,350	7.8%
Interest Income	770,000	650,000	\$ (120,000)	-15.6%
Impact Fees	1,050,000	1,050,000	\$ -	0.0%
Bond Proceeds	-	13,000,000	\$ 13,000,000	
Use of cash reserves	44,049,264	21,361,782	\$ (22,687,482)	-51.5%
Other Various Revenue Sources	4,600,450	4,788,000	\$ 187,550	4.1%
<b>Total revenue &amp; other sources</b>	<b>\$ 122,271,714</b>	<b>\$ 118,252,132</b>	<b>\$ (4,019,582)</b>	<b>-3.3%</b>
<b>Expenses</b>				
Salaries, wages & benefits	\$ 24,855,469	\$ 25,077,863	\$ 222,394	0.9%
Materials & supplies	4,036,505	4,078,555	\$ 42,050	1.0%
Charges for services	29,931,214	31,429,464	\$ 1,498,250	5.0%
<b>Total operating expenses</b>	<b>\$ 58,823,188</b>	<b>\$ 60,585,882</b>	<b>\$ 1,762,694</b>	<b>3.0%</b>
Capital improvement	53,055,126	46,406,250	\$ (6,648,876)	-12.5%
Vehicles & equipment	5,108,400	4,975,000	\$ (133,400)	-2.6%
Debt Services	5,285,000	6,285,000	\$ 1,000,000	18.9%
<b>Total Operating Expenses &amp; Capital Outlay</b>	<b>\$ 122,271,714</b>	<b>\$ 118,252,132</b>	<b>\$ (4,019,582)</b>	<b>-3.3%</b>

This report includes some overall key points to the Department budget, and then provides some information specific to each fund.

The Department of Public Utilities has also provided information and background on their Watershed Land and Water Rights purchase program. A brief memo is attached for that item (Attachment A).

## OVERALL KEY POINTS

- Rate increases – For 2010-11, the proposed budget includes a rate increase in each of the three funds, as follows:

	Amount of Increase PER YEAR			
	Water	Sewer	Stormwater	Total
<i>Small Residential</i>	6.00	2.88	2.88	\$ 11.76
<i>Average Residential</i>	12.77	5.76	2.88	\$ 21.41
<i>Apartment</i>	955.31	252.00	207.36	\$ 1,414.67
<i>Manufacturing / Industrial</i>	5,680.39	2,434.00	438.00	\$ 8,552.39
<i>Commercial</i>	1,827.45	28.51	60.00	\$ 1,915.96

As the Council may remember, the Department did not originally propose any rate increases last year, but did end up working with the Council to implement a rate increase for the stormwater fund. (That rate increase was effective January 1, 2010.)

- Water Rate Structure – The proposed budget includes adding a fourth tier to the Summer water rates, as suggested by the Community Group and Public Utilities Advisory Committee. More information is provided below in the section specific to the Water Utility (page 4).
- Impact of Rate Increases to the General Fund – The rate increases in each of the utility funds will have a negative impact on the General Fund. The 5% water rate increase will cost the General Fund \$121,955; the 4.5% sewer increase will cost \$4,495 more; and the 6% stormwater increase will cost \$4,567. This totals a \$131,017 increase. However the rate increases will also increase franchise fee revenue to the General fund in the amount of \$147,150 for an overall positive effect of \$16,133.
- Capital Improvement Budget – The three budgets all include capital improvement projects totaling \$46,406,250. The Department has estimated that the favorable bidding climate has contributed to a savings of approximately \$18.8 million capital project costs. What is estimated to cost \$50.8 million to build in 2011 could cost as much as \$69.6 million to build in 2015.
- Future Fiscal Impacts – Each of the funds rely heavily on the use of reserve funds to maintain the capital programs. This practice, even with modest rate increases, contributes to a shortfall in future years where needed capital improvements outpace revenues and cash-on-hand.
- Personal Services Budgets – Since the Department presents their budget to the Mayor and Council before the General Fund, the personal services budget is generally tentative. They follow what the General Fund and other budgets provide for employees, in terms of salary adjustments and insurance splits. Most of the Department's employees (77%) are 100 and 200 series employees with pay increases negotiated between the City and the American Federation of State County & Municipal Employees Local 1004 (AFSCME). In keeping with this, there are no proposed salary increases for employees. However, insurance costs did increase 11% across all three funds. This will be split with employees. 26% is paid by employees and 74% by the City. This may change as the Mayor's recommended budget is finalized, and any necessary changes can be made prior to budget adoption. Retirement payments have also increased by 17%.



## QUESTIONS FOR CONSIDERATION

As Council Members read this budget, you may want to keep two questions in mind:

1. As the General Fund has struggled with the economic crunch, the Department of Public Utilities has tried to help mitigate any impact. For example, last year one major consideration for delaying rate increases was because of the impact to the General Fund departments that would pay the increased rates as well. In addition, on page 57 of the Department's transmittal, there is a list of charges from other City funds to the Department of Public Utilities. The Council may wish to ask what the full impact has been to the Department of Public Utilities.
2. Although the rate increases help to defray the reliance on each fund's cash reserves, the Council may wish to inquire about increasing the use of reserve funds or reducing capital improvement projects in the proposed budget to further delay a rate increase. The Council may also wish to inquire whether there would be an estimate for how a delay would affect future rate increases.

For a more detailed view of each fund's budget, please see the following pages.

## WATER UTILITY BUDGET, 2010-11

The operating budget for the Water Enterprise Fund for fiscal year 2010-11 is proposed to be \$44,882,576, which is an increase of \$1,410,397, or 3.2%.

WATER FUND				
PROPOSED BUDGET				
	Amended 2009-10	Proposed 2010-11	Difference	Percent Change
<b>Revenue &amp; other sources</b>				
Charges for services	\$ 50,057,000	\$ 52,559,850	2,502,850	5.0%
Interest income	370,000	300,000	(70,000)	-18.9%
Inter-fund charges	2,389,450	2,591,000	201,550	8.4%
Sale of used equipment	50,000	50,000	-	0.0%
Impact fees	500,000	500,000	-	0.0%
Grants and Other related revenues	905,000	905,000	-	0.0%
Bond proceeds	-	-	-	#DIV/0!
Use of cash reserves	15,078,189	9,611,976	(5,466,213)	-36.3%
<b>Total revenue &amp; other sources</b>	<b>\$ 69,349,639</b>	<b>\$ 66,517,826</b>	<b>(2,831,813)</b>	<b>-4.1%</b>
<b>Expenses</b>				
Salaries, wages & benefits	\$ 16,313,790	\$ 16,301,187	(12,603)	-0.1%
Materials & supplies	2,702,495	2,760,545	58,050	2.1%
Charges for services	24,455,894	25,820,844	1,364,950	5.6%
<b>Total operating expenses</b>	<b>\$ 43,472,179</b>	<b>\$ 44,882,576</b>	<b>1,410,397</b>	<b>3.2%</b>
Capital improvement	20,620,160	16,740,250	(3,879,910)	-18.8%
Vehicles & equipment	2,507,300	2,145,000	(362,300)	-14.4%
Debt Services	2,750,000	2,750,000	-	0.0%
<b>Total Operating Expenses &amp; Capital Outlay</b>	<b>\$ 69,349,639</b>	<b>\$ 66,517,826</b>	<b>(2,831,813)</b>	<b>-4.1%</b>

The key points reflected in the proposed budgets for the Water Fund include:

### Revenue Items:

- Water Rates – there are two components affecting water rates for 2010-11:
  - Rate Increase: The proposed budget includes a five percent rate increase, which would generate an additional \$2,502,850 in rate revenue.
  - Rate Structure: The Council may recall that over the past few budget years, the Department has discussed the need to review the rate structure and consider changes. A community group was convened to work with the consultant and generated some recommendations, which were reviewed by the Public Utilities Advisory Committee (PUAC).

From that process came the recommendation to add a fourth tier to the water summer rates to capture some of the highest water users, and ideally encourage more conservation. The fourth tier would affect customers who use over 70 ccf in the month. Generally, these are the customers with larger landscaped areas. That would primarily affect eastside and county

customers. Water wise landscaping and other conservation measures can help water customers avoid paying the fourth tier prices.

In comparing the effect of the proposed rate increase to the current rate structure, versus a four-tier structure, only the highest users are impacted. (Refer to page 50 in the Administration's transmittal.) The Council may elect to not implement the fourth tier. Although most of the community group members and PUAC members were supportive, there were a few comments in opposition.

- Use of Reserve Funds - \$9,611,976 of reserve funds will be used toward capital projects this year. The cash balance after use of these reserve funds will be \$13,387,594. The Department has a cash reserve (or fund balance) target of 10% of operating expenses. The \$13,387,594 would be 30% of the 2010-11 operating expenses. The healthy reserve balance has been critical to the Department's ability to sustain the capital improvement program during these tough economic times. At the end of Fiscal Year 2008-09, the cash reserves totaled \$37,877,759. Based on future year projections, by the end of 2012-13, it would be at \$8,458,795 (or 18% of operating expenses).
- Other Revenue Items -
  - Interfund Charges: The Department is increasing their charge to the Sewer, Stormwater, and Refuse Funds for the billing service provided. This will increase the water fund's revenue by \$201,550.
  - Interest Income: Decrease by \$70,000 as the Fund's cash reserves decrease.

#### Operating Expense Items:

- Metropolitan Water District - Between the budget to purchase water from Metro and the annual assessment for the Metro capital projects, the City pays \$18,190,892 to Metro each year. This is roughly 40% of the Water Fund's operating budget.
- Purchase of Water from Metropolitan Water District: The largest increase to Water operating expenses is due to the purchase price for water from the Metropolitan Water District. For the proposed fiscal year, the average rate per acre foot will increase to \$219, which is a \$6 increase per acre foot over last year. Metro implemented a seasonal rate last year, and the \$219 per acre foot averages the amount of water purchased at the winter rate, \$113, and the summer rate, \$330.

In addition to the per unit cost increase, the Department is also planning to purchase 51,000 acre feet this year, up from 48,000 in the past few years.

Both of these factors result in an increase to the budget of \$945,000.

To take advantage of the seasonal rate structure, the Department intends to purchase additional water in the winter to reduce usage of City wells.

The MWD has raised the rates for the past several years and anticipates rate increases in the coming years as well.

Year	Historical Rate (per acre foot)	Future Planned Rates
2004-05	\$150	
2005-06	\$163	
2006-07	\$175	
2007-08	\$188	
2008-09	\$200	
2009-10	\$213	
2010-11		\$219 (3%)
2011-12		\$226 (3%)
2012-13		\$233 (3%)
2013-14		\$240 (3%)
2014-15		\$247 (3%)
2015-16		\$254 (3%)

- Annual assessments for the Metropolitan Water District Capital Improvements: In addition to the purchase of water, the department pays a \$7 million assessment for Metropolitan Water District capital improvements. These payments continue in 2010-11, and will continue for the next 23 years. Sandy City is also making assessment payments to the Metropolitan Water District for their share of project costs.

The Metropolitan Water District budget is set by the Metro Water District Board. The Council has the opportunity to review the budget and give feedback, but does not approve the budget. One significant change to the Council's role in the Metro budget was made in this year's Legislative Session. For tax increases after January 1, 2015, the City Councils of Salt Lake and Sandy cities will be the taxing authority and a vote by the Councils will be necessary in order to approve a property tax increase. More information on the legislative changes will be addressed in a report prepared on the Metro budget later in May.

- Personal Services - (Overall decrease of \$12,603)

<u>Increase /</u> <u>(Decrease)</u>	<u>Description</u>
\$229,461	Increase to retirement payments (17%)
234,504	Increase to insurance costs (11%)
(399,022)	Decrease for the 1.5% salary reduction in the current fiscal year (their budget was not amended at the time of adoption last year)
(63,521)	Decrease due to classification changes
(14,025)	Transfer of .5 FTE to the Stormwater Fund

- Materials and Supplies (increase of \$58,050 or 2.2%) - The increase is due to the cost for recycled paper forms, and the postage rate.
- Charges for Services (increase of \$1,364,950 or 5.6%) - Charges for services is budgeted to increase by 5.6% largely due to the increase in cost of water from the Metropolitan Water District already discussed. The other larger changes include:

<u>Increase / (Decrease)</u>	<u>Description</u>
\$223,000	Risk Management Premiums - their insurance agency raised premiums based on dam risk.
45,600	Utility Costs
34,000	Bus Pass (to include FrontRunner)
30,000	Utah Lake costs
87,350	Other items (admin fees, evasive weed grant , data processing, communication, various.

### Capital Budget

The following is included in the budget for capital improvements and purchases for fiscal year 2010-11.

- Capital Outlay - Vehicles & Equipment (decrease of \$362,300 or 14%) - The \$2,145,000 budgeted for capital purchases allows the department to replace the necessary vehicles and make treatment plant purchases as needed. For vehicles, some necessary heavy equipment replacements will be made, and other vehicles will be replaced with an emphasis on fuel efficiency.
- Continuation of the existing capital improvement program - This budget of \$16.7 million is in addition to the assessments for the Metropolitan Water District capital improvements.

<b>Proposed Water Capital Improvement Program</b>	
	<b>2010-11</b>
Replacement of water lines and hydrants	\$ 7,939,250
Land Purchases (watershed purchases)	\$ 1,000,000
Reservoirs	\$ 555,000
Service Line Replacement & new connection	\$ 2,200,000
Treatment Plants	\$ 704,000
Pumping Plant Upgrades	\$ 1,150,000
Maintenance Buildings	\$ 745,000
Water meter replacement	\$ 100,000
Meter change out program	\$ 800,000
Culverts, flumes & bridges	\$ 510,000
Landscaping	\$ 432,000
Wells	\$ 575,000
Water stock purchases	\$ 30,000
<b>Total Capital Improvement Program</b>	<b>\$16,740,250</b>

The Department has decreased the budget for Capital Improvement projects by \$3.9 million.

- Waterline replacement program - The Department plans to replace 34,000 feet of pipe (or 6.44 miles!).
- Water valve replacement - increase funding by \$1 million for replacements and increasing the number of valves - - this will reduce the time households go without water during shut downs and main breaks, because the area affected by water shut-offs will be more limited.
- Water meter replacement program - As water meters age, they begin to inaccurately measure water use (under read). The Department has determined that it is cost effective to replace meters that are 15 years old. During the past five years, the Department has replaced 59,000 meters with about 22,000 of these being radio reading devices. The radio-read meters are primarily in hilly areas and where meters are more spaced out or remote. Overall, the technology for radio-read meters is changing - while the cost of reading the radio meters is cheaper, the cost for the meter itself is still more than regular meters. As technology continues to develop and prices go down, the radio-read meters will become more cost-effective. One example of this is that when the radio-read meters were first installed, the batteries would only last about five years, but technology has continued to evolve and batteries are lasting closer to 10 years.

For more information about the Watershed Land fund, please see attachment A for a brief memo. A transmittal from the Administration is also included in your packets.

## QUESTIONS FOR CONSIDERATION

1. The Council may wish to ask about future projects that might require bonding.
2. The Council may wish to ask what percentage of users will see the most drastic increase to their monthly bill due to the rate increases and rate restructuring.



## SEWER UTILITY BUDGET, 2010-11

The operating budget for the Sewer Fund for fiscal year 2010-11 is proposed to be \$11,835,189 which is an increase of \$309,349 or 2.7% over fiscal year 2009-10. The capital budget, including debt service, is proposed to be \$29,670,000.

SEWER FUND				
PROPOSED BUDGET				
	Amended 2009-10	Proposed 2010-11	Difference	Percent Change
<b>Revenue &amp; other sources</b>				
Sewer service fees	\$ 16,500,000	\$17,242,500	\$742,500	4.5%
Interest income	250,000	250,000	\$0	0.0%
Permits	85,000	70,000	(\$15,000)	-17.6%
Impact fees	350,000	350,000	\$0	0.0%
Other	645,000	655,000	\$10,000	1.6%
Bond Proceeds	-	13,000,000	\$13,000,000	
Use of cash reserves	20,075,040	9,937,689	(\$10,137,351)	-50.5%
<b>Total revenue &amp; other sources</b>	<b>\$ 37,905,040</b>	<b>\$ 41,505,189</b>	<b>\$3,600,149</b>	<b>9.5%</b>
<b>Expenses</b>				
Salaries, wages & benefits	\$ 6,764,583	6953632	\$189,049	2.8%
Materials & supplies	1,221,310	\$1,205,310	(\$16,000)	-1.3%
Charges for services	3,539,947	3,676,247	\$136,300	3.9%
<b>Total Operating Expenses</b>	<b>\$ 11,525,840</b>	<b>\$ 11,835,189</b>	<b>\$309,349</b>	<b>2.7%</b>
Capital improvement	21,945,100	\$ 24,490,500	\$2,545,400	11.6%
Vehicles & equipment	2,499,100	2,244,500	(\$254,600)	-10.2%
Debt Services	1,935,000	2,935,000	\$1,000,000	51.7%
<b>Total Operating Expenses &amp; Capital Outlay</b>	<b>\$ 37,905,040</b>	<b>\$ 41,505,189</b>	<b>\$3,600,149</b>	<b>9.5%</b>

The key points reflected in the proposed budgets for the Sewer Fund include:

### Revenue Items:

- Rate Increase – A rate increase of 4.5% is proposed for 2010-11. This would generate approximately \$742,500 in additional revenue. Rate revenue is based on the water usage during winter months, since that is generally the usage attributable to indoor water use, including showers, dishwashers, etc. (which constitutes waste water). Therefore, these revenues are generally tied to the rate of users' conservation.

4% rate increases are planned for each of the next four years.

- Use of Reserve Funds - \$9,937,689 in reserve funds will be used toward capital projects.
- Bond Proceeds – In order to accelerate the rehabilitation of the Orange Street Trunk Line to the treatment plant, the Department proposes issuing \$10 million in bonds. In addition, earlier this year, the Council processed a bond issuance for \$6.3 million for a digester cover replacement project – this was the zero interest bond offered by the State using Stimulus Grant funds. The funding for this project will be spread over three years. For 2010-11, \$3 million will be budgeted.

### Operating Expense Items:

- Personal Services – (Overall increase of \$189,049)

<u>Increase / (Decrease)</u>	<u>Description</u>
\$93,486	Increase to retirement payments (17%)
98,596	Increase to insurance costs (11 %)
98,436	Increase for employees hired at a trainee pay level, and are moving up to higher pay levels
(101,469)	Decrease for the 1.5% salary reduction in the current fiscal year (their budget was not amended at the time of adoption last year)

- Materials and Supplies (overall decrease of \$16,000) – There is an anticipated decrease in instrumentation repair and supplies.
- Charges for Services (overall increase of \$136,300) – This increase is due to:

<u>Increase / (Decrease)</u>	<u>Description</u>
\$52,500	Increase to the Administrative Fees paid to the General Fund
40,000	Data Processing charges
32,500	Professional & Technical Services
15,000	Bus Pass (to include FrontRunner)
(3,700)	Various other increases / decreases

### Capital Budget

The proposed budget reflects a total capital budget of \$29,670,000 for capital improvement projects, vehicle & equipment purchases, and debt service.

- Capital Improvement Projects (increase of \$2.5 million)

<b>Proposed Capital Improvement Program</b>	
<b>Sewer Fund</b>	
	<b>2010-11</b>
Collection Lines	\$15,155,500
Treatment Plant	\$ 8,200,000
Maintenance & repair shops	\$ 975,000
Lift Stations	\$ 160,000
<b>Total Capital Improvement Program</b>	<b>\$24,490,500</b>

- There are two major projects for the Sewer Fund:
  - Upgrade to the Orange Street Trunk Line, which is a collector line directly to the Treatment Plant. A portion of the line collapsed last year, and caused a new urgency to



upgrade the line. This will be a \$10 million project and the Department intends to issue bonds to pay for the project.

- Toward the end of 2009, the Council processed a bond issuance for a zero-interest bond with the State for a \$6.3 million digester cover replacement project. A \$3 million portion of that project will begin in 2010-11. This project is now expanded to include the replacement of the digester walls due to determination which will increase the total cost of the project to \$8 million.
- Over the last two years, the Department has conducted a "Sewer Master Plan Study". The results of the study provided a condition assessment of the sewer lines throughout the City, and a management plan for the repair or replacement to improve system capacity.
- In addition to these major projects, the Fund will replace 30,100 linear feet of pipe.
- Vehicle & Equipment Purchases (\$254,600 decrease) - The budget is \$2,244,500 for vehicles and equipment, including trucks, dump trucks, and other maintenance & plant equipment.

## QUESTIONS FOR CONSIDERATION

1. The Council may wish to ask whether the phase of the Sewer Master Plan Study has been completed addressing growth and planning citywide, specifically for the Northwest Quadrant.
2. A few Council Members may have had a chance to tour the upgrade to the 1800 North sewer line. The technique used to repair the line is a new technology. The Council may wish to ask for more information about the project.

## STORM WATER UTILITY BUDGET, 2010-11

The operating budget for the Stormwater Fund for fiscal year 2010-11 is proposed to be \$3,868,117, which is an increase of \$42,948 or 1.1% over fiscal year 2009-10. The capital budget, including debt service, is proposed to be \$6,361,000.

STORMWATER FUND PROPOSED BUDGET				
	Amended 2009-10	Proposed 2010-11	Difference	Percent Change
<b>Revenue &amp; other sources</b>				
Stormwater service fee	\$5,245,000	\$7,600,000	\$2,355,000	44.90%
County Flood Control				
Interest	150,000	100,000	(\$50,000)	-33.33%
Impact fees	200,000	200,000	\$0	0.00%
Systems constructed by developers	516,000	516,000	\$0	0.00%
Other revenue	10,000	1,000	(\$9,000)	-90.00%
Use of reserves	8,896,035	1,812,117	(\$7,083,918)	-79.63%
<b>Total revenue &amp; other sources</b>	<b>\$15,017,035</b>	<b>\$10,229,117</b>	<b>(\$4,787,918)</b>	<b>-31.88%</b>
<b>Expenses</b>				
Salaries, wages & benefits	\$1,777,096	\$1,823,044	\$45,948	2.59%
Materials & supplies	112,700	112,700	\$0	0.00%
Charges for services	1,935,373	1,932,373	(\$3,000)	-0.16%
<b>Total operating expenses</b>	<b>\$ 3,825,169</b>	<b>\$ 3,868,117</b>	<b>\$42,948</b>	<b>1.12%</b>
Capital improvement	10,489,866	5,175,500	(\$5,314,366)	-50.66%
Vehicles & equipment	102,000	585,500	\$483,500	474.02%
Debt Service	600,000	600,000	\$0	0.00%
<b>Total Expenses &amp; Capital Outlay</b>	<b>\$15,017,035</b>	<b>\$10,229,117</b>	<b>(\$4,787,918)</b>	<b>-31.88%</b>

The key points reflected in the proposed budget for the Storm Water Fund include:

### Revenue Items:

- Rate Increase - Last year, even before the decision to adopt a mid-year rate increase for the Stormwater fund, the Department had already planned for future year increases. This year, the budget includes a proposed 6% increase. The intention of the Department is that the larger increase this year would eliminate the need for an increase for the next few years.

The Administration had raised the likelihood of this rate increase, to pay for the Stormwater pieces of the North Temple project - namely, the design of completing the Folsom Avenue conduit from 250 West to the Jordan River. This will serve to divert City Creek flows and alleviate the likelihood of flooding along North Temple.

The 6% increase generates \$460,000 in additional revenue. The remaining \$1,895,000 in revenue increase is due to recognizing a full year of revenue from the \$1.00 increase effective January 1, 2010.

- Use of reserves – Using the \$1,812,117 from reserves would leave the balance at \$3,998,221. Current forecasts do not show use of reserves during 2011-12 or 2012-13. *The Council may wish to ask if there are more capital projects that could be completed using the cash on hand.* This \$3.99 million in cash reserves also takes into account that the projected actual use of reserves for this year will be closer to \$4.5 million rather than the \$8.9 million in the amended budget.

#### Operating Expense Items:

- Personal Services – (Overall increase of \$45,948)

<u>Increase / (Decrease)</u>	<u>Description</u>
\$25,208	Increase to retirement payments (17%)
25,672	Increase to insurance costs (11%)
14,025	Increase for employee transferred from the Water Fund
5,962	Classification changes
(24,919)	Decrease for the 1.5% salary reduction in the current fiscal year (their budget was not amended at the time of adoption last year)

- Charges for Services (decrease of \$3,000) – The change to this category is small. However, one item of note, is \$100,000 in continuing budget for the Riparian Corridor Study. \$600,000 was originally budgeted for the project, and this final amount should bring the study phase to completion. The current study area is for City Creek and Parley's. Red Butte and Emigration Creeks are complete and projects are being identified based on the study results. There is \$450,000 included in the Stormwater capital budget for Riparian Corridor related projects.

#### Capital Budget

The proposed budget reflects a total capital budget of \$6,361,000 for capital improvement projects, vehicle & equipment purchases, and debt service.

- Capital Improvement Projects (increase of \$382,000)

The proposed budget reflects a capital improvement budget of \$4,290,000 for fiscal year 2009-10, which is a 9.7% increase from last year.

<u>Proposed Capital Improvement Program</u>	
<u>Storm Water Fund</u>	
	<u>2010-11</u>
Collection Lines (28,100 feet of pipe)	\$ 4,435,500
Lift Stations	\$ 290,000
Riparian Corridor Improvements	\$ 450,000
<b>Total Capital Improvement Program</b>	<b>\$5,175,500</b>

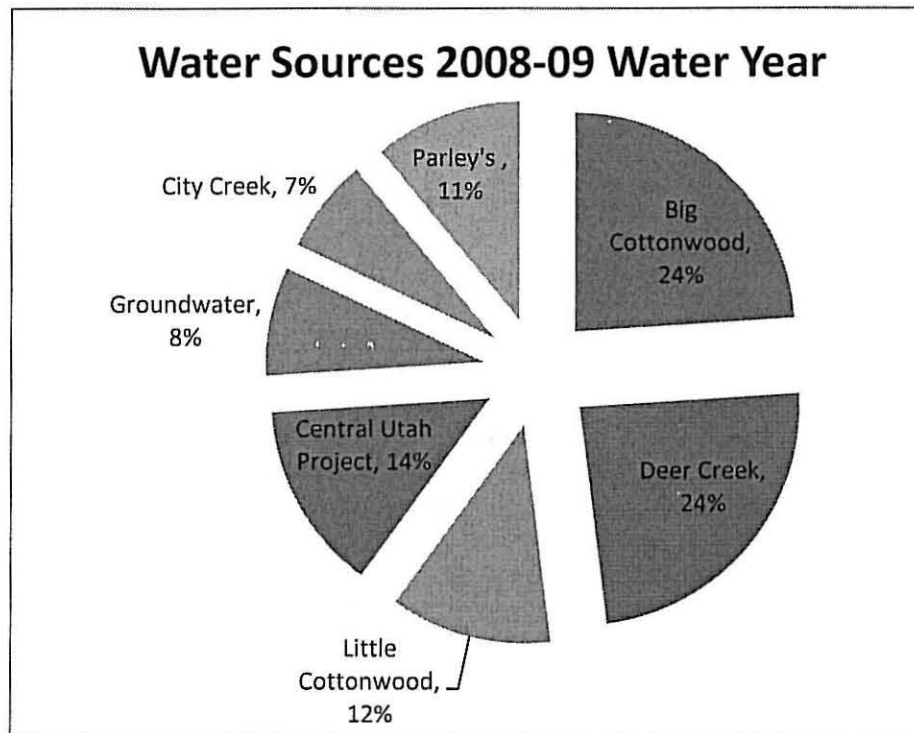
## QUESTIONS FOR CONSIDERATION

1. The Council may wish to ask about the Riparian Corridor Improvements. The residents involved with the study have raised several questions, and as expected, several projects have been identified. The Council may inquire how the administration of those projects will be handled, including whether staffing may be needed, funding will be budgeted each year in the future, and if so, for how long.
2. During the regional athletic complex discussion, some of the Council Members expressed interest in considering establishing a fund for riparian preservation and restoration, similar to the watershed fund. The Council may wish to discuss whether there is interest in considering this mechanism now or at some future date.
3. The Council continues to receive complaints from citizens about significant drainage issues in Districts 1, 2 and 6. The Council may wish to ask how the Department is handling major street drainage issues and whether there is a long-term capital plan to address such issues.

## **WATER BACKGROUND**

Salt Lake City's water delivery system to City and County residents depends on a complex network of dams, aqueducts, water treatment plants, distribution reservoirs, and water mains. Upkeep and maintenance of older systems and construction of new systems is very costly. The Department of Public Utilities has over 91,000 water service connections. The Department maintains treatment plants, wells, reservoirs, 1,222 miles of water mains, and 178 miles of conduit and supply lines.

Water Sources – For the 2008-09 water year (July to June; last full year available), below is a chart of sources for City water. The total used was 97,175 acre feet. (Note: the water from Little Cottonwood, Deer Creek, and CUP was delivered by Metro Water.)



## **SEWER FUND BACKGROUND**

The Department of Public Utilities has over 49,340 sewer connections. The Sewer Fund maintains 641 miles of sanitary sewer pipe and connection lines. The reclamation plant treats an average of 35,000,000 gallons of sanitary sewer per day. Maintaining the sewer lines and operating the lift stations and reclamation plant is accomplished with 99.85 employees. Effective January 1, 2001, sewer fees were based on discharge strength as well as volume. Approximately 2,500 of the 49,340 accounts are charged an additional fee because they discharge sewage with strengths greater than domestic or residential sewer flows. This change sets rates so that residential customers or commercial customers with domestic discharges do not subsidize customers with greater than domestic strength discharges. This rate structure encourages businesses to reduce discharge strengths.

## **STORM WATER BACKGROUND**

The Department of Public Utilities maintains over 470 miles of stormwater pipe and collection lines using 27.45 employees. It was 1991 when the General Fund transferred the entire storm drain system under Public Utilities management. July 1991 began the implementation of a new stormwater fee based on surface area. This last January was the first time rates have increased since 1991. No public tax dollars have been used to help the system. Stormwater employees also monitor the snow pack water content and manage the stormwater permit process.

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## SALT LAKE CITY COUNCIL STAFF REPORT

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**Date:** April 21, 2009

**Subject:** Proposed Budget – Salt Lake City Department of Airports 2010-2011

**Affected Council Districts:** All

**Staff Report By:** Russell Weeks

**Administrative Dept. and Contact Person:** Department of Airports, Finance Director Jay C. Bingham, Manager for Financial Analysis Joseph Moratalla

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This memorandum pertains to the Department of Airports budget request for Fiscal Year 2010-2011. The request has been reviewed by representatives of the airlines that use the department's facilities, the Airport Board Finance Subcommittee, and the Airport Board. The Board at its March 17 meeting forwarded the budget with a positive recommendation.

It should be noted that the Department of Airports transmittal includes two items: the department's *Budget Request for Fiscal Year 2010-2011*, and a document titled *Budget Briefing Fiscal Year 2010-2011 Budget*.

### **KEY ELEMENTS:**

- The proposed budget is about a 3 percent decrease from the current fiscal year's amended budget.
- According to the department, a major budgetary goal "was to keep airline rate and charges flat" with the current fiscal year in part "to address the economic recovery environment."<sup>1</sup> The goal is the same the department had last year when the budget reflected a 7 percent decrease in revenues and expenditures.
- The proposed budget again addresses maintaining existing terminals and runways at Salt Lake City International Airport while making improvements to airplane taxiways and aprons and planning for the eventual construction of new terminals and parking facilities.
- The proposed budget reflects terms of use agreements with commercial airlines that use Salt Lake City International Airport. (It should be noted that the department also operates the South Valley Regional Airport in West Jordan and the Tooele Valley Airport.)
- It also should be noted that the department paid off long-term debt incurred chiefly at the International Airport in Fiscal Year 2007-2008. Since then, it has incurred no new long-term debt. In addition, the department a few years ago purchased passenger boarding bridges and turned them into a revenue source.

### OPTIONS:

- Adopt the budget as recommended by the Airport Board as part of consideration of the City budget.
- Amend the proposed budget as part of the consideration of the City budget.

### MATTERS AT ISSUE/POTENTIAL QUESTIONS TO THE ADMINISTRATION:

- The proposed budget includes an “assumed giving back the 1.5 percent salary reductions (in the current fiscal year), plus a .5 percent increases in salaries for all employees.” However, department administrators note that the department in the past usually has followed salary and benefit adjustments contained in the final budget adopted by the City Council.

### POLICY CONSIDERATIONS:

The Department of Airports is an enterprise fund, and, as that, is not funded by the general fund.

### REVIEW OF PROPOSED BUDGET FOR FISCAL YEAR 2009-2010

#### **Revenue Sources**

<b>Major Category</b>	<b>Amended Budget FY 2009-2010</b>	<b>Requested Budget FY 2010-2011</b>	<b>Difference</b>	<b>Percent Change</b>
Operating Revenues	\$ 112,266,100	\$ 121,322,500	\$ 9,056,400	8%
Passenger Facility Charges	19,586,600	46,244,900	26,658,300	136%
Grants/Reimbursements	96,953,200	47,705,000	(49,248,200)	-51%
Interest Income	5,500,000	4,500,000	(1,000,000)	-18%
Airport Improvement Fund	40,092,600	46,554,200	6,461,600	16%
<b>TOTAL</b>	<b>\$ 274,398,500</b>	<b>\$ 266,326,600</b>	<b>\$ (8,071,900)</b>	<b>-3%</b>

It should be noted that the figures above and on Page 3 of this report are taken from the budget request summary on Page iv of the *Budget Request for Fiscal Year 2010-2011*.

Despite a projected flat budget, operating revenues are expected to increase by about 8 percent in Fiscal Year 2010-2011. Perhaps the most notable item in the figures is the fluctuation of projected income from passenger facility charges and grants and reimbursements. The fluctuations reflect an increase in capital programs planned to be funded with passenger facility charges and fewer capital projects funded with grants and reimbursements from airport tenants, according to the department. The projected increase in the amount for the Airport Improvement Fund reflects the use of the department's surplus available for short- or long-term capital improvements, and the establishment of reserves.



One of the two largest revenue sources in the operating revenues category is revenue from airlines. Net revenue from airline companies is projected to decline by \$638,400 to \$40,109,800.<sup>2</sup> However, negotiated agreements between the airlines and Salt Lake City include a "passenger incentive rebate" totaling \$10,272,000 that will be paid to airlines. The agreements will go into effect July 1, 2010, and will last for three years. The proposed budget includes the rebate as a line item that is added to the net revenue for a total of \$50,381,800.<sup>3</sup> The rebate is a \$1 per passenger payment to the airlines. The airlines will receive the payments monthly. The rebate is the main reason for the projected increase in operating revenue, according to the department.<sup>4</sup>

The rebate is designed in large part to keep costs per enplaned passengers low for airlines that use the International Airport. The cost per enplaned passenger is projected to decline from \$3.76 per passenger to \$3.56 per passenger in Fiscal Year 2010-2011.<sup>5</sup> Airport Director Maureen Riley told the Airport Board at its March meeting that costs per enplaned passenger at the Denver International Airport and the SeaTac Airport in Washington are roughly about \$11 and \$9 respectively.

Concessions make up the second-largest source of operating revenue. Concession revenue is projected to decline by \$810,900 to \$52,998,700.<sup>6</sup> Revenue from parking is expected to decline by about \$1.4 million to \$25,046,400 – a 5 percent decrease. The proposed budget includes the elimination of the free half-hour in the covered parking garage to prevent further erosion in that category. The projected loss is partially offset by projected increases in revenue from car rental companies, up \$541,000, and food and beverage concessions, up \$322,400. Other projected concession revenues indicate a mixed bag of declines and increases. As the budget message indicates, "With the economy in recession, passengers' spending patterns in airports have also changed. The forecast reflects these changes in Airport concession revenues for food, beverage and retail items. Car rental activities and parking reflect significant declines as business and leisure travelers have also changed their spending habits."<sup>7</sup>

## **Expenditures**

<b>Major Category</b>	<b>Amended Budget FY 2009-2010</b>	<b>Requested Budget FY 2010-2011</b>	<b>Difference</b>	<b>Percent Change</b>
Operating Expenses	\$ 87,055,800	\$ 86,730,300	\$ (325,500)	0%
Passenger Incentive Rebate	0	10,272,000	10,272,000	
Capital Equipment	7,302,700	4,440,200	(2,862,500)	-39%
Capital Improvements Renewal/Replacement Fund	180,040,000	145,429,000	(34,611,000)	-19%
Increase O&M Reserves	0	5,000,000	5,000,000	
	0	14,455,100	14,455,100	
<b>TOTAL</b>	<b>\$ 274,398,500</b>	<b>\$ 266,326,600</b>	<b>\$ (8,071,900)</b>	<b>-3%</b>

The table indicates three new expenses that were not in the requested budget for the current fiscal year. All three are part of the agreements between the City and airlines using the International Airport. Besides the passenger incentive rebate, the agreements call for a "renewal and replacement fund" and a "two-month operating and maintenance reserve."<sup>8</sup>

The requested budget includes \$44,731,300 in salaries and benefits for the Department of Airports 597.8 full-time equivalent employees. The figure is \$573,500 less than the amended budget. Salaries and benefits make up about 52 percent of operating expenses in the requested budget. As indicated earlier in this report, the requested budget assumes a 2 percent salary adjustment for employees. The budget also assumes an 11 percent increase in medical insurance rates, and a small increase in retirement rates.<sup>9</sup> The department is not funding 11.5 full-time equivalent positions in the requested budget. The positions currently are vacant and represent a savings of about \$1 million.<sup>10</sup>

The department has scheduled a variety on capital improvement projects. They include the following projects that may be of interest to the City Council.

- **Analysis and design of new terminals, concourses, parking structure.** The project provides funding for consultants necessary to provide detailed analysis and design to refine the development of a new terminal complex proposed in the 1997 Airport Master Plan. Funding is included for finishing an environmental assessment to comply with National Environmental Policy Act requirements. The project is ongoing and has a total budget of \$31.7 million.<sup>11</sup> As with many projects in department's requested budget, the department has to show the full source of funding for a project because the department's budget is an enterprise fund.
- **Renovating and maintaining existing terminals.** The budget includes installing an additional elevator for Lower B Concourse; remodeling a restroom in Concourse E; replacing 49-year-old ventilation and fan systems in Terminal No. 1; renovating concourses and terminals starting with Concourse A and pedestrian bridges; and installing connections to doors in terminals and concourses that face the airfield so the doors will open immediately if a fire alarm sounds. Total cost for the projects is about \$9.8 million.<sup>12</sup>
- **Installing closed circuit television cameras.** The cameras will be installed at various locations throughout the airport complex as a security measure. The \$4 million project will be paid for with federal economic stimulus funds.<sup>13</sup>
- **Purchasing wetlands credits.** The project would purchase 42.88 playa and saline wet meadow credits to round out about 400 acres of wetlands the department created as part of a U.S. Army Corps of Engineers requirement for building a runway in the early 1990s. In reviewing the department's permit, the Corps of Engineers the wetlands were "deficient in certain types and quantities of wetlands that have been created." The credit purchase is designed to satisfy the permit requirements.<sup>14</sup>

**Cc: Cindy Gust-Jenson, David Everitt, Maureen Riley, Jay C. Bingham, Joseph Moratalla, Dan Mulé, Gordon Hoskins Jennifer Bruno, Gina Chamness**

<sup>1</sup> Budget Request for Fiscal Year 2010-2011, Page i.

<sup>2</sup> Budget Briefing Fiscal Year 2010-2011 Budget, Page 5.

<sup>3</sup> Ibid. Page 5.

<sup>4</sup> Budget Request for Fiscal Year 2010-2011, Page iii.

<sup>5</sup> Ibid. Page 16.

<sup>6</sup> Ibid. Page 6.

<sup>7</sup> Ibid. Page i.

<sup>8</sup> Ibid. Page iii.

<sup>9</sup> Budget Briefing Fiscal Year 2010-2011 Budget, Page 8.

<sup>10</sup> Budget Request for Fiscal Year 2010-2011, Page iii.

<sup>11</sup> Ibid. Page 53.

<sup>12</sup> Budget Briefing Fiscal Year 2010-2011 Budget, Page 13.

<sup>13</sup> Budget Request for Fiscal Year 2010-2011, Page 48.

<sup>14</sup> Ibid. Page 30.

# M E M O R A N D U M

**DATE:** April 27, 2010

**SUBJECT:** **BUDGET FOR THE METROPOLITAN WATER DISTRICT OF SALT LAKE & SANDY, Fiscal Year 2010-11**

**STAFF REPORT BY:** Lehua Weaver

**CC:** David Everitt, Mike Wilson, Josh DeBry, Jeff Niermeyer, Tom Ward, Jim Lewis, Gina Chamness, Randy Hillier

The Metropolitan Water District of Salt Lake & Sandy (the "District") is proposing an operating budget of \$12,413,398 for fiscal year 2010-11. The proposed operating budget represents a one percent decrease from last year (\$ 132,270). In addition, the District is proposing a budget for capital improvements of \$4,012,479.

Although the Council is not required to take any official action on the District's annual budget, the Council has traditionally received a briefing. (An item below discusses amendments to the State Code from this year's legislative session that changes the Member Cities' role as the taxing authority for the District.)

The tentative budget for 2010-11 is relatively flat from the current year. A few key items included in the District's proposed budget are listed below.

Metropolitan Water District of Salt Lake & Sandy					
Proposed Budget for FY 2010-11					
	2008-09	2009-10	2010-11		
	Budget	Budget	Proposed	Difference	Percent Change
<b>Sources of Funds</b>					
Water sales & other operating revenue	\$13,333,562	\$14,813,300	\$13,986,158	(827,142)	-5.6%
Tax revenue	9,186,332	9,364,352	9,364,352	-	0.0%
Interest revenue	881,090	1,092,549	217,367	(875,182)	-80.1%
Lab fees, power and miscellaneous	22,300	19,400	547,202	527,802	2720.6%
Vehicle sales	-	18,000	-	(18,000)	-100.0%
Assessments	11,263,580	11,287,245	12,067,105	779,860	6.9%
<b>Total sources of funds</b>	<b>\$34,755,522</b>	<b>\$36,646,589</b>	<b>\$36,182,184</b>	<b>(464,405)</b>	<b>-1.3%</b>
<b>Uses of Funds</b>					
<b>Operations</b>					
Salaries, wages & benefits	\$5,387,074	\$5,449,338	\$5,407,907	(41,431)	-0.8%
Professional & contractual services	2,108,205	2,178,502	2,452,860	274,358	12.6%
Utilities	1,554,579	1,561,282	1,348,569	(212,713)	-13.6%
Repairs & maintenance	528,655	500,314	265,127	(235,187)	-47.0%
Chemicals & supplies	1,631,619	1,833,426	1,861,080	27,654	1.5%
Property & liability insurance	499,090	502,246	514,754	12,508	2.5%
Other expenses	552,205	520,560	563,101	42,541	8.2%
<b>Operating Expenses</b>	<b>\$ 12,261,427</b>	<b>\$ 12,545,668</b>	<b>\$ 12,413,398</b>	<b>(132,270)</b>	<b>-1.1%</b>
Water Assessments	4,475,200	4,668,317	6,925,411	2,257,094	48.3%
Debt service (principal only)	3,765,000	3,505,299	4,500,000	994,701	28.4%
Interest expense	11,848,763	13,386,504	12,195,728	(1,190,776)	-8.9%
Capital improvements & Equipment	7,264,124	6,025,111	4,012,479	(2,012,632)	-33.4%
<b>Total uses of funds</b>	<b>\$39,614,514</b>	<b>\$40,130,899</b>	<b>\$40,047,016</b>	<b>(83,883)</b>	<b>-0.2%</b>

## KEY ELEMENTS

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- *No property tax increase* – the Council may recall that for the past several years, the District has gone through the Truth in Taxation process to keep their certified tax rate steady at 0.00035. This allowed the District to collect more revenues as the assessed value of homes within their taxing boundaries rose. Holding the certified tax rate steady helped them address the same inflationary challenges that the City faces. However, in the recent year and a half or so, the assessed value of properties has declined at a significant enough rate that this current year, their certified tax rate was automatically adjusted to approximately 0.0004. (Per state statute, the District is guaranteed at least the same amount of revenue as the previous year. Therefore if values decline, the rate is automatically adjusted upward to generate the same amount of revenue.) The District cannot predict what the status of assessed values will be this year, so in order to guarantee at least the same amount of revenue as last year, it has elected not to voluntarily adjust the tax rate, but rather allow the county to impose whatever rate will generate the same amount of revenue as FY 2010. The maximum rate that the District can impose is 0.0005.
- *Operating Costs* –
  - No salary increases - the District has not proposed any salary increases for this fiscal year. However, to keep salaries comparable within the market, the District has re-evaluated their salary ranges and are suggesting shifting them up slightly – by approximately 1.8%. There is only a very slight cost to this change in 2010-11, because there is only one employee who is at the bottom of the range. The new range will cause slight budget impacts in future years as new employees are hired at higher rates, and employees at the top-end of the ranges may now be eligible for merit increases. *The Council may wish to discuss the reasons for implementing the range adjustments this year.*
  - Benefits costs – similar to what the City is experiencing, the District is budgeting for an increase in medical and dental premiums, and retirement costs. As a reminder, the District uses a Health Savings Account program for employee contributions.
  - The District is eliminating a vacant lab technician position.
- *Legislative Changes* – During the 2010 Legislative Session, a bill was adopted that changed certain provisions for Local Districts, including metropolitan water districts. The most significant change was to shift the authority for tax increase approval to the member cities' governing bodies. This means that beginning in 2014, if the District proposes a property tax increase, both Sandy City and Salt Lake City Councils must vote to approve the increase. The intention is that elected officials be responsible for imposing tax increases. An option was included in the bill for the District board members to transition into elected positions.

Currently, nearly 26% of the District's annual revenues are generated from property taxes. (39% comes from water sales, 33% from member city assessments)

To plan for the taxing changes and/or changes to revenues from water sales, the District will be engaging in discussions with member city representatives to discuss a 5- or 10-year plan for revenue strategies.

- *Capital Projects*
  - Although the contribution is calculated as part of the District's O & M costs, \$2.4 million will fund costs related to the Provo Reservoir Canal Enclosure project. This has been in coordination stages for several years, and funding from other involved parties has come together. The total enclosure project is approximately \$150 million, of which the District's portion is about \$25 million.

- In future years, the District has a few capital projects, and anticipates issuing bonds in 2013-14.
- *Salt Lake City's Contributions – a snapshot:*  
As a member city, Salt Lake City directly contributes approximately \$23 million annually toward the Metropolitan Water District Budget. This budgetary relationship is similar for Sandy City (as the other member city of the District); however, their assessments and purchases are proportionately less, due to their smaller population size and cost allocations based on cost of service. These budget items include:
  - a. \$7,021,892      An annual assessment to pay for master planned capital projects through an Interlocal Cooperation Agreement – included in the Public Utilities Department Budget each year (through 2035). (Sandy City pays \$4,210,322.)
  - b. \$9,945,350      Anticipated annual purchase of water from the District for sale and use through the Public Utilities water service – included in the Public Utilities Department Budget for 48,000 acre feet of water. This represents a 3% rate increase. (Sandy City purchases approximately 18,500 a.f.; \$3.7 million.)
  - c. \$6,417,861      Property taxes assessed to Salt Lake City residents. (Sandy City tax revenue is estimated at \$2,216,032.) (Not including fees in lieu of taxes, or prior year tax revenues.)

## BACKGROUND

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In 1935, the voters of Salt Lake City created the Metropolitan Water District in order to enter into long-term agreements to build the Provo River Project including Deer Creek Reservoir. The Bureau of Reclamation built the project, and it was necessary to enter into repayment contracts to reimburse the federal government for the construction costs plus interest. The Metropolitan Water District is a 61.7% owner of the Provo River Project. The water rights for the Provo River Project consist of water from the Provo River and water diverted from the Duchesne and Weber Rivers conveyed through a tunnel and canal system from the two basins to the Provo River for use by the Metropolitan Water District and others. In order to reimburse the Federal Government for the cost of the Provo River Project and Deer Creek Reservoir, the residents of Salt Lake City have paid property taxes since 1935. The District is a participant in the Central Utah Project having petitions for combined water supplies of 25,600 acre feet from Jordanelle and Strawberry reservoirs. The Metropolitan Water District was a local sponsor for the construction of Little Dell Reservoir. (A map of the District system and facilities is attached.)

In 1990, Sandy City became the second member of the District. Sandy City sought membership in the District to treat its approximately 34 percent water right in Little Cottonwood Creek. Sandy City's annexation in the District increased efficiencies by consolidating water supplies and delivery systems to most of eastern Salt Lake County. As part of the agreement, the District receives water purchase revenue and ad valorem tax revenue from Sandy City. Furthermore, as a part of the annexation Salt Lake City acquired additional water rights in Little Dell Reservoir and \$4 million in water transmission mains installed on the City's west side. Also, the 1990 agreement admitting Sandy City established conjunctive water management practices among Salt Lake City, Sandy City, Jordan Valley Water Conservancy District and the Metropolitan Water District.

In 1998, the Metropolitan Water District updated its capital improvement master plan and identified more than \$250 million in improvements and expansion of water system capacity. In 2001, the District entered into an Interlocal Agreement with Sandy and Salt Lake City for implementation of the master plan. The major project constructed under the master plan was a new water treatment plant near the Point of the Mountain in the Draper area. The master plan improves redundancy in the event of a water treatment plant or aqueduct failure. Improvements include pipeline connections between the Little

Cottonwood Water Treatment Plant, the Jordan Valley Water Treatment Plant, and the Point of the Mountain Water Treatment Plant. This will allow flexibilities in shifting water between major north-south pipelines.

The extensive water treatment and delivery functions allow the District to provide water to both member cities through purchase agreements, and sales to other entities, as water is available.

The District's Board is made up of two members appointed by the Sandy City Council and five members appointed by the Salt Lake City Council. The Council has traditionally received a briefing on the proposed budget for the Metropolitan Water District of Salt Lake & Sandy, but is not required to take any official action. Verbal feedback can be provided to representatives of the District at the briefing. The Council has on occasion also provided written comments to the Salt Lake City-appointed board members. Utah Code Annotated, §17A-1-502, provides that constituent entities of a local district can request a meeting with representatives of a district to discuss the budget. The law does not prevent the board of a local district from approving and implementing a budget over protests or objections of constituent entities.

# **SALT LAKE CITY COUNCIL STAFF REPORT**

## **BUDGET ANALYSIS – FISCAL YEAR 2010-11**

**DATE:** May 4, 2010  
**SUBJECT:** REFUSE COLLECTION FUND CLASS -  
Operations & Recycling Fund, Environmental & Energy Fund  
**STAFF REPORT BY:** Lehua Weaver  
**CC:** David Everitt, , Rick Graham, Kevin Bergstrom, Parviz Rokhva, Greg Davis, Nancy Sanders, Gina Chamness, Randy Hillier, Vicki Bennett, Debbie Lyons, Emy Storheim

Salt Lake City provides a refuse program of weekly curbside trash collection, recycling (including curbside residential recycling and centralized glass recycling), curbside yard waste collection, and annual neighborhood cleanup. These services are funded through the Operations & Recycling Fund (O&R Fund).

In addition to trash collection services, the City's concentrated environmental and sustainability efforts are staffed and funded through the Environmental & Energy Fund (E&E Fund). This includes open space, outreach, management, Blue Sky participation, and tree purchasing funds.

The proposed budget for fiscal year 2010-11, includes expanding the yard waste service as a piece of the Administration's multi-year proposal for "accelerated diversion". The goal is to divert garbage from the landfill by enabling residents to more thoroughly sort out recyclable, compostable, or mulch-able items from their waste.

The majority of changes to the Refuse Fund Class budget are related to the plan for accelerated diversion. Following is a brief introduction to the components of the plan. Since pursuing accelerated diversion targets affects both the O&R Fund and the E&E Fund, the more detailed discussion of these components are included in the "Overall Key Issues" section beginning on Page 2.

1. A goal for diverting 50% waste from the Landfill
2. Program Expansions included in Fiscal Year 2010-11
3. Single Combined Rate Structure
4. Conducting a Waste Stream Audit
5. Staffing Changes to support program changes and expansion
6. Future Plans for 2011 and beyond, including in-house recycling service and data collections
7. An overall budget impact

The various other changes that may be specific to the individual funds and are not affected by accelerated diversion will be addressed beginning on Page 6.

REFUSE FUND CLASS				
Operations & Environmental				
PROPOSED BUDGET				
	Adopted	Proposed		
	2009-10	2010-11	Difference	% Chg
<b>Revenue &amp; other sources</b>				
Service Fee Revenues	\$7,606,256	\$8,724,019	\$1,117,763	14.7%
Landfill annual revenue dividends	700,000	850,000	150,000	21.4%
Interest Income	172,500	15,500	(157,000)	-91.0%
Bond Proceeds & Other Sources	1,877,658	5,396,453	3,518,795	187.4%
Landfill One-Time Dividend*	7,000,000	7,000,000	-	0.0%
<b>Total revenue &amp; other sources</b>	<b>\$17,356,414</b>	<b>\$21,985,972</b>	<b>\$4,629,558</b>	<b>26.7%</b>
<b>Operating Expenses</b>				
Collection Services	7,078,437	8,080,387	1,001,950	14.2%
Environmental	698,304	822,696	124,392	17.8%
<b>Total Operating Expenses</b>	<b>\$7,776,741</b>	<b>\$8,903,083</b>	<b>\$1,126,342</b>	<b>14.5%</b>
Capital Outlay	3,685,400	9,709,896	6,024,496	163.5%
<b>Total expenses &amp; capital outlay</b>	<b>\$11,462,141</b>	<b>\$18,612,979</b>	<b>\$7,150,838</b>	<b>62.4%</b>
<b>Appropriation of reserves</b>	<b>\$5,894,273</b>	<b>\$3,372,993</b>	<b>(\$2,521,280)</b>	<b>-42.8%</b>

\*Note: the one-time landfill payment was originally expected in this current fiscal year. The budget was not amended to reflect the new timeframe of next fiscal year, so the \$7 million shows up in both years. However, it will only be received once.

## OVERALL KEY ISSUES:

- **Accelerated Diversion Components** - The accelerated diversion strategy is something the Council has expressed interest in over the years. In fact, the Council may recall that during last year's budget discussions, the Administration stated that they would be working on a more comprehensive plan and would come back to the Council with those details. There are seven major items:
  1. **Goal:** Divert 50% of the residential waste stream from the landfill by fiscal year 2015-16. The Administration estimates that expanded yard waste participation, mandatory 100% recycling, expanded glass recycling, the waste stream audit, and additional education efforts would set the City on the course to meet 42% diversion. Each of these components are included in the proposed budget. Without a plan for increasing diversion, the Administration estimates that within the same time, the diversion rate may be only 21%.
  2. **Program Expansions:** There are several program expansions proposed this year to support accelerated diversion, including:
    - a. **Expanded Yard Waste** - last year the Council and Administration discussed expanding the yard waste program for 100% residential enrollment. This year's budget from the Administration includes that 100% roll out. Currently, there is approximately 19% participation rate in the yard waste program. The Administration has scheduled an October 2010 start date for citywide yard waste collections - cans would be purchased and then distributed in September.
      - **Changes:** This service expansion would discontinue separate collection of the leaf-bags and Christmas trees, and combine them into the yard waste program. The Neighborhood



Clean-up Program will continue with one minor change in 2011 – yard waste that is small enough to fit into a yard waste container will not be allowed in the Clean-up pile.

- **Costs:** \$2,372,904 Total Increase – made up of:

1,631,297	Purchase 31,000 yard waste cans. (The existing replacement budget will cover 59 of the cans, and this \$1.6 million will cover the remaining 30,832.)
88,707	Ongoing O&M costs
272,600	Additional capital needs and equipment
(119,700)	Elimination of Leaf Bag & Tree Pick-up

- b. Expanded Glass Recycling locations – proposed increase of the centralized glass recycling collection locations from three to 25.

- **Costs:** \$221,540 Total Increase, which includes an interfund transfer of \$110,000 for clean-up of the collection sites, additional receptacles, and hauling costs.

- c. Expansion of recycling program – since the single-family residential recycling program has been considered voluntary, not every household has a recycling bin (just over 11% of accounts do not have one). The proposed budget includes the cost to purchase and distribute a recycling can to each household.

- **Costs:** \$ 82,655 Purchase 2,733 cans. (The existing budget for replacement will cover 1,035 cans, and this \$83k will cover the remaining 1,698.)

- d. Education efforts – significant resources budgeted for education efforts with sorting and contamination.

- **Costs:** \$ 269,498 Total Increase – made up of:

154,658	Staffing
44,840	3-Wheel Vehicles for patrolling around the City
70,000	Materials, Website updates, pamphlets, mailers

3. Single Combined Rate: As was suggested by the Council last year, the Administration is proposing a single combined rate for the four components of the refuse program: trash, recycling, yard waste, neighborhood clean-up. The basis for a combined rate is that regardless of which service a resident uses, the ability to divert waste from the landfill benefits all users by delaying costs associated with closing the existing landfill and relocating to a new site.

4. Waste Stream audit, \$150,000: The Administration has planned to conduct an audit of the City's waste stream. The information will provide helpful data for targeting diversion opportunities and education strategies.

5. Staff Levels: The Administration proposes hiring nine full-time and 9.13 seasonal employees to support program changes. Based on the Council's approval of the proposed budget, the employee changes would be:

- **Yard Waste Expansion:** 3 full-time and 6.13 seasonal employees. Hired in September for training, and to be ready to begin citywide collections in October.
- **Recycling In-House:** 6 full-time and 3 seasonal employees. Hired June of 2011 so that they are trained and ready to provide the collection services on July 1, 2011.

- **Cost:** The cost in 2010-11 for the partial year of the additional staff would be \$341,000 and the full year cost in 2011-12 for the staff would be \$824,000.

## 6. Future Plans:

- a. In-house recycling service – the Administration is proposing that when the recycling contract expires in June 2011, that the City take on the service of curbside recycling collections. Some of the start-up costs associated with that shift are included in this budget.

- **Costs:** A cost comparison is provided in the chart below. In general, the current costs associated with the recycling collection include the contract cost, container purchases, sorting, plus some City staff time for support, outreach, and customer service. If the City were to bring the collection service in-house, the costs for collection would include the operating and capital costs. (City support would likely increase as educational efforts are ramped up as part of the whole accelerated diversion package.) The benefit, as proposed by the Administration, to bringing the service in-house is that there are significant efficiencies gained by sharing a common staff for the four trash services, equipment and fleet redundancy. Over time, these benefits would result in significant financial savings.

Recycling Comparison							
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Contract	1,143,720	1,458,803	1,597,498	1,715,603	1,811,258	1,939,233	
In-House Service (Capital & Operating)	614,043	1,778,446	1,806,630	1,831,088	1,389,166	1,137,309	
In-House Efficiencies		(228,251)	(277,502)	(302,812)	(304,255)	(334,693)	
<i>Cost / (Savings) to Refuse Fund:</i>	<i>614,043</i>	<i>91,392</i>	<i>(68,370)</i>	<i>(187,327)</i>	<i>(726,347)</i>	<i>(1,136,617)</i>	<i>(1,413,226)</i>

- **Staffing & Equipment Efficiencies:** By staffing and delivering all four trash services in-house, there are efficiencies that will be realized between staff assignments and vehicle use.
    - Staffing – allows for sharing between weekly pick-ups and the annual Neighborhood Clean-up. (The drivers' schedules will change from four-ten hour days per week to five-eight hour days.)
    - Equipment redundancy – historically, the Refuse Fund has maintained 50% redundancy on packers – so that for every 10 packers in a schedule, there were 15 in rotation. This reduces the wear and tear on vehicles, and allows for the maintenance routines. With expanding the services to include recycling collection too, the Administration will reduce the redundancy level to 25%.
  - **Sorting of Recyclables:** The Administration proposes contracting with the same facility to sort and sell the recyclables. It is anticipated that the City will receive some revenue from the sale of the recyclables. The Administration anticipates that there will be less contamination because of the concerted education efforts.
- b. Waste Stream Monitoring – The Administration plans to look into implementing a tagging system to further monitor waste stream and service usage. The system includes placing a Low Frequency-Radio Frequency Identification tag on every waste can, packer arm, and using software to read and analyze the data. Primarily, the benefit would be to track usage levels by household and type of can and use the data to evolve rate structures and education efforts.

7. **Overall Budget Impact:** The plan for accelerated diversion will draw on the O&R Fund cash balances, namely for the purchase of yard waste cans and start-up capital costs for bringing recycling collection in-house. However, according to the Administration, the efficiencies to be gained from the different changes will reduce the overall cost for providing the services. The efficiency savings in 2010-11 is estimated to be \$887,488 to the cost for weekly pick-ups and Neighborhood Clean-Up programs.

## OTHER OVERALL ISSUES:

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**Landfill One-Time Payment** - As the Council may recall, last year it was anticipated that the City would receive \$7 million from the Salt Lake Valley Solid Waste Management Facility ("Landfill") as a one-time distribution payment from the "Post-Closure Fund" (designated cash account). However, it is now scheduled for the first half of FY2010-11. The Administration proposes holding \$1.5 million in the O&R Fund cash balances to replenish several years of reserves use. With the other \$5.5 million, it would be held in the E&E Fund cash balance pending decision on a project.

The Council may recall discussing this possibility during the Landfill's annual budget discussions in November last year. As part owner with the County of the Landfill, any withdrawal from this account is split between the two entities.

## QUESTIONS FOR CONSIDERATION

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With regard to the plans for accelerated diversion, here are some policy questions the Council may wish to consider:

- A. *What are the possibilities that the Administration is considering for including businesses in the accelerated diversion plans?* Over the past year, some improvements have been made, including the downtown business glass recycling initiative. Other ideas that Council Members have raised are business licensing requirements for recycling participation, providing larger recycling can options for businesses.
- B. *Is the Administration considering use of the \$7 million one-time landfill payment (or part of it) toward any of the accelerated diversion pieces?* Some of the current costs and 'next steps' have a steep financial cost, including costs for rolling out the yard waste, the start-up costs for bringing the recycling in-house, and, potentially, the micro chips & software for the waste cans & trucks. Each Fund's reserve balance is not sufficient enough to cover all of these costs.
- C. *If the Administration is not considering using money from the one-time landfill payment, what are the other potential uses for that money?*
- D. *The Council may wish to ask about the educational efforts that the Administration plans for combating contamination of recycling and yard waste.* The Administration has reported that the City experiences their highest contamination rates in the curbside recycling program - between 30 and 40% - in November / December and May, mostly with yard waste.
- E. *What concerns have residents raised about an expanded yard waste program, and what are some options that the Administration might suggest to accommodate those concerns?* The Council Office has been contacted by some residents who are concerned about the space requirements for a third can (both on their property and on the street on pick-up days); the additional cost; and lack of interest because of minimal need or other composting / yard waste practices. The Administration has indicated that residents may opt out of the yard waste program, with a plan to otherwise dispose of their yard waste items. The current City Ordinance specifies that recyclable material is not allowed in the general waste cans. The Administration will be forwarding an ordinance amendment to also prohibit yard waste from being placed in general waste cans. The Administration intends to begin "enforcement" activities through detailed and involved education efforts.

## OPERATIONS & RECYCLING FUND

REFUSE FUND CLASS				
OPERATIONS & RECYCLING FUND				
PROPOSED BUDGET				
	Adopted 2009-10	Proposed 2010-11	Difference	% Chg
<b>Revenue &amp; other sources</b>				
Refuse fees	\$7,272,776	\$8,614,973	\$1,342,197	18.5%
Yard Waste fees	333,480	109,046	(224,434)	-67.3%
Landfill annual revenue dividends	-	-		
Interfund Reimbursements	269,258	273,653	4,395	1.6%
Sale of vehicles & Misc.	46,000	56,000	10,000	21.7%
Interest income	70,000	10,000	(60,000)	-85.7%
Landfill One-Time Dividend (operations)	1,500,000	1,500,000	-	0.0%
Bond Proceeds	1,562,400	5,066,800	3,504,400	224.3%
<b>Total revenue &amp; other sources</b>	<b>\$11,053,914</b>	<b>\$15,630,472</b>	<b>\$4,576,558</b>	<b>41.4%</b>
<b>Operating Expenses</b>				
Weekly trash collection & Administration	\$3,842,372	4,039,242	\$196,870	5.1%
Curbside recycling	1,231,922	1,441,772	209,850	17.0%
Glass and Cardboard Recycling	88,239	365,751	277,512	314.5%
Annual neighborhood cleanup	1,511,643	1,314,958	(196,685)	-13.0%
Yard Waste Collection	404,261	918,665	514,404	127.2%
<b>Total Operating Expenses</b>	<b>\$7,078,437</b>	<b>8,080,387</b>	<b>\$1,001,950</b>	<b>14.2%</b>
<b>Capital Outlay</b>				
Debt service	1,829,110	2,300,269	471,159	25.8%
Equipment purchases	1,856,290	7,409,627	5,553,337	299.2%
<b>Total expenses &amp; capital outlay</b>	<b>\$10,763,837</b>	<b>\$17,790,283</b>	<b>\$7,026,446</b>	<b>65.3%</b>
<b>Change in Net Assets</b>	<b>\$290,077</b>	<b>(\$2,159,811)</b>	<b>(\$2,449,888)</b>	<b>-844.6%</b>

In addition to those items listed in the Overall Key Issues, the other noteworthy changes in the proposed budget for the Recycling & Operations Fund include:

### Revenues

- **Rate Increase** – as was discussed last year, the Administration is proposing a rate increase for trash collection services. Under the proposal, all residents will see a fee increase of \$1.25 for the coming year. For those who were not previously enrolled in the yard waste program, they will see an additional monthly increase of \$3.50. It should be noted that this still does not cover the full cost of the program.
  - **Market Comparison** – The Administration conducted a rate comparison study to gauge where Salt Lake City's rates sit compared to other western communities in and out of state. (Please see Attachment A for a summary of all the findings.)
    - Outside Utah:
      - Salt Lake City's \$12.75 fee for garbage & recycling (not yard waste) is the second lowest of the 27 western cities surveyed.

- Only 9 of the cities provide yard waste service. Salt Lake City's \$17.25 combined rate for garbage, recycling, and yard waste is lower than all cities that provide curbside yard waste service.
- Within Utah:
  - Salt Lake City's \$12.75 fee for garbage & recycling (not yard waste) is lower than two-thirds of the Utah communities surveyed. (The lowest is Murray at \$6.50 and the highest is Ogden at \$17.14.) The average rate is \$13.05.
  - Salt Lake City, Provo, and West Jordan are the only three that provide curbside yard waste service. For the combined services, West Jordan charges \$13.00 and Provo charges \$21.00; Salt Lake City's proposed combined rate is \$17.25.
- **Interest Revenue Decrease** - (Decrease of \$60,000) As with all other funds and departments, the revenue expected from interest has dropped dramatically.

### Operating Expenses & Capital

- **CNG vehicles** - especially with the opportunity to purchase new packer trucks for the proposed in-house recycling collection, the Administration plans to significantly increase the number of their packers that are CNG vehicles. In addition to the recycling fleet, the Refuse Fund has budgeted to replace 3-5 vehicles with CNG vehicles each year, until the entire 35-vehicle packer fleet is made up of CNG vehicles.  
To support this, part of this year's budget includes \$456,000 for a CNG slow fill station that will be constructed at the new Fleet facility. This will allow the packers to be plugged in overnight and last a whole day without refueling.  
Vehicles are purchased on a 4-year lease cycle.
- **Personal Services** - In addition to hiring new employees to support the expanded yard waste program and potentially converting to in-house recycling collections (discussed in the next item), the personal services budget is also increasing due to the Mayor's recommendation to restore the 1.5% pay suspension and merit pay, and the increase to health insurance costs. The Refuse Fund, although a separate Enterprise Fund, follows the salary & benefits decisions of the Administration.
- **Other C&S Costs** - (not related to expansion of programs)
 

\$ 143,000	Increase to Fleet Fuel & Maintenance to more closely reflect actual levels
132,000	Increase to tipping fee costs (includes a new \$85,000 contingency)
14,000	Increase to street sweeping costs
- **Use of Reserve Funds** - If the Council adopts the budget as proposed, the balance remaining in reserved funds will be \$7.3 million. If the \$7 million one-time payment from the Landfill is deducted, however, the balance would only be \$315,000. This is one reason that the Administration proposes using \$1.5 million of the payment toward replenishing cash reserves in the O&R Fund.

## ENVIRONMENTAL & ENERGY FUND

REFUSE FUND CLASS				
ENVIRONMENTAL & ENERGY FUND				
PROPOSED BUDGET				
	Adopted 2009-10	Proposed 2010-11	Difference	% Chg
<b>Revenue &amp; other sources</b>				
Landfill annual revenue dividends	\$700,000	\$850,000	\$150,000	21.4%
Interest income	102,500	5,500	(97,000)	-94.6%
Landfill One-Time Dividend (environmental)	5,500,000	5,500,000	-	0.0%
<b>Total revenue &amp; other sources</b>	<b>\$6,302,500</b>	<b>\$6,355,500</b>	<b>\$53,000</b>	<b>0.8%</b>
<b>Operating Expenses</b>				
Environmental - management	286,787	390,450	103,663	36.1%
Environmental - outreach	200,057	274,875	74,818	37.4%
Environmental - open space	97,760	100,671	2,911	3.0%
Environmental - Blue Sky & Tree Planting	113,700	56,700	(57,000)	-50.1%
<b>Total Operating Expenses</b>	<b>\$698,304</b>	<b>\$822,696</b>	<b>\$124,392</b>	<b>17.8%</b>
<b>Change in Net Assets</b>	<b>\$5,604,196</b>	<b>\$5,532,804</b>	<b>(\$71,392)</b>	<b>-1.3%</b>

In addition to those items listed in the Overall Key Issues, the other noteworthy changes in the proposed budget for the Environmental & Energy Fund include:

### Revenues

- **Annual Landfill Dividend Increase** – Increase of \$150,000. The E&E Fund's primary source of revenue is the annual dividend that the City receives from the Landfill as part-owner. This is expected to increase from \$700,000 to \$850,000.
- **Interest Revenue Decrease** – Decrease by \$97,000.

### Expenses

- **Personal Services & Staffing** –
  - Open Space Seasonal employee – Increase of \$10,000; based on workload to assist the Open Space Lands Manager.
  - Salaries & Benefits – restoration of the 1.5% salary suspension and increased health insurance costs.
- **Administrative Fees** - \$90,000 of the \$111,892 increase in the E&E Fund Operating Expenses are due to higher Administrative Fees – this will cover purchasing and legal assistance provided by the General Fund.
- **Tree Purchasing** – Decrease by \$57,000. The Council may recall that the budget for purchasing trees and shrubs was moved into the E&E Fund last year. Last year's budget for the purchases and tipping fees was \$101,000.

## ADDITIONAL QUESTIONS FOR CONSIDERATION

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1. *The Council may wish to consider requesting that the Administration conduct a rate study.* Especially as the program continues to evolve, the Council may consider requesting a study of the full cost to provide collection services to residents. If accelerated diversion steps are implemented, and the City adopts a combined rate, the City could ensure that the full cost is covered by the rates and not being subsidized by the Fund's cash reserves. Furthermore, as changes are considered, a study could indicate options for rate restructuring as well. This could provide support for the rates for all customers, even those who opt out of certain services, and could evolve with program changes. If the tagging system leads to a 'pay per tip' system, the City may want to consider a structure that includes a base service fee.
2. *Further, the Council may wish to discuss some financial policy items, and perhaps identify some policy decisions.* For example:
  - a. As briefly mentioned in question #1, the Council may wish to discuss the policy basis for subsidizing refuse services.
  - b. The Council may also wish to discuss a policy on the minimum level of reserves in each Fund. Although there is no statutory requirement, the Council may wish to have a policy on a minimum acceptable amount.
3. *The Council may wish to consider whether projects & expenses in other Funds could be paid for out of E&E funds, or possibly the one-time landfill payment.* There are more projects paid for by other funds that are related to environment / sustainability goals, and there might be a consistent policy basis for charging some or all of the costs to the E&E Fund. For example, bike lane striping (CIP Fund), trail development (General Fund & CIP), environmentally friendly vehicle purchases (Fleet Fund), Bus Pass Program (General Fund, other funds), etc. Another recent issue arose for providing water service for urban gardens on property currently owned by the City.
4. In supporting this budget, the Council is confirming its previous decision to dedicate the one-time \$7 million landfill payment to environmental projects. It should be noted, however, that the Council could identify other uses for that money.
5. *The Council may wish to ask about a study by university students regarding emissions and yard waste collections.* The Landfill Council reportedly received a study from students at Utah State University relating to emissions generated in the course of yard waste pick-up. The findings are not necessarily supportive of expanding the program, but some of the assumptions included in the study parameters could be argued.

## BACKGROUND INFORMATION

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The operations of the Landfill are not part of the Refuse Fund budget, but the two functions are closely related. The Solid Waste Facility administers the Landfill, coordinates the transfer station and the long range planning for future landfill sites. The Salt Lake City Council reviews and adopts the budget for the Solid Waste Facility on a calendar year basis, which affects the revenue and expenditures of the Refuse Fund. For instance, an increase in material collection through the curbside recycling program will result in less garbage collection and lower tipping fee expenditures in the Refuse Fund. It also reduces the over-all revenue to the landfill, impacting the dividend that the City receives as a result of landfill revenue.

The Refuse Fund Class operates as an enterprise fund, so the General Fund does not subsidize these services.

# **SALT LAKE CITY COUNCIL STAFF REPORT**

## **BUDGET ANALYSIS – FISCAL YEAR 2010-11**

**DATE:** May 4, 2010

**SUBJECT:** **GOLF ENTERPRISE FUND**

**STAFF REPORT BY:** Karen Halladay, Budget and Public Policy Analyst

**CC:** David Terry, Bryce Lindeman, Rick Graham, Kevin Bergstrom, Greg Davis, Nancy Sanders, David Everitt, Gordon Hoskins, Gina Chamness, Randy Hillier, Cindy Gust-Jenson, Jennifer Bruno, Sylvia Richards, Lehua Weaver

The City has provided golf facilities for over 80 years. The City owns and operates eight golf facilities (nine golf courses -Mountain Dell has two 18-hole golf courses) as an Enterprise Fund. The main policies that guide the division are to offer an accessible, reasonably priced recreational opportunity to all sections of the golfing public; to preserve open spaces in an urban setting; and to promote tourism and economic development. Golf participants pay fees that underwrite the cost of providing these services. The Council traditionally balances golf fees at a level necessary to ensure the long-term financial stability of the Golf Enterprise Fund while maintaining the golf program's competitiveness within the market. The Administration is not proposing a fee increase in Fiscal Year 2011. Fees were increased during last year's budget process and became effective January 1, 2010. This was the first across-the-board golf fee increase since 2004.

The fiscal year 2010-11 revenue budget of \$8,614,547 is estimated to decrease by \$17,831, or 0.2 % below the revenue budget for fiscal year 2009-10. The proposed FY 2010-11 expenditure budget of \$8,429,345 is projected to be \$92,278 more than the prior year, an increase of 1.1%. The projected change to net assets for fiscal year 2011 (revenues exceeding expenditures) is estimated to be a \$185,202 net increase to the Golf Fund Balance. This is approximately \$110,000 less than FY 2010. Total Capital Improvement Projects (CIP) of \$877,547 are included in the expenditures of the Golf Fund – 1) Cash Capital Outlay of \$110,000 for equipment, facilities, and infrastructure, 2) Debt Service for maintenance equipment and carts of \$509,372, and 3) Debt Service (ends FY2014) for golf carts (Pro shop) of \$258,174.

### **BUDGET SUMMARY – GOLF FUND**

- No golf fee increases have been proposed for FY2011.
- Estimated golf revenues are expected to decrease by \$17,831 as compared to the FY 2009-10 budget.
- Estimated golf expenditures, excluding debt service and capital outlay are expected to have an overall increase of \$26,296.
- Cash Capital outlay is budgeted at \$190,000 less than the prior year. This allows a net operating income or operating contingency of \$185,202 should revenue projections not be met due to inclement weather or continued effects of the recent economy.
- The Golf Division plans to finance additional golf maintenance equipment which is in need of replacement.
- Requests for proposals for the Rose Park golf property sale are due to the City on April 30. If approved, the sale of the property cannot be finalized until six months after the March 2, 2010 public hearing.
- The Administration will present its recommendation to fund and address deferred maintenance and improvement projects for the City's golf courses. The identified projects are estimated to cost \$22 million.



The following is the FY 2010-11 proposed budget for the Golf Enterprise Fund:

<b>GOLF ENTERPRISE FUND</b>					
<b>PROPOSED BUDGET</b>					
	<b>Adopted 2009-10</b>	<b>Proposed 2010-11</b>	<b>Revenue &amp; Expense Percentage of Total</b>	<b>Difference</b>	<b>Percent Change</b>
<b>Revenue &amp; other sources</b>					
Green fees	\$ 4,839,000	\$ 4,939,804	57.3%	\$ 100,804	2.1%
Cart rental	2,040,200	2,019,200	23.4%	(21,000)	-1.0%
Driving range fees	342,200	345,013	4.0%	2,813	0.8%
Concessions	191,600	121,200	1.4%	(70,400)	-36.7%
Retail Sales	809,200	809,000	9.4%	(200)	0.0%
Other Golf Fees	120,750	83,002	1.0%	(37,748)	-31.3%
Advertising fees	14,000	23,000	0.3%	9,000	64.3%
Interest income	30,000	20,000	0.2%	(10,000)	-33.3%
Miscellaneous Leases/Rental Revenue	30,428	30,428	0.4%	-	0.0%
Season passes	215,000	223,900	2.6%	8,900	4.1%
Other/Admission Sales	0	0	0.0%	-	
<b>Total revenue &amp; other sources</b>	<b>\$ 8,632,378</b>	<b>\$ 8,614,547</b>	<b>100.0%</b>	<b>\$ (17,831)</b>	<b>-0.2%</b>
<b>Expenses &amp; other uses</b>					
<u>Operating &amp; Maintenance</u>					
Personal Services	\$ 3,718,062	\$ 3,778,167	44.8%	\$ 60,105	1.6%
Materials and Supplies	1,267,285	1,159,857	13.8%	(107,428)	-8.5%
Other (Charges/Services/Fees, Admin Service Fee, PILOT, Intradepartmental Chgs, Water, Fuel, Utilities)	2,518,846	2,592,465	30.8%	73,619	2.9%
Capital outlay	300,000	110,000	1.3%	(190,000)	-63.3%
Transfers Out	16,176	21,310	0.3%	5,134	31.7%
<u>Debt Related</u>			0.0%		
Debt for Facilities and Irrigation	-	-	0.0%	-	
Debt for Maintenance Equipment and Golf Carts	516,698	767,546	9.1%	250,848	48.5%
<b>Total expenses &amp; other uses</b>	<b>\$ 8,337,067</b>	<b>\$ 8,429,345</b>	<b>100.0%</b>	<b>\$ 92,278</b>	<b>1.1%</b>
<b>Change in net assets</b>	<b>\$ 295,311</b>	<b>\$ 185,202</b>		<b>\$ (110,109)</b>	<b>-1.3%</b>

**BUDGET ITEMS AND POTENTIAL MATTERS AT ISSUE** Some of the proposed revenue and expenditure changes to the budget are highlighted below. The “►” symbol indicates questions that Council may wish to address or request additional follow-up information.

## **REVENUES**

### **1. Total Revenue and Other Sources – Overall decrease – (\$17,831)**

- a. Increase - Green Fees and Cart Rental Fees – \$79,804** Fee increases approved for fiscal year 2010 became effective January 1, 2010. As a result, the green fee revenues of \$4,939,804 are budgeted \$100,804 higher for fiscal year 2011. The revenue budget of \$2,019,200 for cart rental has been decreased by \$21,000 from the prior year. Rounds of golf are expected to remain at roughly 477,000 rounds, which is similar to the FY 2010 projection. Additionally, driving range fees, advertising, and season pass

revenue budgets are expected to increase by \$20,713 over the prior year. Economic conditions and unfavorable weather are factors that impact revenues and rounds of golf played during the year.

According to the Administration, the City's prices, quality product, and pass programs are better or comparable to other golf courses in the community.

- b. Decrease – Concessions, Merchandise Sales, Other Fees, and Interest Income – (\$118,148)** Budget revenue for concessions is down by \$70,400, largely due to outsourcing the café operations at Nibley Park. Other golf fees show a decrease of \$37,748 because merchandise certificates of \$40,000 are now being reflected in the budget. This budget change more accurately reflects how the merchandise certificates were being accounted for on the financial statements. In addition, the budget for interest income has been reduced by \$10,000 for fiscal year 2011.

The following chart is the golf customer fee-related actual revenues - green fees, cart rentals, driving range, and concessions - for the past eight years. The current and proposed fiscal year budgets are also provided for your information.

Year	Green Fees	Cart Rental	Driving Range	Retail Sales	Total	% Increase Over Prior Year
2002	\$ 4,610,868	\$ 1,751,798	\$ 357,797	\$ 682,942	\$ 7,403,405	
2003	\$ 4,816,308	\$ 1,761,090	\$ 328,325	\$ 741,442	\$ 7,647,165	3.3%
2004	\$ 4,592,025	\$ 1,711,052	\$ 309,484	\$ 707,037	\$ 7,319,598	-4.3%
2005	\$ 4,543,923	\$ 1,624,874	\$ 309,807	\$ 710,631	\$ 7,189,235	-1.8%
2006	\$ 4,710,943	\$ 1,763,267	\$ 321,525	\$ 781,093	\$ 7,576,828	5.4%
2007	\$ 4,763,272	\$ 1,951,157	\$ 334,510	\$ 827,788	\$ 7,876,727	4.0%
2008	\$ 4,483,569	\$ 1,912,527	\$ 328,519	\$ 807,905	\$ 7,532,520	-4.4%
2009	\$ 4,519,334	\$ 1,882,413	\$ 330,452	\$ 772,120	\$ 7,504,319	-0.4%
Budgeted 2010	\$ 4,839,000	\$ 2,040,200	\$ 342,200	\$ 809,200	\$ 8,030,600	7.0%
Proposed 2011	\$ 4,939,804	\$ 2,019,200	\$ 345,013	\$ 809,000	\$ 8,113,017	1.0%

**Note:** Green Fees in all years prior to 2009 included the sales of Frequent Player Discount cards. The amount budgeted for 2009 for the FPD card is \$120,000.

#### Marketing, Advertising, and Promotion Efforts

The Salt Lake City Golf Division plans to host over 30 state-level annual tournaments, Corporate and group outings, which are held daily throughout the summer, are also held at the City's golf courses. In addition, the Golf Department plans to market and target their services, courses, and promotions to various groups including, youth, parent/junior, men's and women's clubs, and frequent players.

- 2. Fiscal Years 2010 and 2011 – Projected Revenue and Expenditure Budgets and FY 2008 and 2009 Actuals by Golf Course** The following table presents the actual and projected revenue and expense activity for each of the City's golf courses. The expense line includes debt service and administrative overhead costs. Administrative overhead costs include golf fund management and office expenses, including supplies, accounting, information technology, insurance, and other costs of operating the Golf Division.

► A detailed explanation of how the Golf Division plans to fund and address the operational and capital needs of each course will be further addressed in the Capital Improvements Projects briefing.

	FY 2008	FY 2009	FY 2010 Budget	FY 2011 Proposed Budget	Total
<b>Information Only - Administration - Costs Allocated to Golf Courses</b>					
Revenue	\$ 279,005	\$ 227,634	\$ 299,000	\$ 275,400	\$ 1,081,039
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 797,440	\$ 862,138	\$ 1,181,687	\$ 1,296,733	\$ 4,137,998
Net Income after ODA	\$ (518,435)	\$ (634,504)	\$ (882,687)	\$ (1,021,333)	\$ (3,056,959)
<b>Bonneville</b>					
Revenue	\$ 1,381,978	\$ 1,310,394	\$ 1,435,200	\$ 1,463,198	\$ 5,590,770
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 1,113,862	\$ 1,125,593	\$ 1,223,352	\$ 1,248,650	\$ 4,711,457
Net Income after ODA	\$ 268,116	\$ 184,801	\$ 211,848	\$ 214,548	\$ 879,313
<b>Glendale</b>					
Revenue	\$ 1,120,146	\$ 1,130,708	\$ 1,181,700	\$ 1,213,450	\$ 4,646,004
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 1,268,304	\$ 1,091,763	\$ 1,172,519	\$ 1,195,813	\$ 4,728,399
Net Income after ODA	\$ (148,158)	\$ 38,945	\$ 9,181	\$ 17,637	\$ (82,395)
<b>Forest Dale</b>					
Revenue	\$ 677,073	\$ 637,635	\$ 697,216	\$ 658,145	\$ 2,670,069
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 524,777	\$ 579,622	\$ 600,523	\$ 631,212	\$ 2,336,134
Net Income after ODA	\$ 152,296	\$ 58,013	\$ 96,693	\$ 26,933	\$ 333,935
<b>Mountain Dell</b>					
Revenue	\$ 1,954,402	\$ 1,895,441	\$ 2,114,200	\$ 2,062,100	\$ 8,026,143
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 1,706,598	\$ 1,579,782	\$ 1,702,770	\$ 1,780,541	\$ 6,769,691
Net Income after ODA	\$ 247,804	\$ 315,659	\$ 411,430	\$ 281,559	\$ 1,256,452
<b>Nibley Park</b>					
Revenue	\$ 585,252	\$ 560,271	\$ 601,812	\$ 572,984	\$ 2,320,319
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 693,052	\$ 628,697	\$ 723,698	\$ 663,403	\$ 2,708,850
Net Income after ODA	\$ (107,800)	\$ (68,426)	\$ (121,886)	\$ (90,419)	\$ (388,531)
<b>Rose Park</b>					
Revenue	\$ 869,941	\$ 923,373	\$ 946,550	\$ 962,400	\$ 3,702,264
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 967,810	\$ 1,051,369	\$ 1,093,187	\$ 1,156,776	\$ 4,269,142
Net Income after ODA	\$ (97,869)	\$ (127,996)	\$ (146,637)	\$ (194,376)	\$ (566,878)
<b>Wingpointe</b>					
Revenue	\$ 1,153,898	\$ 1,211,091	\$ 1,279,700	\$ 1,316,370	\$ 4,961,059
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 1,352,294	\$ 1,158,491	\$ 1,320,147	\$ 1,254,299	\$ 5,085,231
Net Income after ODA	\$ (198,396)	\$ 52,600	\$ (40,447)	\$ 62,071	\$ (124,172)
<b>Jordan River</b>					
Revenue	\$ 65,694	\$ 86,324	\$ 77,000	\$ 90,500	\$ 319,518
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 187,642	\$ 204,714	\$ 201,873	\$ 223,252	\$ 817,481
Net Income after ODA	\$ (121,948)	\$ (118,390)	\$ (124,873)	\$ (132,752)	\$ (497,963)
<b>Total Golf Fund</b>					
Revenue	\$ 7,808,384	\$ 7,755,237	\$ 8,333,378	\$ 8,339,147	\$ 32,236,146
Expense ( ODA - Operations, Debt & Admin Costs )	\$ 8,032,386	\$ 7,420,031	\$ 8,038,069	\$ 8,153,946	\$ 31,426,385
Net Income after ODA	\$ (224,002)	\$ 335,206	\$ 295,309	\$ 185,201	\$ 809,761

## **EXPENDITURES**

- Staffing Changes** – Full Time FTEs will remain at 40.4. Part-time positions are 48.61 FTEs.
- Increase - Personal Services – \$60,105** The FY 2011 personnel costs are proposed to be \$3,778,167. Most of the increase in this budget item is due to the elimination of the FY 2010 City-wide salary suspension program of 1.5% of salaries.
- Decrease – Retail Merchandise Purchases – (\$24,800)** The Administration estimates that the rounds of golf will not increase in FY 2011 because of the current economy and the recent fee increase. Retail sales are expected to remain flat in FY 2011. As a result the budget amount for merchandise purchased for resale will decrease.

**4. Decrease – Materials and Supplies, excluding retail merchandise (\$107,428)** The Administration proposes to decrease many of the materials and supplies expenditure budget. Some of the larger budget decreases include

- Concession expenses related to operation of the café at Nibley Park - \$38,000
- Parts and accessories - \$14,000
- Repairs - \$8,750
- Junior golf supplies - \$8,000
- Chemicals - \$5,000
- Retail merchandise sales - \$24,800 - mentioned above
- Miscellaneous accounts - \$8,878

**5. Increase – Water, Fuel, Maintenance, and Miscellaneous Operating Costs -\$33,619** The overall net change to the Charges/Services/Fees budget category is relatively small. However, increases of approximately \$103,000 were absorbed by other budgeted line item decreases in this category. Some of the larger budgeted increases include:

- Water - \$23,000
- Fleet fuel and maintenance - \$25,500
- Unemployment comp premium - \$5,300
- P.I.L.O.T. (Payment in Lieu of Taxes) - \$33,689
- IMS (Information Management Systems) interdepartmental charge for accounting software - \$10,000

Expenditure budgets were decreased to offset the increases. Larger decreases occurred in the following accounts:

- City engineering and architect fees - \$15,000
- Other professional and technical fees - \$6,500
- Electrical and natural gas - \$10,154
- Educational training and travel - \$10,350
- Risk management property premium - \$22,048
- Employee bus pass allocation - \$5,286

**6. Increase – Debt Service Expense - \$250,848** The Golf Division plans to finance the purchase of golf course maintenance equipment. The increase to the budget is for the first of the three annual payments.

**7. Decrease – Cash Capital Outlay – (\$190,000)** The Golf Division has budgeted \$110,000 in Equipment and Facilities. Last year, the capital outlay budget was \$300,000. This budget is the amount available to spend on larger needs of the golf division after debt service payments and a net income on operations of just under \$200,000. According to the Administration, the budget will be used primarily for emergency golf course maintenance equipment purchases and facility repairs.

**CAPITAL IMPROVEMENT PROJECTS - \$22,000,000 - (Note: A separate staff report has been prepared for the Administration's proposal. The Council briefing is scheduled for May 4, 2010.)**

In the past, the Golf Fund Manager and Administration have met with Council Members to review various funding options and strategies to fund approximately \$22 million in Capital Improvement Projects. A transmittal proposing how the improvements will be funded has been submitted by the Administration. This proposal, which includes options, such as, transferring surplus golf course property to the General Fund or rezoning and selling surplus golf course property, is scheduled to be briefed to the Council on May 4<sup>th</sup>.

# LEGISLATIVE INTENT STATEMENTS

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<b>Fiscal Year 2009-10</b>
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## **2008-13: Golf Update**

It is the intent of the City Council that the Golf Fund Manager provide a mid-year update on the status of deferred capital project needs.

## **Administrative Response**

The Golf Division has met with Administration, the City Council Budget & Finance Subcommittee, and individual City Council Members with golf courses in their districts to discuss a funding proposal to complete golf course irrigation improvements and other long deferred capital projects totaling \$20M. In April 2009, the Administration directed the Golf Manager to complete the due diligence process necessary to develop recommendations relative to each of the potential funding sources, and then report back to the Administration and City Council in September 2009. Golf staff has finalized its report but still needs to present it to the Administration and City Council. That briefing will take place during the first quarter of calendar year 2010. Potential funding sources that will be investigated include the transfer of surplus real estate to the General Fund, the disposition of surplus real estate, a partnership with the University of Utah, a partnership with the Utah Golf Association and the Utah PGA, partnerships with our existing clubhouse food and beverage concessionaires, a private and corporate donor program, the Energy Performance Contract program for irrigation projects, and bonding.

# SALT LAKE CITY COUNCIL STAFF REPORT

## BUDGET ANALYSIS – FISCAL YEAR 2010-11

**DATE:** May 11, 2010

**BUDGET FOR:** **DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT**

**STAFF REPORT BY:** Sylvia Richards

**cc:** David Everitt, Frank Gray, Mary De La Mare-Schaefer, Bob Farrington, Wilf Sommerkorn, Pat Comarell, Gina Chamness, LuAnn Clark, Orion Goff, Tim Harpst, Nancy Boskoff, Sam Guevara, Teresa Beckstrand, Mike Akerlow and Brent Beck

The proposed budget for the Department of Community Development (CED) for fiscal year 2010-11 is \$15,957,403 representing an overall increase in expenditures of \$2,912,393 or 22.3% as compared to fiscal year 2009-10. **The increase is attributed to the proposed transfer of two divisions (and their budgets) to CED, including the Engineering Division and Capital Asset Management.**

<b>DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT (CED) PROPOSED BUDGETS</b>				
	Adopted 2009-10	Proposed 2010-11	Difference	Percent Change
Office of the Director (Land Use Appeals Board)	\$818,702	\$702,221	(\$116,481)	(14.2%)
Arts Council (Public Programs/Events, Public Art, Public Information/Technical Assistance, City Arts Grants, Facility Management, Salt Lake City Arts Board, Salt Lake Art Design Board)	339,499	305,163	(34,336)	(10.1%)
Building Services (One Stop Shop/Accela, BUZZ Center, Permits, Administration, Construction Inspections, Development Review, Housing Advisory & Appeals Board) AND Civil Enforcement (Ground Transportation and Zoning Enforcement)	5,177,651	4,888,349	(289,302)	(5.6%)
Capital Asset Management (Capital Planning and Procurement, Capital Asset Maintenance; Property Management, CIP Support)		462,426	-	
Economic Development (Small Business Development, Economic Development)	271,168	328,912	57,744	21.3%
Engineering (Project Planning & Development, Construction, Special Improvement Districts, Public Way Regulation, Survey, GIS & Mapping)		4,163,840	-	
Housing & Neighborhood Development (Federal Grant Administration, CIP Administration, Housing Rehabilitation, Housing Trust Fund, Homeownership Program, Sister Cities Program, and Sorenson Unity Center)	2,107,486	998,489	(1,108,997)	(52.6%)
Planning (Strategic Planning, Urban Design, Master Planning, Community Planning, Subdivisions, Planning Commission, Historic Landmark Commission, and Board of Adjustment)	2,466,833	2,431,913	(34,920)	(1.4%)
Transportation (Planning & Design, Traffic Investigations and Operations, Permit Parking, Street Lighting, Bicycle/Pedestrian Safety, Trails Coordination, Transportation Master Planning, Transportation Advisory Board)	1,863,671	1,676,090	(187,581)	(10.1%)
<b>Total</b>	<b>\$13,045,010</b>	<b>\$15,957,403</b>	<b>\$2,912,393</b>	<b>22.3%</b>

## POTENTIAL MATTERS AT ISSUE AND MAJOR BUDGET CHANGES

### Major Organizational Changes

The Mayor's budget proposes to transfer the Engineering Division (from Public Services) and the Capital Asset Management function (from Administrative Services) to the Community and Economic Development Department, as well as create a new Civil Enforcement group under the Building Services division. These changes are addressed later in this report.

**Please note that merit increases, the 1.5% salary restoration, as well as pension and insurance increases are included in each division's proposed budget.**

### Office of the Director

The budget for the Office of the Director shows a decrease of 14.2% or \$116,481 as compared to last year. The decrease can be attributed to the proposed elimination of two positions as noted below.

# of FTE	Projected Savings	Detail
.50 RPT	\$ 23,512	Eliminate vacant Sr. Secretary RPT position in CED Administration; may have to hire intern or part time person to assist with office coverage, although coverage is currently being provided by the RDA.
1.0 FTE	105,000	Eliminate Downtown Transportation Development Coordinator position (vacant); jointly funded by the City, Chamber and UTA. City's portion is \$35,000.
<b>1.5 FTEs</b>	<b>\$128,512</b>	<b>Total</b>

### Arts Council

The Arts Council budget indicates a decrease of \$34,336, which is a reflection of the Public Art Program Manager's salary (\$43,144) being allocated against public art projects, such as existing CIP projects, North Temple, and future projects. **The Council may wish to note that this is a shift in funding rather than the elimination of an expenditure.**

### Building Services Division

The budget for the Building Services Division is projected to decrease by 5.6% or \$289,302. The decrease is attributed to the elimination of positions as noted below.

# of FTE	Projected Savings	Detail
1.0 FTE	\$84,596	Eliminate Bldg. Inspector Investigation Administrator (layoff); the Administration indicates there are enough certified employees in this division who can absorb this work.
1.0 FTE	56,882	Eliminate Office Facilitator II position (layoff); the responsibilities for this position will be absorbed by other employees.
1.0 FTE	83,076	Eliminate Sr. Bldg. Inspector position (layoff); this position handles field inspections. As the inspection demand has decreased, this work can be absorbed by other inspectors until inspections increase.

1.0 FTE	84,168	Eliminate Fire Protection Engineer position (vacant - never filled). This item is discussed in the 'Issues' portion of the staff report.
<b>4.0 FTEs</b>	<b>\$308,722</b>	<b>Total</b>

## **Building Services Issues**

### Elimination of Vacant Fire Protection Engineer Position

CED Administration indicated that the funding appropriated to fill this position in previous years was inadequate. Several qualified candidates were interviewed but the salary was too low; the position was never filled. The Administration also indicates that the workload does not quite fill the time of 2 FTEs. As a result, the Division outsources the fire plan review. **The Council may wish to ask whether the level of work previously outsourced will impact the Fire Department's Fire Prevention Bureau and whether that department can absorb the workload. The Council may also wish to clarify whether the Administration will be relying upon the Fire Department or whether they will be relying on consulting services. If the Department relies upon consulting services, the Council should note the next item which is a \$50,000 reduction in resources for outsourcing.**

### \$50,000 Reduction in Outsourcing Funding

According to the proposed budget, \$50,000 will be eliminated from Building Service's outsourcing funds for permits and plan review. CED Administration indicates that permit and plan review is outsourced in two instances: First, when specialized service is required, such as review for bridges, structural steel or LEED certification; second, when there is a backlog of plans and permits for staff to review. The Department indicates that although the Buzz Center is currently active with many customers, there has been a decrease in plans being submitted for review, and there is enough funding remaining in the budget to handle the anticipated outsourcing needs. **The Council should note that as the economy improves or as specialty projects come in, the Administration may need to return to the Council to request additional funding in a budget opening.**

### Building Permits Audit

Council Members have expressed concerns with regards to the processing and timeframe of the issuance of building permits. The Council may wish to consider allocating funding for an extension of the Planning division review that was conducted two years ago. That study touched on processes relating to Building Services but a full review of Building Services and best practices around the country was not within the scope of that study.

The following information was provided with regards to the different levels of permits issued by Building Services:

- Over the counter permits (generally issued the same day)
- Same day permit process
- Permits requiring the standard review process (including design review, departmental review (Fire, Police, Transportation, Public Utilities, etc.)

## **Capital Asset Management**



Capital Asset Management has an operating budget of \$29,157 and personnel costs (including salary and benefits) of \$433,269. A total budget of \$462,426 will be transferred to CED. Capital Asset Management staff includes 5.0 FTEs (a reduction from 6). In addition, the Mayor's budget proposes to reimburse 20% of the Capital Asset Management Director's salary from Capital Asset projects.

The positions include 5.0 FTEs (a reduction from 6.0 FTEs)

Division Director

Sr. Administrative Analyst

Real Property Manager (from Property Management)

Real Property Agent (from Property Management)

Office Tech II (from Property Management)

# of FTE	Projected Savings	Detail
1.0 FTE	74,572	Eliminate one Real Property Agent position (layoff); responsibilities will be absorbed by other staff.
<b>1.0 FTE</b>	<b>\$74,572</b>	<b>Total</b>

### **Creation of Civil Enforcement Unit**

As mentioned previously, the Administration proposes to house all enforcement functions (except parking enforcement) with the Housing and Zoning Enforcement group. The name will be changed from Housing & Zoning Enforcement to Civil Enforcement Unit (CEU). The CEU will include the functions and enforcement of snow removal, street artists and entertainers' ordinance, Housing & Zoning and Ground Transportation. The Council may wish to note that the additional functions will be absorbed by current personnel. No additional FTE positions are proposed. As indicated during the Airport budget discussion, the Administration is currently investigating the possibility of the Airport assuming the functions of Ground Transportation administration, licensing and enforcement.

The Administration also proposes to transfer Ground Transportation facility maintenance costs to the Facilities Management Division in Public Services. This change reflects what other departments have done.

## **Proposed Ordinance Fee Increases**

<b>Current Ordinance</b>	<b>Proposed Increase</b>	<b>Anticipated Revenue</b>
Sidewalk Artists & Entertainers (14.38.110)	Increases civil penalty from \$30.00 to \$100.00 per violation	
Freight License sticker fee (12.56.330) and base business license fee (5.04.070)	Increases freight sticker fee from \$25.00 to \$35.00 and requires base business license fee of \$100. (Note: the freight sticker fee has not been increase in 20 years.)	\$130,000 annually for sticker increase; \$52,000 annually for base business license fee.
Ground Transportation vehicle operator certificate application fee (5.71.290)	Increases driver badging fee from \$112 to \$121 as follows:  \$2.00 I.D. badge increase \$5.00 increase in background check \$2.00 increase fingerprinting cost	\$3,338 annually based on \$2.00 badge increase  (The rest of the fee increase revenue goes towards fingerprint & background check expenditures.)

### **Educating the public regarding fee increases**

The Council may wish to ask whether the Administration has prepared notification and educational materials indicating the new fee structures and the effective dates, and if this will be distributed to all current mailing lists including contractors, business license holders, etc., posted on public spaces and identified on the City's websites, as well as sent to community and business organizations. The Council may also wish to ask whether the Administration has met with the Business Advisory Board, Chamber of Commerce and other interest groups to review the proposed fee changes.

### **Economic Development Division**

The budget for Economic Development is projecting an increase of \$57,744 or 21.3%, which reflects the request for a new position, a Small Business Liaison. The Administration indicates that the Small Business Liaison will serve as the main point of contact to assist small businesses in navigating through City operations, processes and services. In addition, this individual will act as an ombudsman to maintain communication between the City and the small business community and advocate for, and make recommendations on relevant issues, processes, policies and procedures that may affect small businesses. Currently, this position is being filled by an intern.

<b># of FTE</b>	<b>Projected Cost</b>	<b>Detail</b>
1.0 FTE	\$74,100	<b>New:</b> Add Small Business Liaison position; currently this position is filled by an intern.
<b>1.0 FTE</b>	<b>\$74,100</b>	<b>Total</b>

Also, the Administration requests to allocate 20% of the Economic Development Director's salary against the Central Business Improvement Area 2010 in the amount of \$26,905. This represents a significant policy shift. **The Council may wish to ask**

**whether the special assessment area property owners are aware of this request. The City incurs significant maintenance costs for that improvement area but currently none of those costs are allocated to the districts. The Council may wish to determine whether all costs can or should be allocated for that district.**

### **Engineering Division**

According to the Mayor's proposed budget, the Administration indicates this transfer will assist with the coordination of planning review and response, and increase efficiencies by consolidating all engineering planning functions under one department. At this time, the Administration indicates engineering personnel will still be housed in the engineering office.

Engineering has an operating budget of \$287,446 and personnel costs (including salary and benefits) of \$3,876,394. A total budget of \$4,163,840 will be transferred to CED. The Engineering division includes 46 FTEs (full time equivalent positions), a reduction from 52 FTEs, assuming the Council adopts the proposed layoffs and elimination of vacant positions.

<b># of FTE</b>	<b>Salary &amp; benefits</b>	<b>Detail</b>
1.0 FTE	\$122,061	Eliminate Sr. Engineering Project Mgr. position (layoff). Loss of revenue from engineering fees billed to CIP associated w/this reduction is (\$84,000). <b>Net savings is \$38,061.</b> This position is the project manager for design, inspection construction contracts for ADA sidewalk ramps and other sidewalk replace & repairs. Other personnel will have to assume additional responsibilities.
1.0 FTE	96,084	Eliminate Engineer IV position in Engineering (layoff). Loss of revenue associated w/this position is (\$76,000). <b>Net savings is \$20,084.</b> This position designs and manages sidewalk projects. Elimination of position will impact the City's ability to complete unplanned high-priority projects. Other personnel will have to assume additional responsibilities.
1.0 FTE	61,208	Eliminate Engineering Tech IV in Engineering (vacant). Responsibilities include permit inspector on permitted work in the public way. Eliminating this position will require 3 inspectors to absorb the workload.
1.0 FTE	55,412	Eliminate Engineering Records Tech position in Engineering (layoff). Responsibilities include responding to records requests for engineering documents and information.
1.0 FTE	72,132	Eliminate GIS programmer/analyst position in Engineering (vacant). Responsibilities include participating in the development of paperless work flow, working with internal and external engineering customers.
1.0 FTE	74,488	Eliminate Professional Surveyor position in Engineering (vacant). Loss of engineering fees associated with this position is (\$18,000) for a <b>net savings of \$56,488.</b> This change will limit the number of survey activities that can be conducted by the entire survey group; Engineering will not be able to maintain 2 survey crews when one surveyor is using vacation or sick leave.
<b>6.0 FTEs</b>		<b>Total projected <u>net</u> savings of \$303,385</b>

### **Housing and Neighborhood Development Division**

The budget for the Housing and Neighborhood Development Division reflects a

decrease of \$1,108,997 or 52.6%. As the Council will recall, the management of the Sorenson Center was transferred to Salt Lake County, resulting in a decrease of 18.51 FTEs. The salary savings associated with this change is \$912,296 and operating costs savings of \$179,584. These savings will offset the County's annual contract costs to run the Center for \$880,878.

# of FTE	Projected Savings	Detail
1.0 FTE	\$62,308	Eliminate Rehab Loan Officer position (layoff); responsibilities will be shared with other rehab specialists and staff.
	26,802	Capital Planning Community Development Planner position (layoff); 606 position is being eliminated and a new 604 position is being created. (Both positions are partially federally funded, but federal funding has not increased to match increasing employee costs borne by General Fund.)
<b>1.0 FTE</b>	<b>\$89,110</b>	<b>Total</b>

### **Planning Division**

The Planning Division projects a budget decrease of 1.4% or \$34,920. The personnel services budget will increase due to the 1.5% salary restoration, health insurance, merit and pension increases. This is partially offset by the projected savings from the eliminated positions.

# of FTE	Projected Savings	Detail
1.0 FTE	\$71,908	Eliminate GIS Specialist position in Planning (layoff)
1.0 FTE	53,152	Eliminate Sr. Secretary position in Planning (vacant)
<b>2.0 FTEs</b>	<b>\$125,060</b>	<b>Total</b>

### **Planning Issues**

#### **GIS Functions**

As proposed in the Mayor's Recommended budget, Planning's GIS Specialist position will be eliminated (as well as the Sr. Secretary position). In addition, the vacant Transportation GIS Analyst position and the vacant GIS Programmer/analyst position in Engineering are being eliminated. CED Administration indicates that the Planners can print their own maps and that the City purchased a citywide license for all to access GIS. **The Council may wish to ask whether these three cuts will be detrimental to the City's overall GIS needs. The Council may also wish to ask the Administration for a recommendation to address GIS needs citywide.**

In making these cuts, the Administration has indicated the intention to centralize the GIS function within IMS. **The Council may wish to ask the Administration whether IMS currently has adequate resources to continue progress with the GIS system or whether they will be returning to the Council in the future to request the necessary resources to move GIS ahead in a centralized way. It is Council staff's assumption that once GIS is consolidated under IMS, the**

**Administration will need to return to the Council for funding, so this should not be considered a long-term savings.**

### **Zoning Ordinance Update**

Council Members expressed interest in understanding the costs and resources needed to update the City's zoning ordinance. In response, CED Administration has indicated three potential options:

1. Comprehensive rewrite of Zoning Ordinance: If the Council elects to change the current format (Euclidian) to a form-based approach, an approximate cost is \$1.5 to 2 million, with an estimated timeframe of two to three years for completion.
2. Recodify/reformat Zoning Ordinance: If the Council chooses this option, the zoning ordinance would be more user-friendly and readable. The cost would be approximately \$500,000 with an anticipated timeframe of 9-12 months.
3. Create a design standards manual: This option would cost between \$500,000 and \$800,000 with an estimated timeframe of 12-18 months. An annual review process would be required.

**The Council may wish to ask the Administration for a detailed recommendation, including necessary staffing resources, outside consulting services and necessary technology for each of these options.**

### **Master Plans**

The Council has also expressed interest in understanding the process for updating master plans. The Administration indicates the Mayor would like to take a '6X6' approach, which is to complete six master plans per year for the next six years. **The Council may wish to ask how this approach may be accomplished and what resources would be necessary.**

The Planning Division has provided the following information with regards to the status of their priorities:

Master and Small Area Plans currently in process:

1. Euclid
2. North Temple Corridor
3. Northwest Quadrant

Master and Small Area Plans which are in the queue but put on hold to deal with higher priorities:

1. Downtown Master Plan
2. West Salt Lake Community Plan
3. U Edge Plan

Broader plans currently in process:

1. Historic Preservation (almost completed, very close)
2. Comprehensive Sustainability Ordinance

### 3. Neighborhood Business Project

#### **Northwest Quadrant Funding (Non-Departmental Budget)**

The Mayor's recommended budget includes a request for \$100,000 of one-time funding for any follow up and public process relating to the Northwest Quadrant area. This request is included in the Non-Departmental budget.

#### **Good Landlord Program**

The Mayor's proposed budget does not include funding for implementation of the Good Landlord program. The Administration anticipates that employee salaries associated with this function will be funded through program fees. A proposal will be advanced to the Council later in the year during a budget opening, possibly late summer.

#### **Transportation Division**

The Transportation Division's budget reflects a projected decrease of 10.1% or \$187,581. The decrease is attributed to the proposed reductions itemized in the chart below.

# of FTE	Projected Savings	Detail
1.0 FTE	\$63,840	Eliminate Traffic Control Ctr. Operator I position in Transportation (layoff); this position synchronizes signals to adjust for excessive traffic. With the elimination, the City may receive additional complaints re: signal timing.
1.0 FTE	59,084	Eliminate Office Facilitator II position in Transportation (layoff); this position assists with the Neighborhood Parking permit process. Treasurer's Office may be able to assist with this process after some training. Other duties will be reassigned.
1.0 FTE	69,160	Eliminate GIS Analyst position in Transportation (vacant)
<b>3.0 FTEs</b>	<b>\$192,084</b>	<b>Total</b>

#### **Transportation Issues**

##### **Parking Meter Replacement with Electronic Pay Stations**

The Transportation Administration indicates that a consultant recently completed a study of the options for converting parking meters to electronic pay stations. A committee of City and Downtown Alliance staff oversaw the analysis and will submit a recommendation to the Mayor for consideration, which will then be forwarded to the Council. With respect to converting meters to pay stations, the consultant estimates it will take about a year to implement, and could cost as much as \$6.9 million.

The Council may wish to ask the Administration for a response to the following questions:

1. Has the Mayor received the recommendation?
2. Does the recommendation include the total replacement of meters or the use of a portion of existing meter parts?

3. Could the RFP process be completed in 6 months if the funding were available?

### **Downtown Parking Management Program**

The Council has inquired regarding the status of the Downtown Parking Management Program. Transportation Administration indicates an RFP has been prepared and is being reviewed by Purchasing. The consultant would be tasked with determining what type of parking management organizational structure would be best suited for the City. A set of goals is being prepared to send to Council for comment to insure that the consultant knows what is desired to be achieved. The Parking Management entity could be a City department or a parking authority, or a non-profit created by or hired by the City to do the work. Until the study is complete, it is not known what form would work best, how much it would cost (or if it would/could have taxing ability) to run or how long to implement. The study should be completed within six months once the consultant is selected and given the notice to proceed. **The Council may wish to ask whether it is the Administration's intent to delay a decision on meter replacement until the parking management program is addressed.**

### **\$35,000 Reduction of Street Light Maintenance Funding**

The Mayor's budget proposes a reduction in street light maintenance. In order to reduce the maintenance budget, some damaged street lights may be capped instead of replaced, reducing the number of functioning lights.

### **\$400,000 Proposed Savings from Elimination of Mid-block Street Lighting**

The Administration indicates that maintenance and operating savings can be achieved if mid-block street lights are turned off. Note: According to CED Administration, this proposal does not include mid-block street lighting in the Downtown.

All lights would work initially, but as the less significant lights have bulb burnouts or other maintenance issues, they would be left dark until funding would be made available. Savings would be \$4.00 per month per light on maintenance, in addition to electricity costs saved on the non-working lights. According to CED Administration, the Transportation Division is creating a plan to address costs and options. This item is included in the **Non-Departmental** budget.

### **\$8,500 Transfer of Maintenance budget to Facilities in Public Services**

The Administration proposes to transfer traffic control center maintenance costs to the Department of Public Services Facilities Management budget. This change reflects what other departments have done.

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### **Additional Information**

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## LEGISLATIVE INTENT STATEMENTS

1. **Bike Lanes** – It is the intent of the Council that when the Administration evaluates streets for rehabilitation projects, preference would be given to streets with bike lanes.

Response from the Administration: The City addresses street rehabilitation using the ‘zone concept’, rotating attention annually between seven zones, and treating the streets with the most need within the particular zone. Of those streets most in need, streets with bike lanes are given priority.

## INTERIM STUDY ITEM

1. **Ground Transportation:** The Administration has forwarded a Quarterly Report on Council Interim Study Items. This response provides additional information with regards to Ground Transportation, including the status of additional enforcement, evaluation of fees, as well as an update on the RFP process:

Response from the Administration:

A time and motion study of the Ground Transportation function was requested by the City Council. The study included the time period between June 29, 2009 and September 30, 2009. Based on the available study information, 458.5 hours were spent on enforcement, with an additional 50 hours spent on investigations. During the same time period, 79 citations and 30 warnings were issued for a total of 109.

Between October 1, 2009 and the end of the year, 16 more citations were issued and one warning. Citations and warnings continue to be issued as required. There are planned and ongoing stings involving both the ground transportation industry and hotel doormen. The age of taxicab vehicles has been the latest enforcement effort which requires such vehicles to be no older than 6 model years or 8 model years if an approved alternative fueled engine (note: there is a grandfather clause also). These actions have generated a significant response from the taxi industry resulting in a current ongoing review of City Council’s intent for this age limitation.

There is ongoing enforcement involving both the ground transportation industry and hotel doormen. On a recent weekend evening 12 citations were issued and forwarded to the City Attorney for screening. A grace period on the age limit of taxi was granted until Council takes further action on the ordinance changes.

Fee Evaluation: The Council asked for an evaluation of the fees and potential fees to be considered for Ground Transportation. Fees are based on cost recovery and staff salaries and time are all part of that cost recovery. Finance has completed a time study and calculated a fully loaded hourly rate which has been applied to the processes of the background history check/ID Badge and vehicle inspections. The fully loaded hourly rate equals \$67.70.



Background History Check/ID Badge: When the hourly rate is applied to the background history check/ID Badge process the fee for that service could be increased to \$121 from the current \$112 which includes the \$47.25 for the BCI background check and a separate \$3 for TSA fee.

Vehicle Inspections: When the hourly rate is applied to the vehicle inspection process the current fee of \$90 per inspection is justified. This fee includes time allocated for missed inspections, rejected vehicle re-inspections, meter recalibrations and special vehicle types.

During the briefing on the proposed budget, the Council may wish to identify legislative intents relating to the Community and Economic Development Department.

During the briefing, the Council may wish to identify potential programs or functions to be added to the Council's list for future audits.

# **SALT LAKE CITY COUNCIL STAFF REPORT**

## **BUDGET ANALYSIS – FISCAL YEAR 2010-11**

**DATE:** May 11, 2010

**BUDGET FOR:** **POLICE DEPARTMENT**

**STAFF REPORT BY:** Karen Halladay, Budget and Public Policy Analyst

**cc:** Chief Chris Burbank, Dobrowolski Walter, Jerry Burton, David Everitt, Gina Chamness, Kay Christensen, Cindy Gust-Jenson, Sylvia Richards, Lehua Weaver

Recently the Police Department reorganized several administrative level positions within the Police Department. Advantages of the reorganization include involving more officers in the day-to-day decision making operations of the department; removing one level of the traditional command structure; and providing more advancement opportunities for officers. Four (4) Captains, three (3) Assistants to the Chief, and one (1) Lieutenant were reclassified to Deputy Chief, an appointed position. The former three (3) bureaus – Administrative, Investigative, and Operations – have been replaced with eight new bureaus. These bureaus include the following: Facilities Development, Administration, Communications and Records, Fusion, Investigations, Management Services, Patrol, and Special Operations. Where possible, these changes will be compared to prior year's budgets and staffing levels.

The Police Department is funded by the General Fund, but also benefits from various federal and state grants. In Fiscal Year 2010, federal and state grants awarded and budgeted amounted to \$5,497,919.

The Mayor's Recommended Budget proposes \$55,169,063 of ongoing funding for the Police Department. This is a 1% increase over the prior year. For FY 2011, the Police Department's expenditure budget represents 29.54% of the General Fund budget. In FY 2010 the Police Department budget was 27.5% of the total General Fund budget. The Administration indicates this increase of 2.04% is representative of the Administration's overall commitment to Public Safety. Personal services costs, salaries, wages, and benefits, represent 90.2% of the Police Department's operating budget.

According to statistics provided by the SLCPD, the police department had 228,947 calls for service in 2009. This is a decrease of 9.6% or 21,931 fewer calls for service than calendar year 2008. The SLCPD Part 1 Crime report provides details about the types of crimes committed in Salt Lake City. Part 1 crimes require FBI tracking and include the following: 1) Violent crimes - homicide/murder, forcible rape, robbery, and aggravated assaults and 2) Property crimes - burglary, larceny/theft, motor vehicle theft, and arson. Violent crimes saw a 9.7% decrease or 126 cases and property crimes saw an 11.4 % decrease or 1,671 cases fewer from calendar year 2008 to 2009. In addition to Part 1 crimes, the police department provides services related to: drugs and alcohol, internet safety, traffic enforcement, public order, and vice issues.

## **KEY ISSUES**

- In addition to the reorganization outlined above, the Division of Emergency Management Services was transferred from the Administrative Services Department when the department was dismantled. Details of the staffing changes are included in this staff report.
- As indicated in the Mayor's Recommended Budget, the net staffing changes resulted in a reduction of 1.5 FTEs.
- While police officers have not been cut from the budget, it is likely the Department will have to absorb costs associated with a number of retirements since the Administration has reduced the retirement fund from \$1 million to \$500,000.
- The Department applied for and received a Community Oriented Policing Services (COPS) federal grant. This grant provides funding for eleven (11) officers.
- Economic conditions, including at the local level, have resulted in reduced revenues and therefore, the need to cut costs throughout the City. The changes proposed by the Administration, including the

reinstatement of the 1.5% salary reduction and merit step has increased the Department's personal services budget by \$1,118,209 or 2.3%.

- The Salt Lake City Police Department has several initiatives to help prevent, detect, investigate, and resolve criminal activity. Details of some programs can be found later in this report.
- \$50,000 in on-going money is not included in the budget for the implementation of sworn officer fitness standards (Prior Year Legislative Intent Statement).

**Proposed Budget 2010-11** - The following is a summary of the proposed budget for fiscal year 2010-11. Although the Police Department was recently reorganized from three (3) to eight (8) bureaus, this report compares this year's budget with the FY 2010 budget by major function. For example, the newly created Investigations and Special Operations Bureaus are part of the Investigative function for the department. Both the Liberty and Pioneer Patrol are now combined into the Patrol Bureau or Operations function. Administrative functions include the following bureaus: Administrative, Management Services, Communications and Records, and Fusion. The informational column is actually the proposed FY 2011 budget for each of the eight new bureaus. The highlighted subtotals allow the reader to make a dollar and percentage comparison between the General Fund expenditure budgets of FY 2011 and FY 2010.

Salt Lake City Police Department Proposed Budgets							
	Division Functions	Informational Purposes Only Division Budgets	FY 2009-10 Adopted Budget	FY 2010-11 Proposed Budget	Difference	Percent Change	Additional Information
<b>Office of the Police Chief</b>		\$ 458,724	\$ 1,848,478	\$ 458,724	\$ (1,389,754)	-75.18%	
<b>Facilities Development Bureau</b>	New position created to oversee the Public Safety Building	\$ 291,949	\$ -	\$ 291,949	\$ 291,949		Existing Staff
<b>Adminstrative</b>			\$ 17,754,849	\$ 19,761,044	\$ 2,006,195	11.30%	
Administration Bureau	Public Relations, Admin Services, General Services, and Emergency Management Services	\$ 4,583,602			-		
Management Services Bureau	Internal Affairs, Recruiting, and In-Service Training.	\$ 2,848,255			-		
Communication and Records Bureau	Dispatch, E-911, Technical Services, and Records.	\$ 6,281,552			-		Vacancy positions were eliminated in Records (1) and Dispatch (1)
Fusion Bureau	Narc and Vice, Homeland Security, Crime Analysis, Community Intelligence, Bikes, Park & COP, and Volunteer Coordination.	\$ 6,047,635			-		
<b>Investigative</b>			\$ 14,990,423	\$ 14,900,659	\$ (89,764)	-0.60%	
Investigations Bureau	Domestic Violence, Financial Crimes, Homicide, Robbery/Assault, Sex Crimes/Special Victims, Victim Advocates, Task Force Participation, and School Resources.	\$ 7,147,762			-		Vacancy position was eliminated for Office Tech (1) in Crime Lab.
Special Operations Bureau	Motors, Accident Investigation, K-9, Gang/SWAT.	\$ 7,752,897			-		Vacancy position was eliminated for Office Tech (1) SWAT/Gangs
<b>Patrol/Operations</b>			\$ 20,033,011	\$ 19,756,687	\$ (276,324)	-1.38%	
Liberty Patrol	24-hour Patrol for East Side, Property Crimes Investigative Followup.	\$ 8,718,151			-		
Pioneer Patrol	24-hour Patrol for West Side, Downtown Bike Patrol, and Property Crimes Investigative Follow-up.	\$ 11,038,536			-		
<b>Total Police Department (General Fund)</b>		\$ 55,169,063	\$ 54,626,761	\$ 55,169,063	\$ 542,302	0.99%	

**Proposed Staffing 2010-11** - The following is the current allocation of authorized full-time equivalent positions and the proposed allocation including the additional positions.

<b>Salt Lake City Police Department</b>					
<b>Full-Time Equivalent Positions</b>					
	Division Functions	FY 2009-10 Adopted		FY 2010-11 Proposed	
		Sworn	Civilian	Sworn	Civilian
<b>Office of the Police Chief</b>		11	4	1	2
<b>Facilities Development Bureau</b>	Deputy Chief and staff assigned to oversee the Public Safety Building	0	0	2	0
<b>Adminstrative</b>		80	116	89	118.5
<b>Administration Bureau</b>	Public Relations, Admin Services, General Services, and Emergency Management Services	0	0	10	9.5
<b>Management Services Bureau</b>	Internal Affairs, Recruiting, and In-Service Training.	0	0	25	2
<b>Communication and Records Bureau</b>	Dispatch, E-911, Technical Services, and Records.	0	0	1	100
<b>Fusion Bureau</b>	Narcotics and Vice enforcement, Homeland Security, Salt Lake Information Center (SLIC), Community Intelligence, Bikes, Park & COP, and Volunteer Coordination.	0	0	53	7
<b>Investigative</b>		121	35	120	33
<b>Investigations Bureau</b>	Domestic Violence, Financial Crimes, Homicide, Robbery/Assault, Sex Crimes/Special Victims, Victim Advocates, Task Force Participation, Crime Lab, Evidence, and School Resource.	0	0	47	32
<b>Special Operations Bureau</b>	Motors, Accident Investigation, K-9, Gang/SWAT.	0	0	73	1
<b>Patrol/Operations</b>		215	5	215	5
<b>Patrol Bureau</b>	24-hour Patrol for East Side, Property Crimes Investigative Followup. 24-hour Patrol for West Side, Downtown Bike Patrol, and Property Crimes Investigative Follow-up.	0	0	215	5
<b>Total Police Department Staffing</b>		427	160	427	158.5

## BUDGET ITEMS AND POTENTIAL MATTERS AT ISSUE

The following are general explanations of budget changes in fiscal year 2010-11. Some of the proposed expenditure changes, increases and decreases, to the budget are highlighted below. The “►” symbol indicates questions that Council may wish to address or request additional follow-up information.

### **EXPENDITURES**

**Staffing Changes** – The chart presented below is a summary of the staffing changes affecting the SLCPD. Additional information regarding Staffing and other Personnel Costs follows the Staffing Summary Table.

<b>Personal Services Topic</b>	<b>FTE</b>	<b>Amount</b>	<b>Additional Information</b>
Emergency Management Services – Transfer from Administrative Services	2.5	\$232,729	In order to gain both operational efficiencies and cost savings, the Administrative Services Department was dismantled. Divisions within the department were realigned to reflect the needs of the current Administration. Emergency Management Services was one of the divisions that was transferred. ► <i>In order to keep informed with Emergency Management Services initiatives and preparations, the Council may wish to schedule regular briefings.</i>
Eliminate FY 2010 Citywide Salary Suspension		\$1,035,812	In FY 2010, the Administration proposed a 1.5% salary suspension program to address the FY 2010 budget shortfall. Employees were given one personal holiday per quarter in exchange for the salary suspension. According to the Administration, this suspension was eliminated based on comments received. In addition, merit was restored for eligible employees. ► <i>Does the Council wish to consider comments regarding the desire to keep the salary suspension in order to save employee positions?</i>
Pension Changes		\$438,982	Currently the City is paying 35.71% of base salary for pensions of sworn police officers. The percentage is increasing to 36.31%.
Insurance Rate Changes		\$154,200	Co-payments and maximum out-of-pocket adjustments were made to the City's health insurance plan for employees. After these adjustments, the insurance rate increase was 9%. The Administration is proposing that employees pay 15% of the premium, 5% more than in FY 2010. The City's share of the insurance rate increase is \$661,325, which will be spread across City departments. Vacant positions insurance costs are budgeted at family rates.
Long Term Disability Cost		\$(156,000)	The Administration was able to negotiate a cost reduction for the Police Department's Long Term Disability account. There was no reduction of benefits.
Adjustment to 90% - Evidence Tech II		\$10,100	The Citizens Compensation Advisory Board (CCAB) identified several positions with the City whose salaries were markedly below market rates. They recommended that these positions be adjusted.
FY 2010 to FY 2011 – Base Adjustment		\$(38,525)	This is the net change of personnel costs. In this case there was a net decrease which reflects the new hires and separations within the Police Department.
<b>Total Personal Services Adjustments</b>		<b>\$1,677,298</b>	
Reduction – SWAT/Gangs Office Tech (Vacant)	(1)	(\$42,996)	Vacant position – eliminated by the department. ► <i>The Council may wish to ask the department how duties and responsibilities of this reduction will be handled.</i>
Reduction – Office Tech – Crime Lab (Vacant)	(1)	(\$42,000)	Vacant position – eliminated by the department. ► <i>The Council may wish to ask the department how duties and responsibilities of this reduction will be handled.</i>
Reduction – Information Specialist Position (Vacant)	(1)	(\$43,000)	Vacant position – eliminated by the department. ► <i>The Council may wish to ask the department how duties and responsibilities of this reduction will be handled.</i>
Reduction – Police Dispatch Position (Vacant)	(1)	(\$56,032)	Vacant position – eliminated by the department. ► <i>The Council may wish to ask the department how duties and responsibilities of this reduction will be handled, and whether there is a potential that this will create additional overtime.</i>
Reduction – All hourly positions (19 PT Employees or 8 FTEs)	(8)	\$(229,000)	Eliminate all hourly positions – The Police Department hires retired and civilian employees to handle various tasks and responsibilities of the department. Some of the tasks include answering phones, gathering victim and/or incident information, and provide victim advocacy services. This arrangement allowed sworn officers to remain focused on direct police investigative follow-up and field response. ► <i>The Council may wish to ask the department how duties and responsibilities of these reductions will be handled. They may also wish to get a full understanding of the impact of this change to the public. Examples include, will response times be longer? Will certain incidents be considered lower priority? What is the impact of this to the public? Will enforcement of recent ordinances, for example, loud party ordinance, be reduced, eliminated, or considered a lower priority?</i> ► <i>Does the Council wish to discuss these enforcement issues in more detail?</i>
<b>Total Reductions</b>	<b>(12)</b>	<b>(\$413,028)</b>	
One Time Savings – Delay hiring of Recruit Class until September 2010		\$212,968	Currently, there are 17 vacant positions within the Police Department. Given the current budget situation, the Administration is proposing that the next recruit class not be hired until September of 2010. The department is currently reviewing and managing a list of interested applicants and plans to begin the formal hiring process in July of 2010 for a September hire.
<b>Total One Time Savings</b>		<b>\$212,968</b>	
<b>Net Increase to Personal Services</b>		<b>\$1,051,302</b>	

## **Staffing Related Items**

1. **Increase - \$1,051,302 - Staffing Changes and Personal Services Costs (See above chart for detailed information.)** – The Administration and Police Department have proposed changes that they feel will have minimal effect on the delivery of direct police services.

There are two staffing changes in particular that Council Staff believes may have a larger than expected impact to the Police Department:

1) Delaying the hire of recruit classes – The hiring and training period, which is approximately 36 weeks of classroom and field training, should be considered because of the length of time before an officer is fully trained and ready to be in the field.

2) Elimination of all hourly positions within the Department - Response times for non-emergency calls may be delayed, incidents may not get the attention expected of the public, and tasks completed by hourly employees will have to be absorbed by sworn officers. Police Department personnel indicated that light duty officers would handle telephonic investigations so that uniformed officers are not called in from the field. In addition, there may be issues that may not be prioritized as the Council and/or community members expect.

The overall net increase to Personal Services is due to eliminating the FY 2010 the 1.5% salary suspension program and restore merits, adjusting for pension and insurance increases. In addition to the hourly positions, four vacant positions are being proposed for elimination. Lastly, the Long Term Disability benefit was recently re-negotiated, resulting in a savings of \$156,000. Additional staffing change details and questions the Council may wish to consider are included in the above chart.

2. **Staffing Levels** – Although there are many staffing and reorganizational changes as per the above charts, the budget proposed by the Administration decreases the SLCPD's FTEs by 1.5 civilian positions. Four vacant positions were eliminated and 2.5 positions were transferred for the Emergency Management Services Division, which had been in the Administrative Services Department. The 19 hourly positions, which represent 8 FTEs, are not included in the staffing document. The Police Department currently has 427 sworn officer positions and 158.5 civilian employees in their General Fund budget. In addition, there are 12 non-seasonal and 4 seasonal grant funded positions within the Police Department. Twelve (12) of the non-seasonal positions are funded by the COPS Universal Hiring grant- School Resource Officer (1 FTE), Hiring Recovery Program (10) grants, and one (1) for the Rocky Mountain High Intensity Drug Trafficking Agency.
3. **Elimination of Positions – 4 FTEs** – The Administration proposes four reductions within the SLCPD. The FY 2011 proposed budget does not require the layoff of any current full-time employees. However, all part-time positions were eliminated. Details of the reductions are provided in the above Staffing Changes chart.
4. **Overtime Costs** – According to the Police Department, overtime is not intended to meet staffing in basic patrol on a regular basis. The annual General Fund overtime budget (including Court Time) for fiscal year 2010-11 is approximately \$1,502,500, a decrease of \$68,000, which is related to the transfer of City Narcotics to Metro Narcotics Task Force. This includes \$400,000 in special event overtime. The actual overtime expense for the first nine months of Fiscal Year 2010 is \$1,130,569. The projected annual overtime expenses for FY 2010 are expected to be within the base budgeted amount (\$1,570,500) for overtime. When overtime occurs for the department, attrition and vacancy savings fund the overtime costs. Police Department Leadership have implemented a monthly reporting

meeting which includes reviewing and proactively managing the operating budget and overtime usage.

5. **Hiring and Training** – During the past year, the SLCPD has had Council approval, but not funding to “over hire” ten police officers. According to the department, this has been a successful approach to managing department personnel needs, which occur due to retirement and officers on military leave. However, the actual hiring of recruits is based on current or imminent vacancies. According to the Administration, there are 17 vacancies in the Police Department. The funding for the over hire is provided from attrition and vacancy savings within the department. The current planned hiring for the Fall of 2010 is expected to be 17 to 20 officers. The last hiring period was July of 2009. It is likely that by the time the class is trained there will be more vacancies than can be filled by the class.
  - The SLCPD Academy provides training for the department’s recruits. The training consists of classroom work for 20 to 22 weeks and field work with a fully-trained partner for 14 weeks. Once accepted into the Academy, officers in training are issued all necessary equipment and uniform items at an estimated cost of \$4,600 per recruit. Vehicles are issued at the end of the training period. According to the department, the SLCPD has been successful in retaining its officers. In the event of a separation of employment with the SLCPD, all items, except for boots, are returned to the department.
6. **Sworn Officer Fitness Standard Implementation** In the past, the SLCPD used the \$50,000 of funding to determine the SLCPD fitness standards and purchase equipment for the Fitness Standard. This amount was reduced as part of the overall FY 2011 reduction plan.

► *If the Council wishes to see this program implemented, the Council would need to provide funding and adopt an ordinance. The Council has requested implementation by legislative intent for several years.*

## **Non Staffing Related Items**

### **Revenues**

**No changes have been proposed to Police Department revenue budgets.**

### **Expenditures**

1. **Decrease - \$33,000 – Charges/Services/Fees** – The Police and Fire Departments share a city-wide radio system. The decrease of \$33,000 in the Police Department budget is a reallocation of the shared maintenance costs to the Fire Department.
2. **Decrease - \$330,000 – Fleet Fuel and Maintenance Efficiencies** - The fleet fuel budget for FY 2011 is proposed to be \$940,000, a decrease of \$230,000 from FY 2010. The department also expects to save \$100,000 in Fleet maintenance and repair costs. Although various fuel conservation efforts are being implemented as resources and technologies permit, according to the Administration most of the fleet fuel reduction is not a result of these conservation efforts. The following list includes, but is not limited to their joint initiatives:
  - Recent vehicles purchased employ Active Fuel Management technology.
  - The SLCPD is beginning to incorporate Hybrid vehicles where use and cost savings/benefits allow.

- Smaller and more fuel efficient vehicles are replacing larger vehicles.
  - A study of issues related to fuel use and engine idling is being conducted. According to the Chief of Police, an idling policy has been implemented.
  - Monitoring of fuel usage and mileage comparatives are used to formulate enhanced policies of conservation.
  - Off-duty use of department cars has been limited.
  - The SLCPD uses an Automatic Vehicle Locator system to identify and send the department car closest to the call.
3. **Decrease - \$24,000 – Eliminate Desk Phones for Department Personnel with City Cell Phone** – The Administration is proposing to reduce the budget for desk phones, provided the personnel has a City authorized cell phone. The Administration plans to monitor this initiative to see if it has a broader application and may reduce the current telephone costs of the City.
- *Given the nature of the rapid technological changes in communication methods does the Council wish to discuss or study this issue along with other communication technology issues – i.e. Aircards, Analog vs Digital Radio System, etc?*
4. **Decrease - \$122,000 – Operational Costs of Narcotics Unit to Drug Enforcement Administration (DEA)** – In order to have a more comprehensive drug enforcement effort, the Administration recommends that City's Narcotics Unit, which consists of one Sergeant and eight officers, be assigned to the DEA. The DEA has agreed to fund the \$122,000 of operating costs for the Narcotics Unit.

## ADDITIONAL ISSUES THE COUNCIL MAY WISH TO CONSIDER

► The Police Department identified a need for an evidence storage facility and Liberty Precinct at the time the Public Safety Building bond initiative was initially proposed. The Public Safety Building bond initiative that passed did not include these facilities. These items are included in the Capital Improvements Project (CIP) list, but are not recommended for funding. The Council will receive a briefing on CIP items during the FY 2011 budget season.

► Council Staff has requested information from the Police Department regarding delaying the planned hire and training of a recruit class and technology best practices for Public Safety needs. The information can be provided to the Council as it becomes available.



## ADDITIONAL INFORMATION

The following table provides some of the SLCPD programs and community activities:

Initiative	Description	Additional Information
Social Media	The SLCPD continues to expand its use of social media, including Twitter, MySpace, Facebook, and YouTube.	According to information provided by the Police Department, they have surpassed 100 arrests of those posted as most wanted on the Department's website.
Volunteer Programs – Neighborhood Watch, Mobile Neighborhood Watch, and Operation Safe Passage  www.slcmobilewatch.com	Programs that channel citizen volunteer efforts with the SLCPD.	<ul style="list-style-type: none"> <li>▪ <u>Neighborhood Watch</u> – In 2009, 144 active groups, each with 5 to 40+ members, or approximately 2,400 citizen volunteers. In 2009, members contributed 4,457 hours of service, including patrols, officer assists, DUI saturations and training; patrol checks, and issuing handicapped parking tickets.</li> <li>▪ <u>Operation Safe Passage</u> – Citizen volunteers watch neighborhood routes to provide “security” for children traveling to and from schools.</li> </ul>
Utah Pharmaceutical Drug Crime Project (UPDCP)	The goal of this program is to reduce exploitation of prescription drugs by: 1) reducing availability for abuse, 2) increasing awareness of risk, including harmful effects and legal sanctions, and 3) decreasing tolerance of non-medical related use.	The SLCPD is working with many federal, state, county and city entities. Professionals, including those in the health, treatment, medical, prevention, and legal communities are also in collaboration with the SLCPD.
Crime Prevention/Detection for Business	Outreach program for police officers to meet with business owners to discuss crime issues as they relate to businesses.	Downtown Security Directors Association – created by SLCPD volunteer coordinator to discuss security problems in Downtown SLC. The group meets monthly.
Salt Lake Valley Violent Gang Crime Task Force	Salt Lake City, along with the FBI and other local jurisdictions, will work to enhance gang enforcement in the City and throughout the Valley will be the host agency. This program eliminates SLCPD's participation in the Metro Gang Task Force and focuses resources on violent offenders within jurisdiction.	

## LEGISLATIVE INTENT STATEMENTS

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This section contains last year's information. The Administration will be providing an update on the Legislative Intent Statements during the next couple of weeks. The update is likely to change some of this information.

### **Fiscal Year 2008-09**

#### **2009-4: Fuel Usage Reduction**

It is the intent of the City Council that the Administration develop a plan for reducing fuel usage in city-owned vehicles and explore the use of alternative fuel vehicles, so that if fuel prices continue to rise, increases to the fuel budgets can be minimized or even reduced. This may include establishing an incentive program with the \$15,000 in one-time funds approved by the Council.

#### **Administration Response**

An audit by an outside, independent consultant is currently being conducted that will address this issue. In the meantime, the Public Services Department/Fleet will continue to encourage and consult with all City programs on known fuel-reduction strategies. Furthermore, the Police Department has purchased some hybrid vehicles for detectives and the Chief.

### **Ongoing Legislative Intent Statements**

#### **00-6. Fitness for Duty**

It is the intent of the City Council that the Administration provide the Council with a progress report on implementation of the physical fitness requirement for City Fire and Police positions.

#### **Administration Response**

The Fire Department's Task Performance Test (TPT) is now a multi-year program that is accepted and established.

The Police Department obtained a validated test which was administered to recruit candidates in October 2008. Every candidate regardless of their physical condition passed the test. As a result, the validity and practicality of the test was called into question. We are currently working with the contracted vendor to redesign the test. Due to difficulty with the vendor, completion and implementation date is unknown at this time.

#### **00-9. Take-home vehicles**

It is the intent of the City Council that the Administration provide analysis of fleet costs related to take-home vehicles in conjunction with each year's annual budget presentation. This should include information about potential savings from reduced or more reasonable personal use limits so that the Council can include this information in consideration of the fees and program structure.

#### **Administrative Response**

Updated costs related to take-home vehicles will be provided in conjunction with the pending fleet audit. In the Police Department, take home vehicle charges and changes continue to be monitored and managed on a weekly basis.

#### **00-15: Deployment of Speed Boards**

It is the intent of the City Council that the Administration explore options for deployment of speed boards without taking police officers away from police patrol or regular business. It is the Council's preference that the deployment of speed boards not involve overtime.

#### **Administration Response**

Past practice was to have officers deploy the speed boards before their shifts and then have an on-duty officer bring them back in. This program has been suspended due to budget cutbacks for the remainder of FY09. The Police Department would be supportive of moving this function out of the Department and civilianizing the entire process.

<b>Discontinued Legislative Intent Statements (Presented if Administration wishes to address.)</b>
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**2008-8: Police FTE's\***

It is the intent of the City Council that the 10 FTE police officer positions that the Council added to the staffing document for early-hiring remain unfunded from year to year unless the Council later funds one or more of these positions.

**Administration Response (Chief Burbank wished to respond to this item even though it is discontinued)**

The Fiscal Year 2008-09 base budget included FTEs for the 10 positions, but no funding. The Department hired to full strength in July 2008 with a class of 20. The Department is currently down 23 positions. The Department planned to hire to full strength in January 2009 with a class of 13 recruits. However, the class was delayed due to budget constraints. It is the Department's intent to hire to full strength in July 2009.



RALPH BECKER  
MAYOR

# SALT LAKE CITY CORPORATION

OFFICE OF THE MAYOR

## CITY COUNCIL TRANSMITTAL

SCANNED TO: Kelly, David  
SCANNED BY: Mayor, Gabriela  
DATE: 5-4-2010

RECEIVED

MAY 04 2010

Salt Lake City Mayor

David Everitt, Chief of Staff

Date Received: 05/04/2010

Date sent to Council: 05/06/2010

**TO:** Salt Lake City Council  
JT Martin, Chair

**DATE:** May 4, 2010

**FROM:** David Everitt, Chief of Staff  
Office of the Mayor

**SUBJECT:** Quarterly Report on Interim Study Items

**STAFF CONTACT:** Kay Christensen  
Office of Policy and Budget  
801-535-7677

The Administration is forwarding to the City Council the third quarterly response to the City Council's Adopted Interim Study Items. Each year during the Council's budget deliberations, Legislative Intent Statements are identified and adopted. This year, in addition to Intent Statements, the Council identified eight interim study items, similar to the Legislature's practice.

The Interim Study Items will be addressed in collaboration with the City Council, particularly through the sub-committee process.

This report represents work in progress. The Administration welcomes further discussion on any of the responses offered in this transmittal.

## INTERIM STUDY ITEMS

**1. Facilities charge on Spring Mobile Ticket sales.** Utah Code Section 10-1-203(5)(a)(i)(B) permits a municipality to levy a license fee or tax to raise revenue "on a public assembly or other related facility in an amount that is no less than or equal to \$5 per ticket purchased from the public assembly or other related facility". A "public assembly or other related facility" is defined in Section 10-1-203(5)(b)(iii) as one that is:

(1) wholly or partially funded by public moneys; (2) operated by a business; and (3) requires a person to buy a ticket to attend an event.

If the City were to adopt a tax under this section, the tax would have to apply to all facilities falling under the definition. The City could not single out one such facility to be taxed and not tax any of the other facilities covered by the definition.

Whether a particular facility is covered by the definition depends on the precise facts. Each of the three elements of the definition would have to be met. For example, the facility must be operated by a “business.” If the facility is operated by a not for profit entity, it is not covered by the definition. Facilities such as Spring Mobile Ballpark and the Energy Solutions Arena would potentially be covered depending on the facts.

Adoption of such a tax by the City could have an impact on contracts that the City might have with such an entity if covered by the tax. Further analysis of any such contracts would be necessary.

**2. City-wide collections strategy.** In response to the City Council’s expressed interest in aggressive collection of City receivables, the Administration has been working on setting up a City-wide Accounts Receivable system to identify, invoice and monitor the wide variety of receivables currently scattered across City departments. The Administration is examining all outstanding receivables to determine the best course of action for rapid collections. Collection procedures are being reviewed and process revisions are being implemented.

Identify and quantify outstanding receivables: The Administration continues to identify areas within the City that bill customers for City services and is maintaining a master list of these receivables. The identified outstanding amount owed as of 3/31/10 is approximately \$6.3 million. This includes \$1,017,500 in parking tickets, \$1,967,158 in Justice Court fines and \$3,249,266 in other amounts owed.

The Administration has implemented several process revisions that are slowly beginning to improve collections. To date, these changes have resulted in additional revenue of \$46,074. Revenue Auditing also just recently closed a long outstanding debt of \$600,000 with a telecommunication company and, as a result, the City will also have ongoing revenue of about \$200,000.

Implement IFAS Accounts Receivable Module: The Administration continues to migrate divisions to the IFAS AR system. Innkeepers Tax and Parking Tax customers are on the system. Property Management and Public Services are in the process of entering all necessary data to the AR system. The Fire Department will be the next department to be moved to the system.

Collection Agency for NSF Checks: The pilot program with ePayments was not as successful as hoped, collecting only 30% of non-sufficient funds (NSF) checks submitted. The pilot program will be discontinued. The outstanding returned (NSF)

checks will instead be sent to a collection agency using the same schedule as parking tickets. In addition, the Treasurer's Office is implementing a city-wide digitized check system where all checks written to the City are converted to ACH (turned into a debit transaction instead of a paper check). This process has been tested in the Treasurer's office for the last 10 months and has resulted in far fewer returns (only 4 ACH's were returned during the test period).

Office of State Debt Collection (OSDC): The Administration is working with the Utah Office of State Debt Collection to utilize their collections services. This process relies on Judges to review and release cases to be sent to collections (the OSDC will take only outstanding debt that has been adjudicated, meaning we have a warrant or judgment against the person for the debt, and they will not take civil cases). The State has contracted with 11 different collection agencies that they use along with their own in-house agents to collect on their accounts. The OSDC also has a higher priority for intercepting state tax (and soon federal tax) returns, greatly increasing their chance of collecting. The OSDC adds a State allowed percentage to the bill and takes that amount as their fee, paying the City the entire face value of the judgment. Since February 7, 2010, the City has sent 426 criminal and traffic cases, totaling \$174,000 to OSDC. In the short time OSDC has been working these cases; they have collected \$13,628. Since OSDC can garnish income tax refunds, we should see a sharp increase in the amount collected next spring as well as a gradual increase as the number of cases sent increases. We can only send the cases once they are delinquent, and the clerk must be able to find these cases while doing case management, which is only done when time permits, and with our reduced staffing this is not done as often as it once was.

Business Licensing: Business Licensing had been aggressively working to collect on or clean up their outstanding receivables totaling \$926,575. A strongly worded collection letter was sent to all past due businesses and has received excellent response. Respondents either made a payment or communicated that the business had been terminated, allowing uncollectable amounts to be written off. Business owners that do not respond will be taken to small claims court. Once a small claims judgment has been received, a garnishment or other collections effort will be pursued.

### **3.Refuse/Recycling/Green Waste & Environmental Initiatives Strategy.**

The Sustainability Division briefed the Council's Environmental Subcommittee on the Plan and possible ideas for the Division. There were no written comments from the Council on the Plan, except the request that the word "Business" be dropped; the Division is not a business, and should not be perceived as one.

The Sustainability Division moved ahead creating the financial portion of the Plan, and it is being presented to the Council as this year's Refuse Fund budget. The budget request summarizes policy changes and recommends enhancements to the City's Refuse collection program.

**4. Fleet Usage/Replacement.** The final audit should be delivered to the City by the end of May. The Mayor will then be briefed and decide the timing of submittal to the City Council for their consideration.

**5.Special Events –“grant” program criteria and administration.**

Cost Recovery Offset - \$150,000

As originally proposed, the City has begun to subsidize 75%, up to \$2,500, of a special events’ cost recovery fees. Event organizers receive this subsidy automatically and are informed of it through the Special Event permit. They are encouraged to meet with City staff and work to reduce the impact on City services. This program addresses many of the initial concerns raised by event and festival organizers. Specifically, the program 1) supports smaller events that may not have the resources to generate additional revenue; 2) is equitable, transparent, and content neutral; and 3) it allows for larger organizers to predict the City’s contribution so they may plan and budget accordingly.

Events started receiving this subsidy back in August and continue to receive them now, especially as we are just entering the “event season.” The amount subsidized at this point has been minimal as most events from last August until now either fell under the “grace period’ of cost recovery (if they submitted their event application before May 1, 2009) or have been smaller events (the largest portion of our larger events are late spring to early fall).

Signature Events Fund - \$75,000

As proposed earlier, a letter was sent to local event organizers inviting them to send in sponsorship proposals to the City requesting sponsorship amounts of between \$10,000 and \$25,000. They were informed that considerations for sponsorship would be made based on the following criteria: 1) public and community benefit; 2) economic impact; 3) cultural and civic contribution; 4) relationship to Salt Lake City’s mission and goals; 5) financial position and need.

A March 1<sup>st</sup> deadline was given for submissions and we received 22 sponsorship proposals (plus one more that came over a week late). A small group consisting of David Everitt, Bianca Shreeve, Bob Farrington and Tyler Curtis read and considered each proposal and created recommendations for Mayor Becker’s consideration. After Mayor Becker’s review of the proposals, and a brief review of the designated amounts by Council members, we asked the event organizers to resubmit proposals based on the new dollar amounts allocated to them. Instead of the proposed amounts, it was decided to offer a few \$15,000 sponsorships and then a number of smaller, \$1,500 to \$2,500 sponsorships. All events have sent their new proposals and the Administration is currently working with each event to coordinate the agreed upon sponsorship elements and get checks cut. The allocation of the \$75,000 is as follows:

**\$15,000 sponsorships:**

Salt Lake International Jazz Festival  
Downtown Alliance’s Farmers Market  
Utah Pride Festival

Utah Arts Festival

**\$2,500 sponsorships:**

Unified Bouldering Championships  
People's Market  
Days of '47 Youth Festival  
Native American Celebration

**\$2,000 sponsorships:**

Brazilian Festival

**\$1,500 sponsorships:**

Living Traditions (SLC Arts Council)  
Earth Fest (Gallivan Center)

**6. Ground Transportation—additional enforcement, fees evaluation, ordinance updates, RFP**

Enforcement: A time and motion study of the Ground Transportation function was requested by the City Council. The study included the time period between June 29, 2009 and September 30, 2009. Based on the available study information, 458.5 hours were spent on enforcement, with an additional 50 hours spent on investigations. During the same time period, 79 citations and 30 warnings were issued for a total of 109. Between October 1, 2009 and the end of the year, 16 more citations were issued and one warning. Citations and warnings continue to be issued as required. There are planned and ongoing stings involving both the ground transportation industry and hotel doormen. The age of taxicab vehicles has been the latest enforcement effort which requires such vehicles to be no older than 6 model years or 8 model years if an approved alternative fueled engine (note: there is a grandfather clause also). These actions have generated a significant response from the taxi industry resulting in a current ongoing review of City Council's intent for this age limitation. There is ongoing enforcement involving both the ground transportation industry and hotel doormen. On a recent weekend evening 12 citations were issued and forwarded to the City Attorney for screening. A grace period on the age limit of taxi's was granted until Council takes further action on the ordinance changes.

Fee Evaluation: The Council asked for an evaluation of the fees and potential fees to be considered for Ground Transportation. Fees are based on cost recovery and staff salaries and time are all part of that cost recovery. Finance has completed a time study and calculated a fully loaded hourly rate which has been applied to the processes of the background history check/ID Badge and vehicle inspections. The fully loaded hourly rate equals \$67.70.

Background History Check/ID Badge: When the hourly rate is applied to the background history check/ID Badge process the fee for that service could be



increased to \$121 from the current \$112 which includes the \$47.25 for the BCI background check and a separate \$3 for TSA fee.

Vehicle Inspections: When the hourly rate is applied to the vehicle inspection process the current fee of \$90 per inspection is justified. This fee includes time allocated for missed inspections, rejected vehicle re-inspections, meter recalibrations and special vehicle types.

Ordinance Updates: The City Council requested a re-write of City Ordinance 5.71, Ground Transportation Requirements, with the intent to “level the playing field” in the industry. This will be done primarily by eliminating pre-arranged requirements, establishing minimum fares, and establishing an age and mileage restriction for all vehicles. This is similar to the recent taxicab ordinance change and will make the penalty sections more manageable. A draft amended ordinance has been sent to the City Council for their approval and it has also been sent out to the industry/stakeholders for comment.

Taxicab RFP: The City Council initiated a Taxicab RFP to provide contracted taxicab service in Salt Lake City. The RFP is ready to be made public after many months of study, preparation, and drafting. The City Council recently received a briefing by the Airport on their plans to address the ground transportation issue at the airport proper and in the City. A straw poll indicated that a majority of Council members would like the Airport to continue their efforts to prepare a specific proposal for ground transportation under the direction of the Airport, including a draft RFP (not the same RFP already drafted and in the Council members hands).

**7.Transaction Fees – Encourage environmentally-friendly payment options for City-related transactions.** In response to the City Council’s expressed interest in assuring environmentally-friendly payment options for all City-related transactions, the Administration has been working to identify areas that currently do not offer online or paperless transactions.

We have been doing some work and identified several areas where electronic invoicing could be effective. We are working with the departments to determine the feasibility for creating electronic invoices for the Public Utilities Billing system, the Police Office Secondary Employment System, and the new Special Assessment Areas system.

The new version of the Public Utilities Billing System has the capability to send customer’s bills via email or fax. This is being tested now and will be implemented in the near future.

**8.Business License Fees – Research business license fees in order to develop a methodology that is equitable for both large and small businesses.** The Administration is aware of the City Council’s interest in developing a methodology for calculating business license fees that is equitable for both large and small businesses. At this time, the Administration, along with Business License staff, is working to insure that data, following the conversion from the Legacy System to Accela, is up-to-date and correct. At this point, there is not enough accurate data to conduct an analysis. As soon

as the Business License database in Accela is error free and fully functional, the Administration will begin an analysis of the methodology for calculating fees and consider potential changes to the fee structure. The Administration will keep the Council informed as this process continues, but at this point, the Administration is still working on the data necessary to develop the methodology.

## **SALT LAKE CITY COUNCIL STAFF REPORT**

### **BUDGET ANALYSIS – FISCAL YEAR 2010-11**

**DATE:** May 18, 2010  
**BUDGET FOR:** **NON-DEPARTMENTAL (General Fund)**  
**STAFF REPORT BY:** Jennifer Bruno, Deputy Director  
**cc:** David Everitt, Gina Chamness, Gordon Hoskins

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The Non-Departmental budget provides a means to account for General Fund monies transferred to other funds, and disbursements to civic organizations that provide a service on behalf of Salt Lake City but which are not legal entities of the City. The Non-Departmental budget represents 18% of the total General Fund budget. The proposed budget for fiscal year 2010-11 contains several increases and decreases for a net **decrease of \$11.3 million (25.1%)**. The majority of the decrease (\$10.8 million) is due to a shift in accounting practices as they relate to General Obligation bonds. In FY 2010, General Obligation Bond-related property taxes were taken into the general fund as a revenue, and then passed through Non-Departmental as an expense (to pay for debt service). Starting in FY 2011, General Obligation Bond-related property taxes will be passed directly to the Debt Service Fund (accounted for outside the General Fund).

The proposed general fund budget for Non-Departmental, comparing FY 2010 to FY 2011 by line item, is listed in the chart on the next page.

PROPOSED NON-DEPARTMENTAL GENERAL FUND BUDGET				
	Adopted Budget 2009-10	Proposed Budget 2010-11	Difference	Percent Change
<b>Municipal Contributions/Civic Support</b>				
Civic Opportunities Fund - First Night	\$ 15,000	\$ 15,000	\$ -	0.0%
Civic Opportunities Fund - Special Events Fund	\$ 150,000	\$ 150,000	\$ -	0.0%
Community Emergency Winter Housing	74,530	75,030	\$ 500	0.7%
Economic Development Corporation of Utah	132,992	108,000	\$ (24,992)	-18.8%
Gifts/Receptions	15,000	15,000	\$ -	0.0%
Gang Prevention	70,000	70,000	\$ -	0.0%
Hispanic Chamber of Commerce	1,500	1,500	\$ -	0.0%
Housing Authority Transitional Housing	127,500	70,000	\$ (57,500)	-45.1%
Music Licensing Fees	0	7,000	\$ 7,000	new
Legal Defenders	849,176	831,071	\$ (18,105)	-2.1%
National League of Cities	11,535	11,535	\$ -	0.0%
Sales Taxes Rebate	165,000	150,000	\$ (15,000)	-9.1%
Salt Lake Arts Council	300,000	300,000	\$ -	0.0%
Salt Lake Area Chamber of Commerce	50,000	50,000	\$ -	0.0%
Salt Lake Council of Governments	23,190	21,746	\$ (1,444)	-6.2%
Salt Lake Valley Conference of Mayors	225	225	\$ -	0.0%
Sister Cities	10,000	10,000	\$ -	0.0%
Sugarhouse Park Authority	190,184	172,184	\$ (18,000)	-9.5%
Tracy Aviary	450,000	425,000	\$ (25,000)	-5.6%
U.S. Conference of Mayors	12,609	12,609	\$ -	0.0%
Utah League of Cities and Towns	117,869	117,869	\$ -	0.0%
<b>One-time Appropriations</b>				
Twilight Concert Series	-	15,000		
Special Events Fund - one-time funding	75,000	-		
Salt Lake Arts Council - one-time funding for grants	36,000	-		
Sugarhouse Park Authority - one time funding for fireworks	15,000			
Northwest Quadrant Master Plan - one-time funding	-	100,000		
North Temple/Grand Boulevard	300,000	-		
Sales Taxes Rebate for Kamatsu		30,000		
Local First	20,000	15,000		
Jordan River Implementation		14,000		
No More Homeless Pets of Utah	20,000	20,000		
Unemployment Costs	0	166,860		
Demographer Contract	0	30,000		
Municipal Elections	377,082	0		
Neighborhood Node Study	75,000	0		
Weigand Center	80,000	60,000		
<b>Total Municipal Contributions/Civic Support</b>	<b>\$ 3,764,392</b>	<b>\$ 3,064,629</b>	<b>\$ (699,763)</b>	<b>-18.6%</b>
<b>Other Programs</b>				
Annual Financial Audit	260,100	260,100	\$0	0.0%
IFAS - Accounting System Maintenance Agreement	81,756	117,221	\$35,465	43.4%
One-time IFAS expenses for Software	30,000	0	(\$30,000)	-100.0%
Animal Services	1,241,836	1,241,836	\$0	0.0%
Geographic Information System Support	35,000	30,000	(\$5,000)	-14.3%
Local lobbyist	20,000	25,000	\$5,000	25.0%
Legislative Support	0	20,000	\$ 20,000	new
Non CDBG Mailings	6,000	6,000	\$0	0.0%
Pension Contribution (all GF departments)	16,695	425,000	\$408,305	2445.7%
Retirement payments (cash payouts and severance)	693,899	500,000	(\$193,899)	-27.9%
Salt Lake Solutions	52,000	52,000	\$ -	0.0%
Sorenson Center - Transfer to SL County		880,878	\$ 880,878	new
Street lighting – electrical power	1,475,000	1,075,000	(\$400,000)	-27.1%
Tuition aid program	85,000	85,000	\$0	0.0%
Washington DC Consultant	60,000	60,000	\$0	0.0%
<b>Total Other Programs</b>	<b>\$ 4,057,286</b>	<b>\$ 4,778,035</b>	<b>\$ 720,749</b>	<b>17.8%</b>
<b>Debt Service – Tax &amp; Revenue Anticipation Notes</b>				
Interest Expense on Tax Revenue Anticipation Notes	463,125	420,000	(\$43,125)	-5.9%
Bonding/Note Expense	35,000	35,000	\$0	0.0%
<b>Total Debt Service</b>	<b>\$ 498,125</b>	<b>\$ 455,000</b>	<b>\$ (43,125)</b>	<b>-8.7%</b>
<b>Transfers</b>				
Capital Improvement Projects Fund (GO, Debt Service, On-going)	23,502,749	12,713,185	(\$10,789,564)	-45.9%
Fleet Replacement Fund	4,370,381	4,000,000	(\$370,381)	-8.5%
Information Management Services	5,549,148	5,370,876	(\$178,272)	-3.2%
Insurance & Risk Management Fund	2,177,139	2,246,468	\$69,329	3.2%
Governmental Immunity Fund	900,000	900,000	\$0	0.0%
Street Lighting Special Assessment Districts	117,963	124,506	\$6,543	5.5%
<b>Total Transfers</b>	<b>\$ 36,617,380</b>	<b>\$ 25,355,035</b>	<b>\$ (11,262,345)</b>	<b>-30.8%</b>
<b>TOTAL</b>	<b>\$ 44,937,183</b>	<b>\$ 33,652,699</b>	<b>\$ (11,284,484)</b>	<b>-25.1%</b>

## Description of selected proposed Non-Departmental appropriations:

1. Accounting System Maintenance Agreement (\$35,465 increase) – The City has traditionally accounted for the maintenance agreement on the accounting system within the Non-Departmental budget under the assumption that the system benefits all departments. The FY 2011 budget request of \$117,211 represents a 43.4% increase from FY 2010, largely due to costs to upgrade the IFAS system to a web-based system.
2. Animal Control Services contract (No budget change) – Salt Lake County has been providing animal control services to Salt Lake City for several years by contract. The Council adopted a legislative intent in conjunction with the FY 2008 budget as follows:

*“It is the intent of the City Council that the Administration explore the cost effectiveness of the Salt Lake Police Department providing dispatch services for the City’s animal service calls. This would include providing the cost of additional dispatch personnel, if necessary, the costs associated with reprogramming radios, and allowing County animal service personnel access to the City’s CAD system, etc. The Administration should explore the willingness of the County to allow City dispatching of County employees in this limited situation. As an alternative, the Administration could review with Salt Lake County the allocation of dispatch costs to assure that it is accurate.”*

The Administrations’ response in FY 2009 was as follows:

The Administration has explored the willingness of Salt Lake County to allow City dispatching of Salt Lake County Animal Services employees. Salt Lake County provides animal services to three other cities, the University of Utah and unincorporated Salt Lake County. Salt Lake County is willing to enter into discussion about the possibility of Salt Lake City Corporation dispatching Animal Services employees provided that the City is willing to dispatch all animal services calls, including those for the County as well as the other contract cities. Salt Lake County does not wish to dispatch Animal Services officers using multiple dispatch services. In addition, the Administration has reviewed the allocation of dispatch costs with Animal Services as well as with the Salt Lake County Sheriff's Office.

3. Arts Council (No on-going budget change) – The Non-Departmental budget includes \$300,000 for the Salt Lake Arts Council. The chart below shows the history of funding for the Arts Council (since FY 2008). The proposed on-going budget for FY 2011 is flat from the on-going budget approved for FY 2010 (although one-time grant funds were approved in FY 2010). Salaries of the Arts Council employees are separately budgeted within the Department of Community Development.

Salt Lake Arts Council Funding History		
	On-going	One-time Grants Funding
FY 2011*	\$ 300,000	
FY 2010	\$ 300,000	\$ 36,000
FY 2009	\$ 336,000	
FY 2008	\$ 243,600	\$ 75,000
*Proposed		

4. Eco-pass program (\$155,179) – The City purchases a number of eco-passes offered by UTA, to encourage the use of mass transit, and offers them at no charge to City employees. The Mayor’s proposed budget includes funds in the non-departmental budget for the City’s eco-passes, which currently allow City employees to ride for free on TRAX, UTA buses, and Front-runner. Because of an agreement previously negotiated with UTA relating to the TRAX extension project to the

Intermodal Hub, the FY 2011 budget amount is lower than expected - the City has been allowed to carry over an additional \$139,000 in "credits" with UTA from FY 2010. Therefore in FY 2012, the cost of the program will increase. *The Council may wish to ask the Administration to track the number of employees who use these passes, for future reference.*

5. **Transfer to CIP** - The total amount proposed to be transferred to CIP is \$12,713,185 (6.9%). In FY 2010, 7% was transferred to CIP (although the amount was higher due to higher overall general fund revenue). Of the amount recommended to be transferred for FY 2011, it should be noted that \$6,011,858 is pledged for Sales-Tax debt-service related expenses (GO Bonds are proposed to be handled separately, see below). This leaves \$6.6 million available for the Council to allocate to "pay as you go" projects (*compared to \$6.7 million available for projects in FY 2010, and \$7.2 million in 2009*), which given the Mayor's funding priorities, would pay for 25 out of 80 CIP applications. In addition, there are \$2.8 million in Class C funds available, and \$3.2 million in Impact Fee funds available (the Administration has identified specific projects eligible for these funds).

- a) **Change in GO Debt Service Accounting** – The Administration is proposing to handle GO Bond Revenue and Debt Service in a different way than in previous years. This is due to the large budgets that will be shown for the Public Safety Building project, potentially in FY 2011, as well as the upcoming Leonardo and Regional Sports Complex bonds. Instead of using the General Fund as a "pass through" as in recent years (where GO Debt is shown as both General Fund Revenue and expense), it will instead be allocated directly to the Debt Service Fund (a legally-separate fund from the General Fund), which will handle the payment of each debt. *The Council may wish to continue the practice of reviewing these GO Bond projects (and amounts) in conjunction with the overall CIP budget.*
- b) The Mayor and the CDCIP Board have reviewed all funding applications and made recommendations. The full list of CIP applications and Mayor's recommendations are **attached to this staff report** (legal sized paper). The Council will receive an in depth briefing regarding the CIP funding applications at the beginning of June. In the past the Council has agreed to fund time-sensitive project at this point. However, recently some Council Members have voiced concern that this ties the hands of the Council later on in the funding allocation process, as some funds have already been spent. *The Council may wish to discuss allocating funds for all CIP projects in June, or waiting to discuss all CIP projects later in the year. The Council may also wish to inquire about previously-identified time-sensitive projects, and if they were completed prior to when other CIP allocations were finalized.*
- c) Not including Debt Service, Class C, or Impact Fees, the City received 80 applications for CIP projects totaling almost \$28 million. Of this, 25 projects totaling \$6.6 million were able to be funded (the first 25 projects in the attached CIP log).
- d) Class C Funds – The Mayor and CDCIP Board used a more traditional approach for allocation of Class C funds than was used last year, by keeping them in a separate category from the rest of the CIP Projects. *The Council may wish to consider allocating these funds to some of the Class C eligible projects in the overall CIP list, or discussing both lists concurrently.*
- e) Items not yet included in the CIP that will likely be included next year or in FY 2013, are Sales Tax Bonds for the North Temple Viaduct (\$16.3 million - for which there may be offsetting revenue from the newly-created CDA) as well as Sales Tax Bonds for the North Temple Boulevard reconstruction (\$10.1 million). The maximum total debt service for these two bond issuances is

estimated to be \$1.1 million for the Viaduct (25 year term – could be less depending on offsetting revenue, and may be reimbursed totally), and \$776,449 for the Boulevard (20 year term), for a total of \$1.9 million per year.

- f) The CIP 10 Year Plan had anticipated the allocation of \$14.2 million for “pay as you go” projects in FY 2011.
  - g) If the Council wished to achieve 7.95% of general fund revenue, an additional \$1.9 million would need to be added. If the Council wished to achieve the previous goal of 9% of general fund revenue, an additional \$3.8 million would need to be added.
6. Civic opportunities fund (First Night) (\$15,000) – The proposed \$15,000 budget is for the First Night celebration. The City’s contribution assists the Downtown Alliance to help with the funding of the First Night celebration. This same amount was requested last year.
7. Special Events (\$150,000 – on-going) – The Administration’s proposed budget includes continuing funding of \$150,000 for the special events fund (established as a part of the FY 2010 budget). This fund will be used to help events locating within Salt Lake City to defray the costs that the City charges for services. The Administration has previously reviewed the application/approval process with the Council, and received the Council’s consent. The Council may wish to re-evaluate the criteria for this process now that the City has one year of history with the fund. *Council Staff has asked for a list of organizations that have received funds from the FY 2010 appropriation. This list will be available in time for the Council’s briefing.*
8. Community Emergency Winter Housing (\$500 increase) – Salt Lake City’s share of the operating costs of the winter overflow shelter located in Midvale is based upon population. The proposed request for FY 2010 is \$75,030, which is a 0.7% increase over FY 2010. The cost is \$20.00 per night per individual for approximately 3,400 individuals.
9. Demographer Contract (\$30,000 – one-time – new item) – The Administration is proposing to add a \$30,000 one-time allocation to pay for a contract Demographer, to help analyze the results of the current federal Census effort in order to maximize the City’s opportunities for funding. This request is a result of a discussion held by the Council relating to the Census.
10. Economic Development Corporation of Utah (\$24,992 decrease) – In 1997, the total municipal funding of the Economic Development Corporation of Utah (EDCU) was assessed based 50% on population and 50% on certain revenues (sales tax, franchise & utility tax, licenses & permits, and other fees). Salt Lake City’s contribution was calculated to be \$126,659 in 1997. This amount remained unchanged until 2000 when all assessments increased 5%, to \$132,992. The Administration has negotiated a lower amount for FY 2011, for a total cost of \$108,000.
11. Fleet Replacement (\$370,381 decrease) – The proposed budget for Fleet replacement is proposed to decrease this year from \$4,370,381 to \$4,000,000 (8.5% decrease) – although when considered in context of FY 2010’s one-time reductions (totaling \$865,000), it is actually a \$1.24 million reduction to what the overall Fleet Budget would have been in FY 2010. The resulting shortfall in the Fleet Fund will be addressed by a draw from Fleet’s reserves. *The Council will receive a detailed briefing on the Fleet Division budget at the May 25<sup>th</sup> work session.*
12. Gang Prevention (\$70,000) – The Administration is proposing to continue an initiative introduced in the FY 2010 budget. With this appropriation the Administration funds a contract employee to work on a personal level in neighborhoods affected by gang violence, and connect people in need to services and programs through the City’s recently formed Gang Intervention Community Action Team. The federal government has develop a “Comprehensive Gang Model” to help communities address issues associated with gangs, and the community outreach worker is

identified as an essential component to this model. *The Council may wish to ask the Administration for more information about the program's first year in operation.*

13. Geographic Information System(GIS) Support (\$5,000 decrease) –Each year, beginning in 1997, the Non-Departmental budget has included funding for equipment to help with additional GIS applications or implementation. For FY 2011, the Administration is proposing funding of \$30,000, a \$5,000 decrease from prior years. In FY 2009, the Council funded a one-time purchase of software (\$50,000) to help the GIS system with cleaning up addresses (to help avoid significant amounts of returned mail). *The Council may wish to ask the Administration if this software has been implemented and if it is successful.*
14. Gifts and Receptions (\$15,000) – This appropriation pays for receptions including the Mayor's holiday luncheon for City employees, as well as gifts presented by the Mayor to visiting dignitaries. In previous years any funds remaining were also used to pay for the induction ceremony. However, in FY 2010, no funds remained at the time of the induction Ceremony. Therefore the Administration is proposing a separate line item to account for induction-related expenses (see item 22). *The Council may wish to note that this fund has never fully covered the expenses for both the holiday luncheon and the induction as well as the gifts provided by the Mayor. Gifts to visiting dignitaries from the City Council have been paid through the City Council Office budget.*
15. Governmental Immunity Fund (\$900,000) – The City's Governmental Immunity und provides for protection against unfounded claims of liability and for payment of legitimate claims. Net assets in the Governmental Immunity Fund have increased over the past four years. As noted in Council discussions, the funding available is not consistent with the level that would be recommended in the private sector, given the level of exposure. The fallback funding source is the general fund balance. A separate property tax levy is also an option for the Council to consider. In FY 2010, the general fund contribution towards this fund was decreased by \$100,000 (a 10% decrease), to bring the total amount funded to \$900,000. The Administration is proposing to keep the transfer at this level (\$900,000). The Council may wish to note that in FY 2008, the transfer to Governmental Immunity was \$1.15 million. *The Council may wish to ask the Administration for an analysis of the City's exposure given these budget reductions, in terms of claims liability.*
16. Hispanic Chamber of Commerce (\$1,500) – In fiscal year 2003, the City joined the Hispanic Chamber of Commerce as a dues paying member. The appropriation is proposed to continue this year at \$1,500. It has remained at this amount since the City began paying dues.
17. Housing Authority Transitional Housing (\$57,500 decrease) – The proposed budget includes a payment to the Housing Authority of \$70,000, which a \$57,500 decrease from the amount appropriated in FY 2010. Each year the City takes the amount that the Housing Authority paid the city in lieu of paying property taxes (PILOT), and transfers it back to the housing authority. Federal regulations allow housing authorities to make payments from federal funds to cities in lieu of property taxes. The City has traditionally transferred the payment in lieu of taxes (PILOT) back to the Housing Authority. The Housing Authority has sold a number of properties in recent years, and both the PILOT revenue and expense from non-departmental reflect that. *The Council may wish to discuss this practice in the context of the current budget situation.*
18. Information Management Services Fund (\$178,272 decrease in transfer from general fund) – The City's Information Management Services (IMS) Division maintains the City computer infrastructure. The General Fund's portion of major systems is funded by a direct transfer from the General Fund. A \$5,370,836 transfer is proposed for FY 2011, which is a 3.2% decrease compared to FY 2010. City departments are charged for computer maintenance (set fee per computer), for discretionary computer support services not covered by the maintenance



agreement, and for telephone services. Council staff will brief the Council on the IMS Fund in detail on June 1, providing the Council with information about IMS activities in the coming year. *The Council may wish to consider the implications of reducing the transfer to this fund at a time when reliance on technology resources is increasing.*

19. Insurance & Risk Management Fund (\$69,329 increase) – The General Fund’s share of fire insurance and administrative costs for the Insurance & Risk Management Fund is increasing by \$69,329 or 3.2%, for a total amount of \$2,246,468. *Council staff will prepare a separate report on Insurance and Risk Management, to be briefed at the Council’s May 25<sup>th</sup> work session.*
20. Jordan River Implementation – (\$14,000 – one-time – new item) – The Administration is proposing to add a one-time allocation to the Jordan River Commission, for \$14,000. This is a placeholder for Salt Lake City’s yearly cost for the administration of the Jordan River Commission, which has been formed as a result of the Blueprint Jordan River Plan. *The Council may wish to ask for more information on the operating budget of the Commission before committing funds.*
  - o The Jordan River Commission is a 30-member intergovernmental panel that will review building proposals and raise money to restore wetlands, enhance recreation, and buy 3,800 acres of private land that remain along the Jordan River. The Commission would operate on a \$200,000+ budget, which would be funded by members based on their population, land area, and river frontage.
  - o *The Council may wish to ask if \$14,000 is the maximum the City will pay, or if this amount will increase as operational costs increase.*
  - o *The Council may also wish to consider that this money is proposed to go towards staff and not towards capital projects along the river (which the Commission may also ask the City to contribute towards).*
21. Legal Defenders (\$18,105 decrease) – The City is required to provide legal counsel for indigent defendants where jail time is a possibility. The City contracts this responsibility to Salt Lake Legal Defenders (LDA) at a proposed cost of \$831,071 for fiscal year 2011. This is a 2.1% decrease from FY 2010. The following is background information relating to this program:
  - o According to the Administration, the City is legally obligated to provide "adequate costs of defense for persons charged with a public offense who are determined by the court to be indigent under Title 77, Chapter 32". Further, the U.S. Supreme Court in *Alabama v. Shelton* requires appointment of counsel for anyailable offense.
  - o In previous years the LDA has requested increases, even while the City’s budget is decreasing. Previous research conducted by the Administration has indicated that there are no legal requirements to give the requested increases. The LDA would determine based on their caseload if they are able to perform this service on behalf of the City. If they determine that they cannot perform with the contract price, the Administration would void the contract and have to find another vendor, which could lead to a higher price per case, and an increase in funding, than if the request is granted to the LDA’s Office.
22. Legislative Support (\$20,000 new item) – The Administration has agreed to include this line item to cover the City’s costs relating to City Council legislative activities that have City-wide implications. The City’s sponsorship of the Utah League of Cities and Towns annual conference in Salt Lake City, Sister City expenses (gifts, receptions, meals), as well as induction ceremony expenses in election years would be covered by this line item.
23. Local First (\$15,000 – one-time) – The Administration is proposing a one-time allocation of \$15,000 to support the Local First program. The Council also approved one-time funding for Local First during the FY 2008, 2009 and 2010 budgets. However, the amount in each of these previous years has been \$20,000. Local first is a non-profit organization “dedicated to strengthening

communities and local economies by promoting, preserving, and protecting local, independently owned businesses throughout Utah.” It was founded in 1995, and has a criteria that a business must be at least 51% locally owned to qualify for membership.

24. Local lobbyist (\$25,000) – The Administration is proposing to increase the budget from FY 2010 for a local lobbyist by \$5,000, for a total of \$25,000. The Administration has augmented the City’s contracted lobbying efforts with in-house legislative staff. The Administration has indicated that as special lobbying needs arise, funds may be sought for outside support on a case-by-case basis. *The Council may wish to evaluate this further. If funds are needed with short notice, they may not coincide with a scheduled budget amendment. The Council may also wish to confirm past practice, that the Council reviews all legislative tracking items.*
25. Music Licensing (\$7,000 new item) – The City has been notified by certain recording agencies that we must obtain music licenses for the music that is played while on hold on the City’s phone system, in between breaks on Channel 17, or as background music to other programming on Channel 17. *The Council may wish to consider eliminating music in these cases in order to avoid this cost.*
26. National League of Cities (\$11,535) – The Mayor’s Recommended Budget recommends funding Salt Lake City’s support of the National League of Cities and Towns, for a total amount of \$11,535. The dues are based on a formula, based on City population. Dues remain unchanged from FY 2010.
27. No More Homeless Pets – Feral Cat Initiative (\$20,000 – one-time) – The Mayor’s proposed budget includes a one-time allocation of \$20,000 for No More Homeless Pets to continue the feral cat trap, spay, and neuter program. The Council also approved this amount in FY 2009 and FY 2010 as one-time allocations.
28. Non-CDBG mailings (\$6,000) – The Mayor’s Office mails community council newsletters and agendas to those residents registered with community councils. Community Development Block Grant funding is available to offset the cost of mailings in CDBG eligible areas. Several years ago, the Council added \$6,000 for mailings in non-eligible areas.
29. Northwest Quadrant Master Plan Follow-up (\$100,000 – one-time) – The Administration is recommending \$100,000 of one-time funding for any follow up and public process relating to the Northwest Quadrant area. This request is included in the Non-Departmental budget. At the Council’s Community and Economic Development budget briefing, Council Members had a number of questions about the exact process that this funding will provide. The Administration has provided a written briefing for the Council on this issue (**see memo attached**).
30. Retirement payments (\$693,899) – The Mayor is proposing to budget \$500,000 of general fund monies in anticipation of employees retiring, which is a reduction of \$193,899 (27.9%) from FY 2010. Before FY 2009, the City had funded retirements in the amount of \$750,000 per year. The Administration indicates that due to the early retirement incentive pursued during FY 2009 and FY 2010 (to achieve budget reductions), the Administration does not anticipate as many retirements in the current year. These funds are available to departments on a first-come, first-serve basis and are usually not adequate to cover 100% of the payments to retirees. Some departments cover retirees’ cash payments by leaving positions vacant or by using savings within their department. Any unspent amount will be transferred to a separate account to accumulate for the expected increases in future years. *The Council may wish to ask the Administration the status of any current figures on expected employee retirement rates, and what affect this will have on the City’s budget.*
31. Sales Tax Rebates (\$15,000 decrease) – The City is contractually obligated for sales tax rebates relating to incentives for two retail businesses – Fred Meyer (Smith’s Marketplace) and Sutherlands on North Temple. The Mayor’s proposed budget includes a decrease of \$15,000 for this purpose, bringing the total proposed budget for FY 2011 to \$150,000. This is due to the actual

sales tax revenue experienced by one of these businesses, that has met the criteria for an increase in the rebate. The criteria are evaluated and confirmed by the City's Finance Division annually.

32. Sales Tax Rebate for Kamatsu (\$30,000 – one-time – new item) – The Administration is proposing a one-time business incentive payment to Kamatsu, a company that sells construction and manufacturing equipment. The company was considering relocating, and this funding was offered to them in exchange for staying in Salt Lake City and purchasing construction material in the City. *The Council may wish to have a policy discussion regarding Economic Development incentives, and which approaches and/or funds the Council is comfortable with offering, and what criteria a company might need to meet in order to receive an offer. Previous Councils have indicated that Sales Tax Rebates should no longer be pursued as a form of Economic Development. The Council may also wish to request that the Administration receive approval from a majority of the Council in advance of any economic development incentive offer.*
33. Salt Lake Area Chamber of Commerce(\$50,000) – The Administration requests \$50,000 for membership dues for FY 2010, which is the same amount that has been charged since FY 2008.
34. Salt Lake Council of Governments (COG) (\$21,746) – The Salt Lake Council of Governments includes Salt Lake County representatives and representatives from cities in the county. The FY 2011 appropriation for COG is \$21,746, which represents a \$1,444 (6.2%) decrease from FY 2010. In FY 2010 Salt Lake City's portion of the total budget for COG is 27.3%.
35. Salt Lake Valley Conference of Mayors (\$225) – During the mid 1990s, mayors in Salt Lake County began to meet together to discuss strategies to compel the County to eliminate double taxation and address other issues. Dues of \$175 began in 1997-98, and increased to \$225 a number of years ago. The request for \$225 is the same amount as was budgeted in FY 2010.
36. Salt Lake Solutions (\$52,000) – The Council appropriated \$52,000 in one-time money in conjunction with the FY 2009 budget to support a contract for a consultant to develop the Salt Lake Solutions Program, and funding was appropriated again in FY 2010 for this purpose. The Administration is proposing to fund this contract again in FY 2011.
37. Sister Cities (\$10,000) – Salt Lake City has established Sister City relationships with several cities in other countries. Since the adoption of Salt Lake City's first sister city, Matsumoto, Japan in 1958, Salt Lake City's program has expanded to include five additional sister cities and two friendship cities. The six sister cities include: Matsumoto, Japan (1958); Quezon City, Philippines (1960); Oruro, Bolivia (1977); Keelung, Taiwan (1979); Chernivtsi, Ukraine (1989); and Thurles Town, Ireland (2000). The two friendship cities include Yinchuan, P.R. China (2003) and Torino, Italy (2003). Friendship city relationships may be promoted to sister city status following a successful assessment period of several years. The goal of the Salt Lake Sister Cities Program is to promote peace and unite local and global communities through friendship, economic opportunities and cultural and educational exchanges. City elected officials sometimes attend functions hosted by local organizations in honor of the Sister City guests, present welcoming gifts to visiting dignitaries, arrange for tours of the City & County Building, etc. The Mayor's Recommended Budget proposes no increase to this budget of \$10,000. Prior to FY 2008, this budget had been \$7,000 (the Mayor and Council increased the appropriation).
38. Street lighting electrical power (\$400,000 decrease) – The electricity budget for general street lighting, excluding special improvement lighting district electrical costs, is budgeted within Non-Departmental. The total costs City-wide for FY 2010 were \$1,475,000 million. For FY 2011, the Administration is proposing to delay repair of mid-block street lights (acknowledging that there will be times when streetlights will not be operational), in order to achieve electricity savings of \$400,000 (a 27.1% decrease from FY 2010). The Council may wish to ask the Administration if certain areas will be exempt from this approach given the high volume of pedestrian activity (for example, the Downtown or Sugarhouse Business District). *The Council may wish to ask the*

*Administration if savings can be expected in future years with the implementation of projects funded with the recently-approved Federal Energy Efficiency and Conservation Block Grants.*

39. Street Lighting Special Assessment Fund (\$6,543 increase) – The City pays 25% of street lighting costs of special districts since the City would have provided some lighting within districts. The General Fund’s total share of district costs is projected to be \$124,506 which is 5.5% more than budgeted in FY 2010.
40. Sugar House Park Authority (\$172,184) – The City and County share equally the costs of operating the Sugar House Park. Funding is passed to the Sugar House Park Authority (SHPA), who operates and maintains the park. The budget for this purpose has remained flat since FY 2009. The Administration is proposing to reduce the allocation to SHPA by \$18,000 (a 9.5% decrease), to reflect the current budget realities in other City Parks. The Administration indicates that they have let the SHPA know about this possible reduction. *The Council may wish to ask SL County if their appropriation for FY 2011 is also reducing and consider the City’s portion of the reduction in that context.*
41. Tax & Revenue Anticipation Notes (\$420,000; \$35,000 cost of issuance) – The proposed budget includes \$420,000 for interest on tax and revenue anticipation notes and \$35,000 for issuance costs. The interest on the notes has decreased significantly over the years (from \$720,167 in FY 2009), and is decreasing by \$43,125 from FY 2010. As is customary, each year the City Treasurer borrows funds to help support General Fund operations until property taxes are received. Cost of issuance is also a placeholder before final/actual costs are determined (usually less than budgeted). In FY 2009 the actual cost of issuance was \$25,491. *Additional information regarding this item can be provided upon request.*
42. Tracy Aviary (\$25,000 decrease) – The Administration is recommending a \$25,000 decrease in the City’s contribution to the Tracy Aviary, bringing the total contribution to \$425,000. The City provides funding for the Aviary in the Non-Departmental budget to assist with on-going expenses. Capital Projects at and adjacent to the Aviary have been funded in previous years separately, through the City’s CIP budget. The chart below shows the City’s recent Non-Departmental funding history for the Aviary. The City has been providing a financial contribution to the Aviary for over 12 years, in addition to assisting in small capital projects.

<b>Tracy Aviary Funding History</b>	
FY 2011*	\$ 425,000
FY 2010	\$ 450,000
FY 2009	\$ 500,000
FY 2008	\$ 500,000
FY 2007	\$ 250,000
* Proposed	

43. Tuition aid program (\$85,000) – With prior approval, Salt Lake City reimburses employees 70% of tuition paid to an accredited institution for job related classes taken for credit on employees’ own time up to a maximum of \$2,000 per employee per calendar year. The reimbursement percentage for career development classes is reduced to 50%. Employees must submit receipts and grades prior to reimbursement. The City reimburses only for grades of C or better. If an employee leaves City employment within one year of receiving payment for tuition, the tuition payment is withhold from the employee’s last paycheck. The proposed budget is \$85,000, which is the same as last year’s request.
44. Twilight Concert Series (\$15,000 – one time – new item) – The Administration is proposing to allocate \$15,000 (on a one-time basis) to the Twilight Concert series, to help offset additional costs relating to the series’ required move to Pioneer Park from the Gallivan Center (while the City is renovating the Gallivan Center). In prior years, the City has not provided direct funding to the

Twilight Concert Series specifically, but funding for the Arts Council (item X), has been used towards this purpose. The following is additional information on the Twilight Concert Series:

- Each year the Twilight Concert series breaks even (revenues equal expenditures). In FY 2010, this amount was \$578,600 (revenues and expenses), with 15,000 average attendees per concert.
- The Arts Council secures most of the funding through sponsorships and donated media, etc, although some of the Arts Council Non-Departmental allocation has been used in previous years.
- In FY 2010, Arts Council Staff estimates that approximately \$65,000 of the Non-Departmental allocation went to help with costs associated with the Twilight Concert series. Because the concert is free of charge, it is fair to say that the City subsidizes this program in the amount \$4.33 per attendee. For FY 2011 (Non-Departmental general allocation plus the one-time allocation), the subsidy would amount to \$5.33 per attendee.

45. Unemployment Costs - (\$166,860 – one-time – new item) – The Administration is proposing to allocate \$166,860 to cover unemployment costs (relating to layoffs) that would have otherwise been absorbed by Departments. Departments typically absorb these costs by holding positions open and using vacancy savings.
46. U.S. Conference of Mayors (\$12,609) – The City participates in the US Conference of Mayors Organization. The Administration is recommending payment for dues be the same as FY 2010 (\$12,609).
47. Utah League of Cities & Towns (\$117,869) – The Mayor’s proposed budget recommends keeping Salt Lake City’s support of the Utah League of Cities and Towns (ULCT) in the amount of \$117,869. There is no proposed increase over last fiscal year’s allocation, as the ULCT did not request a dues increase. The dues are derived using a formula taking into account assessed value of properties and sales tax revenues. The ULCT has kept the dues amount flat despite the formula dictating a small increase in dues.
48. Washington DC consultant (\$60,000) – The Administration is proposing to continue to fund a Washington DC consultant, at the same level funded in FY 2010. In FY 2006, the Council made the appropriation contingent upon the Council’s approval of the items to be lobbied. *The Council may wish to consider continuing this legislative intent, so that the Council may review and approve items to be lobbied at the national level.*
49. Weigand Center (\$60,000) – The Administration is proposing to reduce the contribution to the Weigand Center from \$80,000 in FY 2010 to \$60,000 (a decrease of 25%). The Weigand Center first received a contribution from the City in FY 2010.

Fiscal Year 10-11 CIP Projects										\$	6,114,437	\$	2,800,000
Fiscal Year 2010-2011 Identifier & Plan Information	Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes			
Debt Service													
	Debt 1	City & County Building Debt Service - GO Bond Series 2001 Debt service payment on bonds issued to rehabilitate & refurbish the City & County Building. The City does not levy taxes against this Bond. Bonds mature 6/15/2011.			\$2,373,495	\$2,373,495	\$2,355,073	\$0	None				
	Debt 2	Sales Tax - Series 2005A Debt Service payment for sales tax bonds issued to refund the remaining MBA series 1999A, 1999B, & 2001 Bonds. Bonds mature 10/1/2020.			\$1,387,490	\$1,387,490	\$1,387,490	\$0	None				
	Debt 3	Sales Tax - Series 2007 Debt Service payment for bonds issued for TRAX Extension & Grant Tower improvements. Bonds mature 10/1/2026.			\$405,345	\$405,345	\$105,345	\$0	None				
	Debt 4	Sales Tax - Series 2009A Debt Service payment for bonds issued to finance all or a portion of the acquisition, construction, improvement & remodel of a new Public Services maintenance facility, a building for use as City offices & other capital improvements within the City. Bonds mature 10/1/2028.			\$2,164,181	\$2,164,181	\$2,163,950	\$0	None				
		Debt Service Total			\$6,330,511	\$6,330,511	\$6,011,858	\$0					

	Fiscal Year 2010-2011 Identifier & Plan Information	Project Description	Funding	History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
<b>General Fund - Pay As You Go</b>												
1	<b>Streets 1</b> ADA Ramp Transition Plan 10 Year CIP Plan FY06-16 All Districts	<b>ADA Ramps/Corner Repairs 2010/2011- Citywide</b> To construct various ADA pedestrian ramps & related repairs to corners & walkways including sidewalk, curb, gutter & corner drainage improvements. Design \$27,400. Construction inspection & admin \$29,600. Locations to be determined based by City's ADA Ramp Transition Plan in conjunction with the Salt Lake Accessibility Committee, the City's Accessibility Services Advisory Council & requests from persons with disabilities. * Funding history includes allocations over a 11 year period. Supports City's sustainability efforts.	00-04	\$1,485,241	1	1	\$400,000	\$400,000	\$400,000		<b>None</b> No additional increase	
			04-05	\$ 600,000								
			05-06	\$ 400,000								
			06-07	\$ 433,418								
			07-08	\$ 400,000								
			08-09	\$ 225,000								
			09-10	\$ 300,000								
			<b>Total</b>	<b>\$3,843,659*</b>								
2	<b>Parks 4</b>  Parks Inventory of ADA Needs Assessment 10 Year CIP Plan FY08-09 Districts 3, 5 & 6	<b>ADA Playground Improvements - Kletting Park, 170 No. "B" Street; Cotton Park, 300 E. Downington; Davis Park, 1980 E. 950 So.; Wasatch Hollow Park, 1700 So. 1700 E.</b> To design & provide improvements to include ADA accessible playground surfacing, concrete wheel chair ramps, limited playground equipment modifications/upgrades & make associated landscape repairs as necessary. Design \$9,000. Engineering fees \$2,100. Construction inspection & admin \$6,100. Supports City's sustainability efforts.			2	2	\$116,200	\$116,200	\$116,200		<b>None</b> No additional increase	
3	<b>Streets 2</b> 10 Year CIP Plan FY06-16 All Districts	<b>Sidewalk Rehabilitation/Concrete Sawing 2010/2011 - Citywide</b> To provide sidewalk rehabilitation & reduction of tripping hazards through concrete sawing or grinding. Process eliminates displacement of up to one & one-half inch & provides a significant cost savings over removal & replacement. Design \$14,500. Construction inspection & admin \$15,100. * Funding history includes allocations over 8 year period. Supports City's sustainability efforts.	03-05	\$ 350,000	3	3	\$200,000	\$200,000	\$200,000		<b>None</b> No additional increase	
			05-06	\$ 400,000								
			06-07	\$ 150,000								
			07-08	\$ 200,000								
			08-09	\$ 175,000								
			09-10	\$ 200,000								
			<b>Total</b>	<b>\$1,475,000*</b>								
4	<b>Trails 3</b> Bicycle & Pedestrian Master Plan 10 Year CIP Plan Districts 2 & 5	<b>900 South Rail Corridor &amp; Surplus Canal Trails Design/Master Plan</b> To design for future construction a shared use trail along the surplus canal from 2100 So. to 800 So. & along the abandoned 900 So. rail line. Design \$100,000. Supports City's sustainability efforts.			32	4	\$100,000	\$0	\$100,000		<b>None</b> Design	
5	<b>Parks</b> Fairmont Park Master Plan 10 Year CIP Plan District 7	<b>Fairmont Park Irrigation System - 900 East Simpson Ave.</b> To design & reconstruct existing irrigation system to include pipes, valves, heads, controllers & central control connection & associated landscape repairs as necessary. Design \$50,000. Engineering fees \$9,200. Construction inspection & admin \$40,000. Supports City's sustainability efforts.			33	5	\$649,200	\$0	\$599,200		<b>None</b> No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History		Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
6	Transportation 1	<b>Traffic Signal Upgrades - Main Street/1700 So.; 300 West/1700 So.; 2000 East/2700 So.; 1100 East/100 So.; 1100 East/1300 So.; West Temple/1700 So.</b>			5	6	\$960,000	\$480,000	\$480,000		Minimal	
	Transportation Plan 10 Year CIP Plan FY06-16 Districts 4, 5 & 7	To remove & replace six (6) existing traffic signals with equipment that includes steel poles, span wire, signal heads & traffic signal loops, mast arm poles, new signal heads, pedestrian signal heads with countdown timers, improved loop detection, & left turn phasing as needed. Design \$96,000. Engineering fees \$96,000. Construction inspection & admin \$24,000. * Funding history includes allocations over 9 year period. Class "C" funds awarded in FY 09/10 Supports City's sustainability efforts.	00-04 \$1,970,000 04-05 \$ 500,000 06-07 \$ 450,000 07-08 \$ 500,000 08-09 \$ 640,000 09-10 \$ 560,000 <b>Total 4,620,000*</b>								\$360 annual increase	
7	Transportation 3	<b>Pedestrian Safety Devices &amp; HAWK Signal - 1300 South 600 East</b>			6	7	\$110,000	\$110,000	\$110,000		None	
	All Districts	To install a High Intensity Activated Crosswalk (HAWK) pedestrian signal at 1300 South 600 East. Remaining funds will be used for the installation of other pedestrian safety devices to include flashing warning lights, pedestrian refuge islands, signalized pedestrian crossings & new or improved pavement markings in various locations city wide. Design \$11,000. Engineering fees \$11,000. Construction inspection & admin \$2,750. * Funding history includes allocations over 7 year period. Support City's sustainability efforts.	02-03 \$ 50,000 03-04 \$ 60,000 05-06 \$ 50,000 06-07 \$ 120,000 07-08 \$ 50,000 08-09 \$ 75,000 09-10 \$ 75,000 <b>Total \$ 480,000*</b>								No additional increase	
8	Streets 5	<b>Local Street Reconstruction FY 10/11</b>			7	8	\$2,000,000	\$1,000,000	\$1,000,000		None	
	Pavement Management Plan 10 Year CIP Plan FY06-16 Districts 1, 2, 5, 6, & 7	To reconstruct or rehabilitate deteriorated local streets to include replacement of street pavement, sidewalk, curb, gutter & drainage improvements as funds permit. Proposed Streets include Wright Brothers Drive, I-80 ramp to 424 ft. North of Amelia Earhart Drive; Challenger Road, Harold Gatty Drive to North Cul-De Sac end; Brentwood Circle, Parley's Way to Parley's Way; Windsor Circle, 2700 So. to North Cul-De-Sac end; 800 West, Arapahoe Ave to East Cul-De Sac end; Pioneer Circle, 1000 Wet to Cul-De-Sac end; Emerson Ave, 1500 to 1700 East; Military Drive, Yale Ave to Yalecrest Ave; Stringham Ave, Highland Drive to Highland Drive. Design \$158,000. Construction inspection & admin \$184,000. * Funding history includes allocations over 10 year period. Supports City's sustainability efforts.	01-04 \$ 4,872,123 04-05 \$ 1,000,000 05-06 \$ 1,000,000 06-07 \$ 1,500,000 07-08 \$ 1,000,000 08-09 \$ 1,000,000 09-10 \$ 765,356 <b>Total \$11,137,479*</b>								No additional increase	
9	Trails/Open Space 1	<b>Salt Lake Open Space Signage</b>			8	9	\$203,875	\$203,875	\$203,875		None	
	All Districts	To provide funding for graphic design, development & installation of Wayfinding, Interpretive, Use & Boundary, Restoration & Trail Marker signage for the Jordan River Parkway, the Wasatch Hollow Open Space Area & the Bonneville Shoreline Trail. Design \$65,000. Supports City's sustainability efforts.									No additional increase	



Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History		Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
10	<b>Parks 11</b> All Districts	<b>Tree Replacement - Parks City Wide</b> To replace existing deteriorated, damaged or removed trees throughout City parks. Design \$4,300. Construction inspection & admin \$3,000.	05-06 06-07 07-08 <b>Total</b>	\$ 50,000 \$ 50,000 \$ 50,000 <b>\$150,000*</b>	9	10	<b>\$50,000</b>	<i>\$50,000</i>	<i>\$50,000</i>		<b>None</b> No additional increase	
11	<b>Streets 4</b> District 3	<b>City Creek Canyon Washout Repair</b> To repair the washout area & stabilize the hillside in City Creek Canyon. Design \$14,500. Construction inspection & admin \$15,200. Supports City's sustainability efforts.			10	11	<b>\$200,000</b>	<i>\$200,000</i>	<i>\$200,000</i>		<b>None</b> No additional increase	
12	<b>Public Facilities 1</b> District 4	<b>C&amp;C Building Roof &amp; Gutter Repair - 451 So. State Street</b> To replace all cracked, broken & missing slate shingles, replace all asphalt shingles, inspect masonry joints & repair as necessary, inspect & repair flashing, & clean & repair gutters. Design \$22,578. Engineering fees \$5,210. Construction inspection & admin \$12,158. Supports City's sustainability efforts.			11	12	<b>\$230,994</b>	<i>\$230,994</i>	<i>\$230,994</i>		<b>None</b> No additional increase	
13	<b>Public Facilities 3</b> District 4	<b>Plaza 349 Fire Sprinkler System - 349 South 200 East</b> To upgrade fire sprinkler system on 1st floor to consist of fire piping risers, branch piping over all floors sprinkler heads for proper water flow distribution, pumps to upper floors & fire hose connections in stairwells on each floor. Design \$47,683. Engineering fees \$11,659. Construction inspection & admin \$24,796. Supports City's sustainability efforts.			12	13	<b>\$467,000</b>	<i>\$467,000</i>	<i>\$467,000</i>		<b>None</b> No additional increase	
14	<b>Public Facilities 2</b>  District 3	<b>Fire Station #2 HVAC System &amp; Water Line Replacements - 270 West 300 North</b> To replace HVAC system including replacement of all culinary water lines, all drain/waste lines, all fan coil air distribution systems, & 2 gas fires modine heaters in apparatus bay with high efficiency co-ray-vac system. Design \$46,962. Engineering fees \$6,502. Construction inspection & admin \$28,900. Supports City's sustainability efforts.			13	14	<b>\$479,864</b>	<i>\$479,864</i>	<i>\$479,864</i>		<b>None</b>  No additional increase	
15	<b>Trails 2</b> Bicycle & Pedestrian Master Plan 10 Year CIP Plan FY06-16 District 2	<b>Jordan River Trail Design - 200 South to North Temple</b> To develop a Master Plan & design for future construction Jordan River Trail development from 200 South to North Temple. Engineering will work closely with Union Pacific Railroad (UPR) to design this section of the trail because it crosses the east/west mainline UPR tracks. Design \$100,000. * Funding history includes allocations over 7 year period. Supports City's sustainability efforts.	00-02 04-05 05-06 07-08 08-09 <b>Total</b>	\$ 415,550 \$ 320,000 \$ 170,000 \$ 375,000 \$ 200,000 <b>\$1,106,550*</b>	14	15	<b>\$100,000</b>	<i>\$100,000</i>	<i>\$100,000</i>		<b>None</b> Design	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
16	Transportation 5 Street Lighting Master Plan All Districts	<b>Traffic Safety Street Lighting Additions - Mid Block Light Requests</b> To design, purchase & install lights at mid-block intervals where warranted & as requested by the majority of the nearby residents, in keeping with the Street Lighting Master Plan & Policy. Funding amount will provide approximately 12 street lights. Supports City's sustainability efforts.	05-06 \$ 50,000 <b>Total \$ 50,000</b>	15	16	\$25,000	\$25,000	\$25,000		<b>Minimal</b> \$936.00 annual increase in power usage	
17	Public Facilities 9 District 2	<b>Fire Training Center Roof Replacement - 1600 So. Industrial Blvd.</b> To remove & replace the existing roof with a sustainable, lightweight concrete product, providing sound substrate & insulation. Design \$49,817. Engineering fees \$11,496. Construction inspection & admin \$6,825. Supports City's sustainability efforts.		16	17	\$509,675	\$509,675	\$509,675		<b>None</b> No additional increase	
18	Streets 8 District 1	<b>Rose Park Golf Course Salt Storage Design - 1700 North Redwood Road</b> To evaluate the Rose Park Golf Course maintenance yard to determine a salt storage site, create a salt storage facility design & prepare a cost estimate for construction of a 1000 Ton open salt storage paved area. Design \$35,000. Supports City's sustainability efforts.		17	18	\$35,000	\$35,000	\$35,000		<b>None</b> Design	
19	Public Facilities 8 District 3	<b>Memorial House Renovations - 848 No. Canyon Road</b> To provide exterior renovations to include replacement of water damaged fascia, molding & metal flashing, power wash & repaint stucco & exterior wood, replace patio doors & glass panes, replace North retaining wall, install rear drainage system so runoff water runs away from building, replace plates on water damaged floor joists & repair floor joists as needed. Design \$14,057. Engineering fees \$3,244. Construction inspection & admin \$7,569. Supports City's sustainability efforts. Note: Building would possibly need to be closed during renovations.		18	19	\$143,812	\$143,812	\$143,812		<b>None</b> No additional increase	
20	Parks 3 District 5	<b>Liberty Park Rotary Playground Improvements - 900-1300 South ., 500 to 700 East.</b> To provide improvements to include replacing or repairing several swings & other miscellaneous playground facilities, replace drinking fountain, all broken concrete & railings, repaint decks, hand rails & signage, & make associated landscape repairs as necessary. Included in this request is an upgrade to the existing splash pad from a high use water source to a newly developed recycle & water treatment system for \$183,534. Design \$28,633. Engineering fees \$6,586. Construction inspection & admin \$19,471. * Funding history includes allocations over an 9 year period. Supports City's sustainability efforts.	00-02 \$3,952,753 02-03 \$2,170,000 03-04 \$2,000,000 04-05 \$1,000,000 05-06 \$1,000,000 06-07 \$ 653,000 07-08 \$ 600,000 <b>Total \$11,375,753*</b>	19	20	\$369,657	\$369,657	\$369,657		<b>None</b> No additional increase	

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21	<b>Public Facilities 33</b> District 4 Submitted by Transportation Department	<b>Plaza 349 Employee Showers - 349 South 200 East</b> To construct three employee showers on the 2nd floor in the Plaza 349 building. Construction costs includes remodel of existing facilities to reduce break room size & relocation of one office for shower facilities, installation of new water heater, gas line & electrical components. Design \$4,800. Construction, inspection & admin \$4,000. Supports City's sustainability efforts.		58	21	\$80,500	\$0	\$80,500		<b>None</b> No additional increase	
22	<b>Parks 15</b> District 7 Submitted by Constituent, Sugar House Park Authority	<b>Sugar House Park Signage Project - 1330 East 2100 South</b> To design, construct & install new signage to include park rules, park traffic & pavilion interpretive signs. Sugar House Park Authority has paid \$35,000 for the purchase & installation of park & pavilion entry signage. They are also requesting \$30,000 from the County. Design fees \$3,000. Supports City's sustainability efforts.		23	22	\$30,000	\$30,000	\$30,000		<b>None</b> No additional increase	Board recommended full funding when allocation was assumed to be \$6.7
23	<b>Parks 9</b> Parks Recovery Action Plan 10 Year CIP Plan FY07-08 District 5	<b>Herman Franks Park Baseball Improvements - 700 East 1300 South</b> To design & construct improvements to three ball fields to include sod removal, laser grading of fields to improve surface drainage, replacement of infield soil, make sprinkler irrigation system upgrades, replace sod & provide shade structures to six dug-outs. Design \$40,000. Engineering fees \$9,200. Construction inspection & admin \$27,200.		21	23	\$516,400	\$40,000	\$511,890		<b>None</b> No additional increase	\$40,000 for Design
24	<b>Percent for Art</b>	<b>Percent for Art</b> To provide enhancements such as decorative pavement, railings, sculptures & other works of art. *Funding history indicates all funds received over 7 year period.	\$570,000*	20	24	\$60,000	\$60,000	\$80,000		<b>None</b>	
25	<b>Cost Over-run</b>	<b>Cost Over- run</b> Funds set aside to address project cost over-runs.		22	25		\$88,360	\$63,660		<b>None</b> No additional Increase	

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26	Streets 3  10 Year CIP Plan FY06-16 Districts 7	<b>Sidewalk Replacement SAA 2010/2011 - 2700 South to South City Limits, &amp; 1300 East/Highland Drive to East City Limits</b>  To design, construct & create a Special Assessment Area (SAA) for sidewalk improvements in the proposed area as funding permits. Improvements include sidewalk, ADA pedestrian ramps as needed, limited replacement of trees, & some corner drainage improvements. \$50,000 of this request is for area determination & design of 2011/2012 SAA. Design \$100,000. This amount includes \$50,000 of property owners portion of the SAA. Construction inspection \$100,000. Design for 2010/2011 SAA \$50,000. Construction inspection & admin \$100,000. (\$50,000 CIP, \$50,000 SAA). SAA processing \$40,000. * Funding history includes allocations over 5 year period. Supports City's sustainability efforts. <b>Note:</b> Property Owners portion of SAA is \$875,000. If approved, an \$875,000 budget needs to be established for Properly Owners portion of SAA.	05-06 \$ 599,823 06-07 \$ 400,000 07-08 \$ 550,000 08-09 \$ 700,000 09-10 \$ 765,356 <b>Total</b> \$3,015,179	4	26	\$855,000	\$855,000	\$0		None  No additional increase	
27	Public Facilities 5 District 2	<b>Pioneer Precinct Energy Conservation Project - 1040 West 700 South</b>  To replace the obsolete, inefficient boilers with new 95% efficient condensing boilers, program each office, classroom & meeting area for occupancy & use overrides, install high efficiency motors on ventilation system & a variable frequency drive on motor to control static pressure & air exchange rates & upgrade parking lot lights with efficient induction lighting. Design \$12,665. Engineering fees \$1,802. Construction inspection & admin \$7,794. Supports City's sustainability efforts.		24	27	\$124,558	\$0	\$0		None  No additional increase	Board recommended full funding when allocation was assumed to be \$6.7
28	Parks 2  District 7	<b>600 East Islands Irrigation System Rebuild - 600 East, So. Temple to 600 South</b>  To design & reconstruct existing island irrigation systems to include pipes, valves, heads, controllers & connection to central irrigation control system & make associated landscape repairs as necessary. Design \$17,100. Engineering fees \$3,600. Construction inspection & admin \$13,700. Supports City's sustainability efforts.		25	28	\$204,900	\$0	\$0		None  No additional increase	Board recommended full funding when allocation was assumed to be \$6.7
29	Trails 5 District 7 & 5	<b>Jordan &amp; Salt Lake City Canal Corridor Trail Master Plan</b>  To develop a Master Plan to aid the City & SLC Public Utilities in the future development of the Jordan canal corridor right-of-ways. PU holds the right-of-way for the canal corridors. Plan \$100,000. Supports City's sustainability efforts.		26	29	\$100,000	\$0	\$0		None Design	

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30	<b>Streets 6</b>  10 Year CIP Plan FY06-16 District 6	<b>Residential Concrete Street Rehabilitation - Princeton Ave., 1700 to 1800 East</b>  To rehabilitate the existing deteriorated concrete street to include concrete pavement replacement or rehabilitation, drive approaches, curb & gutter, sidewalk as needed & ADA accessibility ramps. Design \$33,400. Construction inspection & admin \$35,900. Supports City's sustainability efforts.		27	30	\$486,800	\$0	\$0		<b>None</b>  No additional increase	
31	<b>Trails 4</b>  Districts 3, 4, 6 & 7	<b>SLC Wayfinding Sign Restoration</b>  To repair, repaint & update the SLC wayfinding signs installed in 2001 within the Central Business District, the Sugar House Business District & the University of Utah. Supports City's sustainability efforts.		28	31	\$150,000	\$0	\$0		<b>None</b>  No additional increase	
32	<b>Transportation 4</b>  District 2	<b>Traffic Signal Installations - California Ave., 3400 &amp; 3800 West</b>  To design & construct two new traffic signals where none currently exist on California Ave., at 3400 West & 3800 West. Design \$52,000. Engineering fees \$52,000. Construction, inspection & admin \$12,000. Total Project cost is \$400,000. Transportation's intent is to request Impact Fees for remainder of costs. * Funding history includes allocations over 6 year period. Supports City's sustainability efforts.		29	32	\$270,000	\$0	\$0		<b>Minimal</b>  \$90 annual increase	
33	<b>Transportation 2</b>  District 5	<b>300 West 1300 South Right Turn Lane - Northbound to Eastbound</b>  To design & construct a northbound to eastbound right turn lane at the intersection of 300 West & 1300 South. Project requires relocation of Rocky Mountain Power transmission & distribution poles, & relocation of a traffic signal mast arm pole & controller cabinet. City CIP funds will be used to complete environmental work & provide local match of \$20,000 to a \$250,000 Congestion Management/Air Quality (CMAQ)Federal grant which Transportation has obtained. Supports City's sustainability efforts.		30	33	\$50,000	\$0	\$0		<b>None</b>  No additional increase	
34	<b>Transportation 6</b>  Transportation Master Plan District 4, 5, 6,7	<b>1300 East Traffic Safety Measures Implementation - 1300 East, 2100 South to 3300 South</b>  To implement traffic safety measures on 1300 East as identified in the 1300 East Study. Phase I improvements include signing upgrades, striping changes & installation of HAWK Beacon at Stratford Ave. Design \$10,000. Engineering fees \$15,000. Construction Inspection & admin \$5,000. Supports City's sustainability efforts.		31	34	\$150,000	\$0	\$0		<b>None</b>  No additional increase	

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35	<b>Streets 7</b>  10 Year CIP Plan FY06-16 District 6	<b>Residential Concrete Street Rehabilitation - Yalecrest Ave, 1600 East to Military Drive, &amp; Yalecrest/Military Intersection Landscaped Island</b>  To rehabilitate the existing deteriorated concrete street to include concrete pavement replacement or rehabilitation, drive approaches, curb & gutter repair or replacement as needed, sidewalk repairs, ADA accessibility ramps & storm drain improvements. Design \$28,000. Construction inspection & admin \$30,000. Supports City's sustainability efforts.		34	35	\$406,000	\$0	\$0		<b>None</b>  No additional increase	
36	<b>Transportation 7</b>  Transportation Master Plan 10 Year CIP Plan FY06-16 District 4	<b>Traffic Signal Installation - 600 South 600 East</b>  To design & construct a traffic signal where none currently exists on 600 South 600 East. Traffic studies which findings include increased traffic, accident history, & changing traffic conditions indicate that a new light is warranted at this intersection. Design \$21,000. Engineering fees \$21,000. Construction, inspection & admin \$5,000. Supports City's sustainability efforts.		35	36	\$160,000	\$0	\$0		<b>None</b>  \$90 annual increase	
37	<b>Public Facilities 6</b>  District 4	<b>Justice Court HVAC Energy Conservation Upgrades - 333 South 200 East</b>  To provide upgrades to existing HVAC system to include installation of control dampers on return air ducts, relief air transfer openings & chilled water bypass piping & control valves. Design \$37,180. Engineering fees \$5,291. Construction, inspection & admin \$22,881. Supports City's sustainability efforts.		36	37	\$379,959	\$0	\$0		<b>None</b>  No additional increase	
38	<b>Public Facilities 14</b>  City's Master Plan District 4	<b>C&amp;C Building Carpet, Flooring/Electrical Replacement, 3rd &amp; 5th Floors - 451 So. State Street</b>  To replace & install a low access sub floor, replace existing electrical flatwire & purchase & install new carpet on the 3rd & 5th floor of the C&C Building. Design \$97,358. Engineering fees \$14,978. Construction inspection & admin \$59,912. Supports City's sustainability efforts.		37	38	\$748,907	\$0	\$0		<b>None</b>  No additional increase	
39	<b>Public Facilities 15</b>  City's Master Plan District 4	<b>C&amp;C Building Carpet, Flooring/Electrical Replacement, 2nd Floor - 451 So. State Street</b>  To replace & install a low access sub floor, replace existing electrical flatwire & purchase & install new carpet on the 2nd floor of the C&C Building. Design \$44,934. Engineering fees \$11,234. Construction inspection & admin \$56,168. Supports City's sustainability efforts.		38	39	\$617,849	\$0	\$0		<b>None</b>  No additional increase	
40	<b>Public Facilities 24</b>  City's Master Plan District 4	<b>C&amp;C Building Carpet, Flooring/Electrical Replacement, 1st Floor - 451 So. State Street</b>  To replace & install a low access sub floor, replace existing electrical flatwire & purchase & install new carpet on the 1st floor of the C&C Building. Design \$97,358. Engineering fees \$14,978. Construction inspection & admin \$59,912. Supports City's sustainability efforts.		39	40	\$748,907	\$0	\$0		<b>None</b>  No additional increase	

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41	Public Facilities 19  City's Master Plan District 4	<b>C&amp;C Building Carpet, Flooring/Electrical Replacement, 4th Floor - 451 So. State Street</b>  To replace & install a low access sub floor, replace existing electrical flatwire & purchase & install new carpet on the 4th floor of the C&C Building. Design \$97,358. Engineering fees \$14,978. Construction inspection & admin \$59,912. Supports City's sustainability efforts.		40	41	\$748,907	\$0	\$0		None  No additional increase	
42	Public Facilities 11  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 1st floor, south end of the C&C Building, with new efficient Fan Coil Units. Design \$16,664. Engineering fees \$2,371. Construction, inspection & admin \$10,225. Supports City's sustainability efforts.		41	42	\$170,292	\$0	\$0		None  No additional increase	
43	Public Facilities 12  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 3rd floor, south end of the C&C Building, with new efficient Fan Coil Units. Design \$19,044. Engineering fees \$2,710. Construction, inspection & admin \$11,720. Supports City's sustainability efforts.		42	43	\$194,620	\$0	\$0		None  No additional increase	
44	Public Facilities 13  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 3rd floor, north end of the C&C Building, with new efficient Fan Coil Units. Design \$17,854. Engineering fees \$2,541. Construction, inspection & admin \$10,987. Supports City's sustainability efforts.		43	44	\$182,456	\$0	\$0		None  No additional increase	
45	Public Facilities 23  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 4th floor, south end of the C&C Building, with new efficient Fan Coil Units. Design \$16,664. Engineering fees \$2,371. Construction, inspection & admin \$10,255. Supports City's sustainability efforts.		44	45	\$170,292	\$0	\$0		None  No additional increase	
46	Public Facilities 25  District 4	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  To replace heating/cooling wall units on the 2nd floor, south end of the C&C Building, with new efficient Fan Coil Units. Design \$13,185. Engineering fees \$2,033. Construction, inspection & admin \$6,592. Supports City's sustainability efforts.		45	46	\$137,176	\$0	\$0		None  No additional increase	

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47	Public Facilities 26	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  District 4 To replace heating/cooling wall units on the 5th floor of the C&C Building, with new efficient Fan Coil Units. Design \$20,235. Engineering fees \$2,880. Construction, inspection & admin \$12,452. Supports City's sustainability efforts.		46	47	\$206,784	\$0	\$0		None  No additional increase	
48	Public Facilities 7	<b>Irrigation Water Conservation &amp; Asset Renewal Design - 100 So. Main St. &amp; part of West Temple, 100 So. Regent to Main St., 300 So. Main St. to Exchange Place, 4th So. Main to Cactus St. North Side</b> City's Master Plan District 4 To provide design of 4 locations for future replacement of deteriorating galvanized pipe located beneath concrete & pavers with new PVC main irrigation service line, electronic valves, backflow devices, irrigation lines to trees, bubblers in tree planters, irrigation management system, failure & low flow alarms, low voltage controls, landscape lighting, auto-drain valves & replace deteriorated concrete with stamped concrete or pavers. Design \$141,284. Engineering fees \$32,604. Supports City's sustainability efforts.		47	48	\$173,888	\$0	\$0		None  Design	
49	Public Facilities 22	<b>Plaza 349 Parking Structure Improvements &amp; Security System - 349 South 200 East</b> District 4 To construct improvements to include scarifying & lowering parking structure pavement surface & ramps, apply adhesion base & two-inch concrete overlay, install new retractable security gate with electronic code reader system, & install electronic security devices on all entry doors to parking structure. Design \$24,651. Engineering fees \$5,688. Construction inspection & admin \$13,274. Supports City's sustainability efforts.		48	49	\$261,682	\$0	\$0		None  No additional increase	
50	Public Facilities 18	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  District 4 To replace heating/cooling wall units on the 4th floor, north end of the C&C Building, with new efficient Fan Coil Units. Design \$16,664. Engineering fees \$2,371. Construction, inspection & admin \$10,255. Supports City's sustainability efforts.		49	50	\$170,292	\$0	\$0		None  No additional increase	
51	Public Facilities 21	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>  District 4 To replace heating/cooling wall units on the 2nd floor, north end of the C&C Building, with new efficient Fan Coil Units. Design \$15,474. Engineering fees \$2,202. Construction, inspection & admin \$9,522. Supports City's sustainability efforts.		50	51	\$158,129	\$0	\$0		None  No additional increase	



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52	Public Facilities 16	<b>C&amp;C Building Heating/Cooling Wall Unit Replacement - 451 So. State Street</b>		51	52	\$137,176	\$0	\$0		None	
	District 4	To replace heating/cooling wall units on the 1st floor, north end of the C&C Building, with new efficient Fan Coil Units. Design \$13,185. Engineering fees \$2,033. Construction, inspection & admin \$6,592. Supports City's sustainability efforts.								No additional increase	
53	Public Facilities 20	<b>Parking Lot Repairs &amp; Replacements - Fire Stations #4, #5 &amp; West Side Senior Center</b>		52	53	\$338,192	\$0	\$0		None	
	Districts 3 & 4	To remove & replace the concrete driveway of Fire Station #4 located at 830 E. 1100 Ave., replace top layer of asphalt on drive & lot of Fire Station #5 located at 1023 E. 900 So. & replace top layer of asphalt on drive & lot & make slope changes for proper drainage at the West Side Senior Center located at 868 W. 900 So. Design \$33,056. Engineering fees \$7,628. Construction inspection & admin \$17,800 Supports City's sustainability efforts.								No additional increase	
54	Parks 10	<b>Rotary Glen Park Improvements - 2770 East 840 South</b>		53	54	\$325,000	\$0	\$0		None	
	Rotary Glen Master Plan 10 Year CIP Plan FY08-09 District 6	To design & construct improvements to include replacement of existing restroom, utilities to support restroom & drinking fountain, make associated repairs to parking lot due to replacement of collapsed sewer line under parking lot & possibly bury the overhead Rocky Mountain Power electrical lines, & make necessary repairs to landscaping & sprinkler irrigation system at area construction. Design \$25,000. Engineering fees \$5,000. Construction inspection & admin \$20,000. Supports City's sustainability efforts.	Prior yrs \$285,000 05-06 \$ 95,000 <b>Total \$380,000</b>							No additional increase	
55	Public Facilities 17	<b>Sugarhouse Business District Irrigation Water Conservation &amp; Asset Renewal Project Design - 2100 So., 1000 E. to 1300 E.; Highland Dr., Westminster to Ashton</b>		54	55	\$268,886	\$0	\$0		None	
	Capital Asset Renewal Plan District 7	To design for future replacement of deteriorating galvanized pipe located beneath concrete & pavers with new PVC main irrigation service line, electronic valves, backflow devices, irrigation lines to trees, bubblers in tree planters, irrigation management system, failure & low flow alarms, low voltage controls, landscape lighting, auto-drain valves, replace deteriorated concrete with stamped concrete or pavers, install new sidewalk, curb, gutter as necessary remove & replace parking strip trees that are less than 3 feet from curb. Design \$218,470. Engineering fees \$50,416. Supports City's sustainability efforts.								Design	

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56	<b>Streets 10</b>  District 3 Submitted by Constituent Neighbor Works Salt Lake	<b>500 West Street Improvement Redesign - 500 West, North Temple to 500 North</b>  To evaluate & re-design street improvements to include drainage, curb, gutter, sidewalk & business access on 500 West including areas near the Union Pacific switch boxes. Business owners have agreed to invest & install curb, sidewalk & landscape improvements once the design is complete. <b>Note:</b> Constituent requested \$60,000 for design. Engineering indicated the design would cost approximately \$150,000. Supports City's sustainability efforts.		55	56	\$150,000	\$0	\$0		None  Design	
57	<b>Parks 12</b>  10 Year CIP Plan FY08-09 Fairmont Park Master Plan District 7	<b>Fairmont Park Tennis Court Reconstruction - 900 East Simpson Ave.</b>  To replace five (5) existing tennis courts with four (4) full size & two (2) youth with new post tension courts, new fencing, net posts, landscaping & irrigation system, sidewalk along north side of courts, benches & drinking fountain. Design complete. Engineering fees \$18,400. Construction inspection & admin \$70,400. Supports City's sustainability efforts.	08-09 \$50,000	56	57	\$969,200	\$0	\$0		Minimal \$800 per year	
58	<b>Public Facilities 28</b>  City's Master Plan District 5	<b>Spring Mobile Field Building Steel &amp; Roof Deck Painting - 1365 So. West Temple</b>  To provide improvements to include sand blasting, scraping & wire brushing rusted building steel beams, girders & steel railings, power wash surfaces, apply rust inhibitor primer coat & apply premium enamel finish paint with UV protection. Design \$105,841. Engineering fees \$24,425. Construction inspection & admin. \$54,800. Supports City's sustainability efforts.		57	58	\$1,122,954	\$0	\$0		None  No additional increase	Project could be funded /constructed in 3rds
59	<b>Transportation 8</b>  Transportation Master Plan District 6	<b>Wakara Way &amp; Arapeen Drive Roundabout</b>  To design & construct a roundabout on Wakara Way & Arapeen Drive in Research Park. Traffic conditions warrant the installation of traffic control measures at this intersection. Design \$35,000. Engineering fees \$35,000. Construction inspection & admin \$10,000. Supports City's sustainability efforts.		59	59	\$350,000	\$0	\$0		None  No additional increase	
60	<b>Parks 8</b>  10 Year CIP Plan FY08-09 Districts 3 & 4	<b>Tennis Court Resurfacing - Pioneer Park, 300 W. 350 So.; Reservoir Park, 1300 E. So Temple; Sunnyside Park 840 So. 1600 E.</b>  To design & construct upgrades to existing tennis courts at Pioneer, Reservoir & Sunnyside Parks. Upgrades include repairing cracks, resurfacing courts, new net posts & line striping. Courts include one at Pioneer Park, two at Reservoir Park, & two at Sunnyside Park. Existing fencing will remain in service for these facilities. Design \$10,000. Construction inspection & admin \$3,400.		60	60	\$73,400	\$0	\$0		None  No additional increase	

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61	<b>Streets 11</b> District 2 Submitted by Constituent Diversified Metal Services, Inc.	<b>900 South Street Reconstruction - 900 So., 2700 to 3200 West</b> To construct street improvements to include street pavement, curb, gutter, sidewalk & other necessary site improvements as needed. <b>Note:</b> Constituent did not provide construction cost amount. Engineering indicated that a design would be necessary to determine the actual cost estimate for construction & that the design would cost \$200,000. Supports City's sustainability efforts.		61	61	\$1,200,000	\$0	\$0		<b>None</b> No additional increase	
62	<b>Parks 5</b> District 3	<b>City Cemetery Master Plan, Phase 2 - 200 North &amp; "N" Street</b> To complete the City Cemetery Master Plan. Phase I of plan has been completed & provided an analysis of roads, curbs, utilities & inventory of unused areas of cemetery. Phase II of Plan will include a comprehensive study of buildings, office/residence, emergency management plan, cemetery operations, financial based projection based on current prices & budgets for proposed/required improvements & proposal of possible new facility layout scenarios including new inventory items to improve cemetery performance. Plan \$318,100. Engineering fees \$31,800. Not applicable to City's sustainability efforts.	07-08 \$75,000	62	62	\$349,900	\$0	\$0		<b>None</b> Plan	
63	<b>Public Facilities 27</b> City's Master Plan District 5	<b>Spring Mobile Field Concourse "B" Waterproofing - 1365 So. West Temple</b> To construct improvements to include cutting new expansion joints, remove cracked caulking, grind & clean saw/expansion joints & clean surface deck for installation of Conipur Advantage 2 -part concrete deck sealer. Design \$36,142 Engineering fees \$8,340. Construction inspection & admin. \$19,462. Supports City's sustainability efforts.		63	63	\$383,672	\$0	\$0		<b>None</b> No additional increase	
64	<b>Public Facilities 34</b> District 4 Submitted by Downtown Alliance	<b>Downtown Business District Public Restroom Installation</b> To design & construct 1 to 3 permanent public restrooms at strategic locations throughout the downtown area. Sites to be determined. Cost of units include \$215,928 for 1 unit; \$431,856 for 2 units; \$633,924 for 3 units. Design \$21,651. Engineering fees \$3,081. Construction, inspection & admin \$13,324. Supports City's sustainability efforts.		64	64	\$215,928	\$0	\$0		<b>Minimal</b> Cleaning & Servicing \$3,000 per unit on annual basis	
65	<b>Parks 14</b> District 3	<b>East Capitol Blvd. Curb, Sidewalk &amp; Memory Grove Overlook Improvements -</b> To design & construct median islands, new curb, gutter & bulb out areas, sidewalks, crosswalks, & associated landscaping as necessary, & construct Memory Grove Park Overlook & Historical Interpretation Area. This will be a joint project with UDOT, State Capitol Preservation Board & the City for a total project cost of \$922,400. City's portion of construction would include sidewalk & landscaping on east side & possibly construction of the Historic Overlook & Interpretation Area. Design \$68,400. Engineering fees \$12,700. Construction inspection & admin \$54,700. Supports City's sustainability efforts.	08-09 \$50,000	65	65	\$383,000	\$0	\$0		<b>None</b> No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
66	Public Facilities 30 District 7	<b>Fire Station #3</b> To replace Fire Station #3 in Sugarhouse. Current building is aged & does not meet current size or seismic requirements. Design \$156,910. Engineering fees \$75,840. Supports City's sustainability efforts.		66	66	\$3,413,630	\$0	\$0		None No additional increase	
67	Public Facilities 10 District 4	<b>C&amp;C Building Base Isolator Testing &amp; Analysis - 451 So. State Street</b> To hire a consultant to perform a detailed testing & provide an analysis of the C&C Building Base Isolator's pertaining to the seismic Richter magnitude of 7.0 or higher. The C&C Building Base Isolators were designed to handle a seismic Richter of 6.0 magnitude. Consultant \$243,148. Supports City's sustainability efforts.		67	67	\$243,148	\$0	\$0		None Analysis	
68	Parks 6 District 5	<b>Tracy Aviary Sidewalks &amp; Tree Pruning -900-1300 South ., 500 to 700 East.</b> To provide improvements to Tracy Aviary site to include replacement of deteriorated sidewalks, prune existing trees & make associated landscape repairs as necessary. Design \$23,220. Construction inspection & admin. \$14,595.	05-06 \$116,200 07-08 \$200,000	68	68	\$71,400	\$0	\$0		None No additional increase	
69	Public Facilities 4 District 4	<b>UTA TRAX Island Landscape</b> To replace existing TRAX island landscaping, from 150 W., So Temple, down Main Street to 450 South, 400 South from State to 900 East, with improvements to include removal of present shrubs & ground cover redesign landscaping & irrigation to water only shrubs & trees using a bubbler head delivery system, connect to existing water control system & replace with water appropriate shrubs, plants & rock. Design \$12,545. Engineering fees \$1,785. Construction inspection & admin \$7,720. Supports City's sustainability efforts.		69	69	\$123,375	\$0	\$0		None No additional increase	
70	Streets 9  District 5 Submitted by Constituent East Liberty Park Community Organization (ELPOC)	<b>East Liberty Park Alley Improvement Study/Design - 900 to 1300 South., 700 to 1100 East</b> To determine the rehabilitation needs & prepare a preliminary design & construction cost estimate for upgrade of the public way alleys with improvements to include new pavement or surface rehabilitation as needed. There are approximately 10 alleys within this area totaling approximately 4.6 miles of surface. Design \$40,000. Supports City's sustainability efforts.		70	70	\$40,000	\$0	\$0		None  Design	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
71	<b>Parks 17</b>  Districts 7 Submitted by Constituent, Parley's Way Park Improvement Committee	<b>Parley's Way/Wilshire Park ADA Playground &amp; Improvements - 2810 East 2400 South</b>  To design & provide construction improvements to include removal & replacement of existing play structure with ADA accessibility playground equipment with accessible surfacing, enlarge existing playground footprint to include accessible ramps, sidewalks & paths & repair associated irrigation, trees & landscaping as necessary. Design \$40,000. Engineering fees 5,000. Construction inspection & administration \$17,600. Supports City's sustainability efforts.		71	71	\$271,200	\$0	\$0		<b>None</b>  No additional increase	
72	<b>Parks 19</b>  District 1 Submitted by Constituent	<b>Rose Park Lane Walking Path Improvements -</b>  To purchase & plant approximately 42 trees & install irrigation feeder lines & bubblers to previously installed valves for tree irrigation. Design complete. Construction inspection & admin \$3,000. Supports City's sustainability efforts.	05-06 \$30,000	72	72	\$30,200	\$0	\$0		<b>None</b>  No additional increase	
73	<b>Parks 7</b>  District 6	<b>Oak Hills Tennis Court Lighting - 2425 East 1216 South</b>  To provide court lighting to the four south bottom tennis courts providing extended play during the spring & fall. Improvements include new light poles & fixtures which will be connected to existing power source. \$50,000 was donated by the Concessionaire for this project. Design \$7,000. Construction inspection & admin \$4,400. Supports City's sustainability efforts.		73	73	\$56,240	\$0	\$0		<b>None</b>  No additional increase	
74	<b>Parks 13</b>  10 Year CIP Plan FY08-09 District 3	<b>Lindsey Garden Park, 7th Ave. "N" Street or 5th Ave "C" Street Tennis Court Reconstruction</b>  To remove two existing tennis courts, retaining walls & trees, & reconstruct two new post tension courts, new fencing, new retaining walls & associated landscaping as necessary, at either Lindsey Garden Park or 5th Ave. "C" Street. Design \$58,500. Engineering fees \$8,300. Construction inspection & admin \$36,000. Supports City's sustainability efforts.		74	74	\$597,800	\$0	\$0		<b>Minimal</b>  No additional increase	
75	<b>Parks 16</b>  District 3 Submitted by Constituent, Avenues Community Tennis Association (ACTA)	<b>Avenues Community Tennis Center Design - 11th Avenue Park</b>  To design a community tennis center at 11th Avenue Park that includes architectural design of landscaping, facilities & amenities, development phases & community activities/programming that will lead to the eventual construction of a club house & self sustaining community tennis facilities. Design \$80,000. Supports City's sustainability efforts.		75	75	\$80,000	\$0	\$0		<b>None</b>  No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
76	<b>Parks 18</b> District 7 Submitted by Constituent, The Imperial Neighborhood Park Association	<b>Imperial Neighborhood Park Project -1560 E. Atkin Avenue</b> To purchase .86 acres of property located at 1560 E. Atkin Avenue for construction of future neighborhood park. The anticipated cost of property will be \$850,000. The Imperial Neighborhood Park Association has currently raised \$3,500 for this project. Supports City's sustainability efforts.		76	76	\$270,000	\$0	\$0		<b>None</b> No additional increase	
77	<b>Transportation 9</b> District 5 Submitted by Constituent Ballpark Community Council	<b>Ballpark Neighborhood Enhancements</b> To evaluate, design & implement enhancements to include installation of driver feed back signs, upgraded safety lighting, neighborhood entrance markers & bullbouts. Improvements are in priority order. Design Supports City's sustainability efforts.		77	77	\$400,000	\$0	\$0		<b>None</b> No additional increase	
78	<b>Public Facilities 29</b> District 1	<b>Fire Training Center Property Purchase</b> Partial funding needed to purchase property directly north of Fire Station #14 located on Industrial Road at approximately 1540 South for future site of the Fire Training Center. Impact Fee Request of \$650,000. Supports City's sustainability efforts.		78	78	\$0	\$0	\$0		<b>None</b> No additional increase	\$650,000 Impact Fee Request
79	<b>Public Facilities 31</b> All Districts - site to be determined	<b>Valley Police Alliance Evidence/Crime Lab</b> To develop, purchase and/or construct a centrally located facility to house combined services shared by all police agencies belonging to the Valley Police Alliance. Cost estimate is approximately \$7,000,000. West Valley may be interested in a collaborated effort. Possible Bond item. Supports City's sustainability efforts.		79	79	\$0	\$0	\$0		<b>None</b> No additional increase	\$7,000,000 Possible Bond
80	<b>Public Facilities 32</b> All Districts - site to be determined	<b>Liberty Precinct Police Station</b> To design & construct an eastside police facility housing Liberty Patrol. Cost estimate includes a 2 acre land purchase & construction of a 24,500 sq ft facility. Cost estimate is approximately \$16,000,000. Possible Bond item. Supports City's sustainability efforts.		80	80	\$0	\$0	\$0		<b>None</b> No additional increase	\$16,000,000 Possible Bond
		<b>General Fund Project Total</b>				<b>\$27,928,876</b>	<b>\$6,194,437</b>	<b>\$6,586,327</b>	<b>\$0</b>		
		<b>Total GF CIP Including Debt Service</b>				<b>\$34,259,387</b>	<b>\$12,524,948</b>	<b>\$12,598,185</b>	<b>\$0</b>		

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
<b><i>Fiscal Year 09-10 Class "C" Projects</i></b>											
1	Class "C" 1	700 South Reconstruction, Phase I - 500/700 South, 2800 West to 5600 West		1	1	\$400,000	\$400,000		\$400,000	None	
	10 Year CIP Plan FY07-08 District 2	To construct improvements to include pavement restoration, curb, gutter, drainage improvements, upgrade to traffic flow characteristics & railroad crossing improvements. Total cost is \$4,900,000. Engineering is requesting an additional \$2,500,000 of Impact Fees. \$200,000 of Impact Fees were awarded in FY05-06 & \$594,484 in 09/10. Phase I design complete. Construction inspection & admin \$60,000. *Funding history includes allocations over 4 year period. Supports City's sustainability efforts.	05-06 \$ 255,000 05-06 \$ 200,000 08-09 \$ 400,000 09-10 \$ 550,000 \$ 09-10 594,484 <b>Total \$1,999,484*</b>							No additional increase	
2	Class "C" 2	1300 South Viaduct Rehabilitation - 1300 South, 500 to 700 West		2	2	\$200,000	\$200,000		\$200,000	None	
	10 Year CIP Plan FY07-08 Districts 2	To provide partial match for UDOT & FHWA grant funding for rehabilitation of viaduct including structural & seismic needs. Public Utilities will coordinate necessary utility relocations & rehabilitations. Grant requires 7% or \$840,000 match which will be requested over next 3 FY's. Total project cost estimate is approximately \$12,000,000. Additional funds will be requested in future years CIP processes. Supports City's sustainability efforts.	0-07 \$300,000 <b>Total \$300,000</b>							No additional increase	
3	Class "C" 3	Street Pavement Overlay FY10/11 - Citywide		3	3	\$1,310,000	\$1,310,000		\$1,310,000	None	
	10 Year CIP Plan FY06-16 All Districts	To provide pavement overlay including concrete, asphalt or other preservation surface treatments determined by Pavement Management System & based on condition & need of fifteen (15) streets as funding permits. Other improvements include ADA pedestrian ramps, sidewalk, curb, gutter repair & design funding for 11/12 overlay project. Design \$64,000. Construction inspection & admin 82,600. *Funding history includes all Class "C" allocations over 9 year period. Supports City's sustainability efforts.	01-04 \$ 4,500,000 04-05 \$ 1,500,000 05-06 \$ 1,500,000 06-07 \$ 1,500,000 07-08 \$ 1,500,000 08-09 \$ 1,500,000 09-10 \$ 1,400,000 <b>Total \$13,400,000*</b>							No additional increase	
4	Class "C" 4	Concrete Streets Rehabilitation FY10/11		4	4	\$200,000	\$200,000		\$200,000	None	
	10 Year CIP Plan FY07-08 District 2	To provide construction rehabilitation to deteriorated concrete streets Citywide. Improvements to include slab replacement, grinding, resurfacing & joint repair of twelve (12) streets as funding permits. Design \$16,500. Construction inspection & admin \$18,800. * Funding history includes Class "C" allocations over 6 year period. Supports City's sustainability efforts.	00-01 \$ 290,000 01-02 \$ 100,000 06-07 \$ 200,000 07-08 \$ 200,000 08-09 \$ 200,000 09-10 \$ 190,000 <b>Total \$1,180,000*</b>							No additional increase	

Fiscal Year 2010-2011 Identifier & Plan Information		Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
5	<b>Class "C" 5</b> 10 Year CIP Plan FY07-08 Districts 5, 7	<b>500 East Rehabilitation, Phase I - 500 East 1300 to 1700 South</b> To bank funding for Phase I of major rehabilitation to 500 East, from 1300 to 1700 South. Improvements to include street pavement restoration, removal & replacement of defective sidewalk, curb & gutter, ADA pedestrian ramps & upgrades to traffic signals. Project will coordinate installation of major storm drain lines with Public Utilities. Additional funding for Phase I will be requested in FY11/12 CIP Process. Phase II funding, 500 East, 1700 to 2100 South will be requested in future years. Supports City's sustainability efforts.	08-09 \$750,000 <b>Total \$750,000</b>	5	5	<b>\$500,000</b>	\$500,000		\$500,000	<b>None</b> No additional increase	
6	<b>Class "C" 6</b> All Districts	<b>Street Pavement Management Survey</b> To perform a citywide street pavement condition survey to collect data for use in determining appropriate pavement management strategies for all streets citywide. Survey is updated approximately every 5 years with state of the art electronic equipment. Data collected is used to determine overall street network condition & prioritize street maintenance by defined street segments.		6	6	<b>\$140,000</b>	\$140,000		\$140,000	<b>None</b> Survey	
7	<b>Class "C" 7</b> Districts 1, 2 & 7	<b>Bridge Evaluation &amp; Maintenance</b> There are 27 bridges within the SLC boundaries with most crossing either the Jordan River or the Surplus Canal. UDOT inspects these bridges every two years & provides the City with a basic condition report. SLC is responsible for performing appropriate maintenance activities based on statements in the UDOT report. Engineering is preparing an ongoing bridge maintenance program with the objective of extending the functional life of these structures & extending the time line between major repairs. This request will address condition evaluation, routine maintenance & timely repairs. Study \$50,000. Supports City's sustainability efforts.		7	7	<b>\$50,000</b>	\$50,000		\$50,000	<b>None</b> Survey	
		<b>Class "C" Fund Total</b>				<b>\$2,800,000</b>	<b>\$2,800,000</b>	<b>\$0</b>	<b>\$2,800,000</b>		



Fiscal Year 2010-2011 Identifier & Plan Information	Project Description	Funding History	Board	Mayor	FY 2010-2011 Funding Request	CDCIP Board Proposed Amount	Mayor's Proposed GF Amount	Mayors Proposed Class "C"	Operating Budget Impact	Notes
<b><i>Fiscal Year 09-10 Impact Fee Projects</i></b>										
1 Public Facilities 29 District 1	<b>Fire Training Center Property Purchase</b> Partial funding needed to purchase property directly north of Fire Station #14 located on Industrial Road at approximately 1540 South for future site of the Fire Training Center. Impact Fee Request of \$650,000. Supports City's sustainability efforts.		1	1	\$650,000	\$650,000	\$650,000		None No additional increase	Impact Fee Request - See PF 29 Above
2 Class "C" 1  10 Year CIP Plan FY07-08 District 2	<b>700 South Reconstruction, Phase I - 500/700 South, 2800 West to 5600 West</b>  To construct improvements to include pavement restoration, curb, gutter, drainage improvements, upgrade to traffic flow characteristics & railroad crossing improvements. Total cost is \$4,900,000. Engineering is requesting an additional \$2,500,000 of Impact Fees. \$200,000 of Impact Fees were awarded in FY05-06 & \$594,484 in 09/10. Phase I design complete. Construction inspection & admin \$60,000. *Funding history includes allocations over 4 year period. Supports City's sustainability efforts.	05-06 \$ 255,000 05-06 \$ 200,000 08-09 \$ 400,000 09-10 \$ 550,000 \$ 09-10 594,484 <b>Total</b> \$1,999,484*	2	2	\$2,500,000	\$2,500,000	\$2,500,000		None No additional increase	Impact Fee Request - See Class "C" 1 Above
	<b>Impact Fees Fund Total</b>				\$3,150,000	\$3,150,000	\$3,150,000	\$0		
<b><i>Fiscal Year 09-10 Special Assessment (SAA) Projects</i></b>										
1 Class "C" 1  10 Year CIP Plan FY07-08 District 2	<b>700 South Reconstruction, Phase I - 500/700 South, 2800 West to 5600 West SAA</b> To construct improvements to include pavement restoration, curb, gutter, drainage improvements, upgrade to traffic flow characteristics & railroad crossing improvements. Total cost is \$4,900,000. Engineering is requesting an additional \$2,500,000 of Impact Fees and \$2,000,000 of SAA budget to collect the property owners assessment of the project. \$200,000 of Impact Fees awarded in FY05-06 & \$594,484 in 09/10. Phase I design complete. Construction inspection & admin \$60,000. *Funding history includes allocations over 4 year period. Supports City's sustainability efforts.	05-06 \$ 255,000 05-06 \$ 200,000 08-09 \$ 400,000 09-10 \$ 550,000 \$ 09-10 594,484 <b>Total</b> \$1,999,484*	1	1	\$2,000,000	\$2,000,000	\$2,000,000		None No additional increase	SAA Request - See Class "C" 1 Above
	<b>SAA Fund Total</b>				\$2,000,000	\$2,000,000	\$2,000,000	\$0		
	<b>Total FY 10-11 CIP</b>				\$42,209,387	\$20,474,948	\$17,748,185	\$2,800,000		
	<b>Mayor's Proposed CIP - All fund class total</b>						\$20,548,185			



RALPH BECKER  
MAYOR


## SALT LAKE CITY CORPORATION

OFFICE OF THE MAYOR

### CITY COUNCIL TRANSMITTAL



SCANNED BY: *hays*  
DATE: 5/5/2010

  
David Everitt, Chief of Staff

Date Received: 5/5/2010  
Date sent to Council: ~~5/5/2010~~ 5/13/2010  
*HL*

TO: Salt Lake City Council  
JT Martin, Chair

DATE: May 5, 2010

FROM: David Everitt

SUBJECT: Northwest Quadrant Planning Process

STAFF CONTACT: David Everitt, x7732

DOCUMENT TYPE: Communication to the Council, for discussion purposes only

RECOMMENDATION: N/A

BUDGET IMPACT: An appropriation is recommended as part of the Mayor's Recommended Budget for FY2011.

#### BACKGROUND/DISCUSSION:

In September 2009, after nearly 3 years of preparation by the Planning Division and a team of environmental and land use planning consultants, the Salt Lake City Planning Commission forwarded a positive recommendation to the City Council regarding the Northwest Quadrant Master Plan.

Mayor Becker supports both the planning process to date as well as the principles that undergird the draft Plan. During the planning process, various stakeholders have recently raised two issues requiring additional attention. First, questions remain about how to implement the draft Plan's various elements. For example, the draft Plan states that

[t]he future Airport Light Rail Transit line (LRT) extension should be considered as an additional opportunity for the area, and is also currently undergoing an EIS. This TRAX line could be extended from the airport through the International Center and into the identified Town Center of the Northwest Quadrant.<sup>1</sup>

How will this extension be funded? What is the timeframe for doing so? And will the construction of light rail be a concurrent requirement of development? Similar questions exist for

<sup>1</sup> Page 6, Salt Lake City Northwest Quadrant Draft Master Plan, (2009). See [http://www.slcgov.com/CED/planning/pages/090909\\_NWQ\\_MasterPlan\\_PCRecommendation\\_V2.pdf](http://www.slcgov.com/CED/planning/pages/090909_NWQ_MasterPlan_PCRecommendation_V2.pdf)

many of the other elements of the draft Plan. Without a roadmap detailing how to implement them, this Plan (as with any master plan) may very well be marginalized or ignored completely.

The second set of questions is with regard to the underlying suitability of the Northwest Quadrant from an environmental and sustainability perspective. For example, residents have expressed the concern that insufficient attention has been paid to impacts on wetlands, wildlife habitat, and whether liquefaction, airport noise, and alkaline soils would impair residential and commercial uses.

Because the draft Plan is an extensive document, with many facets and details that are not easily communicated in sound bites, and because it is a Plan of regional significance, it warrants a larger public education and review effort. Accordingly, the Mayor proposes the development of a **Master Plan Evaluation and Implementation Strategy** that would be completed prior to the Council's consideration of the proposed Master Plan. The Strategy would a) supplement the Master Plan by identifying specific strategies and tasks necessary to implement the plan's elements, and b) solicit and respond to public oral and written comments regarding the Plan. The public comment process would result in a more comprehensive effort to dialogue with interested stakeholders about the Plan as currently proposed. It is possible that the Mayor's recommendation may deviate materially from the current draft Plan, based on the input of the interested stakeholders and experts.

To do this, the Administration will create a scoping document that lists the aspects of the Plan that require an implementation strategy along with a) an estimate of the timeframe for completion, b) funding required, and c) specifics on how subject matter experts will be utilized. The scoping document will also provide the Council with a plan to solicit and respond to public comment, and to obtain an evaluation of the public comments and responses from qualified experts. The Administration is committed to fully developing the strategies necessary to implement the elements of the draft Plan and solicit public comment so that the Council will have a complete understanding of the investment required to actualize the Plan if adopted, along with the risks and benefits associated with adoption of the Plan.

The Master Plan Evaluation and Implementation Strategy will require additional time and funds to implement<sup>2</sup>, but will provide the Council with more information from which to make an informed decision. Ultimately, the Council should expect from the Administration two things: 1) a recommendation to adopt the Northwest Quadrant Master Plan as currently written, adopt the Master Plan with revisions, or deny approval of the Master Plan; and 2) if adoption is recommended, a companion Implementation Strategy for the Plan.

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<sup>2</sup> The Mayor's recommended budget for FY11 includes one-time funds for these efforts.

# SALT LAKE CITY COUNCIL STAFF REPORT

## BUDGET ANALYSIS – FISCAL YEAR 2010-11

**DATE:** May 18, 2010

**BUDGET FOR:** FIRE DEPARTMENT

**STAFF REPORT BY:** Jennifer Bruno, Deputy Director

**cc:** David Everitt, Chief Cook, John Vuyk, Gordon Hoskins, Gina Chamness, Kay Christensen

The proposed fiscal year 2010-11 budget for the Fire Department is \$33,362,538. This represents an increase of \$800,763 (2.5% increase from fiscal year 2009-10).

<b>FIRE DEPARTMENT</b>					
<b>PROPOSED BUDGET FY 2010-11</b>					
	<b>Adopted 2009-10</b>	<b>Proposed 2010-11</b>	<b>Difference</b>	<b>Percent Change</b>	<b>Explanation of Change</b>
Office of the Chief (including financial management, payroll, purchasing, inventory, research, human resource management, facility maintenance)	\$ 1,969,922	\$ 1,678,925	\$ (290,997)	-14.4%	Capital Improvement Reduction  Transfer PPE Expenses to Training  New FTE - Admin Assistant
Operations (including airport operations)	24,501,367	25,003,553	\$ 502,186	2.0%	Salary and Step Increases
Communications (dispatch, equipment maintenance & repair, technical support, records management)	1,814,118	2,030,734	\$ 216,616	11.7%	Salary and Step Increases  Payroll System Maintenance Increase
Training & Apparatus Division (including managing fleet acquisitions, maintenance and supplies activities, CERT function, Hazmat/Special Operations)	2,388,327	2,557,032	\$ 168,705	6.8%	Salary and Step Increases  PPE Expense Transfer from Office of the Chief
Fire Prevention (business inspections, hazardous materials permits, new construction, special events, community training, public education)	1,097,436	1,286,556	\$ 189,120	16.3%	Salary and Step Increases
Emergency Medical Services (including medical training, certification, quality assurance)	790,606	805,738	\$ 15,132	1.7%	
<b>Total</b>	<b>\$ 32,561,776</b>	<b>\$ 33,362,538</b>	<b>\$ 800,762</b>	<b>2.5%</b>	

## POTENTIAL MATTERS AT ISSUE

- A. Position Vacancies – (total savings of \$691,600 - salaries, benefits and equipment)
1. The SLCFD is proposing to continue holding 11 FTEs vacant (savings of \$576,928), pending notification of the SAFER (Staffing for Adequate Fire and Emergency Response) grant, which may allow the City to hire these positions. Initial feedback from the grant application is that we may be able to hire as many as nine (9) FTEs. The SLCFD has not yet received a final award indication.
  2. The SLCFD is also proposing to hold an additional three (3) FTEs vacant until January, for a savings of \$78,672.
  3. The SLCFD is also proposing to reduce Personal Protection Equipment (PPE) for new hires, since hiring will be limited (\$36,000 savings).
    - The Council may wish to consider the implication these vacancies will have on the department's overall overtime expenditures. For a more detailed discussion on overtime, see Matter At Issue K.
- B. Position Addition – The Administration is proposing to add an Administrative Assistant to the Office of the Fire Chief (\$40,000 – includes salary and benefits).
- C. Merit increases and restoration of 1.5% pay suspension – **\$754,910 increase** - The Administration is proposing to restore the 1.5% pay suspension that all City employees received last year. The Administration is also proposing to award merit increases that were due to some SLCFD employees in FY 2010 (note: Merit increases due for FY 2011 will not be awarded).
- D. Pension Changes - **\$1,155,911 increase** - The Utah State Pension fund lost a significant amount of money in the recent economic contraction. The Utah State Retirement System (URS) calculates the rates that the City must pay into the system in order to fund future retirement needs. Salt Lake City does not determine or adjust these rates. Currently the City is paying 35.71% of base salary for sworn police officers, which is increasing to 36.31% for FY 2011. For fire fighters, the City currently pays 9.68%, which will increase to 16.18%. For the Fire Department FY 2011 budget, this translates into a \$1,155,911 increase that the City must fund.
- E. Fuel Savings – **\$30,000 decrease** - The Administration is recommending reducing the Fire Department Fuel and maintenance budget by \$30,000 as a result of fuel conservation efforts. This represents a 2.5% reduction in the department's fuel and fleet maintenance budget.
  - The Council may wish to ask the Administration if the budget projections allow for fluctuation in fuel prices.
- F. Reduce Capital Expenditures - **\$50,000 decrease** – The Administration is proposing to reduce capital expenditures by \$50,000. This will delay the repair of heating and cooling systems at Fire Station #2, and water supply issues at Fire Station #3.
  - The Council may wish to consider the potential for increased utilities costs in the interim if these repairs are delayed.
- G. Reallocate Radio Expenses from Police - **\$33,000 increase** – Since the City has gone to a single City-wide radio system, the Police and Fire Departments have agreed to share the costs of the system. As a result, \$33,000 in costs are shifting from Police to Fire.
- H. Reduce Budget for Physicals, Gym Memberships, Cash Conversion - **\$10,000 decrease** – The Administration is proposing to reduce this line item in the budget – relating to gym memberships, physicals and cash conversions. This decrease will bring the budget closer in line with actual expenditures.



- I. Annual payroll system maintenance cost - \$21,000 increase – The Fire Department recently installed a new payroll system to increase staffing/tracking efficiency. The annual maintenance agreement for this new system is \$21,000.
- J. Summary of Budget Changes – The following chart is a list of the budget changes and the various amounts attributable to those changes:

<b>Fire Department Proposed Budget Changes - FY 2010-11</b>	
<b><i>Relating to Staffing</i></b>	
Base to Base adjustment	\$ (487,215)
Pension rate changes	\$ 1,155,911
Insurance rate changes	\$ 99,472
Restore 1.5% and FY 2010 Merit Increases	\$ 754,910
Add Administrative Assistant to Fire Chief (Salary&Benefits)	\$ 40,000
Hold 11 vacancies throughout the year	\$ (576,928)
Hold 3 vacancies through January	\$ (78,672)
Reduce PPE Funding for new recruits due to limited hiring	\$ (36,000)
<b><i>Other</i></b>	
Reduce Capital Expenditures at Fire Stations	\$ (50,000)
Reallocate radio expenses from police	\$ 33,000
Reduce budget for gym memberships, physicals to reflect ac	\$ (10,000)
Fleet Fuel and Maintenance Reduction	\$ (30,000)
Payroll Software Maintenance Agreement	\$ 21,000
adjust base for FY 2010 one-time expenses	\$ (34,716)

- K. HazMat Restructuring/Overtime costs – In March of 2010, the Fire Department restructured how it delivers HazMat service in the City, in order to maximize the number of employees available throughout the City on a given day, and address both four-handed staffing and response time issues. The staffing goal of the Fire Department, in order to meet these issues, is 75 firefighters each day. The Department indicates that it is too early to completely judge the success of this program two months into implementation. There have been other staffing impacts (such as additional HazMat training for certain team members, and a number of unplanned illnesses), that have reduced the available force, causing the department to rely on overtime. **In spite of these challenges, the Department has been able to maintain four handed staffing levels without “browning out” a station, as well as stay within the given budget for overtime.**
- *The Council may wish to ask for a report from the Fire Department at a later date as to the operational and budgetary experience of the restructuring HazMat delivery.*
  - *The Council may wish to have a policy discussion with the Fire Department about the Department’s approach when short-staffed – does the SLCFD intend either “brown out” a station and reduce service to a section of the City, or potentially run an apparatus with fewer than four fire fighters.*
- L. Retirement – The Fire Department continues to face challenges planning for and anticipating employee retirement. Current union contract specifies that two weeks of notice are necessary for a firefighter to retire. As a result, the lag time between a retirement of a firefighter and the hiring of a new class can leave the department with multiple vacancies. The Fire Department currently has 33 employees with at least 30 years, and an additional 41 employees with at least 20 years of service. The Council may wish to note that the Administration is reducing the Non-Departmental contribution towards retirement to

\$500,000, potentially adding to the problem of having sufficient funds to cover retiring employees.

- *The Council may wish to ask the Administration if they are planning to continue investigating some form of retirement incentive programs in order to better manage retirements, thereby assisting the department with four-handed crews.*

M. Other City Staffing changes/cuts with Fire Department Implications:

1. **Community and Economic Development (CED)** - The CED budget proposes eliminating a Fire Plan review position. The Fire Department indicates that at the time this position was proposed to be eliminated, the possibility of eventually sharing a single FTE between Fire and CED was discussed. However, no position like this was included in the Mayor's proposed budget. The Fire Department indicates that it does not have the capacity with existing staff to handle the plan review that would be generated with this position eliminated. Because CED is also planning to eliminate some plan review outsourcing money, significant outsourcing plan review is also not likely a viable option.
  - *The Council may wish to consider restoring the position cut CED (or split between Fire and CED) in order to handle this workload, or restore the cut to outsourcing funds.*
  - *The Council may wish to request that the Administration return with a recommendation as to how to address this issue fully in the annual budget process, rather than leaving the potential for resolution in a mid-year budget opening.*
2. **Airport** - The Airport budget proposes eliminating the Fire Marshal at the airport (vacant). The Fire Department is concerned that without proper attention at the Airport, compliance issues could end up not being adequately addressed. The Department assumes that the current Airport Fire Captains are acting as code enforcement, which may present issues of impartiality. The Fire Chief indicates that with current and future development at the Airport, a qualified independent Fire Marshal or equivalent is justified. Until a Fire Marshal position is added at the Airport, the SLCFD indicates that it will seek a mechanism to bill the Airport for any services provided by general fund employees. However, because the department is short-staffed as is, this could lead to fire code compliance issues at a major international airport.
  - *The Council may wish to discuss the implications of eliminating a Fire Marshal at the airport before approving the airport budget.*

## **BACKGROUND INFORMATION**

The SLCFD has provided statistics on total responses per apparatus, summarized in the table below, detail per apparatus provided in **Attachment B**. (*Note: The statistics refer to "responses."* In some cases more than one apparatus responded to the same call for service, but in the majority of cases a single SLCFD unit satisfied the call for service. The Fire Chief will provide more detailed information on Tuesday).

## Summary of Total Responses - Calendar Years 2005-2008

	2005		2006		2007		2008		% change 2005-2008
	Total	Per Day	Total	Per Day	Total	Per Day	Total	Per Day	
Medical	20,142	55	21,172	58	22,144	61	21,890	60	9%
Fire	5,298	15	5,424	15	6,047	17	5,830	16	10%
Total	25,440	70	26,596	73	28,191	77	27,720	76	9%

*Key points from this information:*

- Total Medical responses increased 9% over the 2005-08 period, from an average of 55 per day to 60 per day.
- Total Fire responses increased 10% over the 2005-08 period, from an average of 15 per day to 16 per day.
- Total responses over the period increased 9% from an average of 70 responses per day to 76 per day.
- The percentage of medical responses to fire responses over this period remained relatively constant, with medical responses representing approximately 79% of total responses.

## AUDIT RECOMMENDATIONS RELATING TO THE BUDGET

The Council initiated an audit of the Salt Lake City Fire Department, which was completed in May, 2005. The audit was discussed at a Council briefing on January 17, 2006. Issues discussed included audit recommendations that SLCFD agrees can be implemented with little or no budget impact, as well as audit recommendations that would need additional appropriations. The Council asked the SLCFD to prioritize these audit recommendations and have basic cost estimates for implementation of those recommendations that are a priority to the department.

1. Computer Aided Dispatch (CAD)/Record Management System (RMS) - The Audit found the current system to be lacking. This item was partially funded in FY 2007. After further review the amount funded was not adequate to provide a system that would meet the department's needs. The department is continuing to work closely with IMS to find a satisfactory solution.
2. Fees:
  - a. Fire Hazardous Materials Fees: The Fire Prevention Bureau currently collects fees for hazardous materials permits, tank permits, blasting permits, high rise permits, fireworks public display permits, temporary structure permits, health care facility inspections and day care inspections. A recent review of business license fees showed that the fee amounts were less than the costs. The Administration recommended fees be established based on size, difficulty, and the type of permit or inspection needed. The proposed ordinance established a fee schedule for open burning permits, flame effects permits, assembly permits, trade show permits, suppression, alarm or detection system installation permits, hot works operations permits and re-inspections.
  - b. The following is a review of the specific audit recommendations relating to Fire Permit and inspection fees (The Council may wish to inquire as to the status of these fees):
    - #104 Institute fees for all permits (only 14 fees out of 47 permits).
    - #85 Establish fees for fire construction permits that are sufficient to cover the cost of the entire construction code enforcement function including fire plan review and fire construction inspection.



- #103 Fire construction permits *with fees* should be issued for the construction and renovation of permanent or temporary structures and for all fire protection systems (alarms, mains, standpipes, sprinklers, hood, etc.)
  - #105 Fees should be instituted for initial inspections and re-inspections for all operational code enforcement inspections.
  - #107 Fees should be instituted for initial inspections and re-inspections conducted by fire companies.
  - #108 Evaluate feasibility of building Services issuing all permits and collecting fees rather than the Fire Department.
3. Staffing Changes: (*Note: Part of this section may have been implemented – staff will confirm exactly what has been implemented prior to Tuesday’s briefing.*) While the staffing changes within the fire department do not tie directly to the audit (a shift of 1 FTE), the proposed budget includes the addition of a Fire Inspection Plan Reviewer in the Community Development Department to assist the “one stop” counter. The Council may wish to ask the department that if the “1 stop” concept is funded, are there any operational efficiencies that could be realized by re-assigning the staff in the Fire Department that currently do plan review. Specifically, what functions will the two staff members who have been conducting the 400 plus plan reviews per year be assigned in the future; might there be opportunity to enhance other Fire programs that have been reduced in recent years? The following are audit recommendations directly relating to fire plan review and inspections:
- #99 Require fire captains and/or battalion chiefs to become certified as fire inspectors so they can supervise company inspections.
  - #86 Contract with 1 or 1.5 civilian certified fire plan examiners (or private companies) to provide fire code plan checking services. (*Staff Note:* to an extent, this is accomplished with having a certified fire plans examiner in the Building Services and Licensing division at the “one stop shop”)
  - #88 The hazardous material inspector should become certified as a fire inspector to allow greater flexibility in assignment, (*Staff Note:* The Fire Department indicates that this has been accomplished)
  - #91 .5 to 1 FTE clerical position is needed to provide 5-10 hour day coverage for reception and phone duties, at a lower cost than having certified fire inspectors perform these duties.

## **OTHER AUDIT BACKGROUND INFORMATION**

The following section re-caps findings and recommendations from the audit report that relate directly to the budget, grouped in general categories. These recommendations, as well as the SLCFD responses, were presented to the Council in January 2006. This list is intended for background information purposes:

1. Recommendations relating to overtime/retirement management:
  - #30 The Fire Department uses salary savings from vacant positions to supplement overtime costs, which can result in more overtime. There are times of 20 or more vacancies. Consider some overhire process.
  - #21 Design an incentive program to provide more notice of retirement.
  - #10 Explore alternative work schedules that could reduce the reliance on overtime
  - #11 Identify current trends in leave use and establish a smaller number of people allowed off each day on scheduled leave
  - #12 Implement incentives to reduce sick leave taken (reduce overtime)

- #14 and #115 Assign some basic cause and origin investigation to company officers rather than bring investigator in (overtime) for clear-cut cases
- #161 Implement a sick leave reduction program to reduce overtime and provide some health insurance funding after retirement.

## 2. Recommendations relating to staffing changes:

- #49 Staff Station 9 during peak hours only.
- #48 In the next five years, move Station 9 further southeast to justify full-time operation with sufficient volume of calls.
- #46 Add a 2-person Advanced Life Support (ALS) unit in the downtown area from 10 A.M. to 10 P.M.
- #37 Continue using four-person staffing on all engines and trucks in the SLCFD.
- #144 Fire communications center requires a total of 20 employees, but the center has only 16 employees. (Previous year's budget partially addressed this recommendation)
- #47 Upgrade Engine 1 to advanced life support and downgrade Rescue Engine 4 to an engine to better address the distribution of EMS demand.
- #55 Institute an officer rotation policy for all captains
- #66 Consider adding a provision to its upcoming RFP for ambulance services that would include a single medical director for both the ambulance service provider and the fire department. (SLCFD has previously responded to this issue in a memo to Council Staff. Staff will provide a copy of this memo if desired.)
- #81 Convert all employees except four (fire marshal and three sworn fire investigators) in the Fire Prevention Bureau to civilian positions through attrition.
- #148 The radio technician position with the Fire Department should be consolidated into IMS Division.
- #99 Require fire captains and/or battalion chiefs to become certified as fire inspectors so they can supervise company inspections.
- #110 The deputy fire marshal (captain) over investigations should be a working captain active in fire investigations.
- #86 Contract with 1 or 1.5 civilian certified fire plan examiners (or private companies) to provide fire code plan checking services. (Accomplished through the one-stop counter)
- #88 The hazardous material inspector should become certified as a fire inspector to allow greater flexibility in assignment.
- #90 The civilian Public Education Specialist should be retained to provide adult and children programs.
- #91 .5 to 1 FTE clerical position is needed to provide 5-10 hour day coverage for reception and phone duties, at a lower cost than having certified fire inspectors perform these duties.

## 3. Recommendations relating to general operations:

- #36 Monitor response times in areas with traffic calming devices.
- #43 and #44 Call processing, dispatch and turnout times much higher than recommended standards. Implement changes such as to dispatch first fire unit before all call information is entered into the CAD system.
- #67 The City should maintain the current two-tiered system that involves the SLCFD and a private ambulance provider in the delivery of Advanced Life Support (ALS) and Basic Life Support (BLS) pre-hospital care and ambulance transport. (SLCFD has previously responded to this issue in a memo to Council Staff. Staff will provide a copy of this memo if desired.)

- #68 The SLCFD should formalize and strengthen its organizational structure and oversight of EMS service delivery within the Operations Division. (SLCFD has previously responded to this issue in a memo to Council Staff. Staff will provide a copy of this memo if desired.)

4. Recommendations relating to budget increases/fees:

- #6 Add technologies to eliminate manual processes for firefighter shift schedules and free up staff resources for other critical projects.
- #69 The SLCFD should explore a legal mechanism that will allow the ambulance transport provider to pay the City an annual fee for its “paramedic first responder” program. (Fee not allowed under state law. (SLCFD has previously responded to this issue in a memo to Council Staff. Staff will provide a copy of this memo if desired.)
- #16 Allocate revenue from special events back to the EMS Division to offset the cost of the bike patrol.
- #99 Establish a self-inspection program for the lower risk businesses.
- The following recommendations all relate to the issue of fees charged (or not charged) for permits and inspections:
  - i. #104 Institute fees for all permits (only 14 fees out of 47 permits).
  - ii. #85 Establish fees for fire construction permits that are sufficient to cover the cost of the entire construction code enforcement function including fire plan review and fire construction inspection.
  - iii. #103 Fire construction permits *with fees* should be issued for the construction and renovation of permanent or temporary structures and for all fire protections systems (alarms, mains, standpipes, sprinklers, hood, etc.)
  - iv. #105 Fees should be instituted for initial inspections and re-inspections for all operational code enforcement inspections.
  - v. #107 Fees should be instituted for initial inspections and re-inspections conducted by fire companies.
  - vi. #108 Evaluate feasibility of building Services issuing all permits and collecting fees rather than the Fire Department.
- #122-128 Workload data on the number of plans reviewed and the amount of time spent on each type of plan should be collected. Establish goals.
- #149 Mobile computer devices should be installed in fire apparatus to improve communication capabilities and response times.

## **PERFORMANCE MEASUREMENTS**

The Fire Department has several goals and objectives to guide the budgeting process and provide a means for management to better evaluate overall Department performance. In order to assist the Council in evaluating progress, Council staff summarized the goals and noted the results or steps taken by the Department. *Note: this data is from 2006. The Council may wish to ask for updated indicators.*

1. Goal/Objective: Maintain an average time from dispatch to arrival on life-threatening emergencies of less than or equal to 5 minutes. *During 2006 the department maintained an average response time of four minutes nineteen seconds.*
2. Goal/Objective: Maintain a turnover rate below 10% per year. *The department’s “turnover” rate during 2006 was approximately 3.6% (.3% higher than FY 2004).*
3. Goal/Objective: Fire Prevention Bureau inspectors will complete 6,500 fire inspections and preplans annually. *The department has exceeded this goal in 2006 with 17,527 building*

*inspections and preplan reviews completed by FPB inspectors and firefighters (significantly higher than the 7,901 inspections completed in FY 2004).*

4. Goal/Objective: Complete 350 community training events with 19,000 participants annually. *The department far exceeded these goals in 2006 with 1,061 community training events and 34,665 participants (increased from 862 events in FY 2004).*
5. Goal/Objective: Ensure 90% of employees will perform at or above the “satisfactory” level on their annual performance evaluation. *Currently 99.7% (similar to the previous year) of the employees have received satisfactory or better on the annual performance evaluation.*

## **LEGISLATIVE INTENT STATEMENTS**

- A. In FY 2009, the Council adopted the following legislative intent relating to fuel efficient vehicles and medical calls:

“It is the intent of the City Council that the Administration report to the Council regarding how a more fuel efficient vehicle could be used on medical calls with the current staffing and operational models.”

**The Administration’s Response is as follows:** The Department successfully negotiated a response plan with Gold Cross Ambulance that allows for an ambulance only response on the Alpha medical calls. This change in response has reduced the fire department response by more than 2,000 calls per year, greatly reducing fuel consumption and carbon exhaust.

The Medical Division is developing its alternative response types for all medical calls, which will most likely include smaller vehicles responding. This will allow for less of the larger vehicles (engines and trucks) to respond. The smaller vehicles will have a significantly better fuel economy than the engines and trucks.

- B. In 2008 the Council adopted the following legislative intent relating to fitness for duty:

“It is the intent of the City Council that the Administration provide the Council with a progress report on implementation of the physical fitness requirement for City Fire and Police positions.”

**The Administration’s Response is as follows:** The Fire Department’s Task Performance Test (TPT) is now a multi-year program that is well established. The Department continues to have a 95% pass rate.

This year, the Department is partnering with the University of Utah to implement the Get Fit program. This program will assist firefighters in developing an individualized personal fitness program. There is no cost to the City or the firefighter or this program.

- C. In 2008, the Council adopted the following legislative intent relating to overtime:

“It is the intent of the City Council that the Fire Department continue to take measures to reduce the reliance on overtime and submit a written report to the Council outlining total amount spent for constant staffing at a straight-time rate and amount spent at an overtime rate.”

The Fire Department implemented the resource allocation change on February 1, 2010. The first two months (March and April) have shown that the Department’s use of overtime has been reduced. A detailed report on overtime use will be provided at the beginning of FY 11 after several months of tracking.

**EXECUTIVE ORDER – Relating to Fire Department Combat Crews**  
***Revised March 2007***

*Fire Department Combat Crews*

RESPONSIBLE CITY AGENCY: Fire Department

1. General

1.1 The City has created a Vacation/Holiday Buy Back program within the Fire Department to provide staffing of four firefighters per engine or truck to the extent possible. The Fire Chief shall maintain the Vacation/Holiday Buy Back program as one of the highest budget priorities of the Fire Department and shall manage the Fire Department budget with a goal of adequately funding that program.

1.2 When staffing levels would otherwise be reduced, the Fire Chief shall solicit volunteers from the Vacation/Holiday Buy Back program only. The Fire Chief is not obligated to solicit other employees from the Department employee roster to provide staffing of four firefighters per engine or truck.

1.3 Fire Department personnel working either under the Vacation/Holiday Buy Back program or otherwise off the employee roster shall be compensated as required by City ordinance or by any memorandum of understanding between the City and the employees' representative organization.

CURRENT REFERENCES: None

EFFECTIVE DATE: June 19, 2002

EFFECTIVE DATE OF CURRENT REVISION (Date signed by Mayor): March 29, 2007

# SALT LAKE CITY COUNCIL STAFF REPORT

## BUDGET ANALYSIS – FISCAL YEAR 2010-11

**DATE:** May 18, 2010

**BUDGET FOR:** CITY ATTORNEY'S OFFICE

**STAFF REPORT BY:** Lehua Weaver

**cc:** Cindy Gust-Jenson, David Everitt, Ed Rutan, Sim Gill, Lynn Pace, Gina Chamness, Kay Christensen

The City Attorney's Office has historically contained three divisions: Civil Practice, City Prosecutor's Office, and Risk Management. As part of the Administration's 2010-11 proposal for reorganization and elimination of the Administrative Services Department, the Recorder's Office would be transferred to the Attorney's Office. (Budgets relating to the Risk Management Division are analyzed separately with the Governmental Immunity Fund and the Insurance & Risk Management Fund.)

The Mayor's Recommended Budget for the City Attorney's Office (General Fund portion) for fiscal year 2010-11 is as follows:

CITY ATTORNEY'S OFFICE PROPOSED BUDGET (General Fund)				
	Adopted 2009-10	Proposed 2010-11	Difference	Percent Change
<b>Civil &amp; Prosecutor's Offices</b>				
Personal Services	4,154,728	4,211,930	57,202	1.4%
Other Operating Expenses	359,197	359,197	0	0.0%
Civil & Prosecutor's Total	\$ 4,513,925	\$ 4,571,127	57,202	1.3%
<b>City Recorder's Office</b>				
Personal Services		387,741		
Other Operating Expenses		118,810		
City Recorder's Total	see note below*	\$ 506,551	506,551	
<b>Attorney's Office Total</b>	<b>\$ 4,513,925</b>	<b>\$ 5,077,678</b>	<b>563,753</b>	<b>12.5%</b>

*\*Note: The adopted FY 2009-10 budget for the City Recorder's Office was \$493,286. Changes to their budget will be discussed below. However, for the purposes of showing the changes to the City Attorney's Office budget, the Recorder's Office 2009-10 amount is shown as -0-.*

### OVERVIEW OF KEY ELEMENTS

- Administrative reorganization – the Administration proposes transferring the Recorder's Office to the City Attorney's Office. There are no costs to this reorganization; the increases reported are not a result of the reorganization.
  - Without taking into account the transfer of the Recorder's Office into the Attorney's Office, the budget for ongoing functions increases by \$57,202 or 1.3%.
  - The total 12.5% change reflected in the chart above is mostly due to the Recorder's Office transfer and not a true increase to the general fund budget.

- Elimination of four positions- three in the Civil Division and one in the Prosecutor's Office. Three of these positions were vacant and one civil attorney position was filled and is considered a lay-off. The total savings of the eliminations is \$329,848. These are discussed in more detail below.
- Restoration of the career ladder program in the Attorney's Office. Last year, the Council cut the Attorney's Office career ladder program for a savings of \$70,000. This was intended to be a one-time cut. The proposed budget includes \$85,000 for salary adjustments as follows:
  - Approximately \$70,000 of the funding is to restore the traditional career ladder program. It is proposed to be used in the Civil Division for Senior City Attorneys promoted to Appointed Senior City Attorneys (at-will positions), and some prosecutors in the Prosecutor's Office as they progress from Associate, Assistant, Senior Assistant prosecutor positions.
  - The career ladder program is similar to step increases used in other departments. As with the rest of the City, step or merit increases were eliminated during the current budget year.
  - The justification behind the career ladder program is to provide the necessary flexibility to adjust pay to recognize an employee's performance, responsibilities, and competency. This helps to maintain a competitive position for attorney and prosecutor salaries. The City has lost attorneys and prosecutors to both public and private entities in the past due to comparative salary and/or workload levels.
  - In addition to the \$70,000, approximately \$15,000 of the funding would be used for salary adjustment for civil attorneys as the workload is shifted as a result of the proposed lay-off.
- Market adjustments per the Citizens Compensation Advisory Committee recommendations. There is \$79,673 budgeted to adjust the salaries for attorneys benchmarked to Appointed Senior City Attorney positions in the Civil Division, and for employees benchmarked to paralegal positions in both Civil and Prosecutor's Offices. This will adjust the pay of existing employees whose actual average pay is more than 10% below that of other local employers. More information about the market adjustments will be discussed during the Compensation briefing on May 25.

The market adjustments are a separate issue from the career ladder program, although both are aimed at maintaining a competitive position when comparing compensation with other entities. As the Council discussed with the CCAC Board Members, this is a step to resolving the issue that certain salary ranges within the City are remarkably below market rates.

## CIVIL PRACTICE DIVISION - KEY ELEMENTS

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The Civil Practice Division provides legal support for the City's departments, including the City Council and Mayor, and litigation defense of state and federal court lawsuits filed against the City as well as bringing lawsuits and administrative proceedings on behalf of the City.

The Division provides the following service: Departmental Legal Support, Litigation, State Legislative Advocacy, Paralegal Support, and Administrative Support.

Some of the attorneys' time is spent on the Governmental Immunity Fund and the Insurance and Risk Management Fund. *Council staff will prepare separate staff reports on the budgets for these two separate funds.*

**Personal Services Adjustments** - In addition to the items discussed above, the other changes that affect this budget are:

**Elimination of Positions: (\$283,216 decrease)** - The Administration proposes eliminating two vacant positions and one staffed position in the Civil Division. These positions are:

- Civil Attorney (lay-off): \$104,000. This position is currently filled. The remaining 13 civil attorneys will absorb this workload. In order to manage that increased workload, each attorney will work with their assigned department to refine priority levels for work and requests.
- Civil Attorney assigned to the Airport (vacant): \$128,220. This position was not filled, and through discussions with the Airport Director, the Administration has decided to eliminate this position. There is a remaining attorney assigned to the airport, and the Administration has indicated that as issues with airport expansion or other items arise, the Airport and Attorney's Office may utilize outside legal counsel or contract counsel as necessary. (There was offsetting revenue for this position since the airport reimburses the general fund for services provided. That revenue item has been eliminated too.)
- Legal Secretary (vacant): \$50,996. This position has been vacant for some time, and has been held vacant during the past few rounds of mid-year adjustments for budget reductions. (Since for the current 2009-10 budget this position was held vacant as a one-time reduction, the 2010-11 budget includes the restoration of that one-time reduction. This is an accounting step to accurately reflect the elimination of the position as an ongoing cut for 2010-11. Basically, there is an addition of \$40,253 to restore the one-time cut and then a reduction of \$50,996 to eliminate the position.)

**1.5% Salary Restoration & Benefit Changes** - to restore the 1.5% salary suspension, in addition to pension and insurance rate changes.

## CITY PROSECUTOR'S OFFICE – KEY ELEMENTS

The City Prosecutor's Office screens, charges, files, and prosecutes criminal violations. The City Prosecutor's Office is organized into teams as follows:

City Prosecutor Teams		
	2010-11	
Team	Attorneys	Paralegal & Support Staff
Justice Court	8	4
District Court	3	1
Domestic Violence (grant funded by the State of Utah)		1
Screening (also cover traffic calendars)	4	4
Filing, reception, other support		4
Management	1	1
<b>Total</b>	<b>16</b>	<b>15</b>



**Personal Services Adjustments** - In addition to the items discussed above, the other changes that affect this budget are:

**Elimination of Position: (\$46,632 decrease)** - The Administration proposes eliminating a vacant office tech position in the Prosecutor's Office. The Council may recall that the ratio of support staff to attorneys has historically been an issue in the Prosecutor's Office. The issue is closely linked to both the operations and caseload at the Justice Court, and is also a factor in the budget for the Legal Defenders (a part of the non-departmental budget). Historically, the Administration has also argued that this is a factor in attorney retention, because of competitive workloads. (Since for the current 2009-10 budget this position was held vacant as a one-time reduction, the 2010-11 budget includes the restoration of that one-time reduction. This is an accounting step to accurately reflect the elimination of the position as an ongoing cut for 2010-11. Basically, there is an addition of \$46,237 to restore the one-time cut and then a reduction of \$46,632 to eliminate the position.)

**1.5% Salary Restoration & Benefit Changes** - to restore the 1.5% salary suspension, in addition to pension and insurance rate changes.

## RECORDER'S OFFICE - KEY ELEMENTS

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The Recorder's Office provides public meeting notification, City Council meeting minutes, coordination of city elections including candidate forms, support for contract execution, and records maintenance.

To provide these functions to the various City Departments, the Recorder's Office has five full-time and one part-time employees.

The adopted budget for the Recorder's Office in 2009-10 was \$493,286. Their proposed 2010-11 budget of \$506,551 is an increase of \$13,265 or 2.7%. This is primarily attributable to the restoration of the 1.5% salary suspension and insurance coverage changes.

The largest budget item in the Recorder's Office, aside from personal services, is the cost for printing public notices. This budget item is \$67,654 of their \$118,810 'other operating expenses' budget.

## QUESTIONS FOR CONSIDERATION

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1. The Council may wish to ask about the impact of the eliminated positions on the workloads of remaining staff members.
2. The Council may wish to ask about the Administration to evaluate whether the City Recorder's Office has access to the technology necessary to address the City's needs.

# SALT LAKE CITY COUNCIL STAFF REPORT

## BUDGET ANALYSIS – FISCAL YEAR 2010-11

**DATE:** May 18, 2010

**BUDGET FOR:** **DEPARTMENT OF FINANCE and  
DEPARTMENT OF HUMAN RESOURCES**

**STAFF REPORT BY:** Sylvia Richards

**cc:** David Everitt, Gina Chamness, Gordon Hoskins, Debra Alexander, Bryan Hemsley, Dan Mulé, Teresa Beckstrand, and Mary Beth Thompson

The budgets for the Justice Court, Department of Information Management Services (IMS) and Insurance & Risk Management Fund will be analyzed in separate reports.

## REORGANIZATION OF THE DEPARTMENT OF ADMINISTRATIVE SERVICES

Office of the Director of Administrative Services	Eliminate Office of the Director position. Projected savings of \$161,394, plus \$24,531 in operating expenses associated with this position.	
Office of Budget and Policy	Transferred to Mayor's Office	
Capital Asset Management	Transferred to Community & Economic Development	
Civilian Review Board	Transferred to Department of Human Resources	
Emergency Management	Transferred to Police Department	
Finance	New Department	
Treasurer's Office	Transferred to Department of Finance	
Purchasing/Contracts	Transferred to Department of Finance	
Human Resources	New Department	
City Recorder	Transferred to Attorney's Office	
Justice Court	New Justice Court Division	
Sustainability and Environmental Management	Transferred to Department of Public Services	

<b>Department of Finance</b>	Proposed 2010-11 Budget
Accounting (Payroll, Accounts Payable and Grants Acquisition)	\$792,652
Financial Reporting & Budget (Financial Reporting, Budget Facilitation, Capital/Fixed Asset Reporting)	359,494
Purchasing/Contracts(Purchasing and Contract Development)	739,456
Auditing of Revenue/Business License (Revenue Auditing and Business Licensing)	850,438
Treasurer's Office (Cashiering, Cash & Debt Management and Special Assessments)	985,257
Total	<b>\$3,727,297</b>

The Department of Finance includes the functions of the former Finance Division, as well as Business Licensing, the Purchasing and Contracts Division and the Office of the City Treasurer. In total, there are 39.0 FTE's in this Division.

**Please note that merit increases, the 1.5% salary restoration, as well as pension and insurance increases are included in each division's proposed budget.**

#### **Finance Issues:**

- Cash Conversion Budget Reduction  
The Administration proposes to eliminate the cash conversion funding of \$39,000. This funding was originally intended to finance the cash conversion of employees' annual personal leave buyout. With the elimination of this funding, all of the former Administrative Services divisions will have to absorb these costs in the future.
- Collections Briefing and Discussion  
The City Council will hold a Collections briefing and discussion on June 1<sup>st</sup>. The Administration is preparing documentation detailing collection efforts citywide, including current processes, comparisons of what the City has collected (FY 2009 versus 2010), potential for process improvement, and current challenges with regards to collections efforts.

#### **Accounting Division**

The Accounting Division's proposed budget for FY 2010-11 is \$792,652. As this is a new division within the Finance Department, there are no budget comparison totals from prior years.

The positions in this Division include:

<b># of FTEs</b>	<b>Accounting Division</b>
.40 FTE	Finance Director (A portion of this position is allocated to the Accounting Division, the Financial Reporting/Budget Division as well as Revenue Auditing/Business Licensing.)
1.0 FTE	Controller
1.0 FTE	Systems Support Administrator
3.0 FTEs	Grant Acquisition/Project Coordinator
1.0 FTE	Payroll Administrator
2.0 FTEs	Accountant II
	<u>Elimination</u> of 1.0 FTE Financial Records & Filing Accountant (layoff). Responsibilities will be reassigned and absorbed by other positions. Projected savings of \$48,200.
<b>8.40 FTEs</b>	<b>Total</b>

### **Financial Reporting & Budget Division**

This Division's proposed budget for FY 2010-11 is \$359,494. As this is a new division within the Finance Department, there are no budget comparison totals from prior years.

The positions in this Division include:

<b># of FTEs</b>	<b>Financial Reporting &amp; Budget Division</b>
.20 FTE	Finance Director (A portion of this position is allocated to the Accounting Division, the Financial Reporting/Budget Division as well as Revenue Auditing/Business Licensing.)
1.0 FTE	Budget & Reporting Manager
1.0 FTE	Accountant IV
1.0 FTE	Staffing/Position Control Specialist
1.0 FTE	Property Control Agent
<b>4.20 FTEs</b>	<b>Total</b>

### **Purchasing/Contracts Division**

The Purchasing/Contracts Division's proposed budget for FY 2010-11 is \$739,456, which is an increase of \$24,801 or 3.5% as compared to FY 2009-10. The increase is attributed to the 1.5 % salary restoration. The positions in this Division include:

<b># of FTEs</b>	<b>Purchasing &amp; Contracts Division</b>
1.0 FTE	Chief Procurement Officer
1.0 FTE	City Contracts Administrator
1.0 FTE	<u>Elimination</u> of 1.0 FTE Purchasing Consultant II (vacant) Projected savings of \$73,584. (This change leaves one remaining Purchasing Consultant II.)
2.0 FTEs	Procurement Specialist I
2.0 FTEs	Contract Development Specialist
1.0 FTE	Office Facilitator I
1.0 FTE	Contracts Process Coordinator
<b>9.00 FTEs</b>	<b>Total</b>

### **Revenue Auditing/Business License Division**

This Division's proposed budget for FY 2010-11 is \$850,438. As this is a new division within the Finance Department, there are no budget comparison totals from prior years. Included in this budget is the Administration's proposal to allocate 30% of the Revenue Analyst and Auditor's salary cost to the Risk Fund. The Administration indicates that the Revenue Analyst ensures that the Risk Fund is being accounted for in the allocation of the administrative costs to the general fund, internal service funds and enterprise funds.

The FTEs in this Division include:

<b># of FTEs</b>	<b>Revenue Auditing/Business License Division</b>
.40 FTE	Finance Director (A portion of this position is allocated to the Accounting Division, the Financial Reporting/Budget Division as well as Revenue Auditing/Business Licensing.)
1.0 FTE	Revenue Analyst/Auditor Manager
2.0 FTEs	Revenue Analyst & Auditor
1.0 FTE	Revenue Analyst & Administrative Internal Auditor
1.0 FTE	Business License Administrator
2.0 FTEs	Business License Enforcement Officer
1.0 FTE	Development Review Combination Processor
2.0 FTE	Business License Processor
<b>10.40 FTEs</b>	<b>Total</b>

### **Proposed Ordinance Fee Increase**

<b>Current Ordinance</b>	<b>Proposed Increase</b>	<b>Anticipated Revenue</b>
Freight License sticker fee (12.56.330) and base business license fee (5.04.070)	Increases freight sticker fee from \$25.00 to \$35.00 and requires base business license fee of \$100. (Note: the freight sticker fee has not been increase in 20 years.)	\$130,000 annually for sticker increase; \$52,000 annually for base business license fee.

With regards to the proposed fee increases, the Administration indicates that letters of notification are being sent to the delivery companies. The Business Advisory Board was not notified.

### **Office of the Treasurer**

The proposed budget for the Treasurer's Office is \$985,257, which is a \$61,552 or 6.7% increase as compared to the FY 09-10 adopted budget. The increase in budget is, in part, a reflection of the Administration's request for \$20,000 to change the Administrative Assistant to a full-time position. It is currently a .50 RPT position. The Administration indicates additional support is needed, given the increased amount of bond work that will be taking place in the next several years. The City's lack of coordination on bonding-related items and assessments (that don't ultimately lead to bonding) have created confusion which has led significant staff rework as well as use of bond counsel time due to errors. **The Council may wish to discuss providing adequate resources to address the City's bonding needs.**

In addition, the Treasurer's Office is requesting \$30,000 as a result of increased costs relating to the use of credit cards for building permits and impact fee payments. Credit card usage continues to increase, according to the Administration.

The positions in this Division include:

<b># of FTEs</b>	<b>Treasurer's Office</b>
1.0 FTE	City Treasurer
1.0 FTE	Deputy Treasurer
1.0 FTE	Cash Management/Investment Analyst
1.0 FTE	Cash Management Assessments Analyst
2.0 FTEs	City Payment Processor
1.0 FTE	Treasurer's Office Administrative Assistant ( <u>Add</u> .50 FTE to make 1.0 FTE) Projected cost is \$20,000.
<b>7.00 FTEs</b>	<b>Total</b>

## **LEGISLATIVE INTENT STATEMENTS**

### **1. Collections:**

In addition to focusing on collection strategies as an interim study issue, it is the intent of the Council that in the short-term, the Administration would make every reasonable effort to turn over collectibles to an outside agency for more immediate follow-up and to provide a quarterly report on the status of the collection efforts.

Response from the Administration:

The Justice Court shortened the timeframe for sending cases with judgments to collections from six years to ten days after judgment is entered. We are now sending criminal cases to the State Office of Debt Collections, but that Office

does not have jurisdiction over civil judgment cases and those will continue to be sent to an outside collection agency with the expedited timeframe in place. The OSDC will take only outstanding debt that has been reduced to a judgment. The State has contracted with 11 different collection agencies that they use along with their own in-house agents to collect on their accounts. The OSDC also has higher priority for intercepting state tax (and soon federal tax) returns, greatly increasing their chance of collecting. The OSDC adds a State allowed percentage to the bill and takes that amount as their fee, paying the City the entire face value of the judgment. Since February 7, 2010, the City has sent 426 criminal and traffic cases, totaling \$174,000 to OSDC. In the short time OSDC has been working these cases, they have collected \$13,628. Since OSDC can garnish income tax refunds, we should see a sharp increase in the amount collected next spring as well as a gradual increase as the number of cases sent increases.

Business Licensing: Business Licensing has been aggressively working to collect on or clean up their outstanding receivables totaling \$926,575. A strongly worded collection letter was sent to all past due businesses and has received excellent response. Respondents either made a payment or communicated that the business had been terminated, allowing uncollectable amounts to be written off. Business owners that do not respond will be taken to small claims court. Once a small claims judgment has been received, a garnishment or other collections effort will be pursued.

## **INTERIM STUDY ITEM UPDATES**

1. **Citywide Collections strategy** - In response to the City Council's expressed interest in aggressive collection of City receivables, the Administration has been working on setting up a City-wide Accounts Receivable system to identify, invoice and monitor the wide variety of receivables currently scattered across City departments. The Administration is examining all outstanding receivables to determine the best course of action for rapid collections. Collection procedures are being reviewed and process revisions are being implemented.

Identify and quantify outstanding receivables: The Administration continues to identify areas within the City that bill customers for City services and is maintaining a master list of these receivables. The identified outstanding amount owed as of 3/31/10 is approximately \$6.3 million. This includes \$1,017,500 in parking tickets, \$1,967,158 in Justice Court fines and \$3,249,266 in other amounts owed.

The Administration has implemented several process revisions that are slowly beginning to improve collections. To date, these changes have resulted in additional revenue of \$46,074. Revenue Auditing also just recently closed a long outstanding debt of \$600,000 with a telecommunication company and, as a result, the City will also have ongoing revenue of about \$200,000.

Implement IFAS Accounts Receivable Module: The Administration continues to migrate divisions to the IFAS AR system. Innkeepers Tax and Parking Tax customers are on the system. Property Management and Public Services are in

the process of entering all necessary data to the AR system. The Fire Department will be the next department to be moved to the system.

Collection Agency for NSF Checks: The pilot program with ePayments was not as successful as hoped, collecting only 30% of non-sufficient funds (NSF) checks submitted. The pilot program will be discontinued. The outstanding returned (NSF) checks will instead be sent to a collection agency using the same schedule as parking tickets. In addition, the Treasurer's Office is implementing a city-wide digitized check system where all checks written to the City are converted to ACH (turned into a debit transaction instead of a paper check). This process has been tested in the Treasurer's office for the last 10 months and has resulted in far fewer returns (only 4 ACH's were returned during the test period).

Office of State Debt Collection (OSDC): The Administration is working with the Utah Office of State Debt Collection to utilize their collections services. This process relies on Judges to review and release cases to be sent to collections (the OSDC will take only outstanding debt that has been adjudicated, meaning we have a warrant or judgment against the person for the debt, and they will not take civil cases). The State has contracted with 11 different collection agencies that they use along with their own in-house agents to collect on their accounts. The OSDC also has a higher priority for intercepting state tax (and soon federal tax) returns, greatly increasing their chance of collecting. The OSDC adds a State allowed percentage to the bill and takes that amount as their fee, paying the City the entire face value of the judgment. Since February 7, 2010, the City has sent 426 criminal and traffic cases, totaling \$174,000 to OSDC. In the short time OSDC has been working these cases; they have collected \$13,628. Since OSDC can garnish income tax refunds, we should see a sharp increase in the amount collected next spring as well as a gradual increase as the number of cases sent increases. We can only send the cases once they are delinquent, and the clerk must be able to find these cases while doing case management, which is only done when time permits, and with our reduced staffing this is not done as often as it once was.

Business Licensing: Business Licensing had been aggressively working to collect on or clean up their outstanding receivables totaling \$926,575. A strongly worded collection letter was sent to all past due businesses and has received excellent response. Respondents either made a payment or communicated that the business had been terminated, allowing uncollectable amounts to be written off. Business owners that do not respond will be taken to small claims court. Once a small claims judgment has been received, a garnishment or other collections effort will be pursued.

2. **Transaction Fees - Encourage environmentally-friendly payment options for City-related transactions.** In response to the City Council's expressed interest in assuring environmentally-friendly payment options for all City-related transactions, the Administration has been working to identify areas that currently do not offer online or paperless transactions.

The Administration has identified several areas where electronic invoicing could



be effective. The Administration is working with departments to determine the feasibility for creating electronic invoices for the Public Utilities billing system, and the new Special Assessment Areas system.

The new version of the Public Utilities billing system has the capability to send customers' bills via email or fax. This is being tested now and will be implemented in the near future.

3. **Business License Fees - Research business license fees in order to develop a methodology that is equitable for both large and small businesses.** The Administration is aware of the City Council's interest in developing a methodology for calculating business license fees that is equitable for both large and small businesses. At this time, the Administration, along with Business License staff, is working to insure that data, following the conversion from the Legacy System to Accela, is up-to-date and correct. At this point, there is not enough accurate data to conduct an analysis. As soon as the Business License database in Accela is error-free and fully functional, the Administration will begin an analysis of the methodology for calculating fees and consider potential changes to the fee structure. The Administration will keep the Council informed as this process continues, but at this point, the Administration is still working on the data necessary to develop the methodology.

<b>Department of Human Resources</b>	Proposed 2010-11 Budget
Human Resources Administrative Support (Payroll, Recruiting and Compensation)	\$581,781
Departmental Consultants (Compliance)	717,882
Training	78,530
Civilian Review Board Administration	136,088
<b>Total</b>	<b>\$1,514,281</b>

The Department of Human Resources includes the functions of Human Resources Administrative Support, Departmental Consultants, Benefits, Employee Training, and Civilian Review Board Administration. Overall, the proposed budget of \$1,514,281 is an increase of \$198,460 or 13.1% over FY 2009-10. The increase can be attributed to the transfer of the Civilian Review Board Investigator, as well as merit increases, the 1.5% salary restoration, and pension and insurance increases. There are a total of 20 FTEs (16.16 General Fund and 3.84 Risk Fund) included in this department. The Insurance & Risk Management Fund will be addressed in a separate staff report.

#### **Human Resources Administrative Support**

The proposed budget for Human Resources Administrative Support is \$581,781. As this is a new division within the Human Resources Department, there are no budget comparison totals from prior years.

<b># of FTEs</b>	<b>Human Resources Administrative Support Division</b>
.66 FTE	Human Resource Management Director (A portion of this position is allocated to the Human Resources Administrative Support Division, the Benefits Division)
1.0 FTE	Office Tech II
.60 FTE	Human Resource Information Systems Coordinator
1.0 FTE	HR Office Administrator
1.0 FTE	Compensation Program Administrator
1.0 FTE	Civilian Review Board Investigator
1.0 FTE	Employment Coordinator
<b>6.26 FTEs</b>	<b>Total</b>

With regards to the Civilian Review Board Investigator, the Administration indicates that additional duties will be added to that position, including working with the development and delivery of training. Other duties may be assigned as well.

#### **Departmental Consultants**

The proposed budget for the Departmental Consultants is \$717,882. The positions in this Division include:

<b># of FTEs</b>	<b>Departmental Consultants</b>
	<u>Elimination</u> of Human Resource Deputy Director (vacant) Projected savings of \$120,360.
.90 FTE	Senior HR Administrator
1.0 FTE	Human Resource Consultant/Equal Employment Opportunity
2.0 FTEs	Senior Human Resource Consultant
3.0 FTEs	Human Resource Consultant
2.0 FTEs	Human Resource Associate
<b>8.90 FTEs</b>	<b>Total</b>

### **Employee Training**

The proposed budget for Training is \$78,530. As this is a new division within the Human Resources Department, there are no budget comparison totals from prior years. The function consists of 1.0 FTE:

<b># of FTEs</b>	<b>Training</b>
1.0 FTE	Training & Development Specialist
<b>1.0 FTE</b>	<b>Total</b>

### **Benefits**

The proposed budget for Benefits is \$136,088. As this is a new division within the Human Resources Department, there are no budget comparison totals from prior years.

<b># of FTEs</b>	<b>Benefits</b>
.34 FTE	Human Resource Management Director (A portion of this position is allocated to the Human Resources Administrative Support Division, the Benefits Division)
.10 FTE	Sr. HR Administrator
1.0 FTE	Employee Benefits Administrator
.40 FTE	Human Resource Information Systems Coordinator
1.0 FTE	Employee Benefits Specialist
1.0 FTE	Office Tech II
<b>3.84 FTEs</b>	<b>Total</b>

The following chart reflects all of the ordinance changes relating to the reorganization of the various departments and divisions in the Mayor's Recommended Budget.

<b>Ordinance</b>	<b>Proposed Changes</b>
Section 2.08.020	Eliminates Department of Chief Administrative Officer (CAO).
Section 2.09.060	Adds Mayor's Chief of Staff to emergency interim succession process; eliminates CAO in same section.
Section 2.54.030A.1	Eliminates CAO and adds Mayor's Chief of Staff to list of individuals who approve take home vehicles.
Section 2.72.060A	Transfers Civilian Review Board (CRB) Investigator to Human Resources Department.
Section 2.72.150 I	References H.R. Director instead of CAO regarding CRB Investigator's reports.
Section 2.35.080	References Dept. of H.R. as providing staff support to CRB Investigator (versus CAO's Office).
Section 2.24.030B	Eliminates Administrative Services from list of departments from which to choose for elected board members.
Section 2.42.020A	Eliminates reference to Administrative Services.
Section 2.75.020B	Eliminates reference to director of administrative services and states that hearing officers are supervised under the direction of the city justice court director.
Section 8.04.020	Deletes the reference to "Office" of Animal Services.
Section 10.02.100B	Eliminates Dept. of Administrative Services and adds Human Resources as the department associated with the administrator of the police civilian review board.
Section 2.08.025	Replaces Dept. of Administrative Services with Dept. of Finance as the responsible department for all financial services. Itemizes each division within the Finance Department. Deletes City Recorder and Budget Officer from the former Dept. of Administrative Services.
Section 2.08.027	Adds Dept. of Human Resources and its responsibilities.
Section 2.08.029	Adds Dept. of Information Management Services (IMS) and its responsibilities.
Section 2.08.090A	Adds Emergency management to the Police Department.
Section 2.08.050	Adds Engineering, Capital asset management and non-parking civil enforcement, including sidewalk entertainers and artists' ordinance and enforcement of snow removal under the Dept. of Community and Economic Development.
Section 2.08.040	Adds City Recorder to Attorney's Office.
Section 2.04.010	Adds Policy & Budget and Budget Director under the powers and duties of the Mayor.
Section 2.08.080	Adds Sustainability Division, Parks and Public Lands Division and Division of Youth & Family Programs and Fleet Management under the Dept. of Public Services. Eliminates references to engineering duties, supervision of design and construction of public works in the city and in the public way.

During the briefing on the proposed budget, the Council may wish to identify legislative intents relating to the Department of Human Resources.

During the briefing, the Council may wish to identify potential programs or functions to be added to the Council's list for future audits.

# **SALT LAKE CITY COUNCIL STAFF REPORT**

## **BUDGET ANALYSIS – FISCAL YEAR 2010-11**

**DATE:** May 25, 2010

**BUDGET FOR:** **DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND**

**STAFF REPORT BY:** Karen Halladay, Budget and Public Policy Analyst

**cc:** Rick Graham, Kevin Bergstrom, Greg Davis, Nancy Sanders, Gina Chamness, Randy Hillier, David Everitt, Cindy Gust-Jenson, Jennifer Bruno, Sylvia Richards, and Lehua Weaver

The Department of Public Services has 10 divisions including 2 enterprise funds and 1 internal service fund. This staff report discusses the budget for only the general fund portion of the Department's proposed budget. The Golf and Refuse enterprise funds, and Fleet Management internal service fund, are discussed in separate Council briefings.

The Public Services Department provides many of the direct, day-to-day services Salt Lake City residents and visitors receive. They repair streets, maintain parks and public open spaces, provide culture, education & recreation activities for youth and families, remove snow, remove graffiti, trim trees, sweep streets, maintain traffic signs and signals, enforce parking ordinances, maintain the City's buildings and other activities.

The general fund budget for the Department of Public Services for fiscal year 2010-11 is proposed to be \$29,701,048. This represents a decrease of (17.4%) or (\$6,256,808). Seventy-three percent of the decrease or \$4,567,120 (FY 2010 Engineering Division budget) is due to the transfer of the Engineering Division, a division within Public Services, to the Community and Economic Development (CED) Department. After the reduction of six positions in Engineering the remaining budget of \$4,163,840 was transferred to CED. The table below details the proposed budget as compared to the adopted budget of FY 2009-10, and includes brief explanations for major changes.

### **KEY ISSUES**

- The YouthCity Artways program is proposed to be eliminated. Program information was presented to the Council on May 18, 2010. Unresolved issue follow-up information will be presented to the Council as it becomes available from the Administration.
- The Jordan and Liberty Park greenhouses and staff are proposed to be eliminated. Annual flowers currently being grown will be planted by June of 2010. Planted City gardens will be difficult to maintain given the seasonal staff reductions that have been proposed.
- Parking ticket and impound fee revenues are down.
- The City's Response Team, consisting of three employees, is proposed to be eliminated. Supervisors in the Streets Division will be assigned to handle and determine how best to address after-hours, weekend, and holidays problems, including calling out Snowfighters and handling emergency and non-emergency calls from citizens.
- Per the proposed budget, speed boards will not be deployed by the Public Services Department Staff.
- There are several large projects in various planning, design, and construction phases that will have a future impact on the yearly repair and maintenance budgets. These projects include: The Leonardo, Sports Complex, Public Safety Building, and North Temple Boulevard.

DEPARTMENT OF PUBLIC SERVICES						
PROPOSED BUDGETS						
	Actual 2008-09	Adopted 2009-10	Proposed 2010-11	Difference	Percent Change	Explanation (if available)
<b>Office of the Director</b> (Budget, Planning, Training, Safety, Communications, Contract Management)	\$ 1,106,261	\$ 1,376,991	\$ 1,334,684	\$ (42,307)	-3.1%	Eliminate (Vacant) 1FTE - Office Facilitator /Technical Planner.
<b>Streets</b> (Maintenance of Streets, Sidewalks & Signals; Snow Removal; Signing and Marking; Street Sweeping)	9,039,505	8,930,357	8,645,412	(284,945)	-3.2%	Eliminate 3 Response Team Members and reduce the seasonal staff that maintain traffic signals.
<b>New Name - Parks and Public Lands</b> (Park Maintenance, Open Space Land Management, City Cemetery, Forestry and Graffiti Removal Program)	8,760,464	8,249,320	9,116,386	867,066	10.5%	A Parks Maintenance, 2 Senior Groundskeeper, 2 greenhouse positions, and seasonal employees were eliminated. The Jordan and Liberty Park greenhouses are proposed to be closed. The Parks Division is now The Parks and Public Lands Division. Open Space Land Management and Forestry were added to this division.
<b>Transfer - Engineering to CED</b> (Engineering, Surveying, Mapping, Design of City-owned Facilities, Oversight of Work in the Public Way, Review of Private Development Projects)	4,838,221	4,567,120	0.00	(4,567,120)	-100.0%	Eliminate 3 vacant positions -Engineering Tech IV, GIS Programmer, and Professional Surveyor positions. Layoff Senior Engineering Project Manager, Engineering Tech, and Engineering Records Tech. Division is proposed to be transferred to Community and Economic Development.
<b>Transfer - Sustainability - Energy and Environment from Administrative Services Department</b> Environmental Administration and Outreach, Blue Sky payments, Tree Purchase, and Tipping Fee Expense.	For additional information on the Sustainability Division - See Refuse Fund					The Sustainability (Environmental and Energy Fund) Program is proposed to be transferred from the Administrative Services Department. It will continue to be funded by the Refuse Fund. It will be a division in the Public Services Department.
<b>Facility Management</b> (Maintenance of City-owned Buildings, Franklin Covey Field, Downtown and Sugarhouse Business Districts)	6,600,189	6,155,816	6,079,388	(76,428)	-1.2%	Library Parking was added to Facilities Management in July 2009. A vacant position for Senior Irrigation - Downtown was eliminated. Expenditure budgets for Traffic Control Center and Ground Transportation were transferred to Facilities Division. The Sorenson support budget was eliminated.
<b>Compliance</b> (Parking Enforcement, Crossing Guards, Impound Lot)	2,470,445	2,426,165	2,368,358	(57,807)	-2.4%	Revenues and expenses budgets have been adjusted for parking violations and impound fees. An ordinance change affecting when vehicles can be immobilized - the number of outstanding parking ticket notices over thirty days is reduced from 6 to 3 tickets.
<b>Gallivan and Events</b> (Community and Special Events - Partially Reimbursed by Redevelopment Agency)	1,604,764	1,719,002	1,658,624	(60,378)	-3.5%	Reduced expenditures budget for efficiencies gained with the special permits process. Additionally, the Gallivan Center will be renovated during fiscal year 2011. Revenues and expenses have been adjusted accordingly.
<b>Youth &amp; Family Programs</b> (Provides Intervention Activities and Assistance for At-Risk Youth and Families)	861,900	802,863	498,196	(304,667)	-37.9%	Eliminate a vacant Youth City Coordinator position. In addition, eliminate Youth City Artways program, including 1vacant Art Education Director position and layoff 2 positions -the Youth and Family Coordinator and Office Facilitator. In addition, 40 part time teachers will lose their positions.
<b>Transfer - Urban Forestry to Park and Public Lands Division</b> (Protects and Maintains City- owned Trees.)	1,643,695	1,730,222	-	(1,730,222)	-100.0%	Layoff Senior Customer Service Specialist. Reduce tree trimming contract, and add back tree stump removal program for six (6) months. Division is now under the Parks and Public Lands Division.
<b>Total</b>	\$ 36,925,444	\$ 35,957,856	\$ 29,701,048	\$ (6,256,808)	-17.4%	

## BUDGET ITEMS AND POTENTIAL MATTERS AT ISSUE

Some of the proposed revenue and expenditure changes to the budget are highlighted below. The “►” symbol indicates questions that Council may wish to address or request additional follow-up information.

**REVENUES** – Changes to Public Service revenues that are larger in amount and/or have policy implications are highlighted as follows:

- 1. Cemetery Revenue - Decrease - \$125,990** Last year, the Administration and Council recommended increasing all cemetery fees. New fees become effective on July 1, 2009. This year, the Administration is proposing to adjust the revenue budget for cemetery fees. Last year’s estimated revenue associated with burial plots and costs was overestimated. For fiscal year 2010, cemetery revenues are currently projected to be 86% of the projection. The decrease of \$125,990 is reflective of current operations. Total FY 2011 budgeted revenue for cemetery fees is \$620,016.

- The City does provide a 12-month financing plan at 6% for gravesite purchases. Approximately 5% to 10% are financed with the City’s program.
- The annual cost of maintaining the cemetery for FY 2009 was \$1.39 million. The FY 2010 adopted expenditure budget is \$1.24 million. For FY 2011, the Administration is proposing a \$1.26 million budget.

► *At one time the City launched a program to reclaim unused grave sites. The Council may wish to ask whether that program is feasible.*

► *The Council may wish to ask the Administration for a Salt Lake City Cemetery business plan in order to fully understand the Cemetery’s increasing costs and plans to fund and maintain the City’s cemetery.*

- According to information provided by the Administration, there are approximately 20,000 gravesites that have been pre-sold and are not yet utilized. There are roughly 3,000 plots remaining to be sold, provided the remaining plot locations are usable.

- 2. Impound Fees – Revenue Decrease – (\$166,000)** The Administration is recommending amendments to Salt Lake City ordinance 12.96, including sections .010, .020 and .025. Changes include: 1) reduce the number of outstanding parking tickets from six to three in the Unauthorized Use of Streets (parking tickets) definition, 2) allow vehicles with outstanding parking ticket notices, which are thirty days or older and have not been dismissed or reduced to be subject to immediate impoundment by towing or by means of an immobilizing device, commonly referred to as “the Boot”, and 3) allow the City to collect from the owner of the vehicle when an immobilization device is damaged or destroyed by someone other than an employee or agent of the City.

- 3. Special Events Fees – Revenue Increase – \$150,000** In FY 2009, the Administration proposed to recover some of its additional costs of providing police and public services for special events hosted in the City. City Code Chapter 3.50 allows cost recovery. During FY 2010 the Public Services Department developed, communicated with event organizers, and implemented a cost recovery system for special events held in Salt Lake City. The Administration has been communicating and negotiating event costs and billing plans with event organizers. For FY 2010 special event applications received prior to May 1, 2009 were exempt from the cost recovery charges. According to the Administration, the billing and collection processes as well as the special event grant awards process have been established



and will be fully implemented in FY 2011. Special event revenue of \$150,000 has been budgeted for in the fiscal year 2011.

- Per ordinance, a special event application fee of \$100 is charged to event organizations, regardless of the number of days the event is held.

► *The Council may wish to inquire about a tier-based fee schedule based on size and/impact of an event.*

**NOTE: This item is also included in Unresolved Issues.**

- Proposed budget reductions and additional expenses related to special events will be presented in the Expenditures section of this report.
- The following table is the number of special events or activities held in the City in 2002 - 2009 that require police and/or public services over and above the basic level of service normally provided by the City.

	2002	2003	2004	2005	2006	2007	2008	2009
<b>Free Expression</b>	86	94	99	102	124	138	153	160
<b>Filming</b>	95	111	124	109	176	55	51	56
<b>Special Events</b>	171	190	169	137	151	155	159	166
<b>Total</b>	<b>352</b>	<b>395</b>	<b>392</b>	<b>348</b>	<b>451</b>	<b>348</b>	<b>363</b>	<b>382</b>

- During FY 2010, the Administration developed a sponsorship program and process to assist organizations in providing community events for Salt Lake City. The following chart presents the events selected and amount of sponsorship they will receive.

<b>Sponsorship \$15,000</b>	<b>Sponsorship \$2,500</b>	<b>Sponsorship \$2,000</b>	<b>Sponsorship \$1,500</b>
Salt Lake International Jazz Festival	Unified Bouldering Championships	Brazilian Festival	Living Traditions (SLC Arts Council)
Downtown Alliance Farmer's Market	People's Market		Earth Fest (Gallivan Center)
Utah Pride Festival	Days of '47 Youth Festival		
Utah Arts Festival	Native American Celebration		

► *The Council may wish to ask the Administration whether or not a daily set-up charge has been considered for events that limit the public's access to the City and County Building during the days prior to the event.*

- 4. Library Square Parking Garage – Overall Revenue Decrease - \$101,800** Effective on July 1, 2009, the Facilities Division of Public Services assumed responsibility for the Library Square Parking Garage. At the time of the change, a decision had not been made about whether or not to handle the parking operation in-house or to have an outside provider. Therefore, last year's budget included both expected revenues and expenses. A decision was made to outsource the parking operation. The parking provider's process includes collecting

parking revenues, paying their expenses, and then issuing a check to the City for any excess. For fiscal year 2011, both the revenue and expenditures budgets established last year have been eliminated. These budget adjustments reflect how the accounting will be handled now that an outside provider has been selected. A revenue budget for the expected profit has been proposed for this year's budget. Additionally, for fiscal year 2011, the Administration is proposing the following:

- **Library Square Parking Rate – Revenue Increase \$31,200** – The Administration is proposing to increase the library parking rate by \$.25 per half hour. The first ½ hour continues to be free. Each 30 minutes or portion of 30 minutes after the first ½ hour will be charged at \$1.50. Vehicles displaying a disability license plate or disability windshield placard will not be charged for the first two (2) hours of parking. The rate charged thereafter will be as indicated earlier.
- **Library Square Parking Pass – Revenue Increase \$30,000** – The Administration is proposing a monthly pass for daily use by non-City employees. Some businesses and local residents have inquired about the use of the parking facility. Public Services personnel, in collaboration with Diamond Parking, estimate that fifty (50) parking spaces could be used for this purpose. FY 2011 revenues are budgeted at \$30,000, which is 50 parking spaces for \$50 per month.

► *The Council may wish to ask the Administration about the impact of these changes to City employees, Library patrons, and future users of The Leonardo.*

► *Last year, the Administration indicated that several maintenance issues would surface in the next couple of years, including replacement of expansion joints for waterproofing the structure; resurfacing metal stairwells; and replacement of entry gates and equipment. The Council may wish to have an understanding of the current condition of the parking facility, and the potential costs for the necessary repairs.*

## **5. Charges and Fees for Services and Miscellaneous Revenues**

- **Street and Public Improvement Fees – Revenue Decrease (\$34,800)** – Permit fees charged for street and public improvements projects are estimated to be approximately \$30,000 less than in fiscal year 2010.
- **Sports, Youth City and Other Recreation Fee - Revenue Decrease – (\$32,274)** Program fees for FY 2011 are expected to decrease by \$2,500. In addition, the proposed elimination of the Youth City Artways program would result in a revenue budget decrease of \$29,774. The expenditure budget for this program would decrease by \$363,786. ***NOTE: Council Staff has requested additional information on the Artways and Imagination Celebration programs. Information is being prepared and will be briefed to the Council as an unresolved issue.***
- **Gallivan Center Facility - RDA-Related Operations Subsidy – Revenue Increase - \$111,785** The RDA subsidy to the Gallivan Center for community building and operations during the facility renovation is \$111,785.
- **Gallivan Center Facility Rental Income and Related Sales – Revenue Decrease (\$169,800)** The Gallivan Center will be under construction during FY 2011. The revenue budgets reflect the decreases in facility rental, concession, and other revenues associated with the Gallivan event operations. Revenues related to the ice rink have been budgeted at \$15,000 more than fiscal year 2010. ***Note: Renovation information and updates can be found at [www.slcgov.com/publicservices/gallivan/renovation.html](http://www.slcgov.com/publicservices/gallivan/renovation.html).***

- **Street and Public Improvement Fee and Administrative Fees Charge to Capital Improvement Projects (CIP) Net Decreases - (\$212,800)** According to the Administration, fees related to the 50/50 program and engineering programs are expected to decrease due to the current economic climate. In addition, the Administration is proposing to eliminate six FTEs in the Engineering Division. Three of the positions proposed for elimination provided engineering services for various CIP projects. Project engineering costs, including personal services costs and materials, were charged to CIP projects. The loss of revenues associated with these reductions is \$178,000.

## **EXPENDITURES**

- **Decrease - (\$5,414,997) Personnel Costs and Staffing Changes (66.13 FTEs affected)**  
– There are many changes to the personal services costs for the Public Services Department. The chart presented below is a summary of the staffing changes and changes to employee costs that affect the Public Services Department – General Fund.

<b>Position</b>	<b>FTE</b>	<b>Amount</b>	<b>Additional Information</b>
FY 2010 to FY 2011 – Base Adjustment		(35,920)	The change is due to the various payroll changes, including reclassifications, merit increases, employee turnover, etc that occurred over the course of FY 2009.
Eliminate FY 2010 Citywide Salary Suspension		296,943	In FY 2010, the Administration proposed a 1.5% salary suspension program to address the FY 2010 budget shortfall. Employees were given one personal holiday per quarter in exchange for the salary suspension. According to the Administration, this suspension was eliminated based on comments received. In addition, merit was restored for eligible employees.
Pension Changes		208,949	Currently the City is paying 13.65% for contributory and 11.66% for non-contributory of base salary for pensions plans of non-public safety employees. The percentage rates are increasing to 15.36% for contributory and 13.37% for non-contributory plans.
Insurance Rate Changes		54,820	Co-payments and maximum out-of-pocket adjustments were made to the City's health insurance plan for employees. After these adjustments, the insurance rate increase was 9%. The Administration is proposing that employees pay 15% of the premium, 5% more than in FY 2010. The City's share of the insurance rate increase is \$661,325, which will be spread across City departments. Vacant positions insurance costs are budgeted at family rates.
Reduction – Seasonal Staff		(272,800)	<p>The Administration is proposing that this FY 2010 mid-year budget reduction be continued. The following was presented in the mid-year budget amendment staff report, and is included again for your information. The FY 2011 proposed budget eliminates additional seasonal staff. Details are included below.</p> <p>Seasonal Staff Reductions:</p> <ul style="list-style-type: none"> <li>• <b>Compliance Crossing Guards (7%)</b> – No service reduction - This reduction also includes some parking enforcement.</li> <li>• <b>Central Business (CBD) District and Sugarhouse Business District (SBD) (26%)</b> – Service reductions include: 1) eliminate summer watering of planters on Main Street (no plants); 2) decrease weeding and maintenance of TRAX islands on Main Street and 4th South; 3) cut back lawn care and mowing; 4) reduce pickup frequency of recycling and garbage containers; and 5) delay maintenance needs, including sprinkler systems, electrical, and landscaping, on 3rd South and 4th West.</li> <li>• <b>Parks Maintenance (4%)</b> – Service reduction – The mowing and trimming schedule will move from every 7 days to every 9 days. <b>Note: The proposed FY 2011 budget extends the lawn cutting to 14 days.</b></li> <li>• <b>Community Events (8%)</b> – No service reduction.</li> <li>• <b>Streets Maintenance (9%)</b> – Service reductions include</li> </ul>

Position	FTE	Amount	Additional Information
			decrease in road surface treatments – slurry, chip seal, and repairing pot holes.
<b><u>Parks Division</u></b> - Reduction – Seasonal Staff – Parks Maintenance <ul style="list-style-type: none"> <li>• An additional \$66,700 in Seasonal Staff budget reduction is included above in “Reduction – Seasonal Staff”</li> <li>• Additional Savings – non-personal services costs - \$41,384.</li> </ul>		(100,200)	<p>In addition to the mid-year reduction of seasonal staff listed above, the Administration is proposing an additional cut. Both cuts will affect services provided to the City. The seasonal employee budget for Parks Maintenance was reduced an additional 12%. This reduction will extend trimming and mowing schedule by a week – the information provided by the Administration indicates that lawn cutting will be every two weeks. Other changes citizens may experience include: 1) distressed and/or discolored parks, islands, median strips from the reduced watering schedule, 2) overgrown vegetation, including weeds, trees, and shrubs, and 3) limited support to special and community events, including limited garbage pickup and restroom cleaning. (Note – the non-personal services portion of this recommendation is \$41,384.)</p>
<b><u>Administration</u></b> - Elimination - Office Facilitator I/Technical Planner (Vacant)	(1.00)	(79,736)	<p>The Administration is proposing that this position be eliminated. According to information provided by the Department, the functions of this position included strategic planning for the Department and its divisions, program performance, operations and budget planning, special projects and customer service. According to the Department, this position was intended to handle many issues not being addressed due to loss of support staff during the recent budget reductions.</p>
<b><u>Parks Division</u></b> - Elimination – Parks Maintenance Position	(1.00)	(63,900)	<p>The reduction of this position will increase the response time to get various repairs in the City’s parks completed. This position handled fencing, carpentry and concrete repairs and maintenance needs for the parks.</p> <p>► <i>Given that City parks are heavily used, the Council may wish to ask the Administration if the short term cost savings will actually result in higher costs in the long run.</i></p>
<b><u>Parks Division</u></b> - Elimination –Senior Groundskeeper Positions	(2.00)	(104,537)	<p>According to information prepared by the Administration, Groundskeepers clean restrooms, remove weeds, apply herbicides, trim vegetation, pickup litter, and put out garbage cans in the City’s parks.</p> <p>► <i>Does the Council wish to ask the Administration about the possibility of organizing community volunteers to help with City needs?</i></p>
<b><u>Parks Division</u></b> - Elimination – Jordan and Liberty Greenhouses – Florist II positions <ul style="list-style-type: none"> <li>• Additional Savings – non-personal services costs - \$40,359</li> </ul>	(2.00)	(89,584)	<p>The Administration is recommending that the Jordan and Liberty Park greenhouses be closed after nearly 60 and 100 years of operation, respectively. In addition, 2 florist positions will be reduced. These greenhouses produced annual flowers for planting throughout the City, including the International Peace Gardens and the City’s parks. According to the paperwork, existing gardens will be maintained on a limited schedule. Additionally, the City has reduced the number of plantings over the years. (Note – the non-personal services portion of this recommendation is \$40,359.)</p> <p>► <i>The Administration has experience working with other organizations to provide this service. The Council may wish to explore the possibilities and challenges of allowing, coordinating, and/or renting the greenhouses to other community organizations to utilize the facilities and provide this service for the City.</i></p> <p>► <i>The Council may wish to understand impact of this change on the International Peace Gardens.</i></p>
<b><u>Streets and Sanitation Division</u></b> - Reduction – Seasonal Staff – Streets - Traffic Signals <ul style="list-style-type: none"> <li>• Additional Savings – non-personal services costs - \$12,500</li> </ul>		(28,683)	<p>The Administration is recommending the elimination of seasonal employees who conduct routine maintenance of traffic signals. (Note – the non-personal services portion of this recommendation is \$12,500.)</p>
<b><u>Streets and Sanitation Division</u></b> - Elimination – Response Team	(3.00)	(233,840)	<p>The Administration has proposed the elimination of all positions (3.0 FTE) of the Response Team. The Response Team provides after-hours/weekend/holiday phone and response to address non-emergency citizen calls, concerns, and complaints for the past ten</p>

Position	FTE	Amount	Additional Information
			<p>years. A list of services provided was submitted to Council Comments by the Response Team. Examples of services provided include: street sweeping for special events, closing parks at night, assessing level of snow removal need and calling out the Snowfighters, removing of trees from roadways and driveways during the night, keeping bike lanes cleared of glass and debris, placing and removing barricades, and performing emergency boarding and securing of vacant and burglarized properties.</p> <p>► <i>The Council may wish to ask about the Administration how these responsibilities and types of calls will be addressed and how City Departments and the Public will know how to have such issues addressed?</i></p> <p>► <i>The Administration has indicated that calls will now be handled by Streets Division Supervisors. Call needs will be determined, and addressed accordingly. The Administration indicated that critical and emergency needs will continue to be addressed. After hours and weekend calls that are determined to be non-emergency situations will be handled during normal business hours. The Council may wish ask about the potential that more expensive resources will need to be deployed to address these issues?</i></p>
<b>Youth City</b> - Elimination – Program Coordinator – (Vacant)	(0.50)	(28,604)	The Administration is proposing to eliminate this position which has been vacant for some time. The funds had been used for operating expenses. The Youth City operating budget is proposed to increase by \$13,000. This adjustment is more reflective of the Youth City operations.
<b>Youth City</b> – Elimination – Artways <ul style="list-style-type: none"> <li>• Art Education Director (Vacant)</li> <li>• Youth and Family Coordinator</li> <li>• Office Facilitator</li> </ul> <ul style="list-style-type: none"> <li>• Additional Savings – part time and non-personal services costs - \$164,850</li> </ul>	(3.00)	(198,936)	The Administration is proposing that the Artways program be eliminated. In addition to the elimination of the three positions for \$198,936, funding for 40 part-time teachers will also be eliminated. According to information provided by the Administration, each year since 1997, 3,000 to 4,000 City and non-City residents attended accessible arts education opportunities provided by Artways. To minimize the impact of this reduction, the Administration has proposed that \$75,000 be set aside in next fiscal year's budget to provide some grant funding for other organizations within the City to mitigate the loss of the Artways program. (Note – the non-personal services portion of this recommendation is \$164,850.)
<b>Facility Management Division</b> - Elimination – Senior Irrigation – Downtown Facilities Maintenance (Vacant)	(1.00)	(66,000)	<p>The Senior Irrigation position the Administration is proposing to eliminate is responsible to maintain and repair a portion of the downtown sprinkler lines, controllers, 65 back-flow preventers, and sprinkler spray heads that serve planters, trees, and lawn areas. Winter duties include snow removal.</p> <p>► Does the Council wish to discuss and clarify with the Administration the service level provided, at no cost, to Business and Other Districts. The Administration indicated that the aged, galvanized waterlines in the Downtown Area need repair work more frequently. <b>Note: Attachment B is a chart that shows the costs and services provided to the Business Districts in the Downtown and Sugarhouse areas.</b></p>
<b>Parks and Public Lands Division</b> – Now includes Forestry Division - Elimination – Senior Customer Service Specialist (Layoff)	(0.63)	(27,744)	The Administration is proposing to eliminate the position. The duties of this position include: processing customer calls, facilitate work orders, assignments, and dispatch crews in emergency situations, provide Administrative support, and provide customer service for the Forestry Division.
<b>Engineering</b> – Transfer division to Community and Economic Development	(46.00)	(4,163,840)	<p>The Administration is proposing to transfer the Engineering Division to the Community and Economic Development Department. They indicate that this transfer will assist with the coordination of the planning review and response, and increase efficiencies by consolidating all engineering planning functions under one department. At this time, the Administration indicates engineering personnel will still be housed in the engineering office.</p> <p>• <b>Engineering</b> – Senior Engineering</p>
			Six positions had been proposed for elimination. A description of

Position	FTE	Amount	Additional Information
Project Manager – (Layoff)	(1.00)	(122,061)	each of the positions proposed to be reduced was provided in the Community and Economic Development annual budget briefing staff report – dated May 11, 2010. (The detailed information can be found at the end of this staff report – Attachment A.) Three of the positions – Sr. Engineering Manager, Engineer IV, and Professional Surveyor – will also result in a loss of revenues of \$178,000 for the General Fund. The General Fund lost revenue is from Division CIP project engineering fees being allocated or charged to CIP projects.
• <b>Engineering</b> – Engineer IV - (Layoff)	(1.00)	(96,084)	
• <b>Engineering</b> – Engineering Tech IV – (Vacant)	(1.00)	(61,208)	
• <b>Engineering</b> – Engineering Records Tech – (Layoff)	(1.00)	(55,412)	
• <b>Engineering</b> – GIS Programmer – (Vacant)	(1.00)	(72,132)	
• <b>Engineering</b> - Professional Surveyor – (Vacant)	(1.00)	(74,488)	
<b>Proposed Total Staffing and Employee Costs FY 2011 - Public Services – General Fund</b>	<b>(66.13)</b>	<b>\$5,414,997</b>	

- **Non-Personnel Changes to Expenditures by Division** – The following section reflects non-personnel expenditure changes to the budget. The expenditures in this section are organized by Divisions within the Public Services – General Fund.

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**a. Administration** – Staffing changes included in above chart.

- **Mid-Year Reduction Continuation - Decrease – (\$46,000) – Fuel Savings** Fuel budgets within the Department have been reduced by 10%. Per information provided by the Administration, these savings are a result of the following: conservation efforts, lighter snow year, reduction of vehicles used, purchase of equipment that uses less fuel, development of more efficient travel routes, and carpooling.

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**b. Engineering Division – Transfer to Community and Economic Development - (CED) and Continue Mid-year Reduction (MYR) for Private Materials Testing (\$20,000)** - Engineering has an operating budget of \$287,446 and personnel costs (including salary and benefits) of \$3,876,394. A total budget of \$4,163,840 will be transferred to CED. The Engineering division includes 46 FTEs (full time equivalent positions), a reduction from 52 FTEs, assuming the Council adopts the proposed layoffs and elimination of vacant positions.

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**c. Facility Management Division** In addition to taking care of the City's properties, the Facilities Division provides services to the Central Business

District (CBD) and Sugarhouse Business District (SBD). Services provided include landscaping; planter boxes; sprinkler system repair and maintenance; street sweeping; snow removal; sidewalk cleaning, repair and maintenance; and electrical services. Questions arise frequently about the nature of and costs for the services provided to these districts. The fiscal year 2010 budgeted costs are slightly under \$1.1 million for both the Central and Sugarhouse Business Districts. **Note: Detailed information about the services is provided as Attachment B of this report.**

- **Mid-Year Reduction Continuation - Decrease - (\$30,000) - Library Parking Facility Maintenance** - The frequency of power washing, sweeping, and maintenance to the Library Square Parking facility will be reduced.
- **Decrease - (\$153,000) - Library Parking Facility - (See Item 4 of Revenues Section)** During the 2009-10 budget process, the City assumed the operations and management of the Library parking garage effective July 1, 2009. At that time, the City had not determined whether to manage the parking garage or have a contractor manage it. The City made the decision to outsource the Library Parking operation. Revenues collected in excess of contractor expenses are paid to the City by the contractor. As mentioned in item 4 of the Revenues Section, both the revenue and expenditures budgets established last year for the Library Parking Facility have been eliminated. These budget adjustments reflect how the accounting will be handled now that an outside provider has been selected.
- **Decrease - (\$24,300) - Sorenson Center Facility Support -** Management of the Sorenson Center has been transferred to Salt Lake County. This proposed reduction reduces Salt Lake City's budget to support this facility.
- **Decrease - (\$15,000) - Reduction in Unemployment and Worker's Compensation** The Administration is proposing that \$15,000 in the expenditure budget for unemployment and worker's compensation charges be reduced.
- **Decrease - Fertilizer/Lawn Care (\$1,600) and GPS on Facilities Vehicles (\$7,760)** Fertilizer application at the City's fire stations has been proposed for reduction. In addition, trip and fuels savings are expected when GPS is installed on the Facility Division's vehicles.
- **Transfer - Increase - Transportation Traffic Control Center Maintenance \$8,500 and Ground Transportation Costs \$103,928 —** The Administration is proposing that the facility and maintenance budgets for the Transportation Traffic Control Center and Ground Transportation be transferred to the Facilities Division.
- **Spring Mobile BallPark (Formerly Franklin Covey Field) -** Salt Lake City entered into a naming rights agreement with Spring Mobile. Information regarding the agreement:

- The City (60%) and Salt Lake Bees (40%) will split the naming rights payments.
- The 15-year agreement is for \$2.1 million. (Franklin was a 10-year term for \$1.4 million.) For most years, there is a 3% annual adjustment. The agreement allows Spring Mobile to not renew the agreement after the first five years – written notice must be provided 18 months in advance.
- The City will receive \$27,000 for FY 2009 and \$109,500 for FY 2010. Payments begin in April of 2009. The annual revenue average is approximately \$140,000, which is similar to the Franklin Covey agreement.
- These funds have been set aside for the Spring Mobile Ballpark maintenance needs.

► *In 2011, the Triple-A All-Star game is scheduled to be played at Spring Mobile Ballpark. The City is currently in negotiations with the lessee to have the field's original sod and dirt be replaced in time for this event. The lease is unclear as to who is responsible for this replacement, but team management indicates that the cost of \$200,000 to \$250,000 would be a difficult burden to carry alone. A final decision has not been made, but will need to be made soon in order to get the sod ordered. Does the Council wish to ask the Administration about the issue?*

► *In addition to the above need, Public Services Administration indicates that several large facility projects, including HVAC upgrades, water proofing, and building steel repainting will need to be completed in the coming years. These projects have an estimated cost of \$2.3 million*

► *The Administration studied and prepared its findings on the Facilities charge on Spring Mobile ticket sales. Interim Study information, including this topic, can be found near the end of this report.*

► *The Council may wish to discuss the City's current and long term repairs and maintenance needs with the Administration. Information provided by the Administration indicates that over the past 6 years \$11 million of needs for existing City assets have been submitted through the CIP process. Approximately \$1.8 million was funded.*

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#### **d. Parks and Public Lands (PPL) Division**

**Forestry Program** – This division is now included in the Parks and Public Lands Division.

- **Mid-Year Reduction Continuation - Decrease – (\$26,000) – Forestry Contractor Crew Size** - The number of aerial tree trimming trucks and crews decreased from 5 to 4 during the mid-year budget reduction. The result of this cut is 1,600 fewer trees will be trimmed annually. This affects pruning and maintenance schedules which, according to the Administration, can affect a tree's overall health.



- **Decrease – (\$353,047) – Tree Trimming** – In addition to the above reduction of \$26,000, the Administration is proposing that current tree trimming contract with an outside provided by cut from \$1.1 million to approximately \$746,000. The current trimming cycle is seven years. This budget reduction will extend the current tree trimming cycle.
- **Increase – \$79,373 - Tree Stump Removal** – During FY 2009, non-safety related stump removal services were eliminated from the budget. The Administration and Council expected citizens to remove stumps from their property. Per the Administration, this has not happened. As a result, over 600 stumps remain from previous tree removals, presenting a safety issue for the public and in some cases, not allowing for new trees to be planted. It is estimated that 500 to 700 stumps are or could be removed yearly. This budget would fund a two-person crew for six months.
  - ▶ *Given that the Administration indicates that between 500 to 700 stumps could be removed yearly, the Council may wish to ask about the 6 month funding and whether this task will be performed by seasonal staff? Also, will a full year's funding be expected next year?*
  - ▶ *Does the Council wish to ask the Administration about the possibility of the Public Services Department providing this service for a fee or charging a fee through the City for a private contractor?*

**Parks Maintenance Program** – This division was formerly the Parks Maintenance Division.

- **Mid-Year Reduction Continuation – Decrease – (\$45,800) – Parks Materials for Jordan River Parkway** The Administration indicates that operational efficiencies have allowed this to be absorbed by existing budgets.
- **Decrease – (\$3,300) - Tennis Pro Shop Utility Expense**
- **Decrease – (\$40,359) Park Maintenance Support and (\$187,122) - Watering** (Seasonal personal service costs are included in the above Personnel Costs and Staffing Changes Chart.) The seasonal employee budget was reduced by 12%. With mid-year and fiscal year 2011 reductions, the trimming and mowing schedule will be extended by a week – the information provided by the Administration indicates that lawn will be cut every two weeks. Other changes citizens may experience include: 1) distressed and/or discolored parks, islands, median strips from the reduced watering schedule, 2) overgrown vegetation, including weeds, trees, and shrubs, and 3) limited support to special and community events, including reduced garbage pickup and restroom cleaning.
- **Decrease – (\$8,300) – Reduce Recreation (Baseball and Athletic, including Soccer, Little League Football, and Lacrosse) Field**

**Maintenance** The Administration is proposing to make changes in how its recreation fields are maintained. The changes are as follows:

Baseball Fields – Watering and mowing of fields will be on a reduced schedule. Fields will be prepared for use in the spring, but it will be up to the teams to prepare the field for game day, including dragging the infield and lining the field. The City will maintain the general areas by collecting and emptying trash, cleaning restrooms, and keeping the site clean. The City will no longer mechanically rake and smooth infields twice a week.

Athletic Fields – Watering and mowing of fields will be on a reduced schedule. The City will maintain the general areas by collecting and hauling garbage, replacing sod on the field, and providing goals and mark the end points of the playing field. Teams will be responsible for lining the field and setting up the goals (provided by City) and/or nets (provided by teams).

The City charges fees for the use of the fields. These fees will continue to be reduced 50% when teams agree to provide “sweat equity” by preparing the fields for use on game days.

- **Decrease – (\$12,913) – Bowery Cleaning** – Park pavilions will be cleaned every other day. Currently, they are cleaned prior to each reservation, which usually occurred daily. Information provided to paid user or renter of the bowery will include use and cleaning expectations. The Administration has not proposed changes to the reservation fees. The Administration also indicated that security deposits are not required, and if they were required it could be a challenge to administer. They noted that reservation refunds have been issued when a bowery or pavilion was not in the condition expected of the renter.

► *The City does not have a tool to penalize users who do not abide by the cleanup requirements. The Administration has noted that reservation refunds have been issued when a bowery or pavilion was not in the condition expected of the renter. This new approach could result in an increase in refunds, and thus a revenue decrease in rentals.*

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**e. Gallivan and Events Division**

- **Mid-Year Reduction Continuation - Decrease – (\$32,500) Special Event Permit Efficiencies** Special event administration and permit processes have been streamlined resulting in savings to the division.
  - **Decrease - (\$32,515) - Gallivan Center Renovation**
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**f. Streets Division**

- **Mid-Year Reduction Continuation - Decrease - (\$20,000) Traffic Signal Electrical Power and Supplies** – Per the Administration, this decrease in electrical use is because of energy efficient traffic signals.
  - **Decrease - (\$40,000) – One-time – Deployment of Speed Boards** – This proposed reduction would eliminate the deployment of speed board by the Public Services Department. The purpose of placing the speed boards around the City was to raise driver awareness of their speed and allow them to adjust their driving habits. Although the speed boards have the capability to collect and analyze data, these functions were not implemented, due to lack of funding, after the program was transferred from the Police Department during the FY 2010 budget discussions. The Department received one-time funding of \$40,000 for seasonal staff to place speed boards around the City
  - **Increase - \$11,300 Bike Lane Maintenance** The Administration proposes the budget for bike lane maintenance be increased. This increase will help maintain the 34 miles of bike lanes added in 2009.
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**g. Youth and Family Programs Division**

- **Mid-Year Reduction Continuation - Increase - \$13,000 Youth City Operating Costs** – According to the Administration, the increase in the expense budgets for the four (4) Youth City (Y/C) locations more accurately reflects the spending at each location. In the past, other department savings covered any shortfalls in these Y/C budgets.
  - **Increase - \$75,000 – Community Youth Arts Education Grants** – The Administration is recommending elimination of the YouthCity Artways program. The Administration also recommends that \$75,000 of the savings be appropriated for a grant program that supports non-City sponsored youth arts programs that serve the purposes and needs which had been met by the Artways programs. ►**NOTE: A study of this service, including alternative funding options and structure will be conducted. This analysis will be presented to the Council when it is completed.**
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**h. Compliance Division**

- **Decrease - (\$25,000) – Reduction in Unemployment and Worker's Compensation** The Administration is proposing that \$25,000 in the expenditure budget for unemployment and worker's compensation charges be reduced.
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- i. Sustainability Environmental and Energy Division** – This division was transferred from Administrative Services and will be a stand-alone division within Public Services. It will continue to be funded by the Refuse Enterprise Fund. This fund’s annual budget was briefed to the City Council on May 4, 2010. The Refuse Fund is within the Department of Public Services.

- **Increase - \$110,000 – Reimbursement Glass Recycling** – The Public Services Department will be reimbursed by the Refuse Fund for expenses associated with glass recycling.

## INTERIM STUDY ITEMS

1. **Facilities charge on Spring Mobile Ticket sales.** Utah Code Section 10-1- 203(5)(a)(i)(B) permits a municipality to levy a license fee or tax to raise revenue "on a public assembly or other related facility in an amount that is no less than or equal to \$5 per ticket purchased from the public assembly or other related facility". A "public assembly or other related facility" is defined in Section 10-1-203(5)(b)(iii) as one that is: (1) wholly or partially funded by public moneys; (2) operated by a business; and (3) requires a person to buy a ticket to attend an event. If the City were to adopt a tax under this section, the tax would have to apply to all facilities falling under the definition. The City could not single out one such facility to be taxed and not tax any of the other facilities covered by the definition. Whether a particular facility is covered by the definition depends on the precise facts. Each of the three elements of the definition would have to be met. For example, the facility must be operated by a “business.” If the facility is operated by a not for profit entity, it is not covered by the definition. Facilities such as Spring Mobile Ballpark and the Energy Solutions Arena would potentially be covered depending on the facts. Adoption of such a tax by the City could have an impact on contracts that the City might have with such an entity if covered by the tax. Further analysis of any such contracts would be necessary.
3. **Refuse/Recycling/Green Waste & Environmental Initiatives Strategy.** The Sustainability Division briefed the Council’s Environmental Subcommittee on the Plan and possible ideas for the Division. There were no written comments from the Council on the Plan, except the request that the word “Business” be dropped; the Division is not a business, and should not be perceived as one. The Sustainability Division moved ahead creating the financial portion of the Plan, and it is being presented to the Council as this year’s Refuse Fund budget. The budget request summarizes policy changes and recommends enhancements to the City’s Refuse collection program.
5. **Special Events –“grant” program criteria and administration.** Cost Recovery Offset - \$150,000 As originally proposed, the City has begun to subsidize 75%, up to \$2,500, of a special events’ cost recovery fees. Event organizers receive this subsidy automatically and are informed of it through the Special Event permit. They are encouraged to meet with City staff and work to reduce the impact on City services. This program addresses many of the initial concerns raised by event and festival organizers. Specifically, the program 1) supports smaller events that may not have the resources to generate additional revenue; 2) is equitable, transparent, and content neutral; and 3) it allows for larger organizers to predict the City’s contribution so they may plan and budget accordingly. Events started receiving this subsidy back in August and continue to receive them now, especially as we are just entering the “event season.” The amount subsidized at this point has been minimal as most events from last August until now either fell under the “grace period” of cost recovery (if they submitted their event application before May 1, 2009) or have been smaller events (the largest portion of our larger events are late spring to early fall).

### Signature Events Fund - \$75,000

As proposed earlier, a letter was sent to local event organizers inviting them to send in sponsorship proposals to the City requesting sponsorship amounts of between \$10,000 and \$25,000. They were informed that considerations for sponsorship would be made based on the following criteria: 1) public and community benefit; 2) economic impact; 3) cultural and civic contribution; 4) relationship to Salt Lake City's mission and goals; 5) financial position and need. A March 1<sup>st</sup> deadline was given for submissions and we received 22 sponsorship proposals (plus one more that came over a week late). A small group consisting of David Everitt, Bianca Shreeve, Bob Farrington and Tyler Curtis read and considered each proposal and created recommendations for Mayor Becker's consideration. After Mayor Becker's review of the proposals, and a brief review of the designated amounts by Council members, we asked the event organizers to resubmit proposals based on the new dollar amounts allocated to them. Instead of the proposed amounts, it was decided to offer a few \$15,000 sponsorships and then a number of smaller, \$1,500 to \$2,500 sponsorships. All events have sent their new proposals and the Administration is currently working with each event to coordinate the agreed upon sponsorship elements and get checks cut. The allocation of the \$75,000 is as follows:

#### **\$15,000 sponsorships:**

Salt Lake International Jazz Festival  
Downtown Alliance's Farmers Market  
Utah Pride Festival  
Utah Arts Festival

#### **\$2,500 sponsorships:**

Unified Bouldering Championships  
People's Market  
Days of '47 Youth Festival  
Native American Celebration

#### **\$2,000 sponsorships:**

Brazilian Festival

#### **\$1,500 sponsorships:**

Living Traditions (SLC Arts Council)  
Earth Fest (Gallivan Center)

## LEGISLATIVE INTENT STATEMENTS

### **Fiscal Year 2009-10**

#### **2010-2: Bike Lanes**

It is the intent of the Council that when the Administration evaluates streets for rehabilitation projects, preference would be given to streets with bike lanes.

#### **Administration Response**

The City addresses street rehabilitation using the 'zone concept', rotating attention annually between seven zones, and treating the streets with the most need within the particular zone. Of those streets most in need, streets with bike lanes are given priority.

#### **2009-6: Youth Programs**

It is the intent of the City Council to encourage the Administration to maintain the high quality of current Youth Programs, and to continue the types of programming currently available.

### **Administration Response**

YouthCity continues to provide quality out of school time programming at four community-based and two school sites. The Mayor's Education Partnership Coordinator is in the process of conducting an assessment to determine if there are more cost-effective methods to provide the same level and types of programming.

The Mayor is proposing to eliminate the Youth City Artways program in FY2011. This would not, however, mean that after-school and summer programs are cut, but that other arrangements would need to be made by the instructors to fill the time previously used by Artways.

### **2009-7: Youth Program Pricing & Fee Schedule\***

It is the intent of the City Council that the Administration continue in their efforts to develop a fee schedule for the City's Youth Programs. Non-city resident fees should be reflective of full operating costs. City resident fees should consider full operating costs, and also allow for an opportunity to apply for fee reductions based a "defined" financial need.

### **Administration Response**

A fee scale that reflects full fees for families living outside City boundaries and provides fee reductions for families with financial need has been adopted.

### **2009-8: Cemetery Budget**

It is the intent of the City Council that the cemetery master plan and financial report include an evaluation of appropriate fees (taking into account inflation). In addition, the Administration and the City Council should evaluate and discuss on-going cemetery needs and how to fund them.

### **Administration Response**

Phase I of the Cemetery Master Plan is complete and gives recommendations for decisions at the cemetery. The Public Services Department has submitted a funding application for Phase II of the study in the FY10-11 CIP.

### **2008-11: Open Space Maintenance**

It is the intent of the Council that the Administration hire (through attrition) a parks maintenance employee or supervisor that has expertise in the maintenance and care of natural open space and vegetative areas, and identify any opportunity to coordinate with Public Utilities.

### **Administration Response**

Currently the Parks Division, the Open Space Program, Property Management and the Public Utilities Department are collaboratively working to address current open space management/maintenance issue in the interim of developing a plan for how City natural lands will be stewarded. The Public Utilities Department has a plan in place and the Open Space Program is currently working on an Open Space Strategy Plan for acquisition and will collaborate in the future with the Planning Department and Planning Commission to update the Open Space Master Plan and related City Policy. Additionally in the future the Open Space Program will develop individual site plans for open space areas to address long-term priorities for management, maintenance and monitoring.

### **2008-19: Irrigation Systems**

It is the intent of the City Council that the Administration inventory city-owned irrigation systems with the purpose of identifying priorities for funding upgrades to conserve water and reduce ongoing costs, and present funding options to the City Council for consideration.

#### **Administration Response**

The Public Services Department has inventoried irrigation systems based on age and has identified a priority list. One park received funding for an upgraded computerized system in FY09-10 and the Department has submitted applications for three additional replacement projects for the 10-11 fiscal year. Furthermore, this initiative has been included as a potential component of an energy-performance audit (ESCO) that may be funded in a future phase of ESCO funding.

### **2008-20: Deployment of Speed Boards\***

It is the intent of the City Council that the Administration explore options for deployment of speed boards without taking police officers away from police patrol or regular business. It is the Council's preference that deployment not involve overtime.

#### **Administration Response**

Speed boards are now deployed by the Streets Division of the Public Services Department and activity is monitored by the Transportation Division of the Department of Community and Economic Development. All seven trailers were in operation from 9/3/09 to 12/11/09 when the program paused due to snow accumulation on the roadways making it difficult to safely place the trailers. The program resumed on 1/26/2010. The Transportation Division has become the key point for gathering information on speed trailer sites. Police and other city departments forward potential site information to Transportation which then develops a weekly list of 7 locations for deployment for the coming week, typically one trailer in each City Council district. Trailers are deployed on Monday morning and turned in the opposite direction in the same location on Wednesday morning. Trailers are picked up on Friday and the process begins again on the next Monday. The Streets Division program was originally funded \$40,000 (one-time funds), which was reduced to \$20,000 during a mid-year budget cut. In addition, there is no funding to replace any of the trailers which are now ten years old. Public Services received 5 speed computers and training in the use of them with the trailers from the Police Department, but with previous budget reduction it is not possible to carry out this type of work. Public Services has not had any requests from the Police Department to deploy the speed computers since the program started so this may not be a priority. Weekly information on the location of the trailers is available on the city network on the SLCiComm Drive "L Drive" under the DFS folder. The FY10-11 Mayor's Recommended Budget proposes to discontinue funding for speed board deployment on July 1, 2010.

## Attachment A

### Engineering Division – Staff Reductions (Information include in Community and Economic Development Annual Budget briefing staff report dated May 11, 2010.)

1.0 FTE	\$122,061	Eliminate Sr. Engineering Project Mgr. position (layoff). Loss of revenue from engineering fees billed to CIP associated w/this reduction is (\$84,000). <b>Net savings is \$38,061.</b> This position is the project manager for design, inspection construction contracts for ADA sidewalk ramps and other sidewalk replace & repairs. Other personnel will have to assume additional responsibilities.
1.0 FTE	96,084	Eliminate Engineer IV position in Engineering (layoff). Loss of revenue associated w/this position is (\$76,000). <b>Net savings is \$20,084.</b> This position designs and manages sidewalk projects. Elimination of position will impact the City's ability to complete unplanned high-priority projects. Other personnel will have to assume additional responsibilities.
1.0 FTE	61,208	Eliminate Engineering Tech IV in Engineering (vacant). Responsibilities include permit inspector on permitted work in the public way. Eliminating this position will require 3 inspectors to absorb the workload.
1.0 FTE	55,412	Eliminate Engineering Records Tech position in Engineering (layoff). Responsibilities include responding to records requests for engineering documents and information.
1.0 FTE	72,132	Eliminate GIS programmer/analyst position in Engineering (vacant). Responsibilities include participating in the development of paperless work flow, working with internal and external engineering customers.
1.0 FTE	74,488	Eliminate Professional Surveyor position in Engineering (vacant). Loss of engineering fees associated with this position is (\$18,000) for a <b>net savings of \$56,488.</b> This change will limit the number of survey activities that can be conducted by the entire survey group; Engineering will not be able to maintain 2 survey crews when one surveyor is using vacation or sick leave.
<b>6.0 FTEs</b>		<b>Total projected <u>net</u> savings of \$303,385</b>



**Attachment B**

<b>Central Business Districts (CBD)</b>			
<b>Budget and Services Provided</b>			
	<b>Central Business District</b>	<b>Sugarhouse Business District</b>	<b>Additional Information</b>
<b>District Area</b>	South Temple to 450 South and 200 East to 400 West	1940 South to 2300 South on 1100 East and 900 East to 1300 East on 2100 South	Over 5,500 work orders were generated from this areas
<b>Area</b>	1.66 million square feet of sidewalk	904,000 square feet of sidewalk	
<b>Budget - FY 2010</b>	\$ 1,094,718	\$ 142,252	Personal services costs are included.
<b>Amount Reimbursed to City</b>	\$0.00	\$0.00	
<b>Landscaping</b>	Flowers/shrubs are planted in tree and landscape boxes, planter boxes, and hanging flower pots	Flowers/shrubs are planted in tree and landscape boxes, planter boxes, and hanging flower pots	Most of the hand watered planters were eliminated during the mid-year budget adjustments.
<b>Street Sweeping</b>	The Streets Division performs 22 rounds of street sweeping for this area. Residential areas receive one-third of this service.	The Streets Division performs 22 rounds of street sweeping for this area. Residential areas receive one-third of this service.	
<b>Holiday Lighting</b>	Provided by Downtown Alliance	Provided by Merchant Association	
<b>Promotional Flags</b>	Retail and Merchant Associations	Retail and Merchant Associations	
<b>Sidewalk Cleaning</b>	Trash removal and vacuuming 7 days per week. Power washing is done as needed.	Trash removal and vacuuming 7 days per week. Power washing is done as needed.	
<b>Sidewalk Maintenance</b>	Concrete and pavers are maintained and repaired when damaged or deteriorated.	Concrete and pavers are maintained and repaired when damaged or deteriorated.	
<b>Electrical Repair and Maintenance</b>	Electrical outlets, lights, electrical circuits/conduit, breakers and panels are repaired and maintained.	Electrical outlets, lights, electrical circuits/conduit, breakers and panels are repaired and maintained.	
<b>Planter Box Repair and Maintenance</b>	Boxes are kept in good condition and repaired as needed.	Boxes are kept in good condition and repaired as needed.	
<b>Landscaping and Sprinkler Repair and Maintenance</b>	Grass is cut, weeds are pulled, trees are trimmed, pruned, and replaced as needed. In addition, 65 various sprinkler systems need to be kept in working condition.	Grass is cut, weeds are pulled, trees are trimmed, pruned, and replaced as needed. In addition, 65 various sprinkler systems need to be kept in working condition.	
<b>Snow Removal</b>	Corners, crosswalks, bus shelters, and parking areas on the street. Although not required, a path is cleared going from one corner to another.	Corners, crosswalks, bus shelters, and parking areas on the street. Although not required, a path is cleared going from one corner to another.	

## SALT LAKE CITY COUNCIL STAFF REPORT

### BUDGET ANALYSIS – FISCAL YEAR 2010-11

**DATE:** May 25, 2010

**SUBJECT:** **FLEET MANAGEMENT FUND**

**STAFF REPORT BY:** Karen Halladay, Budget and Public Policy Analyst

**CC:** Rick Graham, Kevin Bergstrom, Greg Davis, Bryce Lindeman, Gina Chamness, David Everitt, Cindy Gust-Jenson, Jennifer Bruno, Sylvia Richards, Lehua Weaver

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## KEY ISSUES

- For the past six months, the Fleet Management Division has been in a period of transition. The Division, under interim management, has been undergoing a Fleet Usage Study and the Public Services Maintenance Facility, sometimes referred to as the Fleet Facility, is in the final phases of construction. The FY 2011 annual revenue and expense budgets for the Fleet Division have not changed significantly from FY 2010. However, this budget may be amended during FY 2011 as the Fleet Usage Study findings and recommendations are finalized by the consultant and Administration.
- Fuel budgets reflect an increase in fuel prices over the prior year, but also reflect that 20,000 fewer gallons are planned to be purchased.
- The General Fund transfer for equipment purchases is \$4,000,000. An overall decrease of \$370,381 from the prior year.

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The City's Fleet Management Internal Service Fund provides vehicles, fuel, and vehicle maintenance and repair services for all City departments. The only exception is the Department of Airport, which owns and provides for its own fleet services. General Fund departments and enterprise funds reimburse the Fleet Management Fund for these services to a significant extent, but Fleet has not implemented a full cost recovery system yet. Vehicle purchases for General Fund departments are funded by a transfer from the Non-departmental budget. The operating budget for the Fleet Management Fund is proposed to be \$18,012,378, an increase of \$410,926 (2.00%) over FY 2010.

According to data provided by Fleet Management, there are approximately 3,300 total pieces of equipment which consists of approximately 1,500 rolling stock items/vehicles and 1,100 light vehicles, which include cars, pickup trucks, and sedans. The Fleet currently has 81 alternative fuel vehicles.

Fleet Management uses life cycle cost analysis to set replacement parameters within classes of equipment. The 15-point replacement component of FASTER (Fleet Management Software program) applies life cycle parameters to individual units. This vehicle replacement point system is designed to generate an optimum time (maximum use of vehicle at lowest cost) to replace a vehicle based on the following criteria: miles, vehicle condition, maintenance costs, depreciation, original purchase price, and anticipated resale value. For unmarked administrative and police cars this is likely to occur at seven years and for marked police cars this is likely to occur at five years. After the list is generated, items on the replacement list are

reviewed and prioritized based on department needs and the possibility of extending the life of particular vehicles a bit longer.

Fuel prices are in constant fluctuation and difficult to predict. The following information is intended to provide a bit of background on recent and current fuel prices. According to the AAA website, the highest recorded average retail prices for Salt Lake City residents were \$4.22 for regular unleaded gas which occurred in July of 2008 and \$4.81 for diesel which occurred in June of 2008. As of May 20, 2010, Salt Lake City consumers are paying \$3.28/gallon for regular unleaded and \$3.17/gallon for diesel – decreases of \$.94 and \$1.64 respectively from the 2008 peak prices, but increases of \$1.11/gallon for mid-level unleaded and \$.84/gallon for diesel from exactly one year ago.

The City's Fleet Management Fund purchases its fuel at cost and without tax from a state contract provider. As of May 14, 2010, the Fleet fuel prices were \$2.52/gallon for mid-unleaded and \$2.45/gallon for diesel. The Mayor's recommended budget for FY 2011 was prepared using \$2.33/gallon for unleaded and \$2.46/gallon for diesel. (See table below for past price and gallons purchased information used in preparing the budget.) City departments and enterprise funds are billed on a monthly basis using the average monthly fuel cost plus a \$.20/gallon overhead charge. According to the Fleet Management this overhead charge is reviewed annually, and adjusted as necessary to cover Fleet costs; including environmental testing, site maintenance, and distribution to 15 City owned fueling sites. For Fiscal Year 2010-11, Fleet Management has budgeted for the purchase of 1.11 million gallons. According to Fleet Management personnel, 670,000 (690,000 FY 2010) gallons of unleaded and 440,000 (425,000 FY 2010) gallons of diesel fuel are expected to be purchased in Fiscal Year 2011.

<b>Fleet Fuel – Budget Projections – Gallons and Fuel Prices</b>			
	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
Gallons – Projected Usage (Used to prepare budget)	1.12 million	1.13 million	1.11 million
Unleaded - Fleet Purchase Price (Used to prepare budget)	\$3.35	\$1.80	\$2.33
Diesel - Fleet Purchase Price (Used to prepare budget)	\$4.20	\$2.30	\$2.46

**The following is the proposed Fleet Management Fund Budget for 2010-11:**

<b>FLEET MANAGEMENT FUND</b>				
<b>PROPOSED BUDGET</b>				
	<b>Adopted 2009-10</b>	<b>Proposed 2010-11</b>	<b>Difference</b>	<b>Percent Change</b>
<b>Revenue &amp; Other Sources:</b>				
Maintenance Fees	\$ 6,347,011	<b>\$ 6,503,395</b>	\$ 156,384	2%
Fuel Fees	2,487,280	<b>2,874,800</b>	387,520	16%
Sale of Vehicles	550,000	<b>550,000</b>	-	<b>0%</b>
General Fund Transfer (Note - includes increase for prior year reduction of \$865,000 (Fire Apparatus Not Funded in FY 2010))	4,370,381	<b>4,000,000</b>	(370,381)	<b>-8%</b>
Other Revenue - Sundry	18,000	<b>25,000</b>	7,000	39%
Interest Income	5,000	<b>100</b>	(4,900)	<b>-98%</b>
Lease Purchase Proceeds	3,000,000	<b>3,000,000</b>	-	<b>0%</b>
<b>Total Revenue &amp; Other Sources</b>	<b>\$ 16,777,672</b>	<b>\$ 16,953,295</b>	<b>\$ 175,623</b>	<b>1%</b>
<b>Expenses &amp; Other Uses:</b>				
Personal Services	\$ 3,232,942	<b>\$ 3,300,886</b>	\$ 67,944	2%
Fuel, Parts and Supplies	5,373,050	<b>5,783,729</b>	410,679	8%
Charges for Services	755,091	<b>703,864</b>	(51,227)	<b>-7%</b>
Debt and Interest Charges	2,421,727	<b>2,685,863</b>	264,136	11%
Equipment Replacement	2,050,000	<b>1,700,000</b>	(350,000)	<b>-17%</b>
Use of Lease Purchase Proceeds	3,000,000	<b>3,000,000</b>	-	<b>0%</b>
Use of Prior Year Lease Capital	350,000	<b>351,000</b>	1,000	0%
Other Capital Expenditures	80,000	<b>140,000</b>	60,000	75%
Transfer Out - Debt Service Fleet Facility	311,605	<b>311,419</b>	(186)	<b>0%</b>
Transfers Out - IMS	27,037	<b>35,617</b>	8,580	32%
<b>Total Expenses &amp; Other Uses</b>	<b>\$ 17,601,452</b>	<b>\$18,012,378</b>	<b>\$ 410,926</b>	<b>2%</b>
<b>Use of Reserves</b>	<b>\$ (823,780)</b>	<b>\$ (1,059,083)</b>	<b>\$ (235,303)</b>	<b>29%</b>

**BUDGET ITEMS AND POTENTIAL MATTERS AT ISSUE**

Some of the proposed revenue and expenditure changes to the budget are highlighted below. The “►” symbol indicates questions that Council may wish to address or request additional follow-up information.

**Revenues and Other Sources**

**1. Increase – Maintenance Fees - \$156,384 and Other Revenue \$7,000**

- Labor Rate - The Fleet Management labor rate for service and repair is proposed to increase from \$78/ hour to \$80/hour. According to Fleet Management, the proposed rate of \$80/hour is still under market rates of approximately \$100 plus/hour charged by non-City service garages.

- Part and Supplies - According to the Administration, the markup on parts is 40% and 20% on work that is sublet.
- Other Revenue – Other revenue includes miscellaneous sources of revenue, including the sale of scrap metal and insurance claims. The sale of scrap metal is estimated to be \$5,000. Insurance claims are projected to increase by \$2,000 for a FY 2011 budget of \$20,000. Both revenue budget adjustments are based on recent activity.

- 2. Increase – Fleet Fuel Fees - \$387,520** – During the summer of 2008, fuel prices reached their peak. Regular unleaded gasoline reached \$4.22/gallon in July and diesel fuel was \$4.81 in June. During 2010, fuel prices have increased and the revenue and expenditure budgets reflect the higher prices. (See above table for fuel prices used in recent budget calculations.)

City departments and enterprise funds are billed for fuel costs based on the prior month's averaged actual costs with a \$.20/gallon overhead charge. This overhead charged is reviewed and adjusted annually, if needed. This charge is used to cover Fleet costs; including environmental testing, site maintenance and distribution to 15 City owned fueling sites.

- 3. Net Decrease – General Fund Transfer for Replacement Fund – (\$370,381)** The FY 2011 budget transfer from the General Fund to the Fleet Replacement account is \$370,381 less than in FY 2010. Details of the net overall reduction are as follows:

**Decrease - Ongoing transfer to Fleet Fund for Fleet Replacement**

**(\$1,235,381)** For FY 2011, the base budget for fleet replacement has been reduced by \$1,235,381. The base or on-going budget is now \$4,000,000.

**Increase – Restore the One-Time FY 2010 Reduction which had been identified for Fire Apparatus - \$865,000**

During FY 2010 budget deliberations, the General Fund transfer to the Fleet Replacement Fund was decreased by \$865,000. The Administration planned to use \$365,000 of the funds for debt service for the purchase of two fire apparatus/engines. Additionally, there was a \$500,000 one-time reduction in the ongoing General Fund transfer for equipment replacement. This one-time transfer of \$865,000 has been restored.

The amount of the General Fund transfer for replacing items in Fleet is \$4,000,000 for FY 2011. The fiscal year 2010 adopted budget transfer from the General Fund was \$4,370,381.

► *The Fleet Study will be presented to the Council later this year.*

*Recommendations on replacement and financing are expected to be included in the audit. It is likely that the recommendations will not be fully implemented during FY 2011.*

► *Council Staff has requested the Fleet Management Division's planned and approved equipment purchases for FY 2011.*

## **Expenditures**

The major changes and some of the issues relating to the proposed budget are as follows:

- 1. Increase - Personal Services - \$67,944** – In FY 2010, the Administration proposed a 1.5% salary suspension program to address the FY 2010 budget shortfall. Employees were given one personal holiday per quarter in exchange for the salary suspension. According to the Administration, this suspension was eliminated based

on comments received. Other personal services changes include insurance, pension, and base-to-base salary adjustments.

- 2. Increase - Parts and Supplies – Fuel - \$393,720 – Recent** fuel prices have increased and the fuel budgets reflect the increased cost to purchase fuel for the City's fleet.
- 3. Decrease – Operating Costs – (\$25,874)** The operating costs line item, includes electrical, natural gas, and water utility costs. This line item is budgeted for less than in FY 2010.
- 4. Capital Equipment Purchases** – The Administration indicates that the Fleet Replacement budget would allow for \$4.7 million in equipment purchases; \$1.7 million cash purchases and \$3.0 million in financed purchases. A Fleet Usage Study has been underway for some time. Findings and recommendations are expected to be presented to the Council in FY 2011. Additional details are as follows:

**Increase – Capital Equipment – Debt Service Payments \$265,136** In FY 2010, the Administration increased the amount of equipment purchases that are financed from \$2.4 million to \$3.0 million. The increase to the debt service budget reflects this change. These equipment purchases are financed over a four year period.

**Decrease – Capital Equipment – Cash Payments – (\$290,000)** - The Administration is recommending that \$1.0 million be drawn from Fleet Fund reserves. The June 30, 2010 projected cash reserve is \$1.1 million. According to the Administration, the reserve ideally would provide for three months of operating expenses or \$2.6 million.

► *The Council may wish to ask the Administration about the Fleet Management Division's planned approach for fleet replacement.*

- 5. Fleet Facility** – The Administration indicates that the construction of the facility should be completed in mid-July. After construction, another 30 days will be needed to test systems and finalize the LEED certification. The Division is currently planning and organizing the relocation of the Fleet operations.

► *The Council may wish to ask the Administration for an update on this project.*

## **Other Budget-Related Items**

- A. Alternative Fuel Vehicles** – Fleet Management has been utilizing alternative fuel vehicles since purchasing a Compressed Natural Gas (CNG) vehicle in the mid-1990s. Currently there are 81 alternative fuel vehicles. Alternative fuel sources used include: Compressed Natural Gas (CNG), Bio Diesel and Electrical.

► *The Council may wish to ask Fleet Management about how is it currently working with the various City departments in order to find solutions that address equipment needs, conservation efforts, and address environmental issues.*

- B. Police Vehicles** – The Administration is not proposing the addition of any police officers. Should the Council consider additional police officers, vehicles would be needed. There are currently older fleet vehicles that are considered “spare”, which are allocated to the police department. The “spare” vehicles are used as loaners when other police vehicles are in the shop for maintenance or repair and to replace vehicles that get totaled. Fleet has indicated

that they have a need to maintain between 24 and 30 vehicles to use as loaners in the case of repairs (currently approximately 8-10 cars per day are brought in for repairs, minor and major). Each additional police vehicle costs \$25,000 (fully loaded). The loaner vehicles are older units held back from going to auction.

## INTERIM STUDY ITEMS

### **Fiscal Year 2009-10**

**Fleet Usage/Replacement** The final audit should be delivered to the City by the end of May. The Mayor will then be briefed and decide the timing of submittal to the City Council for their consideration.

## LEGISLATIVE INTENT STATEMENTS

### **Fiscal Year 2009-10**

#### **2009-3: Fleet Fueling Stations Evaluation**

It is the intent of the City Council that the Administration review the possibility of closing one or more of the Fleet Fund's fueling stations, as a potential cost saving measure. The analysis should consider cost/savings implications, operational efficiency opportunities, and emergency preparedness strategies and implications.

#### **Administration Response**

The Administration believes that operational efficiencies and emergency preparedness aspects from retaining each fuel site justifies the minimal, direct maintenance costs for each site. However, one fuel site has been identified for elimination when the new facility is operational. This is the Parks Division fuel site. The scope of the audit did not include a fuel site review as anticipated but we are confident that closure of any other sites would result in additional mileage and fuel usage. In fact, in order to eliminate travel for fueling the City is considering adding a fueling site at a Public Utility yard located in Murray. Opportunities to find other ways to fuel are being explored and the Administration will brief the Council if any of these come to fruition.

#### **2009-4: Fuel Usage Reduction**

It is the intent of the City Council that the Administration develop a plan for reducing fuel usage in city-owned vehicles and explore the use of alternative fuel vehicles, so that if fuel prices continue to rise, increases to the fuel budgets can be minimized or even reduced. This may include establishing an incentive program with the \$15,000 in one-time funds approved by the Council.

#### **Administration Response**

City Fleet is working with departments to explore every possibility to use alternative fuel vehicles. Refuse packers using CNG are in the purchasing process and the Streets Division has obtained three battery-operated vehicles for their use. The Police Department has purchased some hybrid vehicles for detectives and the Chief. Additional opportunities in other departments are being explored and are imminent but details and analysis are not ready for us to publicly announce at this point. The Administration and City Council will be briefed soon on the Fleet audit that includes information on this topic.

# **SALT LAKE CITY COUNCIL STAFF REPORT**

## **BUDGET ANALYSIS – FISCAL YEAR 2010-11**

**DATE:** May 25, 2010

**BUDGET FOR:** **EMPLOYEE COMPENSATION - FISCAL YEAR 2010-11**

**STAFF REPORT BY:** Sylvia Richards

**cc:** David Everitt, Debra Alexander, Gina Chamness, Ralph Chamness, and David Salazar

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The Administration indicates that some of the proposed changes to the Compensation Plan include simplifying the language, consolidating the plan and ordinances, such as adding a table of contents, and shifting some of the definitions and terms to the front of the plan.

### **Budget Issues and Proposed Changes to Compensation Plan**

#### **WAGES AND SALARIES (SECTION II)**

1. Additional Personal Holiday

The Administration proposes to restore the 1.5% pay suspension for city employees as well as merit pay for eligible employees. Further, the Administration proposes to grant one additional personal holiday for each employee. The additional personal holiday must be used during fiscal year 2011. The Administration does not anticipate issues with overtime as a result of the extra personal holiday. The additional holiday is granted on a one-time basis and will be forfeited if not used by June 30, 2011. (The four days granted last year were eliminated. Employees will receive two personal holidays in 2011.)

2. Professional Employee Council (PEC)

The Council may recall that the Administration planned and initiated major revisions to the Compensation Plans during FY 2009-10. In keeping with the planned revisions, the Administration has eliminated the reference to the Professional Employee Council from the Compensation Plan since it is not an officially recognized bargaining unit under the City's adopted bargaining resolution. The Administration indicates this change will not preclude the PEC from providing input to the Administration on compensation and benefit issues relating to unrepresented employees.

3. Insurance Premium Increase

The cost of health insurance coverage for city employees and their families has increased by 9% or \$2.3 million. One of the recommendations from the City Benefits Committee is to increase employee participation from 10% to 15%. In FY 2009, employee contributions were increased from 0% to 5%, and increased again from 5% to 10% in FY 10 in order to help the City pay for increases in premiums.



With this shift the employees will be offsetting 71% of the total premium increase (\$1.6 million). Therefore the overall budget impact to the City is \$661,325 (expenditures are distributed across departments). Co-pays and maximum out-of-pocket expenses are also proposed to increase. The following chart details the premium costs currently (split 90/10) as compared to the proposed FY 2011 scenario of an 85/15 split:

<b>Proposed Health Insurance Premium Changes</b>							
<b>Yearly Increases</b>							
		<b>Current - FY 2010</b>		<b>Proposed - FY 2011</b>			
	% of Employees Enrolled	Yearly City Share	Yearly Employee Share	Yearly City Share	Yearly Employee Share	Yearly City Increase	Yearly Employee Increase
<b>Preferred Care</b>							
Single	1.9%	\$ 3,605	\$ 1,883	\$ 3,711	\$ 2,271	\$ 106	\$ 388
Double	2.0%	\$ 8,111	\$ 4,485	\$ 8,350	\$ 5,380	\$ 239	\$ 895
Family	1.9%	\$ 10,814	\$ 5,653	\$ 11,132	\$ 6,816	\$ 318	\$ 1,164
<b>Advantage Care</b>							
Single	1.7%	\$ 3,605	\$ 1,201	\$ 3,711	\$ 1,528	\$ 106	\$ 327
Double	0.8%	\$ 8,111	\$ 3,803	\$ 8,350	\$ 4,636	\$ 239	\$ 834
Family	1.5%	\$ 10,814	\$ 4,971	\$ 11,132	\$ 6,073	\$ 318	\$ 1,102
<b>Summit Care</b>							
Single	17.7%	\$ 3,605	\$ 400	\$ 3,711	\$ 655	\$ 106	\$ 255
Double	21.1%	\$ 8,111	\$ 901	\$ 8,350	\$ 1,473	\$ 239	\$ 572
Family	51.3%	\$ 10,814	\$ 1,201	\$ 11,132	\$ 1,965	\$ 318	\$ 763

- ***The cumulative effect of restoring the 1.5% salary suspension and the Administration's proposed increases in health insurance premiums may result in a yearly decrease in employee take-home pay for some employees, depending on which insurance plan is chosen. Most employees (90.2%) are enrolled in Summit Care, with a majority electing Double or Family coverage.***
- The Benefits Committee voted 4-2 to recommend this option to the Mayor. The two committee members who voted against it stated that they would vote for it if the City was able to restore the 1.5% pay suspension (which the Mayor is recommending).
- In FY 2010, State of Utah employees paid 5% of premiums, County employees paid 20% of premiums, Davis County employees paid 10% of premiums (*no deductible*), and Murray City employees paid 15% of premiums.
- Council staff has previously received information from the Administration on health insurance premium splits in other governmental entities. The Kaiser Family Foundation Employer Health Benefits 2008 Annual Survey for this region indicated that the average percentage of premium paid by state and local government employees was 12% for single coverage and 18-22% for family coverage.

## Housekeeping Items

- New Salary Schedules  
The Council may recall that the Administration is using a new single salary grade structure for city employees. Several references were removed (ie: 300 Series, 600 Series, etc.) to more accurately reflect the new salary structure, which is included in Appendix A of the Compensation Plan.
- Social Security Exemption for Police  
This is a housekeeping change to reflect the practice of making sworn employees in the Police Department exempt from social security contributions. This correction brings the written documentation into line with current practice.
- Retirement  
The retirement contribution information has been updated, and the reference to 'retirement incentive programs' has been eliminated, since the City is not offering an incentive program this year.
- Regular Part Time Employees (RPT)  
A table was included itemizing the level of benefits and pay allowances for RPT employees. Currently there are nine or fewer employees in this category.
- Job Sharing  
This section is being eliminated. Employees who are job sharing will be covered under the Regular Part Time (RPT) employee provisions.

## **OVERTIME AND OTHER PAY ALLOWANCES (SECTION III)**

1. Police Sergeants  
The Administration added language addressing overtime compensation for court appearances and other allowances for police sergeants. Police sergeants voted recently to be excluded from the Police Memorandum of Understanding; language was included in the compensation plan to reflect this change.

## Housekeeping Item

- Shift Differential Clarification  
A statement was added to indicate that no shift differential will be paid to employees working scheduled day shifts.

## **HOLIDAY, VACATION AND LEAVE ACCRUAL (SECTION IV)**

1. Holiday Pay for RPTs  
RPT employees are to receive holiday pay for unworked holidays equal to their regular rate of pay times the total number of hours which constitute a regularly scheduled shift.
2. Police Sergeants  
Police Sergeants were added to this section. Benefits and leave accruals were set

at the same levels as those provided prior to being covered by the Police Memorandum of Understanding.

3. Vacation Payout at Termination

Language was added to indicate that unused accrued vacation leave is paid out at retirement and termination of employment. The Administration indicates this practice has occurred for many years.

4. Bereavement Leave

A change in this section indicates that bereavement (funeral) leave is allowed for covered family members who are current relatives, including a spouse, in-laws, grandparents, etc. (This change makes the application of this leave benefit consistent citywide. The wording is modeled after the language contained in each of the union contracts.) The language also reflects the city's non-discrimination practices/policies relating to bereavement and family leave.

**Richards, Sylvia**

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**Subject:** FW: SUMMARY of Changes to the Comp Plan

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**From:** Salazar, David

**Sent:** Wednesday, May 12, 2010 12:02 PM

**To:** Richards, Sylvia

**Cc:** Gust-Jenson, Cindy; Bruno, Jennifer; Alexander, Debra; Everitt, David; Chamness, Ralph; Chamness, Gina; Hoskins, Gordon

**Subject:** SUMMARY of Changes to the Comp Plan

**SYLVIA: As per your request, see the following summary I've prepared to highlight modifications made in the City's Compensation Plan—**

**SUMMARY OF CHANGES:** Overall, major changes in the plans include the simplification of language used (less "legalese") and a consolidation of three parts into one, which includes the (main) Comp Plan, and other ordinances dealing with Overtime & Other Pay Allowances and Holiday, Vacation & Leave Accrual. To ease reading and locating specific information, a Table of Contents was added. The authoritative sections that existed in each of the former compensation plans for each employee group-- "Effective date", "Employees Covered by this Plan", "Authority of the Mayor" and "Appropriation of Funds"-- are all moved to the front of the new Comp Plan. A section including a list of definitions and terms used throughout the Comp Plan has also been incorporated at the beginning of the document.

Other significant highlights include those specified for each of the following sections:

**WAGES & SALARIES (SECTION II)**

- **SALARY SCHEDULES:** With the introduction of a new, single salary grade structure for all City employees, former references to employee groups covered by the general Comp Plan ("300 Series", "600 Series", etc.) are all removed from this and other sections where specific groups were mentioned. At the beginning of the new Comp Plan, it is established that "all city employees not covered by a memorandum of understanding (bargaining contract)" are covered by the Comp Plan. A copy of the new salary grade structure is included in the Comp Plan as Appendix A; Appointed and elected officials pay assignments are included in Appendices B & C.
- **EMPLOYEE COMPENSATION FOR FY11:** This subsection outlines the Mayor's specific budget request for City employees covered by this plan, including restoration of the 1.5% pay suspension and granting of one additional personal holiday per covered employee.
- **EMPLOYEE INSURANCE:** Is updated and indicates the Mayor's recommendation to change City's share of medical insurance premiums from a 90% to 85% contribution.
- **SOCIAL SECURITY EXCEPTION FOR POLICE:** This section was added after being left out from the original Police "800 Series" compensation plan. It stipulates what is already in place (and has been for many years) regarding the exemption from Social Security contributions by the City for sworn employees in the Police department.
- **RETIREMENT:** Includes updates of new retirement contributions by employee group paid for by the City and removes the reference to "Retirement Incentive programs" since none are being offered this year.
- **RECOGNITION OF PROFESSIONAL EMPLOYEE COUNCIL (PEC):** This section was removed since PEC is not a formally recognized bargaining unit under the City's adopted bargaining resolution.
- **JOB SHARING:** This "less than full time" working alternative will be and is covered under the provisions laid out for RPT employees; therefore, it is being eliminated as a separate employee category.
- **REGULAR PART-TIME (RPT) EMPLOYEES:** Language in this section was simplified and a Table was created to clarify the level of benefits and pay allowances granted to these employees, which to date includes approximately nine or fewer employees citywide.

**EMPLOYEE OVERTIME & OTHER PAY ALLOWANCES (SECTION III)**

- OVERTIME COMPENSATION: Language was simplified. No substantive changes to overtime compensation for eligible employees, including labor costs during a declared emergency for FLSA exempt employees.
- POLICE SERGEANTS ADDED TO COMP PLAN: Language covering overtime compensation for court appearances and other pay allowances provided to Police Sergeants are incorporated throughout this Section. Sergeants were added back into the Comp Plan after voting to be excluded as part of the regular Police MOU.
- SHIFT DIFFERENTIAL: Language was added to this section to clarify that no shift differential is paid to employees working scheduled day shifts.

#### **HOLIDAY, VACATION & LEAVE ACCRUAL (SECTION IV)**

- HOLIDAYS FOR RPT EMPLOYEES: New language entitles RPT employees to receive holiday "pay for unworked holidays equal to their regular rate of pay times the total number of hours which make a regularly scheduled shift."
- ADDITION OF POLICE SERGEANTS: Police Sergeants are added to this Section. Benefits and leave accrual for Sergeants included in this Section are set at the same levels as those offered prior to their being covered by the Police bargaining unit.
- VACATION PAYOUT AT TERMINATION: New language was added to clarify what already occurs and has occurred for many years now with unused accrued vacation leave at retirement and termination of employment.
- BEREAVEMENT LEAVE: Change in this section emphasize that bereavement (or, funeral) leave is allowed for covered family members who are "current" relatives, such as a spouse and in-laws.

Please let me know if you have any other questions.



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# SALT LAKE CITY COUNCIL STAFF REPORT

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**Date:** May 20, 2010

**Subject:** GOVERNMENTAL IMMUNITY FUND

**Staff Report By:** Russell Weeks

**CC:** Cindy Gust-Jenson, David Everitt, Ed Rutan, Gordon Hoskins, Gina Chamness, Jennifer Bruno, Mary Beth Thompson, Skye Garcia, Karen Halladay

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The Risk Management Division of the City Attorney's Office administers the Governmental Immunity Fund, which is the City's self-insurance fund for liability claims. This fund is used to protect the City against invalid claims, and to appropriately compensate peoples' claims when justified.

Governmental Immunity Fund Proposed Budget					
	Adopted Budget FY 2009-2010	Proposed Budget FY 2010-2011	Difference		Percent Change
<b>Revenue</b>					
Transfer from General Fund	\$ 900,000.00	\$ 900,000.00	\$ -		0%
Reimbursements/Rebates	\$ 20,000.00	\$ 20,000.00	\$ -		0%
<b>TOTAL</b>	<b>\$ 920,000.00</b>	<b>\$ 920,000.00</b>	<b>\$ -</b>		<b>0%</b>
<b>Expenses</b>					
Employee Wages & Benefits	\$ 246,888.00	\$ 254,220.00	\$ 7,332.00		3%
Claims & Damages	\$ 613,850.00	\$ 481,518.00	\$ (132,332.00)		-22%
Administrative Service Fee	\$ 103,112.00	\$ 103,112.00	\$ -		0%
Technical Services	\$ 110,000.00	\$ 10,000.00	\$ (100,000.00)		-91%
Court Costs	\$ 4,000.00	\$ 4,000.00	\$ -		0%
Other Costs	\$ 67,150.00	\$ 67,150.00	\$ -		0%
Transfer to General Fund	\$ 500,000.00	\$ 325,000.00	\$ (175,000.00)		-35%
<b>TOTAL</b>	<b>\$ 1,645,000.00</b>	<b>\$ 1,245,000.00</b>	<b>\$ (400,000.00)</b>		<b>-24%</b>

The table above indicates two things pertaining to revenue. First, the *Mayor's Recommended Budget for Fiscal Year 2010-2011* proposes no increase above the adopted budget for the current fiscal year. Second, the Governmental Immunity Fund is financed by the General Fund.

On the expense side, the key component of the fund remains money available to play justifiable claims and damages. The proposed budget allocates about 52 percent of the projected \$920,000 in revenue to address claims and damages. The proposed budget also allocates about 22 percent less money in Fiscal Year 2010-2011 for claims and damages. However, it should be noted that in the first three quarters of the current fiscal year, the fund paid out \$679,919 in claims and damages. According to the City Attorney's Office, the reason for the amount paid was settlement of a larger-than-expected claim that should be viewed as a one-time occurrence.

Although at one point settlements of claims against Salt Lake City seemed to trend downward, in recent years the trend appears to have reversed. The City paid \$721,035 in claims in Fiscal Year 2003; \$635,759 in Fiscal Year 2004; \$826,280 in Fiscal Year 2005; \$219,742 in Fiscal Year 2006; \$307,802 in Fiscal Year 2007; \$586,542 in Fiscal Year 2008; and \$594,919 in Fiscal Year 2009. Utah law limits claims against municipalities to \$2 million per occurrence. The funding available for claims is much less than a private insurance company would deem necessary, given the level of exposure for the City. In the event of a large claim that would exceed the cash in the Governmental Immunity reserve account, General Fund fund balance is also considered a reserve account. This could ultimately result in a judgment levy to the taxpayers. The City Attorney and risk manager may provide additional information at the briefing Tuesday.

Costs for technical services are projected to drop significantly. However, that depends on the City Attorney's Office having a contract signed by the end of the current fiscal year (June 30) to have software installed to facilitate compliance with federal and state requirements for the legal discovery of electronic records. If a contract isn't signed, the City Attorney's Office plans to encumber the funds for use in the next fiscal year.

The proposed budget also contemplates transferring \$325,000 from the Governmental Immunity Fund fund balance to the General Fund. Although the amount is less than the amount transferred for the current fiscal year, the proposed transfer is the second year in a row the Mayor's Budget has recommended using that particular fund. Nevertheless, the fund would continue to retain a fairly healthy fund balance, according to the Administration.

### **Issues/Questions for Consideration**

Does the City Council have any interest in increasing the amount of money allocated for claims and damages?

### **Legislative Intent and Action Items**

No legislative intent statements are outstanding relating to the Governmental Immunity Fund.

**File Location:** *Mayor's Recommended Budget Fiscal Year 2010-2011*

# SALT LAKE CITY COUNCIL STAFF REPORT

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**Date:** May 21, 2010

**Subject:** INSURANCE AND RISK MANAGEMENT FUND

**Staff Report By:** Russell Weeks

**CC:** Cindy Gust-Jenson, David Everitt, Ed Rutan, Debra Alexander, Gordon Hoskins, Gina Chamness, Jennifer Bruno, Mary Beth Thompson, Jodi Langford, Skye Garcia, Karen Halladay

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The budget for the Insurance and Risk Management Fund accounts for costs associated with employee health insurance, dental insurance, disability insurance, life insurance, unemployment compensation, risk management insurance, and workers compensation. The Human Resource Division of the Department of Management Services oversees employee participation in health, dental, life, accidental death & dismemberment, and disability insurance programs. The City Attorney's Office coordinates with a contract third-party administrator on workers' compensation claims. It also places and monitors property insurance; performs risk assessments; and coordinates citywide safety activities.

Insurance and Risk Management Fund Projected Revenue				
	Adopted Budget FY 2009-2010	Proposed Budget FY 2010-2011	Difference	Percent Change
Premiums	\$ 36,957,204.00	\$ 38,551,147.00	\$ 1,593,943.00	4%
Interest	\$ 22,392.00	\$ -	\$ (22,392.00)	-100%
Bus Pass	\$ 351, 852.00	\$ 355,417.00	\$ 3,565.00	1%
<b>TOTAL</b>	<b>\$ 37,331,448.00</b>	<b>\$ 38,906,564.00</b>	<b>\$ 1,575,116.00</b>	<b>4%</b>

By far, the majority of projected revenue for the Insurance and Risk Management Fund comes from insurance premiums. Roughly 75 percent of that revenue comes from health insurance premium charges for City employees.

As presented in the *Overview of Major Budget Issues* by City Council staff last week, the Administration proposes to increase employees' contributions to pay for health insurance premiums from 10 percent in the current fiscal year to 15 percent in Fiscal Year 2010-2011. City employees would offset 71 percent of the projected premium increase for health insurance, and the City would pick up the roughly \$660,000 remainder. The proposal means the 90 percent of City employees enrolled in the Summit Care program respectively would see a yearly increase of \$255 for a single person, \$572 for two people, and \$763 for a family.<sup>1</sup> Increases would be higher for the 10 percent of employees enrolled in the other two programs. In addition, the Administration proposes to increase employee co-payments and maximum out-of-pocket expenses. It should be noted that if employee contributions to pay for health insurance premiums is set at 15 percent, it means that revenue from City sources would pay the other 85 percent.



Bus pass revenue is derived from City departments allocating funds for the City bus pass program with the Utah Transit Authority for 1,181 employee bus passes. Departments funded by the General Fund, and departments operated as enterprise fund contribute to the program. The current fiscal year is the first year the City has borne the full cost of the program after a three-year agreement in which the City received bus passes in exchange for granting UTA the use of some City streets for track for the FrontRunner commuter rail line.

Interest income is projected to be virtually non-existent.

<b>Insurance and Risk Management Fund Proposed Expenses</b>				
	<b>Adopted Budget FY 2009-20010</b>	<b>Proposed Budget FY 2010-2011</b>	<b>Difference</b>	<b>Percent Change</b>
Health Ins. Premium Costs	\$ 28,393,956.00	\$ 29,618,328.00	\$ 1,224,372.00	4%
Dental Insurance Costs	\$ 2,050,248.00	\$ 2,043,468.00	\$ (6,780.00)	0%
Life/Accidental Death Policies	\$ 1,181,784.00	\$ 1,174,992.00	\$ (6,792.00)	-1%
Risk Management Premium	\$ 1,763,820.00	\$ 1,998,820.00	\$ 235,000.00	13%
Workers Compensation	\$ 1,064,613.00	\$ 1,339,948.00	\$ 275,335.00	26%
Claims & Damages	\$ 643,140.00	\$ 614,580.00	\$ (28,560.00)	-4%
Unemployment Compensation	\$ 320,508.00	\$ 322,104.00	\$ 1,596.00	0%
Bus Passes	\$ 351,852.00	\$ 355,417.00	\$ 3,565.00	1%
Employee Wages & Benefits	\$ 584,870.00	\$ 517,024.00	\$ (67,846.00)	-12%
Loss Control/Safety Program	\$ 20,000.00	\$ 20,000.00	\$ -	0%
Transfer to General Fund	\$ 500,000.00	\$ 800,000.00	\$ 300,000.00	60%
Administrative Costs & Fees	\$ 734,693.00	\$ 677,685.00	\$ (57,008.00)	-8%
Other Costs	\$ 221,964.00	\$ 224,198.00	\$ 2,234.00	1%
<b>TOTAL</b>	<b>\$ 37,831,448.00</b>	<b>\$ 39,706,564.00</b>	<b>\$ 1,875,116.00</b>	<b>5%</b>

Again, health insurance premium costs make up the greatest percentage of projected costs for Fiscal Year 2010-2011. In other parts of the proposed budget most projected expenditures appear to be flat. However, three areas show marked increases.

The largest percentage increase occurs in the transfer to the General Fund. In Fiscal Year 2009-2010, the Insurance and Risk Management Fund expenses included a one-time \$500,000 transfer from the Risk Management Fund fund balance to the General Fund.<sup>ii</sup> In the proposed budget a one-time \$800,000 transfer would come from a fund balance in the Police Long-Term Disability Fund, according to the Administration.<sup>iii</sup> The latter fund is a fund within the umbrella of the Risk Management Fund.

The next largest percentage increase occurs in Workers' Compensation where costs are projected to increase by 26 percent (\$275,335) over the current year. It should be noted that Workers Compensation expenditures for the first three quarters of the current fiscal year indicate that 25 percent of the money budgeted remained – an indication expenses are in line with projections for the current year. Projected expenses for Fiscal Year 2010-2011 stem from the Administration working with the City's third-party Workers' Compensation manager to determine what actual claims are likely to be paid in the next fiscal year.

The third largest increase occurs in the Risk Management Premium category. The increase largely reflects an increase in a premium for property insurance.

### **Legislative Intent and Action Items**

There are no outstanding legislative intents and action items pertaining to the Insurance and Risk Management Fund.

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<sup>i</sup> *Overview of Major Budget Issues Budget Issues Mayor's Recommended Budget*, May 11, 2010, Jennifer Bruno, Karen Halladay, Lehua Weaver, Sylvia Richards

<sup>ii</sup> City Council Staff Report, *Insurance and Risk Management Fund*, May 19, 2009, Russell Weeks

<sup>iii</sup> See also, *Mayor's Recommended Budget Fiscal Year 2010-2011*, Page B-10.

# **SALT LAKE CITY COUNCIL STAFF REPORT**

## **BUDGET ANALYSIS – FISCAL YEAR 2010-11**

**DATE:** June 1, 2010

**BUDGET FOR:** **JUSTICE COURT**

**STAFF REPORT BY:** Sylvia Richards

**cc:** David Everitt, Gina Chamness, Gordon Hoskins, Virginia Ward, Mary Johnston, and Claudia Sundbeck

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### ***JUSTICE COURT BUDGET***

The functions of the Justice Court include adjudicating small claims, criminal and non-criminal cases, domestic violence court cases, and cashiering. The budget is proposed to decrease by 0.10% or \$43,168. With the proposed budget changes, there will be 49.0 FTEs in the Justice Court.

<b>JUSTICE COURT BUDGET</b>				
	<b>Adopted 2009-10</b>	<b>Proposed 2010-11</b>	<b>Difference</b>	<b>Percent Change</b>
Justice Court (Cashiering, Criminal and Non-Criminal Adjudication, Small Claims)	\$4,487,059*	\$4,530,227*	\$43,168	0.10%

**\*This accounts for direct costs only (not indirect costs).**

### **POTENTIAL MATTERS AT ISSUE AND MAJOR BUDGET ISSUES**

#### **Collections**

The City Council requested a collections discussion which will be held in a separate briefing on June 1<sup>st</sup>.

#### **Elimination of positions (projected savings of \$118,274)**

The Administration proposes to eliminate a vacant Hearing Officer I position (\$54,296) and a vacant Clerk position (\$63,978) for a total savings of \$118,274. With these reductions, Court staff indicates that customer wait time on the phone and in person may increase.

#### **Court Caseload**

The Administration has provided information regarding Court caseload. The numbers indicate that parking tickets have decreased, as has been the trend for the last few years. Small claims cases are expected to increase this next fiscal year with the change in UCJA Rule 4-801. (Currently, small claims cases are split between the District Court and the Justice Court. After September 1, 2010, all small claims cases filed in Salt Lake City will go to the Justice Court.) Traffic tickets were up 30% in 2009 and the increase appears to be continuing into this fiscal year. Misdemeanor cases are up slightly, but not significantly.

Category	2009 (through April)	2010 (through April)	Percentage change
Parking tickets	107,602	101,888	(5.3%)
Small Claims Cases	7,385	6,216	(15.8%)
Traffic Tickets	47,717	49,630	4.0%
Misdemeanor Cases	12,703	12,745	0.3%
<b>Total</b>	<b>175,407</b>	<b>170,479</b>	<b>(2.8%)</b>

### **Operations Budget Reductions**

The Administration proposes a \$50,000 reduction in the operations budget as well as a \$9,790 reduction in non-mandated out of town training. This includes a \$21,100 decrease in prisoner transport and security services. Court staff indicates that they are conducting hearings via internet when possible, and working with the security contractor to assign bailiffs other responsibilities when they aren't needed in the courtrooms.

### **Increase in Surcharge for Class B Misdemeanors**

According to the Administration, a recent legislative change affecting the Justice Court requires an increase in the surcharge for Class B misdemeanors from 85% to 90%. The City is not anticipating any change in revenues. In FY 2009, 11,388 Class B misdemeanors were filed. To date, 14,704 have been filed in FY 2010.

### **Justice Court Cost Analysis - Revenues versus Expenses**

The Administration has provided a cost analysis of the Justice Court for fiscal year 2009. The total Revenues exceed Expenses by \$356,930. Expenses for the Justice Court total \$8,270,793, while revenues total \$8,627,723. A cost analysis has been provided by the Administration as an attachment to the staff report. **It should be noted that it is not legally appropriate for a municipal government to consider a court a revenue source. Please also note that the attached chart includes the fully loaded indirect costs.**

SOURCES OF REVENUE	EXPENSES
Criminal fines and fees	Personnel and Operating costs (direct costs from Justice Court cost centers)
Late and warrant fees and court costs	Debt Service (Justice Court's share)
Traffic fines and fees	Building maintenance & utilities
Small Claims fees	Overhead costs: attorneys, administrative costs, computer technical services, human resources, financial report/audit requirements, payroll, record storage, etc.
Traffic school fees	

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## *Additional Information*

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### **LEGISLATIVE INTENT STATEMENTS**

#### **1. Collections:**

In addition to focusing on collection strategies as an interim study issue, it is the intent of the Council that in the short-term, the Administration would make every reasonable effort to turn over collectibles to an outside agency for more immediate follow-up and to provide a quarterly report on the status of the collection efforts.

#### Response from the Administration:

The Justice Court shortened the timeframe for sending cases with judgments to collections from six years to ten days after judgment is entered. We are now sending criminal cases to the State Office of Debt Collections, but that Office does not have jurisdiction over civil judgment cases and those will continue to be sent to an outside collection agency with the expedited timeframe in place. The OSDC will take only outstanding debt that has been reduced to a judgment. The State has contracted with 11 different collection agencies that they use along with their own in-house agents to collect on their accounts. The OSDC also has higher priority for intercepting state tax (and soon federal tax) returns, greatly increasing their chance of collecting. The OSDC adds a State allowed percentage to the bill and takes that amount as their fee, paying the City the entire face value of the judgment. Since February 7, 2010, the City has sent 426 criminal and traffic cases, totaling \$174,000 to OSDC. In the short time OSDC has been working these cases, they have collected \$13,628. Since OSDC can garnish income tax refunds, we should see a sharp increase in the amount collected next spring as well as a gradual increase as the number of cases sent increases.

### **INTERIM STUDY ITEM UPDATES**

- 1. Citywide Collections strategy** - In response to the City Council's expressed interest in aggressive collection of City receivables, the Administration has been working on setting up a City-wide Accounts Receivable system to identify, invoice and monitor the wide variety of receivables currently scattered across City departments. The Administration is examining all outstanding receivables to determine the best course of action for rapid collections. Collection procedures are being reviewed and process revisions are being implemented.

Identify and quantify outstanding receivables: The Administration continues to identify areas within the City that bill customers for City services and is maintaining a master list of these receivables. The identified outstanding amount owed as of 3/31/10 is approximately \$6.3 million. This includes \$1,017,500 in parking tickets, \$1,967,158 in Justice Court fines and

\$3,249,266 in other amounts owed.

The Administration has implemented several process revisions that are slowly beginning to improve collections. To date, these changes have resulted in additional revenue of \$46,074. Revenue Auditing also just recently closed a long outstanding debt of \$600,000 with a telecommunication company and, as a result, the City will also have ongoing revenue of about \$200,000.

Collection Agency for NSF Checks: The pilot program with ePayments was not as successful as hoped, collecting only 30% of non-sufficient funds (NSF) checks submitted. The pilot program will be discontinued. The outstanding returned (NSF) checks will instead be sent to a collection agency using the same schedule as parking tickets. In addition, the Treasurer's Office is implementing a city-wide digitized check system where all checks written to the City are converted to ACH (turned into a debit transaction instead of a paper check). This process has been tested in the Treasurer's office for the last 10 months and has resulted in far fewer returns (only 4 ACH's were returned during the test period).

Office of State Debt Collection (OSDC): The Administration is working with the Utah Office of State Debt Collection to utilize their collections services. This process relies on Judges to review and release cases to be sent to collections (the OSDC will take only outstanding debt that has been adjudicated, meaning we have a warrant or judgment against the person for the debt, and they will not take civil cases). The State has contracted with 11 different collection agencies that they use along with their own in-house agents to collect on their accounts. The OSDC also has a higher priority for intercepting state tax (and soon federal tax) returns, greatly increasing their chance of collecting. The OSDC adds a State allowed percentage to the bill and takes that amount as their fee, paying the City the entire face value of the judgment. Since February 7, 2010, the City has sent 426 criminal and traffic cases, totaling \$174,000 to OSDC. In the short time OSDC has been working these cases; they have collected \$13,628. Since OSDC can garnish income tax refunds, we should see a sharp increase in the amount collected next spring as well as a gradual increase as the number of cases sent increases. We can only send the cases once they are delinquent, and the clerk must be able to find these cases while doing case management, which is only done when time permits, and with our reduced staffing this is not done as often as it once was.

*During the briefing on the proposed budget, the Council may wish to identify legislative intents relating to the Justice Court.*

*During the briefing, the Council may wish to identify potential programs or functions to be added to the Council's list for future audits.*

**JUSTICE COURT/ADMINISTRATIVE ENFORCEMENT  
FULLY LOADED COST ANALYSIS**

<b>Revenue</b>		<b>FY09 Projected</b>
Criminal non-traffic --		
Fines		\$ 1,557,571
Security Surcharge - City		38,856
Late & Warrant Fees, Court Costs		270,163
Accident Surcharge		6,794
Traffic --		
Fines		2,232,180
Security surcharge		258,271
Late Fees		228,302
Accident Surcharge		63,807
Traffic Mitigation		290
Civil Fines		
Parking and Other fines		3,395,525
Small Claims		51,675
		-
Traffic School		524,289
Total Revenue		<u>\$8,627,723</u> Note 1
<b>Expenses</b>		
<b>Direct Costs</b>		
Personnel and Operating		\$ 5,530,242 Note 2
Materials and Supplies		218,936 Note 2
Charges and Services		184,334 Note 2
Equivalent Rental Cost - Current Market (17,288 sq ft * \$25.00)		486,245 Note 3
Building Maintenance and Utilities		144,922 Note 4
Depreciation Expense (leasehold improvements and equipment)		170,519 Note 3
<b>Indirect Costs</b>		
Immunity Claims and Unallocated Costs		34,547 Note 5
Risk Fees		83,032 Note 6
Public Services Administration		50,052 Note 7
Public Services Finance and Accounting		11,110 Note 8
General Admin Fees - PR	31,303	
General Admin Fees - Purchasing	2,319	
General Admin Fees - HR	23,427	
General Admin Fees - A/P	20,636	
General Admin Fees - Reporting/Audit/Non Departmental Audit	71,926	
General Admin Fees - IMS	147,708	
General Admin - Treasurer, Records, other misc	31,039	
General Admin Fees - Budget/Policy	16,301	344,658 Note 9
Prosecutors 4 @ 77,140		308,560 Note 10
Prosecutors 2 paralegals @ 54,544		109,088 Note 10
Prosecutors Overhead 6 FTEs over Total of 34 FTEs in Prosecutor's 17.65%		37,528 Note 11
Police - Overtime Costs (\$400,00 -50% Justice, 40% District, 10% Admin Hearings)		200,000 Note 12
Legal Defenders		357,020 Note 13
Total Expenses		<u>\$8,270,793</u>
Revenue/(Expenses)		<u><u>\$ 356,930</u></u>

- Note 1 Revenues for FY09 are projected using 6 month of actual revenue
- Note 2 Direct expenditures are projected using 6 months of actual expenses
- Note 3 Equivalent Rental Cost is calculated as follows  
Justice Court - 17,288 sq ft at market value rate of \$25.00 per sq ft  
Parking Enforcement - 3,603 sq ft at market value rate of \$15.00 per sq ft
- Note 4 Building maintenance and utilities direct costs are traced in the following cost centers  
Justice Court - 0700918  
Parking Enforcement - 0700921
- Note 5 Uses calculated unallocated governmental immunity cost per of \$515 per FTE  
Justice Court FTE's = 51  
Parking Enforcement FTE's = 16
- Note 6 Pro rated portion of actual risk fees allocated to Adm Svs
- Note 7 Pro rated portion of Public Service administrative costs
- Note 8 Pro rated portion of Public Service finance and accounting costs
- Note 9 Pro rated portion of Adm Svs administrative fees
- Note 10 Personal service costs for four prosecutors and two paralegals working 100% for Courts
- Note 11 Pro rated portion (17.65%) of prosecutor's overhead costs
- Note 12 50% of police overtime is related to attending hearings for Justice Court
- Note 13 Legal defenders cost related to Justice court cases



# SALT LAKE CITY COUNCIL STAFF REPORT

## BUDGET ANALYSIS – FISCAL YEAR 2010-11

**DATE:** June 1, 2010

**BUDGET FOR:** **DEPARTMENT OF INFORMATION MANAGEMENT SERVICES**

**STAFF REPORT BY:** Sylvia Richards

**cc:** David Everitt, Gordon Hoskins, Bill Haight, Gina Chamness, Teresa Beckstrand, and Kym Edman

### ***DEPARTMENT OF INFORMATION MANAGEMENT SERVICES (IMS)***

The Department of Information Management Services (IMS) provides citywide computer and network support, maintenance, software development, and telephone services and repair. Internal service funds such as Information Management Services are used to account for the financing of services provided by one department or agency to other departments or agencies of the City. Cities use internal service funds in order to account for the full cost of providing the services similar to private businesses. Internal service funds reimburse the General Fund for overhead costs and track the full cost of their operations.

Revenue for the Department of Information Management Services for fiscal year 2010-11 is proposed to decrease by \$563,711 or 6.4% as compared to fiscal year 2009-10. Expenses are proposed to decrease by \$133,711 or 1.5%. Budgeted revenues are less than expenditures by \$430,000. A large portion of this difference is due to a one-time transfer of \$400,000 from the IFAS fund to the general fund. IMS has a total of 59.0 FTEs.

DEPARTMENT OF INFORMATION MANAGEMENT SERVICES PROPOSED BUDGET				
	Adopted 2009-10	Proposed 2010-11	Difference	Percent Change
<b>Revenue &amp; other sources</b>				
Fees from departments/funds	\$3,182,897	\$2,810,458	(\$372,439)	(11.7%)
Miscellaneous revenue & sale of Equipment	28,000	15,000	(13,000)	(46.4%)
Transfer from General Fund	5,549,148	5,370,876	(178,272)	(3.2%)
<b>Total revenue</b>	<b>\$8,760,045</b>	<b>\$8,196,334</b>	<b>(\$563,711)</b>	<b>(6.4%)</b>
<b>Expenses &amp; other uses</b>				
Network/infrastructure	\$3,982,616	\$3,492,131	(\$490,485)	(12.3%)
Software engineering	1,289,862	1,282,394	(7,468)	(0.6%)
Web services	364,629	282,896	(81,733)	(22.4)
Consulting team (coordinate with customers)	1,461,382	1,557,175	95,793	6.6%
IFAS (accounting system)	314,597	814,433	499,836	159%
SLCTV – video processing	183,956	189,791	5,835	3.2%
Administration	723,503	739,432	15,929	2.2%
Computer lease program	315,000	143,582	(171,418)	(54.4%)
Accela	124,500	124,500	-	
<b>Total expenses</b>	<b>\$8,760,045</b>	<b>\$8,626,334</b>	<b>(\$133,711)</b>	<b>(1.5%)</b>

## POTENTIAL MATTERS AT ISSUE AND BUDGET ISSUES

### 1. Accela Implementation Status

The Administration indicates that IMS is currently working on implementing Accela for fire permits and Public Utilities. As compared to other jurisdictions, the Administration indicates that Salt Lake City is more advanced, especially with the integration of Projectdox.

### 2. Integrated GIS Implementation Status

The Administration indicates that in terms of an integrated GIS implementation, the City is behind other jurisdictions as a whole. The Administration indicates there has been some discussion with regards to moving towards a consolidated model. *The Council may wish to ask if additional resources will be necessary to rebuild the GIS program in a centralized way.*

### 3. SLCTV Video Processing

IMS has coordinated 255 individual productions to date in FY 2010, including Council meetings, commission meetings and many other productions and events. The staff is shooting, editing and broadcasting an average of 3-5 productions each week. In 2007 SLCTV produced approximately 115 projects. In 2008 there were 140 projects, and in 2009, 187 major projects were completed. IMS contract employees are completing video work after hours and on weekends. *The Council may wish to ask if there is sufficient funding available to meet the City's demands.*

### 4. (\$178,272) Decrease in IMS Transfer from General Fund

As mentioned previously, the Department maintains computer infrastructure citywide. The General Fund portion of major systems is funded by a direct transfer from the General Fund. A \$5,370,876 transfer is proposed for FY 2011, which is a 3.2% decrease compared to FY 2010. (The proposed reduction is based on last year's IMS transfer from the General Fund plus or minus any budget adjustments that have occurred during FY 2010, plus proposed changes to the IMS budget for FY 2011.) City departments are charged for computer maintenance (set fee per computer) for discretionary computer support services not covered by the maintenance agreement, and for telephone services. *The Council may wish to consider the implications of reducing the transfer to this fund at a time when reliance on technology resources is increasing.*

### 5. Operating Budget Reduction

The Administration proposes to reduce the operating budget by \$120,000. This reduction will necessitate extending computer server life from three years to four years. The replacement schedule for routers and switchers will also be extended, which translates into additional savings of \$145,000 for the capital and non-capital equipment budgets. IMS indicates there is an increase in potential risk for service outages as infrastructure ages; however, the Department will continue to monitor the devices and mitigate the associated risks.

### 6. One-time transfer of \$400,000 to General Fund from IFAS account (the City's financial accounting system)

The Administration recommends a one-time transfer of \$400,000 from the IFAS fund

to the general fund. This transfer clears the accumulation of excess general fund monies that have built up in the IFAS fund over the last several years. *The Council may wish to note that the City's IFAS system is not state of the art for an organization of this size. Significant resources would need to be invested to address this.*

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*Additional Information*

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**LEGISLATIVE INTENT STATEMENTS**

Sponsorship Opportunities for Closed Captioning:

It is the intent of the Council that the Administration research potential sponsorship opportunities for closed captioning of City meetings.

Administration's Response:

The Administration has sought to find a vendor/ad agency that could assist in identifying a sponsor, but that effort has not yet been successful. At this point, closed captioning can be added in post production, but not live, and it is live production that is the costly process. Funds for this effort are not included in the FY 2010-11 Mayor's Recommended Budget.

*During the briefing on the proposed budget, the Council may wish to identify legislative intents relating to the Information Management Services Fund.*

*During the briefing, the Council may wish to identify potential programs or functions to be added to the Council's list for future audits.*

## SALT LAKE CITY COUNCIL STAFF REPORT

### BUDGET ANALYSIS – FISCAL YEAR 2010-11

**DATE:** May 28, 2010  
**SUBJECT:** UNRESOLVED & FOLLOW-UP BUDGET ISSUES (2010-11)  
**FROM:** Jennifer Bruno, Karen Halladay, Lehua Weaver, Sylvia Richards  
**cc:** David Everitt, Gordon Hoskins, Gina Chamness, Kay Christensen, Randy Hillier

Following the Council's May 25 briefing, staff updated the unresolved issues list and provided new information where available. Staff continues to finalize some information and will forward it to the Council.

#### Unresolved REVENUE Items:

This chart provides a list of **unresolved revenue** items, and includes items straw-pollled by Council Members during the May 25 briefing. For each item on the chart, additional information is provided on the following pages.

*If necessary, the Council may wish to consider taking a straw poll on the following items.*

Revenue Items		Amount in Mayor's Budget	Council Change
	Item Description		
1	Emergency Services: Double Taxation on Property Tax (County)	1,011,185	
2	Public Facility Parking Taxes (County - Salt Palace)	400,000	(280,000)
3	(TBD Administration's item to cover parking tax gap)		
4	Appropriation from Fund Balance (FY10 was 80,000, FY11 increase by 574,000)	654,000	
5	Add item: Fire False Alarms charging, begin mid-year (confirm amount)		50,000
6	Add item: Reimbursement for Airport Fire services? (\$225,587)		225,587
7	Add item: Snow Removal Fines?		10,000
8	Add item: Permits for fences, accessory structures, etc.?		10,000
9	Add item: Additional Collection efforts?		
10	Add item: Billing for re-inspections (\$10,000)		
11	Add item: Transfer from Ins. & Risk or Gov't Immunity Funds for Streets Response Team		
<b>Total General Fund Revenue Items:</b>		<b>186,785,704</b>	<b>186,801,291</b>

➤ Based on the May 25 straw poll, \$15,587 was added in revenue (net amount).

#### Item Descriptions:

- Property Tax item – County emergency services tax on City residents: \$1,011, 185 *Straw Poll: Keep item in the budget.*
- Public Facility Parking Tax at the Salt Palace: MRB was \$400,000; *Straw Poll: reduce the anticipated revenue amount by -\$280,000 to \$120,000.*
- Pending* – The Administration has indicated that they will submit an updated budget, which will include an alternative to address the \$280,000 reduction to the Public Parking Facility Tax.
- Fund Balance – the Mayor's Recommended Budget includes the use of \$654,000 from Fund Balance. The Council indicated that they may review this item depending on other decisions.

(Council Added Revenue items):

5. Charging for False Alarm fees – *Straw Poll: add \$50,000 in revenue to the budget, estimating a partial year of collections.*
6. Reimbursement for other Fire services provided to the Airport – *Straw Poll: add \$225,587 in revenue to the budget.*
7. Increasing snow removal fines – *Straw Poll: add \$10,000 in revenue to the budget.* Based on the Council's discussion, staff has provided information about current ticketing rates and amendments that the Council might consider at a later date. Below is a brief summary. *\*Please see Attachment A for more information.\**

*Under current ordinance, the City charges \$75 for failure to remove snow and ice from sidewalks. The fine is reduced to \$25 if paid within 10 days. If paid between 10-24 days, the fee is \$50. (No differentiation between residential and commercial properties.)*

*Between 12/15/09 and 1/22/10, the Justice Court processed 234 'failure to remove snow/ice from sidewalks' citations and collected \$4,565. Another \$3,928 remains outstanding.*

*There are two potential options for the Council's consideration, which differentiates fines based on whether the property is residential or commercial, and escalates the fine based on delinquency rather than offering discounts.*

8. New permit fees – *Straw Poll: add \$10,000 in revenue to the budget.* Council staff has requested assistance from the Attorney's Office to draft an ordinance assessing a fee for fence permits and accessory structure permits (minimum of \$31.00). *\*More information will be provided for the June 1 briefing.\**
9. Additional collection efforts – on June 1, the Council will hold a briefing and discussion on the City's efforts for collecting outstanding debts.
10. (New item for June 1) Billing for re-inspections by the Fire Department – the Council may wish to recognize \$10,000 in revenue for charging for necessary re-inspections.
11. (New item for June 1) Transfer from Insurance & Risk or Governmental Immunity Funds - Based on the Council's May 25 discussion, a transfer from one of these funds could be used toward the restoration of the Streets Response Team. **New Information:** The Administration has indicated that the work performed by the SRT that could be billed to Public Utilities is minimal.
  - If the budget for the Streets Response Team is restored, *the Council may wish to consider a Legislative Intent Statement requesting that the Administration conduct a time study on the tasks and time by Department and Enterprise Fund.* Some services may relate to Golf Courses, Refuse Fund, etc. With a better understanding of where time is spent, the Administration and Council could decide whether inter-fund billings are needed.

*Note: For the Council's reference, staff has estimated (for discussion purposes only), what the property tax impact would be for a variety of general property tax increase scenarios:*

Estimation of Property Tax Increase Impact by Property Type		
City Property Tax Increase	Annual Increase	
	\$250,000 House	\$1 Million Commercial Property
\$1,000,000	\$8.53	\$62.00
\$5,000,000	\$42.64	\$310.10
\$10,000,000	\$85.26	\$620.10

(Removed Items during the May 25 Briefing):

- Reimbursement for Fire Marshal services provided to the Airport: – *Straw Poll: do not add any revenue, because a position would have to be added and would either be funded directly by the Airport or an expense would be added to the General Fund budget offsetting any reimbursement transfer from the Airport.*
- Possible charge for use of dog parks – – *Straw Poll: explore options, but include in future discussions about Parley's Historic Nature Park Management Plan.*

**Unresolved EXPENSE Items:**

This chart provides a list of **unresolved expense** items. For each item on the chart, additional information is provided on the following pages.

Expense Items		Amount in Mayor's Budget	Council Change
	Item Description		
12	(Citywide) Restore 1.5% Salary Suspension (total General Fund)	1,500,000	
13	(Citywide) Restore Merits for non-topped out union employees (total G F)	1,100,000	
14	(Attorney's) Restore Career Ladder Program	70,000	
15	(Attorney's) Market adjustments (Aptd CA and paralegals to 90%)	79,673	
16	(Police Dept.) Market adjustments (Evidence Tech II to 90%)	10,100	
17	(CED) Permit Counter Related Items:		
18	a. MRB: Permit Outsourcing reduction	(50,000)	
19	b. MRB: Eliminate Fire Protection Engineer position (Vacant)	(84,168)	
20	c. Add item: Permit Counter service improvement tools		
21	i. Building Permit Audit?		
22	ii. Public Utilities engineer & documentation (General Fund neutral)		
23	iii. Documentation Funding (\$58,000 one-time)		
24	(CED) Add item: Funding for Master Plans / Small Area plan updates?		
25	(CED) New item: Reconfigure Capital Asset Management (\$46,000 savings)		
26	(HR) Transfer Civilian Review Board staff person from Admin Services (\$98,052 sal; 29,736 ben; supplies 6,900)	132,440	
27	(Public Srv) Eliminate Office Facilitator I / Technical Planner	(79,736)	
28	(Public Srv) Add item: Volunteer Coordinator		
29	(Public Srv) Flower Related Items:		
30	a. MRB: Close Jordan & Liberty Park Greenhouses (2 FTEs)	(129,943)	
31	b. MRB: Reduced watering for parks (part for flowers)	(187,122)	
32	c. MRB: Reduce Parks Maintenance (including seasonals) (part for flowers)	(141,584)	
33	d. Add item: restore funding for water costs?		
34	e. Add item: restore funding for seasonal employees?		
35	f. Add item: restore funding for Spring 2011 flowers?		
36	(Public Srv) Eliminate Streets Response Team positions (3) (offsetting transfers?)	(233,840)	
37	(Public Srv) Eliminate speed board deployment (\$20,000 to restore)	(40,000)	
38	(Public Srv) Global Artways Related Items:		
39	a. MRB: Discontinue Global Artways program positions (3) (2 Lay-offs)	(363,786)	
40	b. Add item: Global Artways - Council Considering Options:		
41	i. Provide partial year funding for transition (thru summer, fall, ??)		
42	ii. Increase budget for Arts Council Grant (MRB = \$75,000)		
43	iii. Fund a position for transition assistance, grant writing, etc. (part-time?)		
44	iv. Restore full funding & program		
45	v. Adopt Mayor's Recommended Budget		
46	(Non-Dept) New Sales Tax Rebate (Komatsu)	30,000	
47	(Non-Dept) Funding for Northwest Quadrant Follow-up	100,000	
48	(Non-Dept) Reduce funding for Sugar House Park Authority	(18,000)	
49	(Non-Dept) Add Item: Parley's Historic Nature Park Mgmt Plan implementation?		
50	(Non-Dept) Add Item: Begin shift to an automated payroll system? (\$15,000)		
51	(Non-Dept) Add Item: Begin other updates to Financial System (\$35,000)		
<b>Total General Fund Expense Items:</b>		<b>186,785,704</b>	<b>186,785,704</b>

- *The Council may wish to consider taking a straw poll on items as possible.*

Item Descriptions:

12. (#s 12-16) Salary Adjustment Items - *The Council may wish to take a straw poll if there are any changes to the salary adjustment items*, including the restoration of the 1.5% suspension or merits, etc.

**New Information:** Some Council Members requested additional information about the net effect of the restoration of 1.5% employee pay, in combination with the health insurance premium increase. The Administration has provided Council Staff with detailed information, summarized in the following chart. 51% of employees are enrolled in the Summit Care Family category. For employees enrolled in this program, the 100, 200, and 300 series employees (55% of total employees) will see a net decrease in pay.

Pay Class	% of employees	For Employees on Summit Care Double (21% of Employees)				For Employees on Summit Care Family (51% of Employees)			
		Annual Premium Increase (\$22 per paycheck)	Proposed Pay Restoration (1.5%) - Average per pay class	Net Annual Impact <u>with</u> Pay Restoration	Net Annual Impact <u>without</u> Pay Restoration	Annual Premium Increase (\$29.65 per paycheck)	Proposed Pay Restoration (1.5%) - Average per pay class	Net Annual Impact <u>with</u> Pay Restoration	Net Annual Impact <u>without</u> Pay Restoration
100	27%	\$ 572	\$ 613.08	\$ 41.08	\$ (572)	\$ 763	\$ 613.08	\$ (150.02)	\$ (763)
200	12%	\$ 572	\$ 541.63	\$ (30.37)	\$ (572)	\$ 763	\$ 541.63	\$ (221.47)	\$ (763)
300	15%	\$ 572	\$ 728.83	\$ 156.83	\$ (572)	\$ 763	\$ 728.83	\$ (34.27)	\$ (763)
600	14%	\$ 572	\$ 969.07	\$ 397.07	\$ (572)	\$ 763	\$ 969.07	\$ 205.97	\$ (763)
400	8%	\$ 572	\$ 834.91	\$ 262.91	\$ (572)	\$ 763	\$ 834.91	\$ 71.81	\$ (763)
900	3%	\$ 572	\$ 1,140.36	\$ 568.36	\$ (572)	\$ 763	\$ 1,140.36	\$ 377.26	\$ (763)
500	13%	\$ 572	\$ 782.50	\$ 210.50	\$ (572)	\$ 763	\$ 782.50	\$ 19.40	\$ (763)
800	3%	\$ 572	\$ 1,098.24	\$ 526.24	\$ (572)	\$ 763	\$ 1,098.24	\$ 335.14	\$ (763)
Executive	4%	\$ 572	\$ 1,345.03	\$ 773.03	\$ (572)	\$ 763	\$ 1,345.03	\$ 581.93	\$ (763)

17. (#s 17-23) CED Permit Counter Related Items - *The Council may wish to take a straw poll on the items related to the Permit Counter.*

- Mayor's Recommended reduction to permit outsourcing funds (reduced by \$50,000)
- Pending* – Fire Plans review - Due to a miscommunication between CED and the Fire Department, the Mayor's Recommended Budget proposed cutting too many resources out of Fire Plans review. As part of the updated budget that the Administration has indicated they will submit, a proposal to restore or remedy this item will be included.
- In addition to the Administration's submittal to restore some funding for the Fire Plan review function, the Council might also consider the following items:
  - Funding for a Building Permit Audit? (staff estimate: up to \$100,000)
  - Require that Public Utilities: a) fund a position at the One Stop Counter for reviewing Utility permits, and b) document policies and practices for ease of customer understanding. (This would not have a budget impact to the General Fund.)
  - One time funding for additional documentation of guidelines for customers. (staff estimate: \$58,000)

24. Master Plan / Small Area Plan updates? *The Council may wish to take a straw poll on whether there is interest in funding updates to the City's Master Plans and Small Area Plans.*

25. Reconfigure Capital Asset Management – may recognize \$46,864 in savings.

26. Human Resources – Civilian Review Board administrator position and related duties. *The Council requested that the Administration provide a plan to ensure that this person has additional duties.*



Volunteer Coordination – There were several items for which the Council identified the need for a volunteer position. Staff has two suggestions for the Council’s consideration:

27. Restore the Office Facilitator / Technical Planner position (\$79,736) in Public Services to help the Office of the Director with projects and analysis. This could possibly allow for the employees in the Director’s front office to assist with coordination of volunteer efforts. If the Council is supportive, the budget appropriation could be contingent upon the use as described.
28. In lieu of the above suggestion, the Council may wish to add funding to the Public Services budget for a volunteer coordinator position. On May 25, the Administration indicated that this would likely be a full-time function, however the Council voiced some interest in exploring a part-time FTE.
29. (#s 29-35) Flowers / Greenhouses related items. *\*Please see Attachment B for restoration options & costs.\* The Council may wish to take a straw poll on either restoring cuts in the Mayor’s budget, or adding other items to restore certain functions.*
36. Streets Response Team – the Mayor’s Recommended budget eliminated funding for the Streets Response Team. Those three employees would be re-assigned within the Department of Public Services. The Council discussed possibly utilizing a transfer from the City’s Insurance & Risk Management Fund and / or the Governmental Immunity Fund to restore this cut. *\*Please see Attachment C for restoration options & costs.\**  
The Council also requested more information about the amount of support this Team provides to the Department of Public Utilities. **New Information** – the amount of assistance provided to Public Utilities is minimal, and would probably need additional documentation to estimate an accurate amount. However, there is a possibility that certain parts of the Team’s function could be billed to other Enterprise Funds.
  - As was mentioned in the “Revenue Section” above, if the budget for the Streets Response Team is restored, *the Council may wish to consider a Legislative Intent Statement requesting that the Administration conduct a time study on the tasks and time by Department and Enterprise Fund.* Some services may relate to Golf Courses, Refuse Fund, etc.
37. Speed Board Deployment – the Council indicated some interest in restoring \$20,000 in funding to support the deployment of Speed Boards. *The Council may wish to straw poll this item.*
38. (#s 38-45) Global Artways related items: Staff is continuing to finalize options and costs for this item. *\*More information will be provided for the June 1 briefing.\**

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*(These items were not discussed on May 25. The Council may wish to take a straw poll to determine support for any changes.)*

46. New Sales Tax Rebate proposal (\$30,000) - Since this tool had not previously been vetted with the Council, the Council may wish to ask the Administration to identify funds in the existing on-going budget to address the request (budget cut option).
  - *In addition, the Council may also wish to consider a legislative intent requesting the Administration come back to the Council with a defined proposal for this economic development tool. The Council may wish to request that the Administration identify criteria to define businesses are eligible (to avoid jurisdiction shopping), any potential cap of a specific offer, and the definition of the offer as an upfront or ongoing payment.*



47. Funding for Northwest Quadrant follow-up (\$100,000) The Administration has not yet identified a specific scope for the funding, and as such, is not able to break out into more detail which component of the project will be addressed with which funds.

- *The Council may wish to consider a legislative intent asking the Administration to review the scope with the full Council prior to issuing any RFPs associated with the funding. (A stronger tool would be for the Council to make this a conditional appropriation.)*
- *The Council may also wish to take a straw poll on the amount of the appropriation.*

48. Sugar House Park Authority - the Mayor's recommended budget reduces the funding to the Sugar House Park Authority by \$18,000. Some Council Members have indicated an interest in restoring this funding, possibly with a condition that the Park Authority match it with fundraising efforts or sponsorships during park events. *The Council may wish to consider a legislative intent or conditional appropriation to this effect.*

Other items raised:

- 49. Consider adding funding to implement recommendations from the Parley's Historic Nature Park Management Plan
- 50. Consider adding funding to begin shifting toward an automated payroll system (staff estimate: \$15,000)
- 51. Consider adding funding for other updates to the City's Financial System (staff estimate: \$35,000)

#### OTHER FUNDS Unresolved Items:

52. *Refuse Fund* – Several questions have been raised from Council Members and constituents, regarding the rate structure (one combined rate) and the mandatory yard waste program. The Council may wish to provide further direction to staff and the Administration regarding support for the Refuse Fund budget as proposed, or requests for changes, if any. The primary questions are:

- a. Is the Council supportive of the Administration's proposal to implement accelerated diversion, including full rollout of yard waste program.
- b. How to structure the rate for the services. Some items the Council may wish to consider:
  - i. A combined rate is consistent with the message that the City is providing a package of waste management services, rather than a "pay per" system.
  - ii. Diverting waste from the landfill benefits all residents (even if they don't personally use each service), because of delaying the closure of the landfill. (All residents will share the cost of closing and relocating the landfill.)
  - iii. The current rates are a step toward full cost recovery. The current rates are subsidized by the Fund's cash reserves, which artificially keeps rates low.
  - iv. The start-up and capital costs to expanding services has been funded by the Fund's cash reserves, which means that their Fund Balance is less than 30% of ongoing operating expenses. The standard for other enterprise funds has been to maintain a cash balance equal to operating expenses for 3-months.

53. *Watershed Land and Water Rights acquisition fund* – (Public Utilities) The Council had discussed the possibility of not appropriating the full \$1 million in the Department's annual budget, but possibly processing requests through the periodic budget amendment process.

- *The Council may wish to discuss this further and provide staff with additional direction.*

#### Follow-up Information including Pending Items:

54. *Charging for Parking to encourage transit* – (Non-Departmental) Some Council Members expressed an interest in charging employees for parking at City facilities (currently parking is free). The Administration had done some preliminary analysis, identified City facilities and number of employees based on UTA service level, and conducted an employee survey to estimate current transit ridership. Council Staff has not had sufficient time to completely review and verify this analysis, but preliminary numbers and analysis indicate the following:
- Approximately 900 employees work at City facilities located in UTA service Level A (defined by UTA as - at least 65 transit vehicle trips within ¼ mile walking distance of business location during the morning weekday peak period). *These facilities are the Library/City& County Building, Plaza 349, Justice Court, 6<sup>th</sup> South Facilities, and Public Safety Building* *Civilians (sworn officers and Fire were not included due to issues with the existing MOU and the SLCPD take-home vehicle program).*
  - Approximately 1066 employees work at City facilities located in UTA service Level D (defined by UTA as - at least one, but less than 25, transit vehicle trips passing within one-quarter (1/4) mile walking distance of Sponsor's Business Location during the morning weekday peak period). No employees work in Service level B, and 20 work in Service level C.
  - Note: City employees who work at locations in UTA Service Level A may not live in locations that are also service level A. Further analysis would need to be done to match employee residences with work locations.*
  - Based on a voluntary city survey conducted by the City's Sustainability Division, approximately 25% of employees working at locations in UTA Service Level A do not drive a vehicle to work (survey did not include Library Employees).
  - Based on this information, if the City were to charge the remaining 75% (employees who did drive a vehicle to work) of employees working in Service level A \$5 per paycheck (\$130 per year; \$10.83 per month), as well as charge the approximate 150 Library employees for parking, the City could generate approximately \$100,000 in revenue. The Council may wish to consider the implications of charging employees for parking when transit is not readily available (especially at locations where employees work during off-peak hours).
  - The total cost of the Eco-pass program is approximately \$355,000.

*The Council may wish to consider a legislative intent asking the Administration to further investigate this issue on the policy basis that charging for parking would encourage employees to use the transit pass. The Administration could consider employee equity issues (equity among locations), employee residential locations, as well as how to charge employees who may use transit and only on occasion drive a vehicle.*

55. *Gang Prevention Program* – (Non-Departmental) Based on the Council's request during the May18 Non-Departmental briefing, the Administration has provided the following information about the implementation of the Gang Prevention program and how the funding has been used:

*From Michael Stott:*

*Colors of Success was the sole offerer in the RFP process but was found qualified by the selection committee. The contract start date was 2/2/2010 but the services did not begin until the end of February when the Outreach Workers were hired. The budget allocation of \$70k annually provided for 1.5 FTE's. Ideally, the amount would cover at least 2 FTE's.*

*The Outreach Workers are filling their case loads and are currently providing gang intervention services to 7 program participants and they are reaching out to an additional 18 program candidates. I see them twice per month at the regular Gang Intervention Team meetings. In*

*addition to their core intervention work, they are conducting door-to-door interviews of residents to gauge perceptions of the gang problem in various neighborhoods. They are also reaching out to various groups such as schools, community councils, and various youth-serving organizations. In my opinion, these two individuals are qualified and highly motivated for this type of work.*

*Some of the funding that would not be used this year for Outreach Work has been applied to gang outreach tools including parents' guide flyers, laptops for the Outreach workers, and a local gang conference. Despite those expenditures, which were handled through the Mayor's Office, roughly half of the \$70k funding for FY10 will be unused since the Outreach Work did not begin until month 8 of the fiscal year.*

*The Outreach Work is the foundation of our Gang Reduction Program. Without them, the program will likely fail.*

56. *Costs for services provided to Business Districts – (Public Services & CED)* Several questions have been raised to understand the true cost of the services provided by the City within the Central Business District and Sugar House Business District. Per information previously provided by the Administration, services include: snow removal, sidewalk and planter repairs, graffiti removal, clean-up, trash removal, electrical, and sprinkler repairs. The Administration is providing a more detailed accounting of the costs associated with each of these services.

#### Remaining Budget Schedule:

##### JUNE 1 Council Meeting

###### AGENDA ITEMS:

- IMS (SR)
- Justice Court (SR)
- Unresolved Issues (all)
- Legislative Intent / Interim Study Report (LW)
- CIP (JB)
- (Budget Amendment No. 4 –Public Hearing)

##### JUNE 8 Council Meeting

###### AGENDA ITEMS:

- Unresolved Issues (all)
- Property tax numbers MAY be final by this point (June 8th is date required by state)
- Briefing on Tax Anticipation Notes
- CIP Follow-up (JB)
- Adopt Annual budget if possible
- (Budget Amendment No. 4 –Action Item)

##### JUNE 15 Council Meeting

###### AGENDA ITEMS:

- Action on Tax Anticipation Notes
- Adopt Annual budget if not possible to adopt on June 8

##### JUNE 22 Council Meeting (not a regularly-scheduled meeting)

###### AGENDA ITEMS:

- Last day possible to adopt budget

## Additional Information

### Current Fine Structure & Options for Council's Consideration

#### Brief summary:

- Under current ordinance, the City charges \$75 for failure to remove snow and ice from sidewalks. The fine is reduced to \$25 if paid within 10 days. If paid between 10-24 days, the fee is \$50. (No differentiation between residential and commercial properties.)
- Between 12/15/09 and 1/22/10, the Justice Court processed 234 'failure to remove snow/ice from sidewalks' citations and collected \$4,565. Another \$3,928 remains outstanding.
- Currently, Parking Enforcement personnel enforce the snow removal ordinance. Parking Enforcement has suggested the following fee structure options:
  1. Residential citations: \$40. Fee could increase to \$80 if not paid within 15 days and increase to \$120 if not paid within 25 days with a maximum of \$120.
  2. Business citations with sidewalk frontage of less than X linear feet could be \$80. Fee could increase to \$120 if not paid within 15 days and increase to \$160 if not paid within 25 days.
  3. Businesses citations with frontage of more than X linear feet could be \$120. Fee could increase to \$160 if not paid within 15 days and then increase to \$200 if not paid within 25 days with a maximum of \$200.
- The following option was presented to the Council's Transportation & Mobility Subcommittee in 2009.
  1. Residential citations: \$25 per day for each day snow/ice is not removed within 48 hours; increases to \$50 if not removed within 72 hours, and increases to \$75 if not removed within 120 hours.
  2. Commercial citations: \$75 per day for each day snow/ice is not removed within 48 hours; increases to \$150 if not removed within 72 hours, and increases to \$300 if not removed within 120 hours.

#### General Info:

Under the current ordinance, the "base fee" for failing to remove snow and ice from sidewalks is \$75. However, if one pays the civil fine within 15 days, the fee falls to \$25. If one pays the civil fine after 10 days but before 25 days, the fee is \$50. After 25 days, the fee rises to the original \$75 base fee. There is no differentiation between residential and commercial properties. Owners of both kinds of properties can be fined every day sidewalks remain uncleared.

According to the Salt Lake City Justice Court, the court administration processed 234 citations for failure to clear sidewalks of snow and ice from sidewalks between December 15, 2009, and January 22, 2010. Of those, 17 citations were listed as void. Of the remaining 217 citations, 138 (64 percent) were issued at residential properties; 45 (21 percent) were issued at business properties; and 34 (15 percent) were issued either to trusts or at places that could not be defined by citation as either a residential or business property.

The City collected \$4,565 from the citations. Another \$3,928 remains outstanding from 33 citations (15 percent of citations issued). Of the 174 citations paid, 122 of them (70 percent) paid \$25, meaning the citations were paid within 15 days. Another 28 citations (16 percent of 174) were for amounts less than \$25, probably reflecting the latitude of hearing officers to take into account the age and physical ability of people who might receive civil citations for failing to clear sidewalks of snow. The remaining 24 citations (14 percent) paid amounts of more than \$25, including one for \$93.

Previous information indicates that between June 30, 2008, and July 1, 2009, the City issued 518 citations for failing to remove snow and ice from sidewalks. It should be noted that during that winter season the City also issued about 1,000 warnings, according to previous information. The previous information did not differentiate between residential and commercial property.

After the City Council discussed snow removal citations in January 2010 the idea more or less had evolved to this: Three classes of civil citations for residences, for businesses with less than "X" linear feet of sidewalk, and for businesses with more than "X" linear feet of sidewalk.

At the time, the division in charge of enforcing the snow removal ordinance also enforced parking violations. To allow parking enforcement officers to use the same hand-held computerized equipment used to issue parking citations, the head of Parking Enforcement suggested that:

- Residential citations could start at \$40, increase by \$40 if not paid within 15 days, and increase by \$40 again if not paid within 25 days. That would mean the owner of a residence would pay a maximum of \$120 if the citation failed to be paid within 25 days.
- Citations for businesses with sidewalk frontage of less than "X" linear feet could start at \$80 and increase by \$40 if not paid within 15 days and by another \$40 if not paid within 25 days. The maximum would be \$160 if not paid within 25 days.
- Citations for businesses with sidewalk frontage of more than "X" linear feet could start at \$120 and increase by \$40 if not paid within 15 days and by another \$40 if not paid within 25 days. The maximum would be \$200 if not paid within 25 days.

Again, the suggestion was based on using the same hand-held equipment used by parking enforcement officers because the equipment is programmed to give a "base fee" and two alternate fees for paying within certain dates.

Under the Mayor's Recommended Budget, the new Civil Enforcement Division would enforce snow removal and probably use different equipment to issue citations. Enforcement would not necessarily have to use the \$40 progression suggested by Parking Enforcement.

Two other outstanding issues included whether to class residential buildings larger than a duplex as a business or a residence and how should any new or amended ordinance address repeat offenses.

Another proposal broached to the City Council Transportation and Mobility Subcommittee in mid-2009 was to create an escalating series of fines based on how long a property owner did not clear snow from sidewalks. An ordinance was drafted by a lawyer under contract to the City Council. The draft ordinance contained the following fine structure.

1. For residential property:
  - a. Twenty-five dollars (\$25) for each day hail, snow, or sleet is not removed from sidewalks within forty-eight (48) hours;
  - b. Fifty dollars (\$50) for each day snow or sleet is not removed from sidewalks within seventy-two (72) hours; and
  - c. Seventy-five dollars (\$75) for each day snow or sleet is not removed from sidewalks within one hundred twenty (120) hours.
2. For commercial property:
  - a. Seventy-five dollars (\$75) for each day snow or sleet is not removed from sidewalks within forty-eight (48) hours;
  - b. One hundred fifty dollars (\$150) for each day snow or sleet is not removed from sidewalks within seventy-two (72) hours; and
  - c. Three hundred dollars (\$300) for each day snow or sleet is not removed from sidewalks within one hundred twenty (120) hours.



None of the proposals considered by the Transportation & Mobility Subcommittee appeared to include provisions for the City to clear snow from uncleared sidewalks and then bill an owner for the City's cost to remove snow. Current Salt Lake City ordinances also do not appear to contain provisions for a City response to an uncleared sidewalk. The practice is common among many U.S. cities.

Finally, here are how three cities charge people for not clearing sidewalks:

- Boston, Massachusetts – Charges a \$50 per violation fine to owners of property where land is zoned exclusively for residential use and where the property has six or fewer residential units. For property in exclusively residential zones where the property has more than six residential units or where property is vacant land the fine is \$100 per violation. For commercial or mixed use zones and buildings, the fine is \$150 for each violation.
- Albany, New York – Charges a minimum \$50 fee to the owner or occupant of property abutting an uncleared sidewalk plus a maximum \$100 fine.
- Missoula, Montana – Charges owners or occupants of property abutting uncleared sidewalks a minimum \$25-per-half-hour to clear the sidewalk plus a \$35 administrative fee plus a fine of not less than \$25 or more than \$50.

Salt Lake City Flowers\Greenhouses - FY 2011 Annual Budget Schedule of Options			
	Option A	Option B	Option C
<b>Description</b>	Mayor's Recommended Budget - Plant Flowers by June 30th, minimal watering, maintenance, greenhouse closures, no flowers planted in Spring of 2011.	Mayor's Recommended Budget - Plant Flowers by June 30th and provide funding to care and keep flowers during FY 2011 budget season. (Flowers purchased from outside supplier for FY 2011.) This option assumes -no volunteer program.	Keep program as currently developed. ● Renovation needed at Jordan Greenhouse.
<b>Uses:</b>			
Salaries, Wages, and Benefits - Non-seasonal	\$ 135,524	\$ 135,524	\$ 225,108
Salaries, Wages, and Benefits - Seasonal	\$ -	\$ 100,000	\$ 107,432
Materials	\$ -		\$ 21,336
Charges and services	\$ 564	\$ 564	\$ 564
Utilities Expense	\$ 23,000	\$ 23,000	\$ 42,023
Other - Renovation of Jordan Greenhouse			<b>TBD</b>
Subtotal - Before FY 2011 Flower Purchase	\$ 159,088	\$ 259,088	\$ 396,463
Flowers (Purchased from outside supplier.)		\$ 88,000	
Total - Including Flower Purchase	\$ 159,088	\$ 347,088	\$ 396,463

Volunteer Coordinator Position	\$ 55,204
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**Summary of Options:**

- It would take an additional \$100,000 of seasonal help to maintain the flowers/beds through FY 2011.
  - Seasonal Help – 4 Months (July, August, September, and October ) - \$57,000
  - Seasonal Help – 3 Months (April, May, June) - \$43,000
- The annual budget for the flower program is:
  - Option B - \$347,088 – if flowers (approximately 92,000 plants/flowers for \$88,000) are purchased from an outside supplier.
  - Option C - \$396,463 – if flowers are produced/grown by Salt Lake City. (Renovation costs are not included in the analysis.)
  - A volunteer coordinator position is estimated to cost \$55,204. (This cost is not included in the analysis.)
- The remaining budget after the MRB reduction is \$159,088. Depending on the option, either \$188,000 (Option B) or \$237,375 (Option C) would have to be restored to the FY 2011 budget.

Salt Lake City Response Team - FY 2011 Annual Budget Schedule of Options			
	Option A	Option B	Option C
Description	Mayor's Recommended Budget - Eliminate Response Team - Calls go to Police Dispatch and/or Assigned Supervisor	Keep Response Team, but fund for critical hours only. Provide one-time funding from Insurance and Risk Fund. Additionally, reduce equipment and vehicle costs.	Keep program as currently developed. In addition, provide one-time funding from Insurance and Risk Fund. Additionally, reduce equipment and vehicle costs.
Schedule	Police Dispatch - Outside of Department Business Hours	Weekdays - 4:30 p.m. to 1:00 a.m. Saturday - 8:00 a.m. to 1:00 a.m. Sunday - 8:00 a.m. to 1:00 a.m. Police Dispatch - Non-covered hours	Weekdays - 4:30 p.m. to 1:00 a.m. Saturday - 8:00 a.m. to 1:00 a.m. Sunday - 8:00 a.m. to 1:00 a.m. Nighttime (Winter) - 1:00 a.m. to 7:00 a.m. (Winter Hours - 24 Hour Coverage) (Two employees from 8 AM until 4 PM - each doing different tasks.)
Total Hours		80 Hours	120 Hours
<b>Sources:</b>			
Transfer from Enterprise Funds - Services Provided	\$ -	\$ -	\$ 5,000
Transfer from Insurance and Risk Fund	\$ -	\$ 157,596	\$ 222,026
<b>Uses:</b>			
Salaries, Wages, and Benefits	\$ -	\$ 125,397	\$ 187,717
Overtime Compensation		\$ 15,840	\$ 14,969
Equipment - Fleet Maintenance and Fuel	\$ -	\$ 7,637	\$ 11,456
Materials and Supplies	\$ -	\$ 6,724	\$ 10,087
Charges and Services	\$ -	\$ 1,998	\$ 2,797
Total	\$ -	\$ 157,596	\$ 227,026
<b>Staffing:</b>			
Full time	0.00	2.00	3.00
Seasonals	0.00	0.00	0.00
Total	0.00	2.00	3.00

**Summary of Options:**

- Option A – Per the Mayor's Recommended Budget, eliminate the Streets Response Team. All afterhours calls, including nights, weekends, and holidays, would be taken by Police Dispatch. Fiscal year 2011 budget savings would be \$233,840.
- Option B – Fund the Streets Response Team with two full time positions (instead of 3), and provide nighttime and weekend coverage until 1:00 a.m. Calls outside of this timeframe would be handled by Police Dispatch. The required budget for this option would be \$157,596. The \$76,244 savings from the full restoration option comes from a reduction of 1 full time position and additional reductions in personal services, equipment and supply budgets of roughly \$26,000.
- Option C – Restores the full Streets Response Team at three full time positions and includes some reductions in the equipment and supply budgets of approximately \$7,000. The FY 2011 expenditure budget is \$227,026.
- Option B or C - The Insurance and Risk Fund could provide all or a portion of one-time funding.

Note for Option B or C – The Council may wish to consider a legislative intent asking the team to conduct a time study over the course of a year so that the City could recoup costs from services provided to Enterprise Funds by billing those funds.