

PARK CITY MUNICIPAL'S FISCAL YEAR 2019 BUDGET



Evolving and sustaining a complete community

City Council Adopted Budget

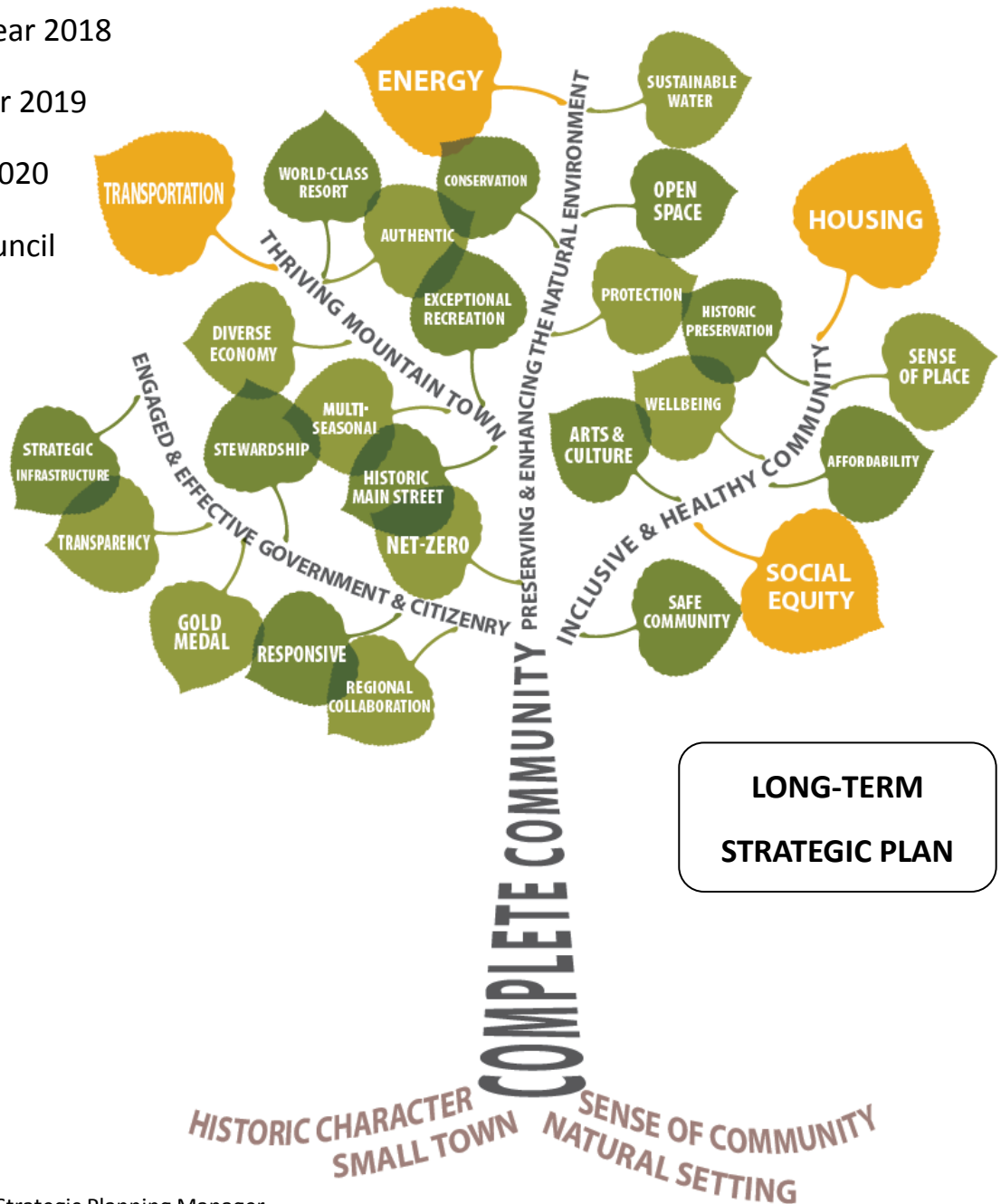
Adjusted Budget Fiscal Year 2018

Annual Budget Fiscal Year 2019

Annual Plan Fiscal Year 2020

Adopted by Park City Council

Volume I



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PARK CITY MUNICIPAL CORPORATION

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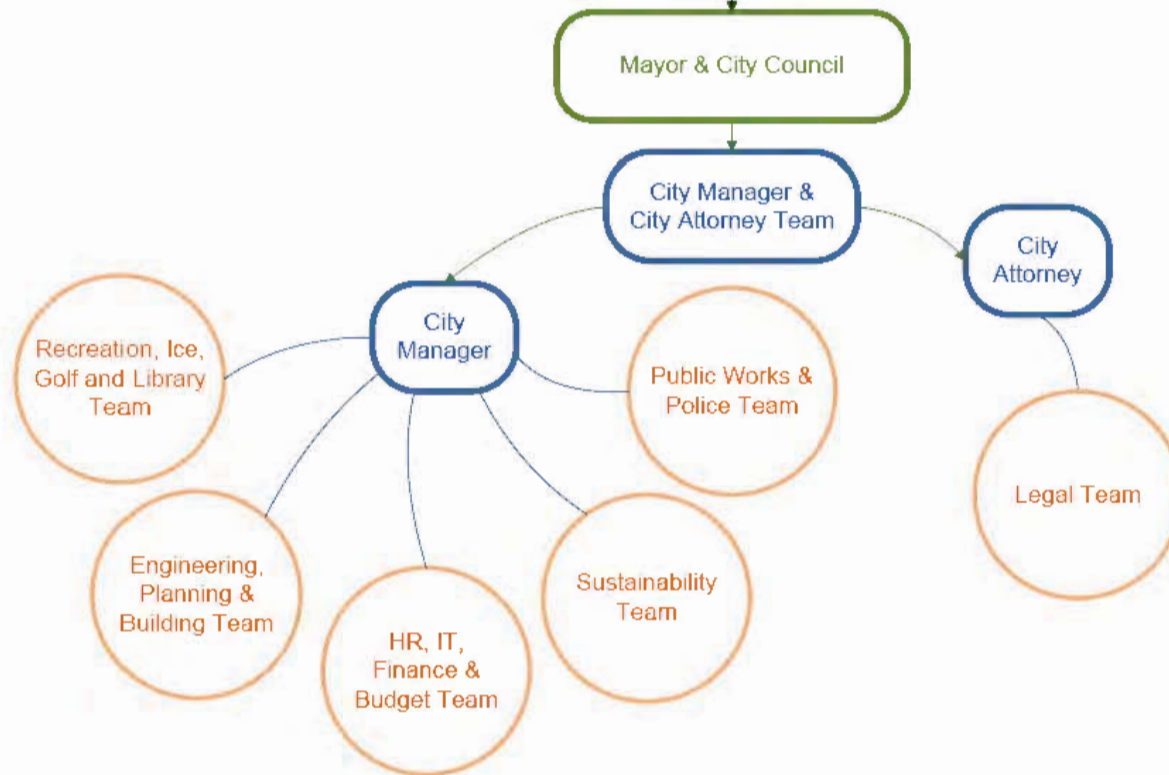
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Park City Citizens



Park City Municipal Corporation's Budget Document is divided into three documents each geared toward a certain reader:

Volume I: Executive Summary is intended for City Council and outlines the process, policies, and important issues of the FY 2019 financial plan for Park City Municipal Corporation. The principal objective of Volume I is to clearly describe the City's budget process and highlight proposed changes to the budget. City Council can then use this tool to provide policy direction during the budget process.

Volume II: Technical Data displays Park City's budget in a much more detailed fashion than Volume I. The first half of the document shows information organized by municipal function and department. Function organizational charts, department descriptions, and performance measures are all included here. The second half presents the data by fund. The data in Volume II is intended for City Council and staff, but is available for those in the general public who may be interested.

The Citizen's Budget was designed to inform the general public about Park City's financial plan. The document seeks to answer two basic questions: (1) How is the City funded? (2) How are those funds spent? The information in the Citizen's Budget is quite intentionally lean on figures, charts, and technical jargon as it seeks to give those of a casual interest a general understanding of what the City does.

VOLUME I: EXECUTIVE SUMMARY

INTRODUCTION

Foreword and brief explanation of basic concepts necessary to grasp the contents of the document. This section outlines Park City's goals and objectives as well as the process by which the budget puts those goals into action.

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CITY MANAGER MESSAGE

May 3, 2018

To the Mayor, City Council, and Residents of Park City:

Pursuant to §10-6-109, Utah Code Annotated, the following budgets: Fiscal Year 2018 Adjusted Budget and Fiscal Year 2019 Budget have been prepared for Park City Municipal Corporation using budgetary practices and techniques recommended by the Governmental Accounting Standards Board (GASB) and the Governmental Finance Officers Association (GFOA). As required by State law, the proposed budget is balanced.

The proposed budget presented herein has been compiled with goals and objectives outlined by City Council during the 2018 City Council Retreat as guiding principles.

The City employs a Budgeting for Outcomes (BFO) process that focuses on Council priorities and objectives as the driving factor for determining the annual budget. BFO provides a comprehensive review of the entire organization, identifying every program offered and its cost, evaluating the relevance of every program on the basis of the community's priorities, and ultimately guiding elected and appointed officials to the policy questions they can answer with the information gained from the process. We are confident BFO provides us with the tools we need to build a budget that reflects our city's values and needs. This budget process will help us do this by focusing on outcomes that matter to our residents and others who have a stake in this community.

Budgeting for Outcomes is just part of the cutting edge process we employ in the development of the budget in Park City. The other distinctive part of the process is the utilization of cross-departmental staff teams for the development of the budget recommendations. The Results Team develops the Operating Budget Recommendation and the CIP Committee creates the Capital Budget recommendation. These two budgets are then presented to the City Manager. The result of this collaborative process and the participation of more than 50 members of the organization is the City Manager's Recommended Budget.

There is a long list of PCMC staff to thank for their participation in the process. A special thanks goes out to the Results Team and the CIP Committee. Each team spent more than 40 hours over the course of a month to evaluate departmental budget proposals against City Council's Priorities.

FY 2018 Results Team

Leader: Jed Briggs
Linda Jager
Angela Arreche
Jason Christensen
Kory Kersavage
Cherie Ashe
Darwin Little
Anya Grahn

FY 2018 CIP Committee

Leader: Nate Rockwood
Blake Fonnesebeck
Jon Weidenhamer
Ken Fisher
Rebecca Gillis
Matt Cassel
Scott Robertson
Alfred Knotts
Matt Twombly
Clint Dayley

Staff's commitment to administering municipal services and managing the capital program with a high degree of efficiency at a minimum cost to residents and taxpayers affirms that the City is maintaining a sound financial footing.

On behalf of the many staff members who contributed to the development of this budget, and with special thanks to Nate Rockwood and Jed Briggs, I present the City Manager Recommended Budget for FY 2019 to City Council, residents of Park City, and other interested stakeholders for your review.

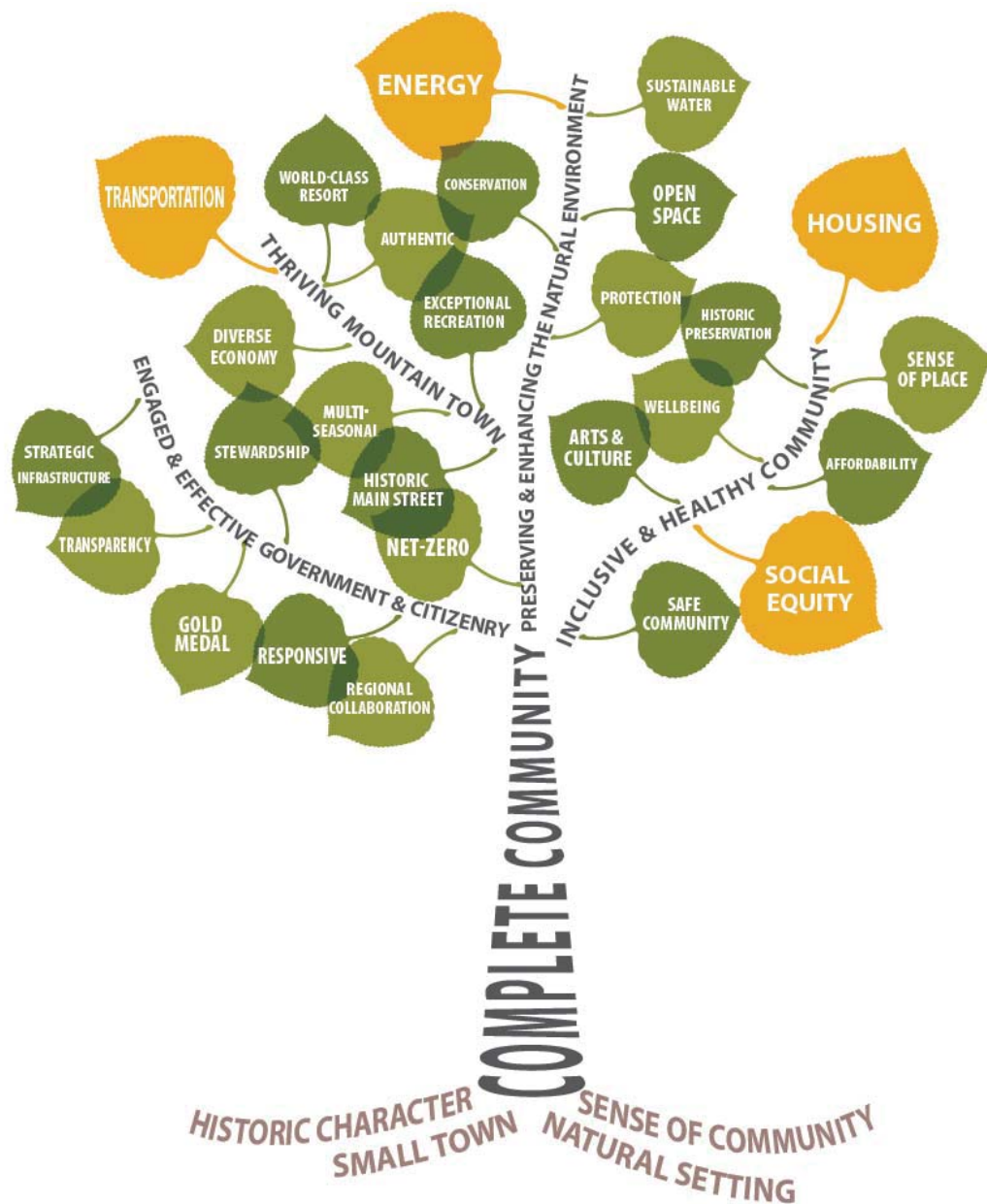
Sincerely,

Diane Foster
City Manager
Park City Municipal Corporation

INTRODUCTION

PARK CITY MUNICIPAL'S LONG-TERM STRATEGIC PLAN

*Park City Municipal's mission statement is **Evolving & Sustaining a Complete Community** and gets to the heart of what the City is striving to do. A complete community strikes a balance between sustaining an exceptional quality of life and managing a thriving mountain town, while continuing to preserve and enhance the natural environment. A complete community is engaged with its government, which is, in turn, engaged with the public. Through community engagement the City Council has identified four critical priorities: **Energy, Transportation, Housing, and Social Equity**. The City believes that by striving to make substantive progress on these four issues our town will be more complete.*



INTRODUCTION

Park City is a first-name town offering first-class service. The City provides exceptional, cost-effective benefits to our residents, including outstanding facilities and amenities, a small town atmosphere, a strong sense of community, and historic character. Park City attracts visitors from around the globe with our world-class skiing and recreation, vibrant arts and culture scene, multi-seasonal events, and “funky” personality. Park City is an accessible and well-managed community, which makes it a unique and desirable place to call home—for a weekend or for a lifetime.

Park City Municipal’s Long-term Strategic Plan gives us—full and part-time residents, PCMC employees, hospitality workers, and whoever loves Park City and is interested in ensuring its future success—the tools to align resources and decision making so that we do not run from uncertainty but embrace it and plan for it. Park City Municipal’s Long-term Strategic Plan is comprised of the Community Vision and Values, a Mission Statement, Council Strategic Goals and Priorities, Desired Outcomes, and Key Indicators and is the definitive resource that aligns all of these components while demonstrating to the community the various efforts underway to realize their vision.

COMMUNITY VISION & CORE VALUES

In 2009, Park City Municipal Corporation conducted a process that included a series of interviews, surveys, open houses and other community input methods to better understand the way residents see Park City, what they value and what they want their local government to focus on. The City learned that its mandate is to Keep Park City “Park City.” The community also identified four Core Values, three Unique Attributes and four Influence Levers that make Park City “Park City.”

The Community Vision: This is the foundation of any long-range plan, is aspirational in nature and articulates the ongoing desired future state of the community. It is intended to inspire stakeholders to a common goal and to guide policy and resource allocation decisions. Used properly, it can outlast short-term philosophical shifts or priority changes to ensure the city’s progress continues along a path consistent with its residents’ shared values. By the same token, making the vision transparent and continuing to engage the community around it ensures the opportunity for it to evolve along with the residents.

The Core Values: These are the qualities identified through the visioning process that reflect the core, or heart, of Park City. These core qualities are enduring and if significantly altered would affect the essence of Park City.



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A COMPLETE COMMUNITY

A mission statement is a statement of purpose. It clearly outlines the overarching goal of the organization. It answers these questions for the organization: Why do we exist? What do we do? What is our core purpose? What is unique about us? Who do we do it for? Who should we do it for?

Park City Municipal's mission statement is "Evolving & Sustaining a Complete Community." This was developed at the 2016 Council Retreat and gets to the heart of what the City is striving to do. Through community engagement the City Council has identified three critical priorities: Energy, Transportation, Housing, and Social Equity. The City believes that by striving to solve these four issues our town will be more complete. The following are the elements that make up a complete community:

- **Complete Representation**
 - Multi-cultural, non-discriminatory, diversity, inclusion
 - All ages, incomes, races, occupations, religions, beliefs and preferences
- **Complete Life Cycles**
 - From cradle to cane
 - Family's that continue in the community
- **Complete Infrastructure**
 - Fundamental (or essential) first
 - Roads, water, safety, energy, wellness and transportation
- **Complete Services or Amenities**
 - Schools, libraries, arts & culture, grocery, parks, restaurants, shops, recreation, and government
- **Complete Economy**
 - Resort economy balanced with local and connected economies within the community
- **Complete Environment**
 - Preserved natural resources
 - Carbon neutral
 - Open Space
- **Complete Engagement**
 - Citizen involvement
 - Responsive government
 - Stewards of the public trust
- **Complete History**
 - Protecting all our pasts to tell the story to the future
 - Historic preservation of buildings & structures
- **Complete Design**
 - Artful relationship of building that is sensitive to the site, neighborhood, regional vernacular, and environment

INTRODUCTION

COUNCIL'S STRATEGIC GOALS

The City Council developed four Strategic Goals—each followed by a narrative description of success—that guide decision-making and provide the structure for ensuring that incremental, measurable steps are taken to achieve the Community Vision. The goals are a key component of Park City's Long-term Strategic Plan, not only for Council but for residents and Park City staff as well. They provide a philosophical foundation for the Council in its role as a policymaking body. For Park City staff, they provide guidance on how to manage finite resources in the face of nearly infinite expectations. Strategic goals should be:

- **High-level and overarching reasons the organization exists in the eyes of the community**
- **Remain consistent and unchanged over time**
- **Comprehensive**

Thriving Mountain Town

Park City is known as a world-class resort community because of its distinct and recognizable brand, a seamless network of multimodal transportation, and interconnected resorts. Park City has struck a unique balance between tourism and sustaining an exceptional local quality of life. Tourism remains a chief driver of Park City's economy due to its accessibility, quality snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally owned businesses. Park City full and part-time residents recognize the exceptional benefits the economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with community values.

Engaged & Effective Government & Citizenry

PCMC has earned the trust of the community by engaging its citizens and regional partners, being responsible stewards of tax dollars, and providing uncompromising quality and customer service. This is enabled by a customer-centered organizational structure; a culture that embraces accountability and adapts to change; and funding mechanisms and policies that support innovation. Investing in our people is essential to maintaining a high-performing and strategic-minded workforce. PCMC employees are equipped with the core skills that allow them to be self-managed, creative, and flexible in anticipating and responding to community needs. Our investments are protected by ensuring that systems and infrastructure are maintained, making responsible and effective use of technology and being fiscally and legally sound.

Preserving & Enhancing the Natural Environment

Park City is proud that it is recognized as a model environmentally-conscious community as it works towards its net-zero goals. Residents develop, participate in and support initiatives to protect the long-term health of the natural environment and Park City policies and investments work in concert with these efforts. Carbon reduction, energy, clean soils, water conservation programs and open space acquisition not only attract residents and visitors to Park City, but also advance community environmental goals and preserve the unique natural setting. Park City recognizes that careful planning to ensure a sustainable water supply that meets the City's current and future need is essential to our long-term viability.

INTRODUCTION



Inclusive & Healthy Community

Park City is a safe and healthy community where residents can live, work and play. In order to maintain Park City's appeal, PCMC invests in those areas that ensure an exceptional quality of life. By creating a sense of place, we balance the historic character and small town atmosphere with the varying needs of our residents and visitors. A mix of art, culture, perspectives, and lifestyles is welcomed and celebrated. There are diverse job opportunities that pay a living wage and enable full-time residents to affordably live within a reasonable distance of their jobs. Preserving our unique history is vital to the longevity of the City's character and is at the forefront when key planning and economic development decisions are made.

COUNCIL'S PRIORITIES

The Community Vision and Core Values were created based on extensive feedback from residents who expressed their desire to maintain many of the current characteristics of the city they call home. While Park City residents want to preserve the historic character and small town feel of the City, many also expressed concern about the lack of housing affordability, increasing traffic and congestion, the need to cultivate diversity, and the fragility of a snow-dependent economy. They believe that, left unaddressed, these issues threaten the future of Park City. These concerns are reflected throughout the vision and are addressed more specifically by Council's Priorities. The idea was to bring high focus to issues the City needs to "get right" and to be able to see progress on these issues by highlighting them and continually discussing them. These are the "marching orders" for the year, where Council would like to see a more detailed or specific

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plan of action. This action plan may include a new direction, plan, or resources in order to achieve the Council's priorities. Council reviewed and updated these priorities in their 2018 Council Retreat.

Critical Priorities

If we don't get these right, it could have a significant negative impact on our community:

- **Housing:** Middle Income, Attainable & Affordable Housing
Facilitate a range of affordable, quality housing opportunities that meet the life-cycle needs of persons at all economic levels.
- **Transportation:** Congestion reduction; local & regional plans
Develop and maintain a safe, energy efficient, and integrated multi-modal transportation system.
- **Energy:** Energy Conservation, Renewable Energy, Carbon Reduction, & Green Building Incentives
Conscientious energy consumption and continuously evaluate opportunities to reduce carbon footprint.
- **Social Equity:**
Recognize our diverse populations within our complete community and strive for equitable public administration of services, justice and social well-being for all. Value and appreciate our differences and embrace our common humanity and contributions as the source of our town's strength.

Top Priorities

City Council would like to see significant progress on these:

- **Community Engagement** - Transparent, concise, consistent dialogue between PCMC and our community, while increasing involvement.
- **Arts & Culture** - Strengthen, unify, and connect artistic and cultural expression as the City grows into an arts & culture hub.
- **Citizen Well-Being** - Enhance the quality of life for all Summit County residents through addressing issues of mental health & substance abuse.

DESIRED OUTCOMES

In order to ensure results and accountability, Desired Outcomes were built into the City's Strategic Plan grouped together by Council's Goals. The Desired Outcomes are observable effects that visibly demonstrate success in each Goal area. They are the guideposts for making funding and planning decisions. They help determine if we are moving the "dial" on achieving Council's objectives. The Budgeting for Outcomes process is tied intrinsically to the Desired

INTRODUCTION

Outcomes, which help ensure that resources are allocated to the most effective efforts related to achieving the community's vision. These Desired Outcomes are below:

Thriving Mountain Town

- Sustainable and Effective Multi-modal Transportation
- World-class Resort Community
- Wide Variety of Exceptional Recreation
- Balance Between Tourism and Local Quality of Life
- Varied and Multi-seasonal Event Offerings
- Resilient and Sustainable Economy

Engaged & Effective Government & Citizenry

- **Fiscally and Legally Sound**
- **Well-maintained Assets and Infrastructure**
- Engaged and Informed Citizenry
- Strong Working Relationships with Strategic Stakeholders
- Transparent Government
- Gold Medal Performance Organization
- Responsive Customer Service

Preserving and Enhancing the Natural Environment

- **High Quality and Sustainable Water**
- Net-zero Carbon Government by 2022
- Net-zero Carbon City by 2032
- Abundant, Preserved and Publicly-accessible Open Space
- Environmental Pollution Mitigation

Inclusive & Healthy Community

- **Safe Community**
- Live and Work Locally
- Affordable Cost of Living
- Social Justice and Well-being for All
- Distinctive Sense of Place
- Protected and Celebrated History
- Vibrant Arts and Culture
- Walkable and Bike-able Community
- Mental, Physical and Behavioral Health

***Essential Desired Outcomes**

INTRODUCTION

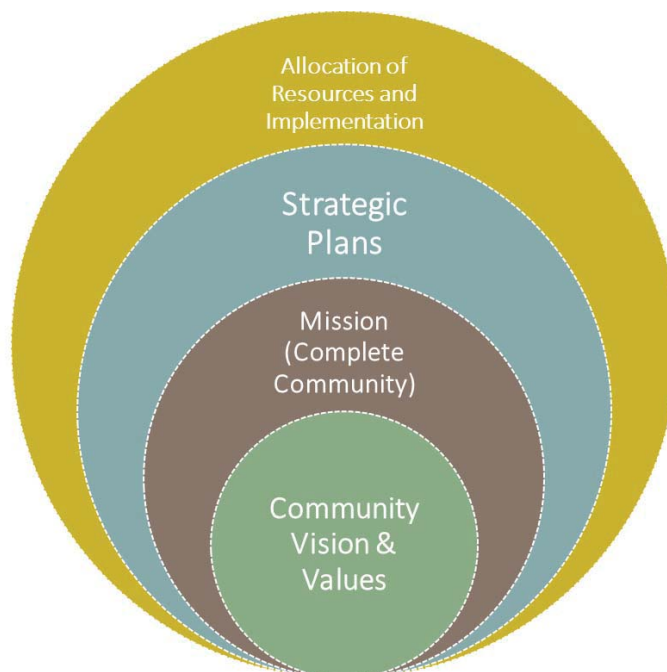
Key Performance Indicators

Similarly, the Key Performance Indicators are high-level measures that gauge effectiveness and allow Park City stakeholders to compare their performance to that of similar service providers and monitor their efforts over time. Both the Desired Outcomes and Key Indicators are tied to the Budgeting for Outcomes process, which helps ensure that resources are allocated to the most effective efforts related to achieving the community's vision. The Key Indicators selected do not represent the totality of measures that could be used, rather they are those that will best communicate whether we are meeting the expectations set forth in the community visioning process.

FROM PLANS TO ACTION

An integral piece of the strategic planning process is to ensure that the municipal government's operations and processes provide the appropriate environment for the City to succeed at achieving the Community's Vision. Simply producing a strategic planning document does not ensure success. That requires effective leadership and an implementation plan that takes the current City practices to the next level by incorporating the concepts of the strategic plan into the City's day-to-day activities.

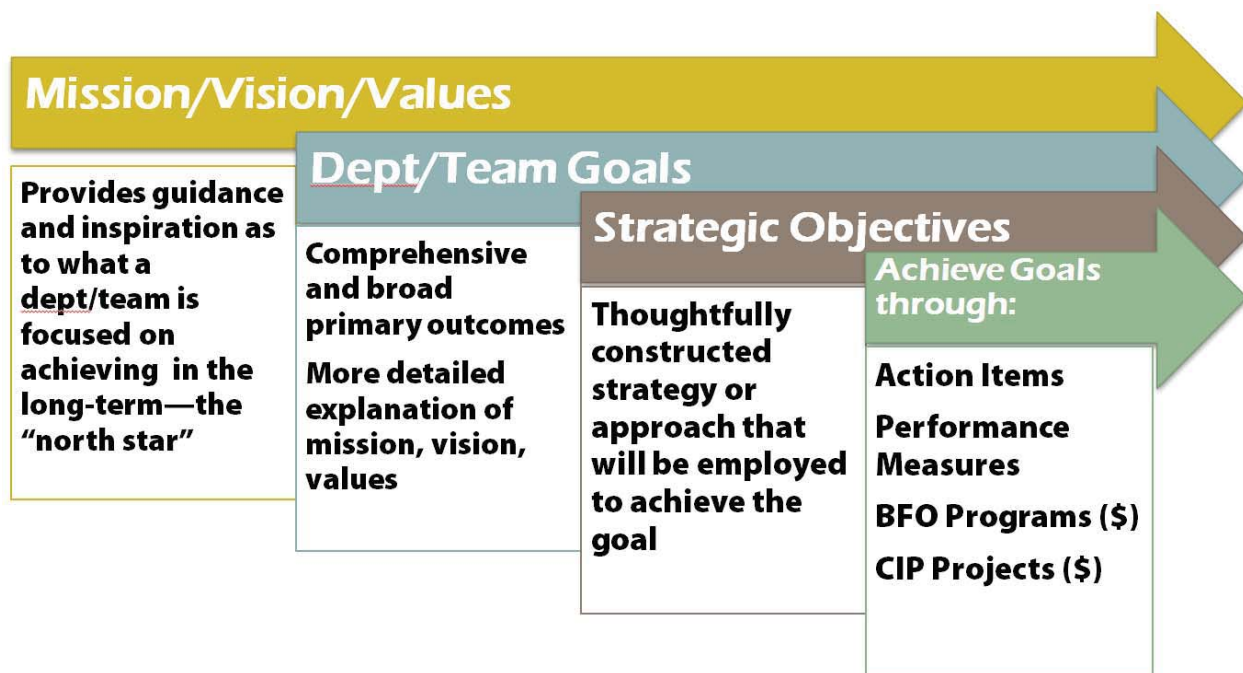
The City's Long-term Strategic Plan relies on the Biennial Strategic Plans, the Departmental Business Plans, and the Budgeting for Outcomes process to ensure that City operations are working in tandem with Council's priorities and outcomes. While this plan should be updated every four years, these documents are updated more regularly (annually and biennially) in order to ensure continued progress toward the Community Vision and keep the concepts active. The next few paragraphs define the use of each of these resources and how they make the City's Long-term Strategic Plan a living document.



INTRODUCTION

Biennial Strategic Plan

The Biennial Strategic Plan is a single strategic document that takes the City's Long-term Strategic Plan and breaks it down into shorter, more actionable units. As the name implies, the plan is produced every two years and provides a two-year horizon for the strategic direction of the City. It is envisioned that only minor updates will occur in the off year as this document is not intended to provide tactical, day-to-day operations of the City but a higher level of strategic direction that will give the community a better sense for where the City is heading. The Biennial Strategic Plan is categorized by each of the four Council Goals and a central document for citizens to reference that best describes the strategies that the City is using to achieve the Desired Outcomes. The Biennial Strategic Plan is a culmination of the more detailed Departmental Business Plans that are produced and updated by each City department at the beginning of the budget process each year.



FROM GOALS TO RESOURCE ALLOCATION

The budget process is an essential element of financial planning, management, control, and evaluation for the City. It provides an opportunity for the citizens paying for governmental services to be heard by their elected representatives.

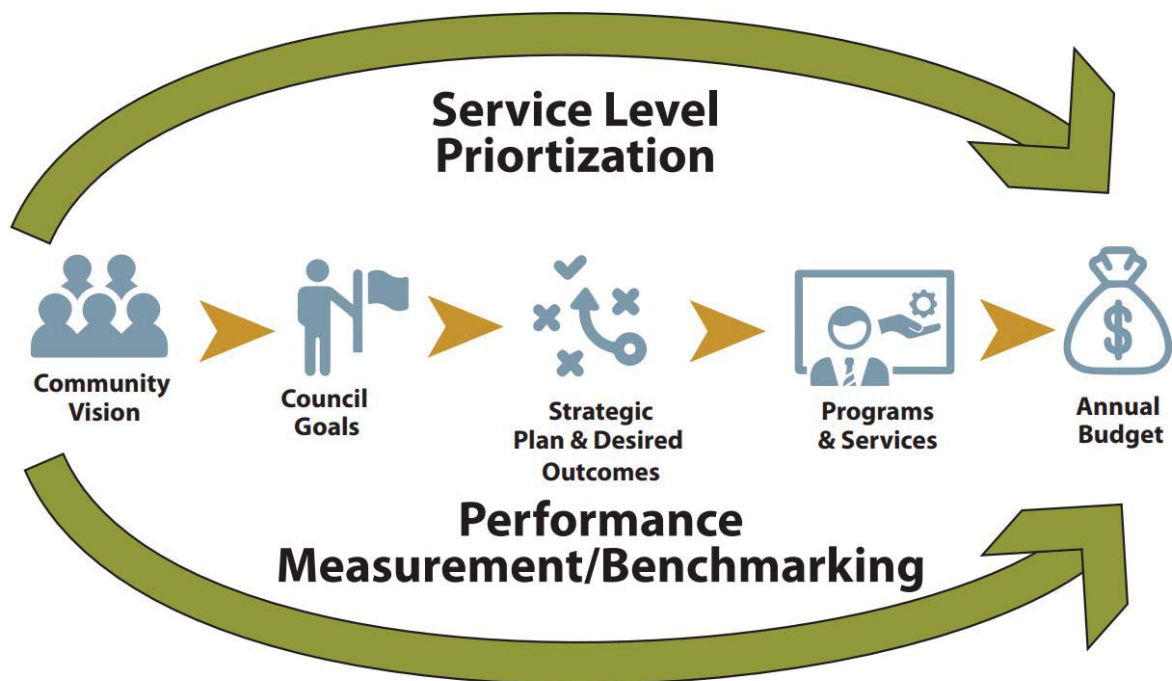
Budgeting for Outcomes (BFO)

Currently, the City employs a Budgeting for Outcomes (BFO) process that focuses on Council priorities and objectives as the driving factor for determining the annual budget. BFO is a way to link Council's policy goals to the day-to-day management operations of the City. Council's Goals are taken into account when department managers identify which Desired Outcomes will be met when requesting budget operating and capital options.

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BFO provides a comprehensive review of the organization, identifying every program offered and its cost, evaluating the relevance of every program on the basis of the community's priorities, and ultimately guiding elected officials to the policy questions they can answer with the information gained from the process. Thus, BFO will inform the development of the City's Budget and serves as a tool to identify potential service reductions and eliminations. By creating Desired Outcomes within Council goals and then receiving offers from City departments, the City can make better-informed decisions regarding the prioritization and cost of City services and programs.

The evaluation of programs as part of this process may also identify potential duplication of efforts or opportunities to consolidate similar programs and/or services that are delivered through partnership with other governmental agencies, non-profit agencies, or the private sector.



The Budgeting for Outcomes bid process provides the monetary resources to support and implement the strategies that are identified in the Department Business Plans. If any changes of funding occur that eliminate a service or program, or significantly decrease the funding for a service or program during the budget process, the Department Business Plans need to be updated to reflect the impact of that decision to achieving the Desired Outcomes. Over time, the City may determine that some of the services and strategies currently observed do not help to move the dial on achieving the outcomes identified in the City's Long-term Strategic Plan and may shift gears with certain strategies or initiatives and those changes will be approved/disapproved during the Budget for Outcomes process.

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Department Manager's Role

Bids or offers can be submitted by one department or multiple departments working in partnership/collaboration with each other. A proposal (or bid), submitted in response to a Desired Outcomes, describes what a service, program, or activity will do to help achieve the Council-approved goals. Managers need to explain the scope of the service and any enhancements or decreases to level of service. The total expenditure and revenue budgeted amounts are included in the bid as well as FTEs.

Managers are encouraged to explain any cost savings, innovation, or collaboration that their program would be able to accomplish during the next fiscal year. There's also a section on the bid that explains the consequences of funding it at a lower level. And finally the bid ends with performance measures tailored specifically to that service used to measure its success. Performance measures are taken from the usual department performance measures, the National Citizen's Survey, or ICMA's Center for Performance Measurement.

When submitting budget requests, managers are encouraged to have a corresponding expense reduction, revenue enhancement (e.g., fee or rate increase, state and federal grants, profit gains, etc.), or justification as to why the adjustment is necessary. Managers bringing budget requests to the Results Team were asked to look first within their existing departmental or team budget. By enhancing or adding a service with the same amount of current budget the City is able to build efficiencies and make the cost of doing service more effective.

Also, managers were encouraged to look for opportunities to find cost savings in their current operations, to think creatively and collaborate with others, inside and outside of City Hall, to identify ways that they could achieve the same or better results at lower costs. Managers' hard work will help to craft a more streamlined budget and fund the services necessary to achieve the community priority outcomes.

The Results Team

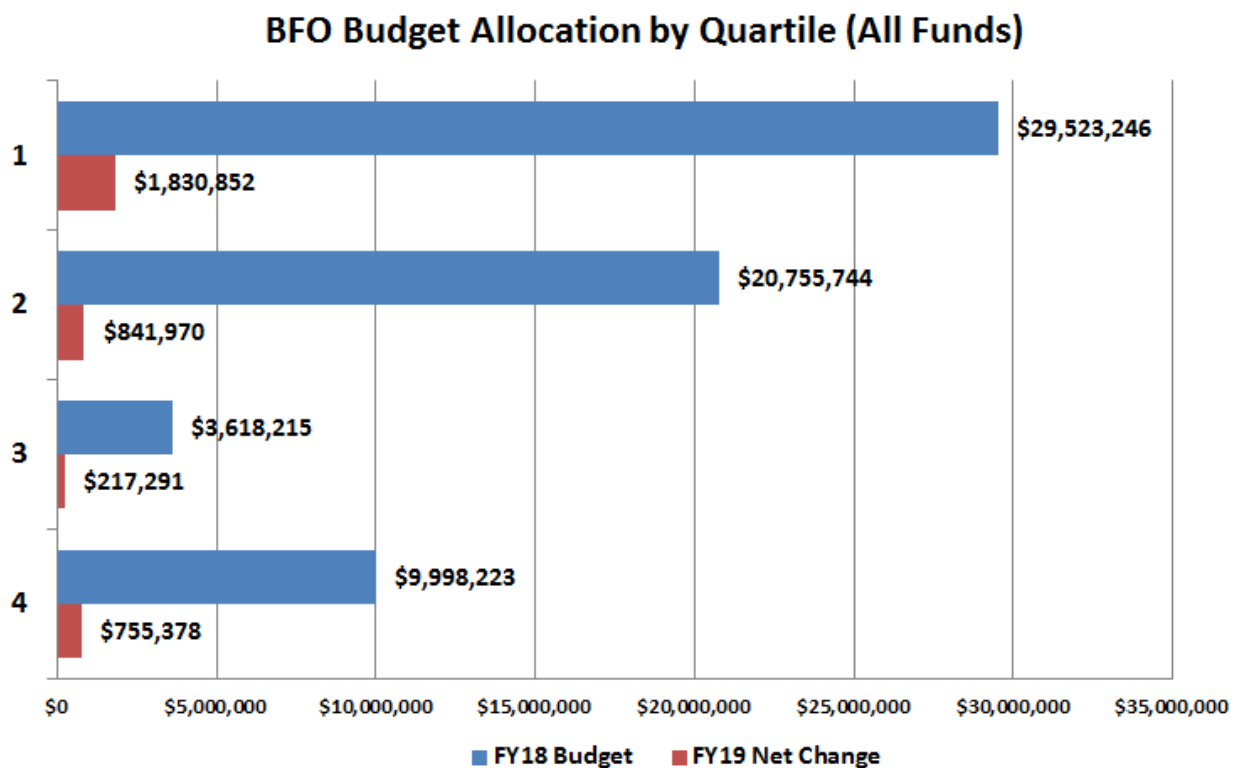
The Results Team (staff-led budget committee) receives service proposals (bids) for programs and activities in each Council goal. These BFO programs are scored by departmental managers based off of scoring criteria that were discussed during the Council Retreat. The Results Team reviews these scores and changes them to arrive at a composite score agreed on by the group. This provides the ranking of proposals within each Council goal with a quartile ranking as well, numbered from 1 to 4, with 1 being the highest ranking and 4 the lowest.

The criteria weighted the most heavily for scoring a BFO program is how well a program aligns with Council's Desired Outcomes. The onus is placed on the individual department managers to defend or justify their rationale to the Results Team. The Results Team will then score the program based off of the department manager's explanation as well as with their own understanding of Council's Desired Outcomes. This year, staff and specifically the Results Team were better able to understand where the current Council prioritized or places the most value amongst the Desired Outcomes based off of feedback during the Council Retreat, which helped staff to better allocate resources to those issues.

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The Results Team then identifies questions or gaps in specific proposals and requests additional information from the proposal owner, including potential implications of level of service adjustments or the suggestion of additional collaboration. The scoring and prioritization of the BFO programs is the start of the discussion on where to fund programs—not the end. Decisions on budget enhancements or decreases are based on the scoring of each BFO program, as well as the department manager’s rationale, established need, and availability of resources. The team discusses their overall rankings and rationale for budget enhancements or decreases and prepares a final recommendation to the City Manager, who examines and refines this recommendation and may include it in the overall budget recommendation.

Each BFO program is scored by the results team in accordance with the aforementioned process. Quartile 1 is made up of the top 25% of programs that received the highest scoring in the City. This graphic demonstrates that the items most important to Council and the community are being funded by showing that the programs that are most important to Council and the community (Quartile 1) are the ones that are receiving the highest amount of funding.



Allocation of Budgeted Resources by Quartile

It is important to note that a high rating of a program will not guarantee that a program will be recommended to be retained; nor does it guarantee that a lower-ranking program will be proposed for elimination. Also, the rankings do not reflect whether a program is being delivered in the most efficient manner. The prioritization process provides valuable information for budget proposal development and City Council deliberation. It is not the "only answer" on to how best to determine the City’s budget.

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Budget Constraints

It is the intention of BFO for managers to submit the most cost-effective program budgets. In theory, this could result in budget decreases from previous fiscal years, however, in most cases managers feel that their current budget level is the lowest it can be without impacting levels of service. If anything, some managers feel that their current budgets are not adequate enough to provide the level of service required, due to inflation, projected demands levels and because of extensive budget cuts during the recession years.

Most cities start using BFO or a similar tool when experiencing significant decreases in revenues because it allows them the opportunity to cost out and prioritize all the cities services and decrease or cut the services that score low. With modest revenue increases projected and knowing that further cuts could result in a decrease to levels of service, the Results Team made the decision to recommend a budget that doesn't cut departmental budgets and increases only for items that score high and an immediate need was obvious. Albeit, there are still programs that scored high that are not included in the proposed FY19 budget, simply due to budget constraints.

Throughout the budget process Council will have many opportunities to consider service level reductions and corresponding program budget cuts as well as to consider program funding or program increases not recommended in the proposed FY19 budget.

BFO Summary

Utah State law requires that the City Manager present to Council a balanced budget at the first regularly scheduled Council meeting in May. A balanced budget is defined by Utah Code: "The total of the anticipated revenues shall equal the total of appropriated expenditures."¹ The proposed budget must be available for public inspection during normal business hours after it has been filed with the City Council. Per state code a tentative budget must be submitted to city council on or before the first scheduled meeting in May. The council then adopts the tentative budget and then begins to make it its own by modifying and amending it. Between the first City Council meeting in May and the presentation of the Final Budget on June 21, the Council has the opportunity to review the proposed budget, consider public comment, and finally, adopt a balanced budget. Before June 22 the Council must adopt either a tentative budget if the certified tax rate is to be exceeded (tax increase) or a final budget and proposed tax rate (no tax increase). If there is a property tax increase, the Council holds an additional public hearing before adopting the budget in August.

Budgetary control of each fund is managed at the department level. Department managers play an active and important role in controlling the budget. The City Council may amend the budget by motion during the fiscal year; however, increases in overall fund budgets (governmental funds) require a public hearing. Enterprise fund budgets may be increased by the City Council without a public hearing. Expenditures may not legally exceed appropriations at the overall department level.

¹ Utah State Code Title 10-6-110 (2)

INTRODUCTION

The City Manager's Recommended Budget is what is being presented to City Council. The budget changes this year will be presented through the lens of the Desired Outcomes and Council goals. We are confident BFO provides us with the tools we need to build a budget that reflects our city's values and needs. This budget process will help us do this by focusing on outcomes that matter to our residents and others who have a stake in this community.

DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Park City Municipal Corporation, Utah for its annual and biennial budgets for fiscal years beginning in 1991 through 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan, and communication device.

A portion of the Park City's Policies and Objectives were included in the GFOA Best Practices in Public Budgeting in the 2001 Edition Narratives and Illustrations on CD-ROM.

The award is valid for a period of two years. We believe our current budget continues to conform to program requirements; and it will be submitted to GFOA to determine its eligibility for another award each cycle.

INTRODUCTION

Submitted by:
Diane Foster, City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Park City Municipal Corporation
Utah**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

BUDGET OVERVIEW

This year's budget process is the first of a two-year budget cycle; budget discussions will focus on FY 2019. In the Budget Overview section, a few of the more significant issues to be discussed with City Council during the budget hearings in May and June are presented. For each of the budget hearings, Council will receive a staff report providing thorough details of all the issues that are expected to be discussed.

The FY 2018 Adjusted Budget reflects a 1.1% increase from the FY 2018 Original Budget and an overall 15.9% increase from FY 2017 actual expenses (with capital excluded). The proposed FY 2019 budget (excluding capital) increased by \$3.78 million over the FY 2018 adjusted budget.

Expenditure Summary by Major Object - All Funds

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Budget	FY 2018 Adj. Budget	FY 2019 Budget
Personnel	25,570,623	27,516,623	30,515,422	33,455,040	36,989,855	37,905,920	39,661,060
Materials, Supplies & Services	13,565,499	14,848,667	14,821,754	15,412,531	18,272,617	19,273,845	20,350,570
Capital Outlay	24,038,380	35,598,211	20,160,212	77,088,715	39,445,824	146,440,857	93,896,890
Debt Service	13,065,007	22,065,899	11,337,373	11,130,107	13,254,379	16,252,675	15,628,056
Contingency	0	85,647	27,881	116,958	390,000	390,000	440,000
Actual Budget	\$76,239,510	\$100,115,047	\$76,862,641	\$137,203,351	\$108,352,675	\$220,263,297	\$169,976,576
Budget Excluding Capital	\$52,201,130	\$64,516,836	\$56,702,429	\$60,114,636	\$68,906,851	\$73,822,440	\$76,079,686
Interfund Transfers	13,929,137	22,945,672	15,431,059	39,521,611	11,785,576	47,750,191	17,149,729
Ending Balance	76,584,096	83,622,487	81,763,532	74,767,615	71,137,867	132,956,126	144,707,268
Subtotal	\$90,513,233	\$106,568,159	\$97,194,591	\$114,289,226	\$82,923,443	\$180,706,317	\$161,856,997
Grand Total	\$166,752,743	\$206,683,206	\$174,057,232	\$251,492,577	\$191,276,118	\$400,969,614	\$331,833,573

Table B01 – Expenditure Summary by Major Object

FINANCIAL IMPACT ASSESSMENT REPORT (FIAR)

On May 3rd, the budget department presented the 2018 Financial Impact Assessment Report (FIAR). This FIAR report is organized to forecast revenues and operating, capital, and debt service expenses for the General Fund. The information contained in the report is intended to inform decision makers in the budget process by illustrating the potential impacts of current financial decisions on the financial health of the City in both the near and distant future. The figures presented in the FIAR help set the funding limits for both the operating and capital budget process as related to the general fund and general fund capital transfer.

The figures below incorporate expenses and revenues from the General Fund as well as the general fund transfer to the CIP.

Operating expense projections are shown using the service level associated with the 2018 Budget as the base year. The table below shows the FY 2018 service level projected over ten years using the 4.5% growth rate identified in the 2010 Service Level Assessment Committee (SLAC) update. The projected surpluses (or deficits) for each year are shown in the following graph.

BUDGET OVERVIEW

Ten-year Financial Impact Forecast

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue	\$37,079	\$38,080	\$38,580	\$39,781	\$40,708	\$41,650	\$42,582	\$43,529	\$44,491	\$45,448
Op. Expenses (Base)	\$32,477	\$32,477	\$32,477	\$32,477	\$32,477	\$32,477	\$32,477	\$32,477	\$32,477	\$32,477
Inflationary Growth	\$0	\$1,055	\$2,145	\$3,271	\$4,436	\$5,639	\$6,883	\$8,168	\$9,497	\$10,870
Operating LOS Growth	\$0	\$435	\$876	\$1,324	\$1,779	\$2,241	\$2,710	\$3,187	\$3,671	\$4,163
CIP Expenses	\$4,108	\$3,399	\$2,883	\$2,681	\$2,691	\$2,741	\$2,791	\$2,841	\$2,891	\$2,941
Debt Service	\$178	\$181	\$182	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$36,764	\$37,547	\$38,563	\$39,754	\$41,383	\$43,099	\$44,862	\$46,674	\$48,536	\$50,451
Rev/Exp	\$315	\$533	\$17	\$27	-\$675	-\$1,449	-\$2,280	-\$3,145	-\$4,045	-\$5,003

*In Thousands (x1,000)

Aggregate Surplus/(Shortfall) Over Ten-Years (2018 to 2027)

-\$15,704,897

Table B02 – Ten-year Financial Impact Forecast

The FIAR projections are based on long-range historical trends. As the economic environment of a resort economy ebbs and flows, the FIAR is intended to act as a long-range measure and reference for future financial decisions. As the City moves forward, revenue growth will be added and evaluated in the contexts of the historical trends and will help form an updated FIAR projection in 2019 which will guide the City in the subsequent biennium budget process.

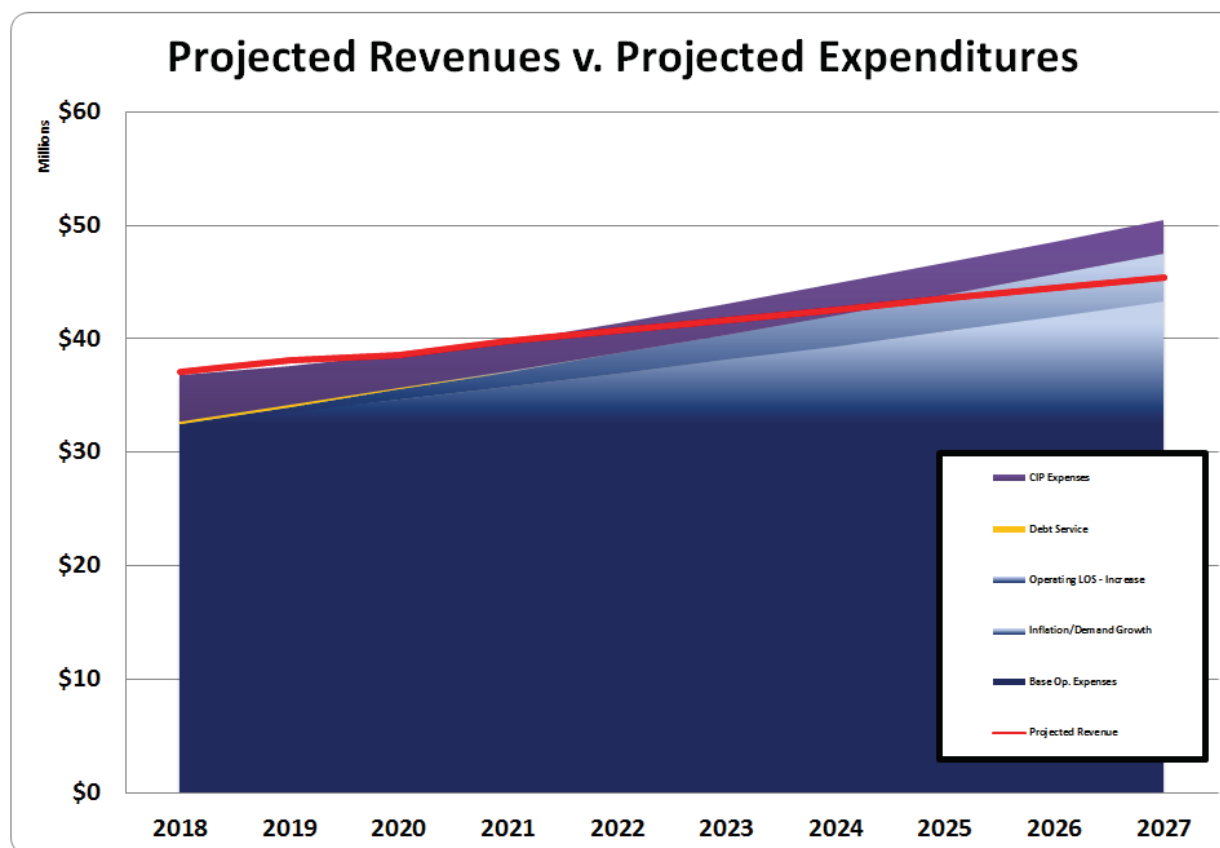


Figure B03 – Financial Impact Assessment Trends

For more detailed explanations of projection methodology and long-range financial planning, please consult the March 2018 FIAR document, a copy of which can be obtained from the Budget Department or at this website: <http://www.parkcity.org/departments/budget-debt-grants>

BUDGET OVERVIEW

CITY'S LONG-TERM BUDGET STRATEGIES

This budget season will be the first year of the budget biennium. Between now and June we will be working on adjusting the FY 2018 Budget as well as developing the FY 2019 Budget and the 5-year Capital Improvement Plan.

The City Manager's Recommended Budget is constructed drawing upon Council input and direction received during the Council Retreat in January/February/March, as well as Council input received during work sessions and study sessions throughout the year. During a Council work session (May 3), Council will be presented with the Financial Impact Assessment Report (FIAR) projection of the City's expenditures and revenues over the next ten years. In essence, the FY19 budget has to fit within the confines of the FIAR's projected expenditure increases (based off of a 10-year historical analysis of an average annual increase of Park City's expenditures), approved by Council. The funding level recommendation has to account for what could be considered "inflationary" increases like Pay Plan, life insurance, and retirement as well as more discretionary increases such as departmental requests and CIP enhancements.

Below are the City's Long-Term Budget Strategies for crafting the City Manager's Recommended Budget:

1. Budget draws upon Council input from Council Retreat and FIAR projections as a guide
 - Priority-driven operating budget based upon Council's Critical and Top Priorities, goals, objectives, and desired outcomes
2. Two-year budget process with fewer budget requests coming in the "off-year"
3. The budget proposal is initially developed by several budget committees made up of cross-departmental staff:
 - Committees include Results Team as well as CIP, Pay Plan, Benefit, and Fleet committees and any other ad hoc committees needed for unique circumstances
 - Results Team will make recommendations by considering BFO score, department manager's request, established need, available resources, and performance measures
4. All operating and capital budget requests should be considered during the budget process
5. Any General Fund budget surplus should be used for capital projects

BUDGET OVERVIEW



Figure B04 – Budget Recommendations to City Manager by Committee

MAJOR OPERATING BUDGET ITEMS

Budget Estimates	FY 19
Benefits Committee Recommendation	\$1,382
Pay Plan Committee Recommendation	\$548,028
Utilities	\$82,561
Net Discretionary Increases	\$404,159
Non-Discretionary Increases	\$313,000
4.5% Increase Over FY18 (Base) Total	\$1,489,000

Figure B05 – Major Operating Items in General Fund

Health/Life Insurance Costs (Benefits Committee Recommendation)

The City maintains a health and dental insurance plan through Regence Blue Cross Blue Shield of Utah. Each year Regence examines the City's "use" of the plan and its total costs to Regence and then determines the price for the following year. This year, there will be no increase in the City's health insurance. The life insurance increase to the General Fund for FY 2019 will be \$1,382.

Pay Plan

The Pay Plan Committee convened this year to evaluate compensation benchmarks for the City's budgeted positions. The Pay Plan Committee typically meets biennially to review these benchmarks and provide a recommendation to the City Manager. This benchmarking process is done in an effort to ensure the uniform and equitable application of pay in comparison to the

BUDGET OVERVIEW

Utah and Colorado municipal employee market. Job positions are compared with similar positions or “benchmarks” to determine market pay for any given position. The total increase to the budget for this year’s Pay Plan recommendations will be \$548,028 in the General Fund. This pay increase is part of an effort to increase the City’s ability to compete for quality employees for City positions. Over the past couple of years, there has been a steep drop-off in qualified applicants for City positions, and the proposed pay plan increase is designed to help recruit and retain quality employees.

Retirement Expense

All full-time Park City employees are part of the Utah Retirement System (URS) defined benefit program. The City is required by statute to contribute a certain percentage of employee pay toward the URS pool annually. During FY 2018, URS required an 18.47% contribution for general municipal employees (34.04% for sworn officers). For FY 2019, URS will not increase, and will remain the same as in FY 18, 18.47% for general municipal employees (34.04% for sworn officers). This results in no increase in costs for Retirement for FY 2019.

Utility Increases

Four years ago the Budget Department decided to centralize the budget monitoring of utilities for all funds. Over the last several years utility budget increases were not being recommended as they were difficult to predict. With wild swings in utility costs it was decided to have the Budget Department incorporate these costs into our other predictive models. The Budget Department is predicting a need for an increase in utilities for FY 2019 of \$82,561 in the General Fund, this is due largely to the City’s purchase of the Mine Bench property.

Non-Discretionary Items (Technical Adjustments)

In addition, there is about \$313k in technical adjustments in the General Fund that need to be added to the FY19 budget. These include adjustments for personnel benefits like housing allowance, workers’ compensation, and disability benefits. The Budget Department always tries to budget for actuals and these benefits are tied to individual employees that need to be adjusted at times. There are also miscoding errors from the last budget cycle that need to be cleared up as well. This can result in an increase to line-items budgets if it was not done properly in the past. Other technical adjustments include Inter-fund Transfers for administrative costs, Fleet costs, the City’s Self-Insurance fund, social equity, contingency, and Bonanza Flats adjustments. Some of these items are still in flux and a placeholder has been put into the budget until we have a clear recommendation for the final budget.

Discretionary Operating Items (Results Team Recommendation)

The Results Team has to make tough decisions in order to fit their recommendation within the confines of the FIAR’s projected expenditure increase, which also has to cover inflationary costs like Pay Plan, health insurance, retirement, and any other non-departmental budget increases. On May 31, the Results Team will present their recommendations organized through the Biennial Strategic Plans. The recommended budget increase needed to be limited to no more than \$405k in the General Fund. Of the \$1.7 million in General Fund requests, the recommended General Fund net increase (once revenue and expenditure offsets are taken into account) is \$404k. Below are some of the highlights. Staff will present more detail on the specific recommendations through the budget process.

BUDGET OVERVIEW

Department	Request	Recommendation
Police	\$502,257	\$101,489
Building Maintenance	\$178,172	\$73,764
Building Dept	\$402,535	\$194,382
IT	\$198,775	\$35,000
Planning Dept	\$15,267	\$15,627
Library	\$230,969	\$62,729
Community Engagement	\$104,929	\$2,370
Parks & Cemetery	\$11,600	\$11,600
Recreation	\$82,869	\$74,500
Tennis	\$13,200	\$2,989
Finance	\$11,000	\$11,000
City Attorney	\$4,827	\$4,827
	\$1,756,400	\$590,277
Expenditure & Revenue Offsets		- \$186,118
	Net Increase	\$404,159

CAPITAL IMPROVEMENT PLAN (CIP)

As the first year of a budget biennium, the CIP Committee scored and evaluated all newly proposed projects to be ranked with currently funded projects in the Five-Year Capital Improvement Plan (CIP).

This year, the City Managers Recommended Budget continues to have an emphasis on funding affordable housing projects, transportation and transit projects and open space acquisitions, which has been identified by Council as a critical priority. In addition, all projects were evaluated in the anticipation of the potential Treasure Hill open space general obligation ballot initiative and ability to set a recommended GO bond amount. The CIP Committee has targeted a GO bond amount between \$55- \$50 million, with alternatives to be decided by City Council.

This year's CIP committee was Blake Fonnesbeck, Jon Weidenhamer, Ken Fisher, Rebecca Gillis, Nate Rockwood, Matt Cassel, Scott Robertson, Alfred Knotts, Troy Dayley and Matt Twombly. Projects were reviewed and ranked based on six criteria: Objectives (City Council Goals), Funding, Necessity, Previous Investment, Environmental Impact, and Cost/Benefit. In addition, this year projects were also evaluated and scored based on projects which significantly contributed to Councils identified critical priorities. The CIP requests and recommendations are highlighted in the Expenditures section of the City Manager's Recommended Budget Vol. 1, with a complete detailed CIP report included in the Volume II.

BUDGET OVERVIEW

At the time of prioritization, projections showed a general fund transfer to the CIP Fund of approximately \$4.22 million in FY 2018, \$3.68 million in FY 2019, \$2.85 million in FY 2020, \$2.81 million in FY 2021, \$2.34 million in FY 2022 and \$2.24 million in FY 2023. These figures include approximately \$1.3 million to \$1.5 million in transfers from the General Fund for equipment replacement.

The Committee recommended funding projects requiring operating General Fund transfer in the amount of \$4,211,110 in the current fiscal year, \$3,629,176 in FY 2019, \$2,763,196 in FY 2020, \$2,873,196 in FY 2021 and \$2,883,196 FY 2022 and \$3,453,196 in FY 2023. The recommendation in 2023 exceeds the available funding primarily due to the replacement cost of the artificial field at \$600,000 which is recommended by the CIP committee despite a current shortage of anticipated funds.

The CIP Committee is currently not recommending cuts to the ongoing project amounts despite anticipated shortfalls in the available Transfer from General Fund starting in FY 2021. These projections are based on the long-range FIAR forecasts. Council and staff have agreed to continue to evaluate the 5-year CIP and FIAR each year and make recommended adjustments to revenue or expenditures as the future economic conditions and refined revenue forecasts require.

The total proposed CIP budget (all funds combined, excluding carry forward) for the FY 2018 Budget is \$38.8 million. The proposed FY 2019 CIP budget is \$88 million; FY 2020 CIP is \$62.6 million. The CIP includes significant debt financing including anticipated debt issuance in the Water Fund, Lower Park Redevelopment Area, Open Space General Obligation issuance and Sales Revenue in the Capital Fund (fund 031). The General Fund surplus required to fund capital projects in FY 2018 will be approximately \$4.22 million—the majority of which is dedicated to completing current projects, ensuring the maintenance of existing infrastructure, or securing funding for previously-identified needs. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management.

The table below details each of the new projects and current projects with newly requested budget which are recommended for funding in the 5-Year CIP from the General Fund Transfer:

BUDGET OVERVIEW

General Fund Transfer - Projects						
Project	2018	2019	2020	2021	2022	2023
CP0006 Pavement Managment Implementation	440,000	513,000	590,000	590,000	630,000	600,000
CP0336 Prospector Avenue Reconstruction	250,000	-	-	-	-	-
CP0150 Ice Facility Capital Replacement	80,000	180,000	80,000	80,000	80,000	80,000
CP0020 City-wide Signs Phase I	-	35,000	-	-	-	-
CP0041 Trails Master Plan Implementation	50,000	50,000	50,000	50,000	50,000	50,000
000504 Office 2016 Licenses	50,000	67,480	-	-	-	-
CP0266 Prospector Drain - Regulatroy Project	300,000	-	-	-	-	-
CP0075 Equipment Replacement - Computer	308,700	320,600	320,600	320,600	320,600	320,600
CP0267 Soil Repository	532,000	-	-	-	-	-
CP0208 Snow Plow Blade Replacement	(7,125)	-	-	-	-	-
CP0036 Traffic Calming	10,000	10,000	10,000	10,000	10,000	10,000
CP0325 Network & Security Enhancements	85,500	57,500	-	-	-	-
CP0146 Asset Management/Replacement Program	552,709	552,709	552,709	552,709	552,709	552,709
CP0278 Royal Street	(852,572)	-	-	-	-	-
CP0354 Streets and Water Maintenance Building	596,361	-	-	-	-	-
000506 GIS: GeoEvent Server License	-	-	5,000	-	-	-
CP0324 Recreation Software	12,000	-	-	-	-	-
CP0333 Engineering Survey Monument Re-establish	-	15,000	15,000	-	-	-
CP0074 Equipment Replacement - Rolling Stock	900,000	945,000	950,000	1,050,000	1,050,000	1,050,000
CP0416 Windows 10 Client Licenses	5,500	-	-	-	-	-
CP0191 Walkability Maintenance	40,500	40,500	40,500	40,500	40,500	40,500
CP0413 Core Fabric Extender	6,000	-	-	-	-	-
CP0251 Electronic Record Archiving	95,000	-	-	-	-	-
CP0217 Emergency Management Program	15,000	15,000	-	-	-	-
CP0414 Timekeeping Software Upgrade	10,000	-	-	-	-	-
CP0017 ADA Implementation	5,000	5,000	5,000	5,000	5,000	5,000
CP0352 Parks Irrigation System Efficiency Imp	25,000	25,000	25,000	25,000	25,000	25,000
CP0415 Mobile Control	35,100	-	-	-	-	-
CP0386 Community Center Building - City Park	500,000	300,000	-	-	-	-
CP0250 Irrigation Controller Replacement	20,000	20,000	-	-	-	-
CP0264 Security Projects	75,000	75,000	-	-	-	-
CP0412 PC MARC Tennis Court Resurface	-	17,000	-	30,000	-	-
CP0089 Public Art	68,000	-	-	-	-	-
CP0280 Aquatics Equipment Replacement	15,000	15,000	15,000	15,000	15,000	15,000
CP0348 McPolin Barn Seismic Upgrade	(38,699)	-	-	-	-	-
CP0367 Replacement of Data Backup System	(1)	-	-	-	-	-
CP0340 Fleet Shop Equipment Replacement	15,000	60,000	15,000	15,000	15,000	15,000
000507 GIS: Satellite Imagery Multi-Spectral	-	6,000	-	-	-	-
CP0332 Library Technology Equipment Replacement	24,387	24,387	24,387	24,387	24,387	24,387
CP0368 Video Storage Array	60,000	-	-	-	-	-
CP0142 Racquet Club Program Equipment Replaceme	65,000	65,000	65,000	65,000	65,000	65,000
CP0229 Dredge Prospector Pond	-	200,000	-	-	-	-
CP0353 Remote snow storage site improvements	50,000	-	-	-	-	-
CP0338 Council Chambers Advanced Technology Upg	(40,250)	-	-	-	-	-
CP0409 Sports Field- Turf Aerator	26,000	-	-	-	-	-
CP0351 Artificial Turf Replacement Quinn's	-	-	-	-	-	600,000
CP0374 Building Permit Issuance Software	(188,000)	-	-	-	-	-
000502 Bubble Repair	15,000	15,000	-	-	-	-
Total	4,211,110	3,629,176	2,763,196	2,873,196	2,883,196	3,453,196

Figure B06 – Recommended GF Transfer Projects

The following figure shows projects that were recommended for funding in the 5-Year CIP (all funds):

BUDGET OVERVIEW

New Projects in CIP (All Funds)							
Project	Fund	2018	2019	2020	2021	2022	2023
000526 MIW Offsite Improvements	Water	-	500,000	1,100,000	2,000,000	3,000,000	-
000527 West Neck Tank	Water	-	125,000	125,000	1,250,000	1,250,000	1,250,000
000517 Ecker Hill Park & Ride Electric Bus Fast Charger	Transit	-	500,000	100,000	-	-	-
000524 Phase 2 Bike Share Improvements	Transit	-	175,000	50,000	-	-	-
000515 Remodel for Transit Driver Housing	Transit	-	-	300,000	50,000	-	-
000520 Complete Streets Retrofit -	Transit	-	35,000	35,000	35,000	-	-
000522 Bonanza Drive Multi-Modal and Street Improvements	Transit	-	59,000	-	-	-	-
000504 Office 2016 Licenses	GF/Enterprise	50,000	82,000	-	-	-	-
000505 Park & Ride Technology Upgrade	Transit	-	175,000	-	-	-	-
000513 Homestake Park & Ride Transit Service, Snow Removal Mant., Vehides	Transit	67,000	89,000	71,000	-	-	-
000501 New storm drain inlet at 970 Little Kate	Storm Water	-	39,000	-	-	-	-
000514 Vehicle & Bus Cleaning System	Transit	-	200,000	100,000	-	-	-
000521 Deer Valley Drive Bicycle and Pedestrian Facility Improvements	Transit	-	82,500	700,000	-	-	-
000516 Airport Wait-Lounge Transit Connection to Park City	Transit	-	300,000	250,000	-	-	-
000523 PC MARC Transit and Active Transportation Improvements	Transit	-	-	35,000	-	-	-
000506 GIS: GeoEvent Server License	GF	-	-	18,000	-	-	-
000525 Marsac Employee Transportation Demand Management and Wellness Benefit Project	Transit	-	110,000	-	-	-	-
000507 GIS: Satellite Imagery Multi-Spectral	GF	-	6,000	-	-	-	-
000502 Bubble Repair	GF	15,000	15,000	-	-	-	-
CP0429 Arts and Culture District	TRT	19,500,000	-	-	-	-	-
CP0430 Treasure Hill	GO Bond/ARST	9,000,000	55,000,000	-	-	-	-
Total		28,632,000	57,492,500	2,884,000	3,335,000	4,250,000	1,250,000

Figure B07 –New CIP Amounts Recommended

The following figure shows projects that were not recommended for funding in the 5-Year CIP:

Projects - Not Recommended							
Project	Fund	2018	2019	2020	2021	2022	2023
000494 LED Upgrade Quinns Fields	GF	-	500,000	-	-	-	-
000477 Add Uphill Marsac Gate Above Chambers Avenue	GF	-	50,000	-	-	-	-
000512 Upper Main Street Bollard Project Phase II	GF	-	200,000	-	-	-	-
000497 Replacemnet Chiller	GF	-	-	-	-	-	157,000
000496 Dehumidifier/ Complete Air Handling Unit	GF	-	-	-	140,000	-	-
000500 Sidewalks along Silver King, Three Kings and Thayne	GF	-	80,000	544,000	-	-	-
000508 Wildfire Risk and Mitigation Mapping	GF	-	25,000	-	-	-	-
000518 Public Art	Unspecified	-	75,000	75,000	75,000	75,000	75,000
000499 Replacement Compressors	GF	-	-	-	-	-	115,000
000495 Flooring	GF	-	-	200,000	-	-	-
000493 Mezzanine Expansion	GF	-	518,001	483,481	-	-	-
000377 Ice Rink Expansion	GF	-	-	2,847,667	17,235,335	-	-
000503 China Bridge Parking Expansion	GF	-	-	-	3,200,000	-	-
Total		-	1,448,001	4,150,148	20,650,335	75,000	347,000

Figure B08 –New CIP Amounts Not Recommended

The CIP requests and recommendations are highlighted in the Expenditures section of this document, with a complete detailed CIP report included in Volume II.

BUDGET OVERVIEW

CHANGES BETWEEN TENTATIVE AND FINAL BUDGET

FY 2018 Adjusted Budget

- Self-funding Dental - Increase of \$55k to pay for an increase in dental services, which the City self-funds. This is based off of current dental expense estimates.
- Self-Insurance Fund – \$350k increase for the claims budget which gives the City adequate coverage for deductible payments, if needed, after the fiscal year ends.
- Executive - Zero-sum decrease LEAD Training budget by \$20k and move to City Manager’s contract service line. Budget for LEAD Training originated from City Manager contract line; LEAD Training expenses have decreased over time and so that amount wasn’t needed anymore.
- Vacancy Factor increase of \$167,691 in the General Fund for FY18 based off of current personnel expense projections.
- Police Special Revenue Fund – Revenue increase of \$800 based off of actuals and \$34k increase of expense budget to account for fund balance.
- Criminal Forfeiture Account – Revenue increase of \$23k based off of actuals and \$49k increase of expense budget to account for fund balance.
- \$150k increase to Communication Center budget to match current contract. This is a one-time adjustment.
- Business Improvement District – Increase expense budget by \$12,318 and revenue budget by \$14,237 to match actuals.
- Parking - \$150k budget increase to contract services and materials and supplies expenses. This increase is offset with parking revenues.
- Fleet
 - \$8,400 decrease in IFT revenue based off the most current estimates.
 - Decrease of \$36,090 of materials and supplies budget based off most current expense estimates.
 - Budget changes for maintenance and fuel IFTs based off of most current estimates:
 - \$65,450 General Fund increase.
 - \$13,000 Water Fund decrease.
 - \$4,000 Storm Water Fund increase.
 - \$3,400 Golf Fund increase.
 - \$68,250 Transit Fund decrease.
- Recreation/Tennis - \$150k increase in Recreation and Tennis budgets to help pay for increased expenses. Revenues can largely offset these expense increases. The funding will also be used to pay for Recreation’s Social Equity Innovation Challenge proposal presented during the Council Retreat in March. This is to establish a mobile trailer for recreation services and equipment.
- Economy - The Economic Development Manager is proposing at this time to use existing, budgeted resources (\$8,000) to fund implementation of an internship program consistent with the goals and intent of the Social Equity Innovation Challenge proposal. While the entrepreneurial spirit of the previous proposal is still intact, PandoLabs will also help facilitate internships with other local organizations. In summary, PandoLabs would be responsible for creation, oversight and administration of a paid internship program that would place 3 underrepresented high school students or recent graduates.
 - \$3000 - Paid Internships (3) - (\$10/hr x 15 hours/week x 6 weeks)
 - \$2,280 - Creation oversight & Admin (PandoLabs @\$40/hr)

BUDGET OVERVIEW

- 40 hrs set up
 - 36 hrs oversight, admin and reporting/program recap (2 hours/week per student x 3 students x 6 weeks)
- \$2,720 – Unforeseen costs to administer or extension of duration/cost of internships.
- Debt IFTs: Increase of \$71,199,159 in Fund 70
- The Municipal Transient Room Tax was set based on anticipated TRT revenue at \$1,800,000. These funds are used to pay a portion of the 2017 Sales revenue Bonds related to the acquisition on the Bonanza Park East property and to cover project planning and design costs related to the development of the Arts and Culture District. The Arts and Culture departmental budget and Capital project budget has been adjusted to reflect
- The rent revenue received for property located in Bonanza Park East was set at \$270,000 in the GF and \$86,500 in the capital fund. The Arts and Culture departmental budget and Arts and Culture Capital project budget has been adjusted to reflect the corresponding expenditure amounts respectively.
- Several project budgets were adjusted to reflect grants and donations received in 2018. These include grants of \$5,500 in the Library projects and 6,500 in the Library donations budget – CP0019. The Friends of the Farm donations budget CP0090 was increased by \$9,700 to reflect donations.
- Revenues for affordable housing were issued through the 2017 Sales revenue bonds as the City. The housing portions of these bonds are funded through an interlocal agreement between the City and the Park City Redevelopment Authority. The following housing projects were adjusted to show funding coming from proceeds of the 2017 Sales Revenue Bonds or of Sales of Assets. Woodside Phase I, Woodside Phase II, Central Park Condos. The corresponding expenditure budgets related to the RDA were reduced to zero. This is a same level budget adjustment between funds.
- The Bonanza Flat project budget was set to reflect the final sources used for the purchase of the property. Funding sources include sale of the 2017 GO bonds, Sales of Assets, Donations, and County and Special District interlocal agreements.
- The Prospector Ave reconstruction budget (CP0336) was increased by \$500,000 to account for additional funds allocated by Summit County to the project from the County wide transportation sales tax funds.

FY 2019 Original Budget

- Ice Facility - Funding unallocated from four Ice Facility Budgeting for Outcomes (BFO) programs: *Retail, Ice Adult Programs, Special Events, Ice Youth Programs*. Budget worked with Ice Manager to reconfigure Ice's BFO programs, so those four programs will be going away. Funding from those old programs was reallocated to one of four replacement programs: Ice Rental, Ice Programs, Operations, Valued & Engaged Staff. This is a zero-sum budget adjustment.
- Police - Increased Police materials & supplies budget by \$4,970 due to technical adjustment.
- Transit - Made changes to Transportation Ops budget recommended by that team:
 - Added \$25k for enhanced marketing
 - Increased part-time Bus Driver II positions from 7.65 to 10.15 FTEs
 - Decreased OT budget by \$100k
- Fleet
 - \$8,400 decrease in IFT revenue based off the most current estimates.

BUDGET OVERVIEW

- Decrease of \$36,090 of materials and supplies budget based off most current expense estimates.
- Budget changes for maintenance and fuel IFTs based off of most current estimates:
 - \$65,450 General Fund increase.
 - \$13,000 Water Fund decrease.
 - \$4,000 Storm Water Fund increase.
 - \$3,400 Golf Fund increase.
 - \$68,250 Transit Fund decrease.
- Recreation (zero-sum changes made to better reflect where positions actually work)
 - Changed *Front Desk Team Leader* from MARC 80%, Rec Programs 20%, to 100% Tennis
 - *Recreation Supervisor* changed from 100% MARC to 20% MARC, 80% Rec Programs
- Finance (zero-sum changes made to better reflect what positions will be doing during the upcoming fiscal year)
 - *Accounting Manager* changed from 80% to 50% allocation for FY
 - *Contract Finance positions* changed from 80% to 50% allocation for FY
 - *City Treasurer* changed from 20% to 50% allocation for FY
- Library - Reclassified the IT Circulation Librarian position to an IT Coordinator I, which increased the grade. Total budget increase of \$4,387.
- Moving expenses of dental expenses to Self-Insurance Fund. This is the more appropriate area to pay for these services. Also, increasing the budget by \$55k based off of the most recent dental expense estimates.
- Executive:
 - Zero-sum decrease LEAD Training budget by \$20k and move to City Manager's contract service line. Budget for LEAD Training originated from City Manager contract line; LEAD Training expenses have decreased overtime.
 - Reshuffling of budget line-items to better match descriptions with expenses-- \$2,097 increase.
- Self-insurance Fund
 - The Self-insurance Fund pays for the City's property, cyber, and general liability insurance as well as claims and safety costs. Insurance premiums have risen and each fund needs to pay into this fund in order to keep it afloat. This requires a \$356K increase from the General, Water, Golf, and Storm Water Funds. A big part of this increase comes from moving dental expenses into this fund. The total for dental services is \$280k/year.
- Administrative Interfunds Transfers (IFTs) – The General Fund provides a lot of administrative services for the Enterprise Funds (e.g., payroll, personnel, technology, etc.). The Admin IFT calculates what's these service are going to cost next fiscal year based off of budget increases and other variables. The proposed increases for each fund are as follows:
 - Water Fund - \$21,770
 - Golf Fund - \$4,279
 - Transit - \$45,431
 - Storm Water - \$25,000 (5-year calculated increase)
- Transportation Planning - Decrease of \$128k in contract services based off of further refining of expected costs next fiscal year.
- Engineering (zero-sum) - Added Intern position (PT non-benefitted) - \$15,171. Paid out of contract services line.

BUDGET OVERVIEW

- Building - Increased vehicle line by \$11,708, for Associate Building Inspector vehicle.
- PC MARC - Added \$500 to Equipment Parts line for Fishing Grant from Dept of Natural Resources/Wildlife Service.
- Economy - One-time \$100,000 increase in FY19 for the FIS World Championships in a salary contingency account to pay for Police overtime and part-time expenses as well as other miscellaneous event expenses.
- Enterprise Funds - Technical personnel adjustments to better budget for actuals:
 - Water -\$21,608
 - Storm Water \$14,949
 - Golf -\$3,453
 - Transit -\$107,622
 - Fleet -\$4,031
- Debt IFTs:
 - Increase of \$32,377 in Fund 55
 - Increase of \$2,768,853 in Fund 70
 - Decrease of \$409,000 in Fund 71
- The Municipal Transient Room Tax was set based on anticipated TRT revenue at \$2,450,000. These funds are used to pay a portion of the 2017 Sales revenue Bonds related to the acquisition on the Bonanza Park East property and to cover project planning and design costs related to the development of the Arts and Culture District. The corresponding debt interfund transfer and capital project budget has been adjusted to reflect these revenues.
- The rent revenue received for property located in Bonanza Park East was set at \$542,000 in the GF and \$173,000 in the capital fund. The Arts and Culture departmental budget and Arts and Culture Capital project budget has been adjusted to reflect the corresponding expenditure amounts respectively.
- General Obligation Bond Revenue was reduced from \$55,000,000 to \$50,700,000 related to the potential Treasure Hill Open Space Bonds. Revenue and expenditure is contingent on a bond initiative passing by majority vote and on the successful sale of the Bonds.
- The corresponding capital projects were adjusted related to the Treasure Hill Open Space acquisition project: The Treasure Hill project is adjusted so \$50.7 million is funded from GO bonds, \$13.3 million from a combination of cash and debt funded through the Additional Resort Community Sales Tax revenue. The flowing projects have been delayed or defunded as part of this adjustment: \$1.5 Open Space funds (ARCST debt capacity), \$1.7 OTIS - Rossi Hill/ Coalition View, \$0.5 Storm Water (Otis & small projects), \$2.1 Downtown Sidewalks.

FUTURE ISSUES

There are several overarching issues that may result in significant budgetary impacts over the next several years. Some of the issues will likely be the result of factors beyond our control, such as rising health insurance, construction, and labor costs. On the other hand, several could be the direct result of a deliberate and focused effort on behalf of the organization to achieve strategic organizational goals. For example:

- **Labor Force:** the past two years have been increasingly challenging in terms of recruiting and retaining a talented workforce and, given the current state of the economy, we do not anticipate any short term relief. In particular, labor related organizational challenges continue to exist across the organization, but particularly acute in the departments of Transit& Public Works, Building, Administrative and Legal services. Without strategic approaches to present a more attractive compensation and benefits package to existing and future employees, the strong Utah and Wasatch Front economy will continue to present competitive challenges to PCMC for attracting and retaining employees.
- **Public Infrastructure:** in order to continue to maintain Park City's world class array of public services and public amenities, considerable capital investments are made in public infrastructure year over year. Without reinvestment each year in the areas of streets, parks and playgrounds, recreation facilities, and transit and transportation, service levels decline and degrade. Unfortunately, the strong construction economy continues to result in project estimates that exceed available resources and our budgeted allotments. This trend has become particularly acute in the past 24 months, often forcing staff to delay projects, rebid projects, and or value-engineer projects to the point that they could compromise the projects quality and public support.
- **Health Insurance:** providing quality and affordable health insurance for PCMC employees remains an organizational priority. The tradition of year over year premium increases, coupled with expanded Federal regulations, continues to make this commitment more and more difficult to maintain. For the first time in memory, PCMC was incredibly fortunate and did not receive an annual premium increase. Though much has been done to improve our internal employee health and wellness programs, which we believe minimizes the tradition of annual increases, PCMC remains exposed to costly industry trends far beyond our control.
- **Housing:** efforts to provide sustainable middle income, attainable, and affordable housing within City limits remains a formidable challenge in a resort community with an exceptionally high costs of living. Though several new PCMC-initiated housing developments are underway (Lobster Lofts, 1450/60 Park Avenue, etc.) or planned, each project requires considerable public investment that, in most cases, will take years to develop and bring onboard. Compounding matters is the rising costs of construction

BUDGET OVERVIEW

noted above. As a result, PCMC has delivered a funding matrix that helps evaluate potential housing projects and estimates return on investment;

- **Transportation System:** planning and mitigation efforts to better address traffic and congestion via our local transit system, integrated City/County transportation planning, and complimentary capital infrastructure projects are well underway. As the City and County enter the implementation phase of transit and transportation projects, these expenditures are, perhaps, the most formidable future budgetary issue facing the community. Fortunately, two new sales taxes were passed in 2016 that are helping with immediate infusion of new monies;
- **Environmental:** environmental sustainability and mitigation programs remain an area of budgetary exposure. New sustainability programs such as solar installations and net zero goals may require, at times, initial expenditures that exceed less sustainable alternatives. In addition, staff has made considerable progress to improve our relationship with Federal and State regulators in order to provide more balance in terms of environmental mitigation and regulation programs. Environmental liabilities, such as the Spiro Tunnel, are good examples of staff both working to reduce financial exposures yet honor environmental commitments and stewardship.
- **Property Tax:** Salt Lake City is consistently ranked one of the lowest U.S. cities in terms of property tax rate. Park City's property tax rate is approximately one half of the rate of Salt Lake. As a result of the potential Treasure Hill Open Space Acquisition and related General Obligation Bonds, property taxes would increase to cover the debt service payments. Otherwise, staff is not recommending a property tax increase.

In addition, actions from the State Legislature always pose a moderate financial risk to the City's ability to continue to deliver high-quality services. Though recent efforts to prevent unfunded mandates and efforts to adjust the redistribution of tax revenues from wealthier towns and school districts to other jurisdictions continue to be successful, these challenges will remain ongoing and formidable. Thus, PCMC will continue its efforts to retain a coordinated and strong legislative team to ensure proactive measures are implemented.

BUDGET OVERVIEW

BUDGET CALENDAR

May 3

Work Session

- Presentation of the Tentative Budget
 - Budget Overview & Timeline
- FIAR
- Revenue/Expenditure Summary
- Benefits
 - Pay plan/Health Insurance

Regular Meeting

- [Public Hearing on the Tentative Budget](#)
- Adoption of the Tentative Budget

May 17

Work Session

- CIP Budgets
- RDA Budget

Regular Meeting

- [Public Hearing on the Tentative Budget](#)

May 31

Work Session

- Operating Expenditures
 - Biennial Plan Team Presentations
- Fee Changes

Regular Meeting

- [Public Hearing on the Tentative Budget](#)

June 7

Work Session

- City Fee Resolution
- Council Compensation
- Special Service Contract Recommendations
- Budget Policies
- Outstanding Budget Issues

Regular Meeting

- [Public Hearing on the City Fee Schedule](#)
- Adoption of the City Fee Schedule by Resolution
- [Public Hearing on Council Compensation](#)
- Adoption of Council Compensation Resolution

June 21

Work Session

- Presentation of the Final Budget
- Outstanding Budget Issues

Regular Meeting

- [Public Hearing on the Final Budget](#)
- Adoption of the Final Budget by Resolution

Redevelopment Agency Meeting

- [Public Hearing on the RDA Budgets](#)
- Adoption of the RDA Budgets by Resolution

Municipal Building Authority Meeting

- [Public Hearing on the MBA Budget](#)
- Adoption of the MBA Budget by Resolution

* Schedules and topics subject to change

Expenditure Summary by Fund and Major Object (FY 2018 Adjusted Budget)

Description	Personnel FY 2018	Mat, Supplies, Services FY 2018	Capital FY 2018	Debt Service FY 2018	Contingency FY 2018	Sub - Total FY 2018	Interfund Transfer FY 2018	Ending Balance FY 2018	Total FY 2018
Park City Municipal Corporation									
011 GENERAL FUND	\$22,230,137	\$8,384,943	\$388,140	\$0	\$290,000	\$31,293,220	\$5,542,549	\$11,414,188	\$48,249,957
012 QUINNS RECREATION COMPLEX	\$833,732	\$351,215	\$6,000	\$0	\$0	\$1,190,947	\$0	\$-4,483,539	\$-3,292,592
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$34,404	\$0	\$0	\$34,404	\$0	\$0	\$34,404
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$49,071	\$0	\$0	\$49,071	\$0	\$0	\$49,071
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$83,003,012	\$0	\$0	\$83,003,012	\$3,352,716	\$67,307,997	\$153,663,725
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$2,196,425	\$0	\$0	\$2,196,425	\$0	\$1,202,711	\$3,399,136
051 WATER FUND	\$3,095,752	\$3,520,546	\$25,731,799	\$4,516,154	\$100,000	\$36,964,251	\$1,665,427	\$7,378,758	\$46,008,436
052 STORM WATER FUND	\$665,829	\$295,400	\$14,500	\$0	\$0	\$975,729	\$79,000	\$371,704	\$1,426,433
055 GOLF COURSE FUND	\$845,529	\$498,529	\$315,173	\$32,377	\$0	\$1,691,608	\$128,511	\$1,219,788	\$3,039,907
057 TRANSPORTATION & PARKING FUND	\$9,209,767	\$1,790,182	\$28,159,124	\$0	\$0	\$39,159,073	\$2,870,800	\$16,605,818	\$58,635,691
062 FLEET SERVICES FUND	\$993,186	\$1,551,530	\$10,000	\$0	\$0	\$2,554,716	\$0	\$1,206,679	\$3,761,395
064 SELF INSURANCE FUND	\$0	\$1,646,500	\$0	\$0	\$0	\$1,646,500	\$0	\$307,979	\$1,954,479
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,264,909	\$0	\$5,264,909	\$30,203,248	\$7,191,000	\$42,659,157
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$6,439,235	\$0	\$6,439,235	\$0	\$694,322	\$7,133,557
Total Park City Municipal Corporation	\$37,873,932	\$18,038,845	\$139,907,647	\$16,252,675	\$390,000	\$212,463,100	\$43,842,251	\$110,417,405	\$366,722,756
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$57,987	\$750,000	\$0	\$0	\$0	\$807,987	\$1,641,125	\$287,034	\$2,736,146
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$485,000	\$0	\$0	\$0	\$485,000	\$752,000	\$465,052	\$1,702,052
033 REDEVELOPMENT AGENCY-LOWER PRK	\$-26,000	\$0	\$5,911,718	\$0	\$0	\$5,885,718	\$705,325	\$20,686,640	\$27,277,683
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$620,062	\$0	\$0	\$620,062	\$809,490	\$676,511	\$2,106,063
Total Park City Redevelopment Agency	\$31,987	\$1,235,000	\$6,531,780	\$0	\$0	\$7,798,767	\$3,907,940	\$22,115,237	\$33,821,944
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$1,430	\$0	\$0	\$1,430	\$0	\$423,484	\$424,914
Total Municipal Building Authority	\$0	\$0	\$1,430	\$0	\$0	\$1,430	\$0	\$423,484	\$424,914
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$37,905,920	\$19,273,845	\$146,440,857	\$16,252,675	\$390,000	\$220,263,297	\$47,750,191	\$132,956,126	\$400,969,614

Expenditure Summary by Fund and Major Object (FY 2019 Budget)

Description	Personnel FY 2019	Mat, Supplies, Services FY 2019	Capital FY 2019	Debt Service FY 2019	Contingency FY 2019	Sub - Total FY 2019	Interfund Transfer FY 2019	Ending Balance FY 2019	Total FY 2019
Park City Municipal Corporation									
011 GENERAL FUND	\$22,414,429	\$8,585,683	\$407,978	\$0	\$340,000	\$31,748,090	\$4,901,445	\$12,581,450	\$49,230,985
012 QUINNS RECREATION COMPLEX	\$921,758	\$355,815	\$6,000	\$0	\$0	\$1,283,573	\$0	\$-4,878,112	\$-3,594,539
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$65,868,694	\$0	\$0	\$65,868,694	\$3,345,387	\$74,204,665	\$143,418,746
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,325,600	\$0	\$0	\$1,325,600	\$0	\$950,811	\$2,276,411
051 WATER FUND	\$3,232,386	\$3,729,138	\$17,085,809	\$4,517,579	\$100,000	\$28,664,912	\$1,720,745	\$8,119,624	\$38,505,281
052 STORM WATER FUND	\$699,711	\$308,000	\$235,350	\$0	\$0	\$1,243,061	\$104,000	\$274,643	\$1,621,704
055 GOLF COURSE FUND	\$958,936	\$447,810	\$114,565	\$32,377	\$0	\$1,553,688	\$142,910	\$1,119,136	\$2,815,734
057 TRANSPORTATION & PARKING FUND	\$10,383,394	\$2,554,794	\$8,685,894	\$0	\$0	\$21,624,082	\$3,028,741	\$13,928,040	\$38,580,863
062 FLEET SERVICES FUND	\$992,706	\$1,551,530	\$10,000	\$0	\$0	\$2,554,236	\$0	\$1,217,443	\$3,771,679
064 SELF INSURANCE FUND	\$0	\$1,576,500	\$0	\$0	\$0	\$1,576,500	\$0	\$48,212	\$1,624,712
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,034,465	\$0	\$5,034,465	\$0	\$7,177,001	\$12,211,466
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$6,043,635	\$0	\$6,043,635	\$0	\$739,258	\$6,782,893
Total Park City Municipal Corporation	\$39,603,320	\$19,109,270	\$93,739,890	\$15,628,056	\$440,000	\$168,520,537	\$13,243,228	\$115,482,171	\$297,245,935
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$57,740	\$756,300	\$0	\$0	\$0	\$814,040	\$1,641,125	\$245,661	\$2,700,826
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$485,000	\$0	\$0	\$0	\$485,000	\$752,000	\$470,052	\$1,707,052
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$105,000	\$0	\$0	\$105,000	\$708,215	\$27,514,550	\$28,327,765
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$52,000	\$0	\$0	\$52,000	\$805,161	\$571,350	\$1,428,511
Total Park City Redevelopment Agency	\$57,740	\$1,241,300	\$157,000	\$0	\$0	\$1,456,040	\$3,906,501	\$28,801,613	\$34,164,154
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,484	\$423,484
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,484	\$423,484
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$39,661,060	\$20,350,570	\$93,896,890	\$15,628,056	\$440,000	\$169,976,577	\$17,149,729	\$144,707,268	\$331,833,574

Expenditure Summary by Fund and Major Object (FY 2020 Budget)

Description	Personnel FY 2020	Mat, Supplies, Services FY 2020	Capital FY 2020	Debt Service FY 2020	Contingency FY 2020	Sub - Total FY 2020	Interfund Transfer FY 2020	Ending Balance FY 2020	Total FY 2020
Park City Municipal Corporation									
011 GENERAL FUND	\$22,365,060	\$8,277,296	\$396,270	\$0	\$340,000	\$31,378,626	\$5,110,042	\$14,268,201	\$50,756,869
012 QUINNS RECREATION COMPLEX	\$928,136	\$351,215	\$6,000	\$0	\$0	\$1,285,351	\$1,200	\$-5,260,663	\$-3,974,112
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$27,135,783	\$0	\$0	\$27,135,783	\$3,349,368	\$78,830,086	\$109,315,237
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,285,600	\$0	\$0	\$1,285,600	\$0	\$738,911	\$2,024,511
051 WATER FUND	\$3,260,037	\$3,629,836	\$29,074,046	\$4,524,604	\$100,000	\$40,588,523	\$1,720,745	\$4,736,880	\$47,046,147
052 STORM WATER FUND	\$707,507	\$295,400	\$371,500	\$0	\$0	\$1,374,407	\$104,000	\$46,236	\$1,524,643
055 GOLF COURSE FUND	\$963,019	\$498,529	\$126,565	\$32,377	\$0	\$1,620,490	\$142,911	\$951,681	\$2,715,082
057 TRANSPORTATION & PARKING FUND	\$10,533,230	\$2,536,694	\$3,904,606	\$0	\$0	\$16,974,530	\$3,028,741	\$16,915,545	\$36,918,816
062 FLEET SERVICES FUND	\$1,002,538	\$1,551,530	\$10,000	\$0	\$0	\$2,564,068	\$0	\$1,219,575	\$3,783,643
064 SELF INSURANCE FUND	\$0	\$1,296,500	\$0	\$0	\$0	\$1,296,500	\$0	\$68,445	\$1,364,945
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,037,565	\$0	\$5,037,565	\$0	\$7,163,002	\$12,200,567
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$5,307,335	\$0	\$5,307,335	\$0	\$780,104	\$6,087,439
Total Park City Municipal Corporation	\$39,759,528	\$18,437,000	\$62,310,370	\$14,901,881	\$440,000	\$135,848,779	\$13,457,007	\$120,458,003	\$269,763,789
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$59,160	\$750,000	\$0	\$0	\$0	\$809,160	\$1,641,125	\$209,168	\$2,659,453
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$485,000	\$0	\$0	\$0	\$485,000	\$752,000	\$475,052	\$1,712,052
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$105,000	\$0	\$0	\$105,000	\$706,715	\$28,343,960	\$29,155,675
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$805,006	\$518,344	\$1,323,350
Total Park City Redevelopment Agency	\$59,160	\$1,235,000	\$105,000	\$0	\$0	\$1,399,160	\$3,904,846	\$29,546,524	\$34,850,530
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,484	\$423,484
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,484	\$423,484
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$39,818,688	\$19,672,000	\$62,415,370	\$14,901,881	\$440,000	\$137,247,939	\$17,361,853	\$150,428,011	\$305,037,803

All Funds Combined

Revenue	Actual FY 2016	Actual FY 2017	Actual FY 2018	Adjusted FY 2018	Collection % FY 2018	Original FY 2019	Original FY 2020
RESOURCES							
Property Taxes	\$18,491,389	\$18,467,398	\$20,967,607	\$20,838,731	101%	\$20,668,331	\$20,154,664
Sales Tax	\$21,212,061	\$23,107,148	\$23,469,677	\$25,092,728	94%	\$29,163,069	\$29,961,758
Franchise Tax	\$3,185,820	\$3,194,392	\$2,889,085	\$3,258,000	89%	\$3,322,000	\$3,382,000
Licenses	\$1,488,789	\$1,105,797	\$1,387,755	\$1,411,666	98%	\$1,339,959	\$1,388,288
Planning Building & Engineering Fees	\$3,439,664	\$3,549,703	\$4,605,537	\$4,179,000	110%	\$4,197,000	\$3,754,000
Special Event Fees	\$135,413	\$103,168	\$60,740	\$109,000	56%	\$110,000	\$111,000
Federal Revenue	\$566,156	\$16,021,442	\$7,294	\$4,850,080	0%	\$5,903,251	\$6,346,051
State Revenue	\$358,985	\$612,935	\$445,379	\$474,800	94%	\$455,000	\$459,000
County/SP District Revenue	\$50,000	\$687,316	\$2,037,580	\$1,611,000	126%	\$1,702,000	\$1,603,000
Water Charges for Services	\$15,162,429	\$18,173,294	\$19,159,083	\$18,698,500	102%	\$18,698,500	\$18,698,500
Transit Charges for Services	\$2,312,576	\$3,206,611	\$4,979,530	\$5,938,584	84%	\$6,186,031	\$6,371,612
Cemetery Charges for Services	\$21,937	\$31,018	\$26,188	\$36,000	73%	\$37,000	\$38,000
Recreation	\$3,397,284	\$3,372,897	\$3,069,409	\$3,530,596	87%	\$3,566,596	\$3,596,596
Ice	\$749,880	\$818,339	\$787,942	\$834,000	94%	\$886,000	\$901,000
Other Service Revenue	\$90,239	\$69,426	\$54,237	\$81,000	67%	\$92,000	\$104,000
Library Fines & Fees	\$21,407	\$32,249	\$25,641	\$27,000	95%	\$27,000	\$28,000
Fines & Forfeitures	\$1,080,705	\$1,077,415	\$1,846,858	\$1,469,200	126%	\$2,893,282	\$3,069,280
Misc. Revenues	\$2,602,787	\$4,552,033	\$7,632,671	\$5,277,167	145%	\$8,975,213	\$21,984,897
Interfund Transactions (Admin)	\$5,861,114	\$5,816,802	\$6,187,564	\$6,187,564	100%	\$6,442,099	\$6,444,073
Interfund Transactions (CIP/Debt)	\$9,569,945	\$33,704,809	\$41,562,627	\$41,562,627	100%	\$10,707,630	\$10,917,779
Special Revenues & Resources	\$636,167	\$12,410,768	\$1,303,084	\$1,573,000	83%	\$705,486	\$717,035
Bond Proceeds		\$27,863,698	\$35,227,871	\$75,450,417	47%	\$72,800,000	\$20,300,000
Beginning Balance	\$83,622,487	\$81,763,532	\$74,767,615	\$180,551,319	41%	\$132,956,126	\$144,707,268
TOTAL	\$174,057,233	\$259,742,190	\$252,500,975	\$403,041,979	2,011	\$331,833,573	\$305,037,801

Change in Fund Balance

Fund	Actuals FY 2016	Actuals FY 2017	Actuals FY 2018	Adjusted FY 2018	Increase (red) FY 2018	% Inc (red) FY 2018	Budget FY 2019	Increase (red) FY 2019	% Inc (red) FY 2019	Budget FY 2020	Increase (red) FY 2020	% Inc (red) FY 2020
Park City Municipal Corporation												
011 GENERAL FUND	\$10,522,730	\$11,558,783	\$0	\$11,414,188	\$-144,595	-1%	\$12,581,450	\$1,167,262	10%	\$14,268,201	\$1,686,751	13%
012 QUINNS RECREATION COMPLEX	\$-3,814,171	\$-4,129,592	\$0	\$-4,483,539	\$-353,947	9%	\$-4,878,112	\$-394,573	9%	\$-5,260,663	\$-382,551	8%
021 POLICE SPECIAL REVENUE FUND	\$32,254	\$33,604	\$0	\$0	\$-33,604	-100%	\$0	\$0		\$0	\$0	
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$16,386	\$26,071	\$0	\$0	\$-26,071	-100%	\$0	\$0		\$0	\$0	
031 CAPITAL IMPROVEMENT FUND	\$36,922,033	\$31,142,544	\$0	\$67,307,997	\$36,165,453	116%	\$74,204,665	\$6,896,668	10%	\$78,830,086	\$4,625,421	6%
038 EQUIPMENT REPLACEMENT CIP	\$1,626,711	\$1,352,711	\$0	\$1,202,711	\$-150,000	-11%	\$950,811	\$-251,900	-21%	\$738,911	\$-211,900	-22%
051 WATER FUND	\$7,275,494	\$5,905,357	\$0	\$7,378,758	\$1,473,401	25%	\$8,119,624	\$740,866	10%	\$4,736,880	\$-3,382,744	-42%
052 STORM WATER FUND	\$0	\$176,433	\$0	\$371,704	\$195,271	111%	\$274,643	\$-97,061	-26%	\$46,236	\$-228,407	-83%
055 GOLF COURSE FUND	\$1,325,234	\$1,246,003	\$0	\$1,219,788	\$-26,215	-2%	\$1,119,136	\$-100,652	-8%	\$951,681	\$-167,455	-15%
057 TRANSPORTATION & PARKING FUND	\$19,381,363	\$19,262,807	\$0	\$16,605,818	\$-2,656,989	-14%	\$13,928,040	\$-2,677,778	-16%	\$16,915,545	\$2,987,505	21%
062 FLEET SERVICES FUND	\$1,123,856	\$1,196,395	\$0	\$1,206,679	\$10,284	1%	\$1,217,443	\$10,764	1%	\$1,219,575	\$2,132	0%
064 SELF INSURANCE FUND	\$968,274	\$793,923	\$0	\$307,979	\$-485,944	-61%	\$48,212	\$-259,767	-84%	\$68,445	\$20,233	42%
070 SALES TAX REV BOND - DEBT SVS FUND	\$2,843,028	\$2,403,929	\$0	\$7,191,000	\$4,787,071	199%	\$7,177,001	\$-13,999	0%	\$7,163,002	\$-13,999	0%
071 DEBT SERVICE FUND	\$574,778	\$643,716	\$0	\$694,322	\$50,606	8%	\$739,258	\$44,936	6%	\$780,104	\$40,846	6%
Total Park City Municipal Corporation	\$78,797,970	\$71,612,684	\$0	\$110,417,405	\$38,804,721	179%	\$115,482,171	\$5,064,766	-109%	\$120,458,003	\$4,975,832	-66%
Park City Redevelopment Agency												
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$254,047	\$322,354	\$0	\$287,034	\$-35,320	-11%	\$245,661	\$-41,373	-14%	\$209,168	\$-36,493	-15%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$260,447	\$460,052	\$0	\$465,052	\$5,000	1%	\$470,052	\$5,000	1%	\$475,052	\$5,000	1%
033 REDEVELOPMENT AGENCY- LOWER PRK	\$746,751	\$738,741	\$0	\$20,686,640	\$19,947,899	2,700%	\$27,514,550	\$6,827,910	33%	\$28,343,960	\$829,410	3%
034 REDEVELOPMENT AGENCY-MAIN ST	\$1,250,230	\$1,209,001	\$0	\$676,511	\$-532,490	-44%	\$571,350	\$-105,161	-16%	\$518,344	\$-53,006	-9%
Total Park City Redevelopment Agency	\$2,511,475	\$2,730,148	\$0	\$22,115,237	\$19,385,089	2,646%	\$28,801,613	\$6,686,376	4%	\$29,546,524	\$744,911	-20%
Municipal Building Authority												
035 BUILDING AUTHORITY	\$454,087	\$424,783	\$0	\$423,484	\$-1,299	0%	\$423,484			\$423,484		
Total Municipal Building Authority	\$454,087	\$424,783	\$0	\$423,484	\$-1,299	0%	\$423,484			\$423,484		

REVENUES

Property and sales taxes are the most significant sources of City revenue, representing an anticipated 46 percent share in FY 2018 when Beginning Balance and Inter-fund Transfers are excluded. Intergovernmental Revenue, Charges for Service, Franchise Taxes, Licenses and Fees comprise the remaining portion of revenue. Figure R1 shows the makeup of Park City's anticipated revenues for FY 2019.

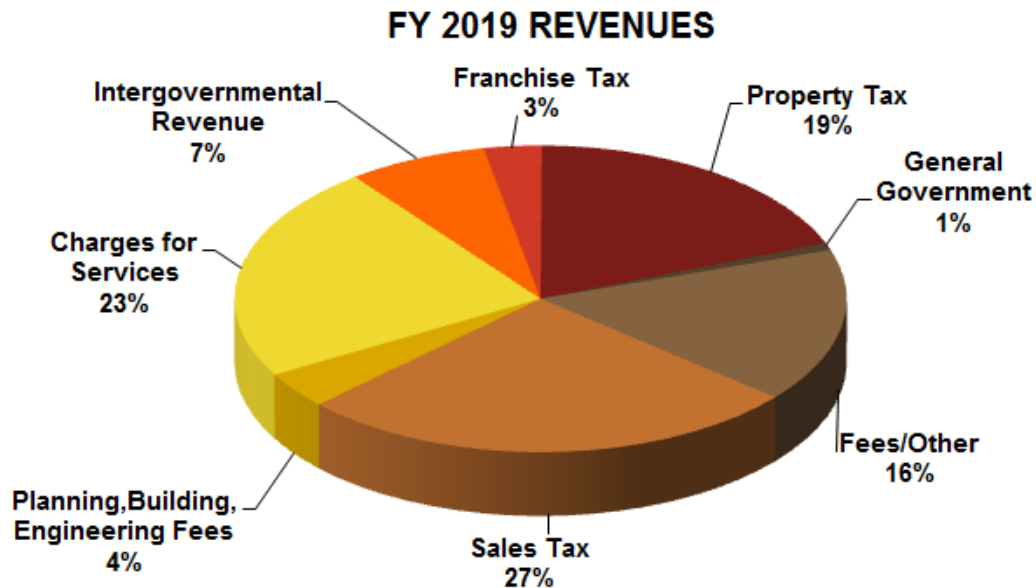


Figure R1 – Budgeted Revenue by Source

PROPERTY TAX

The Property Tax Act provides that all taxable property must be assessed and taxed at a uniform and equal rate on the basis of its "fair market value" by January 1 of each year. "Fair market value" is defined as "the amount at which property would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or sell and both having reasonable knowledge of the relevant facts."

Summit County levies, collects, and distributes property taxes for Park City and all other taxing jurisdictions within the County. Utah law prescribes how taxes are levied and collected. Generally, the law provides as follows: the County Assessor determines property values as of January 1 of each year and is required to have the assessment roll completed by May 15. If any taxing district within the County proposes an increase in the certified tax rate, the County Auditor must mail a notice to all affected property owners stating, among other things, the assessed valuation of the property, the date the Board of Equalization will meet to hear complaints on the assessed valuation, the tax impact of the proposed increase, and the time and place of a public hearing (described above) regarding the proposed increase. After receiving the notice, the taxpayer may appear before the Board of Equalization. The County Auditor makes changes in the assessment roll depending upon the outcome of taxpayer's hearings before the Board of Equalization. After the changes have been made, the Auditor delivers the assessment roll to the County Treasurer before November 1. Taxes are due November 30, and delinquent taxes are subject to a penalty of 2 percent of the amount of such taxes due or a \$10 minimum

REVENUES

penalty. The delinquent taxes and penalties bear interest at the federal discount rate plus 6 percent from the first day of January until paid. If after four and one-half years (May of the fifth year) delinquent taxes have not been paid, the County advertises and sells the property at a tax sale.

Park City's certified property tax rate is made up of two rates: (1) General Levy Rate and (2) Debt Service Levy Rate. The two rates are treated separately. The general levy rate is calculated in accordance with Utah State law to yield the same amount of revenue as was received the previous year (excluding revenue from new growth). If an entity determines that it needs greater revenues than what the certified tax rate will generate, statutes require that the entity must then go through a process referred to as "Truth in Taxation." The debt service levy is calculated based on the City's debt service needs pertaining only to General Obligation bonds. Figure R2 below shows Park City's property tax levies since calendar year 2009.

Tax Rate	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	*FY 2018
General Levy	0.001087	0.001125	0.001327	0.001389	0.001431	0.001385	0.001248	0.001362	0.001304	0.001237
Debt Levy	0.000316	0.000654	0.000821	0.000741	0.000766	0.000746	0.000819	0.000610	0.000545	0.000822
Total:	0.001403	0.001779	0.002148	0.002130	0.002197	0.002131	0.002067	0.001972	0.001849	0.002059

Tax Collected	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	*FY 2018
General	\$6,415,910	\$7,042,481	\$7,860,645	\$8,960,869	\$8,932,263	\$8,316,882	\$8,345,094	\$10,259,270	\$9,798,051	\$9,657,969
Debt	\$2,188,909	\$3,997,000	\$4,558,315	\$4,568,904	\$4,565,873	\$5,070,714	\$5,309,592	\$4,223,453	\$4,199,308	\$6,416,184
RDA Increment	\$4,064,425	\$4,040,075	\$3,877,316	\$3,642,916	\$3,426,688	\$3,466,508	\$3,412,675	\$3,659,365	\$3,508,274	\$3,487,299
Fee-In-Lieu	\$160,187	\$171,183	\$202,117	\$223,561	\$204,935	\$231,126	\$233,031	\$238,897	\$207,000	TBD
Delinq/Interest	\$383,579	\$539,521	\$596,321	\$792,034	\$886,736	\$731,016	\$690,480	\$595,086	\$614,696	TBD
Total:	\$13,213,009	\$15,790,260	\$17,094,714	\$18,188,284	\$18,016,495	\$17,816,246	\$17,990,871	\$18,976,071	\$18,327,329	\$19,561,452

*Final collection amount will be available at year-end (General Levy, Fee-in-Lieu, Delinq/Interest)

Table R2 – Property Tax Rates and Collections

SALES TAX

Park City depends a great deal on sales tax revenue to fund City services. Sales tax also helps to fund the infrastructure to support special events and tourism. Of the 7.95 percent sales tax on general purchases in Park City, the municipality levies a 1 percent local option sales tax, a 1.10 percent resort community tax, and a 0.30 percent transit tax. As part of the FY 2013 budget process City Council authorized a voter approved 0.50 percent Additional Resort Communities Sales and Use Tax. The additional tax went into effect April 1, 2013. The proceeds of the additional tax are received entirely into the City's Capital Improvement Fund or related Debt Service Fund.

In 2017, City Council adopted a 1 percent municipal transient room tax. The tax went into effect January 1, 2018 as an additional 1 percent tax on overnight stays. The Municipal TRT was used to purchase the Bonanza Park East properties with the intention of creating a mixed uses Arts and Culture District in a public/private partnership with the Kimball Art Center and Sundance Institute.

Sales tax revenue growth has shown significant growth over the past three years. The City projects annual sales tax revenue using a linear trend model. Sales tax revenue has experienced a notable recovery since the 2009 economic downturn. 2017 has shown notable growth when compared to 2016. Figure R3 shows actual sales tax amounts along with the forecasted amounts for FY 2017 and 2018. The large shift upwards in FY 2014 relates to the Additional Resort Communities Sales Tax.

REVENUES

Although sales tax revenue has maintained some consistency over the last six years, it is still considered a revenue source subject to national, state, and local economic conditions, as seen during the 2009-2010 recession. These conditions fluctuate based on a myriad of factors. Using a linear equation to forecast sales tax revenue helps to smooth out larger fluctuations and conservatively budget the revenue source. Sales tax revenue for the current fiscal year as well as FY 2019 is expected to grow when compared to FY 2017.

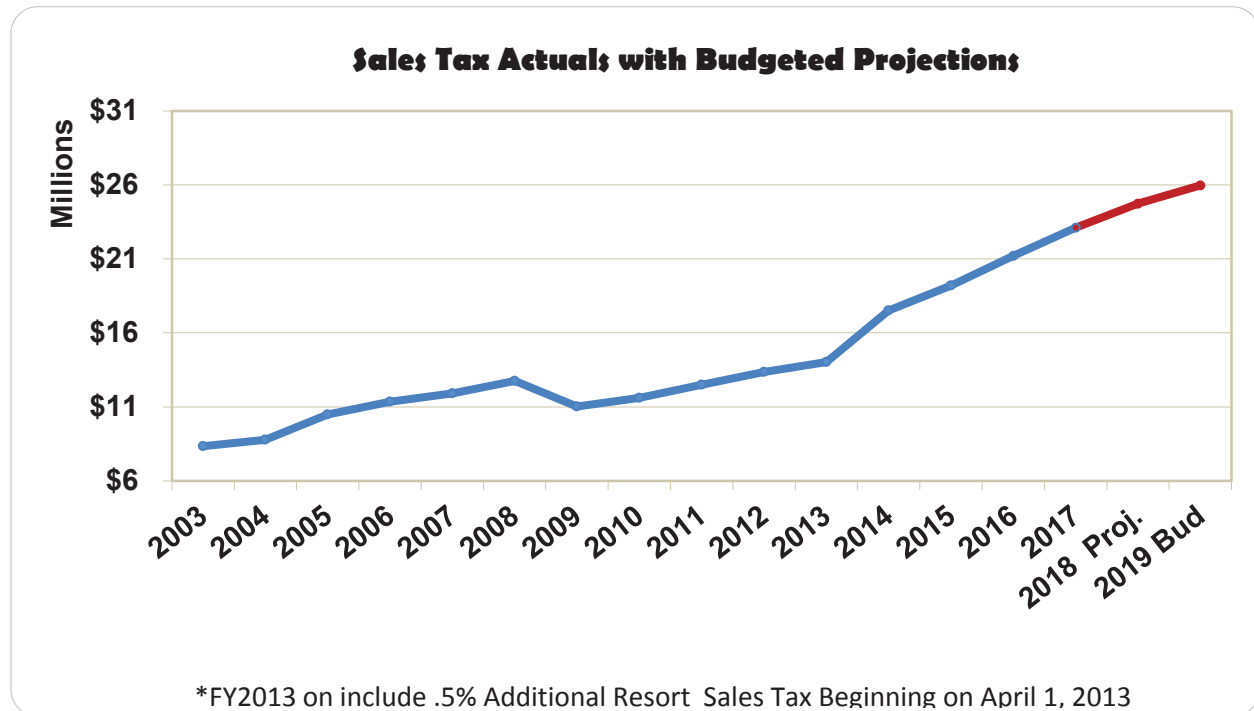
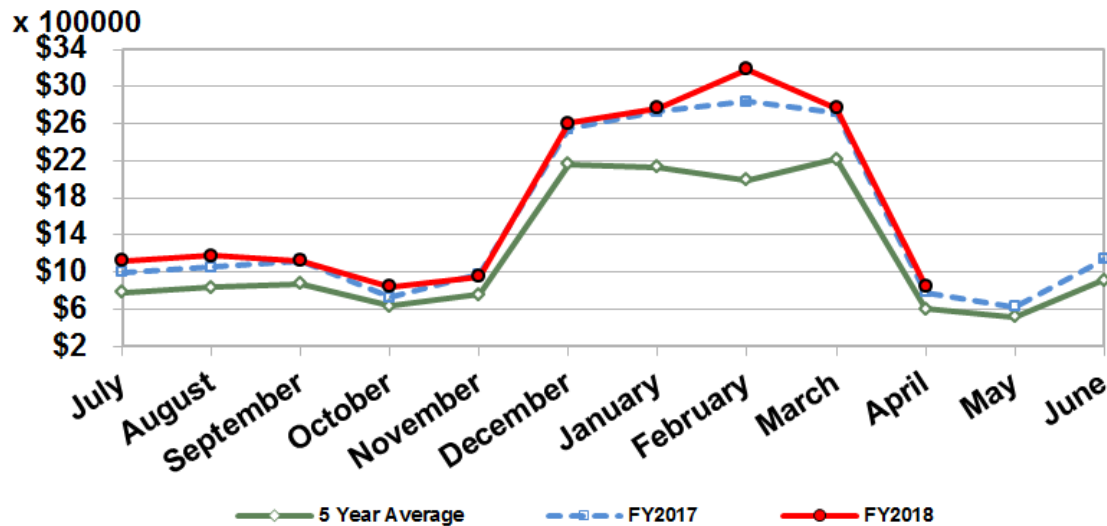


Figure R3- Sales Tax Actuals and Projections

Continued development of events and activities in the spring and summer months has helped to generate sales tax during the “off-season” months. Figure R4 displays the monthly sales tax revenue collections for FY 2018 in comparison with FY 2017 and a five-year historical average. Due to the poor snow season sales tax has held even with last year’s December and January. It is expected that February’s and March’s Sales Tax revenue will also be even when compared to last year’s February and March. This year is still expected to be one of the highest grossing year for sales in Park City. This is due primarily to a continued rebounding of the winter recreation economy, the effects of large-scale lodging developments in recent years and the economic impact related to infrastructure investment and marketing impacts of the new ownership at Park City Mountain.

REVENUES



*Does not Include Additional Resort Tax

Figure R4 – Sales Tax for FY 2018 (Compared to a Five-year Average and FY 2017)

STATE LEGISLATION AND SALES TAX

As previously stated, Park City's portion of sales tax is broken down into three components: local option (1%), resort community tax (1.1%, the resort community tax was increased to 1.6% effective April 1, 2013), transit tax (0.30%) and the newly adopted 1% municipal transient room tax on overnight lodging. Table R5 shows the current sales tax rate. Park City collects the full amount for the resort community and transit taxes, but the local option tax collection is affected by a State distribution formula. All sales taxes are collected by the State of Utah and distributed back to communities. Sales taxes generated by the local option taxes are distributed to communities based 50 percent on population and 50 percent on point of sale.

REVENUES

Sales & Use Taxes	Current	Effective January 1, 2018
State of Utah		
General Sales & Use Tax	4.70%	4.70%
Summit County		
County Option Sales Tax	0.25%	0.25%
County Transportation Tax	0.25%	0.25%
County Transit Tax	0.25%	0.25%
Recreation, Arts, & Parks	0.10%	0.10%
Park City		
Local Option Sales Tax	1.00%	1.00%
Resort Community Sales Tax	1.60%	1.60%
Mass Transit Tax	0.30%	0.30%
Total Park City "Base"	7.95%	7.95%
Other Taxes		
Statewide Transient Room Tax	0.00%	3.40%
Countywide Restaurant Tax	1.00%	1.00%
Countywide Motor Vehicle Rental Tax	2.50%	2.50%
Countywide Transient Room Tax	3.00%	3.00%
Park City Transient Room Tax	0.00%	1.00%

Table R5 – Sales Tax Rates

For communities like Park City, where the population is low in comparison to the amount of sales, the State distributes less than the full 1 percent levy. The State had in the past instituted a “hold harmless” provision to ensure that communities in this situation receive at least three quarters of the local option sales tax generated in the municipality. Due to this provision, Park City had always received around 75 percent of the 1 percent local option tax. During the 2006 Legislative Session, the State removed the “hold harmless” provision. As part of that same legislation, Park City, as a “hold harmless” community, was guaranteed by the State to receive at least the amount of local option sales tax that was distributed in 2005, or \$3,892,401. This provision was sunsetted in 2012.

Figure R6 shows the percentage of the sales tax revenue lost in FY 2015 compared to the previous five year average before the legislative change. This amounts to an estimated loss of \$1.18 million in sales tax revenue during FY 2015; due to the 2005 local option sales tax level provision (hold harmless) estimated losses for FY 2013 and FY 2014 were similar. FY 2015 is displayed in the following table to reflect a non-recessionary year in which no hold harmless payments occurred.

REVENUES

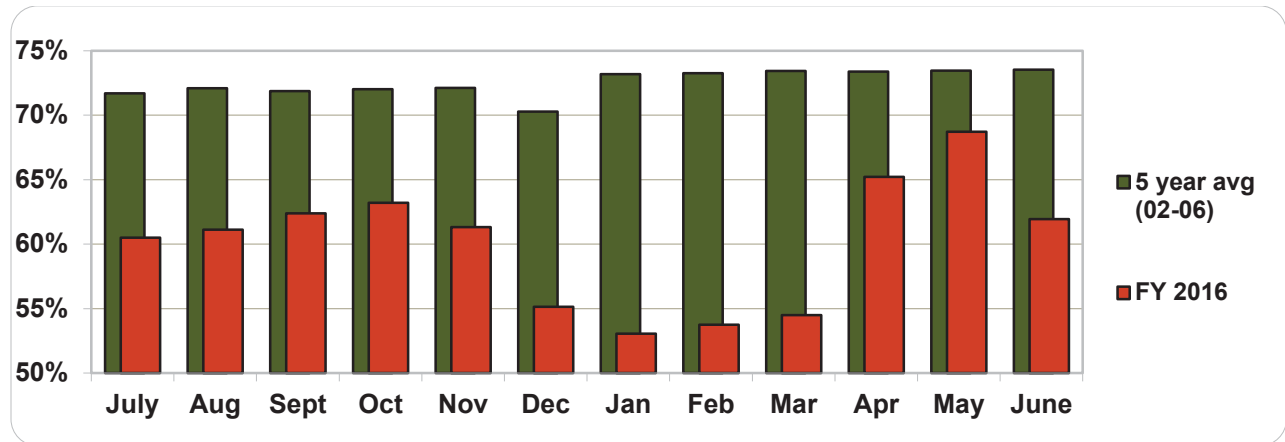


Figure R6 – Local Option Tax Distribution

The local option tax contributes a significant portion of the total sales tax revenue. Figure R7 shows the portions of total sales tax attributable to local option, resort community and transit taxes. FY 2014, FY 2015, FY 2016, FY 2017, FY 2018, & FY 2019 include the full additional resort sales tax revenue.

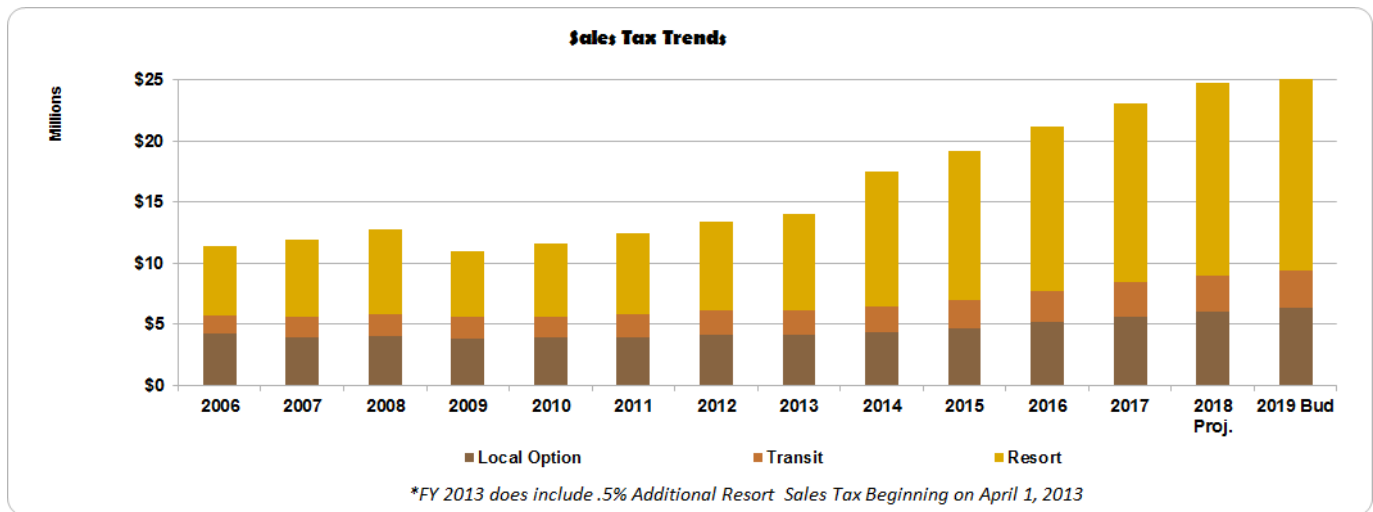


Figure R7 - Sales Taxes Breakdown

OTHER REVENUE

Revenue sources other than property and sales tax include fees, franchise taxes, grants and other miscellaneous revenue. Total revenue from sources other than property and sales tax make up a large portion of the FY 2019 Budget. Figure R8 shows a projected breakdown of other revenue by type and amount.

REVENUES

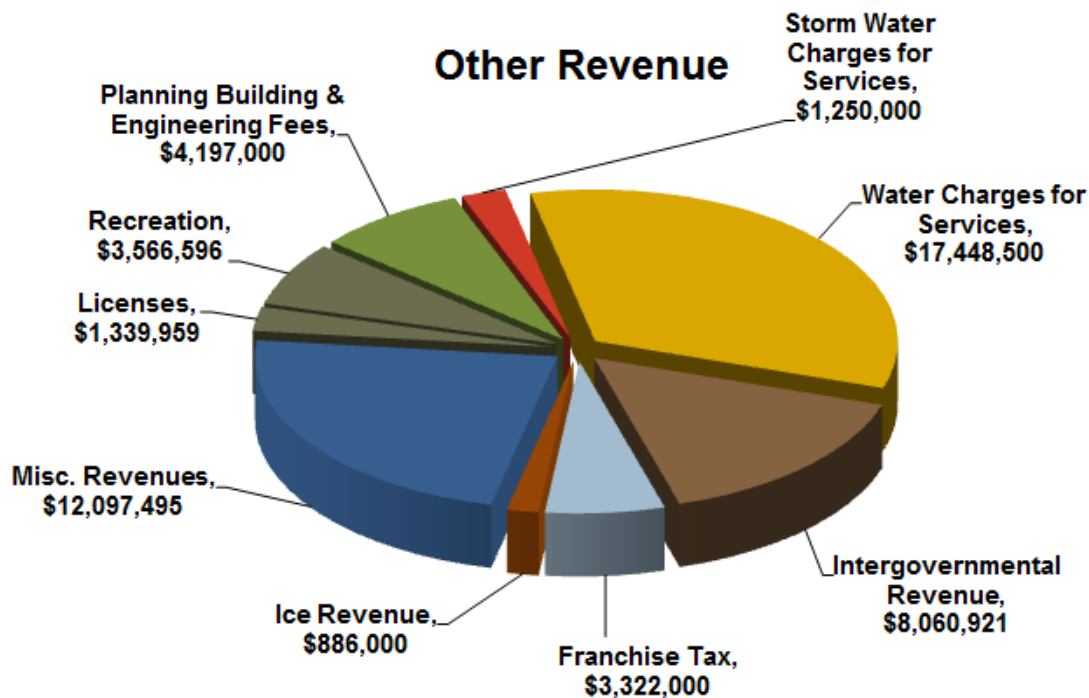


Figure R8 – Other Revenue Breakdown

The City has fees associated with business licenses, recreation, water, planning, engineering, and building services. The City has proposed the addition of a Storm Water Utility Fund and associated Storm Water Service Fee beginning in FY 2018. This fee will be collected monthly based on the calculated cost of the storm water operating and capital system and attributed cost to property within the City by property type.

The franchise tax is a gross receipts tax levied by the City on taxable utilities made within the City to various utility companies. The Fees/Other category consist of license revenue, fines & forfeitures, and miscellaneous revenues. With the exception of water fees and charges for services, revenues such as fee revenue, business license revenue, and franchise taxes, are budgeted on a multi-year trend analysis and assume no significant changes in the local economy. These revenue sources are predicted using a linear trend model. Charges for services are projected using a logarithmic trend, which has the forecasted revenue leveling off over time as the City approaches build-out. Water service fees are calculated on a multi-year trend analysis based on previous water consumption, but also incorporate a new growth factor.

Park City receives additional revenue by collecting development impact fees. These fees include street impact fees, water impact fees, public safety impact fees, and open space impact fees. These fees reflect the calculated cost of providing city services to new, private development projects. State law requires that collected impact fees are applied to the capital facilities plan within six years of the collection date.

The Park City Golf Club receives revenue from greens fees, cart rental, pro-shop sales, golf lessons, and other miscellaneous fees and services. The Park City Golf Club is an enterprise fund; all revenues collected from the golf club are used to fund golf course operating and improvement costs. The financial objective for the Park City Golf Club is to break even or show a slight profit. The collected revenue of the Park City Golf Club for FY 2016 was \$1,462,247.

REVENUES

The Golf course uses and fees remain relatively consistent year to year. It is expected that the Park City Golf Club will see similar revenues in FY 2017 and 2018 as in FY 2016.

Park City also receives grants from the federal, state, and county governments to fund various capital projects. These projects include public safety, transit, and water delivery programs. Grant monitoring and reporting is done through the Budget, Debt, and Grants department. All grants are budgeted when they are awarded. This conservative approach means that core municipal services are not held hostage when grant funding becomes tight or is no longer available.

Municipal bonds are another way for Park City to fund capital projects and the redevelopment agencies on Main Street and Lower Park Avenue. In 2010 Moody's and Fitch increased their rating on Park City General Obligation debt to Aa1 and AA+ respectively. In 2008, Standard & Poor's increased their rating of Park City's General Obligation debt to AA and in 2014 the rating was increased to AA+. As part of the 2017 Bonanza Flat Bonds the City's GO debt rating was confirmed by S&P and Fitch at AA+. The rating was upgraded by Moody's to Aaa, this is the highest rating available by the rating agencies. The State of Utah limits a city's direct GO debt to 4 percent of assessed valuation. The City's debt policy is more conservative, limiting total direct GO debt to 2 percent of assessed valuation. Park City's direct debt burden in 2018 was 0.61 percent or approximately one quarter of the City's 2 percent policy limits. For more information on Park City's debt management policies, see the Policies and Objectives section of this budget document.

EXPENSES

The FY 2018 Adjusted Budget reflects a 7.1% increase from the FY 2018 Original Budget and an overall 22.8% increase from FY 2017 actual expenses (with capital excluded). Unlike operating budgets, capital projects may take multiple years to complete, thus the budgets for capital need to be renewed each year. At the end of each fiscal year, the unspent budget for each capital project is calculated and added to the new fiscal year's budget as part of the adjusted budget.

Expenditure Summary by Major Object - All Funds

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Budget	FY 2018 Adj. Budget	FY 2019 Budget
Personnel	25,570,623	27,516,623	30,515,422	33,455,040	36,989,855	37,905,920	39,661,060
Materials, Supplies & Services	13,565,499	14,848,667	14,821,754	15,412,531	18,272,617	19,273,845	20,350,570
Capital Outlay	24,038,380	35,598,211	20,160,212	77,088,715	39,445,824	146,440,857	93,896,890
Debt Service	13,065,007	22,065,899	11,337,373	11,130,107	13,254,379	16,252,675	15,628,056
Contingency	0	85,647	27,881	116,958	390,000	390,000	440,000
Actual Budget	\$76,239,510	\$100,115,047	\$76,862,641	\$137,203,351	\$108,352,675	\$220,263,297	\$169,976,576
Budget Excluding Capital	\$52,201,130	\$64,516,836	\$56,702,429	\$60,114,636	\$68,906,851	\$73,822,440	\$76,079,686
Interfund Transfers	13,929,137	22,945,672	15,431,059	39,521,611	11,785,576	47,750,191	17,149,729
Ending Balance	76,584,096	83,622,487	81,763,532	74,767,615	71,137,867	132,956,126	144,707,268
Subtotal	\$90,513,233	\$106,568,159	\$97,194,591	\$114,289,226	\$82,923,443	\$180,706,317	\$161,856,997
Grand Total	\$166,752,743	\$206,683,206	\$174,057,232	\$251,492,577	\$191,276,118	\$400,969,614	\$331,833,573

Table B01 – Expenditure Summary by Major Object

The FY 2019 Budget (excluding capital) is increasing to \$76 million, which is a 3% increase from the FY 2018 Adjusted Budget. The increase is due to Pay Plan and operating expense increases to keep up with the pay market and demand for services. These changes are more fully discussed further in this section along with details on other committee recommendations, operating budget changes, and major capital requests.

Table B01 shows citywide expenditures by Major Object. The FY 2018 Adjusted Budget reflects an increase in personnel expenses of 2.48% from the FY 2018 Original Budget due to vacancy factor adjustments. This was closely monitored and adjusted again for the final budget. FY 2019 shows a 7.2% increase in personnel from the FY 2018 Original Budget.

OPERATING BUDGET

The Operating Budget consists of Personnel, Materials, Supplies, and Services, Departmental Capital Outlay, and Contingencies for each department.

PERSONNEL

Health Insurance Costs

The City maintains a health and dental insurance plan through Regence Blue Cross Blue Shield of Utah. Each year, Regence examines the City's "use" of the plan and its total costs to Regence, and then determines the price for the following year. Miraculously, this year there will be no increase in the City's health insurance.

EXPENSES

Life Insurance Costs

Life insurance in the General Fund for FY 2019 will be decreasing by \$1,337. The life insurance increases are broken out by fund in Table E2 below:

Life Insurance Changes by Fund	
	FY 2019 Budget
Fund 11 General Fund	-\$1,177.50
Fund 12 Quinn's Recreation Complex	-\$29.92
Fund 51 Water Fund	\$205.32
Fund 52 Storm Water Fund	-\$14.16
Fund 55 Golf Fund	-\$28.32
Fund 57 Transportation Fund	-\$233.02
Fund 62 Fleet Services Fund	-\$59.54
Total	-\$1,337

Table E2 – Life Insurance Increase by Fund

Pay Plan

Park City has a market-based pay philosophy, albeit the “market” is limited to other municipal governments, excluding the typically higher private-sector compensation. The Pay Plan attempts to ensure the uniform and equitable application of pay in comparison to select Utah and Colorado municipal employee markets.

Every two years Park City compares its employee compensation data with approximately 30 communities from the Wasatch Front (the Wasatch Compensation Group) and an assortment of Colorado Ski towns. The Technical Committee looks at job descriptions and compares with similar positions or “benchmarks” to determine market pay for any given position. The City Manager chooses the metrics that determine how salaries should be set and defines a threshold at which positions should be reclassified. The Pay Plan Committee is formed to review the benchmark data and make recommendations on positions that are not able to be benchmarked for reclassification to the City Manager.

The Pay Plan Committee has two major responsibilities:

1. Determine where internal equity positions should fit in the Pay Plan; and
2. Review the recommendations of the Technical Committee.

Over the last several years it has become increasingly difficult to recruit and fill empty positions at the City. Because of the booming Utah economy, low unemployment in Utah (and even lower unemployment in Summit County), the higher than average cost of living in Park City and surrounding areas, and difficulty competing with the Wasatch Front for public and private sector employees; staff recommended and Council supported a modification in pay plan philosophy in May 2015 and February 2016.

City Challenges:

- **Low unemployment**, especially in Summit County, and all over Utah is likely one of the most significant factors hurting our recruitment and retention efforts. Utah’s very low unemployment rate makes it more and more difficult for the City to attract qualified employees away from existing employer and other opportunities.

EXPENSES

- **Lack of availability of qualified applicants.** Due to the low unemployment rate, fewer qualified candidates have been applying for our vacant positions, which has prolonged vacancies and, at times, resulted in slow response times and less qualified workers.
- **High wages from our competitors.** Park City uses primarily local governments in the surrounding area to compare and contrast wages for benchmarking purposes. We do not utilize surrounding businesses. Historically, this has been effective methodology, as one of our most attractive selling points is an excellent or above average benefits package matched with our relatively moderate wages. Unfortunately, staff is seeing for the first time that not only are our wages being beaten by other municipalities, but also our benefits package, particularly so in the private sector for seasonal and hourly positions.
- **High cost of living in Park City.** Using the average Park City home value, our wages do not support the ability for employees to purchase a single family home within the city limits of Park City. Council and staff have made great strides in affordable housing options through a variety of programs, yet the cost of living continues to rise and outpace demand.
- **Changes by the state legislature to the state pension system.** This has weakened a longstanding and critical benefit of working in the public sector – namely competitive benefits. The result is especially challenging given government jobs typically pay less than the private sector.
- **High cost of commuting vs. working locally** poses real challenges to a workforce that is, by way of the cost of living and housing, forced to live in other communities and drive into Park City for work. Commuting costs can average an additional \$300-400 per month in gas vs. local employment; and the number of employee

Furthermore, all grades in the pay plan have increased by 2% roughly every other year (off-year) for more than two decades as part of the City's efforts to keep positions paying close to the market on budget years when a formal pay plan process is not performed. All positions are approved for increases during the "off-year." However, this is not a large amount, and does not keep up with the rising costs of inflation. Many of the positions moving in the Pay Plan have not been reclassified to a higher grade in a long time.

FY 2017 was the first year that this more aggressive approach went into effect with the Pay Plan, and as a result the Pay Plan increase was higher that year than previous years (over \$2M). In the table below, the FY 2019 increase reflects an increase caused by Pay Plan changes, resulting in a \$859k budget increase in personnel. In the second year of the budget, all pay grades (and therefore all positions) are increased by 2% to keep up with the market during the off year. See table below:

EXPENSES

Pay Plan Changes by Fund

	FY 2019 Budget
Fund 11 General Fund	\$516,188
Fund 12 Quinn's Recreation Complex	\$31,840
Fund 51 Water Fund	\$10,420
Fund 52 Storm Water Fund	\$10,041
Fund 55 Golf Fund	\$13,423
Fund 57 Transportation Fund	\$248,736
Fund 62 Fleet Services Fund	\$28,556
Total	\$859,204

Table E3 – Pay Plan Increase by Fund

Personnel Changes

A number of departments submitted personnel requests for the FY 2019 Budget. The impacts of all recommended personnel budget request increases are shown for each fund in Table E4. The total increase in personnel of FY 2019 over the FY 2018 Original budget is \$2.08 million. This increase is made up of changes to Finance, Building Maintenance, Building Dept, IT, Community Engagement, City Attorney, Police, Parks & Cemetery, Engineering, Library, City Recreation, Tennis, Planning, Transit, Parking, and Water department personnel. Over \$1 million of the total increase for personnel requests are for personnel in the Transportation Operations and Parking departments in order to increase service for transit routes and Parking within Park City. The Transit fund and other more significant personnel increases are explained in more detail following Table E4.

Total Personnel Options by Fund

	FY 2019 Budget
Fund 11 General Fund	\$366,408
Fund 12 Quinn's Recreation Complex	\$34,624
Fund 51 Water Fund	\$207,391
Fund 52 Storm Water Fund	\$29,117
Fund 55 Golf Fund	\$51,417
Fund 57 Transportation Fund	\$1,371,188
Fund 62 Fleet Fund	\$28,160
Fund 64 Self Insurance Fund	\$0
Total	\$2,088,305

Table E4 – Recommended Personnel Requests by Fund

Building Dept Increase

An Associate Building Inspector is being added to the Building Dept budget for FY 2019. This is needed in order to keep up with the increased workload of the Building Dept.

Police Increase

Police is increasing by 0.20 FTEs, due to increase of Reserve Police Officer and Special Events Police officer part-time funding.

EXPENSES

Library Increase

Library is increasing its FTEs by 0.53, due to the Community Engagement Library Assistant going from part-time to full-time.

Water Operations Increase

Water Operations is adding a Water Quality Scientist, and a Water Treatment Operator.

Transportation Operations Increase

Transportation Operations is increasing by 14 Bus Driver IIs, a Bus Driver IV, and a Transit Shift Supervisor. This higher level of service is recommended due to the City Council critical priority of Transportation and a new funding source in a transportation tax implemented by Summit County.

Parking Increase

The Parking Department will add a Lead Parking Enforcement Officer. Paid parking was implemented in a number of areas in Park City and Main Street during FY 2018. This will increase the workload of the Parking department for enforcement, as well as for maintenance of the parking gates and meters that will be implemented.

All Personnel Changes

Personnel is accounted for using a full-time equivalent (FTE) measure, where 1 FTE indicates the equivalent of a full-time position (2,080 annual work-hours), which could be filled by multiple bodies at any given time. Generally, one Full-time Regular employee is measured as 1 FTE, whereas a Part-time Non-benefited or Seasonal employee might account for a fraction of an FTE. Changes in FTEs per department for the FY 2018 Adjusted Budget and FY 2019 Proposed Budget are found in Table E5 on the following page. A detailed description of all of the FTE changes follows:

- City Recreation (PC MARC) has a net FTE decrease of 2.23. There is an addition of a Building Maintenance II position, but also a decrease of (.73) in Recreation III position part-time funding to help offset the cost. Also moved a front desk position to Tennis and a .8 of a Recreation Supervisor position to Rec Programs as well as a .9 of a Recreation Coordinator to Recreation Programs.
- Decreasing part-time Rec Work IV's from 4.0 FTEs to .88, this is to move Tennis Pros to contract employees in the budget. They have been contract employees for a long time, but we have budgeted them as part-time employees. This is a correction to that—they should be budgeted as contract employees. Also, adding a Front Desk Team Leader from MARC and .1 of Asst. Rec Manager and .2 of Rec Manager. These are zero-sum changes.
- McPolin Barn is increasing its FTEs by 0.08, due to the Golf Coordinator position going away and being replaced with a Community Affairs Analyst. This is a zero-sum change.
- Recreation Programs is increasing its FTEs by 1.65, cleaning up Recreation Programs being split from PC MARC as its own department last fiscal year. Moving .2 of the Front Desk Team Leader to Tennis, adding .8 of a Recreation Supervisor from PC MARC, adding .1 of Recreation Manager and .05 of Assistant Recreation Manager, and adding .9 of a Recreation Coordinator from PC MARC.

EXPENSES

- Community Engagement is decreasing its FTEs by 0.49, due to an allocation shift from a part-time Office Assistant III to an Analyst I—this is a zero-sum change.
- Economy is decreasing its FTEs by 0.68. This is due to the Trails & Open Space Coordinator being moved from a budgeted part-time position to a full-time contract position (no FTEs).
- Arts & Culture is increasing its FTEs by 0.25. This is a new department, and 0.25 FTEs of the Budget, Debts & Grants Analyst were allocated here. This is not a budget increase, but a reflection of what this position will be working on.
- Police is increasing by 0.20 FTEs, due to increase of Reserve Police Officer and Special Events Police officer part-time funding.
- The Communication Center is decreasing by 2.50 FTEs (down to 0), due to dispatch services being transferred to Summit County.
- Community Development is increasing by .25 FTEs to reallocate Community Development Coordinator from Transportation Planning.
- The Building Department is increasing by 1.29 FTEs, due to the addition of an Associate Building Inspector, and an increase of 0.29 FTEs to make an Office Assistant III go from part-time to full-time.
- The Water Department is increasing its FTEs by 2.0. This increase is from the addition of a Water Quality Scientist and Water Worker IV.
- Transportation Operations is increasing its FTEs by 13.75, which consists of 14 Bus Driver IIIs, 1 Bus Driver IV, and 1 Transit Shift Supervisor. Also moving .25 of Budget Analyst to Arts & Culture and 1.0 of IT Coordinator II to Parking.
- Transportation Planning is decreasing its FTEs by 0.25. This decrease is from the reallocation of Community Development Director to Community Development.
- Parking is increasing its FTEs by 2.0. This comes from a new Lead Parking Enforcement Officer, and the allocation of a Transit IT Coordinator.
- Library is increasing its FTEs by 0.53, due to the Community Engagement Library Assistant going from part-time to full-time.
- The Golf Pro Shop is increasing its FTEs by 0.30, due to a transfer of 0.70 FTE Golf Coordinator, to 1 FTE First Assistant Golf Pro.

EXPENSES

FTE's By Department

Department	FTE's FY 18	Adjusted FY 2018	Change FY 18	FTE's FY 19	Change FY 19	Contract FY 19	Contract CHG FY 19
CITY MANAGER	4.62	4.62		4.62			
CITY ATTORNEY	7.07	7.07		7.07			
BUDGET, DEBT & GRANTS	3.25	3.25		3.25			
HUMAN RESOURCES	5.14	5.14		5.14		0.60	
FINANCE	6.65	6.65		6.65		0.80	
TECHNICAL & CUSTOMER SERVICES	8.47	8.47		8.47			
BLDG MAINT ADM	6.00	6.00		6.00		0.33	0.33
CITY RECREATION	18.71	18.71		16.48	-2.23		
TENNIS	5.18	5.18		2.91	-2.27	6.00	6.00
MCPOLIN BARN	0.30	0.30		0.38	0.08		
ICE FACILITY	8.42	8.42		8.42		1.00	
FIELDS	2.83	2.83		2.83			
RECREATION PROGRAMS	8.83	8.83		10.48	1.65		
COMMUNITY ENGAGEMENT	3.04	3.04		2.55	-0.49	1.00	
ECONOMY	6.93	6.93		6.25	-0.68	2.00	1.00
ENVIRONMENTAL SUSTAINABILITY	3.95	3.95		3.95			
EMERGENCY MANAGEMENT	1.00	1.00		1.00			
LEADERSHIP						1.00	
ARTS & CULTURE	0.00	0.00		0.25	0.25	0.25	0.25
POLICE	40.12	40.12		40.32	0.20		
DRUG EDUCATION	0.20	0.20		0.20			
STATE LIQUOR ENFORCEMENT	1.30	1.30		1.30			
COMMUNICATION CENTER	2.50	2.50			-2.50		
COMM DEVELOP ADMIN	2.75	2.75		3.00	0.25		
ENGINEERING	3.75	3.75		3.75			
PLANNING DEPT.	9.00	9.00		9.00			
BUILDING DEPT.	16.71	16.71		18.00	1.29		
PARKS & CEMETERY	18.98	18.98		18.98			
STREET MAINTENANCE	15.26	15.26		15.26			
WATER OPERATIONS	27.45	27.45		29.45	2.00	1.00	
STORM WATER OPER	6.57	6.57		6.57			
FLEET SERVICES DEPT	9.85	9.85		9.85			
TRANSPORTATION OPER	104.50	104.50		120.75	16.25		
TRANSPORTATION PLANNING	3.25	3.25		3.00	-0.25		
PARKING	10.45	10.45		12.45	2.00		
LIBRARY	12.97	12.97		13.50	0.53		
GOLF MAINTENANCE	8.98	8.98		8.98			
GOLF PRO SHOP	7.82	7.82		8.12	0.30		
LOWER PARK AVENUE RDA	0.25	0.25		0.25			
CIP PROJECTS						3.50	
TOTAL	403.05	403.05	0.00	419.43	16.38	17.48	7.58

EXPENSES

Table E5 - FTE Changes by Department

The following Table E6 shows the changes in FTEs by fund. The General Fund is decreasing by 3.92 FTEs in FY 2019 from the FY 2018 Original Budget.

Fund	FY 2018	FY 2019 Budget
General Fund	212.68	208.76
Quinn's Recreation Complex	11.25	11.25
Lower Park Avenue RDA	0.25	0.25
Water Fund	27.45	29.45
Golf Fund	16.80	17.10
Transportation Fund	118.20	136.20
Fleet Services Fund	9.85	9.85
Storm Water Fund	6.57	6.57
TOTAL	403.05	419.43

Table E6 - FTE Change by Fund

The following charts display Park City's personnel growth rates compared with state statistics reflecting employment totals for local governments. Figure E7 shows the Number of FTRs and the number of Part-Time Non-Benefitted/Seasonal FTEs employed by Park City over time. Figure E8 shows the percentage change in Park City's full-time regular (FTR) positions compared with the percentage change in employment for local government in the state of Utah. This type of graph is helpful as a benchmark to evaluate changes in employment levels.

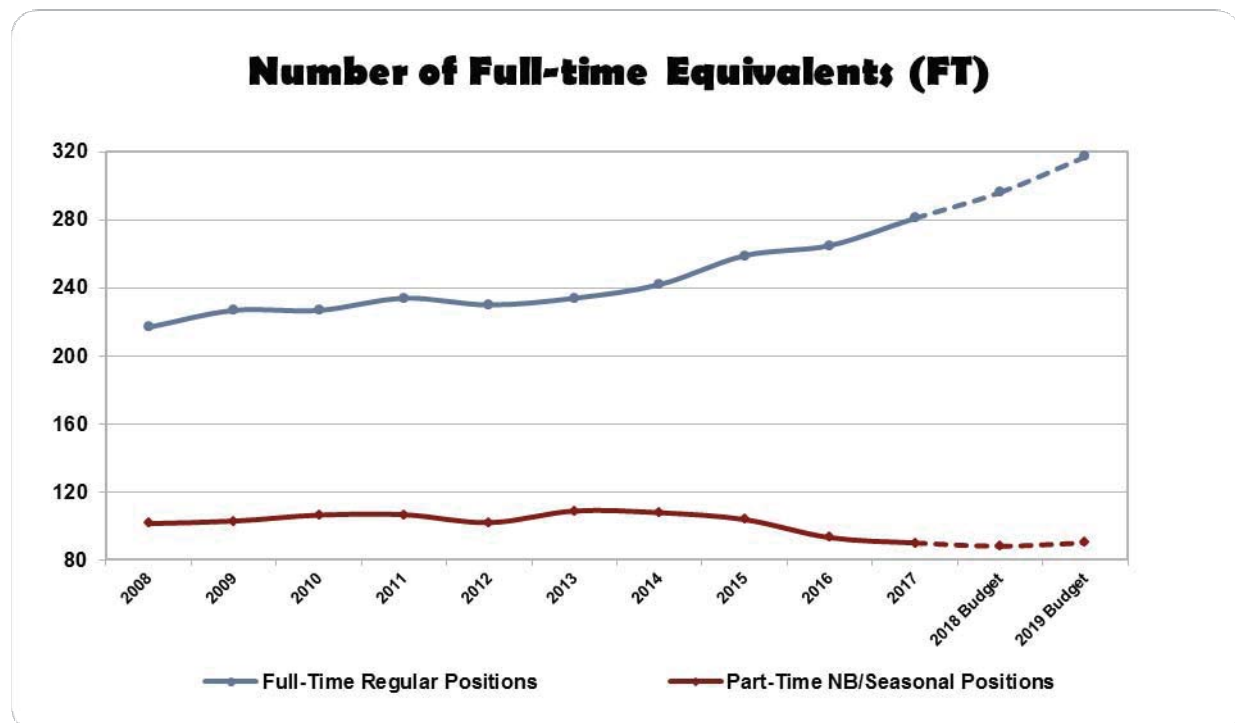


Figure E7 – FTE Totals

EXPENSES

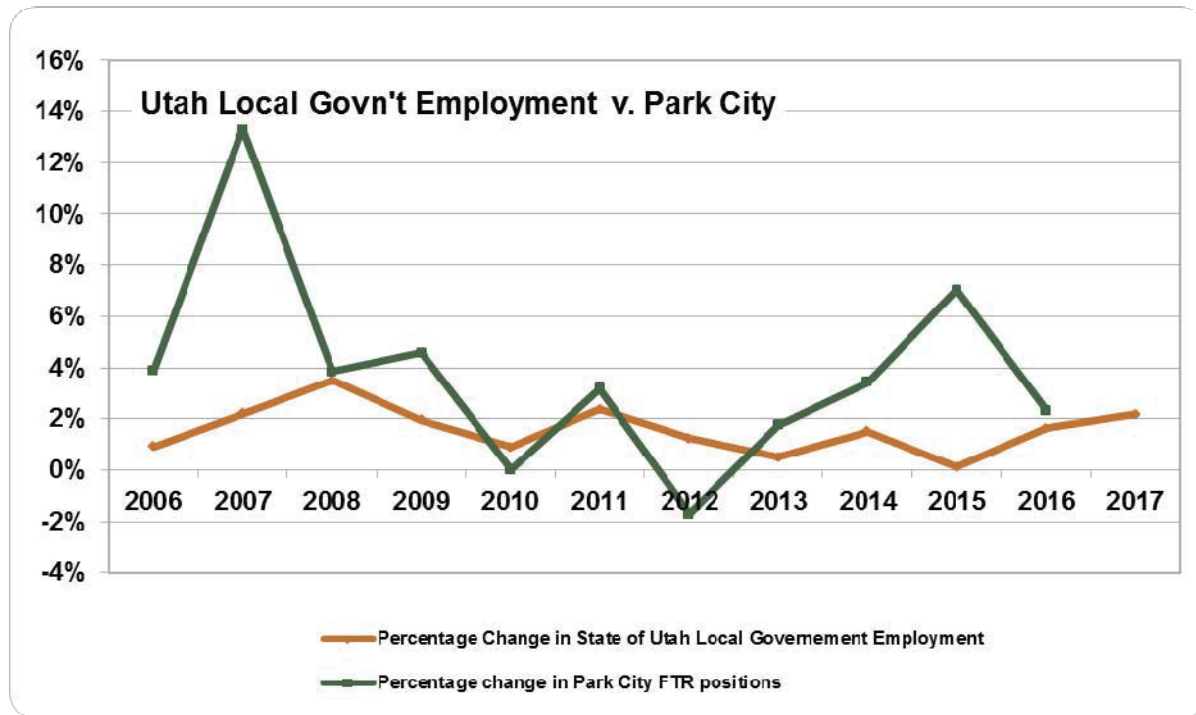


Figure E8 - Percentage Change in Park City and State Employment

Figure E8 shows the percentage changes in Local Government Employees statewide and for Park City. The employment totals for Park City FTR positions and local government for the state of Utah are compared in Figure E9. Park City FTR positions saw an increase in FY 2007 after several years of remaining relatively stable. A comparative graph such as this can show whether or not a municipality is following a larger trend among similar local governments. Park City's personnel appear to be growing at the same rate as other cities in Utah in recent years.

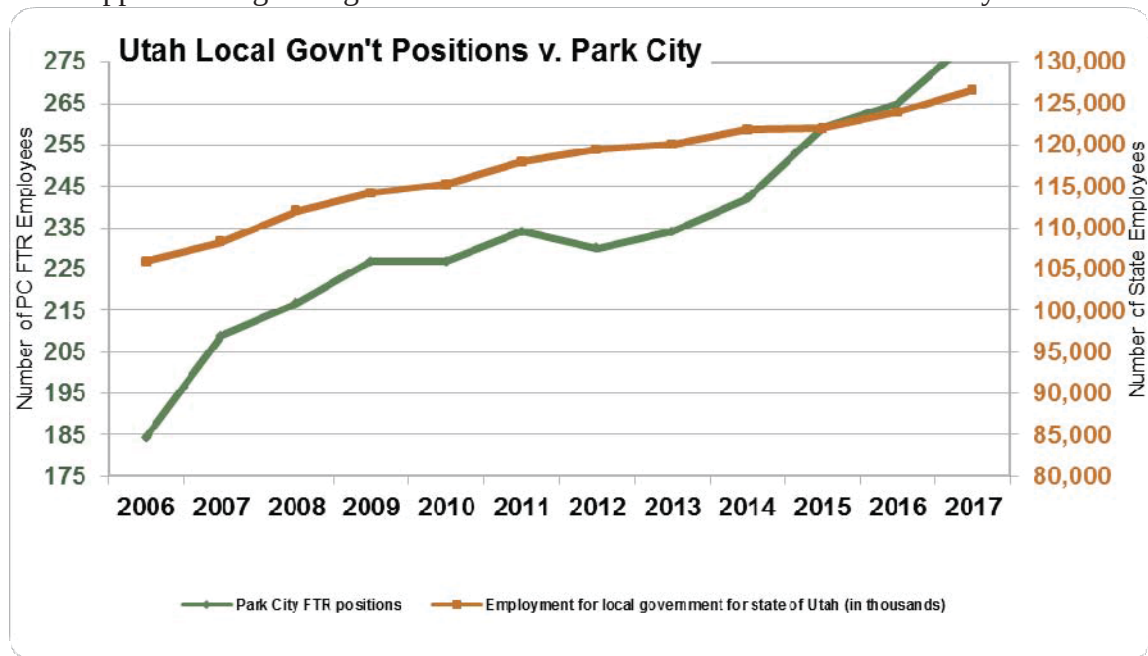


Figure E9 – Employment Totals for Utah Local Government and Park City FTR Positions

EXPENSES

MATERIALS, SUPPLIES, AND SERVICES

The Table E10 below displays the increases to Materials, Supplies, and Services by fund over the FY 2018 adopted budget. In FY19 the main increases are \$35K for IT software license costs; \$28K for materials/supplies in the Building Dept; and \$17k for web-based registration software for Recreation. The Water Fund increase is mainly due to utility cost increases, and a 5% annual increase in program costs. Transit is increasing by \$548.5K for contract services, \$400K of which is for subscription to Park City's parking technology.

Total Materials, Supplies & Services Options by Fund	
	FY 2019 Budget
Fund 11 General Fund	\$738,058
Fund 12 Quinn's Recreation Complex	\$4,600
Fund 51 Water Fund	\$208,592
Fund 52 Storm Water Fund	\$12,600
Fund 55 Golf Fund	\$(50,719)
Fund 57 Transportation Fund	\$914,612
Fund 62 Fleet Fund	\$(36,090)
Fund 64 Self Insurance Fund	\$280,000
Total	\$2,071,653

Table E10 – Materials, Supplies & Services Options by Fund

BUDGETING FOR OUTCOMES (BFO)

The City employs a Budgeting for Outcomes (BFO) process that focuses on Council priorities and objectives as the driving factor for determining the annual budget. By creating Priorities and Desired Outcomes within Council goals and then receiving offers from City departments, the City can make better-informed decisions regarding the prioritization and cost of City services and programs.

BFO provides a comprehensive review of the entire organization, identifying every program offered and its cost, evaluating the relevance of every program on the basis of the community's priorities, and ultimately guiding elected officials to the policy questions they can answer with the information gained from the process.

The Results Team (staff-led budget committee) receives service proposals (bids) for programs and activities in each Council goal. Each of the programs and services provided by the City are ranked based upon how well the program meets Council's goals and objects as well as demand for the program, whether or not the program is mandated, whether the service could feasibly be provided by a private organization, etc. These criteria help determine how much of a priority each program is to the City. The Results Team reviews these scores and changes them to arrive at a composite score agreed on by the group. This provides the ranking of proposals within each Council Goal with a quartile ranking as well, numbered from 1 to 4, with 1 being the highest ranking and 4 the lowest. The programs ranked in the top 25% of all programs are Quartile 1, the next 25% are Quartile 2, and so forth.

EXPENSES

Each BFO program is scored by the results team in accordance with the aforementioned process. Quartile 1 is made up of the top 25% of programs that received the highest scoring in the City. Figure E11 demonstrates that the items most important to Council and the community are being funded by showing that the programs that are most important to Council and the community (Quartile 1) are the ones that are receiving the highest amount of funding.

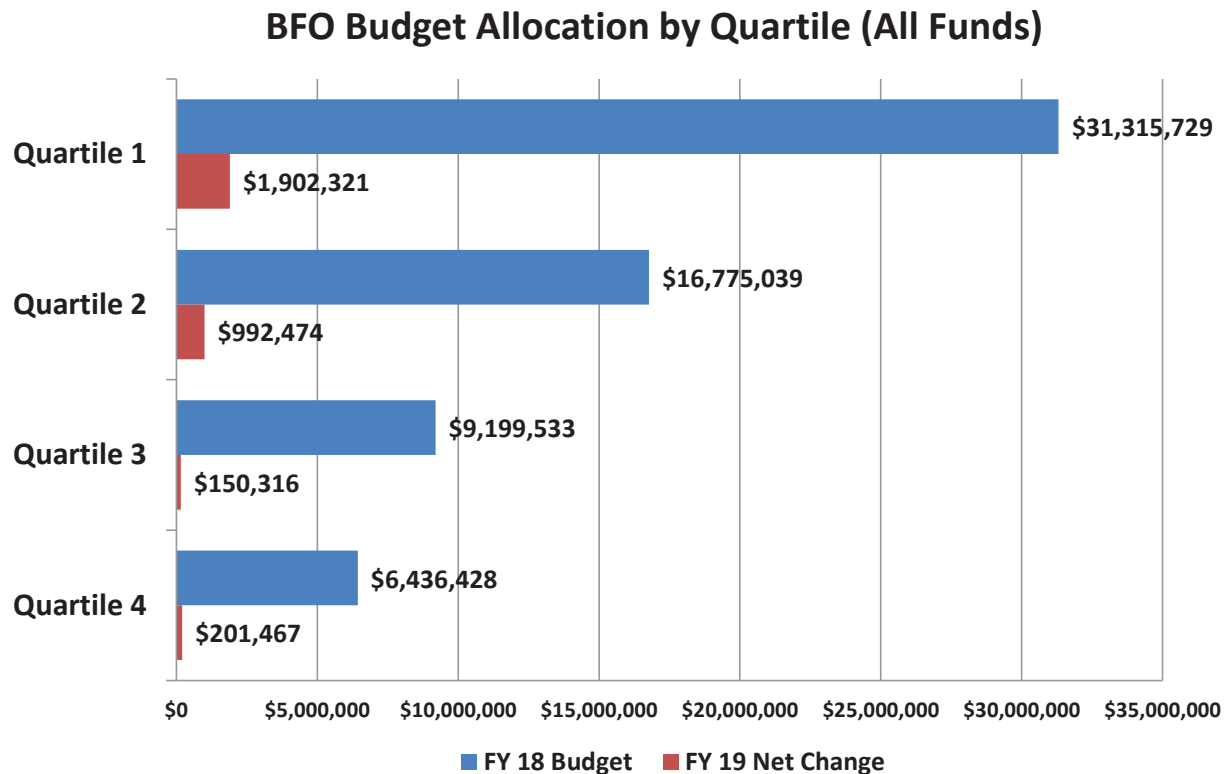


Figure E11 – Allocation of Budgeted Resources by Quartile

It is important to note that a high rating of a program will not guarantee that a program will be retained; nor does it guarantee that a lower-ranking program will be proposed for elimination. Also, the rankings do not reflect whether a program is being delivered in the most efficient manner. The prioritization process provides valuable information for budget proposal development and City Council deliberation. It is not the "only answer" on to how best to determine the City's budget.

The Results Team has to make tough decisions in order to fit their recommendation within the confines of the FIAR's projected expenditure increase, which also has to cover inflationary costs like the Pay Plan, health insurance, retirement, and any other non-departmental budget increases. On May 25, the Results Team will present their recommendations organized according to the Biennial Strategic Plans. The recommended budget increase needed to be limited to no more than \$405k in the General Fund. Of the \$1.75 million in general fund requests, the recommended General Fund net increase (once revenue and expenditure offsets are taken into account) is \$404k.

Council's Strategic Goals

The City Council developed four Strategic Goals—each followed by a narrative description of success—that guide decision-making and provide the structure for ensuring that incremental, measurable steps are taken to achieve the Community Vision. The goals are a key component of Park City's Long-term Strategic Plan, not only for Council but for residents and Park City staff as well. They provide a philosophical foundation for the Council in its role as a policymaking body. For Park City staff, they provide guidance on how to manage finite resources in the face of nearly infinite expectations.



Council's Priorities & Desired Outcomes

The Community Vision and Core Values were created based on extensive feedback from residents who expressed their desire to maintain many of the current characteristics of the city they call home. While Park City residents want to preserve the historic character and small town feel of the city, many also expressed concern about the lack of housing affordability, increasing traffic and congestion, the need to cultivate diversity, and the fragility of a snow-dependent economy. They believe that, left unaddressed, these issues threaten the future of Park City. These concerns are reflected throughout the vision and are addressed more specifically by Council's Priorities. The idea was to bring high focus to issues the City needs to "get right" and to be able to see progress on these issues by highlighting them and continually discussing them. These are the "marching orders" for the year, where Council would like to see a more detailed or specific plan of action. This action plan may include a new direction, plan, or resources in order to achieve the Council's priorities. Council reviewed and updated these priorities in their 2018 Council Retreat.

EXPENSES

In order to ensure results and accountability, Desired Outcomes were built into the City's Strategic Plan grouped together by Council's Goals. The Desired Outcomes are observable effects that visibly demonstrate success in each Goal area. They are the guideposts for making funding and planning decisions. They help determine if we are moving the "dial" on achieving Council's objectives. The Budgeting for Outcomes process is tied intrinsically to the Desired Outcomes, which help ensure that resources are allocated to the most effective efforts related to achieving the community's vision. The Desired Outcomes were reviewed and updated during the 2018 City Council Retreat.

Thriving Mountain Town



Park City is known as a world-class resort community because of its distinct and recognizable brand, a seamless network of multimodal transportation, and interconnected resorts. Park City has struck a unique balance between tourism and sustaining an exceptional local quality of life. Tourism remains a chief driver of Park City's economy due to its accessibility, quality

snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally owned businesses. Park City full and part-time residents recognize the exceptional benefits the economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with community values. The total City Manager recommended budget for this Council Goal is \$26,576,266, up from \$23,554,736.

Priorities & Desired Outcomes with Budget Recommendations:

Critical Priority

- Transportation: Congestion Reduction, Local & Regional
 - \$925k total for 14 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, miscellaneous contract services (\$131k), other materials/supplies.
 - \$809k total for Lead Parking Enforcement Officer, reclass of Parking Supervisor, parking technology subscription (\$400k), other materials/supplies.
 - Transportation Planning TBD

Desired Outcomes

- Sustainable and Effective Multi-modal Transportation
- World-class Resort Community
- Wide Variety of Exceptional Recreation
 - \$74.5k for web-based registration software for Recreation, and a reclass of part-time Building II position to FTR.
 - \$2,989 increase for Tennis materials/supplies.
- Balance Between Tourism and Local Quality of Life
- Varied and Multi-seasonal Event Offerings

EXPENSES

- Resilient and Sustainable Economy

Engaged & Effective Government and Involved Citizenry



PCMC has earned the trust of the community by engaging its citizens and regional partners, being responsible stewards of tax dollars, and providing uncompromising quality and customer service. This is enabled by a customer-centered organizational structure; a culture that embraces accountability and adapts to change; and funding mechanisms and policies that support innovation. Investing in our

people is essential to maintaining a high-performing and strategic-minded workforce. PCMC employees are equipped with the core skills that allow them to be self-managed, creative, and flexible in anticipating and responding to community needs. Our investments are protected by ensuring that systems and infrastructure are maintained, making responsible and effective use of technology and being fiscally and legally sound. The total City Manager recommended budget for this Council Goal is \$17,536,983, down from \$17,784,834.

Priorities & Desired Outcomes with Budget Recommendations:

Top Priority

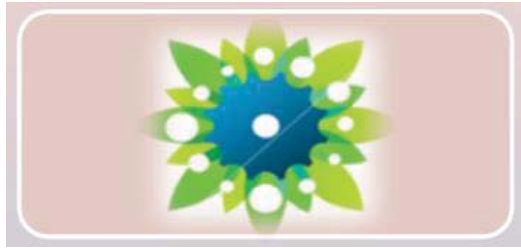
- Community Engagement
 - \$66k for reclass of Digital Communications Coordinator, and the following one-time requests: website redesign, new laptop & cellphone for Digital Communications Coordinator, Treasure Hill Communications Consultant, and Treasure Hill pamphlet marketing.

Desired Outcomes

- Fiscally and Legally Sound*
 - \$4.8k for a reclass of Paralegal to Legal Analyst.
 - Reclass of Accounting Manager, and \$2,250 for bank fees.
 - \$28k to increase the Self Insurance line item to match the existing one in next year's projected quote.
 - Well-maintained Assets and Infrastructure*
 - \$73k for 1 Building Maintenance III contract position (succession planning), increase in special events/cleaning funding, cleaning contract
 - \$35k for IT software license costs (closed captioning for City Council, data storage, ESA email filtering, HelpDesk management software, etc.)
 - Engaged and Informed Citizenry
 - Strong Working Relationships with Strategic Stakeholders
 - Transparent Government
 - Gold Medal Performance Organization
 - Responsive Customer Service
- *Essential Services*

EXPENSES

Preserving and Enhancing the Natural Environment



Park City is proud that it is recognized as a model environmentally-conscious community as it works towards its net-zero goals. Residents develop, participate in and support initiatives to protect the long-term health of the natural environment and Park City policies and investments work in concert with these efforts. Carbon reduction, energy, clean soils,

water conservation programs and open space acquisition not only attract residents and visitors to Park City, but also advance community environmental goals and preserve the unique natural setting. Park City recognizes that careful planning to ensure a sustainable water supply that meets the City's current and future need is essential to our long-term viability. The total City Manager recommended budget for this Council Goal is \$10,726,100, up from \$10,191,168.

Priorities & Desired Outcomes with Budget Recommendations:

Critical Priority

- Energy: Energy Conservation, Renewable Energy & Carbon Reduction, and Green Building Incentives

Desired Outcomes

- High Quality and Sustainable Water*
 - \$493k for a Water Quality Scientist, Water Treatment Operator, Mountain Regional charges, bank fees, and 5% annual increase in program costs, utility increases across the board.
 - Net-zero Carbon Government by 2022
 - Net-zero Carbon City by 2032
 - Abundant, Preserved and Publicly-accessible Open Space
 - Mitigation of Environmental Pollutants
- *Essential Services*

Inclusive & Healthy Community



Park City is a safe and healthy community where residents can live, work and play. In order to maintain Park City's appeal, PCMC invests in those areas that ensure an exceptional quality of life. By creating a sense of place, we balance the historic character and small town atmosphere with the varying needs of our residents and visitors. A mix of art, culture, perspectives, and lifestyles is welcomed and

celebrated. There are diverse job opportunities that pay a living wage and enable full-time residents to affordably live within a reasonable distance of their jobs. Preserving our unique history is vital to the longevity of the City's character and is at the forefront when key planning and economic development decisions are made. The total City Manager recommended budget for this Council Goal is \$12,025,545, up from \$11,473,297.

EXPENSES

Priorities & Desired Outcomes with Budget Recommendations:

Critical & Top Priorities

- Housing: Middle Income, Attainable & Affordable Housing
- Social Equity
- Citizen Wellbeing
- Arts & Culture

Desired Outcomes

- Safe Community*
 - \$101k for a reclass of two Police Officers to Senior Police Officer, equipment, increased investigations funding, and an increase in part-time non-benefitted seasonal positions and overtime budget.
 - Live and Work Locally
 - Affordable Cost of Living
 - Social Justice and Well-being for All
 - Distinctive Sense of Place
 - \$194k for a reclass of part-time Office Assistant to FTR in the Building Dept., Associate Building Inspector including vehicle, and materials/supplies.
 - Protected and Celebrated History
 - \$15k for a reclass of Planner II to Senior Planner
 - Vibrant Arts and Culture
 - \$62k for a reclass of part-time Community Engagement Library Assistant to full-time, bank fees, library materials/books, and other materials/supplies.
 - Walkable and Bike-able Community
 - \$11.6k for landscape maintenance funding: Park Ave. walkability project and Kimball Junction Transit Center
 - Mental, Physical and Behavioral Health
- *Essential Services*

CAPITAL BUDGET

The capital budget, as proposed by the City Manager, continues to fund high priority projects which meet Council's goals. This year's the City Managers Recommended Budget continues to have an emphasis on funding affordable housing projects, transportation and transit projects and open space acquisitions which has been identified by Council as a critical priority. In addition, all projects were evaluated in the anticipation of the potential Treasure Hill open space general obligation ballot initiative and ability to set a recommended GO bond amount. The CIP Committee has targeted a GO bond amount between \$55- \$50 million, with alternatives to be decided by City Council. The following table shows a summary of current major projects with proposed funding amounts by community priority and funding source.

EXPENSES

Major Capital Projects in 5-Year CIP by Priority and Funding Source					
Thriving Mountain Town					
Project	Proposed Budget	Funding Source	Start Date	End Date	
Transportation					
SR 248/US 40 Park and Ride Lot	2,000,000	FTA Grants/Regional Transit	2019	2022	
Canyons Village Area Transit Center	1,500,000	FTA Grants/Regional Transit	2019	2021	
Electric BRT Transit Buses & Charging Stations	5,040,000	FTA Grants/Regional Transit	2018	2021	
Transportation and Transit Property Acquisition - Housing	4,000,000	Transit Revenue	2018	2021	
Bonanza Park Transit Hub - Arts and Culture	2,500,000	Transit Revenue/Regional Transit	2019	2021	
Resilient Economy					
Downtown Projects - Walkways	2,000,000	Additional Resort Sales Tax	Underway	Pending	
Downtown Plazas	500,000	Additional Resort Sales Tax	2019	2020	
Preserving and Enhancing the Natural Environment					
Project	Proposed Budget	Funding Source	Start Date	End Date	
Open Space & Environmental Pollution Mitigation					
Treasure Hill	\$50 - \$55 M (TBD)	GO Bond	2019	2019	
	9,000,000	Additional Resort Sales Tax	2019	2019	
Soil Repository/Soil Mitigation	4,204,144	General Fund Transfer	2018	Pending	
Prospector Drain - Regulatory Project	2,302,352	General Fund Transfer	2019	2020	
Storm Water Projects	1,300,000	Storm Water Fund	2021	2023	
	1,762,646	Additional Resort Sales Tax	2018	Pending	
Water Projects					
Water Projects - General Water Infrastructure (see Water Project Table)	15,700,000	Water Fund	Underway	Pending	
MIW Treatment	94,800,000	Water Fund	2019	2023	
Empire Tank Replacement	4,000,000	Water Fund	2019	2023	
Rockport Water, Pipeline & Storage	8,000,000	Water Fund	2019	2023	
West Neck Tank	4,200,000	Water Fund	2019	2023	
Golf Building (MIW Displacement)	2,750,000	Water Fund	2019	2020	
Operational Storage Ponds	4,700,000	Water Fund	2019	2020	
QJWTP Treatment & Capacity Upgrades	7,500,000	Water Fund	2019	2023	
Inclusive & Healthy Community					
Project	Proposed Budget	Funding Source	Start Date	End Date	
Affordable and Attainable Housing					
Central Park	4,500,000	Lower Park RDA (Revolving Funds)	2018	2018	
Woodside Phase I	5,300,000	Lower Park RDA (Revolving Funds)	2019	2020	
Woodside Phase II	23,000,000	Lower Park RDA (Revolving Funds)	2020	2021	
Homestake Housing	18,000,000	Lower Park RDA (Revolving Funds)	2022	2024	
Arts & Culture District Housing	15,000,000	Lower Park RDA (Revolving Funds)	2022	2024	
Citizen Wellbeing					
Community Center Building in City Park	7,200,000	Lower Park RDA	2021	2022	
	800,000	General Fund Transfer	2021	2022	
Arts & Culture					
Arts & Culture District - Property Acquisition	19,500,000	Lower Park RDA	2018	2018	
Core Infrastructure					
Public Utilities Maintenance Buildings	3,023,527	General Fund Transfer	2019	2022	
	2,700,000	Water Fund	2019	2022	
Otis (Old Town Improvements Study) Projects	3,200,000	Additional Resort Sales Tax	Underway	Pending	
	600,000	General Fund Transfer	2018	2019	
	360,000	Storm Water Fund	2018	2019	
	230,000	Impact Fees	2018	2019	
	1,000,000	UDOT Grant	2018	2019	
	575,000	Transit/Regional Transit (Pending Approval)	2018	2019	
Artificial Turf Replacement Quinn's	600,000	General Fund Transfer	2023	2023	
	4,490,000	Additional Resort Sales Tax	2020	2021	
Park Avenue Reconstruction	1,500,000	Storm Water Fund	2021	2021	

All City projects are required to meet the City's adopted net zero requirements, therefore all projects which are funded by the City are aimed at achieving the community critical energy priority

This year's CIP committee was Blake Fannesbeck, Jon Weidenhamer, Ken Fisher, Rebecca Gillis, Nate Rockwood, Matt Cassel, Scott Robertson, Alfred Knotts, Troy Dayley and Matt Twombly. Projects were reviewed and ranked based on six criteria: Objectives (City Council Goals), Funding, Necessity, Previous Investment, Environmental Impact, and Cost/Benefit. In

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addition, this year projects were also evaluated and scored based on projects which significantly contributed to Councils identified critical priorities.

At the time of prioritization, projections showed a general fund transfer to the CIP Fund of approximately \$4.22 million in FY 2018, \$3.68 million in FY 2019, \$2.85 million in FY 2020, \$2.81 million in FY 2021, \$2.34 million in FY 2022 and \$2.24 million in FY 2023. These figures include approximately \$1.3 million to \$1.5 million in transfers from the General Fund for equipment replacement.

The Committee recommended funding projects requiring operating General Fund transfer in the amount of \$4,211,110 in the current fiscal year, \$3,629,176 in FY 2019, \$2,763,196 in FY 2020, \$2,873,196 in FY 2021 and \$2,883,196 in FY 2022 and \$3,453,196 in FY 2023. The recommendation in 2023 exceeds the available funding primarily due to the replacement cost of the artificial field at \$600,000 which is recommended by the CIP committee despite a current shortage of anticipated funds.

The total proposed CIP budget (all funds combined, excluding carry forward) for the FY 2018 Budget is \$38.8 million. The proposed FY 2019 CIP budget is \$88 million; FY 2020 CIP is \$62.6 million. The CIP includes significant debt financing including anticipated debt issuance in the Water Fund, Lower Park Redevelopment Area, Open Space General Obligation issuance and Sales Revenue in the Capital Fund (fund 031). The General Fund surplus required to fund capital projects in FY 2018 will be approximately \$4.22 million—the majority of which is dedicated to completing current projects, ensuring the maintenance of existing infrastructure, or securing funding for previously-identified needs. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management.

The list below details each of the new projects recommended for funding in the 5-Year CIP for the first time this year:

New Projects in CIP (All Funds)							
Project	Fund	2018	2019	2020	2021	2022	2023
000526 MIW Offsite Improvements	Water	-	500,000	1,100,000	2,000,000	3,000,000	-
000527 West Neck Tank	Water	-	125,000	125,000	1,250,000	1,250,000	1,250,000
000517 Ecker Hill Park & Ride Electric Bus Fast Charger	Transit	-	500,000	100,000	-	-	-
000524 Phase 2 Bike Share Improvements	Transit	-	175,000	50,000	-	-	-
000515 Remodel for Transit Driver Housing	Transit	-	-	300,000	50,000	-	-
000520 Complete Streets Retrofit -	Transit	-	35,000	35,000	35,000	-	-
000522 Bonanza Drive Multi-Modal and Street Improvements	Transit	-	59,000	-	-	-	-
000504 Office 2016 Licenses	GF/Enterprise	50,000	82,000	-	-	-	-
000505 Park & Ride Technology Upgrade	Transit	-	175,000	-	-	-	-
000513 Homestake Park & Ride Transit Service, Snow Removal Mant., Vehicles	Transit	67,000	89,000	71,000	-	-	-
000501 New storm drain inlet at 970 Little Kate	Storm Water	-	39,000	-	-	-	-
000514 Vehicle & Bus Cleaning System	Transit	-	200,000	100,000	-	-	-
000521 Deer Valley Drive Bicycle and Pedestrian Facility Improvements	Transit	-	82,500	700,000	-	-	-
000516 Airport Wait-Lounge Transit Connection to Park City	Transit	-	300,000	250,000	-	-	-
000523 PC MARC Transit and Active Transportation Improvements	Transit	-	-	35,000	-	-	-
000506 GIS: GeoEvent Server License	GF	-	-	18,000	-	-	-
000525 Marsac Employee Transportation Demand Management and Wellness Benefit Project	Transit	-	110,000	-	-	-	-
000507 GIS: Satellite Imagery Multi-Spectral	GF	-	6,000	-	-	-	-
000502 Bubble Repair	GF	15,000	15,000	-	-	-	-
CP0429 Arts and Culture District	TRT	19,500,000	-	-	-	-	-
CP0430 Treasure Hill	GO Bond/ARST	9,000,000	55,000,000	-	-	-	-
Total		28,632,000	57,492,500	2,884,000	3,335,000	4,250,000	1,250,000

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Figure E13– Recommended New CIP Amounts

The following figure shows projects that were not recommended for funding in the 5-Year CIP:

Projects - Not Recommended							
Project	Fund	2018	2019	2020	2021	2022	2023
000494 LED Upgrade Quinns Fields	GF	-	500,000	-	-	-	-
000477 Add Uphill Marsac Gate Above Chambers Avenue	GF	-	50,000	-	-	-	-
000512 Upper Main Street Bollard Project Phase II	GF	-	200,000	-	-	-	-
000497 Replacemnet Chiller	GF	-	-	-	-	-	157,000
000496 Dehumidifier/ Complete Air Handling Unit	GF	-	-	-	140,000	-	-
000500 Sidewalks along Silver King, Three Kings and Thayne	GF	-	80,000	544,000	-	-	-
000508 Wildfire Risk and Mitigation Mapping	GF	-	25,000	-	-	-	-
000518 Public Art	Unspecified	-	75,000	75,000	75,000	75,000	75,000
000499 Replacement Compressors	GF	-	-	-	-	-	115,000
000495 Flooring	GF	-	-	200,000	-	-	-
000493 Mezzanine Expansion	GF	-	518,001	483,481	-	-	-
000377 Ice Rink Expansion	GF	-	-	2,847,667	17,235,335	-	-
000503 China Bridge Parking Expansion	GF	-	-	-	3,200,000	-	-
Total		-	1,448,001	4,150,148	20,650,335	75,000	347,000

Figure E14 –New CIP Amounts Not Recommended

The following table shows all projects funded with the general fund transfer, in order of how each project was scored by the CIP Committee.

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General Fund Transfer - Projects						
Project	2018	2019	2020	2021	2022	2023
CP0006 Pavement Management Implementation	440,000	513,000	590,000	590,000	630,000	600,000
CP0336 Prospector Avenue Reconstruction	250,000	-	-	-	-	-
CP0150 Ice Facility Capital Replacement	80,000	180,000	80,000	80,000	80,000	80,000
CP0020 City-wide Signs Phase I	-	35,000	-	-	-	-
CP0041 Trails Master Plan Implementation	50,000	50,000	50,000	50,000	50,000	50,000
000504 Office 2016 Licenses	50,000	67,480	-	-	-	-
CP0266 Prospector Drain - Regulator Project	300,000	-	-	-	-	-
CP0075 Equipment Replacement - Computer	308,700	320,600	320,600	320,600	320,600	320,600
CP0267 Soil Repository	532,000	-	-	-	-	-
CP0208 Snow Plow Blade Replacement	(7,125)	-	-	-	-	-
CP0036 Traffic Calming	10,000	10,000	10,000	10,000	10,000	10,000
CP0325 Network & Security Enhancements	85,500	57,500	-	-	-	-
CP0146 Asset Management/Replacement Program	552,709	552,709	552,709	552,709	552,709	552,709
CP0278 Royal Street	(852,572)	-	-	-	-	-
CP0354 Streets and Water Maintenance Building	596,361	-	-	-	-	-
000506 GIS: GeoEvent Server License	-	-	5,000	-	-	-
CP0324 Recreation Software	12,000	-	-	-	-	-
CP0333 Engineering Survey Monument Re-establish	-	15,000	15,000	-	-	-
CP0074 Equipment Replacement - Rolling Stock	900,000	945,000	950,000	1,050,000	1,050,000	1,050,000
CP0416 Windows 10 Client Licenses	5,500	-	-	-	-	-
CP0191 Walkability Maintenance	40,500	40,500	40,500	40,500	40,500	40,500
CP0413 Core Fabric Extender	6,000	-	-	-	-	-
CP0251 Electronic Record Archiving	95,000	-	-	-	-	-
CP0217 Emergency Management Program	15,000	15,000	-	-	-	-
CP0414 Timekeeping Software Upgrade	10,000	-	-	-	-	-
CP0017 ADA Implementation	5,000	5,000	5,000	5,000	5,000	5,000
CP0352 Parks Irrigation System Efficiency Imp	25,000	25,000	25,000	25,000	25,000	25,000
CP0415 Mobile Control	35,100	-	-	-	-	-
CP0386 Community Center Building - City Park	500,000	300,000	-	-	-	-
CP0250 Irrigation Controller Replacement	20,000	20,000	-	-	-	-
CP0264 Security Projects	75,000	75,000	-	-	-	-
CP0412 PC MARC Tennis Court Resurface	-	17,000	-	30,000	-	-
CP0089 Public Art	68,000	-	-	-	-	-
CP0280 Aquatics Equipment Replacement	15,000	15,000	15,000	15,000	15,000	15,000
CP0348 McPolin Barn Seismic Upgrade	(38,699)	-	-	-	-	-
CP0367 Replacement of Data Backup System	(1)	-	-	-	-	-
CP0340 Fleet Shop Equipment Replacement	15,000	60,000	15,000	15,000	15,000	15,000
000507 GIS: Satellite Imagery Multi-Spectral	-	6,000	-	-	-	-
CP0332 Library Technology Equipment Replacement	24,387	24,387	24,387	24,387	24,387	24,387
CP0368 Video Storage Array	60,000	-	-	-	-	-
CP0142 Racquet Club Program Equipment Replaceme	65,000	65,000	65,000	65,000	65,000	65,000
CP0229 Dredge Prospector Pond	-	200,000	-	-	-	-
CP0353 Remote snow storage site improvements	50,000	-	-	-	-	-
CP0338 Council Chambers Advanced Technology Upg	(40,250)	-	-	-	-	-
CP0409 Sports Field- Turf Aerator	26,000	-	-	-	-	-
CP0351 Artificial Turf Replacement Quinn's	-	-	-	-	-	600,000
CP0374 Building Permit Issuance Software	(188,000)	-	-	-	-	-
000502 Bubble Repair	15,000	15,000	-	-	-	-
Total	4,211,110	3,629,176	2,763,196	2,873,196	2,883,196	3,453,196

Figure E15 – Projects Recommended in 5-Year CIP (General Fund Transfer)

Figure E15 shows projects recommended from the GF transfer. Figure E16 shows just the ongoing General Fund projects in the 5-Year CIP.

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General Fund Transfer - Ongoing Projects						
Project	2018	2019	2020	2021	2022	2023
CP0006 Pavement Managment Implementation	440,000	513,000	590,000	590,000	630,000	600,000
CP0150 Ice Facility Capital Replacement	80,000	180,000	80,000	80,000	80,000	80,000
CP0041 Trails Master Plan Implementation	50,000	50,000	50,000	50,000	50,000	50,000
CP0075 Equipment Replacement - Computer	308,700	320,600	320,600	320,600	320,600	320,600
CP0146 Asset Management/Replacement Program	552,709	552,709	552,709	552,709	552,709	552,709
CP0036 Traffic Calming	10,000	10,000	10,000	10,000	10,000	10,000
CP0191 Walkability Maintenance	40,500	40,500	40,500	40,500	40,500	40,500
CP0074 Equipment Replacement - Rolling Stock	900,000	945,000	950,000	1,050,000	1,050,000	1,050,000
CP0352 Parks Irrigation System Efficiency Imp	25,000	25,000	25,000	25,000	25,000	25,000
CP0017 ADA Implementation	5,000	5,000	5,000	5,000	5,000	5,000
CP0280 Aquatics Equipment Replacement	15,000	15,000	15,000	15,000	15,000	15,000
CP0332 Library Technology Equipment Replacement	24,387	24,387	24,387	24,387	24,387	24,387
CP0340 Fleet Shop Equipment Replacement	15,000	60,000	15,000	15,000	15,000	15,000
CP0142 Racquet Club Program Equipment Replaceme	65,000	65,000	65,000	65,000	65,000	65,000

Figure E16 – Ongoing CIP Projects with General Fund Transfer as Funding Source

Figure E17 shows projects recommended in the Water Fund. Fiscal year 2018 includes the carry forward budget (unused budget) from fiscal year 2017. All water projects are funded with water service fees and water impact fees. Water revenue bonds are anticipated to cover the cost of projects. All water revenue bonds are leveraged against future water service fees and water impact fees. A large portion of capital projects anticipated in the next five years are directly related to state and federal compliance with the Clean Water Act.

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Total Water Fund Projects in CIP (including Carry Forward in 2018)						
Project	2018	2019	2020	2021	2022	2023
000504 Office 2016 Licenses	-	9,900	-	-	-	-
000526 MIW Offsite Improvements	-	500,000	1,100,000	2,000,000	3,000,000	-
000527 West Neck Tank	-	125,000	125,000	1,250,000	1,250,000	1,250,000
CP0002 Information System Enhancement/Upgrades	-	-	-	-	-	-
CP0007 Tunnel Maintenance	556,154	252,711	2,500,000	268,049	274,750	281,619
CP0010 Water Department Service Equipment	8,992	80,000	80,000	80,000	80,000	80,000
CP0021 Geographic Information Systems	-	-	-	-	-	-
CP0026 Motor Change-out and Rebuild Program	27,858	31,807	32,602	33,417	36,759	40,435
CP0028 5 Year CIP Funding	-	-	-	-	-	-
CP0040 Water Dept Infrastructure Improvement	1,679,283	900,000	900,000	945,000	992,250	1,041,863
CP0069 Judge Water Treatment Improvements	786	-	-	-	-	-
CP0070 Meter Reading Upgrade	81,722	-	-	-	-	-
CP0075 Equipment Replacement - Computer	33,053	21,232	21,232	21,232	21,232	21,232
CP0081 OTIS Water Pipeline Replacement	2,084,250	273,688	280,530	300,000	300,000	-
CP0140 Emergency Power	150,000	-	-	-	-	-
CP0141 Boothill Transmission Line	28,107	(28,107)	-	-	-	-
CP0178 Rockport Water, Pipeline, and Storage	1,332,530	1,275,663	1,307,554	1,307,554	1,307,554	1,307,554
CP0180 Corrosion Study of System	0	-	-	-	-	-
CP0181 Spiro Building Maintenance	235,485	100,000	100,000	100,000	-	-
CP0227 Park City Water Infrastructure Projects	-	-	-	-	-	-
CP0238 Quinn's Junction Transmission Lines	-	-	-	-	-	-
CP0239 PC Heights Capacity Upgrade (tank)	650,000	-	-	-	-	-
CP0240 Quinn's Water Treatment Plant	(0)	-	-	-	-	-
CP0266 Prospector Drain - Regulatroy Project	-	-	-	-	-	-
CP0273 Landscape Water Checks	3,575	6,000	6,000	6,000	6,000	6,000
CP0274 PC Heights Development Infrastructure	464,254	-	-	-	-	-
CP0275 Smart Irrigation Controllers	2,945	10,000	10,000	10,000	10,000	10,000
CP0276 Water Quality Study	365,461	250,000	250,000	250,000	250,000	250,000
CP0277 Rockport Capital Facilities Replacement	228,132	151,146	151,146	151,146	151,146	151,146
CP0286 Ironhorse Electronic Access Control	6,000	-	-	-	-	-
CP0299 Raw Water Line and Tank	-	-	-	-	-	-
CP0300 Irrigation Screening Facility	-	-	-	-	-	-
CP0301 Scada and Telemetry System Replacement	130,587	55,125	-	-	-	-
CP0302 Deer Valley Drive - Water Infrastructure	(0)	-	-	-	-	-
CP0303 Empire Tank Replacement	(1,750,000)	-	-	750,000	-	-
CP0304 Quinn's Water Treatment Plant Asset Repl	748,807	1,200,000	200,000	210,000	220,500	231,525
CP0305 Quinn's Dewatering	-	-	-	-	-	-
CP0312 Fleet Management Software	5,769	5,769	5,769	-	-	-
CP0330 Spiro/Judge Pre-treatment	(0)	-	-	-	-	-
CP0331 Micro-Hydro/Thaynes Pump Station	-	-	-	-	-	-
CP0339 Fiber Connection to Quinn's Ice & Water	-	-	-	-	-	-
CP0341 Regional Innterconnect	250,505	-	580,000	-	-	-
CP0342 Meter Replacement	607,309	250,000	250,000	250,000	250,000	250,000
CP0343 Park meadows Well	3,598,016	-	-	-	-	-
CP0344 PRV Improvements for Fire Flow Storage	-	-	-	-	805,000	-
CP0345 Three Kings/Silver King Pump Station	-	-	-	-	-	-
CP0346 Fairway Hills to Park Meadows Redundancy	200,000	-	-	-	-	-
CP0347 Queen Esther Drive	-	-	-	-	1,338,286	-
CP0354 Streets and Water Maintenance Building	2,700,000	-	-	-	-	-
CP0366 HR: Applicant Tracking Software	-	-	-	-	-	-
CP0370 C7- Neck Tank to Last Chance	-	-	320,707	-	-	-
CP0371 C1 - Quinns WTP to Boothill - Phase 1	-	1,400,000	3,300,000	-	-	-
CP0372 Regionalization Fee	-	-	245,000	245,000	245,000	245,000
CP0373 Operational Water Storage Pond	2,700,000	2,000,000	-	-	-	-
CP0380 Parks and Golf Maintenance Buildings	-	-	-	-	-	-
CP0389 MIW Treatment	3,788,478	3,472,875	16,215,506	29,762,816	25,000,000	10,400,000
CP0390 QJWTP Treatment Upgrades	1,078,435	1,100,000	650,000	-	-	-
CP0391 QJWTP Capacity Upgrades	500,000	100,000	-	-	-	-
CP0392 Distribution Zoning Meters	184,725	-	200,000	-	-	-
CP0393 Energy Projects	133,530	200,000	200,000	200,000	200,000	200,000

Figure E17 – Total Water Projects (continued on next pg.)

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CP0394 QWTP Energy Projects	397,709	-	-	-	-	-
CP0395 QWTP Micro-Hydro	-	-	-	-	-	-
CP0399 Dump Truck	150,000	-	-	-	-	-
CP0404 Parks Building	-	-	-	-	-	-
CP0405 Golf Building	500,000	2,500,000	-	-	-	-
CP0413 Core Fabric Extender	1,000	-	-	-	-	-
CP0414 Timekeeping Software Upgrade	4,000	-	-	-	-	-
CP0415 Mobile Control	13,000	-	-	-	-	-
CP0416 Windows 10 Client Licenses	5,500	-	-	-	-	-
CP0418 JSSD Interconnection Improvements	800,000	800,000	-	-	-	-
Total	24,685,958	17,042,809	29,031,046	38,140,214	35,738,477	15,766,374

Figure E17 – Total Water Projects (continued from previous pg.)

Major Project Adjustment and Updates

Community Building in City Park

The current Lower Park RDA budget includes funding in the combined amount of \$7.2 million for a Community Center in City Park/Seniors Center/City Park Improvements. This funding amount has been included in the Lower Park Avenue RDA 15-year model. Funding for this project is feasible when included with other budgeted projects within the Lower Park Ave RDA.

Due to increased costs associated with all projects in Park City and the region, staff is recommending postponing the construction of the community center until after the completion of the Woodside phase II affordable housing project. This will allow the City the amount needed from RDA funds to the Woodside projects. Once the affordable housing units are sold, the RDA will use the sale of asset funds to construct the community center. The recommended budget includes all an additional allocation of \$800,000 which was de-obligated from the Royal Street project towards the Community Center. This additional allocation will be needed to cover anticipated inflationary costs associated with the postponement of the project until 2021.

Park Ave. Reconstruction

The five-year CIP includes funding for the reconstruction of Park Ave. between Heber Ave and the Park Avenue/Deer Valley Drive intersection. Funding is recommended as part of the Additional Resort Communities Sales Tax in the amount of \$4.5 million. Project information and needs are detailed below:

Project Description

- Replacement of Park Avenue infrastructure

Project Location

- Start at Heber Avenue and extend to the Park Avenue/Deer Valley Drive intersection

Reason for Project

- Connection into the Park Avenue Storm Drain at 15th and 13th Streets in 2008 revealed the deterioration of the Park Avenue storm drain. The storm drain is a corrugated metal pipe and the bottom of the pipe was found to be rusted and missing in these two locations,

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- Connections into the Park Avenue storm drain in 2011 at 10th and 11th Street found the same deteriorated condition,
- As part of the storm water master plan, sections of the Park Avenue storm drain were televised which revealed that large portions of the storm drain were extremely deteriorated,
- SBWRD has been requesting for a few years to get into Park Avenue to replace their sanitary sewer. Their sanitary sewer is clay pipe and past its life,
- Questar Gas has requested to get into Park Avenue to replace their gas line. Their gas line is a steel pipe and is also past its useful life,
- The water line is not at the end of its life but is close enough where Public Utilities would replace their water line at the same time the other utilities are replaced,
- With all the utility work, the road, sidewalks and curb and gutters would be removed to facilitate utility work and would need to also be fully replaced.

Scope of Project

- Replace storm, sewer, gas, and water utilities (staff would reach out to other utilities for possible replacement),
- Replace sidewalk, curb and gutter and road surface. Staff will evaluate how the new road will layout (Goal will be complete street concept),
- Update lighting, signage, road markings,
- Evaluate and augment pedestrian facilities from 9th Street to Heber Avenue,
- Add fiber optic conduits,
- Rebuild box of rocks at the intersection of Park Avenue and Deer Valley Drive,
- Project would be in the soils boundary so managing soils will be an issue,
- Because of its size, the project would take two summers of construction to complete.

Housing Plan

The City Manager's Recommended Budget (five-year CIP) contains approximately \$65 million in revolving funding for affordable and attainable housing projects over the next 7 years. Funding for the proposed housing projects is recommended from the Lower Park RDA and Sale of Asset funding from the sale of each affordable/attainable housing project.

The budget includes funding for both construction and land costs.. Affordable housing construction projects are recommended to be financed through the Lower Park RDA. Proceeds from sales of affordable housing units will be returned to the RDA to be put into the next set of affordable housing projects or community development projects in the RDA (Community Center in City Park). Staff has developed 15-year finance models for the Lower Park RDA. The LPA RDA expires in 2030.

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In December 2014, City Council identified Affordable, Attainable and Middle Income Housing as a critical priority. On February 5, 2015 the City's Community Affairs Manager and Housing Specialist presented an overview of the current state of housing in Park City, 2014 accomplishments, a one-year action plan and five year targets. At that time staff also committed to return monthly to City Council on housing-related topics.

In early 2016, the Housing Program and staff were transitioned to the Community Development Department. In August of that year, City Council adopted an ambitious goal of adding 800 units (affordable, attainable and middle class) by the year 2026. The Community Development Director and the Housing Program Manager are guiding the Housing Plan to meet this goal.

The three program areas of the plan are: Housing Regulatory Tools, City Sponsored Development and Land Acquisition/Disposition. As committed to Council, staff will continue to update this housing plan to reflect completed items, updated timelines and provide greater levels of detail as programs become more defined. Descriptions and Budget Amounts for individual projects are outline in the project descriptions contained in the Budget Document Vol. II. Each project budget has been adjusted to reflect the anticipated timing of the housing projects in the housing pipeline. In 2017, the City issued \$7 million in sales revenue debt with funds pledged by the LPA RDA to cover the cost of the Woodside phase I and Central Park projects. Additional debt will be issued as needed to cover the next project in the current pipeline, Woodside phase II.

Initial funding for the proposed housing plan was recommended from two primary funding sources: the Lower Park RDA & the Additional Resort Communities Sales Tax (see Additional Resort Communities Sales Tax section below). The Additional Resort Communities Sales Tax funding was used for the purchase of the Homestake property in 2016.

Streets, Building Maintenance and Water Maintenance Buildings

Due to explosive growth in Park City and increasing Federal and State regulations, additional land and financial capital must be allocated for the expansion of operational and administrative needs in order to continue the current Level of Service (LOS) provided by Public Works and Public Utilities. Park City's greatest assets include the built infrastructure and natural environments which offer a truly world class experience and lifestyle. Management of these assets and the services provided by Public Works and Public Utilities has provided the foundation for our unprecedented success and we must prioritize and invest in securing the long term Public Works and Public Utilities resource needs to achieve Council's vision and goals. Required resources include adequate space for equipment and material storage, employee workspaces, training and meeting spaces, and customer service. To continue the current LOS in the face of these challenges, we must expand our physical operational space and provide the tools, resources, and basic administrative needs for staff at all levels.

Staff is continuing to work on a detailed study and design for existing facilities and property. The Public Utilities Team (Water, Streets, and Storm Water) will need space to contain existing equipment, materials, and administrative needs. This area would include enclosed equipment storage; a laydown yard for material, equipment, storage, and staging; administrative space; and customer access. Staff is continuing to evaluate all options to meet the City's needs.

EXPENSES

Staff is currently evaluating the ability to utilize the recently acquired Mine Bench property, future treatment plant plans and other current city facilities to determine the best solutions for these needs. Currently the construction of a Public Utilities Building at Quinn's Junction has been postponed due to anticipated construction costs and insufficient funding. The recommended budget includes reallocating the previously allocated budget to improvements at the mine bench and other facility which will allow the departments to function at the same level of current services. These project plans and funding options will be discussed in detail during the budget hearings.

Historic Park City/ Main Street & Downtown Projects

The Historic Park City/ Main Street & Downtown Projects were originally budgeted at \$14.5 million with budget allocations phased over a seven year time period. The budget was based on the 2012 Historic Park City Improvement Plan Project List. The project list included a tentative project phasing plan based on short (1-5 years) and long (5-10 years) term needs. The project list was also divided in to two primary project categories, streetscape projects and plaza/pass-through projects. Future phased projects cost estimates were inflated by 3% per year. In 2013, the City received \$3,000,000 in assistances funding from the Governor's Office of Economic Development (GOED) for economic development/ transportation improvement funds for the Main Street projects. This allowed the City to allocate resources to other project funded with the Additional Communities Sales Tax.

As part of the current budget process and in an effort to provide funding to secure an option to purchase the Treasure Hill development and preserve it as open space, the City Council has directed staff to defund and delay the downtown plaza projects. The current budget removed \$7.5 million in plaza funding in FY 2018. The Treasure Hill funding strategy will be discussed during the City Council budget hearings. It is anticipated that the majority of potential funding will come from a proposed GO open space bond ballot initiative. The Budget currently contemplates a \$55 million GO bond, with alternative options for a \$50 million bond. Additional funding is recommended from the Additional Resort Sales Revenue Tax.

The current budget recommends \$500,000 for parking lot and current plaza improvements and \$2 million to finish the sidewalk and pass-through improvements on upper Main Street.

Arts & Culture District

In July 2017, City Council adopted a one percent municipal transient room tax on overnight stays in Park City. The new tax went into effect on January 1, 2018. It is anticipated that the tax will generate approximately \$2.2 million in 2018. In December Park City issued the 2017 series sales revenues bonds, of which \$19.5 million were used to purchase the Bonanza Park East properties with the intention of developing an arts and culture district. On December 14, 2017 staff presented the findings of Webb Management a consultant which provided recommendation for the district including:

- Needs assessment and recommended component concepts,
- What components go where (with Kimball, Sundance or the City)
- Business planning, policies and economic analysis of recommended components,
- Examples of component concepts in other communities,

EXPENSES

- Recommended governance and operations, including potential operating budget/balance sheet pro-forma.

The proposed district is intended as a mixed use, public private collaboration between Park City, the Kimball Art Center (KAC) and the Sundance Institute (SDI). The development will include district anchor buildings for both the Sundance Institute and the Kimball Art Center. These buildings will be funded and built by the KAC and SDI; the organizations will also purchase the property from the City for the building lots at the same proportional cost which the city paid. The City in turn will provide a transit hub, public parking, flexible open event and public plaza space, affordable housing and artist housing, artist maker and studio space, creative food options, nonprofit support space and other creative concepts which support the arts and culture district concept.

Funding for the City portions of the district will come from various sources including the municipal transient room tax, affordable housing funds, and transit and transportation funds - including the recently adopted Summit County countywide transportation tax. The City will also continue to pursue other creative funding concepts with local property owners in the surrounding bonanza park and prospector areas.

The project will serve many of the community goals and goals outlined in the the Park City General Plan. The project will include needed transit services as well as walking and biking connectivity. It will also include significant year round affordable housing development. The project will include open plaza space for local and guest events and will provide economic diversification to Park City and the region. The project also addresses several of the recommendations of Project ABC, which was recently completed by the Summit County Arts Council.

In December, the City retained the services Lake Flato to provide design services for the Arts and Culture District Master Plan Development (MPD). The Kimball Art Center Board and Sundance Institute Board are currently evaluating the programing needs which will be used to inform the MPD and the building design for both the SDI and KAC buildings. It is expected that this process will continue through summer of 2018 with design plans moving through the MPD process, public outreach and Planning Commission in spring of 2019. The construction is anticipated to be done in phases with the initial site preparation phase beginning in summer 2019. As progress on the development continues, the City will enter into development agreements and land purchase agreements with both SDI and KAC.

Transit and Transportation Projects

Transit and transportation initiatives continue to be a critical priority for City Council, County Council and the community. In November 2016, the community passed two sales tax initiatives (.25% transportation & .25% transit). The following projects are anticipated in the current 5-year CIP.

Electric Bike Share Program - Phase 1

EXPENSES

This project proposes to implement Phase 1 of the joint City/County E-bike Share Program. Locations include 4 stations in and around Kimball Junction and 4 locations within Park City which are the Old Town Transit Center, Library, southbound Fresh Market stop, and Prospector Square. *The Objective:* Reduce Vehicle Miles Traveled, congestion, and associated GHG emissions. Additional objectives include those related to human health

US 40/SR 248 Park and Ride Facility

This project proposes to design and construct a park and ride lot adjacent to US 40/US 189 and/or SR 248 east of US 40/US 189 to serve the SR 248 transit priority lanes. *The Objective:* Reduce congestion and associated GHG emissions and improve pedestrian safety.

Electric Bike Share Program - Phase 2

This project proposes to implement Phase 2 of the E-bike Share Program as various locations in Park City and the Snyderville Basin. Final locations are TBD and will be determined via public input, adjacent land uses, anticipated demand, and site control/property ownership. *The Objective:* Reduce Vehicle Miles Traveled, congestion, and associated GHG emissions. Additional objectives include those related to human health.

Transportation and Traffic Master Plan Update

This project proposes to update the existing 2011 Transportation and Traffic Master Plan as most transportation plans are updated every 4 years. This plan will be enhanced to better serve as a long range transportation plan and include additional emphasis on Active Transportation, regional coordination, and Intelligent Transportation Systems. The plan will also develop a master list of prioritized transportation projects under a 20 year planning horizon. *The Objective:* Develop a master list of both financial constrained and unconstrained transportation projects.

Park Ave. Walkability Project

This project proposes to construct the final phases of the Jan's to Dan's walkability project from Homestake to just north of Olympic Plaza. *The Objective:* Reduce Vehicle Miles Traveled, congestion, and associated GHG emissions. Enhance corridor aesthetics and create gateway enhancements.

Empire and Silver King Intersection Improvements

This project proposes to construct intersection improvements at the intersection of Empire and Silver King to improve traffic flow and pedestrian safety. *The Objective:* Reduce congestion, and associated GHG emissions. create gateway enhancements and improve driver and pedestrian safety.

SR 248 Corridor and Safety Improvement Project

This project proposes to design and construct transit priority and High Occupancy Vehicles on SR 248 from approximately US 40 to approximately SR 224. Other project elements include improving school access, Richardson Flat/SR 248 intersection improvements, Bonanza Drive/SR 248 intersection improvements, SR 224/SR 248 intersection improvements, construct new pedestrian tunnel at existing at-grade x-ing, landscaping, aesthetic, and gateway enhancements. *The Objective:* Reduce Vehicle Miles Traveled, congestion, and associated GHG emissions. Improve safety. Enhance corridor aesthetics and create gateway enhancements.

EXPENSES

SR 224 Corridor Improvement Project

This project proposes to design and construct transit priority and High Occupancy Vehicles on SR 224 from approximately Ute Blvd. to SR 248. Other project elements include landscaping, aesthetic, and gateway enhancements. *The Objective:* Reduce Vehicle Miles Traveled, congestion, and associated GHG emissions. Enhance corridor aesthetics and create gateway enhancements.

Park Ave. Pedestrian Safety Project

This project proposes to evaluate, design, and construct wither an above-grade or below grade pedestrian x-ing to improve traffic flow and pedestrian safety by eliminating existing pedestrian and vehicle conflicts. *The Objective:* Reduce congestion, and associated GHG emissions. Improve pedestrian safety.

Bonanza Park Multi-modal Transportation Center

This project proposes to design and construct a multi-modal transportation center in the Bonanza Park Commercial District bound by Park Ave. to the west and Bonanza Drive to the east. This facility would be located to serve both SR 224 and SR 248 express routes as well as existing and future land uses in around the Bonanza Park Commercial District. *The Objective:* Reduce Vehicle Miles Traveled, congestion, and associated GHG emissions. Additional objectives include enhancing neighborhood and commercial vitality.

Additional Resort Communities Sales Tax

In FY 2014, the City secured an additional funding source with the Additional Resort Communities Sales and Use Tax (ARST). It was anticipated that the ARST would generate approximately \$3.2 million in FY 2014. The amount actually received was just over \$3.5 million. The full amount of the anticipated revenue was designated to be received in the City's Capital Improvement Fund. The total allocation of the ARST funds will be adjusted each year as part of the CIP process. The potential funding type will vary between cash and debt as project timing is adjusted to match projected project expenditures. To date the City has issued three Sales Revenue Bonds in FY 2014, FY 2015 & FY2017 totaling \$24,220,000 and leveraged approximately 46 percent of the Additional Resort Sales Tax until FY 2029.

The A/B scenario originally adopted by Council during the FY 2013 budget process designates total funding between 2014 and 2021 to the following capital projects in the left column:

EXPENSES

Additional Resort Projects		
Current Budgeted Projects	Total Funding Original Designation	Total Funding Allocation
Historic Park City/ Main Street & Downtown Projects*	\$14.5 M	\$18.45 M
OTIS	\$8.5 M	\$9.25 M
Open Space	\$15 M	\$15 M
Storm Drain Improvements	\$8.5 M	\$1.98 M
Deer Valley Drive (phase II)	\$1.01 M	\$1.01 M
Park Avenue		\$4.5 M
Housing Projects	\$5.25 M	\$5.25 M
TOTAL	\$52.76 M	\$55.44 M
* Funding includes \$3M in GOED assistance		

Figure E18 – Additional Resort Communities Sales Tax Total Allocated Project Funding Table

In 2017 CIP committee recommended a slight change from the original designation for the ARST the column to the right in the table above shows the recommendation. The Storm Drain Improvements will now be funded by a the Storm Water Service Fees, and that planned funding will now be spent on improving Park Avenue and expanding the Downtown Projects.

Additionally, several years ago the City secured a \$3,000,000 economic development grant from the State of Utah Governor's Office of Economic Development for the Historic Park City Main Street & Downtown project. These funds have been used to offset the total \$18.45 million downtown project therefore freeing up ARST funds for other appropriate capital projects or for additional expenditures for the Main Street project.

As part of the Treasure Hill open space discussions, Council and staff have identified the potential need to allocate funding towards the \$64 million purchase. The current recommended budget includes a GO Bond amount of \$55 million with \$9 million from the additional resort community sales tax. This \$9 million includes \$7.5 million de-obligated from the Main street plaza projects and \$1.5 million which is currently allocated for open space. The following graph represents the recommended ARST capital plan including which is currently included in the 5-year CIP.

EXPENSES

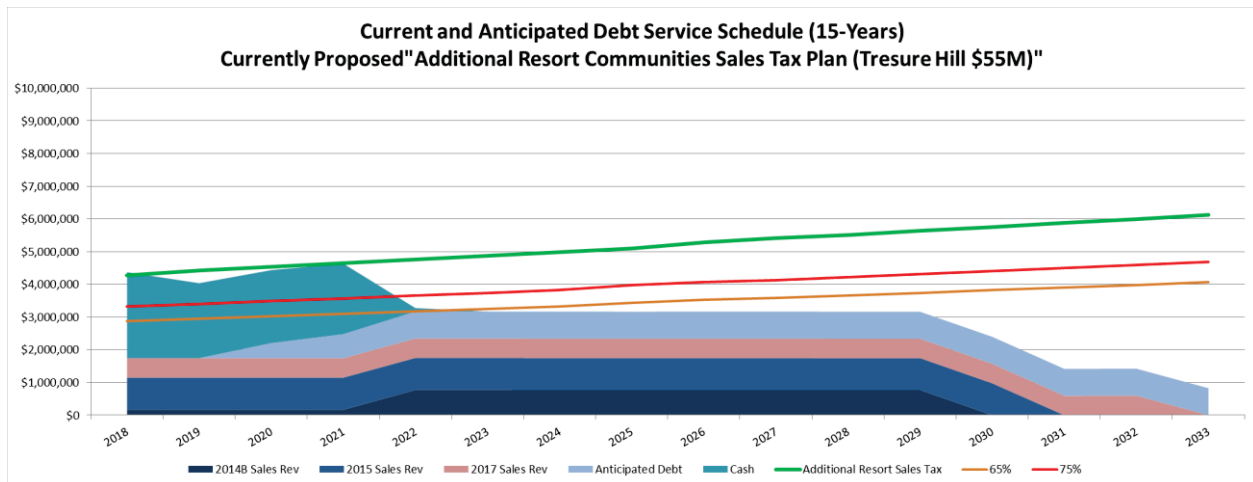


Figure E19 – Additional Resort Communities Sales Tax Debt Service Schedule

The plan follows the recommendation to not allow the percentage of debt to exceed 65% of the anticipated revenue. In the event of a downturn in the economy the revenue would be used to make debt service payments and projects anticipated to be funded with cash would be delayed until an economic recovery. During the recession of 2009 Park City experience a total sales tax decrease of approximately 15%. Figure E19 shows a visual representation of the funding for the ARST projects, with a mix of issued debt and cash. The five-year CIP continues to include \$4,500,000 from FY 2019 to FY 2021 for the Park Ave reconstruction project.

It is the CIP Committee's assessment that the potential Treasure Hill open space acquisition is consistent with the general funding parameters of other projects funded through the ARCST. The initiative supporting the additional resort sales tax specifically called out open space as an intended use.

The following (fig. 20) is an alternative to the above funding, which moves funding from current projects in to future years, such as portions of the Otis improvements and storm water projects, to cash projects in FY 2022 and 2023. This alternative also includes bonding slightly higher than 65% but staying below the 75% recommended cap. In this alternative, the city would allocate \$13.3 million of additional resort sales tax funding for the potential Treasure Hill open space acquisition. And propose a 50.7 million GO bond. This alternative allocates the next five years of cash towards current projects and includes the need to delay scheduled Otis and storm water projects for 5 years. It also includes delaying scheduled upper Main Street sidewalk and pass-through projects by up to 5 years. Main Street plaza projects could be deferred for up to ten years until sufficient funds would be available for allocation. This alternative also includes approximately \$1.5 million in additional debt issuance which increases the debt service above the 65% target but below the 75% recommended cap.

At the time of prioritization, projections showed a general fund transfer to the CIP Fund of approximately \$4.22 million in FY 2018, \$3.68 million in FY 2019, \$2.85 million in FY 2020, \$2.81 million in FY 2021, \$2.34 million in FY 2022 and \$2.24 million in FY 2023. These figures include approximately \$1.3 million to \$1.5 million in transfers from the General Fund for equipment replacement.

EXPENSES

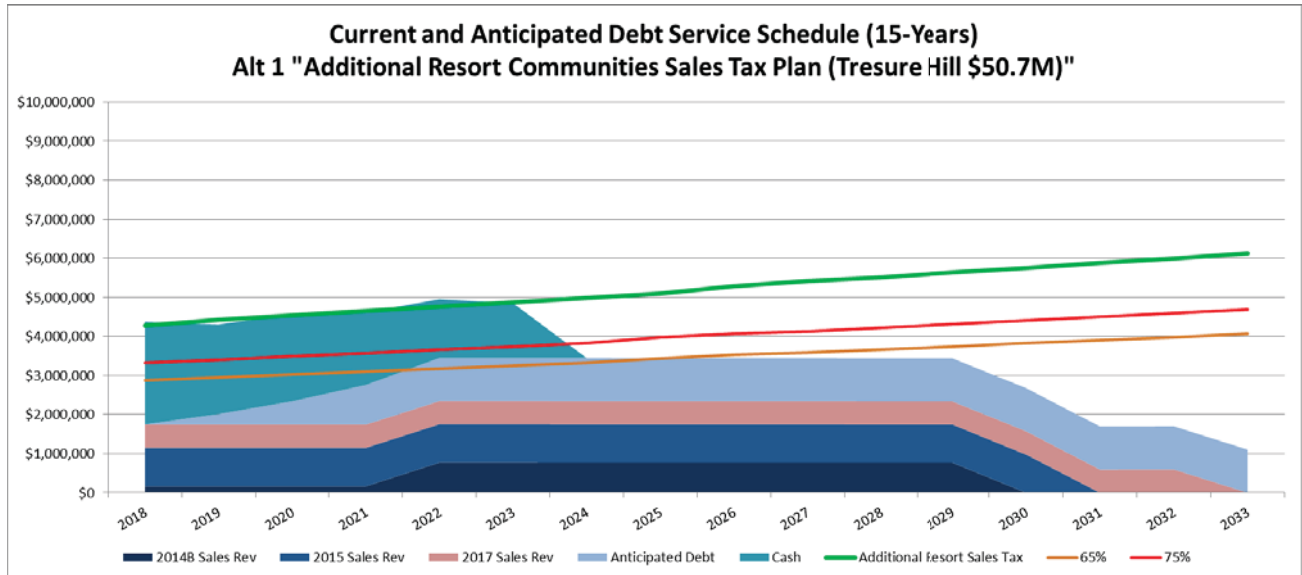


Figure E20 – Alternative 1 - Additional Resort Communities Sales Tax Debt Service Schedule

EXPENSES

DEBT SERVICE

Park City has various bond issuances outstanding. The debt service to be paid on these bonds is as detailed in Figure E21. Debt service expense comprises 20% of the FY 2017 budgeted expenses, and 18% of the FY 2018 Budget.

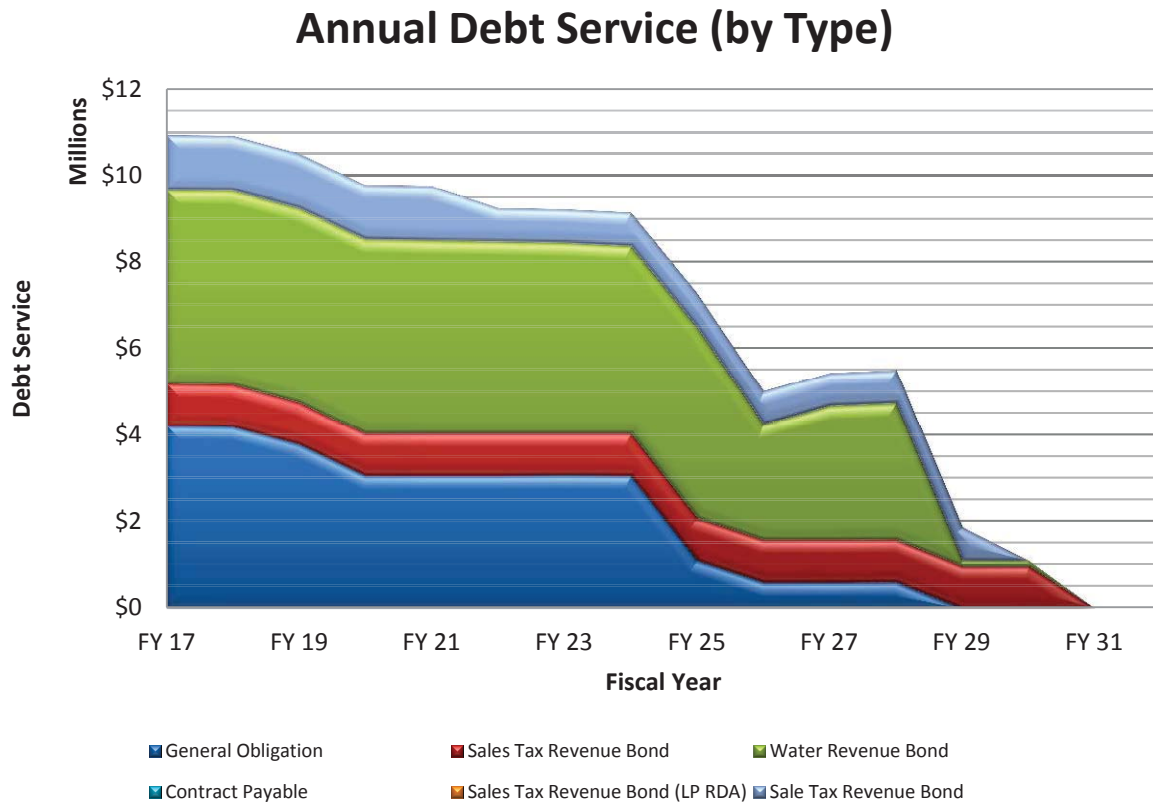


Figure E21 - Long Term Debt

Funding sources for debt service payments in FY 2017 are detailed in Figure E22. General Obligation Bonds have property tax as a dedicated source for repayment, while Water Bonds generally have water service fees as a dedicated revenue source. RDA Bonds are backed by property tax increment. Sales Tax Bonds are backed by sales tax revenue, but the City has dedicated a number of revenue sources for repayment, including lease revenue, impact fees, and unreserved general fund revenue.

EXPENSES

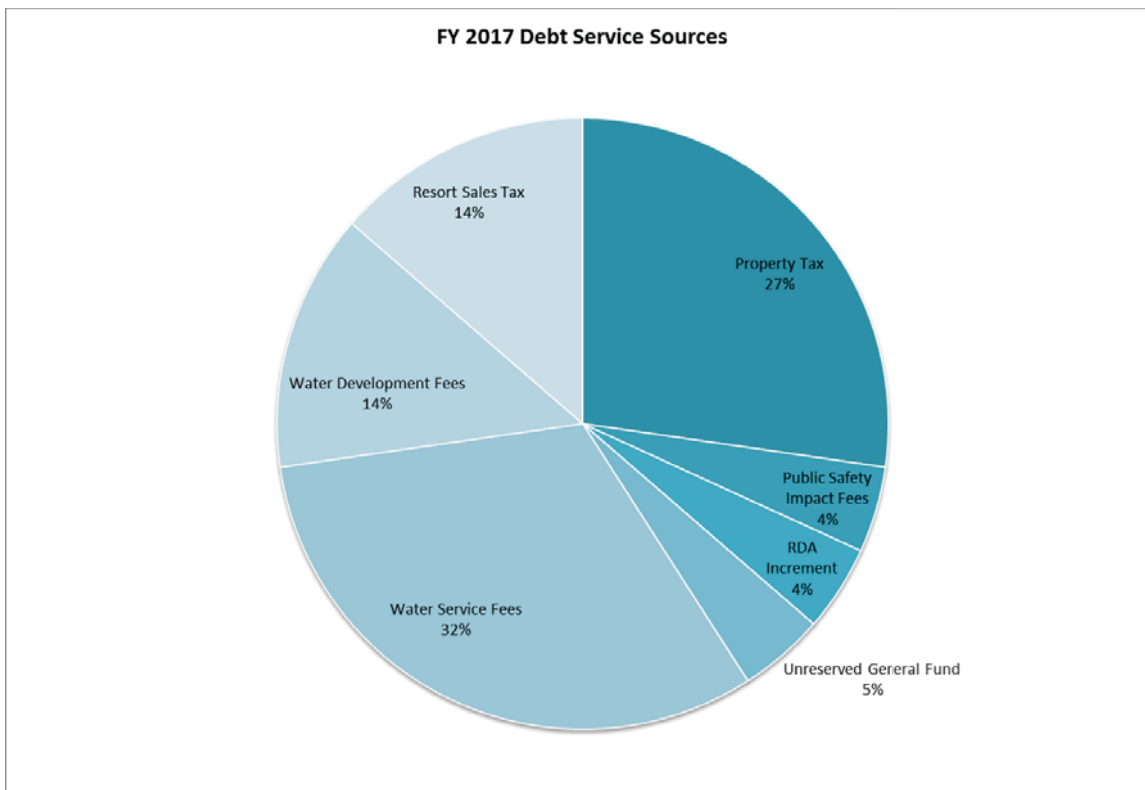


Figure E22 – Debt Funding Sources

The City's five year Capital Improvement Plan outlines a number of future projects for which it is anticipated the City expects to issue debt. The estimated impact to debt service due to possible future bonding can be seen in Figure E23. This anticipated debt includes planned Additional Resort Sales Tax projects, Lower Park RDA tax increment bonds (Sales Revenue Bonds backed with RDA tax increment), GO Bonds as well as multiple series of Water Revenue Bonds.

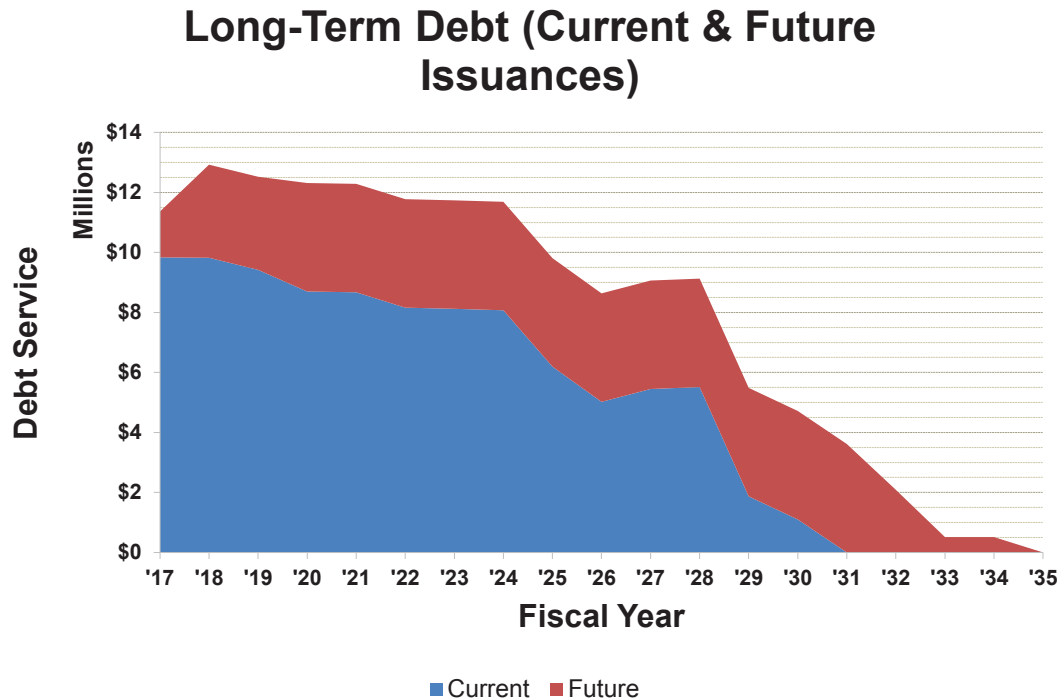


Figure E23 – Anticipated Future Debt Service Compared to Existing Debt

Perhaps the most significant measure related to debt service is the amount of debt that is secured by a non-dedicated revenue source. As previously discussed, the majority of the City’s debt service is paid for with dedicated revenue such as water fees, property tax, or property tax increment, all of which the City can influence through rate adjustments.

The majority of the debt service for the \$20 million sales tax revenue bonds issued in 2006 will come from dedicated revenue such as property tax increment pledged from the Main Street RDA and impact fees. A portion of the debt, however, will be paid for with unreserved or surplus General Fund revenue (sales tax). The figure below shows how much of the City’s annual surplus is currently pledged for debt service. Future Sales revenue bonds will come by the Additional Resort Communities sales tax revenue and will therefore not impact revenues or expenditures in the General Fund.

EXPENSES

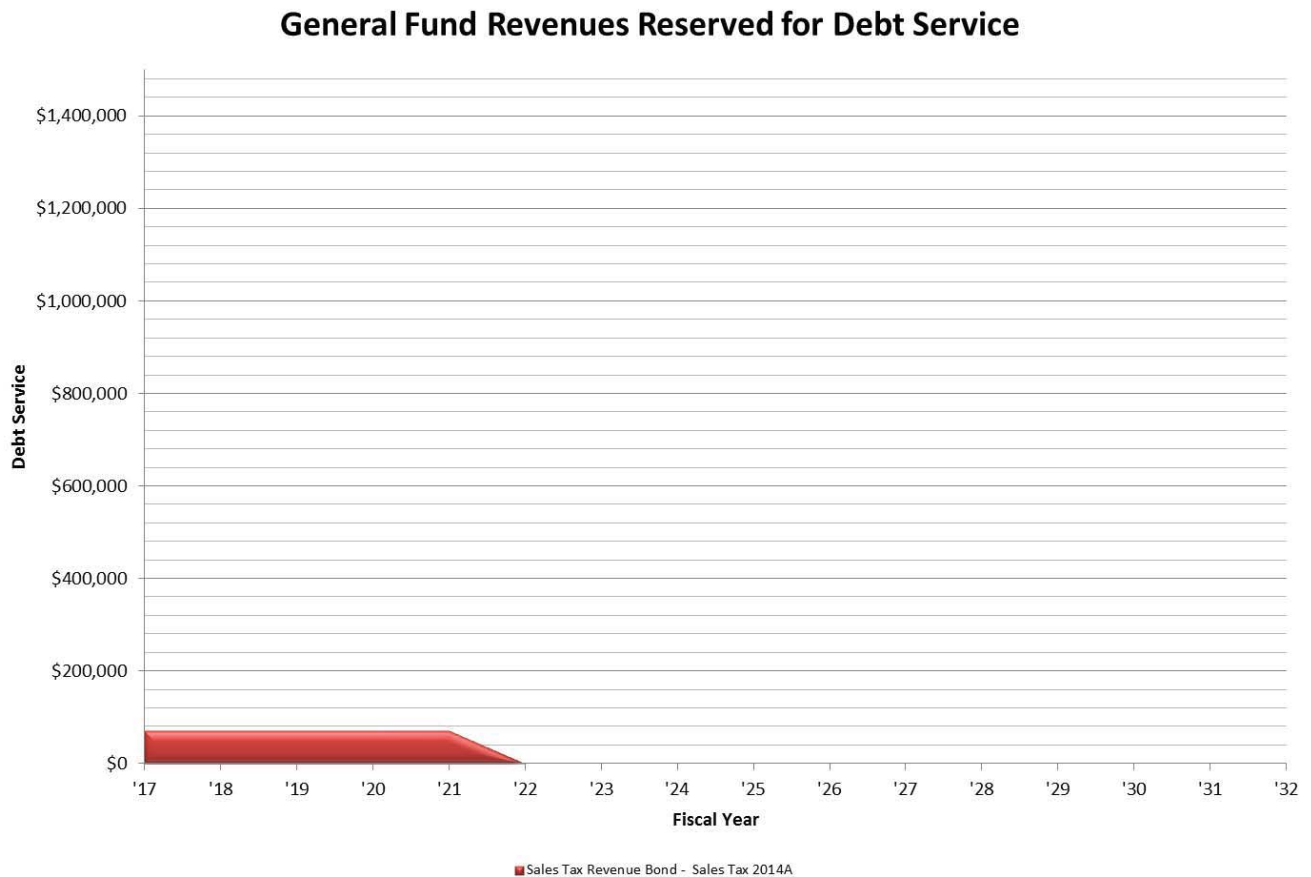


Figure E24 – General Fund Revenues Reserved for Debt Service

Current City General Obligation (GO) Bonds – (Voter Approved Property Tax Initiatives)

The City currently has seven bond issuances outstanding (see table below). All bonds have been issued for 15-year terms and have differing expiration dates. The 2013 and 2014 GO Bonds are refunding bonds (refinanced) from 2003 and 2004 open space bonds. The 2013 bonds will be retired (paid off) in 2018 and the 2014 bond will be retired in 2019.

The total principal and interest outstanding on all City GO bonds is approximately \$59 million. The full amount will be retired in 2032 with the last payment of the Bonanza Flat Bonds. Based on the current debt schedule, approximately half of the City's GO debt (\$28 million) will be retired in the next 5 years.

The total principal and interest payment due in 2018, which will be included on the 2018 property tax notice, is \$6.4 million. Based on the 2017 City wide Taxable Value this payment would be estimated at \$77.15 per \$100,000 of Taxable Value. (Actual 2018 tax notices will be

EXPENSES

based on the 2018 Taxable Value, which would be determined by the County Assessor's Office in August 2018 for the tax bill in December 2018.)

The Average Assessed Value for a primary resident in Park City is \$768,000. Taxable Value is 55% of the Assessed Value for a primary residence and 100% of the Assessed Value for a second home or business. For example, for the average primary residential Assessed Value of \$768,000 is Taxable Value is \$422,400. The Taxable Value for a second home or a business with the same Assessed Value of \$768,000 would be \$768,000.

The City's 2017 total Taxable Value is approximately \$8.2 billion. Primary residential taxable value makes up just over 15 percent of the total taxable value. This means that primary residents are responsible for about \$8.8 million of the total \$59 million in outstanding debt. This will equate to about \$950,000 of the \$6.4 million debt service payment in 2018.

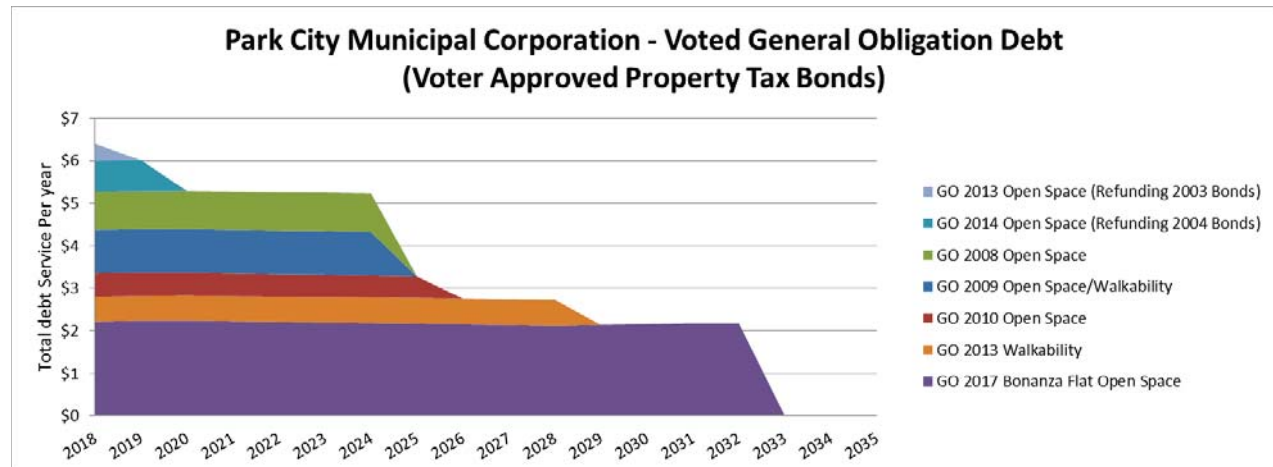
The State of Utah sets the maximum allowable General Obligation debt limit for a city at 4% of the total taxable value in any one year. Based on the 2017 Taxable Value the State limit for Park City debt is \$312 million or \$253 million in remaining debt capacity.

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The adopted City Council Debt Management policy further limits the total maximum allowable General Obligation debt to 2 percent of the total taxable value (half of the 4% state limit). This puts the total maximum debt for the City at \$156 million or \$97 million in remaining debt capacity.

Park City Municipal Corporation - General Obligation Debt Service (Voter Approved Property Tax Bonds)										
Year	Series							Grand Total Current Debt	Estimated Tax on Primary Resident	Estimated Tax Per \$100k
	GO 2013 Open Space (Refunding 2003 Bonds)	GO 2014 Open Space (Refunding 2004 Bonds)	GO 2008 Open Space	GO 2009 Open Space/Walkability	GO 2010 Open Space	GO 2013 Walkability	GO 2017 Bonanza Flat Open Space	Total GO Debt Payment Per Year	(Average Primary Taxable Value \$422,000)	Per \$100K in Taxable Value
2018	\$ 408,000	\$ 723,400	\$ 894,200	\$ 1,021,810	\$ 554,735	\$ 576,813	\$ 2,223,326	\$ 6,402,284	\$ 327	\$ 77
2019		732,250	892,400	1,020,576	549,135	578,213	2,241,550	\$ 6,014,124	\$ 307	\$ 73
2020			894,600	1,023,516	541,335	584,413	2,245,350	\$ 5,289,214	\$ 270	\$ 64
2021			900,600	1,023,340	537,475	585,313	2,228,600	\$ 5,275,328	\$ 269	\$ 64
2022			904,250	1,026,220	527,288	589,850	2,214,350	\$ 5,261,958	\$ 269	\$ 64
2023			905,463	1,026,450	521,190	597,850	2,202,350	\$ 5,253,303	\$ 268	\$ 64
2024			909,150	1,024,400	513,915	599,100	2,187,350	\$ 5,233,915	\$ 267	\$ 63
2025					505,200	599,938	2,174,350	\$ 3,279,488	\$ 167	\$ 40
2026						604,038	2,153,100	\$ 2,757,138	\$ 141	\$ 33
2027						602,538	2,138,850	\$ 2,741,388	\$ 140	\$ 33
2028						609,175	2,121,100	\$ 2,730,275	\$ 139	\$ 33
2029							2,141,350	\$ 2,141,350	\$ 109	\$ 26
2030							2,159,350	\$ 2,159,350	\$ 110	\$ 26
2031							2,180,100	\$ 2,180,100	\$ 111	\$ 26
2032							2,178,450	\$ 2,178,450	\$ 111	\$ 26
2033										
2034										
2035										
Total Debt (P&I)	\$ 408,000	\$ 1,455,650	\$ 6,300,663	\$ 7,166,312	\$ 4,250,273	\$ 6,527,241	\$ 32,789,526	\$ 58,897,665	\$ 3,006	\$ 712

EXPENSES



History of Voter Approved Park City General Obligation (GO) Property Tax Bond Initiatives:

1998 Open Space Bond Initiative

Amount: \$10,000,000
 Approval Rate: 78%
 Related Bond Issuance: Bonds Retired

2001 Ice Facility and Park Improvement Initiative

Amount: \$4,000,000
 Approval Rate: 52%
 Related Bond Issuance: 2003 Bond Issuance

2002 Open Space Initiative

Amount: \$10,000,000
 Approval Rate: 79%
 Related Bond Issuance: 2003 Bond Issuance, 2004 Bond Issuance

2006 Open Space Initiative

Amount: \$20,000,000
 Approval Rate: 82%
 Related Bond Issuance: 2008 Bond Issuance, 2009 Bond Issuance, 2010 Bond Issuance

2007 Walkability Bond Initiative

Amount: \$15,000,000
 Approval Rate: 55%
 Related Bond Issuance: 2009 Bond Issuance, 2013 Bond Issuance

EXPENSES

2016 Bonanza Flats Open Space Bond Initiative

Amount: \$25,000,000
Approval Rate: 71%
Related Bond Issuance: 2017 Bond Issuance

Other Related Voter Approved Initiatives:

2012 .5% Additional Resort Community Sales Tax Initiative

Amount: \$0.50 Sales Tax (Public Capital Improvements and Open Space)
Approval Rate: 59%
Related Bond Issuance: 2013 Sales Rev., 2014 Sales Rev., & 2017 Sales Rev. Bonds

Park City Property Tax Base

Park City Property Tax Base (Summit and Wasatch County)						
Classification	Parcel Count	Assessed Value	Taxable Value	Percentage of Taxable Value	Average Assessed Value Per Classification	Average Taxable Value Per Classification
Primary Residential	3,024	\$ 2,321,259,062	\$ 1,276,692,484	15.4%	\$ 767,612	\$ 422,187
Secondary Residential	6,321	\$ 5,835,889,982	\$ 5,835,889,982	70.6%	\$ 923,254	\$ 923,254
Commercial/Industrial	627	\$ 739,074,106	\$ 739,074,106	8.9%	\$ 1,178,747	\$ 1,178,747
Other (agricultural, etc.)	759	\$ 298,843,668	\$ 298,843,668	3.6%	\$ 393,733	\$ 393,733
Personal Property	1,031	\$ 77,332,858	\$ 77,332,858	0.9%	\$ 75,008	\$ 75,008
Centrally Assessed	N/A	\$ 39,624,113	\$ 39,624,113	0.5%	N/A	N/A
Total	11,762	\$ 9,312,023,789	8,267,457,211	100%	\$ 791,704	\$ 702,896

*All values are for the last tax year (Jan-Dec. 2017). Tax bill paid on December 15, 2017

Key Points:

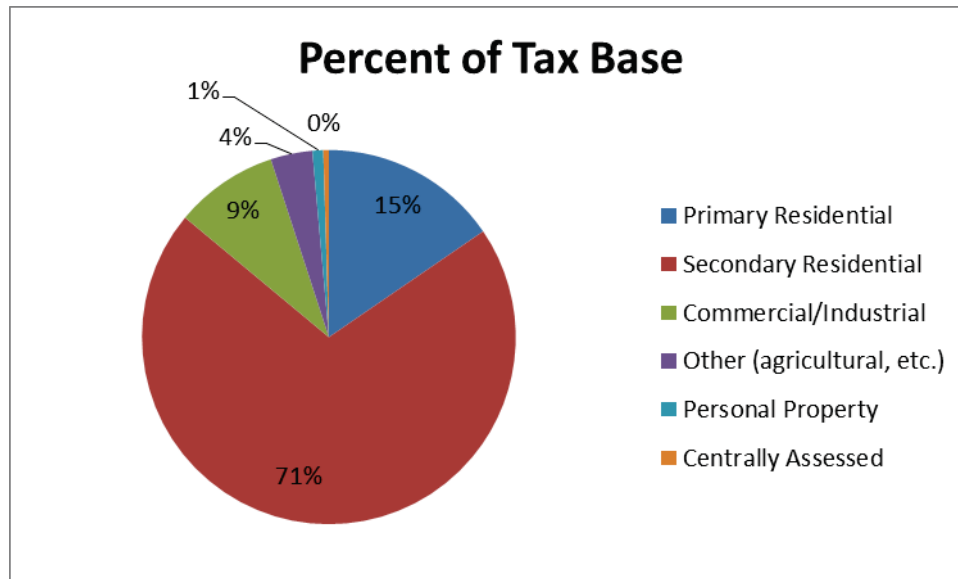
Average Primary Residential Assessed Value: \$768,000

Average Primary Residential Taxable Value: \$422,000

Average Secondary Residential Assessed and Taxable Value: \$923,000

Percentage of Taxable Base for Primary Residents: 15%

EXPENSES

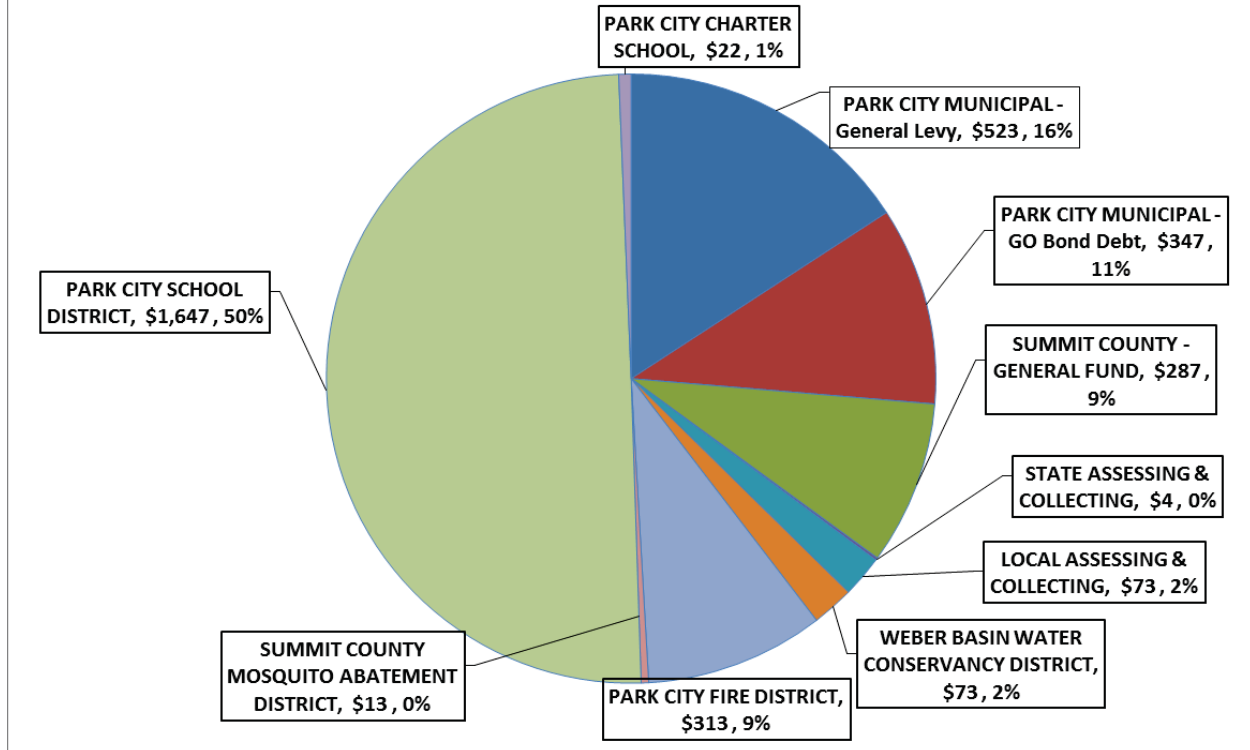


Example of Property Tax Bill for Average Primary Resident Value

Total Property Tax Rate - Primary Residential Average Assessed Value			
Primary Home Assessed Value (Avg. Park City Primary Residence)	\$	768,000	
Taxable Value (Primary 55% of Assessed Value)	\$	422,400	
Total Property Tax Rates - 2017	Rate	Tax	Percentage
PARK CITY MUNICIPAL - General Levy	0.001237	\$ 523	16%
PARK CITY MUNICIPAL - GO Bond Debt	0.000822	\$ 347	11%
SUMMIT COUNTY - GENERAL FUND	0.000680	\$ 287	9%
STATE ASSESSING & COLLECTING	0.000010	\$ 4	0%
LOCAL ASSESSING & COLLECTING	0.000173	\$ 73	2%
WEBER BASIN WATER CONSERVANCY DISTRICT	0.000174	\$ 73	2%
PARK CITY FIRE DISTRICT	0.000742	\$ 313	9%
SUMMIT COUNTY MOSQUITO ABATEMENT DISTRICT	0.000031	\$ 13	0%
PARK CITY SCHOOL DISTRICT	0.003900	\$ 1,647	50%
PARK CITY CHARTER SCHOOL	0.000051	\$ 22	1%
Total Taxes Billed 2017	0.007820	\$ 3,303	

EXPENSES

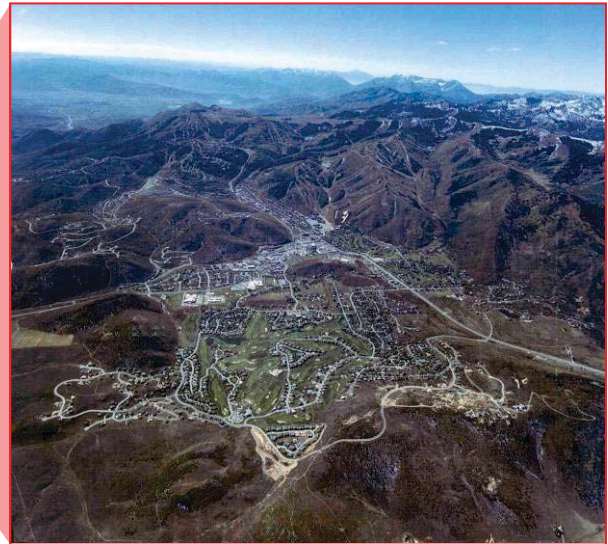
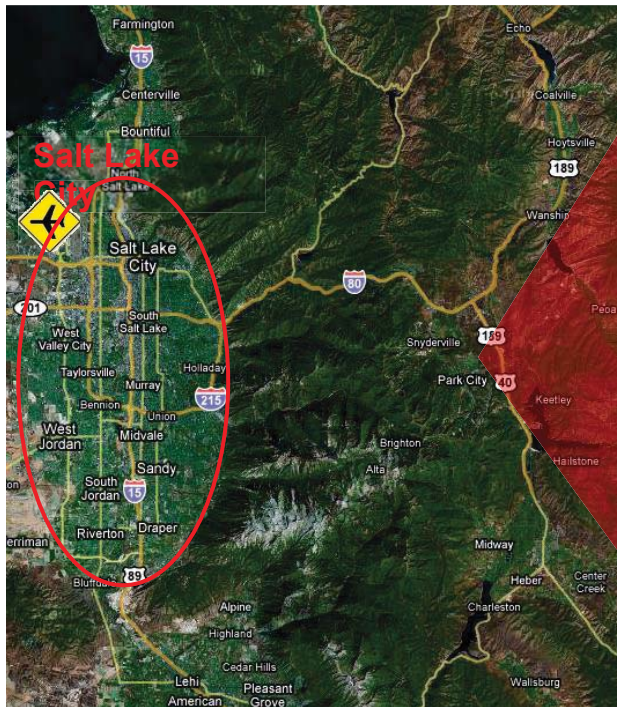
Percentage of Total Property Tax Rate - 2017



ECONOMIC OUTLOOK

Park City is located in Summit County, Utah, in the heart of the Wasatch Mountains, 30 miles east of Salt Lake City and 40 minutes by freeway from the Salt Lake International Airport. Park City is one of the west's premier multi-season resort communities with an area of approximately 12 square miles and a permanent resident population of approximately 8,000.

World renowned skiing is the center of activity being complemented throughout the year with major activities and events, such as the Sundance Film Festival, Kimball Arts Festival, concerts, and sporting events, along with a variety of other winter and summer related activities.



Tourism is the major industry in Park City, with skiing, lodging facilities, and restaurants contributing significantly to the local economy. Park City is the home of two major ski resorts, Park City Mountain Resort and Deer Valley Ski Resort. Park City Mountain Resort combined with Canyons Resort during the 2015-2016 ski season to create the largest ski resort in the United States.

In 1869, silver bearing quartz was discovered in the area of what is now Park City, and a silver mining boom began. From the 1930s through the 1950s, the mining boom subsided due to the decline of silver prices, and Park City came very close to becoming a historic ghost town. During that time, the residents began to consider an alternative to mining and began developing Park City into a resort town.

In 2002, Salt Lake City hosted the 2002 Winter Olympic Games with two athletic venues in Park City and one just north of the City limits. Deer Valley Resort hosted the slalom, aerial, and mogul competitions; Park City Mountain Resort hosted the giant slalom, snowboarding slalom and snowboarding half-pipe; and the Utah Winter Sports Park (Summit County) hosted ski jumping, luge and bobsled events.

ECONOMIC OUTLOOK

Deer Valley Resort hosted a FIS Freestyle World Cup event for the 20th year in January 2018. In February 2009, Deer Valley hosted the first World Cup Skier Cross competition ever held in North America. For the tenth year in a row, Deer Valley Resort was deemed one of the top 5 best resorts in North America by Ski Magazine in 2017. No other resort has topped the rankings eight years in a row. The Park City Resort, now the largest resort in North America, is located in the heart of Park City. Park City Resort ranked sixteen according to the Ski Magazine resort review.

PARK CITY ECONOMY

Tourism is the backbone of the Park City economy and the majority of local tourism revolves around skiing and snowboarding. Encouraging tourism and the ski industry are objectives for Park City as well as for the State of Utah. With its close proximity to Salt Lake City and Salt Lake International airport, Park City is a major contributor to the State's goals. The total number of statewide skier days for 2016-17 was 4,584,658 which is a 3 percent increase from the previous year. Utah's previous best season of 4,457,575 skier days occurred during the 2015-16 season. With the local economy dependent on tourism and skiing, employment in Park City tends to decline in the spring and summer months. Park City has been mitigating this by diversifying recreational activities in the "off-season". In FY 2017 the City hosted the Triple Crown Girls Fastpitch Softball World Series for the 14th year. This event draws teams from California, Arizona, Colorado, Oklahoma, Idaho, Utah and Texas. Other events include the Park City Marathon Road Race, Intermountain Cup Mountain Bike Races and the Endurance 100 Mountain Bike Race.

The service population is much larger than the permanent population in Park City due to the number of secondary homeowners and visitors within city limits. The City has approximately 161 restaurants, 314 shops, 27 private art centers and a community-sponsored art center. Many of Park City's restaurants are award winning and among the finest in the inter-mountain west. The Chamber of Commerce estimates that the City has a nightly capacity for 27,178 guests. On average, the City receives almost 8,456 visitors per night with an occupancy rate of 35 percent. In the last ten years nightly capacity has increased by 10 percent.

The Sundance Film Festival made its 37th annual appearance in Park City in January 2018. The 2018 Sundance Film Festival generated an overall economic impact of \$83.4 million for the State of Utah and supported over 1,400 jobs. Sundance and Park City Municipal Corporation have formally agreed that Park City will remain festival headquarters through the 2026 film festival, with a ten year option after that. The festival presents high quality, independent films. Nationally known actors, directors, writers and other members of the film industry conduct and attend workshops, classes, seminars, dinners and premiers which are open to the general public. It is estimated that the annual cultural event attracted more than 46,000 attendees in 2017.

The Kimball Arts Center sponsored its 48th annual three-day Park City Arts Festival in August 2017. The Park City Arts Festival is Utah's original, oldest and the longest running arts festival in the West. In the last decade this event has grown substantially and now attracts over 50,000 visitors over the three-day period and features more than 220 of North America's top artists. This

ECONOMIC OUTLOOK

is one of the most attended annual events in Utah and consistently makes the Top Ten List by the renowned Harris Poll.

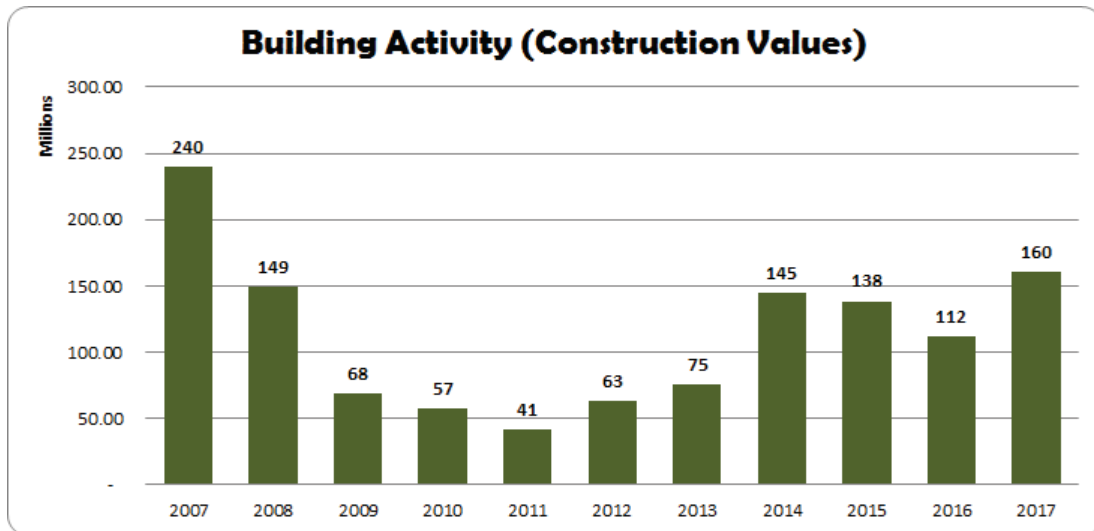


Figure EO1 – Annual Cost of Construction in Park City

Closely connected to the tourist and ski industries in Park City is the real estate industry. During the past ten years, building activity within the City has ranged anywhere from a low of \$40.9 million in 2011 (due to the recession), to a high of \$239.7 million in 2007. Building activity over the last decade has averaged \$113.5 million per year. For calendar year 2016, the building activity (construction, additions and alterations) was approximately \$112 million. Easy access to Salt Lake City has intensified the role for Park City as a bedroom community. This role and the current economy have shifted emphasis to the construction of residential homes. Properties have enjoyed a steady rate of appreciation through the years, which are expected to maintain their value and/or increase in the future.

Statistics compiled by the Park City Board of Realtors show the number of closed sales for the fourth quarter of 2016 (including single family homes, condominiums and vacant land) continue to increase at an averaged median price increase of 7.5% annually. While the increase in sold properties hasn't increased greatly, the dollar volume of the entire market has increase by 18%. The median single family home within city limits has risen to \$1.69 million.

Park City's debt service expenditures have increased in amount and as a percentage of total expenditures during the past decade. Much of this is due to the voter approved General Obligation Bonds that were passed in 1999, 2000, 2005, 2006, 2007, 2008, 2009, 2010, and 2013 as well as the Sales Tax Revenue Bonds issued in 2005, 2010, 2014 and 2015. The City's bond rating was upgraded in May 2006 by Moody's to Aa2. Furthermore, the City was upgraded in 2008 by Standard and Poor's and Fitch to AA. A bond rating of AA (AAA is generally the highest rating) indicates that Park City as an issuer offers "excellent financial security." The issued Sales Tax Revenue Bond also received a rating of A+ from Standard & Poor's. In the

ECONOMIC OUTLOOK

beginning of May 2010, Park City's bond rating moved from Aa2 (Moody's) and AA (Fitch) to Aa1 and AA+ respectively. In 2013 S&P increased the City's bond rating to AA+.

Through the last decade, revenues have been steadily increasing for Park City with no revenue source significantly changing as a percentage of total revenue. FY 2016 sales tax revenues increased 10.5% from FY 2015. Taxes account for 55 percent of total revenue.

Major employer-types in the City include: accommodation and food service, arts/entertainment and recreation, retail trade, real estate, technical services and government. Unemployment rate for Park City as 2016 was 2.6%. According to the Bureau of Labor of Statistics, Utah's unemployment rate is 3.1 percent and the national rate is 4.7 percent as of March, 2017.

Park City has seen substantial growth in revenue in recent years, exceeding pre-recession revenues. Diversification of resort activities, promoting additional special events and sound financial policies have all aided in ensuring a thriving economy.

ECONOMIC OUTLOOK

CITY SALES TRENDS

Park City has experienced exceptional economic growth in the last decade. After a dip in 2009, sales tax has recovered dramatically for the past five years. Figure EO2 shows the growth in total estimated sales from 2007 to 2017. For FY 2017, Park City collected almost \$10 million in local option sales tax—equating to almost \$1 billion in estimated taxable sales—\$80 million more than the previous year and \$433 million more than FY 2006. Total sales are determined from the annual 1 percent local sales tax collected each year.

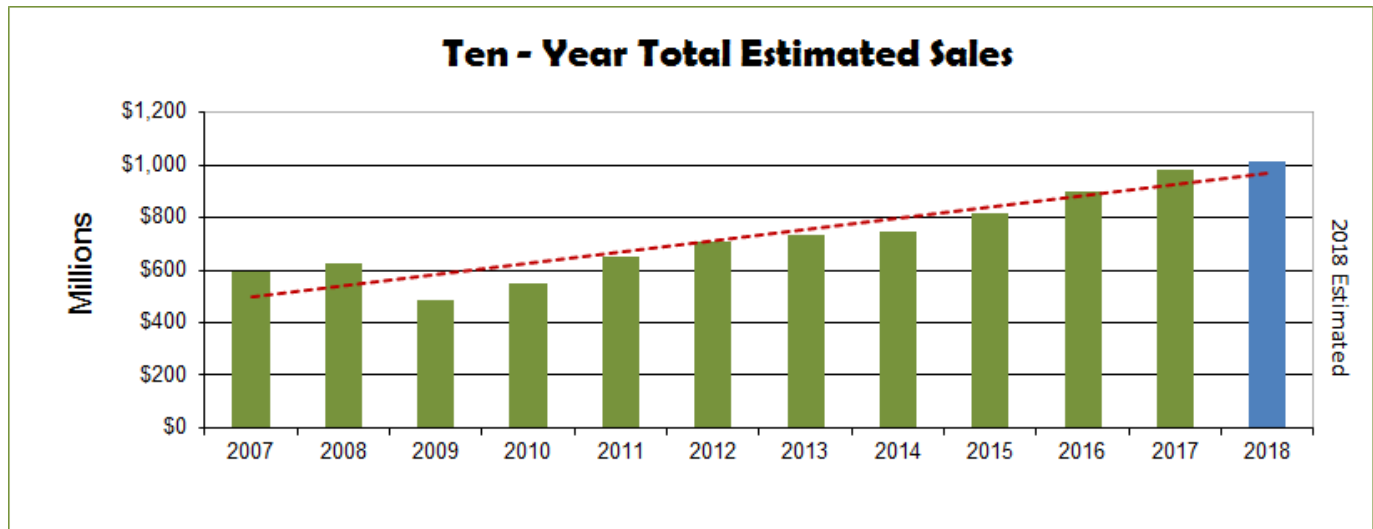


Figure EO2 – Total Estimated Sales

Figure EO3 shows the sales trends by industry from 2007 to 2017. The Lodging Sector has experienced the greatest average growth rate in the last 5 years. The Retail Industry still leads all other sectors in absolute dollar terms. Sales industry data for 2018 has not yet been compiled.

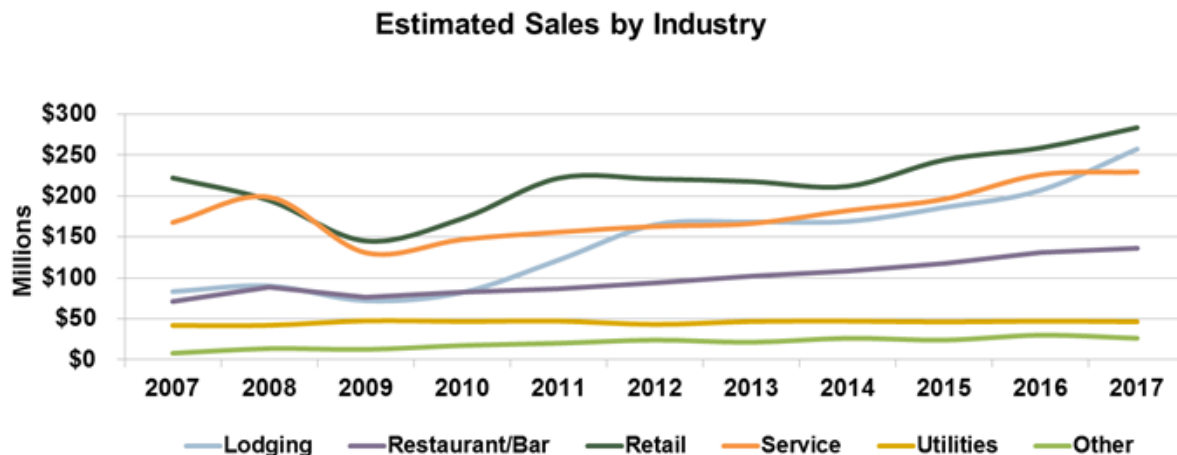


Figure EO3– Estimated Sales by Industry

ECONOMIC OUTLOOK

Because Park City's economy relies heavily on the ski industry and tourism, sales tax revenues are extremely seasonal. Figure E04 represents seasonality by industry. The Service Sector is the most seasonal with 59 percent of service-related sales coming during Quarter 3. The Lodging Sector—which includes skiing and entertainment amongst other services—is also highly seasonal; 51 percent of sales tax revenues coming during Quarter 3.

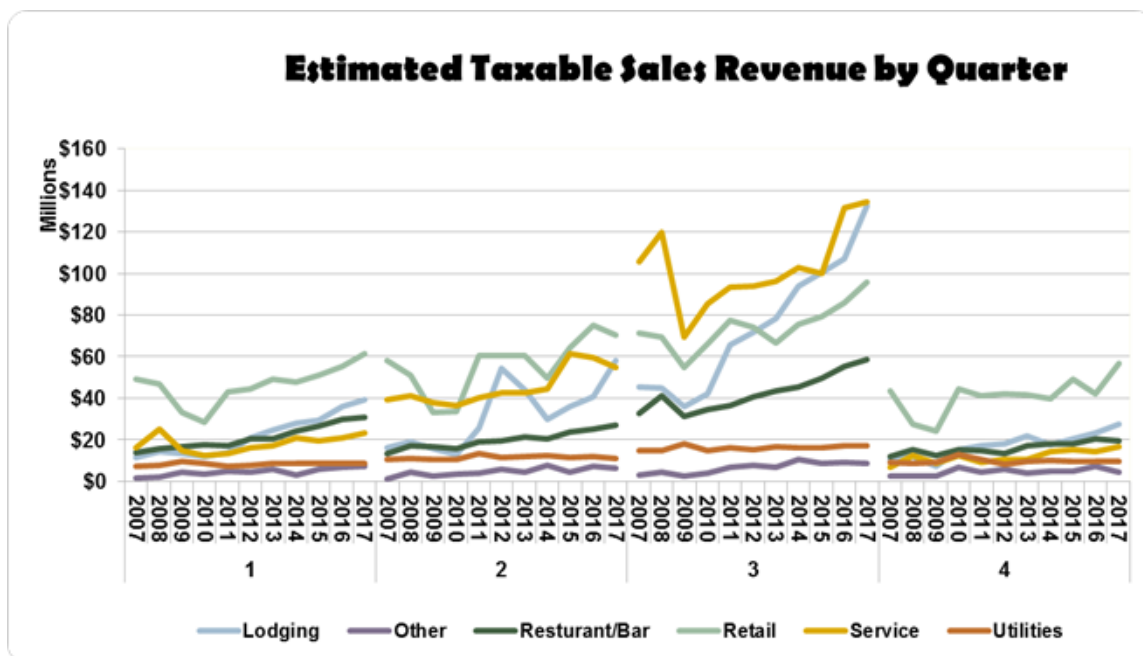


Figure E04 – Estimated Taxable Sales Revenue by Quarter

CITY FINANCIAL HEALTH INDICATORS

In May of 2003, the Citizens Technical Advisory Committee (CTAC) and the staff from Park City Municipal Corporation identified certain concepts in order to measure the financial health of Park City. The ultimate goal for these concepts was to specify indicators that would be monitored in the future and be included in future Budget Documents. These measures are designed to show the financial position of the City as a whole, while the performance measurement program focuses more specifically on each department within the City's organization.

TYPES OF FINANCIAL HEALTH INDICATORS

The International City/County Management Association (ICMA) produces a manual entitled Evaluating Financial Condition. Within this manual, various indicators and methods for analysis are outlined and recommended. According to the ICMA, the financial condition of a municipality can be defined as "...a government's ability in the long run to pay all the costs of doing business, including expenditures that normally appear in each annual budget, as well as

ECONOMIC OUTLOOK

those that will appear only in the years in which they must be paid.” By recording the necessary data and observing these indicators, certain warning trends can be seen and remedied before it becomes a problem for the Park City government.

The following indicators were chosen with input from CTAC and the staff from the budget department.

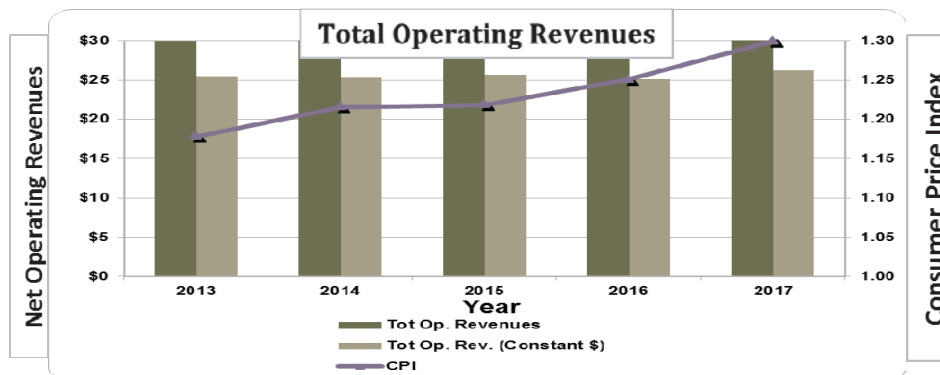
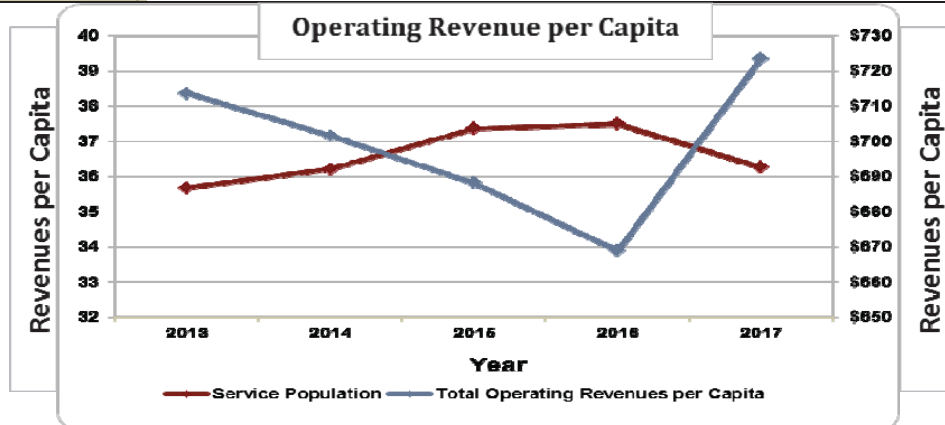
- A. Revenues per capita
- B. Expenditures per capita
- C. Municipal employees per capita
- D. Operating (deficit) surplus per capita
- E. Comparison of the liquidity ratio and long-term debt
- F. Long-term overlapping debt as a percentage of assessed valuation
- G. Administrative costs as a percentage of total operating expenditures
- H. Historical bond ratings

ECONOMIC OUTLOOK

Revenues per Capita

Revenues per Capita are total operating revenues per capita (service population*)

Description	2013	2014	2015	2016	2017
Total Operating Revenues	\$29,987,954	\$30,875,204	\$31,332,319	\$31,365,120	\$34,097,383
CPI	1.18	1.22	1.22	1.25	1.30
Total Operating Revenues (Constant dollars)	\$25,456,667	\$25,395,161	\$25,711,752	\$25,072,022	\$26,236,324
Service Population *	35,675	36,204	37,364	37,488	36,263
Total Operating Revenues per capita (Constant dollars)	\$713.58	\$701.45	\$688.15	\$668.81	\$723.50



Analysis

Total Operating Revenues includes the General Fund and the Debt Service Fund. Examining per capita revenues shows changes in revenue relative to changes in population size. By using the service population, one can factor in the impact that visitors and secondary homeowners have on sales tax revenue. The consumer price index (CPI) is used to convert current total operating revenues to constant total operating revenues to account for inflation and display a more accurate picture of accrued revenues. The warning trend is decreasing total operating revenues as the population rises.

Source

Total Operating Revenues - Statement of Revenues, Expenditures, and Changes in Fund Balances pg. 29. (General + Debt Service (Sales Tax Revenue and Refunding) + Debt Service (Park City General Obligation).)

Also, note CAFR FY17 Table 2, CAFR 05-06 Schedule 5 for Tax Revenue.

CPI - Bureau of Labor Statistics www.bls.gov, Population - Census Bureau, www.census.gov

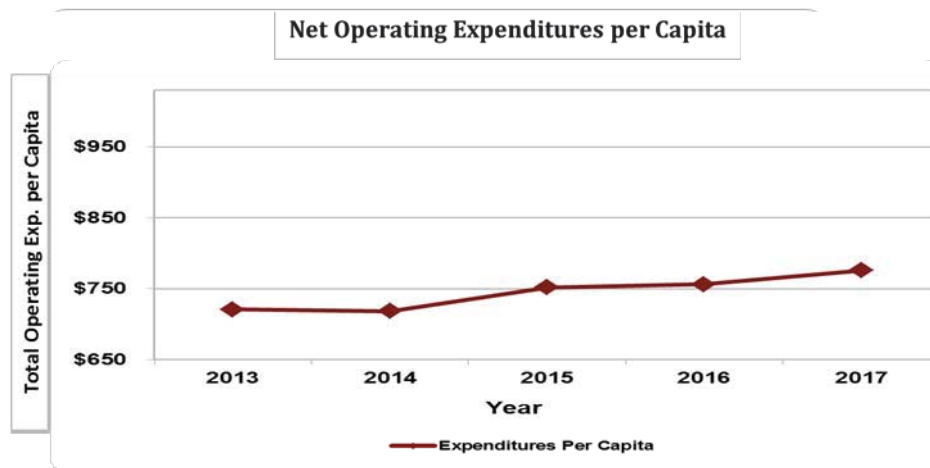
* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors. Starting in 2017, Home ownership data was taken from the Utah Certified Tax Rate Database instead of the previously used HDL Survey.

ECONOMIC OUTLOOK

Expenditures per Capita

Expenditures per capita are net operating expenditures per capita (service population *)

Description	2013	2014	2015	2016	2017
Debt Service*	\$6,225,883	\$6,861,205	\$7,419,341	\$6,806,832	\$6,310,486
Operating Expenditures	\$24,069,551	\$24,776,540	\$26,821,743	\$28,656,831	\$30,251,414
Total Operating Expenditures	\$30,295,434	\$31,637,745	\$34,241,084	\$35,463,663	\$36,561,900
CPI	1.18	1.22	1.22	1.25	1.30
Total Operating Expenditures (Constant dollars)	\$25,717,686	\$26,022,359	\$28,098,726	\$28,348,233	\$28,132,654
Service Population**	35,675	36,204	37,364	37,488	36,263
Net Operating Expenditures per capita (Constant dollars)	\$720.90	\$718.78	\$752.03	\$756.20	\$775.79



Analysis

Changes in per capita expenditures reflect changes in expenditures relative to changes in population. Taking into account the service population and the inflation factor, the indicator shows the increasing costs of providing city services. The rate has fluctuated slightly, but has remained stable since 2010. Total operating expenses increased in 2017. The increase is mostly attributed to increased operating expenditures and the retirement of principal debt service payments.

Source

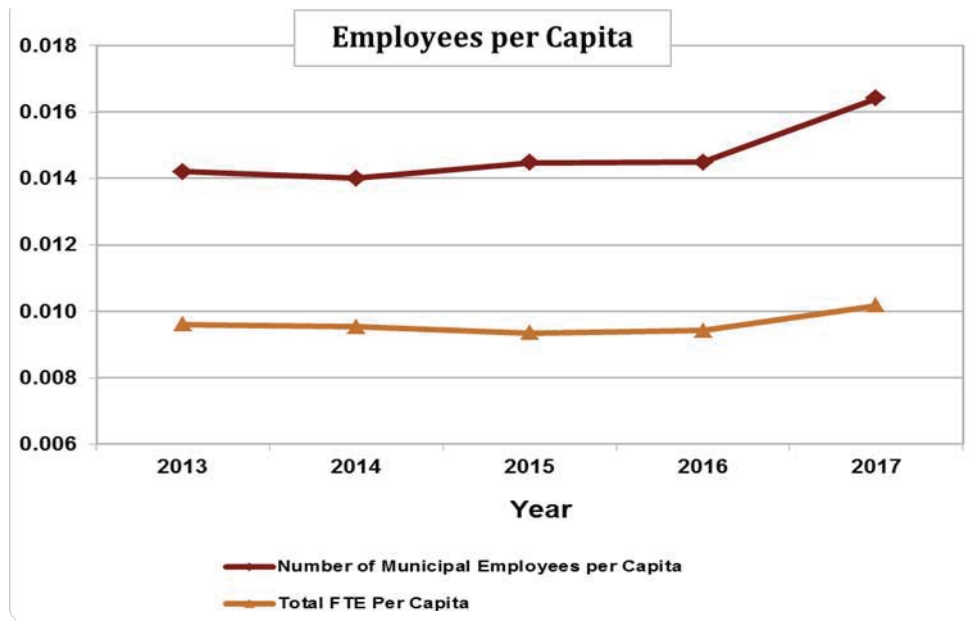
Population - Census Bureau, www.census.gov,
 Debt Service excludes CIP debt service pg. 29 (Total Governmental Funds: Principal + Interest + Bond issuance costs+ Arbitrage rebate - CIP)
 Net Operating Expenditures - CAFR FY17 Table 1, CAFR FY145Schedule 4
 Total Operating Expenditures pg. 31 (General Total).
 CPI - Bureau of Labor Statistics www.bls.gov
 ** Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors

ECONOMIC OUTLOOK

Employees per Capita

Municipal employees per capita (service population*)

Description	2013	2014	2015	2016	2017
Number of Municipal Employees	507	507	541	543	595
# FTE (Full-time equivalents)	342.7	345.1	349.4	353.06	369.2
Service Population*	35,675	36,204	37,364	37,488	36,263
Number of Municipal Employees per Capita	0.014	0.014	0.014	0.014	0.016
Total FTE Per Capita	0.010	0.010	0.009	0.009	0.010



Analysis

Employees per capita shows the overall labor productivity in relation to population of the city. The FTEs per capita seems to suggest that as population increases the number of employees decreases. Over the last five years the trend has remained fairly consistent.

Source

Number of Employees- CAFR - Schedule 21, CAFR FY17

Table 16, 2005-06 from Human Resources Department.

FTE counts - FY17 Staffing Summary 4-120 and past Budget Documents, FY17 from Schedule 22 in FY17 CAFR

Population - Census Bureau, www.census.gov

* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors

ECONOMIC OUTLOOK

Operating (Deficit) or Surplus

Operating deficit or surplus as a percentage of operating revenues

Description	2013	2014	2015	2016	2017
Operating deficit or surplus	\$1,379,901	\$918,471	-\$331,642	-\$561,351	\$89,848
Net fund operating revenue	\$29,987,954	\$30,875,204	\$31,332,319	\$31,365,120	\$34,097,383
General fund operating surplus (deficit) as % of net fund operating revenues	5%	3%	-1%	-2%	0%
Service Population*	35,675	36,204	37,364	37,488	36,263
Operating surplus per capita	\$38.68	\$25.37	-\$8.88	-\$14.97	\$2.48



Analysis

An operating surplus is used to fund CIP and fund non-operating expenditures. The City has had a strong fund balance for several years in spite of the recent decrease in operating surplus/deficit from 2008 to 2011. In 2017 the City had an operating deficit, the fund balance is still considered to be very healthy.

Source

General fund operating surplus/deficit - CAFR FY17 pg. 31, Net Fund Operating Revenues - CAFR FY17 Table 2, CAFR FY17 Schedule 5 for Tax Revenue; Statement of Revenues, Expenditures, and Changes in Fund Balances pg. 29 for all other revenues. (Includes debt service for investment income and rental and other miscellaneous)

* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors

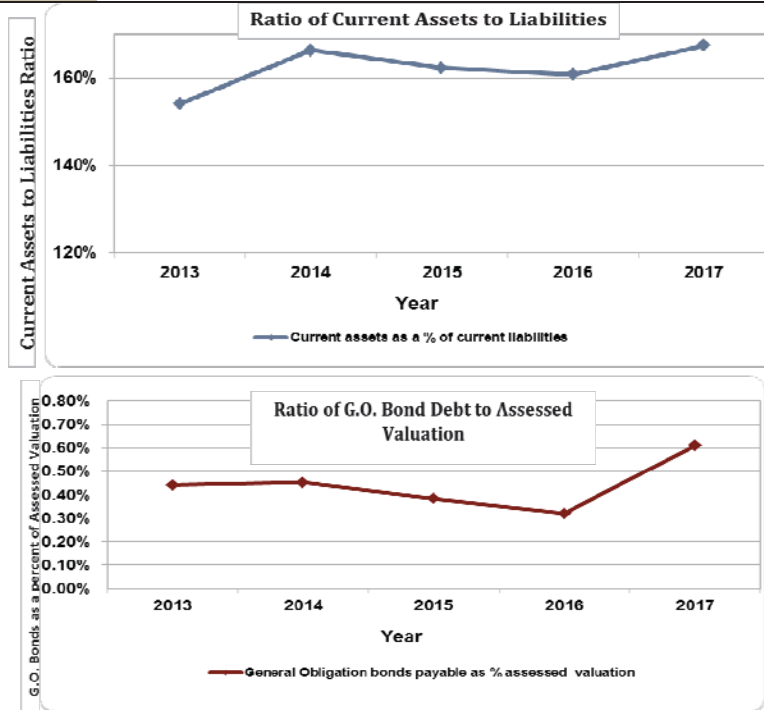
ECONOMIC OUTLOOK

Liquidity & Long Term Debt

Liquidity is defined as cash and short-term investments as a percentage of current liabilities

Long-Term debt is defined as total General Obligation bonds payable as a percentage of assessed valuation

Description	2013	2014	2015	2016	2017
Cash and short-term investments	\$15,848,194	\$16,821,758	\$17,916,425	\$18,041,243	\$18,742,379
Current Liabilities	\$10,285,291	\$10,104,640	\$11,033,031	\$11,212,929	\$11,185,428
Current assets as a % of current liabilities	154%	166%	162%	161%	168%
Description	2013	2014	2015	2016	2017
Taxable valuation	\$6,725,375,418	\$7,298,187,371	\$7,636,172,285	\$8,133,220,125	\$8,267,457,211
Total G. O. bonds	\$29,701,426	\$33,018,370	\$29,298,159	\$26,009,111	\$50,485,922
General Obligation bonds payable as % assessed valuation	0.44%	0.45%	0.38%	0.32%	0.61%



Analysis

Liquidity determines the city's ability to pay its short term obligations. In the private sector, liquidity is measured with the ratio of cash, short term investments and accounts receivable over current liabilities. Public sector municipalities use the ratio of cash and short-term investments over current liabilities. According to the International City/County Management Association, both private and public sectors use the ratio of one to one or 100% or above to indicate a current account surplus.

The liquidity indicator for Park City has decreased over the time period shown due to the issue of General Obligation (or voter approved) bonds in 1999, 2000, 2003, 2004, 2006, 2008, 2009, and 2010. The majority of these G.O. bonds were allocated for the purchase of open space*. Issuing these bonds increases the long term debt and the current liability account, thus decreasing the liquidity ratio. The warning trend to be aware of in analyzing these measures, is a decreasing liquidity ratio in conjunction with an increase in long term debt. This indicates that a government might struggle to cover its financial obligations in the future.

Although it is apparent that the liquidity ratio has declined over the time period shown, it should be noted that the ratio is still above the 100% level, and that the issued G.O. bonds have a dedicated revenue source in property taxes. The Utah State Constitution states that direct debt issued by a municipal corporation should not exceed 4% of the assessed valuation. Park City has a more stringent policy of 2% of assessed valuation. The percentage of long term debt to assessed valuation has been decreasing since 2010 and it is well below the City policy of 2%.

* 1999 bond issue was passed by a voter margin of 78% & 2003 by 81%.

Source

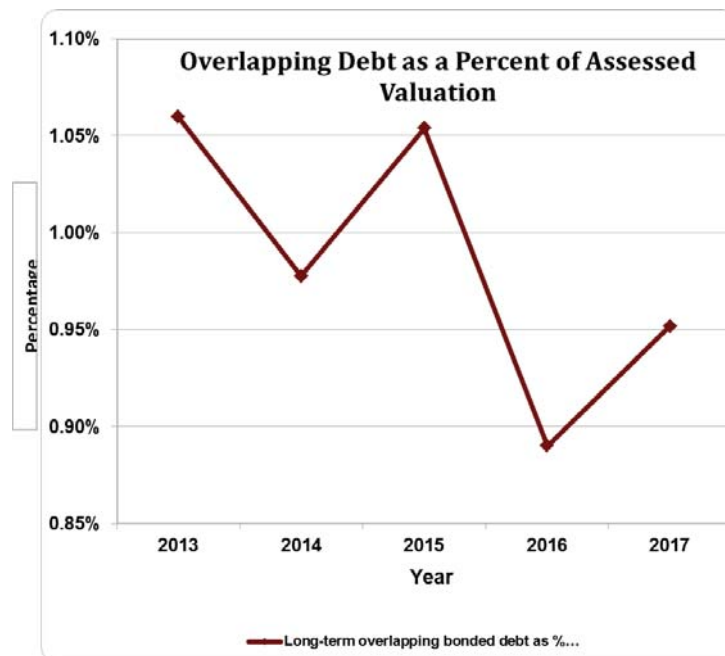
Current Assets - CAFR FY17 pg. 27, (General - Total). Current Liabilities - CAFR FY17 pg. 27, (General - Total). Taxable Valuation - Summit County Assessor's Office. Gross Issued Long-Term Debt - CAFR FY17 Schedule 14. Current Assets -

ECONOMIC OUTLOOK

Overlapping Debt

Long-term overlapping bonded debt is the annual debt service on

Description	2013	2014	2015	2016	2017
Park City	\$41,455,507	\$43,483,691	\$53,726,049	\$48,402,692	\$71,201,315
State of Utah	\$0	\$0	\$0	\$0	\$0
Summit County	\$9,310,290	\$7,884,955	\$6,687,905	\$5,455,700	\$4,769,510
Park City School District	\$4,015,550	\$4,015,550	\$2,045,505	\$0	\$0
Snyderville Basin Sewer District*	\$0	\$0	\$0	\$0	\$0
Weber Basin Water Conservancy District	\$16,481,103	\$15,962,133	\$18,006,761	\$18,536,308	\$2,723,951
Total Long-term overlapping bonded debt	\$71,262,450	\$71,346,329	\$80,466,220	\$72,394,700	\$78,694,776
Taxable valuation	\$6,725,375,418	\$7,298,187,371	\$7,636,172,285	\$8,133,220,125	\$8,267,457,211
Long-term overlapping bonded debt as % assessed valuation	1.06%	0.98%	1.05%	0.89%	0.95%



Analysis

The overlapping debt indicator measures the ability of the City's tax base to repay the debt obligations issued by all of its governmental and quasi-governmental jurisdictions. Overlapping debt as a percentage of the City's assessed valuation has fluctuated over the past five years due to variations in assessed valuation and reduction of principal balances from required debt service payments. The overlapping debt percentage dipped slightly in 2016.

*Taken out per financial advisor suggestion.

Source

Long-term overlapping bonded debt - CAFR FY17 Schedule 14,
Assessed valuation - Summit County Assessor's Office; CAFR FY17
Schedule 16 pg. 124

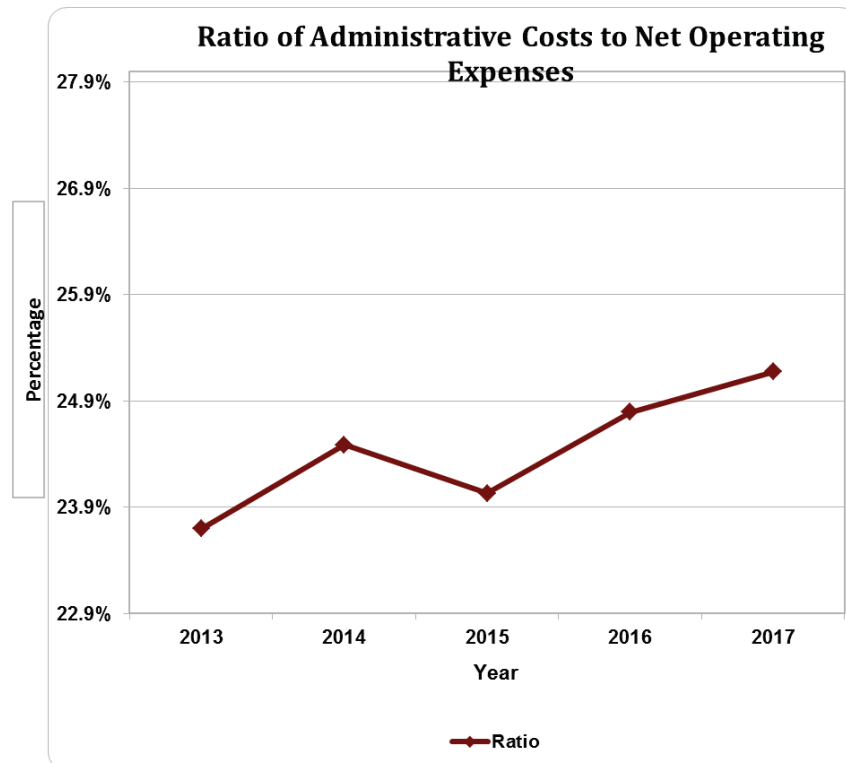
Long-term overlapping bonded debt - CAFR FY17 Table 10, Assessed
valuation -

ECONOMIC OUTLOOK

Administrative Costs as a Percentage of Total Operating Expenditures

Administrative Costs were evaluated from specific functions of the

Description	2013	2014	2015	2016	2017
Administrative Costs	\$7,179,672	\$7,747,589	\$8,228,895	\$8,792,316	\$9,204,203
Net Operating Expenses	\$30,295,434	\$31,637,745	\$34,241,084	\$35,463,663	\$36,561,900
Ratio	23.7%	24.5%	24.0%	24.8%	25.2%



Analysis

Examining a function of the government as a percentage of total expenditures enables one to see whether that function is receiving an increasing, stable, or decreasing share of the total expenditures. Administrative expenses were totaled from the actual expenditures for the executive function of the City excluding the Ice Facility. Administrative costs in 2017 were just over 25%.

Source

*Expenses by Fund in Board - General Government - General Fund
Net Operating Expenses - CAFR FY17 Table 1, CAFR FY17 Schedule 4
(Debt Service excludes CIP debt service pg. 29)*

ECONOMIC OUTLOOK

Bond Ratings for Park City

Description	2013	2014	2015	2016	2017
Moody's	Aa1	Aa1	Aa2	Aa2	Aaa
S & P	AA+	AA+	AA+	AA+	AA+
Fitch	AA+	AA+	AA+	AA+	AA+

Moody's	Description
Aaa	Highest
Aa1	Top Quality; "Gilt-Edged" High Grade; Very Strong
Aa2	Top Quality; "Gilt-Edged" High Grade; Very Strong
Aa3	Top Quality; "Gilt-Edged" High Grade; Very Strong
A1	Upper Medium Grade; Strong
A2	Upper Medium Grade; Strong
A3	Upper Medium Grade; Strong
Baa1	Medium Grade; Adequate
Baa2	Medium Grade; Adequate
Baa3	Medium Grade; Adequate
Ba1	Speculative Elements; Major Uncertainties
Ba2	Speculative Elements; Major Uncertainties
Ba3	Speculative Elements; Major Uncertainties
B1	Not Desirable; Impaired Ability to Meet Obligations
B2	Not Desirable; Impaired Ability to Meet Obligations
B3	Not Desirable; Impaired Ability to Meet Obligations
Caa1	Very Speculative
Caa2	Very Speculative
Caa3	Very Speculative
Ca	Very Speculative
C	No Interest Being Paid
	Default

Park City Bond Rating

Analysis

A municipal bond rating informs an investor of the relative safety level in investing in a particular bond. As shown in the chart above, the current bond rating for Park City is described as Top Quality; "Gilt-Edged" High Grade; Very Strong with the three major bond rating companies. In 2013, S&P raised our bond rating from AA to AA+. In 2017, Moody's raised the G.O. rating to Aaa.

Source

Park City bond ratings- Budget Documents 2000-2004, 1999 - Official Statement for 1999 issuance of G.O. bonds Bond Rating Scales- Zions Public Finance

ECONOMIC OUTLOOK

PARK CITY DEMOGRAPHIC INFORMATION

Permanent Population (2017) ³ :	8,320
Service Population Estimate (2017) ⁵ <i>(Includes the permanent population, population estimate for secondary homeowners, and average daily visitors)</i>	25,399
City Size ⁴ :	20.36 square miles
Government Type:	Elected Mayor and five member City Council / Council-Manager form of government (by ordinance)
Incorporation Date:	March 15, 1884
2017 Total Assessed Value ² :	\$9,312,023,789
2017 Total Taxable Value ² :	\$8,267,457,211
Property Use Category Breakdown ² :	
Primary	15.33%
Residential (Non-Primary)	70.83%
Residential (Commercial)	8.98%
Other	4.86%
Median Household Income (2017) ³ :	\$94,518
Median Family Income (2017) ¹ :	\$109,497
Median Age (2017) ³ :	39.3
Enrolled Public School Population (Fall 2017) ³ :	4,816
Percent of persons 25 years old and over with (2017) ¹ :	
High School Diploma or Higher:	93.3%
Bachelor Degree or Higher:	60.5%
Annual Average Snowfall (2009-2017) ³ :	270"
Elevation Range:	6,500' to 10,000'
2017-18 Season Skier Days (Summit County) ³ :	1,790,605

¹Source: U.S. Census Bureau

²Source: Utah Certified Tax Rates, <https://taxrates.utah.gov/>; refers to tax year

³Source: Economic & Relocation Information Page from the Park City

Chamber of Commerce: <https://www.visitparkcity.com/members/resources/economic-profile/>

⁴Source: GIS

⁵Source: Secondary Homeowners: Summit County Assessor's Office; Average Daily Visitors: DestiMetrics RAO

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CHAPTER 1 - BUDGET POLICY

PART I - BUDGET ORGANIZATION

- A.** Through its financial plan (Budget), the City will do the following:
1. Draw upon Council's goals, objectives, and desired outcomes.
 2. Identify citizens' needs for essential services.
 3. Organize programs to provide essential services.
 4. Establish program policies and goals that define the type and level of program services required.
 5. List suitable activities for delivering program services.
 6. Propose objectives for improving the delivery of program services.
 7. Consider budget committees recommendations.
 8. Identify available resources and appropriate the resources needed to conduct program activities and accomplish program objectives.
 9. Set standards to measure and evaluate the following:
 - a. the output of program activities
 - b. the accomplishment of program objectives
 - c. the expenditure of program appropriations
- B.** All requests for increased funding or enhanced levels of service should be considered together during the budget process, rather than in isolation. A request relating to programs or practices which are considered every other year (i.e., the City Pay Plan) should be considered in its appropriate year as well. According to state statute, the budget officer (City Manager) shall prepare and file a proposed budget with the City Council by the first scheduled council meeting in May.
- C.** The City Council will review and amend appropriations, if necessary, during the fiscal year.
- D.** The City will use a multi-year format (two years for operations and five years for CIP) to give a longer range focus to its financial planning.
1. The emphasis of the budget process in the first year is on establishing expected levels of services, within designated funding levels, projected over a two-year period, with the focus on the budget.
 2. The emphases in the second year are reviewing necessary changes in the previous fiscal plan and developing long term goals and objectives to be used during the next two-year budget process. Fewer budgets requests are expected in the second year. Second year requests that will be considered are ones that;
 - a. will come with revenue offsets;
 - b. are accompanied by expense reductions, or that;

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- c. are required by law; or
 - d. are necessitated by market/environment changes that happened since the last budget adoption
- E. Through its financial plan, the City will strive to maintain **Structural Balance**; ensuring basic service levels are predictable and cost effective. A balance should be maintained between the services provided and the local economy's ability to pay.
- F. The City will strive to improve productivity, though not by the single-minded pursuit of cost savings. The concept of productivity should emphasize the importance of **quantity** and **quality** of output as well as **quantity** of resource input.
- G. General Fund budget surplus should be used for capital projects.

PART II - ECONOMIC DEVELOPMENT GRANT POLICY (ADOPTED JUNE 15, 2017)

Annually, the City will allocate up to \$50,000 to be used towards retaining and growing existing businesses, and attracting and promoting new organizations that will fulfill key priority goals of the City's Biennial Strategic Plans and General Plan. Funding will be available for relocation and/or expansion of current businesses, and new business start-up costs only.

A. ED Grant Distribution Criteria

Applications will be evaluated on the following criteria in order to be eligible for an ED Grant:

Criteria #1: The organization must demonstrate a sound business plan that strongly supports the Goals of the City Economic Development Plan.

Criteria # 2: The organization must commit to and demonstrate the ability to do business in the City limits for a duration of no less than three years. Funding cannot be used for one-time events.

Criteria #3: The organization must produce items or provide services that are consistent with the Economic Development Work Plan and align with the City's General Plan to enhance the safety, health, prosperity, moral well-being, peace, order, comfort, or convenience of the inhabitants of the City. The organization must either conditionally agree to participate in or to expand programs or services, or otherwise provide evidence of existing services and initiatives consistent with the goals stated in Park City's Biennial Strategic Plan in the sectors of: Housing, Transportation, Energy, and Social Equity.

Criteria #4: The organization must demonstrate substantial contribution to the central goals of the City's General Plan, including specific and significant commitment to the majority of the main sectors of:

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- a. Fostering a strong sense of community vitality and vibrancy;
- b. Respecting and conserving the natural environment;
- c. Promoting balanced, managed, and sustainable growth;
- d. Supporting and promoting diversity in people, housing, and affordability;
- e. Supporting a diverse, stable, and sustainable economy;
- f. Preserving a strong sense of place, character, and heritage.

Criteria #5: Fiscal Stability and Other Financial Support: The organization must have the following: (1) A clear description of how public funds will be used and accounted for; (2) Other funding sources that can be used to leverage resources; (3) A sound financial plan that demonstrates managerial and fiscal competence.

Criteria #6: The organization can forecast at the time of application the ability to achieve direct or indirect economic/tax benefits equal to or greater than the City's contribution.

Criteria #7: The organization should show a positive contribution to diversifying the local economy by increasing year-round business opportunities, creating new jobs, and increasing the local tax base.

The City's Economic Development Program Committee will review all applications and submit a recommendation to City Council, who will have final authority in judging whether an applicant meets these criteria.

B. Economic Development Grant Fund Appropriations

The City currently allocates economic development funds from the Lower Park RDA (\$20,000), the General Fund (\$10,000), and the Main Street RDA (\$20,000). Of these funds, no more than \$50,000 per annum will be available for ED Grants. Unspent fund balances at the end of a year will not be carried forward to future years.

C. ED Grant Categories

ED Grants will be placed in three potential categories:

1. **Business Relocation Assistance:** This category of grants will be available for assisting an organization with relocation and new office set-up costs. Expenses covered through an ED Grant include but are not limited to: moving costs, leased space costs, fixtures/furnishings/ and equipment related to setting up office space within the City limits.
2. **New Business Start-up Assistance:** This category of grants will be available for assisting a new organization or business with new office set-up costs. Expenses covered through an ED Grant include but are not limited to: leased office space costs, fixtures/furnishings/ and equipment related to setting up office space within the City limits.
3. **Business Expansion Assistance:** This category of grants will be available for assisting an organization or business with expansion costs. These

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expansions should increase square footage, increase year-round jobs in City limits and/or increase tax revenue; and/or demonstrate a venture into an area considered a diversification of our economic base.

D. Application Process

Application forms may be downloaded from the City's www.parkcity.org website, are available via email from the Economic Development Manager, or are available within the Economic Development Office of City Hall. Applications will be evaluated and awarded on a quarterly basis.

E. Deadlines

All applications for Economic Development Grants must be received no later than the following dates each year to be eligible for quarterly consideration;

- 1Q – Second Friday in August for the end of the First Quarter (September 30th)
- 2Q – Second Friday in November for the end of the Second Quarter (Dec. 31st)
- 3Q – Second Friday in February for the end of the Third Quarter (March 31th)
- 4Q – Second Friday in May for the end of the Fourth Quarter (June 30th)

The City Council will consider in a public meeting any application by each of the quarterly deadlines within 6 weeks. Extraordinary requests outside the scheduled application process may be considered, unless otherwise directed by Council.

Extraordinary requests received must meet all of the following criteria to be considered:

1. The request must meet all of the normal Public Service Fund Distribution Criteria and qualify under the Economic Development Grant criteria;
2. The applicant must show that the requested funds represent an immediate fiscal need that could not have been anticipated before the deadline; and
3. The applicant must demonstrate significant consequences of not being able to wait for the next quarterly review.

F. Award Process

The disbursement of the ED Grants shall be administered pursuant to applications and criteria established by the Economic Development Department, and awarded by the City Council consistent with this policy and upon the determination that the appropriation is necessary and appropriate to accomplish the economic goals of the City.

ED Grants funds will be appropriated through processes separate from the biennial Special Service Contract and ongoing Rent Contribution and Historic Preservation process.

The Economic Development Program Committee will review all applications on a quarterly basis, and forward a recommendation to City Council for authorization. All

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potential awards of grants will be publicly noticed 14 days ahead of a City Council action.

Nothing in this policy shall create a binding contract or obligation of the City. Individual ED Grant Contracts may vary from contract to contract at the discretion of the City Council. Any award of a contract is valid only for the term specified therein and shall not constitute a promise of future award. The City reserves the right to reject any and all proposals, and to waive any technical deficiency at its sole discretion. Members of the City Council, the Economic Development Program Committee, and any advisory board, Task Force or special committee with the power to make recommendations regarding ED Contracts are ineligible to apply for such Contracts. City Departments are also ineligible to apply for ED Contracts. All submittals shall be public records in accordance with government records regulations (“GRAMA”) unless otherwise designated by the applicant pursuant to UCA Section 63-2-308, as amended.

PART III - VENTURE FUND

In each of the Budgets since FY1990, the City Council has authorized a sum of money to encourage innovation and to realize opportunities not anticipated in the regular program budgets. The current budget includes \$50,000 in each of the next two years for this purpose. The City Manager is to administer the money, awarding it to programs or projects within the municipal structure (the money is not to be made available to outside groups or agencies). Generally, employees are to propose expenditures that could save the City money or improve the delivery of services. The City Manager will evaluate the proposal based on the likelihood of a positive return on the “investment,” the availability of matching money from the department, and the advantage of immediate action. Proposals requiring more than \$10,000 from the Venture Fund must be approved by the City Council prior to expenditure.

PART IV - OPERATING CONTINGENCY ACCOUNTS

In accordance with sound budgeting principles, a certain portion of the annual operating budget is set aside for contingency or unanticipated cost necessary to fulfill the objectives of Council and the City’s goals and mission, including emergencies and disasters. The following policy outlines the parameters and circumstances under which contingency funding is to be administered:

A. Access to General Contingency Funds

Monies set aside in the general contingency account shall be accessible for the following purposes. In the event that there are insufficient contingency funds to satisfy all claims on the funding, the City shall strive to allocate funding according to priority order: Top Priority - Purpose #1; 2nd Priority - Purpose #2; Last Priority - Purpose #3.

1. Ensure that the City satisfies State mandated budget requirements

- a)** This purpose may include, but is not necessarily limited to, the following scenarios:

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- i) The City realizes less than the anticipated and budget personnel vacancy
 - ii) One or more budget functions (as recognized by the state auditor) exceed budgeted expenditure levels in a fiscal year
 - iii) Other non-compliances with state budget requirements which could be resolved through utilization of contingency budget
 - b) The City Manager is authorized to approve requests under this section for any expense under \$15,000. Any item over \$15,000 that is not anticipated in the current budget is subject to Council approval (see Purchasing Policy).
- 2. Enable the City to meet Council directed levels of service despite significant shifts in circumstances unforeseen when the budget was adopted
 - a) These circumstances may include, but are not necessarily limited to, the following:
 - i) A significant increase in the cost of goods or contracted services
 - ii) Large fluctuations in customer or user demand
 - iii) Organizational changes requiring short-term or bridge solutions to meet existing LOS
 - iv) Large-scale mechanical or equipment failure requiring immediate replacement
 - v) Other unforeseen changes to the cost of providing City services
 - b) Requests for use of contingency funds under this section must be submitted in writing to the City Manager and the Budget Department with justification clearly detailed
 - c) The City Manager is authorized to approve requests under this section for any expense under \$15,000. Any item over \$15,000 that is not anticipated in the current budget is subject to Council approval (see Purchasing Policy).
- 3. Facilitate Council directed increases in level of service in the short term
 - a) Council may direct staff to use contingency funds for purposes of initiating an increased level of service in the middle of a budget year or for capital projects not previously funded in the 5-Year Capital Improvement Plan
 - b) Long term funding for increased levels of service should be identified in the budget process
 - c) All requests for ongoing level of service increases should pass through the Request for Elevated Level of Service (RELS) process and the Budgeting for Outcomes (BFO) framework, whether the funding source is contingency or another source
 - d) The City Manager is authorized to approve requests under this section for any expense under \$15,000, following direction from the City Council to expand levels of service. Any item over \$15,000 that is not anticipated in the current budget is subject to Council approval (see Purchasing Policy).

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B. Access to Emergency Contingency Funds

Monies set aside in the Emergency Contingency account shall be accessible for the following purposes:

1. Unforeseen emergencies or disasters that require immediate response and incur short to mid-term unbudgeted expenses up to \$100,000. Emergency Contingency funds are targeted at small to moderate incidents that incur immediate funding needs for actions such as, but not limited to, debris removal, flood mitigation measures, wildfire response, severe weather, pandemics, water service disruptions and extended Emergency Operations Center (EOC) mobilization. Larger disaster funding requirements will be addressed by the City Council's ability to exceed the budget in a declared emergency (Utah 10-6-129. Uniform Fiscal Procedures Act for Utah Cities - Emergency expenditures).
2. In the case of emergency expenditures may be authorized by the Emergency Manager up to \$2,500, the Chief of Police up to \$5,000, the Finance Manager up to \$100,000 and the City Manager beyond \$100,000. In addition, since the emergency contingency budget is capped at \$100,000, any transaction over this amount will need City Council's approval unless another funding source is identified.

C. Monitoring

- 1) The Budget Department will monitor all expenditure from contingency accounts monthly, ensuring that access to the account is compliant with the above procedures.
- 2) Total expenses in the General Contingency account may not exceed 50% of the budgeted contingency prior to June 30 without the approval of the City Manager. On or after June 30, expenses may be coded to this account in excess of 50% of budgeted levels, but not to exceed 100% of the adjusted budget.

PART V - RECESSION/ REVENUE SHORTFALL PLAN

- A.** The City has established a plan, including definitions, policies, and procedures to address financial conditions that could result in a net shortfall of resources as compared to requirements. The Plan is divided into the following three components:

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1. **Indicators** which serve as warnings that potential budgetary impacts are increasing in probability. The City will monitor key revenue sources such as sales tax, property tax, and building activity, as well as inflation factors and national and state trends.
2. **Phases** which will serve to classify and communicate the severity of the situation, as well as identify the actions to be taken at the given phase.
3. **Actions** which are the preplanned steps to be taken in order to prudently address and counteract the anticipated shortfall.

B. The recession plan and classification of the severity of the economic downturn will be used in conjunction with the City's policy regarding the importance of maintaining revenues to address economic uncertainties. As always, the City will look to ensure that revenues are calculated adequately to provide an appropriate level of city services. As any recessionary impact reduces the City's projected revenues, corrective action will increase proportionately. Following is a summary of the phase classifications and the corresponding actions to be taken.

1. **Level 1 - ALERT: An anticipated net reduction in available projected revenues from 1% up to 5%.** The actions associated with this phase would best be described as delaying expenditures where reasonably possible, while maintaining the "Same Level" of service. Each department will be responsible for monitoring its individual budgets to ensure only essential expenditures are made.
2. **Level 2 - MINOR: A reduction in projected revenues in excess of 5%, but less than 15%.** The objective at this level is still to maintain "Same Level" of service where possible. Actions associated with this level would be as follows:
 - a. Implementing the previously determined "Same Level" Budget.
 - b. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures, including capital improvements. Previously approved capital project expenditures which rely on General Fund surplus for funding should be subject to review by the Budget Department.
 - c. Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible (soft freeze). The City Manager will review all personnel action with heightened scrutiny, including career development and interim reorganizations, to ensure consistency and equitable application of the soft freeze across the organization.
 - d. Closely monitoring and reducing expenditures for travel, seminars, retreats, and bonuses.
 - e. Identifying expenditures that would result in a 5% cut to departmental operating budgets while still maintaining the same level of service where possible.
 - f. Reprioritizing capital projects with the intent to de-obligate non-critical capital projects.
 - g. Limit access to contingency funds.

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3. **Level 3 - MODERATE: A reduction in projected revenues in excess of 15%, but less than 30%.** Initiating cuts of service levels by doing the following:
 - a. Requiring greater justification for large expenditures.
 - b. Deferring non-critical capital expenditures.
 - c. Reducing CIP appropriations from the affected fund.
 - d. Hiring to fill vacant positions only with special justification and authorization.
 - e. Identifying expenditures that would result in a 10% cut to departmental operating budgets while trying to minimize service level impacts where possible.
 - f. Eliminate access to contingency funds.
 4. **Level 4 - MAJOR: A reduction in projected revenues of 30% to 50%.** Implementation of major service cuts.
 - a. Instituting a hiring freeze.
 - b. Reducing the Part-time Non-Benefited and Seasonal work force.
 - c. Deferring merit wage increases.
 - d. Further reducing capital expenditures.
 - e. Preparing a strategy for reduction in force.
 5. **Level 5 - CRISIS: A reduction in projected revenues in excess of 50%.**
 - a. Implementing reduction in force or other personnel cost-reduction strategies.
 - b. Eliminating programs.
 - c. Deferring indefinitely capital improvements.
- C. If an economic uncertainty is expected to last for consecutive years, the cumulative effect of the projected reduction in reserves will be used for determining the appropriate phase and corresponding actions.

PART VI – GRANT POLICY

In an effort to give some uniformity and centralization to the grants administration process for the City, the Budget Department has drafted the following guidelines for all grants applied for or received by Park City departments.

A. Application Process

Departments are encouraged to seek out and apply for any suitable grants. The Budget, Debt, & Grants Department is available to assist City departments in the search and application process. Whereas departments are encouraged to work side-by-side with the Budget Department in the application process, they are *required* at a minimum to communicate their intention to apply for a grant to the Budget Department. They are further required to send a copy of the finalized grant application to the Budget Department.

B. Executing a Grant

In the event of a successful grant application, the grantee department must notify the Budget Department immediately to schedule a meeting to discuss the grant

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administration strategy. All grants require approval by the Budget Manager before grant execution. If a check is sent by the granting entity to the grantee department, that check should be forwarded to the Budget Department and not deposited by the grantee department. It will be the Budget Department's responsibility to assure that all grant money is appropriately accounted for.

The Budget Department will create detailed physical and electronic files that include the following information provided by the grantee department

1. A copy of the grant application
2. The notice of award
3. Copies of invoices and expense documentation
4. Copies of checks received from the granting entity
5. Copies of significant communication (emails, letters, etc.) regarding the grant
6. Contact information for the granting entity
7. Contact information for project/program managers

Because many grants have varying regulations, terms, and deadlines, the Budget Department will assume the responsibility to meet those terms and monitoring requirements. The Budget Department will also track remaining balances on reimbursement-style grants. Information such as current balances, important deadlines, etc. will be provided to grantee departments on a regular basis or upon request. This centralized maintenance of grant documents will simplify grant queries and audits.

C. Budgeting for a Grant

Generally, operating and capital budgets will not be increased to account for a grant before the grant is awarded. Any department that receives a grant should fill out a budget option during the regular budget process. The option should be to increase either their operating or capital budget (depending on the grant specifications) for the appropriate year by the amount of the grant. The Budget Department will share the responsibility for seeing that the grant is budgeted correctly.

D. Spending Money against a Grant

When a department is ready to spend grant funds on a particular qualifying expense, they are to send copies of invoices for that expense to the Budget Department within one week of receiving the invoice. If the grant is a reimbursement-style grant, the Budget Department will manage the necessary drawdown requests. The Budget Department will provide departments with a report of the grant balance after each expense and/or drawdown. In the case that a reimbursement check is sent to the grantee department, it should be forwarded to the Budget Department for proper monitoring and accounting.

E. Closing a Grant

Some grants have specific close-out requirements. The Budget Department is responsible for meeting those terms and may call on grantee departments for specific information needed in the close-out process.

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Many departments are already following a similar process for their grants and have found it to be a much more efficient practice than the often chaotic alternatives. Of course, no policy is one-size-fits-all, so some grants may not fit into the program. In that case, an alternative plan will be worked out through a meeting with the Budget Department directly following the award of the grant.

PART VII – MONTHLY BUDGET MONITORING

In order to make Park City Municipal more fiscally proficient it is important to monitor the budget more closely and regularly. This will make the entire city more accountable. The goal is to work on focusing City efforts of budgeting in six areas: monitoring, reporting, analysis, discussion, training, and review. This policy outlines the monthly budget monitoring process in three different areas of responsibility: Budget Department, Departmental Managers, and Teams (Managerial Groups).

A. Monitoring

1. **Budget Department** - The department sends out emails to all managers on a weekly basis, detailing any overages or concerns the department has. In the event a department exceeds its monthly allotment a meeting will be set up with the Budget Department and the manager in charge of the department's budget to discuss the reasons for the overage and a plan for recovery.
2. **Managers** - Managers are in charge of their own budgets and are required to monitor it throughout the year using the supplied tools.
3. **Teams** - Team members will act in an advisory role to help or assist other managers with their budgets as well as strategize the sharing of resources to help cover shortages in the short-term.

B. Reporting

1. Budget Department

- The department analyzes and disperses a monthly monitoring report that details expenditures over revenues by fund for council and the city manager to view.
- The department analyzes and disperses a report which shows detailed personnel expenses (budgeted vs. actual) on a position by position basis.
- The department created an up-to-date **monthly budget** for each department available on the citywide shared drive. This report requires minimal training by the budget department in order to fully understand it. Basically, it implements the concept of a monthly budget in the current annual budget setup by dividing the year into twelve periods. These periods are allotted a certain amount of budget based on past expenditures for those months—this will account for seasonality of certain departments' budgets. This electronic report assists managers in monitoring and analyzing their own budgets throughout the year.

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- The department analyzes and disperses any kind of report requested by departmental managers such as Detail Reports, Custom Reports, etc.
2. **Managers** - Managers review their emails and budget reports offered by the Budget Department. If problems or questions arise it is imperative that managers discuss these issues with the Budget Department and their team in a timely fashion, thereby helping to ease the budget option process at the end of the fiscal year. Where possible, departmental analysts charged with budget responsibilities should have a thorough knowledge of the content of these reports and be able to understand and use them appropriately. The Budget Department will rely on departmental managers and analysts to identify and communicate any report errors or inadequacies.
 3. **Teams** - Team members should also look for any problems on budget reports and discuss them with the Budget Department if necessary or with other team members.

C. Analysis

1. **Budget Department** - As far as analysis, the department acts as more of a resource than anything else—helping out managers with specific questions and/or concerns. The Budget Department is always analyzing and breaking down the overall citywide budget, but general analysis of individual departments is the responsibility of the managers. Of course, the Budget Department will lend its resources and expertise for purposes of budget analysis upon the request of the departmental manager.
2. **Managers** - Managers are expected to know the status of their budget at all times as well as understand the primary drivers which may cause shortages. Managers should analyze the data provided by the Budget Department throughout the fiscal year with the help of monthly monitoring, personnel, department-specific, and detail reports to assist them in managing their budgets. Managers set their own budget during the budget season by determining current expenditures (and revenues) and forecasting them for the remaining fiscal year as well as the following one. This process also helps managers to determine budget options at the beginning of the calendar year.
3. **Teams** - Team members assist other managers on budget concerns and share ideas on how to make budgeting more efficient.

D. Discussion

1. **Budget Department** - The Budget Department meets with managers on a monthly basis when there are major issues or problems with their budgets upon request. It is expected that the department meets with teams on a quarterly basis to go over budgeting issues within the teams.

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2. **Managers** - Managers will meet with the Budget Department whenever issues arise within their own budgets. Managers will also go over a general overview of their budget with their teams in preparation for the budget season's priority list of options.
3. **Teams** - Team members may assist other managers with any budget concerns. At quarterly team meetings teams should discuss budget concerns, including possible budget options, the necessity of shared resources, etc.

E. Training

1. **Budget Department** - The Budget Department will train all managers and selected analysts in the details of the new monthly monitoring program as well as clarify any other general questions regarding the budget and the budget process. The goal here is to make the managers aware of all the tools they need and how to use them. (One hour budget tools training to be offered semi-annually.)
2. **Managers** - It will be up to the managers to become well-versed on the monthly budgeting program as well as their own budgets.
3. **Teams** - Team members will become well-versed on the monthly budgeting program and discuss with other managers any questions or problems. To the extent that further training is required, teams should request specific training to be given by the Budget Dept at quarterly meetings.

F. Review

1. **Budget Department** - There is a performance measure for the Budget Department establishing the goal of coming in within budget for the entire city. A question regarding the Budget Department's usefulness as a budget monitoring resource will be included on the Internal Service Survey, which will directly affect the Budget Officer's performance review.
2. **Managers** - A new performance measure is included for each department establishing the goal of coming in within budget.
4. **Teams** - Team members will take part in 360 reviews of managers that includes a section for fiscal responsibility in their job description. This allows team members to consider a manager's fiscal performance in the context of extenuating circumstances.

CHAPTER 2 - REVENUE MANAGEMENT

PART I - GENERAL REVENUE MANAGEMENT

- A.** The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.
- B.** The City will make all current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.

PART II - ENTERPRISE FUND FEES AND RATES

- A.** The City will set fees and rates at levels that fully cover the total direct and indirect costs, including debt service, of the Water and Golf enterprise programs.
- B.** The City will cover all transit program operating costs, including equipment replacement, with resources generated from the transit sales tax, business license fees, fare revenue, federal and state transit funds, and not more than 1/4 of 1 percent of the resort/city sales tax, without any other general fund contribution. Parking operations will be funded through parking related revenues and the remaining portion of the resort/city sales tax not used by the transit operation. The City will take steps to ensure revenues specifically for transit (transit tax and business license) will not be used for parking operations. The administrative charge paid to the general fund will be set to cover the full amount identified by the cost allocation plan.
- C.** The City will review and adjust enterprise fees and rate structures as required to ensure they remain appropriate and equitable.

PART III - INVESTMENTS

- A. Policy**

It is the policy of the Park City Municipal Corporation (PCMC) and its appointed Treasurer to invest public funds in a manner that ensures maximum safety provides adequate liquidity to meet all operating requirements, and achieve the highest possible investment return consistent with the primary objectives of safety and liquidity. The investment of funds shall comply with applicable statutory provisions, including the State Money Management Act, the rules of the State Money Management Council and rules of pertinent bond resolutions or indentures, or other pertinent legal restrictions.
- B. Scope**

This investment policy applies to funds held in City accounts for the purpose of providing City Services. Specifically, this Policy applies to the City's General Fund, Enterprise

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Funds, and Capital Project Funds. Trust and Agency Funds shall be invested in the State of Utah Public Treasurer's Investment Pool.

C. Prudence

Investments shall be made with judgment and care under circumstances then prevailing which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital and the probable income to be derived.

The standard of prudence to be used by the Treasurer shall be applied in the context of managing an overall portfolio. The Treasurer, acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided derivations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

D. Objective

The City's primary investment objective is to achieve a reasonable rate of return while minimizing the potential for capital losses arising from market changes or issuer default. So, the following factors will be considered, in priority order, to determine individual investment placements: safety, liquidity, and yield.

1. **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the Park City Municipal Corporation shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
2. **Liquidity:** The Park City Municipal Corporation's investment portfolio will remain sufficiently liquid to enable the PCMC to meet all operating requirements which might be reasonably anticipated.
3. **Return on Investment:** The PCMC's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the PCMC's investment risk constraints and the cash flow characteristics of the portfolio.

E. Delegation of Authority

Investments and cash management will be the responsibility of the City Treasurer or his designee. The City Council grants the City Treasurer authority to manage the City's investment policy. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transaction undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

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F. Ethics and Conflicts of Interest

The Treasurer is expected to conduct himself in a professional manner and within ethical guidelines as established by City and State laws. The Treasurer shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. The Treasurer and other employees shall disclose to the City Manager any material financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the PCMC, particularly with regard to the time of purchase and sales.

G. Authorized Financial Dealers and Institutions

Investments shall be made only with certified dealers. "Certified dealer" means: (1) a primary dealer recognized by the Federal Reserve Bank of New York who is certified by the Utah Money Management Council as having met the applicable criteria of council rule; or (2) a broker dealer as defined by Section 51-7-3 of the Utah Money Management Act.

H. Authorized and Suitable Investments

Authorized deposits or investments made by PCMC may be invested only in accordance with the Utah Money Management Act (Section 51-7-11) as follows:

1. The Public Treasurer's Investment Fund (PTIF)
2. Collateralized Repurchase Agreements
3. Reverse Repurchase agreements
4. First Tier Commercial Paper
5. Banker Acceptances
6. Fixed Rate negotiable deposits issued by qualified depositories
7. United States Treasury Bills, notes and bonds

Obligations other than mortgage pools and other mortgage derivative products issued by the following agencies or instrumentalities of the United States in which a market is made by a primary reporting government securities dealer:

1. Federal Farm Credit Banks
2. Federal Home Loan Banks
3. Federal National Mortgage Association
4. Student Loan Marketing Association
5. Federal Home Loan Mortgage Corporation
6. Federal Agriculture Mortgage Corporation
7. Tennessee Valley Authority

Fixed rate corporate obligations that are rated "A" or higher
Other investments as permitted by the Money Management Act

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I. Investment Pools

A thorough investigation of the Utah Public Treasurer's Investment Fund (PTIF) is required on a continual basis. The PCMC Treasurer shall have the following questions and issues addressed annually by the PTIF:

1. A description of eligible investment securities, and a written statement of investment policy and objectives.
2. A description of interest calculations and how it is distributed, and how gains and losses are treated.
3. A description of how the securities are safeguarded (including the settlement process), and how often are the securities priced and the program audited.
4. A description of who may invest in the program, how often and what size deposit and withdrawal.
5. A schedule for receiving statements and portfolio listings.
6. Are reserves, retained earnings, etc. utilized by the pool/fund?
7. A fee schedule, and when and how is it assessed.
8. Is the pool/fund eligible for bond proceeds and/or will it except such proceeds.

J. Safekeeping and Custody

All securities shall be conducted on a delivery versus payment basis to the PCMC's bank. The bank custodian shall have custody of all securities purchased and the Treasurer shall hold all evidence of deposits and investments of public funds.

K. Diversification

PCMC will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and authorized pools, no more than 50 percent of the PCMC's total investment portfolio will be invested in a single security type.

L. Maximum Maturities

The term of investments executed by the Treasurer may not exceed the period of availability of the funds to be invested. The maximum maturity of any security shall not exceed five years. The City's investment strategy shall be active and monitored monthly by the Treasurer and reported quarterly to the City Council. The investment strategy will satisfy the City's investment objectives.

M. Internal Control

The Treasurer shall establish an annual process of independent review by an external auditor. This review will provide internal control by assuring compliance with policies and procedures.

N. Performance Standards

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs. The City's investment strategy is active. Given this strategy, the basis used by the Treasurer to determine whether market yields are being

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achieved by investments other than those in the PTIF will be the monthly yield of the PTIF.

O. Reporting

The Treasurer shall provide to the City Council quarterly investment reports which provide a clear picture of the current status of the investment portfolio. The quarterly reports should contain the following:

1. A listing of individual securities held at the end of the reporting period
2. Average life and final maturity of all investments listed
3. Coupon, discount, or earnings rate
4. Par Value, Amortized Book Value and Market Value
5. Percentage of the portfolio represented by each investment category

The City's annual financial audit shall report the City's portfolio in a manner consistent with the Governmental Accounting Standards Board (GASB) market based requirements that go into effect in June of 1997.

P. Investment Policy Adoption

As part of its two-year budget process, the City Council shall adopt the investment policy every two years.

PART IV - SALVAGE POLICY

This policy establishes specific procedures and instructions for the disposition of surplus property. Surplus property is defined as any property that a department no longer needs for their day to day operations.

Personal Property of Park City Municipal Corporation is a fixed asset. It is important that accurate accounting of fixed assets is current. Personal property, as defined by this policy will include, but not limited to rolling stock, machinery, furniture, tools, and electronic equipment. This property has been purchased with public money. It is important that the funds derived from the sale be accounted for as disposed property.

A. Responsibility for Property Inventory Control

It is the responsibilities of the Finance Manager to maintain an inventory for all personal property. The Finance Manager will be responsible for the disposition of all personal property. The Finance Manager will assist in the disposition of all personal property.

B. Disposition of an Asset

Department heads shall identify surplus personal property within the possession of their departments and report such property to the Finance Manager for consideration. The department head should clearly identify age, value, comprehensive description, condition and location. The Finance Manager will notify departments sixty (60) days in advance of pending surplus property sales.

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C. Conveyance for Value

The transfer of City-owned personal property shall be the responsibility of the Finance Manager. Conveyance of property shall be based upon the highest and best economic return to the City, except that surplus City-owned property may be offered preferentially to units of government, non-profit or public organizations. The highest and best economic return to the city shall be estimated by one or more of the following methods in priority order:

1. Public auction
2. Sealed competitive bids
3. Evaluation by qualified and disinterested consultant
4. Professional publications and valuation services
5. Informal market survey by the Finance Manager in case of items of personal property possessing readily, discernable market value

Sales of City personal property shall be based, whenever possible, upon competitive sealed bids or at public auction. Public auctions may be conducted on-site or through an internet-based auction site at the determination of the Finance Manager. The Finance Manager may, however waive this requirement when the value of the property has been estimated by an alternate method specified as follows:

1. The value of the property is considered negligible in relation to the cost of sale by bid or public auction;
2. Sale by bidding procedure or public auction are deemed unlikely to produce a competitive bid;
3. Circumstances indicate that bidding or sale at public auction will not be in the best interest of the City; or,
4. The value of the property is less than \$50.

In all cases the City will maintain the right to reject any or all bids or offers.

D. Revenue

All monies derived from the sale of personal property shall be credited to the general fund of the City, unless the property was purchased with money derived from an enterprise fund, or an internal service fund, in which case, the money shall be deposited in the general revenue account of the enterprise or internal service fund from which the original purchase was made.

E. Advertising Sealed Bids

A notice of intent to dispose of surplus City property shall appear in two separate publications at least one week in advance in the Park Record. Notices shall also be posted at the public information bulletin board at Marsac.

F. Employee Participation

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City employees and their direct family members are not eligible to participate in the disposal of surplus property unless;

1. Property is offered at public auction
2. If sealed bids are required and no bids are received from general public, a re-bidding may occur with employee participation

G. Surplus Property Exclusion

The Park City Library receives property, books, magazines, and other items as donations from the public. Books, magazines, software, and other items can be disposed from the library's general collection through the Friends of the Library. The Friends of the Library is a nonprofit organization which sponsors an ongoing public sale open to the public located at the public Library for Park City residents.

H. Compliance

Failure to comply with any part of this policy may result in disciplinary action.

PART V - COMPREHENSIVE FINANCIAL MANAGEMENT PLAN

To provide the City with the opportunity to identify and resolve financial problems before, rather than after, they occur, the City intends to develop a strategy for fiscal independence. The proposed outline for this plan is below.

A. Scope of Plan

1. A financial review, including the following:
 - a. Cost-allocation plan
 - b. Revenue handbook (identifying current and potential revenues)
 - c. City financial trends (revenues & expenditures)
 - d. Performance Measures and Benchmarks
2. Budget reserve policies
3. Long Range Capital Improvement Plan
 - a. Project identification and prioritization
 - b. CIP financing plan
4. Rate and fee increases
5. Other related and contributing plans and policies
 - a. Water Management
 - b. Flood Management
 - c. Parking Management
 - d. Budget
 - e. Pavement Management
 - f. Property Management
 - g. Facilities Master Plan
 - h. Recreation Master Plan

B. Assumptions

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1. Growth
 - a. Population
 - b. Resort
2. Inflation
3. Current service levels
 - a. Are they adequate?
 - b. Are they adequately funded?
4. Minimum reserve levels (fund balances)
5. Property tax increases (When?)

C. Findings, Conclusions, and Recommendations

1. Current financial condition and trends
2. Capital Improvement Program
3. Projected financial trends
4. General operations
5. Capital improvements
6. Debt management

PART VI - RESERVES

A. General Overview:

1. Over the next two years the City will do the following:
 - a. Maintain the General Fund Balance at approximately the legal maximum.
 - b. Continue to fund the Equipment Replacement Fund at 100%.
 - c. Strive to build a balance in the Enterprise Funds equal to at least 20% of operating expenditures.

This level is considered the minimum level necessary to maintain the City's credit worthiness and to adequately provide for the following:

- a. Economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy.
 - b. Contingencies for unseen operating or capital needs.
 - c. Cash flow requirements.
2. The Council may designate specific fund balance levels for future development of capital projects that it has determined to be in the best long-term interests of the City.
3. In addition to the designations noted above, fund balance levels will be sufficient to meet the following:

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- a. Funding requirements for projects approved in prior years that are carried forward into the new year.
 - b. Debt service reserve requirements.
 - c. Reserves for encumbrances
 - d. Other reserves or designations required by contractual obligations or generally accepted accounting principles.
4. In the General Fund, any fund balance in excess of projected balance at year end will be appropriated to the current year budget as necessary. The money will be allocated to building the reserve for capital expenditures, including funding equipment replacement reserves and other capital projects determined to be in the best long-term interest of the City.

B. General Fund:

1. Section 10-6-116 of the Utah Code limits the accumulated balance or reserves that may be retained in the General Fund. The use of the balance is restricted as well. With the advent of Senate Bill 158 from the 2013 General Session, the maximum balance retained allowed increased from 18 percent to 25 percent of total, estimated, fund revenues and may be used for the following purposes only: (1) to provide working capital to finance expenditures from the beginning of the budget year until other revenue sources are collected; (2) to provide resources to meet emergency expenditures in the event of fire, flood, earthquake, etc.; and (3) to cover a pending year-end excess of expenditures over revenues from unavoidable shortfalls in revenues. For budget purposes, any balance that is greater than 5 percent of the total revenues of the General Fund may be used. The General Fund balance reserve is a very important factor in the City's ability to respond to emergencies and unavoidable revenue shortfalls. Alternative uses of the excess fund balance must be carefully weighed.

The City Council may appropriate fund balance as needed to balance the budget for the current fiscal year in compliance with State Law. Second, a provision will be made to transfer any remaining General Fund balance to the City's CIP Fund. These one-time revenues are designated to be used for one-time capital project needs in the City's Five Year CIP plan. Any amount above an anticipated surplus will be dedicated to completing current projects, ensuring the maintenance of existing infrastructure, or securing funding for previously-identified needs. The revenues should not be used for new capital projects or programming needs.

C. Capital Improvements Fund

1. The City may, in any budget year, appropriate from estimated revenues or fund balances to a reserve for capital improvements for the purpose of financing future specific capital improvements under a formal long-range capital plan adopted by the governing body. Thus the City will establish and maintain an Equipment Replacement Capital Improvement Fund to provide a means for timely

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replacement of vehicles and equipment. The amount added to this fund, by annual appropriation, will be the amount required to maintain the fund at the approved level after credit for the sale of surplus equipment and interest earned by the fund.

2. As allowed by Utah State Code (§ 9-4-914) the City will retain at least \$5 million in the Five-Year CIP, ensuring the ability to repay bond obligations as well as maintain a high bond rating. The importance of reserves from a credit standpoint is essential, especially during times of economic uncertainty. Reserves will provide a measure of financial flexibility to react to budget shortfalls in a timely manner as well as an increased ability to issue debt without insurance.

D. Enterprise Funds

1. The City may accumulate funds as it deems appropriate.

CHAPTER 3 - CAPITAL IMPROVEMENTS

PART I - CAPITAL IMPROVEMENT MANAGEMENT

A. The public Capital Improvement Plan (CIP) will include the following:

1. Public improvements that cost more than \$10,000.
2. Capital purchases of new vehicles or equipment (other than the replacement of existing vehicles or equipment) that cost more than \$10,000.
3. Capital replacement of vehicles or equipment that individually cost more than \$50,000.
4. Any project that is to be funded from building-related impact fees.
5. Alteration, ordinary repair, or maintenance necessary to preserve a public improvement (other than vehicles or equipment) that cost more than \$20,000.

B. The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness, as well as conformance with established policies. The CIP is a five year plan, reflecting a balance between capital replacement projects that repair, replace, or enhance existing facilities, equipment or infrastructure and capital facility projects that significantly expand or add to the City's existing fixed assets.

C. Development impact fees are collected and used to offset certain direct impacts of new construction in Park City. Park City has imposed impact fees since the early 1980s. Following Governor Leavitt's veto of Senate Bill 95, the 1995 State Legislature approved revised legislation to define the use of fees imposed to mitigate the impact of new development. Park City's fees were adjusted to conform to restrictions on their use. The fees were revised again by the legislature in 1997. The City has conducted an impact fee study and CIP reflects the findings of the study. During the budget review process, adjustments to impact fee related projects may need to be made. Fees are collected to pay for capital facilities owned and operated by the City (including land and water rights)

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and to address impacts of new development on the following service areas: water, streets, public safety, recreation, and open space/parks. The fees are not used for general operation or maintenance. The fees are established following a systematic assessment of the capital facilities required to serve new development. The city will account for these fees to ensure that they are spent within six years, and only for eligible capital facilities. In general, the fees first collected will be the first spent.

PART II - CAPITAL FINANCING AND DEBT MANAGEMENT

Capital Financing

- A.** The City will consider the use of debt financing only for one-time, capital improvement projects and only under the following circumstances:
 - 1.** When the project's useful life will exceed the term of the financing.
 - 2.** When project revenues or specific resources will be sufficient to service the long-term debt.
- B.** Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The issuance of short-term instruments such as revenue, tax, or bond anticipation notes is excluded from this limitation.
- C.** Capital improvements will be financed primarily through user fees, service charges, assessments, special taxes, or developer agreements when benefits can be specifically attributed to users of the facility.
- D.** The City recently passed a second bond election for \$10,000,000 to preserve Open Space in Park City. This bond was the second general obligation bond passed in five years and represents the second general obligation bond passed by the city for Open Space with an approval rate of over 80 percent, the highest approval of any Open Space Bond in the United States.
- E.** The City will use the following criteria to evaluate pay-as-you-go versus long-term financing for capital improvement funding:
 - 1.** Factors That Favor Pay-As-You-Go:
 - a.** When current revenues and adequate fund balances are available or when project phasing can be accomplished.
 - b.** When debt levels adversely affect the City's credit rating.
 - c.** When market conditions are unstable or present difficulties in marketing.
 - 2.** Factors That Favor Long-Term Financing:
 - a.** When revenues available for debt service are deemed to be sufficient and reliable so that long-term financing can be marketed with investment grade credit ratings.

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- b. When the project securing the financing is of the type which will support an investment grade credit rating.
- c. When market conditions present favorable interest rates and demand for City financing.
- d. When a project is mandated by state or federal requirements and current revenues and available fund balances are insufficient.
- e. When the project is immediately required to meet or relieve capacity needs.
- f. When the life of the project or asset financed is 10 years or longer.

PART III - ASSET MANAGEMENT POLICY

A. Purpose

The objective of the Asset Management Plan is to establish a fund and a fixed replenishment amount from operations revenues to that fund from which the City may draw for replacement, renewal, and major improvements of capital facilities. The fund should be sufficient to ensure that assets are effectively and efficiently supporting the operations and objectives of the City. The Asset Management Plan is an integral part of the City's long-term plan to replace and renew the City's primary assets in a fiscally responsible manner.

Goals of the Program:

- 1. Protect assets
- 2. Prolong the life of systems and components
- 3. Improve the comfort of building environments
- 4. Prepare for future needs

B. Management

A project is designated in the Five-year capital plan to which annual contributions are made from the General Fund for asset management. The amount to be contributed should be based on a 10-year plan, to be updated every fifth year, which outlines the anticipated replacement and repair needs for each of the City's major assets. In addition, 0.5 percent of the value of each of the major assets should be contributed annually to the project. The unspent contributions will carry forward in the budget each year, with the interest earned on that amount to be appropriated to the project as well.

A project manager will be appointed by the City Manager, with the responsibility of monitoring the progress of the fund, assuring a sufficient balance for the fund, controlling expenditures out of the fund, managing scheduled projects and associated contracts, making necessary budget requests, and updating the 10-year plan. In addition, a standing committee should be formed consisting of representatives from Public Works, Budget, Debt & Grants, and Sustainability which will convene only to resolve future issues or

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disputes involving this policy, requests for funding, or the Asset Management Plan in general.

C. Accessing Funds

When funds need to be accessed, a request should be turned in to the project manager. If the expense is on the replacement schedule as outlined in the 10-year plan or is a reasonably related expense under \$10,000 (according to the discretion of the project manager), the project manager should approve it. Otherwise, the Asset Management Committee should be convened to consider the request and decide whether it is an appropriate use of funds.

Requests that should require approval of the Asset Management Committee include:

1. Expenses not anticipated in the 10-year plan, which are in excess of \$10,000.
2. Upgrades in technology or quality
3. Renovations, additions, or improvements that incorporate non-existing assets

PART IV - NEIGHBOURHOOD CIP REQUESTS POLICY

Staff will use this policy for considering and prioritizing CIP requests from Park City neighborhood and business districts.

A. Submission of petition to the Executive Office

1. Must be from a representative number of households/businesses of a given subdivision, business district, or a registered owners association. Accurate contact information and names of each petitioner must be provided along with designation of one primary contact person or agent.
2. Define Boundary - Who does the petition represent? Is it inclusive to a specific neighborhood or business district? Explain why assessment area should be limited or expanded.
3. Define issues - What is being requested?
4. Deadline – In order to be considered for the upcoming fiscal year, the petition must be submitted by the end of the calendar year.

B. Initial Internal Review

1. Identify staff project manager.
2. Present petition to Traffic Calming & Neighborhood Assessment Committee. Meeting called within one month of petition being submitted.
3. Define and verify appropriate, basic levels of service are being provided. If they are not, provide:
 - a. Health, safety, welfare
 - b. Staff's available resources and relative workload

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- c. Minimum budget thresholds not exceeded (below \$20k pre-budgeted – no council approval needed)
- 4. Define enhanced levels of service that are requested. Are these consistent with Council goals and priorities? If so, continue to step # 3.

C. Initial Communication to Council (Managers Report)

- 1. Inform Council of request for assistance - outlines specific issues/requests.
- 2. Inform Council of any basic service(s) Staff has begun to provide.
- 3. No input or direction from Council will be requested at this time.

D. Comprehensive Internal Review

- 1. Assemble background/history & existing conditions. Identify all participants, relevant City ordinances, approval timeline, other pertinent agreements/studies & factors, etc.
- 2. Criteria to analyze request - What should be done and with what rationale?
 - a. Verify requested services are consistent with Council goals and priorities.
 - b. Cost/Benefit Analysis - Define budgetary implications of providing Enhanced level of services:
 - i. Define need & costs for any additional technical review
 - ii. Define initial capital improvement costs
 - iii. Define annual, ongoing maintenance and operational costs
 - iv. Gather input from City department identified as responsible for each individual item as listed
 - v. Identify available resources & relative workload

E. Initiate Public Forum (Applicant & Staff partnership)

- 1. Neighborhood meeting(s) - Create consensus from petitioner and general public
- 2. Identify issues and potential solutions:
 - a. Identify what we can accomplish based on funding availability
 - b. Use cost/benefit analysis to prioritize applicant's wish list
 - c. Funding partner – any district that receives “enhanced” levels of service should be an active participant in funding or, participate in identification of a funding source other than City budget
- 3. Identify agreeable solutions suited for recommendation for funding assistance

F. Communication to Council (Work Session or Managers Report)

- 1. Receive authorization for technical review - using “outside” consultants if necessary
- 2. Identify prioritized project wish list (unfunded)

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3. Identify funding source for each item; or move to CIP committee review as “yet to be funded project” for prioritization comparison
4. Council decision whether or not to include in budget
5. Spring of each year, consistent with budget policies of reviewing all new requests at once.

CHAPTER 4 - INTERNAL SERVICE POLICY

PART I - HUMAN RESOURCE MANAGEMENT

- A.** The City will manage the growth of the regular employee work force without reducing levels of service or augmenting ongoing regular programs with Seasonal employees, except as provided in sections E and F below.
- B.** The budget will fully appropriate the resources needed for authorized regular staffing and limit programs to the regular staffing authorized.
- C.** Staffing and contract service cost ceilings will limit total expenditures for regular employees, Part-time Non-Benefited employees, Seasonal employees, and independent contractors hired to provide operating and maintenance services.
- D.** Regular employees will be the core work force and the preferred means of staffing ongoing, year-round program activities that should be performed by City employees, rather than independent contractors. The City will strive to provide competitive compensation and benefit schedules for its authorized regular work force. Each regular employee will do the following:
 1. Fill an authorized regular position.
 2. Receive salary and benefits consistent with the compensation plan.
- E.** To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:
 1. The City Council will authorize all regular positions.
 2. The Human Resources Department will coordinate and approve the hiring of all Full-time Regular, Part-time Non-Benefited, and Seasonal employees.
 3. All requests for additional regular positions will include evaluations of the following:
 - a. The necessity, term, and expected results of the proposed activity.
 - b. Staffing and materials costs including salary, benefits, equipment, uniforms, clerical support, and facilities.
 - c. The ability of private industry to provide the proposed service.
 - d. Additional revenues or cost savings that may be realized.

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- 4.** Periodically, and prior to any request for additional regular positions, programs will be evaluated to determine if they can be accomplished with fewer regular employees.
- F.** Part-time Non-Benefited and Seasonal employees will include all employees other than regular employees, elected officials, and volunteers. Part-time Non-Benefited and Seasonal employees will augment regular City staffing only as extra-help employees. The City will encourage the use of Part-time Non-Benefited and Seasonal employees to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less than regular, year-round staffing is required.
- G.** Contract employees will be defined as temporary employees with written contracts and may receive approved benefits depending on hourly requirements and length of contract. Generally, contract employees will be used for medium-term projects (generally between six months and two years), programs, or activities requiring specialized or augmented levels of staffing for a specific period of time. Contract employees will occasionally be used to staff programs with unusual operational characteristics or certification requirements, such as the golf program. The services of contract employees will be discontinued upon completion of the assigned project, program, or activity. Accordingly, contract employees will not be used for services that are anticipated to be delivered on an ongoing basis except as described above.
- H.** The hiring of Seasonal employees will not be used as an incremental method for expanding the City's regular work force.
- I.** Independent contractors will not be considered City employees. Independent contractors may be used in the following two situations:
 - 1.** Short-term, peak work load assignments to be accomplished through the use of personnel contracted through an outside temporary employment agency (OEA). In this situation, it is anticipated that the work of OEA employees will be closely monitored by City staff and minimal training will be required; however, they will always be considered the employees of the OEA, and not the City. All placements through an OEA will be coordinated through the Human Resources Department and subject to the approval of the Human Resources Manager.
 - 2.** Construction of public works projects and the provision of operating, maintenance, or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor.

PART II - PROGRAM AND RESOURCE ANALYSIS

(Note – The Program and Resource Analysis was completed in FY 2002. The following information constitutes the final report and includes all of the major

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recommendations. It is included in the Policies and Objectives as a guide for future decisions.)

The City Council has financial planning as a top priority. This goal includes “identifying and resolving financial problems before, rather than after, they occur.” During the FY2001 budget process, Council directed staff to conduct a citywide analysis of the services and programs the City offers. The purpose of the Program and Resource Analysis is to provide a basis for understanding and implementing long-term financial planning for Park City Municipal Corporation (PCMC). The study has and will continue to inform the community of the fiscal issues facing the City and to provide Council and the community with tools to help make critical policy decisions for Park City’s future.

The Program and Resource Analysis was split into six topics, with an employee task force responsible for each topic. In total, more than 40 employees volunteered and participated in the analysis, representing every department in the City. Each task force included about six employees and was chaired by a senior or mid-manager.

The Employee Steering Committee (ESC) was formed to coordinate with the various committees to insure no overlap occurred and to provide assistance in reviewing policy recommendations. In addition to employees of PCMC, members of the Citizens Technical Advisory Committee (CTAC) and of the City Council Liaison Committee (CCLC) were instrumental with the study.

CTAC consists of three representatives from the community to examine staff recommendations and to be a link between staff and the citizens of Park City. At the time of the original study this group worked with Program Service Level and Expenditure Committee (SLAC), the Recreation Report, and ESC. They advised these groups by providing an outside professional perspective that enriched discussions and add private sector insight. Since that time Council has continued to use the expertise of CTAC. Staff recommends that when appropriate, Council should appoint technical committees such as CTAC to assist with projects and analysis.

The CCLC was made up of two City Council members who served as liaisons between the City Council and the ESC. They attended ESC meetings and were able to comment and question the various group representatives on the ESC.

The six topics covered by this study are outlined and summarized below.

Resort Economy and General Plan Element (A)

This group examined the local economy and how it affects municipal finances and presented an update of the City General Plan.

Program Service Levels and Expenditures (B)

This group assessed the services, programs, and departments to analyze citywide increases in costs as they relate to the growth in the economy. It identified the services provided by Park City. After the analysis, the group was able to provide City Council with information regarding the level and scope of services provided by the City in the past and present, so as to change

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future expenditure patterns to better meet the needs of the City. (This particular analysis was instrumental in the development of Park City's current Performance Measurement program.)

Revenues and Assets (C)

This group examined PCMC's current and potential revenue sources. To do this analysis, it reviewed long-range revenue forecasts and policies and considered how the city could use its assets to maximize output. Some of the specific areas it looked at were taxes, economic impacts from special events, and general fund services fees.

Capital Improvement Program (CIP) (D)

This group reviewed all the CIP project funding. It determined whether current project priorities that were identified through a comprehensive public prioritization process in 1999 are still appropriate. It ranked new projects to be added to the CIP and identified projects to be completed prior to the Olympics.

Intergovernmental Programs (E)

This group focused on the current and potential interactions of PCMC with other agencies. It did the following: (1) examined how well the interlocal agreements worked and about developing guidelines for such agreements, (2) determined whether PCMC should combine services and functions, and (3) addressed the creation of a policy that establishes a process for grants application and administration.

Non-Departmental/Inter-fund (F)

This group had two primary tasks. The first was to review the interaction between different City funds, which resulted in participation on the Recreation Fund Study Subcommittee. The second was to be responsible for making a recommendation to the City Manager regarding the two-year pay plan.

The Steering Committee for the Program and Resource Analysis recommended that the Council consider the following conclusions and policy recommendations as part of the budget process. The findings were subsequently included as a permanent part of the Budget Document and will continue to serve as guidance for future decisions.

A. Resort Economy and General Plan Element

Resort Economy: Wikstrom Economic & Planning Consultants conducted a study in 2000 showing that Park City is indeed a resort economy and receives more in revenues from tourism than it spends on tourists. The Wikstrom Report states the following (the report was updated in 2003 and reflects current figures):

Tourist-related revenues already outpace tourist-related expenditures in Park City, even without increasing tourist revenue streams. Our analysis indicates that visitors generate roughly 71 percent of all general fund revenues (not including inter-fund transactions), while roughly 40 percent of general fund expenditures are attributable to tourists. Therefore, based on information provided by the Utah League of Cities and Towns, Park City currently expends roughly \$3,561 for

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each existing full-time resident for selected services. Seventy one percent of this revenue, or \$2,528 per capita, is attributable to tourists, while forty percent, or \$1,424 goes to tourist-related costs, leaving a net gain of \$1,104 per capita that pays for activities that are not tourist-related. This benefit is seen in such areas as road maintenance, snow removal, libraries, technology and telecommunications, community and economic development, police services and golf and recreation programs. With an estimated population of 8,500 persons, Park City receives a direct net benefit of nearly \$9 million from tourism.

Staff recommends Council take actions that preserve or enhance Park City's resort economy.

B. Program Service Levels and Expenditures

1. New/growth related service levels: Provision of new/growth related services should be offset with new or growth related revenues or a corresponding reduction in service costs in other areas.
2. Fee Dependent Services: If fees do not cover the services provided, Council should consider which of the following actions to take: (1) reduce services; (2) increase fees; or (3) determine the appropriate subsidy level of the General Fund.
3. Consider all requests at once: Council should consider requests for service level enhancements or increases together, rather than in isolation.
4. Consider ongoing costs associated with one-time purchases/expenditures: Significant ongoing costs, such as insurance, taxes, utilities, and maintenance should be determined before an initial purchase is made or a capital project is constructed. Capital and program decisions should not be made until staff has provided a five-year analysis of ongoing maintenance and operational costs.
5. Re-evaluate decisions: Political, economic, and legal changes necessitate reevaluation to ensure Council goals are being met. Staff and Council should use the first year of the two-year budget process to review programs.
6. Analyze the people served: With a changing population, staff should periodically reassess the number of people (permanent residents' verses visitor population) served with each program.
7. Evaluate the role of boards and commissions relating to service levels: The City Council should encourage boards and commissions to consider the economic impacts of recommendations and incorporate findings into policy direction.
8. New service implementation: Prior to implementing a new service, the City Council should consider a full assessment of staffing and funding requirements.
9. Provide clear City Council direction: City Council should achieve a clear consensus and provide specific direction before enhancing or expanding service.
10. Benchmarking and performance measurement: The City should strive to measure its output and performance. Some departments have established performance measures.

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C. Revenues and Assets

1. Building and Planning Fees: Staff has identified revenues that can be increased, and recommends increasing building and planning fees this year.
2. Sewer Franchise Fee: Staff recommends imposing a franchise fee on the sewer district. The City can charge up to a 6 percent franchise fee on the sewer district.
3. Other revenues: Staff has identified the following as additional General Fund revenues, but does not recommend an increase at this time (Transit Room Tax, Sales Tax, and Property Tax).
4. Special Events: Staff does not recommend increasing fees for special events.
5. Assets: Although Staff identified assets that could be sold; it does not recommend a sale of assets at this time.

D. Capital Improvement Program

1. Prioritized capital projects: Council should adopt the prioritized capital projects during the budget process.
2. Project manager for each capital project: Staff recommends each capital project to be assigned to a project manager at the manager level (unless otherwise directed).
3. Peer review: Staff recommends managers and related agencies offer appropriate peer review to identify and to plan for operating costs before projects are taken to Council.
4. Value Engineering: Staff recommends maintaining a dialogue with suppliers, contractors, and designers to ensure cost-effective projects.
5. Projects with a possible art component: Staff recommends the project manager to determine the necessity, selection, and placement of art on a project by project basis as funding, timing, complexity, and appropriateness may warrant.

E. Intergovernmental Programs

1. Regional Transit: The City should participate in the development of a regional transit action plan.
2. Recreation MOU: The City should decide whether to renew the Memorandum of Understanding with Snyderville Basin Recreation District or to discontinue it.
3. Communications: Staff recommends the decision of whether to combine Park City's and Summit County's communications systems be postponed until a decision on the City's role in the Countywide Communications Study is made.
4. Grants Policy: Staff recommends Council adopts a budget policy, outlining a comprehensive grants process that insures continuity in grants administration and access to alternative sources of funding.

F. Non-Departmental/Inter-fund

1. Employee Compensation Plan: Staff recommends Council adopt the pay plan as presented in this budget.

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2. Recreation Fund: Staff endorses the findings and recommendations of the Recreation Analysis completed in February 2001.
3. Water Fund: Staff recommends a focus group be formed in the near future to research the feasibility of implementing a franchise tax on water usage.
4. Self Insurance Fund: Staff recommends leaving the reserve as it currently is, but consider using the reserve fund to pay insurance premiums, rather than using inter-fund transfers from each of the operating budgets. This recommendation has been implemented.

G. Recreation Analysis

1. Fund Structure: The Wikstrom Report recommends continuing to use the enterprise fund if cost allocation procedures are established that clearly track the use of subsidy monies and individual program costs.
2. Indirect Costs: The Wikstrom Report recommends further evaluation of indirect costs, since present accounting methods do not clearly do so.
3. Adult Programs: The report identified adult programs as an area where policy direction should be received. Specifically, should all adult programs be required to cover their direct costs and indirect costs? Should all adult programs be held to the same standard of cost recovery, or should some programs be required to recover a higher level of costs than others? What level of subsidy is appropriate, on a per user basis, for adult programs? At what point should an existing adult program be eliminated? What criteria should be used in this decision?
4. CTAC Adult Programming: CTAC questioned the practice of subsidizing adult programs. A recommendation came forward from that group suggesting that all youth activities be moved into the General Fund with adult programs remaining in the enterprise fund without a subsidy.
5. Youth Programs: Should all youth programs be held to the same standard of cost recovery, or should some programs be required to recover a higher level of costs than others? What level of subsidy is appropriate, on a per user basis, for youth programs? Is the City willing to subsidize indirect costs of SBRD youth participants in order to increase the quality of life for Park City youth? At what point should an existing youth program be eliminated? What criteria should be used in this decision? Should all youth programs be held to the same standard or should there be a different standard for team sports as opposed to individual sports such as tennis or swimming?
6. Potential Revenue and Capital Funding Alternatives: Currently capital replacement of the Recreation Facility is funded with an unidentified revenue source. Wikstrom posed several policy questions intended to more fully understand this issue, such as the following: Is the City willing to institute a municipal transient room tax with a portion of the revenues dedicated to funding recreation? Is the City willing to request an increase in the resort tax to the legal limit of 1.5 percent, which is a ballot issue and requires voter approval? Is the City willing to request voter approval for a general obligation bond in the amount of roughly \$2 million?

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H. Miscellaneous Analysis

1. A comprehensive analysis on the Water Fund is currently underway. The study includes a rate study and fee analysis. The intent of the study is to insure the City has the ability to provide for the present and future water needs (This analysis was updated in 2003 and again in 2004. The City Manager's recommended budget for FY 2005 will incorporate changes to the Water Fund as a result.)
2. Analyses to establish market levels and to study the financial condition of the Golf Fund were conducted in 2000 and 2001. An evaluation of the fund by Staff in spring 2004 revealed that additional changes to fees and expenditures are necessary. Staff will also conduct an in-depth analysis of the course and its operations (including a discussion of the course's underlying philosophy) beginning later this summer.

PART III - COST ALLOCATION PLAN

The City has developed a Cost Allocation Plan detailing the current costs of services to internal users (e.g., fees, rates, user charges, grants, etc.). This plan was developed in recognition of the need to identify overhead or indirect costs, allocated to enterprise funds and grants and to develop a program which will match revenue against expenses for general fund departments which have user charges, regulatory fees, licenses, or permits. This plan will be used as the basis for determining the administrative charge to enterprise operations and capital improvement projects.

Anticipated future actions include the following:

- A. Maintain a computerized system (driven from the City's budget system) that utilizes the basic concepts and methods used in cost allocation plans.
- B. Fine-tune the methods of cost allocation to ensure the fair and equitable distribution of cost.
- C. Develop guidelines for the use and maintenance of the plan.
 1. Long Range Capital Improvement Plan
 - a. Project identification and prioritization
 - b. CIP financing plan
 2. Rate and fee increases
 3. Other related and contributing plans and policies
 - a. Water Management
 - b. Flood Management
 - c. Parking Management

CHAPTER 5 - CONTRACTS & PURCHASING POLICY

PART I - PUBLIC SERVICE CONTRACTS (AMENDED JUNE 2004)

As part of the budget process, the City Council appropriates funds to contract with organizations offering services consistent with the needs and goals of the City. Depending upon the type of service category, payment terms of the contracts may take the form of cash payment and/or offset fees or rent relating to City property in exchange for value-in-kind services. The use of the public service contracts will typically be for specific services rendered in an amount consistent with the current fair market value of said services.

A. Public Service Fund Distribution Criteria

In order to be eligible for a public service contract in Fund Categories 1-3, organizations must meet the following criteria:

1. **Criterion 1: Accountability and Sustainability of Organization** - The organization must have the following:
 - a. Quantifiable goals and objectives.
 - b. Non-discrimination in providing programs or services.
 - c. Cooperation with existing related programs and community service.
 - d. Compliance with the City contract.
 - e. Federally recognized not-for-profit status.
2. **Criterion 2: Program Need and Specific City Benefit** - The organization must have the following:
 - a. A clear demonstration of public benefit and provision of direct services to City residents.
 - b. A demonstrated need for the program or activity. Special Service Funds may not be used for one-time events, scholarship-type activities or the purchase of equipment.
3. **Criterion 3: Fiscal Stability and Other Financial Support** - The organization must have the following:
 - a. A clear description of how public funds will be used and accounted for
 - b. Other funding sources that can be used to leverage resources.
 - c. A sound financial plan that demonstrates managerial and fiscal competence.
 - d. A history of performing in a financially competent manner.
4. **Criterion 4: Fair Market Value of the Services** - The fair market value of services included in the public service contract should equal or exceed the total amount of compensation from the City unless outweighed by demonstrated intangible benefits.

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B. Total Public Service Fund Appropriations

The City may appropriate up to 1 percent of the City's total budget for public service contracts for the Special Service Contract and Rent Contribution Categories described below. In addition, the City appropriates specific dollar amounts from other funds specifically related to Historic Preservation as described below.

C. Fund Categories and Percentage Allocations

For the purpose of distributing Public Service Funds, public service contracts are placed into the following categories:

- 1. Special Service Contracts**
 - a. Youth Programming
 - b. Victim Advocacy/Legal Services
 - c. Arts
 - d. Health
 - e. Affordable Housing/Community Services
 - f. Recycling
 - g. History/Heritage
 - h. Information and Tourist Services
- 2. Rent Contribution**
- 3. Historic Preservation**

A percentage of the total budget (which shall not exceed 1 percent) is allocated for contracts in the Special Service Contract and Rent Contribution categories by the City Council. A specific dollar amount is allocated to Historic Preservation based on funds available from the various Redevelopment Agencies.

The category percentage allocation does not vary from year-to-year. However, as the City's budget fluctuates (up or down) due to economic conditions, the dollar amounts applied to each category may fluctuate proportionally. Unspent fund balances at the end of a year will not be carried forward to future years. It is the intent of the City Council to appropriate funds for specific ongoing community services and not fund one-time projects or programs.

D. Special Service Contracts

A portion of the budget will be designated for service contracts relating to services that would otherwise be provided by the City. Special services that fall into this category would include, but not be limited to the following: youth programming, victim advocacy/legal services, arts, health, affordable housing/community services, recycling, history/heritage, information and tourist services, and minority affairs. To the extent possible, individual special services will be delineated in the budget.

Service providers are eligible to apply for a special service contract every biennial budget process. The City will award special service contracts through a competitive bid process administered by the Service Contract Subcommittee and City Staff. The City reserves the

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right to accept, reject, or rebid any service contracts that are not deemed to meet the needs of the community or the contractual goals of the service contract.

Each special service provider will have a special service contract with a term of two years. Half of the total contract amount will be available each year. Eighty percent of each annual appropriation will be available at the beginning of the fiscal year, with the remaining 20 percent to be distributed upon demonstration through measures (quality and quantity) that the program has provided public services meeting its goals as delineated in the public service contract. The disbursement of all appropriations will be contingent upon council approval. Special service providers will be required to submit current budgets and evidence of contract compliance (as determined by the contract) by March 31 of the first contract year.

The City reserves the right to appoint a citizen's task force to assist in the competitive selection process. The task force will be selected on an ad hoc basis by the Service Contract Subcommittee.

All special service contract proposals must be consistent with the criteria listed in this policy, in particular criterion 1-4.

Youth Contracts: In addition to the above listed criteria, proposals for Youth Programming must meet the following requirements: (1) Provide a service to or enhancement of youth programs in the Park City community; and (2) Constitute a benefit to Park City area youth, community interests, and needs. Youth Programming funds must be used to benefit Park City area youth Citywide; this may be accomplished through one service contract or by dividing the funds between several contracts.

Deadlines: All proposals for Special Service Contracts must be received no later than March 31. A competitive bidding process conducted according to the bidding guidelines of the City may set forth additional application requirements. If there are unallocated funds, extraordinary requests may be considered every six months during the two-year budget cycle, unless otherwise directed by Council.

Extraordinary requests received after this deadline must meet all of the following criteria to be considered:

1. The request must meet all of the normal Public Service Fund Distribution Criteria and qualify under one of the existing Special Service Contract categories;
2. The applicant must show that the requested funds represent an unexpected fiscal need that could not have been anticipated before the deadline; and
3. The applicant must demonstrate that other possible funding sources have been exhausted.

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E. Rent Contribution

A portion of the Special Service Contract funds will be used as a rent contribution for organizations occupying City-owned property and providing services consistent with criterion 1-4 pursuant to the needs and goals of the City. To the extent possible, individual rent contributions will be delineated in the budget. Rent contributions will usually be memorialized by a lease agreement with a term of five years or less, unless otherwise approved by City Council.

The City is required to make rent contributions to the Park City Building Authority for buildings that it occupies. Qualified Organizations may enter into a lease with the City to occupy City space at a reduced rental rate pursuant to criterion 1-4. The difference between the reduced rental rate and the rate paid to the Park City Building Authority will be funded by the rent contribution amount. Rent Contribution lease agreements will not exceed five years in length unless otherwise directed by the City Council. Please note that this policy only applies when a reduced rental rate is being offered. This policy does not apply to lease arrangements at "market" rates.

F. Historic Preservation

Each year, the City Council may appropriate a specific dollar amount relating to historic preservation. The City Council will appropriate the funding for these expenditures during the annual budget process. The funding source for this category is the Lower Park Avenue and Main Street RDA. The disbursement of the funds shall be administered pursuant to applications and criteria established by the Planning Department, and awarded by the City Council consistent with UCA § 17A-3-1303, as amended. In instances where another organization is involved, a contract delineating the services will be required.

G. Exceptions

Rent Contribution and Historic Preservation funds will be appropriated through processes separate from the biennial Special Service Contract process and when deemed necessary by City Council or its designee.

The Service Contract Sub-Committee has the discretion as to which categories individual organizations or endeavors are placed. Any percentage changes to the General Fund categories described above must be approved by the City Council. All final decisions relating to public service funding are at the discretion of the City Council.

Nothing in this policy shall create a binding contract or obligation of the City. Individual Service Contracts may vary from contract to contract at the discretion of the City Council. Any award of a service contract is valid only for the term specified therein and shall not constitute a promise of future award. The City Council reserves the right to reject any and all proposals, and to waive any technical deficiency at its sole discretion. Members of the City Council, the Service Contract Sub-Committee, and any Advisory Board, Commission or special committee with the power to make recommendations regarding Public Service Contracts are ineligible to apply for such Public Service Contracts, including historic preservation funds. City Departments are also ineligible to

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apply for Public Service Contracts. The ineligibility of Advisory Board, Commission and special committee members shall only apply to the category of Public Service Contracts that such advisory Board, Commission and special committee provides recommendations to the City Council. All submittals shall be public records in accordance with government records regulations (“GRAMA”) unless otherwise designated by the applicant pursuant to UCA Section 63-2-308, as amended.

PART II - CONTRACTING AND PURCHASING POLICY

A. Purpose

These rules are intended to provide a systematic and uniform method of purchasing goods and services for the City. The purpose of these rules is to ensure that purchases made and services contracted are in the best interest of the public and acquired in a cost-effective manner.

Authority of Manager: The City Manager or designate shall be responsible for the following:

1. Ensure all purchases for services comply with these rules;
2. Review and approve all purchases of the City;
3. Establish and amend procedures for the efficient and economical management of the contracting and purchasing functions authorized by these rules. Such procedures shall be in writing and on file in the office of the manager as a public record;
4. Maintain accurate and sufficient records concerning all City purchases and contracts for services;
5. Maintain a list of contractors for public improvements and personal services who have made themselves known to the City and are interested in soliciting City business;
6. Make recommendations to the City Council concerning amendments to these rules.

B. Definitions

Building Improvement: The construction or repair of a public building or structure (Utah Code 11-39-101).

City: Park City Municipal Corporation and all other reporting entities controlled by or dependent upon the City's governing body, the City Council.

Contract: An agreement for the continuous delivery of goods and/or services over a period of time greater than 15 days.

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CPI: The Consumer Price Index for All Urban Consumers as published by the Bureau of Labor Statistics of the United States Department of Labor.

Local Business: a business having:

- a. A commercial office, store, distribution center or other place of business located within the boundaries of Summit County, with an intent to remain on a permanent basis;
- b. A current County or City business license; and
- c. At least one employee physically present at the local business outlet.

Local Bidder: A Local Business submitting a bid on a Park City Public Works Project or Building Improvement

Manager: City Manager or designee.

Public Works Project: The construction of a park, recreational facility, pipeline, culvert, dam, canal, or other system for water, sewage, storm water, or flood control (Utah Code 11-39-101). “Public Works Project” does not include the replacement or repair of existing infrastructure on private property (Utah Code 11-39-101), or emergency work, minor alteration, ordinary repair, or maintenance necessary to preserve a public improvement (such as lowering or repairing water mains; making connections with water mains; grading, repairing, or maintaining streets, sidewalks, bridges, culverts or conduits).

Purchase: The acquisition of goods (supplies, equipment, etc.) in a single transaction such that payment is made prior to receiving or upon receipt of the goods.

C. General Policy

1. All City purchases for goods and services and contracts for goods and services shall be subject to these rules.
2. No contract or purchase shall be so arranged, fragmented, or divided with the purpose or intent to circumvent these rules. All thresholds specified in this policy are to be applied to the total cost of a contract over the entire term of the contract, as opposed to annualized amounts.
3. City departments shall not engage in any manner of barter or trade when procuring goods and services from entities both public and private.
4. No purchase shall be contracted for, or made, unless sufficient funds have been budgeted in the year in which funds have been appropriated.
5. Subject to federal, state, and local procurement laws when applicable, reasonable attempts should be made to support Park City businesses by purchasing goods and services through local vendors and service providers.
6. All reasonable attempts shall be made to publicize anticipated purchases or contracts in excess of \$15,000 to known vendors, contractors, and suppliers.

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7. All reasonable attempts shall be made to obtain at least three written quotations on all purchases of capital assets and services in excess of \$15,000.
8. When it is advantageous to the City, annual contracts for services and supplies regularly purchased should be initiated.
9. All purchases and contracts must be approved by the manager or their designee unless otherwise specified in these rules.
10. All contracts for services shall be approved as to form by the city attorney.
11. The following items require City Council approval unless otherwise exempted in these following rules:
 - a. All contracts (as defined) with cumulative total over \$25,000
 - b. All contracts and purchases awarded through the formal bidding process.
 - c. Any item over \$15,000 that is not anticipated in the current budget.
 - d. Accumulated "Change Orders" which would overall increase a previously council approved contract by:
 - i. the lesser of 20% or \$25,000 for contracts of \$250,000 or less
 - ii. more than 10% for contracts over \$250,000.
 - iii. any change order that causes the contract to exceed the above amounts, must go to council for approval.
12. Acquisition of the following Items must be awarded through the formal bidding process:
 - a. All contracts for building improvements over the amount specified by state code, specifically:
 - i. for the year 2003, \$40,000
 - ii. for each year after 2003, the amount of the bid limit for the previous year, plus an amount calculated by multiplying the amount of the bid limit for the previous year by the lesser of 3% or the actual percent change in the CPI during the previous calendar year.
 - b. All contracts for public works projects over the amount specified by state code, specifically:
 - i. for the year 2003, \$125,000 (\$176,559 for FY15)
 - ii. for each year after 2003, the amount of the bid limit for the previous year, plus an amount calculated by multiplying the amount of the bid limit for the previous year by the lesser of 3% or the actual percent change in the CPI during the previous calendar year.
 - c. Contracts for grading, clearing, demolition or construction in excess of \$2,500 undertaken by the Community Redevelopment Agency.
13. The following items require a cost benefit analysis where there is a quantifiable return on investment as defined by the Budget, Debt, and Grants Department before approved:
 - a. All contracts, projects and purchases over \$25,000
 - b. All contracts and purchases awarded through the formal bidding process.
 - c. Any item over \$15,000 that is not anticipated in the current budget process.

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14. City Employees or anyone acting on behalf of the City may not receive or accept any gift or loan if the gift or loan could influence a reasonable person in the discharge of the person's official duties including but not limited to the granting of City contracts. This prohibition does not apply to any occasional non-pecuniary (non-cash equivalent) gifts with a value less than \$50. Employees must abide by PCMC 3-1-4.
15. All RFPs must be advertised on the Park City website.

D. Exceptions

Certain contracts for goods and services shall be exempt from bidding provisions. The manager shall determine whether or not a particular contract or purchase is exempt as set forth herein.

1. Emergency contracts which require prompt execution of the contract because of an imminent threat to the safety or welfare of the public, of public property, or of private property; circumstances which place the City or its officers and agents in a position of serious legal liability; or circumstances which are likely to cause the City to suffer financial harm or loss, the gravity of which clearly outweighs the benefits of competitive bidding in the usual manner. The City Council shall be notified of any emergency contract which would have normally required their approval as soon as reasonably possible. Consult the Emergency Manager regarding purchases for disaster events.
2. Projects that are acquired, expanded, or improved under the "Municipal Building Authority Act" are not subject to competitive bidding requirements.
3. Purchases made from grant funds must comply with all provisions of the grant.
4. Purchases from companies approved to participate in Utah State Division of Purchasing and General Services agreements and contracts are not subject to competitive bidding requirements.
5. Purchases made via public auction.
6. Purchases from local government purchasing pools in which the City is a participant as approved by a resolution of the City Council.

E. General Rules

1. **Purchases of Materials, Supplies and Services** are those items regularly purchased and consumed by the City. These items include, but are not limited to, office supplies, janitorial supplies, and maintenance contracts for repairs to equipment, asphalt, printing services, postage, fertilizers, pipes, fittings, and uniforms. These items are normally budgeted within the operating budgets. Purchases of this type do not require "formal" competitive quotations or bids. However, for purchases in excess of \$15,000 all reasonable attempts shall be made to obtain at least three written quotations and to notify via the City website any local businesses that, in the normal course of business, provide the materials, supplies or services required by the City. A written record of the source and the amount of the quotations must be kept.

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2. **Purchases of Capital Assets** are “equipment type” items which would be included in a fixed asset accounting system having a material life of three years or more and costing in excess of \$5,000. These items are normally budgeted within the normal operating budgets. Purchases of this type do not require "formal" bids. All reasonable attempts shall be made to obtain at least three written quotations on all purchases of this type in excess of \$15,000. A written record of the source and the amount of the quotations must be kept. A reasonable attempt will be made to notify via the City website any local businesses that, in the normal course of business, sells the equipment required by the City.
3. **Contracts for Professional Services** are usually contracts for services performed by an independent contractor, in a professional capacity, who produces a service predominately of an intangible nature. These include, but are not limited to, the services of an attorney, physician, engineer, accountant, architectural consultant, dentist, artist, appraiser or photographer. Professional service contracts are exempt from competitive bidding. All reasonable attempts shall be made to obtain at least three written quotations on all contracts exceeding \$15,000 and to notify via the City website any local businesses that, in the normal course of business, provide the service required by the City. A written record of the source and the amount of the quotations must be kept.

The selection of professional service contracts in an amount exceeding \$25,000 shall be based on a formal documented evaluation process such as Request for Proposals (RFP), Statement of Qualifications (SOQ), Qualification Based Selection (QBS), etc. The evaluation process should include an objective assessment, preferably by multiple reviewers, of the services needed, the abilities of the contractors, the uniqueness of the service, the cost of the service, and the general performance of the contractor. Special consideration may also be given to local businesses during the evaluation in instances where knowledge of local issues, geography, statutes, etc., may enhance the quality of service rendered. The lowest quote need not necessarily be the successful contractor. Usually, emphasis will be placed on quality, with cost being the deciding factor when everything else is equal. The manager shall determine which contracts are professional service contracts. Major professional service contracts (\$25,000 and over) must be approved by the City Council.

4. **Contracts for Public Improvements** are usually those contracts for the construction or major repair of roads, highways, parks, water lines and systems (i.e., Public Works Projects); and buildings and building additions (i.e. Building Improvements). Where a question arises as to whether or not a contract is for public improvement, the manager shall make the determination.
Minor public improvements (less than the amount specified by state code.): The department shall make a reasonable attempt to obtain at least three written competitive quotations for contracts in excess of \$15,000. A written record of the source and the amount of the quotations must be kept. Procurement for all minor public improvements in excess \$25,000 shall be based on a formal documented evaluation process. The evaluation process should include, at minimum, an objective assessment of the services needed, the abilities of the contractors to

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perform the service and the cost of the service. A reasonable attempt will be made to notify via the City website any local businesses that, in the normal course of business, provide the public improvements required by the City. The manager may require formal bidding if it is deemed to be in the best interest of the City. Local bidder preference applies.

Major public improvements (greater than or equal to the amount specified by state code): Unless otherwise exempted, all contracts of this type require competitive bidding. Local bidder preference does not apply.

5. **Contracts for Professional Services, where the Service Provider is responsible for Building Improvements/Public Works Project (Construction Manager / General Contractor "CMGC" Method)** are contracts where the City contracts with a "Construction Manager/General Contractor" which is a contractor who enters into a contract for the management of a construction project when that contract allows the contractor to subcontract for additional labor and materials that were not included in the contractor's cost proposal submitted at the time of the procurement of the Construction Manager/General Contractor's services. It excludes a contractor whose only subcontract work not included in the contractor's cost proposal submitted as part of the procurement of construction is to meet subcontracted portions of change orders approved within the scope of the project. The CMGC contract is exempt from competitive bidding. The selection of CMGC contracts shall be based on a documented evaluation process such as a Request for Proposals (RFP), Statement of Qualifications (SOQ), Qualification Based Selection (QBS), etc. The evaluation process should include an objective assessment, preferably by multiple reviewers, of the services needed, the abilities of the contractors, the uniqueness of the service, the cost of the service, and the general performance of the contractor. Special consideration may also be given to local businesses during the evaluation in instances where knowledge of local issues, geography, statutes, etc., may enhance the quality of service rendered. The lowest quote need not necessarily be the successful contractor. Usually, emphasis will be placed on quality, with cost being the deciding factor when everything else is equal. The manager shall determine which contracts are CMGC contracts. Major CMGC contracts (over \$25,000) must be approved by the City Council. The selected CMGC will then implement all bid packages and subcontractors under a competitive bid requirement as required herein. The Project Manager will attend the award of all subcontracts which meet the threshold requirements of General Policy 12 (a) or (b) above.
6. **Ongoing Service Contracts are contracts that renew annually for services such as: cleaning services, alarm systems, and elevator maintenance etc.** Ongoing service contract renewals will not last more than a five-year span. Following the conclusion of a five-year term, contracts exceeding a total of \$25,000 will again undergo the process described in the section: E. General Rules, Subsection: 3. Contracts for Professional Services.

F. Formal or Competitive Bidding Provisions

1. **Bid Specifications:** Specifications for public contracts shall not expressly or implicitly require any product by any brand name or make, nor the product of any particular manufacturer or seller, unless the product is exempt by these regulations or the City Council.
2. **Advertising Requirements:** An advertisement for bids is to be published at least twice in a newspaper of general circulation, printed and published in the city and in as many additional issues and publications as the manager may determine, at least five days prior to the opening of bids. The advertisement shall also be posted on the Park City website and the Utah public legal notice website established by the combined efforts of Utah's newspapers. Advertising for bids relating to Class B and C road improvement projects shall be published in a newspaper of general circulation in the county at least once a week for three consecutive weeks as well as be posted on the Park City website and the Utah public legal notice website established by the combined efforts of Utah's newspapers.

All advertisements for bids shall state the following:

- a. The date and time after which bids will not be accepted;
 - b. The date that pre-qualification applications must be filed, and the class or classes of work for which bidders must be pre-qualified if pre-qualification is a requirement;
 - c. The character of the work to be done or the materials or things to be purchased;
 - d. The office where the specifications for the work, material or things may be seen;
 - e. The name and title of the person designated for receipt of bids;
 - f. The type and amount of bid security if required;
 - g. The date, time, and place that the bids will be publicly opened.
3. **Requirements for Bids:** All bids made to the city shall comply with the following requirements:
 - a. In writing or electronically sealed;
 - b. Filed with the manager;
 - c. Opened publicly by the manager at the time designated in the advertisement and filed for public inspection;
 - d. Have the appropriate bid security attached, if required.
 4. **Award of Contract:** After bids are opened, and a determination made that a contract be awarded, the award shall be made to the lowest responsible bidder. "Lowest responsible bidder" shall mean the lowest bidder who has substantially complied with all prescribed requirements and who has not been disqualified as set forth herein. The successful bidder shall promptly execute a formal contract and, if required, deliver a bond, cashier's check, or certified check to the manager in a sum equal to the contract price, together with proof of appropriate insurance. Upon execution of the contract, bond, and insurance, the bid security shall be returned. Failure to execute the contract, bond, or insurance shall result in forfeit of the bid security.

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- a. **Local Bidder Preference:** If the bid of a nonlocal bidder is lowest and there was a local bidder who also submitted a bid which was within five percent (5%) of the low bid, then the contract shall be awarded to the local bidder if the bidder agrees in writing within forty-eight (48) hours after being notified of the low bid, that the bidder will meet the bid price while the bidder meets all the prescribed requirements set forth in the bid documents. If there are more than two local bidders who are within 5% then the contract shall be awarded to the local bidder which had the lowest original bid according to the procedure above.
5. **Rejection of Bids:** The manager or the City Council may reject any bid not in compliance with all prescribed requirements and reject all bids if it is determined to be in the best interest of the City.
6. **Disqualification of Bidders:** The manager, upon investigation, may disqualify a bidder if he or she does not comply with any of the following:
 - a. The bidder does not have sufficient financial ability to perform the contract;
 - b. The bidder does not have equipment available to perform the contract;
 - c. The bidder does not have key personnel available, of sufficient experience, to perform the contract;
 - d. The person has repeatedly breached contractual obligations with public and private agencies;
 - e. The bidder fails to comply with the requests of an investigation by the manager.
7. **Pre-qualification of Bidders:** The City may require pre-qualification of bidders. Upon establishment of the applicant's qualifications, the manager shall issue a qualification statement. The statement shall inform the applicant of the project for which the qualification is valid, as well as any other conditions that may be imposed on the qualification. It shall advise the applicant to notify the manager promptly if there has been any substantial change of conditions or circumstances which would make any statement contained in the pre-qualification application no longer applicable or untrue. If the manager does not qualify an applicant, written notice to the applicant is required, stating the reasons the pre-qualification was denied, and informing the applicant of his right to appeal the decision within five business days after receipt of the notice. Appeals shall be made to the City Council. The manager may, upon discovering that a pre-qualified person is no longer qualified, revoke pre-qualification by sending notification to the person. The notice shall state the reason for revocation and inform the person that revocation will be effective immediately.
8. **Appeals Procedure:** Any supplier, vendor, or contractor who determines that a decision has been made adversely to him, by the City, in violation of these regulations, may appeal that decision to the City Council. The complainant contractor shall promptly file a written appeal letter with the manager, within five working days from the time the alleged incident occurred. The letter of appeal shall state all relevant facts of the matter and the remedy sought. Upon receipt of the notice of appeal, the manager shall forward the appeal notice, his investigation

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of the matter, and any other relevant information to the City Council. The City Council shall conduct a hearing on the matter and provide the complainant an opportunity to be heard. A written decision shall be sent to the complainant.

CHAPTER 6 - OTHER POLICIES

PART I - DEBT MANAGEMENT

- A.** The City will not obligate the General Fund to secure long-term financing except when marketability can be significantly enhanced.
- B.** Direct debt will not exceed 2% of assessed valuation.
- C.** An internal feasibility analysis will be prepared for each long-term financing activity that analyzes the impact on current and future budgets for debt service and operations. This analysis will also address the reliability of revenues to support debt service.
- D.** The City will generally conduct financing on a competitive basis. However, negotiated financing may be used due to market volatility or the use of an unusual or complex financing or security structure.
- E.** The City will seek an investment grade rating (Baa/BBB or greater) on any direct debt and credit enhancements, such as letters of credit or insurance, when necessary for marketing purposes, availability, and cost-effectiveness.
- F.** The City will annually monitor all forms of debt, coincident with the City's budget preparation and review process, and report concerns and remedies, if needed, to the Council.
- G.** The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
- H.** The City will maintain good communications with bond rating agencies regarding its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus.

PART II - POST-ISSUANCE COMPLIANCE PROCEDURE AND POLICY FOR TAX-EXEMPT GOVERNMENTAL BONDS

The City of Park City (the “City”) issues tax-exempt governmental bonds to finance capital improvements. As an issuer of tax-exempt governmental bonds, the City is required by the terms of Sections 103 and 141-150 of the Internal Revenue Code of 1986, as amended (the “Code”), and the Treasury Regulations promulgated there under (the “Treasury Regulations”), to take certain actions subsequent to the issuance of such bonds to ensure the continuing tax-exempt status of such bonds. In addition, Section 6001 of the Code and Section 1.6001-1(a) of the Treasury Regulations, impose record retention requirements on the City with respect to its tax-exempt governmental bonds. This Post-Issuance Compliance Procedure and Policy for Tax-

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Exempt Governmental Bonds (the “Policy”) has been approved and adopted by the City to ensure that the City complies with its post-issuance compliance obligations under applicable provisions of the Code and Treasury Regulations.

- A.** Effective Date and Term. The effective date of this Policy is the date of approval by the City Council of the City (June 16, 2011) and shall remain in effect until superseded or terminated by action of the City Council.
- B.** Responsible Parties. The Finance Manager of the City shall be the party primarily responsible for ensuring that the City successfully carries out its post-issuance compliance requirements under applicable provisions of the Code and Treasury Regulations. The Finance Manager will be assisted by the staff of the Finance Department of the City and by other City staff and officials when appropriate. The Finance Manager of the City will also be assisted in carrying out post-issuance compliance requirements by the following organizations:
- (1) Bond Counsel (the law firm primarily responsible for providing bond counsel services for the City);
 - (2) Financial Advisor (the organization primarily responsible for providing financial advisor services to the City);
 - (3) Paying Agent (the person, organization, or City officer primarily responsible for providing paying agent services for the City); and
 - (4) Rebate Analyst (the organization primarily responsible for providing rebate analyst services for the City).

The Finance Manager shall be responsible for assigning post-issuance compliance responsibilities to members of the Finance Department, other staff of the City, Bond Counsel, Paying Agent, and Rebate Analyst. The Finance Manager shall utilize such other professional service organizations as are necessary to ensure compliance with the post-issuance compliance requirements of the City. The Finance Manager shall provide training and educational resources to City staff that are responsible for ensuring compliance with any portion of the post-issuance compliance requirements of this Policy.

- C.** Post-Issuance Compliance Actions. The Finance Manager shall take the following post-issuance compliance actions or shall verify that the following post-issuance compliance actions have been taken on behalf of the City with respect to each issue of tax-exempt governmental bonds issued by the City:
- (1) The Finance Manager shall prepare a transcript of principal documents (this action will be the primary responsibility of Bond Counsel).
 - (2) The Finance Manager shall file with the Internal Revenue Service (the “IRS”), within the time limit imposed by Section 149(e) of the Code and applicable Treasury

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Regulations, an Information Return for Tax-Exempt Governmental Obligations, Form 8038-G (this action will be the primary responsibility of Bond Counsel).

- (3) The Finance Manager, in consultation with Bond Counsel, shall identify proceeds of tax-exempt governmental bonds that must be yield-restricted and shall monitor the investments of any yield-restricted funds to ensure that the yield on such investments does not exceed the yield to which such investments are restricted.
- (4) In consultation with Bond Counsel, the Finance Manager shall determine whether the City is subject to the rebate requirements of Section 148(f) of the Code with respect to each issue of tax-exempt governmental bonds. In consultation with Bond Counsel, the Finance Manager shall determine, with respect to each issue of tax-exempt governmental bonds of the City, whether the City is eligible for any of the temporary periods for unrestricted investments and is eligible for any of the spending exceptions to the rebate requirements. The Finance Manager shall contact the Rebate Analyst (and, if appropriate, Bond Counsel) prior to the fifth anniversary of the date of issuance of each issue of tax-exempt governmental bonds of the City and each fifth anniversary thereafter to arrange for calculations of the rebate requirements with respect to such tax-exempt governmental bonds. If a rebate payment is required to be paid by the City, the Finance Manager shall prepare or cause to be prepared the Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate, Form 8038-T, and submit such Form 8038-T to the IRS with the required rebate payment. If the City is authorized to recover a rebate payment previously paid, the Finance Manager shall prepare or cause to be prepared the Request for Recovery of Overpayments Under Arbitrage Rebate Provisions, Form 8038-R, with respect to such rebate recovery, and submit such Form 8038-R to the IRS.
- (5) The City has issued direct pay Build America Bonds. In consultation with the Paying Agent, the Finance Manager shall prepare or cause to be prepared the Return for Credit Payments to Issuers of Qualified Bonds, Form 8038-CP, to request subsidy payments with respect to interest payable on the bonds and submit such Form 8038-CP to the IRS.

D. Procedures for Monitoring, Verification, and Inspections. The Finance Manager shall institute such procedures as the Finance Manager shall deem necessary and appropriate to monitor the use of the proceeds of tax-exempt governmental bonds issued by the City, to verify that certain post-issuance compliance actions have been taken by the City, and to provide for the inspection of the facilities financed with the proceeds of such bonds. At a minimum, the Finance Manager shall establish the following procedures:

- (1) The Finance Manager shall monitor the use of the proceeds of tax-exempt governmental bonds to: (i) ensure compliance with the expenditure and investment requirements under the temporary period provisions set forth in Treasury Regulations, Section 1.148-2(e); (ii) ensure compliance with the safe harbor restrictions on the acquisition of investments set forth in Treasury Regulations, Section 1.148-5(d); (iii) ensure that the investments of any yield-restricted funds do not exceed the yield to

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which such investments are restricted; and (iv) determine whether there has been compliance with the spend-down requirements under the spending exceptions to the rebate requirements set forth in Treasury Regulations, Section 1.148-7.

- (2) The Finance Manager shall monitor the use of all bond financed facilities in order to:
 - (i) determine whether private business uses of bond-financed facilities have exceeded the *de minimus* limits set forth in Section 141(b) of the Code as a result of leases and subleases, licenses, management contracts, research contracts, naming rights agreements, or other arrangements that provide special legal entitlements to nongovernmental persons; and
 - (ii) determine whether private security or payments that exceed the *de minimus* limits set forth in Section 141(b) of the Code have been provided by nongovernmental persons with respect to such bond-financed facilities.
- (3) The Finance Manager shall undertake with respect to each outstanding issue of tax-exempt governmental bonds of the City an annual review of the books and records maintained by the City with respect to such bonds.

- E. Record Retention Requirements.** The Finance Manager shall collect and retain the following records with respect to each issue of tax-exempt governmental bonds of the City and with respect to the facilities financed with the proceeds of such bonds: (i) audited financial statements of the City; (ii) appraisals, demand surveys, or feasibility studies with respect to the facilities to be financed with the proceeds of such bonds; (iii) publications, brochures, and newspaper articles related to the bond financing; (iv) trustee or paying agent statements; (v) records of all investments and the gains (or losses) from such investments; (vi) paying agent or trustee statements regarding investments and investment earnings; (vii) reimbursement resolutions and expenditures reimbursed with the proceeds of such bonds; (viii) allocations of proceeds to expenditures (including costs of issuance) and the dates and amounts of such expenditures (including requisitions, draw schedules, draw requests, invoices, bills, and cancelled checks with respect to such expenditures); (ix) contracts entered into for the construction, renovation, or purchase of bond-financed facilities; (x) an asset list or schedule of all bond-financed depreciable property and any depreciation schedules with respect to such assets or property; (xi) records of the purchases and sales of bond-financed assets; (xii) private business uses of bond-financed facilities that arise subsequent to the date of issue through leases and subleases, licenses, management contracts, research contracts, naming rights agreements, or other arrangements that provide special legal entitlements to nongovernmental persons and copies of any such agreements or instruments; (xiii) arbitrage rebate reports and records of rebate and yield reduction payments; (xiv) resolutions or other actions taken by the governing body subsequent to the date of issue with respect to such bonds; (xv) formal elections authorized by the Code or Treasury Regulations that are taken with respect to such bonds; (xvi) relevant correspondence relating to such bonds; (xvii) documents related to guaranteed investment contracts or certificates of deposit entered into subsequent to the date of issue; (xviii) copies of all Form 8038-Ts, 8038-CPs and Form 8038-Rs filed with the IRS; and (xix) the transcript prepared with respect to such tax-exempt governmental bonds. The records collected by the Finance Manager shall be stored in any format deemed appropriate by the Finance Manager and shall be retained

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for a period equal to the life of the tax-exempt governmental bonds with respect to which the records are collected (which shall include the life of any bonds issued to refund any portion of such tax-exempt governmental bonds or to refund any refunding bonds) plus three (3) years.

- F.** Remedies. In consultation with Bond Counsel, the Finance Manager shall become acquainted with the remedial actions under Treasury Regulations, Section 1.141-12, to be utilized in the event that private business use of bond-financed facilities exceeds the *de minimus* limits under Section 141(b)(1) of the Code. In consultation with Bond Counsel, the Finance Manager shall become acquainted with the Tax Exempt Bonds Voluntary Closing Agreement Program described in Notice 2008-31, 2008-11 I.R.B. 592, to be utilized as a means for an issuer to correct any post issuance infractions of the Code and Treasury Regulations with respect to outstanding tax-exempt bonds.
- G.** Continuing Disclosure Obligations. In addition to its post-issuance compliance requirements under applicable provisions of the Code and Treasury Regulations, the City has agreed to provide continuing disclosure, such as annual financial information and material event notices, pursuant to a continuing disclosure certificate or similar document (the “Continuing Disclosure Document”) prepared by Bond Counsel and made a part of the transcript with respect to each issue of bonds of the City that is subject to such continuing disclosure requirements. The Continuing Disclosure Documents are executed by the City to assist the underwriters of the City’s bonds in meeting their obligations under Securities and Exchange Commission Regulation, 17 C.F.R. Section 240.15c2-12, as in effect and interpreted from time to time (“Rule 15c2-12”). The continuing disclosure obligations of the City are governed by the Continuing Disclosure Documents and by the terms of Rule 15c2-12. The Finance Manager is primarily responsible for undertaking such continuing disclosure obligations and to monitor compliance with such obligations.
- H.** Other Post-Issuance Actions. If, in consultation with Bond Counsel, Financial Advisor, Paying Agent, Rebate Analyst, the City Manager, the City Attorney, or the City Council, the Finance Manager determines that any additional action not identified in this Policy must be taken by the Finance Manager to ensure the continuing tax-exempt status of any issue of governmental bonds of the City, the Finance Manager shall take such action if the Finance Manager has the authority to do so. If, after consultation with Bond Counsel, Financial Advisor, Paying Agent, Rebate Analyst, the City Manager, the City Attorney, or the City Council, the Finance Manager and the City Manager determine that this Policy must be amended or supplemented to ensure the continuing tax-exempt status of any issue of governmental bonds of the City, the City Manager shall recommend to the City Council that this Policy be so amended or supplemented.
- I.** Taxable Governmental Bonds. Most of the provisions of this Policy, other than the provisions of Section 7 and Section 3(e), are not applicable to governmental bonds the interest on which is includable in gross income for federal income tax purposes. On the other hand, if an issue of taxable governmental bonds is later refunded with the proceeds of an issue of tax-exempt governmental refunding bonds, then the uses of the proceeds of

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the taxable governmental bonds and the uses of the facilities financed with the proceeds of the taxable governmental bonds will be relevant to the tax-exempt status of the governmental refunding bonds. Therefore, if there is any reasonable possibility that an issue of taxable governmental bonds may be refunded, in whole or in part, with the proceeds of an issue of tax-exempt governmental bonds then, for purposes of this Policy, the Finance Manager shall treat the issue of taxable governmental bonds as if such issue were an issue of tax-exempt governmental bonds and shall carry out and comply with the requirements of this Policy with respect to such taxable governmental bonds. The Finance Manager shall seek the advice of Bond Counsel as to whether there is any reasonable possibility of issuing tax-exempt governmental bonds to refund an issue of taxable governmental bonds.

- J.** **IRS Examination.** In the event the Internal Revenue Service (“IRS”) commences an examination of an obligation, the Finance Manager shall inform the City Manager, City Attorney and City Council of such event and is authorized to respond to inquiries of the IRS and, if necessary, to hire outside, independent professional counsel to assist in the response to the examination.

PART III - TRAFFIC CALMING POLICY (ADOPTED JULY 15, 2002)

The Traffic Calming Policy and adopted traffic calming programs will provide residents an opportunity to evaluate the requirements, benefits, and tradeoffs of using various traffic calming measures and techniques within their own neighborhood. The policy outlines the many ways residents, businesses and the City can work together to help keep neighborhood streets safe.

A. Goals

1. Improve the quality of life in neighborhoods
2. Improve conditions for pedestrians and all non-motorized movements
3. Create safe and attractive streets
4. Reduce accidents
5. Reduce the impact of motorized vehicles within a neighborhood
6. Balance the transportation needs of the various land uses in and around a neighborhood
7. Promote partnerships with Summit County, UDOT, and all other agencies involved with traffic calming programs

B. Objectives

1. Encourage citizen involvement in traffic calming programs
2. Slow the speeds of motor vehicles
3. Improve the real and perceived safety for non-motorized users of the street
4. Incorporate the preference and requirements of the people using the area
5. Promote pedestrian, cycle, and transit use
6. Prioritize traffic calming requests

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C. Fundamental Principals

1. Reasonable automobile access should be maintained. Traffic calming projects should encourage and enhance the appropriate behavior of drivers, pedestrian, cyclists, transit, and other users of the public right-of-way without unduly restricting appropriate access to neighborhood destinations.
2. Reasonable emergency vehicle access must be preserved.
3. The City shall employ the appropriate use of traffic calming measures and speed enforcement to achieve the Policy objectives. Traffic calming devices (speed humps, medians, curb extensions, and others) shall be planned and designed in keeping with sound engineering and planning practices. The Public Works departments shall direct the installation and maintenance of traffic control devices (signs, signals, and markings) as needed to accomplish the project, in compliance with the municipal code and pertinent state and federal regulations.
4. To implement traffic calming programs, certain procedures shall be followed by the City in processing requests according to applicable codes and related policies within the limits of available resources. At a minimum, the procedures shall provide for:
 - a. A simple process to propose traffic calming measures
 - b. A system for staff to evaluate proposals
 - c. Citizen participation in program development and evaluation
 - d. Communication of any test results and specific findings to area residents and affected neighborhood organizations
 - e. Strong neighborhood support before installation of permanent traffic management devices
 - f. Using passive traffic controls as a first effort to solve most neighborhood speed problems
5. Time frames - All neighborhood requests will be acknowledged within 72 hours from the initial notification of the area of traffic concern. Following that, the time required by all parties involved will be dependent on the issue brought forward. It is expected that both City Staff and the requesting parties will act in a responsive and professional manner.

D. Communication Protocols

Park City Municipal Corporation will identify a Traffic Calming Project Manager to facilitate the communications and program steps deemed appropriate. The Project Manager will be the point person for all communications with the requesting neighborhood and internally with a Traffic Calming Program Review Committee. The Traffic Calming Program Review Committee will evaluate and recommend the action steps to be taken. The Review Committee will be comprised of the following people:

1. Public Works Director
2. City Engineer
3. Police Department Representative - appointed by the Police Chief
4. Traffic Calming Project Manager - appointed by the Public Works Director

All coordination efforts, enforcement measures, and follow through responsibilities will be under the supervision of the Traffic Calming Project Manager.

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E. Eligibility

All city streets are eligible to participate in a Traffic Calming Program. Any traffic management techniques desired to be used on Utah Department of Transportation (UDOT) owned streets must be approved by UDOT.

F. Funding Alternatives

1. 100% Neighborhood Funding
2. Capital Improvement Program
3. Neighborhood Matching Grants
4. City Traffic Calming Program Funds

G. Procedures

Phase I: Phase I consists of implementing passive traffic controls.

1. **Initiation:** Neighborhood complaint must include petition signed by at least 5 residents or businesses in the area to initiate Phase I of a traffic calming program.
2. **Phase I First Meeting:** Neighborhood meeting is held to determine goals of a traffic calming program, initiate community education, initiate staff investigation of non-intrusive traffic calming measures, discuss options, estimate of cost, timing, and process.
3. **Phase I Implementation:**
 - a. The Traffic Calming Program Review Committee reviews signing, striping, and general traffic control measures. Minimum actions include Residential Area signs, speed limit signs, review of striping, review of stop sign placement, review of turn restrictions, and review of appropriate traffic control devices.
 - b. Community watch program initiated. This program includes neighbors calling police to request increased speed limit enforcement, neighbors disseminating flyers printed by the City reminding the community to slow down, community watch for commercial or construction vehicles, etc.
 - c. Targeted police enforcement will begin to include real time speed control.
4. **Phase I Evaluation:** Evaluation of Phase I actions will occur over a 3 to 9 month period. Evaluation will include visual observations by residents and staff.
5. **Phase I Neighborhood Evaluation Meeting:** Phase I evaluation meeting will be held to discuss results of Phase I. It will be important that the City staff and the current residents also contact the relevant property owners to obtain their opinions and thoughts prior to taking any next steps.

Phase II:

1. **Phase II Initiation:** Twenty-five percent (25%) of the residents within the proposed neighborhood area can request the initiation of Phase II.
2. **Define Neighborhood Boundary:** A neighborhood will include all residents or businesses with direct access on streets to be evaluated by Phase II implementation. Residents or businesses with indirect access on streets affected

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by Phase II implementation will be included in neighborhood boundary only at the discretion of staff.

3. **Phase II Data Collection and Ranking:** Staff performs data collection to evaluate and rank neighborhood problems and the ability to solve problems. Data collection will include the following and will result in a quantitative ranking.

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Criteria	Points	Basis Point Assignment
Speed data (48 hour)	30	Extent by which the 85 th percentile traffic speed exceeds the posted speed limit (2 points per 1 mph)
Volume data (48 hour)	25	Average daily traffic volumes (1 point per 100 vehicles, minimum of 500 vpd)
Accident data (12 month)	20	Accidents caused by speeding (8 points per accident)
Proximity to schools or other active public venues	5	Points assigned if within 300 feet of a school or other active public venue
Pedestrian crossing, bicycle routes, & proximity of pedestrian generators	5	Points assigned based on retail, commercial, and other pedestrian generators.
Driveway spacing	5	For the study area, if large spaces occur between driveways, 5 points will be awarded. If more than three driveways fall within a 100 foot section of the study area, no points will be provided.
No sidewalks	10	Total points assigned if there is no continuous sidewalk on either side of the road.
Funding Availability	50	50 points assigned if the project is in the CIP or 100% funding by the neighborhood. Partial funding of 50% or more by the neighborhood 25 points, partial funding of 10 to 50% by the neighborhood 10 points.
Years on the list	25	5 points for each year
Total Points Possible	175	maximum points available

4. **Phase II Implementation Recommendation:** The Traffic Calming Project Review Committee proposes Phase II traffic calming implementation actions and defines a project budget.
5. **Phase II Consensus Meeting:** A neighborhood meeting is held to present a Phase II implementation proposal including project budget, possible time frame, discuss temporary installation, etc. The estimated time frame is one to three years depending on funding availability.
6. **Phase II Petition:** Residents and businesses in neighborhood boundary are mailed/or hand delivered a petition by the City identifying Phase II actions, cost, and explanation of implications of vote. Petition provides ability to vote yes, no, or not return petition. Unreturned petitions count as no votes. Resident support for

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traffic calming is defined as 67 percent positive response. No more than four weeks is allowed for the return of a petition.

7. **Phase II Implementation:** Permanent installation will be implemented after the approval of funding by the City Council. Implemented actions will be continually monitored based on visual observation and accident data.
8. **Post Project Evaluation:** City staff will review impacts on traffic to determine if goals were met. Neighborhoods will have an opportunity to review data and provide comment.
9. **Removal (if required):** The Traffic Calming Program Review Committee will authorize removal of improvements upon receiving a petition showing 75 percent support by the neighborhood. Removal costs in all or part may be assessed to the defined neighborhood boundaries.

H. Traffic Management Devices (Definitions)

1. **Passive Controls** consist of traffic control mechanisms that are not self regulating. To be effective it is necessary for drivers to abide by traffic control devices.
 - a. Stop Signs - used to assign right-of-ways at intersections and where irremovable visibility restrictions exist.
 - b. Speed Limit Signs - sometimes installed as traffic calming mechanism. Numerous speed limit signs reinforce the posted speed.
 - c. Turn Prohibition Signs - used to prevent traffic from entering a street, thereby reducing traffic volumes.
 - d. Neighborhood Announcement Signs - used to advise the entering vehicles that they are moving through a particular type of neighborhood. Specific supplementary messages can also be placed here.
2. **Positive Physical Controls:**
 - a. Medians Islands - used to constrict travel lane width and provide an area for additional landscaping and signage.
 - b. Bulb-Outs (Chokers/Curb Extensions) - physical constrictions constructed adjacent to the curb at both intersections and mid-block locations making pedestrian crossings easier and space for additional landscaping and signage.
 - c. Speed Humps - are vertical changes in the pavement surface that force traffic to slow down in order to comfortably negotiate that portion of the street.
 - d. Chicanes - are a set of two or three landscaped curb undulations that extend out into the street. Chicanes narrow the street encouraging drivers to drive more slowly.
 - e. Traffic Circles and Roundabouts - circular islands located in the middle of street intersections that force traffic to deflect to the right, around a traffic island, in order to perform any movement through the intersection tending to slow the traffic speeds.
 - f. Rumble Strips - changes in the elevation of the pavement surface and/or changes in pavement texturing which are much less pronounced than speed humps.

- ### 3. Driver Perception/Psychology:

- Parking Services (Special use of parking, Parking enforcement).

- 2.** Those year to year or one-time events whose size and scope do not justify long

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the level of services outlined in the special event contract and will remain in the budget only for the term of the contract.

C. Year to Year or One Time Events

For those events for which long term agreements do not exist the costs for providing services shall be estimated and included within Council's or the City Manager's review of the application. If through the approval process fees are waived these calculations will then serve as the justification for a one-time budget adjustment during the next budget process.

D. Funding Mechanisms for Special Event Budget Increases

The City uses a three tiered approach to fund special event services. Those three tiers are:

1. Special Event Fees
2. Economic Benefit Offset
3. Other General Fund Resources

E. Special Event Fees

Pre-approved fees will be set to recoup the incremental cost of providing the City services detailed in an event Master Festival or Special Event application. If an event requests and receives approval for a waiver of any or all fees, the City will first look to an Economic Benefit Offset to provide funding in lieu of the waived fees.

F. Economic Benefit Offset (EBO):

The economic benefit offset (EBO) of a given event can only be calculated for those events which are known to have a significant impact on sales tax collections and have at least one year of history to analyze. The EBO of an event is calculated using historic sales tax collection data to measure incremental sales tax growth attributable to that event. In the past Council has indicated a willingness to waive fees for up to half the incremental sales tax gained from major special events. The SEBC recommends that Council formally adopt this 50 percent waiver limit. If the Economic Benefit Offset is inadequate (on a fund specific basis) to offset waived fees, the City will then look to other General Fund sources to provide funding in lieu of waived fees.

G. Other General Fund Resources

When the economic benefit of a special event (on a fund specific basis) cannot be calculated or is inadequate to offset the amount of waived fees, the SEBC recommends the City identify other general fund sources to offset any waived fees. Staff will communicate available sources to Council or the City Manager when presenting Master Festival or Special Event applications that contain a fee waiver request.

PART V – GASB 54 FUND BALANCE

PURPOSE

This Fund Balance Policy establishes procedures for reporting fund balance classifications and establishes a hierarchy of fund balance expenditures for governmental type funds. The policy also authorizes and directs the Finance Manager to prepare financial reports, which accurately categorize fund balance per Governmental Accounting Standards Board Statement No. 54: *Fund Balance Reporting and Governmental Fund Type Definitions* (GASB 54).

I. FUND BALANCE COMPONENTS

Fund balance is essentially the difference between the assets and liabilities reported in a governmental fund. GASB 54 establishes the following five components of fund balance, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent.

A. Nonspendable Fund Balance

The nonspendable fund balance classification includes amounts that cannot be spent because they are either (a) not in a spendable form or (b) legally or contractually required to be maintained intact. The “not spendable form” criterion includes items that are not expected to be converted to cash, for example, inventories and prepaid amounts. It also includes the long-term amount of loans and notes receivable.

B. Restricted Fund Balance

The restricted fund balance classification includes amounts that reflect constraints placed on the use of resources (other than nonspendable items) that are either (a) externally imposed by creditors (such as through bonded debt reserve funds required pursuant to debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

C. Committed Fund Balance

The committed fund balance classification includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision making authority. Those committed amounts cannot be used for any other purpose unless the government removes or changes the specific use by taking the same type of action (for example ordinance) it employed to previously commit those amounts. Committed fund balance also should incorporate contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those

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contractual requirements. City Council action of passing an ordinance to commit fund balance needs to occur within the fiscal reporting period; however, the amount can be determined subsequently.

D. Assigned Fund Balance

The assigned fund balance classification includes amounts that are constrained by the government's intent to be used for specific purposes, but that are neither restricted nor committed. Such intent needs to be established by (a) the governing body itself or (b) a body or official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.

E. Unassigned Fund Balance

The unassigned fund balance classification includes amounts that do not fall into one of the above four categories. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed or assigned to specific purposes within the general fund. The general fund is the only fund that should report this category of fund balance.

II. HEIRARCHY OF SPENDING FUND BALANCE

The City's current fund balance practice provides that restricted fund balance be spent first when expenditure is incurred for which both restricted and unrestricted fund balance is available. Similarly, when expenditure is incurred for purposes for which amounts in any of the unrestricted classifications of fund balance can be used; committed amounts are to be spent first, followed by assigned amounts and then unassigned amounts. GASB 54 mandates that this hierarchy of expending fund balance be reported in new categories, using new terminology, and be formally adopted by the City Council. It should be noted that the new categories only emphasize the extent which the City is bound to honor expenditure constraints and the purposes for which amounts can be spent. The total reported fund balance would remain unchanged.

III. COMPARISON OF PAST PRACTICE AND GASB 54 FUND BALANCE TYPES

A.General Fund

Past Practice Definition – The general fund is used to account for all financial resources not accounted for in another fund.

GASB 54 Definition – The general fund is used to account for all financial resources not accounted for in another fund.

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B. Special Revenue Funds

Past Practice Definition – Special revenue funds account for proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

GASB 54 Definition – Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The term “proceeds of specific revenue sources” establishes that one or more specific restricted or committed revenues should be the foundation for a special revenue fund.

C. Capital Projects

Past Practice Definition – Capital project funds account for financial resources to be used for the acquisition or construction of major capital facilities.

GASB 54 Definition – Capital project funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital project funds exclude those types of capital related outflows financed by proprietary funds, or for assets that will be held in trust for individuals, private organizations, or other governments.

D. Debt Service

Past Practice Definition – Debt service funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

GASB 54 Definition – Debt service funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

FUND STRUCTURE

All City funds are accounted for in accordance with Generally Accepted Accounting Principles (GAAP).

General Fund

The General Fund is the principal fund of the City. The General Fund accounts for the normal recurring activities of the City (i.e., police, public works, community development, library, recreation, and general government). These activities are funded principally by user fees, and property, sales, and franchise taxes. Accounting records and budgets for governmental fund types are prepared and maintained on a modified accrual basis. Revenues are recorded when available and measurable. Expenditures are prepared and recorded when services or goods are received and the liabilities are incurred.

Enterprise Funds

The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private businesses. Accounting records for proprietary fund types are maintained on an accrual basis. Budgets for all enterprise funds are prepared on a modified accrual basis. Depreciation is not budgeted for in the City's enterprise funds. Included are the following:

- Water Fund - Accounts for the operation of the City's water utilities, including debt service on associated water revenue bonds.
- Transportation and Parking Fund - Accounts for the operation of the City's public transportation (bus and trolley) system and parking programs.
- Golf Course Fund - Accounts for the operation of the City's golf course.
- Storm Water Fund – Accounts for the operations and capital of the City's storm water utilities, including debt service on associated storm water revenue bonds.

Debt Service Funds

Accounting records and budgets for all debt service funds are prepared on a modified accrual basis.

Park City General Long-Term Debt Service Fund

The fund accounts for the accumulation of money for the repayment of the 1988, 1993 and 1999 A, 2000, 2005, and 2008 General Obligation Bonds and the 1992 Excise Tax Revenue Bond (Class "C"). The sources of revenue are property and fuel tax.

Sales Tax Revenue Debt Service Fund

This fund accounts for the accumulation of money for the repayment of the 2005 Series A & B Sales Tax Revenue Bonds. The sources of revenue are sales tax, some RDA proceeds, and Parks and Public Safety impact fees.

Redevelopment Agency Debt Service Fund

This fund accounts for the accumulation of money for the repayment of 1997 Main Street refunding bonds and the series 1998 Lower Park Avenue Bonds. The principal source of revenue is property tax increment from the redevelopment area.

Municipal Building Authority Debt Service Fund

This fund accounts for the accumulation of money for the repayment of the 1990, 1994, and 1996 series Lease Revenue Bonds. Rent is transferred from other funds of the City that lease assets from the Municipal Building Authority.

Internal Service Funds

Accounting records for all internal service funds are prepared on an accrual basis. Budgets for all internal service funds are prepared on a modified accrual basis. Depreciation is not budgeted for in the City's internal service funds. The internal service funds are used to account for the financing and operation of services provided to various City departments and other governments on a cost-reimbursement basis. Included are the following:

- Fleet Fund - Accounts for the cost of storage, repair, and maintenance of City-owned vehicles.
- Equipment Replacement Fund - Accounts for the accumulation of resources for the future replacement of fixed assets through a rental charge-back system.
- Self-Insurance Fund - Accounts for the establishment of self-insured programs including Workers' Compensation, Unemployment Compensation, and liability insurance.

Capital Project Funds

Accounting records and budgets for all capital project funds are prepared and maintained on a modified accrual basis. The capital project funds are used to account for the construction of major capital projects not included in the proprietary funds. The Capital Improvement Fund is used to account for capital projects of the City's general government. The Municipal Building Authority and the Redevelopment Agency also have separate capital project funds. The City has undertaken a major prioritization process for its CIP projects. This budget reflects that prioritization.

PAY PLAN PROCESS

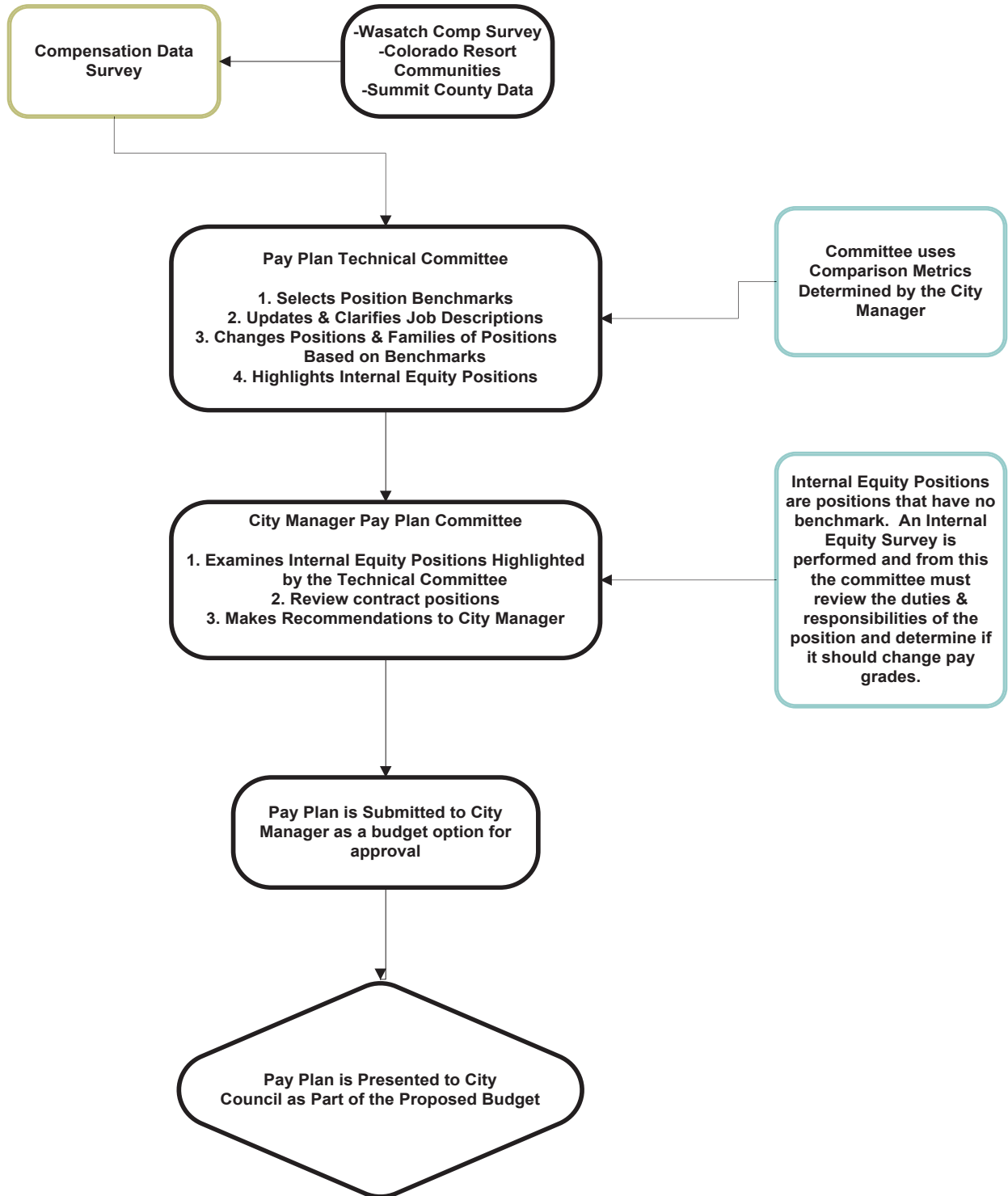


Table S7 – The City’s Pay Plan

Staffing Summary by Fund

GENERAL FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Full Time								
1190 - CITY MANAGER	AD02	\$140,000	\$151,487	\$160,065	\$171,560	1.00	1.00	1.00
1290 - CITY ATTORNEY	AD01	\$130,000	\$141,457	\$149,467	\$160,200	1.00	1.00	1.00
2190 - CHIEF OF POLICE	E26	\$103,000	\$128,035	\$135,285	\$145,000	1.00	1.00	1.00
4590 - PUBLIC UTILITIES DIRECTOR	E23	\$90,621	\$117,741	\$124,408	\$133,342	0.10	0.10	0.10
1280 - DEPUTY CITY ATTORNEY	E23	\$90,621	\$117,741	\$124,408	\$133,342	1.00	1.00	1.00
1180 - ASSISTANT CITY MANAGER	E22	\$87,830	\$114,289	\$120,761	\$129,433	1.00	1.00	1.00
4190 - TRANSIT & PUBLIC WORKS DIRECTOR	E22	\$87,830	\$114,289	\$120,761	\$129,433	0.25	0.25	0.25
3190 - COMMUNITY DEVELOPMENT DIRECTOR	E22	\$87,830	\$114,289	\$120,761	\$129,433	0.75	1.00	1.00
1590 - FINANCE MANAGER	E21	\$86,375	\$110,675	\$116,942	\$125,339	1.00	1.00	1.00
1690 - IT & CUSTOMER SERVICE DIRECTOR	E20	\$82,542	\$107,420	\$113,502	\$121,653	1.00	1.00	1.00
1390 - HUMAN RESOURCES MANAGER	E20	\$82,542	\$107,420	\$113,502	\$121,653	1.00	1.00	1.00
3490 - CITY ENGINEER	E20	\$82,542	\$107,420	\$113,502	\$121,653	1.00	1.00	1.00
5490 - LIBRARY DIRECTOR	E18	\$76,539	\$99,620	\$105,261	\$112,820	1.00	1.00	1.00
2080 - ECONOMIC DEVELOPMENT MANAGER	E18	\$76,539	\$99,620	\$105,261	\$112,820	1.00	1.00	1.00
1670 - NETWORK ENGINEER	E17	\$73,856	\$95,960	\$101,393	\$108,675	1.00	1.00	1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
1250 - ATTORNEY V	E17	\$73,856	\$95,960	\$101,393	\$108,675	1.00	1.00	1.00
2180 - CAPTAIN	E17	\$73,856	\$95,960	\$101,393	\$108,675	2.00	2.00	2.00
3290 - PLANNING DIRECTOR	E16	\$71,182	\$92,659	\$97,906	\$104,937	1.00	1.00	1.00
1792 - ENVIRONMENTAL SUSTAINABILITY MNGR	E16	\$71,182	\$92,659	\$97,906	\$104,937	1.00	1.00	1.00
2170 - LIEUTENANT	E16	\$71,182	\$92,659	\$97,906	\$104,937	2.00	2.00	2.00
1974 - CPITL BUDGET DEBT & GRANTS MNG	E15	\$68,377	\$88,840	\$93,871	\$100,612	1.00	1.00	1.00
1972 - BUDGET OPERATIONS MANAGER	E15	\$68,377	\$88,840	\$93,871	\$100,612	1.00	1.00	1.00
1680 - SYSTEMS ADMINISTRATOR	E14	\$65,580	\$85,381	\$90,216	\$96,694	1.00	1.00	1.00
3080 - CHIEF BUILDING OFFICIAL	E14	\$65,580	\$85,381	\$90,216	\$96,694	1.00	1.00	1.00
3390 - COMMUNITY ENGAGEMENT MANAGER	E13	\$62,617	\$81,357	\$85,964	\$92,137	1.00	1.00	1.00
1240 - ATTORNEY IV	E13	\$62,617	\$81,357	\$85,964	\$92,137	1.00	1.00	1.00
5790 - RECREATION MANAGER	E13	\$62,617	\$81,357	\$85,964	\$92,137	1.00	1.00	1.00
1580 - ACCOUNTING MANAGER	E12	\$59,663	\$77,693	\$82,092	\$87,987	1.00	1.00	1.00
3188 - AFFORDABLE HOUSING MANAGER	E12	\$59,663	\$77,693	\$82,092	\$87,987	1.00	1.00	1.00
4490 - STREETS & STREETSCAPES MANAGER	E12	\$59,663	\$77,693	\$82,092	\$87,987	0.70	0.70	0.70
5590 - PARKS & GOLF MANAGER	E11	\$57,279	\$74,361	\$78,572	\$84,214	0.50	0.50	0.50
3078 - DEPUTY CHIEF BUILDING OFFICIAL	E11	\$57,279	\$74,361	\$78,572	\$84,214	1.00	1.00	1.00
1890 - BUILDING MAINTENANCE SUPER	E11	\$57,279	\$74,361	\$78,572	\$84,214	1.00	1.00	1.00
3470 - PUBLIC IMPROVEMENTS ENGINEER	E11	\$57,279	\$74,361	\$78,572	\$84,214	1.00	1.00	1.00
2390 - EMERGENCY MANAGER	E11	\$57,279	\$74,361	\$78,572	\$84,214	1.00	1.00	1.00
2078 - ECONOMIC DEVELOPMT PROGRAM MGR	E11	\$57,279	\$74,361	\$78,572	\$84,214	1.00	1.00	1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
2020 - PROPERTY, REAL ESTATE, TRAILS & OPEN SPACE PROGRAM MANAGER	E11	\$57,279	\$74,361	\$78,572	\$84,214	1.00	1.00	1.00
2072 - SENIOR PROJECT MANAGER	E10	\$54,906	\$71,482	\$75,530	\$80,954	1.00	1.00	1.00
3074 - FIRE MARSHALL	E10	\$54,906	\$71,482	\$75,530	\$80,954	1.00	1.00	1.00
3024 - (UNDERFILLED) ASSOCIATE BUILDING INSPECTOR	E10	\$54,906	\$71,482	\$75,530	\$80,954	1.00	2.00	2.00
3050 - PLAN CHECK COORDINATOR	E10	\$54,906	\$71,482	\$75,530	\$80,954	2.00	2.00	2.00
3224 - SENIOR PLANNER	E10	\$54,906	\$71,482	\$75,530	\$80,954	2.00	3.00	3.00
2030 - ENVIRON REGULATORY PROGRM MNGR	E10	\$54,906	\$71,482	\$75,530	\$80,954	1.00	1.00	1.00
1660 - GIS ADMINISTRATOR	E10	\$54,906	\$71,482	\$75,530	\$80,954	0.50	0.50	0.50
5788 - ASSISTANT RECREATION MANAGER	E09	\$52,528	\$68,423	\$72,298	\$77,490	1.00	1.00	1.00
1110 - CITY RECORDER	E09	\$52,528	\$68,423	\$72,298	\$77,490	1.00	1.00	1.00
2000 - ENVIRONMENTAL PROJECT MANAGER	E09	\$52,528	\$68,423	\$72,298	\$77,490	1.00	1.00	1.00
2010 - AFFORDABLE HOUSING PROGRAM MANAGER	E08	\$51,897	\$65,631	\$69,347	\$74,327	1.00	1.00	1.00
1652 - IT COORDINATOR III	E08	\$51,897	\$65,631	\$69,347	\$74,327	2.00	2.00	2.00
1650 - IT COORDINATOR II - TRANSIT	E07	\$51,786	\$60,624	\$64,057	\$68,657	2.00	2.00	2.00
1658 - PUBLIC UTILITIES PROGRAMMER ANALYST	E07	\$51,786	\$60,624	\$64,057	\$68,657	0.25	0.25	0.25
3222 - PLANNER II	E07	\$51,786	\$60,624	\$64,057	\$68,657	3.00	2.00	2.00
5782 - RECREATION SUPERVISOR	E06	\$51,697	\$56,628	\$59,835	\$64,131	3.00	3.00	3.00
5480 - LIBRARIAN UNDRFLD SR LIBRARIAN	E06	\$51,697	\$56,628	\$59,835	\$64,131	4.00	4.00	4.00
3220 - PLANNING TECHNICIAN (UNDRFLD PLANNER I)	E05	\$51,615	\$52,933	\$55,931	\$59,947	2.00	2.00	2.00
1648 - IT COORDINATOR I	E05	\$51,615	\$52,933	\$55,931	\$59,947	0.00	1.00	1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
5470 - IT CIRCULATION LIBRARIAN	E04	\$51,548	\$49,892	\$52,717	\$56,503	1.00	0.00	0.00
2160 - SERGEANT	N22	\$32.00	\$38.32	\$40.49	\$43.40	6.00	6.00	6.00
2142 - SENIOR POLICE OFFICER	N19	\$26.26	\$33.68	\$35.58	\$38.14	17.00	19.00	19.00
3022 - SENIOR BUILDING INSPECTOR	N18	\$24.53	\$32.24	\$34.06	\$36.51	4.00	4.00	4.00
7762 - EXECUTIVE ASSISTANT	N14	\$20.12	\$26.14	\$27.62	\$29.60	1.35	1.35	1.35
1520 - ACCOUNTANT	N14	\$20.12	\$26.14	\$27.62	\$29.60	1.00	1.00	1.00
4120 - PUBLIC IMPROVEMENTS INSPECTOR	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.75	0.75	0.75
1350 - HR GENERALIST	N14	\$20.12	\$26.14	\$27.62	\$29.60	2.00	2.00	2.00
1203 - LEGAL ANALYST	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.00	1.00	1.00
1960 - BUDGET, DEBTS & GRANTS ANALYST	N14	\$20.12	\$26.14	\$27.62	\$29.60	1.25	1.50	1.50
2140 - POLICE OFFICER	N14	\$20.12	\$26.14	\$27.62	\$29.60	4.00	2.00	2.00
4416 - STREETS IV - FIELD SUPERVISOR	N13	\$18.81	\$24.52	\$25.91	\$27.77	2.50	2.50	2.50
1826 - BUILDING MAINTENANCE IV	N13	\$18.81	\$24.52	\$25.91	\$27.77	1.00	1.00	1.00
3018 - BUSINESS LICENSE INSPECTOR	N13	\$18.81	\$24.52	\$25.91	\$27.77	1.00	1.00	1.00
5780 - RECREATION COORDINATOR	N13	\$18.81	\$24.52	\$25.91	\$27.77	3.30	3.00	3.00
1202 - PARALEGAL	N13	\$18.81	\$24.52	\$25.91	\$27.77	2.00	1.00	1.00
1112 - EXECUTIVE ASSISTANT	N13	\$18.81	\$24.52	\$25.91	\$27.77	1.00	1.00	1.00
1750 - EVENTS COORDINATOR	N13	\$18.81	\$24.52	\$25.91	\$27.77	2.00	2.00	2.00
5516 - PARKS IV	N13	\$18.81	\$24.52	\$25.91	\$27.77	5.50	5.50	5.50
5514 - PARKS III	N12	\$17.74	\$23.05	\$24.35	\$26.10	3.00	3.00	3.00
1530 - PAYROLL COORDINATOR	N12	\$17.74	\$23.05	\$24.35	\$26.10	1.00	1.00	1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
4414 - STREETS & STORM WATER OPERATOR III	N12	\$17.74	\$23.05	\$24.35	\$26.10	11.00	11.00	11.00
3320 - ANALYST I UNDFLD DIGITAL COMM COORDINATOR	N12	\$17.74	\$23.05	\$24.35	\$26.10	1.00	1.00	1.00
7734 - ANALYST I (UNDRFLD III)	N11	\$16.67	\$21.75	\$22.98	\$24.63	1.32	1.32	1.32
2130 - VICTIM ADVOCATE	N11	\$16.67	\$21.75	\$22.98	\$24.63	1.00	1.00	1.00
1824 - BUILDING MAINTENANCE III	N11	\$16.67	\$21.75	\$22.98	\$24.63	4.00	4.00	4.00
3010 - CODE ENFORCEMENT OFFICER	N11	\$16.67	\$21.75	\$22.98	\$24.63	3.00	3.00	3.00
2214 - DISPATCHER III	N11	\$16.67	\$21.75	\$22.98	\$24.63	0.50	0.00	0.00
7732 - ANALYST II	N10	\$16.30	\$19.99	\$21.12	\$22.64	2.00	2.00	2.00
2204 - POLICE RECORDS CLERK	N10	\$16.30	\$19.99	\$21.12	\$22.64	2.00	2.00	2.00
3002 - PERMIT TECHNICIAN	N10	\$16.30	\$19.99	\$21.12	\$22.64	1.00	1.00	1.00
5763 - FRONT DESK TEAM LEADER	N10	\$16.30	\$19.99	\$21.12	\$22.64	2.00	2.00	2.00
1310 - HR ASSISTANT	N10	\$16.30	\$19.99	\$21.12	\$22.64	1.00	1.00	1.00
1540 - BUSINESS LICENSE SPECIALIST	N10	\$16.30	\$19.99	\$21.12	\$22.64	1.00	1.00	1.00
5422 - CIRCULATION TEAM LEADER-CUSTSR	N10	\$16.30	\$19.99	\$21.12	\$22.64	1.00	1.00	1.00
1514 - ACCOUNTING CLERK III	N10	\$16.30	\$19.99	\$21.12	\$22.64	1.00	1.00	1.00
2212- DISPATCHER II	N10	\$16.30	\$19.99	\$21.12	\$22.64	0.50	0.00	0.00
1822 - BUILDING MAINTENANCE II	N09	\$15.90	\$18.40	\$19.44	\$20.84	1.00	2.00	2.00
7730 - ANALYST I - COMMUNITY AFFAIRS	N09	\$15.90	\$18.40	\$19.44	\$20.84	1.36	2.36	2.36
7724 - OFFICE ASSISTANT III - PW ADMIN	N08	\$15.70	\$17.17	\$18.14	\$19.44	0.00	1.00	1.00
5414 - LIBRARY ASSISTANT	N07	\$15.50	\$16.12	\$17.04	\$18.26	1.00	2.00	2.00
2210 - DISPATCHER I	N07	\$15.50	\$16.12	\$17.04	\$18.26	1.00	0.00	0.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Total Full Time						163.38	166.58	166.58

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Part Time								
5110 - TENNIS PRO - PICKLEBALL INSTRUCTOR	SP18	\$23.81			\$36.51	0.73	0.73	0.73
5754 - RECREATION INSTRUCTOR VII-PC MARC	SP16	\$21.79			\$33.11	0.43	0.43	0.43
1614 - TECHNICAL SPECIALIST II	SP14	\$19.54			\$29.60	0.75	0.75	0.75
2124 - SPECIAL EVENTS POLICE OFFICER	SP13	\$18.27			\$27.77	2.13	1.11	1.11
5514 - PARKS III-TRAILS & OPEN SPACE COORDINATOR	SP12	\$17.23			\$26.10	6.59	5.91	5.91
4414 - STREETS & STORM WATER OPERATOR III	SP12	\$17.23			\$26.10	0.61	0.61	0.61
1514 - ACCOUNTING CLERK III	SP10	\$14.94			\$22.64	0.65	0.65	0.65
5512 - PARKS II- DIRT JUMP PARK MAINTENANCE	SP09	\$13.69			\$20.84	0.60	0.60	0.60
8854 - PROJECT MANAGER I/LEGAL INTERN	SP09	\$13.69			\$20.84	1.07	1.07	1.07
7724 - OFFICE ASSISTANT III-BUILDING	SP08	\$12.84			\$19.44	2.79	0.97	0.97
5414 - LIBRARY ASSISTANT - ADULT	SP07	\$11.99			\$18.26	3.33	2.86	2.86
5510 - PARKS I	SP06	\$10.93			\$16.68	2.29	2.29	2.29
5412 - LIBRARY CLERK	SP06	\$10.93			\$16.68	1.64	1.64	1.64
2122 - RESERVE POLICE OFFICER	SP06	\$10.93			\$16.68	3.99	4.71	4.71
5730 - RECREATION WORKER VI -RECREATION	SP06	\$10.93			\$16.68	0.16	0.16	0.16
5728 - RECREATION WORKER V	SP05	\$10.02			\$15.28	1.88	1.88	1.88

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
5748 - RECREATION INSTRUCTOR IV- ASST.AQUATICS DIR.	SP05	\$10.02			\$15.28	0.98	0.98	0.98
8844 - GENERAL OFFICE CLERK III	SP04	\$9.08			\$13.85	1.14	1.14	1.14
5726 - RECREATION WORKER IV	SP04	\$9.08			\$13.85	4.56	1.44	1.44
5760 - RECREATION FRONT DESK CLERK	SP04	\$9.08			\$13.85	5.78	5.78	5.78
5724 - RECREATION WORKER III-FACILITIES ASST	SP03	\$9.08			\$12.36	1.20	0.47	0.47
5742 - RECREATION INSTRUCTOR I - REC	SP02	\$9.08			\$11.20	2.20	2.20	2.20
1810 - ASSISTANT CUSTODIAN I	SP02	\$9.08			\$11.20	0.33	0.33	0.33
5714 - OFFICIAL/REFEREE II	SP02	\$9.08			\$11.20	1.00	1.00	1.00
5720 - RECREATION WORKER I	SP01	\$7.25			\$10.08	2.47	2.47	2.47
Total Part Time						49.30	42.18	42.18

Staffing Summary by Fund

QUINNS RECREATION COMPLEX

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Full Time								
3590 - ICE GENERAL MANAGER	E12	\$59,663	\$77,693	\$82,092	\$87,987	1.00	1.00	1.00
3550 - ICE PROGRAM COORDINATOR	N13	\$18.81	\$24.52	\$25.91	\$27.77	1.00	1.00	1.00
5516 - PARKS IV	N13	\$18.81	\$24.52	\$25.91	\$27.77	1.00	1.00	1.00
5514 - PARKS III	N12	\$17.74	\$23.05	\$24.35	\$26.10	1.00	1.00	1.00
3524 - ARENA MAINTENANCE COORDINATOR	N10	\$16.30	\$19.99	\$21.12	\$22.64	1.00	1.00	1.00
3538 - ICE FRONT DESK TEAM LEADER	N09	\$15.90	\$18.40	\$19.44	\$20.84	1.00	1.00	1.00
Total Full Time						6.00	6.00	6.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Part Time								
3510 - HOCKEY ACADEMY DIRECTOR	SP13	\$18.27			\$27.77	0.36	0.36	0.36

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
3520 - SKATING ACADEMY DIRECTOR	SP13	\$18.27			\$27.77	0.31	0.31	0.31
3532 - OFF ICE INSTRUCTOR I	SP12	\$17.23			\$26.10	0.06	0.06	0.06
5514 - PARKS III-TRAILS & OPEN SPACE COORDINATOR	SP12	\$17.23			\$26.10	0.83	0.83	0.83
3576 - ICE RINK OPERATOR	SP08	\$12.84			\$19.44	1.38	1.38	1.38
3506 - ICE HOCKEY INSTRUCTOR I	SP06	\$10.93			\$16.68	0.16	0.16	0.16
3518 - ICE SKATING PROFESSIONAL	SP06	\$10.93			\$16.68	0.35	0.35	0.35
3504 - ICE SCOREKEEPER	SP05	\$10.02			\$15.28	0.17	0.17	0.17
3502 - ICE CUSTOMER SERVICE REP	SP03	\$9.08			\$12.36	1.63	1.63	1.63
Total Part Time						5.25	5.25	5.25

Staffing Summary by Fund

LOWER PARK AVE RDA SPECIAL REVENUE FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Full Time								
1960 - BUDGET, DEBTS & GRANTS ANALYST	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.25	0.25	0.25
Total Full Time						0.25	0.25	0.25

Staffing Summary by Fund

WATER FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Full Time								
4590 - PUBLIC UTILITIES DIRECTOR	E23	\$90,621	\$117,741	\$124,408	\$133,342	0.60	0.60	0.60
4580 - WATER QUALITY & TREATMENT MNGR	E17	\$73,856	\$95,960	\$101,393	\$108,675	1.00	1.00	1.00
4560 - PUBLIC UTILITIES ENGINEERING MANAGER	E15	\$68,377	\$88,840	\$93,871	\$100,612	0.70	0.70	0.70
4540 - WATER DISTRIBUTION MANAGER	E12	\$59,663	\$77,693	\$82,092	\$87,987	1.00	1.00	1.00
4554 - WATER RESOURCES MANAGER	E11	\$57,279	\$74,361	\$78,572	\$84,214	0.50	0.50	0.50
4558 - PUBLIC UTILITIES WATER ENGINEER	E11	\$57,279	\$74,361	\$78,572	\$84,214	1.50	1.50	1.50
1660 - GIS ADMINISTRATOR	E10	\$54,906	\$71,482	\$75,530	\$80,954	0.25	0.25	0.25
1658 - PUBLIC UTILITIES PROGRAMMER ANALYST	E07	\$51,786	\$60,624	\$64,057	\$68,657	0.50	0.50	0.50
4538 - WATER TREATMENT SUPERINTENDANT	N21	\$29.33	\$36.56	\$38.63	\$41.40	2.00	2.00	2.00
4568 - WATER QUALITY SCIENTISTS	N16	\$22.44	\$29.24	\$30.89	\$33.11	1.00	2.00	2.00
4534 - WATER DISTRIBUTION FIELD SUPERVISOR	N15	\$21.43	\$27.93	29.51	\$31.63	2.00	2.00	2.00
4526 - WATER WORKER TREATMENT OPERATOR III	N14	\$20.12	\$26.14	\$27.62	\$29.60	12.00	13.00	13.00
1960 - BUDGET, DEBTS & GRANTS ANALYST	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.25	0.25	0.25
7762 - EXECUTIVE ASSISTANT	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.30	0.30	0.30
4532 - WATER BILLING COORDINATOR	N12	\$17.74	\$23.05	\$24.35	\$26.10	0.75	0.75	0.75

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
4850 - STORM WATER COORDINATOR	N12	\$17.74	\$23.05	\$24.35	\$26.10	0.25	0.25	0.25
7734 - ANALYST I (UNDRFLD III)	N11	\$16.67	\$21.75	\$22.98	\$24.63	0.36	0.36	0.36
7730 - ANALYST I - COMMUNITY AFFAIRS	N09	\$15.90	\$18.40	\$19.44	\$20.84	0.13	0.13	0.13
Total Full Time						25.09	27.09	27.09

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Part Time								
4514 - WATER LABORER III	SP06	\$10.93			\$16.68	1.01	1.01	1.01
4510 - WATER LABORER I	SP04	\$9.08			\$13.85	1.35	1.35	1.35
Total Part Time						2.36	2.36	2.36

Staffing Summary by Fund

STORM WATER FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Full Time								
4590 - PUBLIC UTILITIES DIRECTOR	E23	\$90,621	\$117,741	\$124,408	\$133,342	0.30	0.30	0.30
4560 - PUBLIC UTILITIES ENGINEERING MANAGER	E15	\$68,377	\$88,840	\$93,871	\$100,612	0.30	0.30	0.30
4490 - STREETS & STREETSCAPES MANAGER	E12	\$59,663	\$77,693	\$82,092	\$87,987	0.30	0.30	0.30
4554 - WATER RESOURCES MANAGER	E11	\$57,279	\$74,361	\$78,572	\$84,214	0.50	0.50	0.50
4558 - PUBLIC UTILITIES WATER ENGINEER	E11	\$57,279	\$74,361	\$78,572	\$84,214	0.50	0.50	0.50
1658 - PUBLIC UTILITIES PROGRAMMER ANALYST	E07	\$51,786	\$60,624	\$64,057	\$68,657	0.25	0.25	0.25
7762 - EXECUTIVE ASSISTANT	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.60	0.60	0.60
4416 - STREETS IV - FIELD SUPERVISOR	N13	\$18.81	\$24.52	\$25.91	\$27.77	0.50	0.50	0.50
4414 - STREETS & STORM WATER OPERATOR III	N12	\$17.74	\$23.05	\$24.35	\$26.10	2.00	2.00	2.00
4532 - WATER BILLING COORDINATOR	N12	\$17.74	\$23.05	\$24.35	\$26.10	0.25	0.25	0.25
4850 - STORM WATER COORDINATOR	N12	\$17.74	\$23.05	\$24.35	\$26.10	0.75	0.75	0.75
7734 - ANALYST I (UNDRFLD III)	N11	\$16.67	\$21.75	\$22.98	\$24.63	0.32	0.32	0.32
Total Full Time						6.57	6.57	6.57

Staffing Summary by Fund

GOLF COURSE FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Full Time								
5690 - GOLF MANAGER	E12	\$59,663	\$77,693	\$82,092	\$87,987	1.00	1.00	1.00
5590 - PARKS & GOLF MANAGER	E11	\$57,279	\$74,361	\$78,572	\$84,214	0.50	0.50	0.50
5650 - FIRST ASSISTANT GOLF PRO	E03	\$36,899	\$47,944	\$50,648	\$54,288		1.00	1.00
5516 - PARKS IV	N13	\$18.81	\$24.52	\$25.91	\$27.77	1.50	1.50	1.50
5780 – GOLF COORDINATOR	N13	\$18.81	\$24.52	\$25.91	\$27.77	0.70		
Total Full Time						3.70	4.00	4.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Part Time								
5512 - PARKS II- DIRT JUMP PARK MAINTENANCE	SP09	\$13.69			\$20.84	6.59	6.59	6.59

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
5650 - ASSISTANT GOLF PRO	SP07	\$11.99			\$18.26	2.45	2.45	2.45
5510 - PARKS I	SP06	\$10.93			\$16.68	0.39	0.39	0.39
5622 - BEVERAGE CART SUPERVISOR - GOLF	SP04	\$9.08			\$13.85	0.23	0.23	0.23
5614 - GOLF COURSE STARTER	SP03	\$9.08			\$12.36	1.25	1.25	1.25
29.545612 - RANGE ATTENDANT	SP02	\$9.08			\$11.20	0.87	0.87	0.87
5610 - GOLF CART SERVICER	SP01	\$7.25			\$10.08	0.29	0.29	0.29
5620 - BEVERAGE CART ATTENDEE	SP01	\$7.25			\$10.08	1.03	1.03	1.03
Total Part Time						13.10	13.10	13.10

Staffing Summary by Fund

TRANSPORTATION & PARKING FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Full Time								
3190 – COMMUNITY DEVELOPMENT DIRECTOR	E22	\$87,830	\$114,289	\$120,761	\$129,433	0.25	0.00	0.00
4190 - TRANSIT & PUBLIC WORKS DIRECTOR	E22	\$87,830	\$114,289	\$120,761	\$129,433	0.50	0.50	0.50
4790 - TRANSPORTATION PLANNING MANAGR	E20	\$82,542	\$107,420	\$113,502	\$121,653	1.00	1.00	1.00
4280 - TRANSIT ADMIN MANAGER	E12	\$59,663	\$77,693	\$82,092	\$87,987	1.00	1.00	1.00
4272 - SENIOR TRANSPORTATION PLANNER	E12	\$59,663	\$77,693	\$82,092	\$87,987	1.00	1.00	1.00
4140 - PARKING & FLEET MANAGER	E11	\$57,279	\$74,361	\$78,572	\$84,214	1.00	1.00	1.00
1660 - GIS ADMINISTRATOR	E10	\$54,906	\$71,482	\$75,530	\$80,954	0.25	0.25	0.25
4160 - BUSINESS OPERATIONS MANAGER	E10	\$54,906	\$71,482	\$75,530	\$80,954	1.00	1.00	1.00
1650 - IT COORDINATOR II - TRANSIT	E07	\$51,786	\$60,624	\$64,057	\$68,657	2.00	2.00	2.00
4274 - ASSOCIATE TRANSPTN PLANNER	E07	\$51,786	\$60,624	\$64,057	\$68,657	1.00	1.00	1.00
4262 - TRANSIT OPERATIONS TEAM LEADER	N16	\$22.44	\$29.24	\$30.89	\$33.11	1.00	1.00	1.00
4250 - TRANSIT SHIFT SUPERVISOR	N14	\$20.12	\$26.14	\$27.62	\$29.60	6.00	6.00	6.00
7762 - EXECUTIVE ASSISTANT	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.50	0.50	0.50
1969 – BUDGET, DEBT & GRANTS ANALYST	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.25	0.00	0.00
4120 - PUBLIC IMPROVEMENTS INSPECTOR	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.25	0.25	0.25

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
4118 - PARKING SUPERVISOR	N13	\$18.81	\$24.52	\$25.91	\$27.77	1.00	1.00	1.00
4216 - BUS DRIVER III (UNDRFLD IV)	N12	\$17.74	\$23.05	\$24.35	\$26.10	10.00	11.00	11.00
4116 - LEAD PARKING ENFORCEMENT OFFICER	N12	\$17.74	\$23.05	\$24.35	\$26.10	0.00	1.00	1.00
3320 - ANALYST I UNDFLD DIGITAL COMM COORDINATOR	N12	\$17.74	\$23.05	\$24.35	\$26.10	1.00	1.00	1.00
4170 - DATA ANALYST	N11	\$16.67	\$21.75	\$22.98	\$24.63	1.00	1.00	1.00
4214 - BUS DRIVER II (UNDERFLD III)	N10	\$16.30	\$19.99	\$21.12	\$22.64	54.00	35.00	35.00
7730 - ANALYST I - COMMUNITY AFFAIRS	N09	\$15.90	\$18.40	\$19.44	\$20.84	0.16	0.16	0.16
1822 - BUILDING MAINTENANCE II	N09	\$15.90	\$18.40	\$19.44	\$20.84	1.00	1.00	1.00
4212 - BUS DRIVER II	N09	\$15.90	\$18.40	\$19.44	\$20.84	1.00	34.00	34.00
4114 - PARKING OFFICER	N08	\$15.70	\$17.17	\$18.14	\$19.44	3.00	3.00	3.00
7724 - OFFICE ASSISTANT III - PW ADMIN	N08	\$15.70	\$17.17	\$18.14	\$19.44	1.00	1.00	1.00
7722 - OFFICE ASSISTANT II - PW ADMIN	N07	\$15.50	\$16.12	\$17.04	\$18.26	1.00	1.00	1.00
Total Full Time						91.16	106.66	106.66

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Part Time								
4414 - STREETS & STORM WATER OPERATOR III	SP12	\$17.23			\$26.10	0.70	0.70	0.70

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
4112 - PARKING ADJUDICATOR	SP11	\$16.19			\$24.63	0.20	0.20	0.20
4214 - BUS DRIVER III	SP10	\$14.94			\$22.64	6.47	6.47	6.47
4212 - BUS DRIVER II	SP09	\$13.69			\$20.84	17.59	20.09	20.09
4114 - PARKING OFFICER	SP08	\$12.84			\$19.44	2.00	2.00	2.00
4210 - BUS DRIVER I	SP07	\$11.99			\$18.26	0.08	0.08	0.08
Total Part Time						27.04	29.54	29.54

Staffing Summary by Fund

FLEET SERVICES FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs	FTEs
	FY 2018	-	-	-	-	FY 2018	FY 2019	FY 2020
Full Time								
4190 - TRANSIT & PUBLIC WORKS DIRECTOR	E22	\$87,830	\$114,289	\$120,761	\$129,433	0.25	0.25	0.25
4680 - FLEET OPERATIONS TEAM LEADER	N15	\$21.43	\$27.93	29.51	\$31.63	2.00	2.00	2.00
4652 - MECHANIC II	N14	\$20.12	\$26.14	\$27.62	\$29.60	1.00	1.00	1.00
7762 - EXECUTIVE ASSISTANT	N14	\$20.12	\$26.14	\$27.62	\$29.60	0.25	0.25	0.25
4650 - MECHANIC I	N13	\$18.81	\$24.52	\$25.91	\$27.77	6.00	6.00	6.00
7730 - ANALYST I - COMMUNITY AFFAIRS	N09	\$15.90	\$18.40	\$19.44	\$20.84	0.35	0.35	0.35
Total Full Time						9.85	9.85	9.85

PARK CITY MUNICIPAL'S

FISCAL YEAR 2019 BUDGET



Evolving and sustaining a complete community

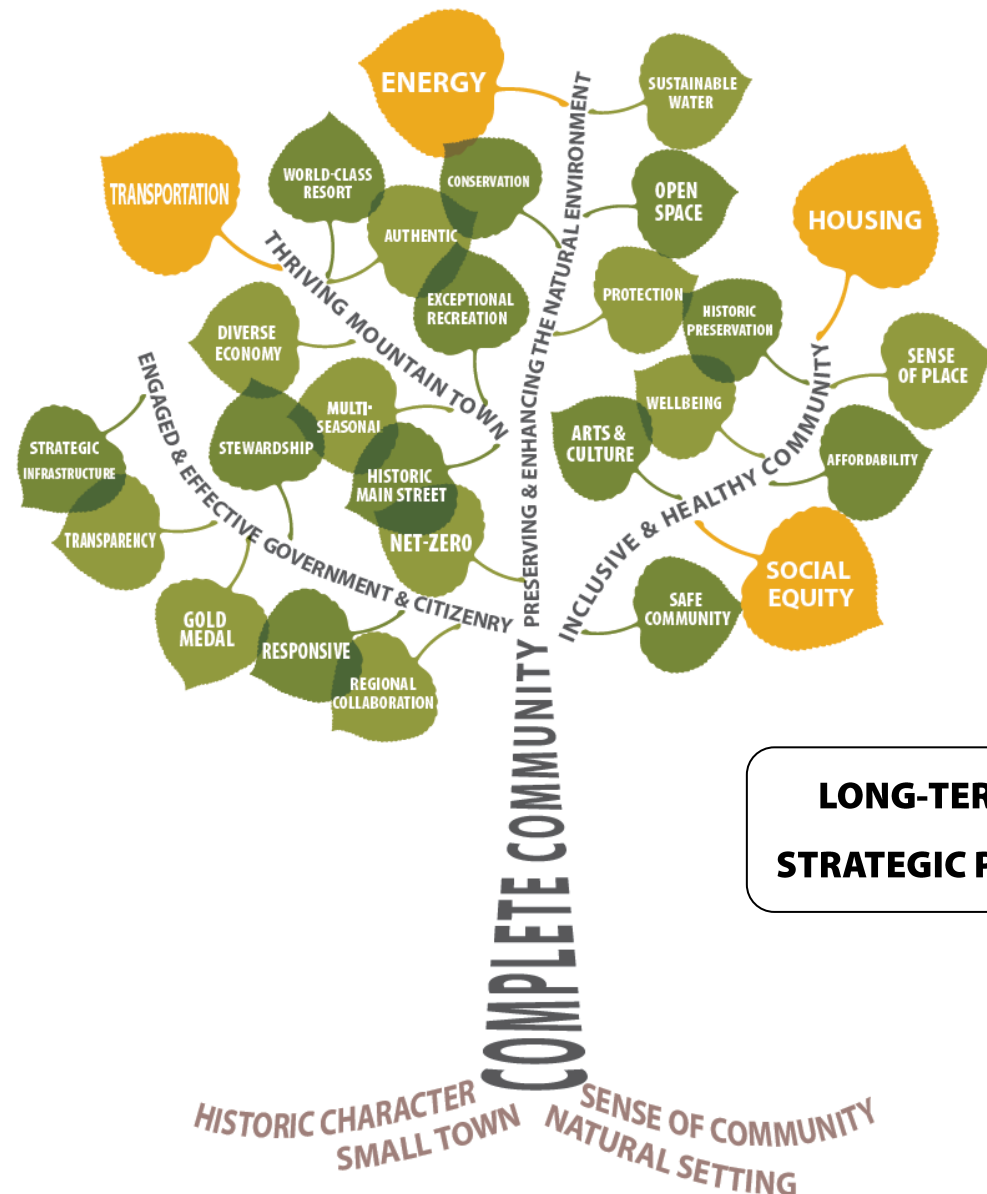
City Council Adopted Budget

Adjusted Budget Fiscal Year 2018

Annual Budget Fiscal Year 2019

Annual Plan Fiscal Year 2020

Volume II



**LONG-TERM
STRATEGIC PLAN**

Prepared by:

Diane Foster—City Manager

Jed Briggs—Budget Operations & Strategic Planning Manager

Nate Rockwood—Capital Budget, Debts, and Grants Manager

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Josh Miller- Capital Budget, Debts, and Grants Analyst

Program	Department	Score FY 2019	Page Number FY 2019
Traffic Enforcement	POLICE	22.00	3
Winter Service	TRANSPORTATION OPERATIONS	21.75	6
Summer Service	TRANSPORTATION OPERATIONS	21.75	8
Park City Mobility	TRANSPORTATION OPERATIONS	21.75	11
Transportation Management	TRANSPORTATION OPERATIONS	21.50	14
Winter Snow Operations	STREET MAINTENANCE	20.25	17
Parking Management	PARKING & TRANSIT	19.00	19
Economic and Redevelopment	ECONOMY & BUDGET	17.50	22
Business Improvement District	ECONOMY	12.00	25
Economic Development Grant	ECONOMY	11.50	27
Park Amenities & Infrastructure	PARKS & FIELDS	14.00	29
Parks, Turf & Athletic Fields	PARKS & CITY RECREATION	14.00	32
Tennis Tournaments	CITY RECREATION & TENNIS	13.75	35
Concessions	GOLF OPERATIONS	13.75	37
Retail	ICE FACILITY	13.00	39
Recreation Youth Programs	CITY RECREATION & TENNIS	12.75	41
Recreation Adult Programs	CITY RECREATION	12.25	44
Rec Center Operations	CITY RECREATION & TENNIS	12.25	47
Tennis Operations	CITY RECREATION & TENNIS	12.00	50
Ice Adult Programs	ICE FACILITY	11.75	53
Tennis Programs	CITY RECREATION & TENNIS	11.75	55
Ice Youth Programs	ICE FACILITY	11.50	58
Golf Management Operations	GOLF OPERATIONS	11.25	60
Ice Programs	ICE FACILITY	11.25	62
Golf Shop Programs	GOLF OPERATIONS	11.25	65
Retail Operations	GOLF OPERATIONS	10.75	67
Operations	ICE FACILITY	10.75	69
Pro Shop	CITY RECREATION & TENNIS	10.75	72
Marketing	CITY RECREATION & TENNIS	10.75	74
Ice Rental	ICE FACILITY		76
Special Events	9 CITY DEPARTMENTS	19.50	78

Preserving & Enhancing the Natural Environment

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Program	Department	Score FY 2019	Page Number FY 2019
Carbon Reduction	ENVIRONMENTAL SUSTAINABILITY	22.75	84
Distribution and Maintenance	WATER OPERATIONS	25.50	87
Water Quality	WATER OPERATIONS	25.50	90
Service Orders	WATER OPERATIONS	25.50	93
Water Billing	WATER OPERATIONS	22.00	96
Project Management	WATER OPERATIONS	21.50	99
Water Rights/Water Projects	LEGAL	21.25	101
Conservation	WATER OPERATIONS	19.25	103
Environmental Regulatory/EPA	3 CITY DEPARTMENTS	18.75	105
Open Space	ECONOMY	18.75	108
Bonanza Flat Operations	BONANZA FLAT OPERATIONS		111

Inclusive & Healthy Community

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Program	Department	Score FY 2019	Page Number FY 2019
Housing	COMM. DEV. ADMIN.	23.75	115
Youth & Spanish Services	LIBRARY	20.50	118
Senior Services	COMMUNITY ENGAGEMENT	20.25	121
Special Service Contracts	BUDGET, DEBT & GRANTS	17.00	123
Youth Services Officer	POLICE	16.00	125
Childcare	CITY RECREATION & TENNIS	8.75	127
Social Equity	SOCIAL EQUITY		129
Mental Health	MENTAL HEALTH	17.00	130
DARE/Drug Education	POLICE	15.25	132
Arts & Culture	ARTS & CULTURE		134
Public Art	PUBLIC ART	14.00	136
McPolin Farm	MCPOLIN BARN	13.50	138
Patrol Operations	POLICE	23.50	140
State Liquor Enforcement	POLICE	23.50	143
Emergency Management	EMERGENCY MANAGEMENT & POLICE	21.75	145
Fire Safety	BUILDING	21.75	148
Dispatch	POLICE	21.50	150
Inspections	BUILDING & ENGINEERING	21.00	152
Inspections and Contract Supervision	BUILDING MAINTENANCE	20.50	155
Code Enforcement	BUILDING	19.75	157
Abatement Fund	BUILDING	19.00	160
Safety and Security	EMERGENCY MANAGEMENT	17.00	162
Permitting / Current Planning	PLANNING	18.75	164
Plan/Application Review	BUILDING, PLANNING & ENGINEERING	17.25	167
Long Range Planning	PLANNING	15.75	170
Graffiti Removal	STREET MAINTENANCE	14.25	172
Code Amendments	PLANNING	13.00	174
Flowers/Holiday Lighting/Beautification	PARKS & FIELDS	13.00	176
Special Planning Projects - Inter-Dept	PLANNING	12.75	179
Historic District Design Review	PLANNING	14.00	181
Historical Incentive Grant	PLANNING	10.00	183
Urban Trails and Walkability	ECONOMY	16.00	185
Trails (Backcountry)	ECONOMY	14.00	187

Engaged & Effective Government & Citizenry

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Program	Department	Score FY 2019	Page Number FY 2019
Community Outreach and Citizen Engagement	5 CITY DEPARTMENTS	21.50	193
Community Support	POLICE	18.25	197
Community Engagement	LIBRARY	15.00	200
Leadership Park City	ENVIRONMENTAL SUSTAINABILITY	11.50	202
Prosecution	LEGAL	25.25	204
Accounting/Audit/Treasury	FINANCE	23.50	206
Budget Preparation, Coordination, and Monitoring	BUDGET & FINANCE	22.50	209
Debt Management	BUDGET, DEBT & GRANTS	22.25	212
Business Licenses	FINANCE	21.50	214
Financial Services	FINANCE	21.00	216
Revenue/Resource Management	BUDGET, DEBT & GRANTS	20.25	218
General Legal Support	LEGAL	19.75	220
Litigation	LEGAL	19.75	222
Risk Management	EXECUTIVE & LEGAL	19.00	224
Employment Review	LEGAL	18.75	226
Contracts/Grants	LEGAL	16.75	228

Grant Administration	BUDGET, DEBT & GRANTS	16.25	230
Dental Self-Funding	DENTAL SELF-FUNDING	14.00	232
Analysis Resource	BUDGET, DEBT & GRANTS	13.75	234
Storm Water Utility	STORM WATER OPERATIONS	28.50	236
Street Lights & Signs	STREET MAINTENANCE	23.25	238
Clean-Up and Storm Drain	STREET MAINTENANCE	22.00	241
Engineering Project Management	ENGINEERING	20.75	244
Capital Budgeting	BUDGET, DEBT & GRANTS	20.75	247
Fleet Management & Maintenance	FLEET SERVICES DEPT	20.00	249
Network Support	INFORMATION TECHNOLOGY (IT)	19.00	251
Street & Sidewalk Maintenance	STREET MAINTENANCE	19.00	253
Parks & Sidewalk Snow Removal	PARKS & FIELDS	18.75	256
Janitorial Services	BUILDING MAINTENANCE	18.75	258
IT Utilities	INFORMATION TECHNOLOGY (IT)	18.00	260
Building Repairs and Maintenance	BUILDING MAINTENANCE	17.75	262
Software Maintenance/Upgrades	INFORMATION TECHNOLOGY (IT)	16.50	264
Systems Support	INFORMATION TECHNOLOGY (IT)	16.50	266
Golf Course Maintenance	GOLF COURSE MAINTENANCE	15.75	268
Utilities	BUILDING MAINTENANCE	15.00	269
Swede Alley Parking Structure	PUBLIC WORKS ADMINISTRATION	14.25	271
Golf Maintenance	GOLF MAINTENANCE & PARKS	13.75	273
Cemetery	PARKS & CEMETERY AND CITY REC	12.75	275
Trash Clean-Up	PARKS & FIELDS	11.50	278
Elections	EXECUTIVE	25.00	281
City Recorder	EXECUTIVE	23.50	284
Circulation Services	LIBRARY	18.50	286
Emergency Communications	COMMUNITY ENGAGEMENT	17.75	289
Technical Services	LIBRARY	18.50	291
Reciprocal Borrowing	LIBRARY	17.00	293
Adult Services	LIBRARY	16.50	295
Website	INFORMATION TECHNOLOGY (IT)	13.75	297
Legislative Liaison	EXECUTIVE	15.50	299
Policy Creation & Implementation	CITY COUNCIL; EXECUTIVE; & ENVIRONMENTAL SUSTAINABILITY	19.50	301
Council & Board Support	EXECUTIVE & LEGAL	19.50	303
Records Management	IT & POLICE	19.00	305
GIS	INFORMATION TECHNOLOGY (IT)	14.75	407
Venture Fund	EXECUTIVE	9.25	309
Local, State, and Federal Compliance	HUMAN RESOURCES	19.75	311
Benefit Design/Administration	HUMAN RESOURCES	18.75	313
Staff Support	EXECUTIVE	18.50	315
Strategic Planning	BUDGET, DEBT & GRANTS	16.50	317
Performance Measures and Benchmarking	BUDGET, DEBT & GRANTS	13.50	319
LEAD	EXECUTIVE & HUMAN RESOURCES	12.00	321
Valuing Employees	HUMAN RESOURCES	11.75	323
Recruitment	HUMAN RESOURCES	11.75	325
Pay Plan Design/Administration	HUMAN RESOURCES	11.75	327
Performance Management	HUMAN RESOURCES	10.75	329
Short-Term Citywide Personnel	HUMAN RESOURCES	6.50	331
Special Meetings	EXECUTIVE	5.50	333
Valued & Engaged Staff	ICE FACILITY		335
Planning Customer Service	PLANNING	15.00	337
Support/Help Desk	INFORMATION TECHNOLOGY (IT)	13.50	339

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021-Police Special Revenue Fund	520
022-Criminal Forfeiture Restricted Account	523
023-Lower Park Operating RDA	526
024 –Main Street RDA	530
031-Capital Improvement	534
033-Lower Park Avenue RDA	556
034-Main Street RDA	563
035-Municipal Building Authority	567
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Program	Departments	BASE FY 2018	SCORE FY 2019	QUARTILE FY 2019	DEPT REQ FY 2019	RT REC FY 2019	CM REC FY 2019	REV FY 2019	TOT REC COST FY 2019
CRITICAL PRIORITY: Transportation- Congestion Reduction, Local and Regional									
Traffic Enforcement	POLICE	\$1,147,918	22.00	1	\$1,264,989	\$1,135,872	\$1,195,637	\$-46,000	\$1,149,637
Winter Service	TRANSPORTATION OPERATIONS	\$5,932,968	21.75	1	\$7,254,446	\$6,398,219	\$6,503,740	\$0	\$6,503,740
Summer Service	TRANSPORTATION OPERATIONS	\$4,183,667	21.75	1	\$5,215,288	\$4,530,949	\$4,560,928	\$0	\$4,560,928
Park City Mobility	TRANSPORTATION OPERATIONS	\$780,945	21.75	1	\$938,189	\$805,939	\$824,197	\$0	\$824,197
Transportation Management	TRANSPORTATION OPERATIONS	\$1,167,189	21.50	1	\$1,490,822	\$1,594,091	\$1,842,142	\$0	\$1,794,983
Winter Snow Operations	STREET MAINTENANCE	\$1,269,799	20.25	2	\$1,268,820	\$1,254,875	\$1,288,600	\$0	\$1,302,548
Parking Management	PARKING & TRANSIT	\$1,078,546	19.00	2	\$1,834,401	\$1,837,420	\$2,008,086	\$-1,121,200	\$886,886
SUBTOTAL		\$15,561,032			\$19,266,955	\$17,557,365	\$18,223,330	-\$1,167,200	\$17,022,919
Desired Outcome: Resilient and Sustainable Economy									
Economic and Redevelopment	ECONOMY & BUDGET	\$2,143,391	17.50	2	\$2,142,529	\$2,142,502	\$2,156,676	\$-595,212	\$1,561,464
Business Improvement District	ECONOMY	\$64,419	12.00	4	\$64,419	\$64,419	\$64,419	\$-62,500	\$1,919
Economic Development Grant	ECONOMY	\$50,000	11.50	4	\$50,000	\$50,000	\$50,000	\$0	\$50,000
SUBTOTAL		\$2,257,810			\$2,256,948	\$2,256,921	\$2,271,095	-\$657,712	\$1,613,383
Desired Outcome: Wide Variety of Exceptional Recreation									
Park Amenities & Infrastructure	PARKS & FIELDS	\$260,089	14.00	4	\$259,013	\$259,068	\$272,900	\$0	\$272,900
Parks, Turf & Athletic Fields	PARKS & CITY RECREATION	\$914,444	14.00	4	\$784,384	\$784,443	\$820,024	\$-80,000	\$740,024
Tennis Tournaments	CITY RECREATION & TENNIS	\$50,132	13.75	4	\$50,184	\$38,863	\$38,863	\$-89,000	(\$50,137)
Concessions	GOLF OPERATIONS	\$58,502	13.75	4	\$58,502	\$58,502	\$58,502	\$-85,000	(\$26,498)
Retail	ICE FACILITY	\$35,181	13.00	4	\$12,081	\$12,081	\$12,081	\$-27,300	(\$27,300)
Recreation Youth Programs	CITY RECREATION & TENNIS	\$730,433	12.75	4	\$743,045	\$733,267	\$651,191	\$-250,200	\$428,462
Recreation Adult Programs	CITY RECREATION	\$763,044	12.25	4	\$764,690	\$744,152	\$698,484	\$-428,000	\$368,138
Rec Center Operations	CITY RECREATION & TENNIS	\$332,437	12.25	4	\$567,902	\$561,814	\$505,538	\$-264,200	\$223,546
Tennis Operations	CITY RECREATION & TENNIS	\$70,546	12.00	4	\$222,994	\$217,934	\$120,996	\$-184,350	\$21,135
Ice Adult Programs	ICE FACILITY	\$167,801	11.75	4	\$47,573	\$47,573	\$47,573	\$-123,050	(\$123,050)
Tennis Programs	CITY RECREATION & TENNIS	\$518,924	11.75	4	\$648,238	\$648,238	\$639,742	\$-499,650	\$140,092
Ice Youth Programs	ICE FACILITY	\$200,085	11.5	4	\$16,855	\$16,855	\$16,855	\$-106,950	(\$106,950)
Golf Management Operations	GOLF OPERATIONS	\$362,093	11.25	4	\$375,155	\$375,155	\$363,709	\$0	\$374,052
Ice Programs	ICE FACILITY	\$117,964	11.25	4	\$478,865	\$478,865	\$491,868	\$-69,950	\$454,070
Golf Shop Programs	GOLF OPERATIONS	\$96,750	11.25	4	\$100,091	\$100,091	\$90,864	\$0	\$101,206
Retail Operations	GOLF OPERATIONS	\$266,238	10.75	4	\$272,108	\$272,108	\$224,998	\$0	\$273,263
Operations	ICE FACILITY	\$364,855	10.75	4	\$541,326	\$365,833	\$361,434	\$-335,540	\$65,779
Pro Shop	CITY RECREATION & TENNIS	\$153,352	10.75	4	\$121,945	\$121,945	\$121,945	\$-104,000	\$17,945
Marketing	CITY RECREATION & TENNIS	\$27,653	10.75	4	\$27,653	\$27,653	\$26,673	\$-148,800	(\$122,127)
Ice Rental	ICE FACILITY			4	\$72,480	\$23,088	\$23,741	\$0	\$30,526
SUBTOTAL		\$5,490,523			\$6,165,084	\$5,864,440	\$5,564,240	-\$2,795,990	\$3,055,076
Desired Outcome: Varied & Multi-seasonal Event Offerings									
Special Events	9 CITY DEPARTMENTS	\$2,538,515	19.50	2	\$2,512,098	\$2,486,084	\$2,571,955	\$-826,688	\$1,740,604

Program	Departments	BASE FY 2018	SCORE FY 2019	QUARTILE FY 2019	DEPT REQ FY 2019	RT REC FY 2019	CM REC FY 2019	REV FY 2019	TOT REC COST FY 2019
TOTAL		\$25,847,880			\$30,201,085	\$28,164,810	\$28,630,620	-\$5,447,590	\$23,431,982

Description:

POLICE Traffic Enforcement is simply stated; the enforcement of traffic laws in order to reduce traffic collisions, their resulting injuries, and to facilitate and expedite the flow of vehicular and pedestrian traffic. A focus on traffic enforcement allows us to meet the many community requests that we have for neighborhood enforcement, school zone enforcement and overall community needs.

Council Goal:

039 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: Congestion Reduction, Local and Regional

Overall traffic enforcement is essential to providing a safe community environment. We are able to reduce neighborhood traffic concerns and reduce the number of traffic accidents involving vehicles and pedestrians.

Section 1: Scope

	Change in Demand	Explanation
	Program Experiencing a SIGNIFICANT increase in demand of 15% to 24%	
	Request FY 2019	Rationale FY 2019
Traffic Enforcement	Priority 1. Reclassify four positions from Police Officer, Grade 14 to Senior Police Officer, Grade 17 in FY19 Priority 2. New Detective, classified as Senior Police Officer (\$132,262) with vehicle (\$38,000); would handle property crimes and evidence management (would free up much of Victim Advocate's work hours) Priority 3. Additional Equipment (\$47,500) Priority 4. Increase in part-time non-benefitted seasonal personnel budget and overtime (\$25,000 each; \$50,000 total) Priority 5. New Senior Police Officer (\$132,262) with vehicle (\$38,000) TOTAL: \$446,117	Reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 17 in FY19 Additional Equipment (\$30,000) Increase in part-time non-benefitted seasonal personnel budget and overtime (\$25,000 each; \$50,000 total) Investigations (\$9,000) TOTAL: \$104,889 \$35K revenue offset from CSLs
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
POLICE						
Personnel	1,084,960	1,210,331	1,081,214	1,141,861	-46,000	1,095,861
Materials	62,958	62,958	54,658	53,776		53,776
Total POLICE	1,147,918	1,273,289	1,135,872	1,195,637	-46,000	1,149,637
TOTAL	1,147,918	1,273,289	1,135,872	1,195,637	-46,000	1,149,637

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	7.2	7.2
Part Time	1.8	1.8
TOTAL	9.0	9.0

Level of Service

Traffic Enforcement Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Traffic Enforcement	1	22.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life offered by another governmental, non-profit or civic agency

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

POLICE Specifically focusing on areas of concern and complaint allows us to direct traffic enforcement efforts thus reducing a hit and miss approach. Proper planning and staffing provides effective traffic enforcement efforts.

Section 5: Consequences of Funding Proposal at Lower Level

POLICE Reducing funding in this area would prohibit us from providing directed traffic enforcement. We would be handicapped in our ability to meet the many requests for enforcement that we receive from the community. We would also quickly see and upward trend in traffic related accidents in certain areas of the city.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017
	-		
Traffic Enforcement-POLICE	Total number of citations issued	1831	1402
Traffic Enforcement-POLICE	Total number of traffic stops conducted	4469	4741
Traffic Enforcement-POLICE	Total number of directed traffic enforcement incidents initiated	294	0
Traffic Enforcement-POLICE	Total number of speed trailers deployed	35	29
Traffic Enforcement-POLICE	Total number of school zone enforcement incidents initiated	257	353

Description:

TRANSPORTATION OPER The Winter Service Program operates from December 15th through April 15th (start and end dates vary slightly based upon resort opening and closing). Service hours run from 6:00 am to 2:30 am 7 days a week. Silver Lake operates from 6:15am to 10:15pm 7 days a week. The Empire Pass service operates from 6:30am to 10:45 pm 7 days a week.

Council Goal:

028 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: Congestion Reduction, Local and Regional The winter service program plays a vital role in achieving Council's goal of an effective transportation system. The system carried 1,284,154 riders in 2011. The program reduces congestion, reduces carbon emissions and helps maintain Park City's position as a world class ski destination.

Section 1: Scope

Change in Demand		Explanation
Program experiencing a SIGNIFICANT increase in demand of 15% to 24%		
	Request FY 2019	Rationale FY 2019
Winter Service	\$2.3M Total; 19 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$776K in materials/supplies	\$925K Total; 14 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$131K in misc. contract services, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
TRANSPORTATION OPER					
Personnel	4,413,765	5,380,975	4,879,016	5,095,434	5,095,434
Materials	1,519,203	1,873,471	1,519,203	1,408,306	1,408,306
Total TRANSPORTATION OPER	5,932,968	7,254,446	6,398,219	6,503,740	6,503,740
TOTAL	5,932,968	7,254,446	6,398,219	6,503,740	6,503,740

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	50.4	50.4
Part Time	13.7	13.7
TOTAL	64.1	64.1

Level of Service

Winter Service Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Winter Service	1	21.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION OPER Our collaborative transit operation with Summit County and Utah Transit Authority eliminates capital and administrative duplication and significantly reduces management and overhead costs for all involved agencies and the taxpayers that support them.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION OPER Staff does not recommend any reduction in funding. However, should Council determine to do so, this would require a reduction in routes, hours or days of service. If directed staff will return with a prioritized list of service reductions.

Section 6: Performance Measures

	Description	Target
	-	FY 2018
Winter Service-TRANSPORTATION OPER	Total passengers during Winter Season	1275000
Winter Service-TRANSPORTATION OPER 4)	Passengers per route mile. - Winter Service	2.8
Winter Service-TRANSPORTATION OPER 3)	Cost per passenger - Winter Service	3.25

Description:

TRANSPORTATION OPER The summer service program operates from April 15th through December 15th (start and end dates may vary based upon opening and closing of ski resorts). The system operates from 7:30 am to 10:30pm, 7 days a week. The Trolley operates from 10am to 10pm 7 days a week. The City's Dial-A-Ride program (serves Quinn's Junction) operates 8am to 9pm 7 days a week. Current LOS also includes year round PC-SLC Connect service.

Council Goal:

027 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: Congestion Reduction, Local and Regional The summer service program plays a vital role in achieving Council's goal of an effective transportation system. The system carried 480,003 riders in 2011. The program reduces congestion, reduces carbon emissions and helps maintain Park City's position as a world class ski destination.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

	Request FY 2019	Rationale FY 2019
Summer Service	\$2.3M Total; 19 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$776K in materials/supplies	\$925K Total; 14 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$131K in misc. contract services, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
TRANSPORTATION OPER					
Personnel	3,097,241	3,812,722	3,444,522	3,593,771	3,593,771
Materials	1,086,427	1,402,567	1,086,427	967,157	967,157
Total TRANSPORTATION OPER	4,183,667	5,215,288	4,530,949	4,560,928	4,560,928
TOTAL	4,183,667	5,215,288	4,530,949	4,560,928	4,560,928

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	36.1	36.1
Part Time	9.9	9.9
TOTAL	46.0	46.0

Level of Service

Summer Service Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Summer Service	1	21.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION OPER Our collaborative transit operation with Summit County and Utah Transit Authority eliminates capital and administrative duplication and significantly reduces management and overhead costs for all involved agencies and the taxpayers that support them.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION OPER Staff does not recommend any reduction in funding. However, should Council determine to do so, this would require a reduction in routes, hours or days of service. If directed staff will return with a prioritized list of service reductions.

Section 6: Performance Measures

	Description	Target
	-	FY 2018
Summer Service-TRANSPORTATION OPER	Total passengers during Summer Season	540000
Summer Service-TRANSPORTATION OPER	4) Passengers per route mile. - Summer Service	1.4
Summer Service-TRANSPORTATION OPER	3) Cost per passenger - Summer Service	4.7

Description:

TRANSPORTATION OPER Serves Park City's senior and mobility challenged populations with fully accessible and supported transit services that operate the same days and hours as our fixed route system.

Council Goal:

048 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: Congestion Reduction, Local and Regional This service provides mobility to a portion of our population that may have no other option. The service is required by the American with Disabilities Act, but most importantly ensures transit benefits are accessible to all within our community. ADA Para-transit service is required by the American with Disabilities Act.

Section 1: Scope

Change in Demand Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

	Request	Rationale
	FY 2019	FY 2019
Park City Mobility	Transit Ops: \$51,065 Increase in Personnel for 19 Bus Driver II's, 1 Bus Driver IV and 1 Transit Shift Supervisor. \$106,178 increase in Materials and Supplies budgeting up for how much is being spent.	\$925K Total; 14 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$131K in misc. contract services, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
TRANSPORTATION OPER					
Personnel	184,668	235,734	209,662	223,823	223,823
Materials	596,277	702,455	596,277	600,374	600,374
Total TRANSPORTATION OPER	780,945	938,189	805,939	824,197	824,197

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
TOTAL	780,945	938,189	805,939	824,197	824,197

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.9	2.9
Part Time	0.7	0.7
TOTAL	3.7	3.7

Level of Service

Park City Mobility Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019

Park City Mobility 1 21.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION OPER This service is run in collaboration with Summit County, who provides a proportionate share of the funding for this program. Combining the ADA Para-transit service allows us to serve both communities' needs at a far reduced cost per ride.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION OPER The current level of funding for this program is driven by the demand the City must serve in order to remain compliant with the American with Disabilities Act. Reductions in cost in this service would result in non-compliant service that would likely lead to Federal Transit Administration sanctions and expose the City to potential litigation by affected groups.

Section 6: Performance Measures

	Description	Target
	-	FY 2018
Park City Mobility-TRANSPORTATION OPER	Cost per passenger on Park City Mobility	0
Park City Mobility-TRANSPORTATION OPER	Passenger per mile on Park City Mobility	0
Park City Mobility-TRANSPORTATION OPER	Total annual passengers on Park City Mobility	15700

Description:

TRANSPORTATION OPER This program coordinates with the City's planning department, Summit County and the Utah Department of Transportation to ensure our critical transportation corridors (SR-224, SR-248 and Bonanza Drive) are constructed and operated to promote the safety and convenience of all travel modes (Pedestrian, Bicycle, Transit, Auto). The program provides for long and short term planning and implementation of strategic plans for the City's primary transportation corridors (SR-224, SR-248 and Bonanza Dr.).

Council Goal:

033 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: Congestion Reduction, The Transportation department plays a critical role in pursuing City Council's goal of an effective Transportation Local and Regional System through planning and implementation of primary corridor strategic plans.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

	Request FY 2019	Rationale FY 2019
Transportation Management	TRANSPORTATION PLANNING: Public Notices: SR 248 NEPA Mailing (\$2,250)Meetings/Conf. Travel: UDOT/National Conferences (\$2,500)Recruitment & Train: Planner Certifications (\$1,500)Department Supplies: Office supplies, new computers, software, software updates, hot spots (\$2,500)Office Supplies: attributed to staff increases (\$2,000)PROFESSIONAL AND CONSULTING SERVICES (\$40,000)Priority 1- E-bike Share Phase 2 (\$35,000- one time) Priority 2- Traffic Ops Center Feasibility Study (\$20,000- one time) Priority 3 - Wayfinding Plan and Design Guidelines (\$25,000- one time) MISC. CONTRACT SERVICES (\$231,995)Priority 1 - Must Have is Event Traffic Management (includes Sundance, Peak Winter, 4th of July, ArtsFest, Miners Day, Halloween, based on FY 2018 actuals and estimate for 2019 FIS World Cup (\$200,000- ongoing)Priority 2-Ongoing- TDM programs - Guaranteed Ride Home Program, PC/SLC Connect passes, vanpools, incentives, Bike To work Month, Transportation Management Association Support, etc. (\$50,000- ongoing)Priority 3- Transportation System Performance Monitoring \$100,000 - Blynscy year 3 contract (\$90,000- one time) UDOT ATR counters (\$10,000- one time) Priority 4 - Independent Traffic Impact Analysis; Treasure Hill, PCMR Development, Bonanza Park, Deer Valley Development, Affordable Housing Projects, Park City School District Start Times (\$40,000- Ongoing) Priority 5 - Summit County Travel Demand Model Support (\$10,000- one time)Priority 6 - Remix Transit Planning Software License (\$12,500- one time)CONTRACT SERVICES SPECIAL SERVICES:	TRANSPORTATION PLANNING:\$925K Total; 14 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$131K in misc. contract services, other materials/supplies TRANSIT:\$925K Total; 14 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$131K in misc. contract services, other materials/supplies

	Request FY 2019	Rationale FY 2019
	(\$49,136)Laynee Jones Consulting, for transportation project management support - Priority 1 (\$75,000 ongoing), SUPER High Priority given workload and need for capital project support and Matthews impending departure. Projects include US 40 Park and Ride, SR 224 Corridor, SR 248 Corridor, Olympic Planning and Representation, Bonanza Park Intermodal Hub PM support TOTAL: \$321,857 (with Personnel offset)TRANSIT:\$2.3M Total; 19 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$776K in materials/supplies	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
TRANSPORTATION OPER					
Personnel	75,718	145,247	146,533	122,459	122,459
Materials	338,156	338,156	338,156	635,806	635,806
Total TRANSPORTATION OPER	413,874	483,403	484,689	758,265	758,265
TRANSPORTATION PLANNING					
Personnel	447,696	474,402	474,402	448,877	401,717
Materials	305,619	635,000	635,000	635,000	635,000
Total TRANSPORTATION PLANNING	753,315	1,109,402	1,109,402	1,083,877	1,036,717
TOTAL	1,167,189	1,592,805	1,594,091	1,842,142	1,794,983

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	5.0	5.2
Part Time		
TOTAL	5.0	5.2

Level of Service

Transportation Management Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Transportation Management	1	21.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION OPER The program collaborates with Summit County, Utah Highway Patrol, Utah Transit Authority and the Utah Department of Transportation on regional and local strategic planning efforts. This collaboration helps ensure the primary transportation corridors that Park City depends upon (SR-224, Sr-248, and Bonanza Dr.) are constructed and operated in an efficient manner that promotes a balanced multi-modal and effective transportation system.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION OPER Staff does not recommend reductions in funding for this program. Should Council direct Staff to reduce expenses, this would require a reduction in staff levels. This reduction would impact the programs ability to effectively plan, coordinate and implement the City's primary corridor strategic plans.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Transportation Management-TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%	0%	65%	0%

Description:

STREET MAINTENANCE Program includes snow plowing, hauling, blowing, and widening for 130 lane miles of roadway and multiple miles of sidewalks and bike paths. Challenges to the program are loss of on-site and remote snow storage, expanded service for sidewalks, new development (Main Street Improvements, PC Heights, Quinn's), increase in special events and increasing community expectations. The Streets Department provides a variety of services, and snow removal techniques for this program. It requires that snow removal services be performed through priority sequencing 24/7 in all areas of the community.

Council Goal:

043 Thriving Mountain Town

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for effective snow removal services through citizen requests and community satisfaction surveys. The snow removal program is a critical (core) service for the community to function as a world class resort destination.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
STREET MAINTENANCE					
Personnel	785,290	784,311	770,366	795,540	795,540
Materials	434,509	434,509	434,509	443,060	443,060
Total STREET MAINTENANCE	1,219,799	1,218,820	1,204,875	1,238,600	1,238,600
CONTINGENCY/SNOW REMOVAL					
Materials	50,000	50,000	50,000	50,000	50,000
Total CONTINGENCY/SNOW REMOVAL	50,000	50,000	50,000	50,000	50,000
TOTAL	1,269,799	1,268,820	1,254,875	1,288,600	1,288,600

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	7.8	7.8
Part Time	0.2	0.2
TOTAL	8.1	8.1

Level of Service

Winter Snow OperationsEnhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Winter Snow Operations	2	20.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE

Cost Savings: The Streets Department continues expanding to incorporate more "Mini" hauls in the Downtown Business District. This saves money by removing snow in a more efficient and effective manner. Innovation: The Streets Department continually looks for creative ways to increase productivity, service levels, equipment availability and decrease equipment downtime through innovation. Recent examples include: additional snow blowing equipment and 4X4 plow trucks. Industry trends are to move toward environmental deicers, heated sidewalks and specialized snow melting equipment.

Section 5: Consequences of Funding Proposal at Lower Level

STREET MAINTENANCE

The consequences of lowering the funding for this program include: Impacts to the health and Safety of our citizens and visitors, reduction in citizen and visitor safety, convenient travel, and an increase in accidents. There would also be an increase in citizen and business owner complaints due to established community expectations. Proposed LOS: Maintain Current LOS.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Winter Snow Operations-STREET MAINTENANCE	Percentage of roads plowed within 16 hours after a storm.	100%	95%	0%	0%

Description:

PARKING The program administers and enforces regulation of 1316 parking spaces in the Main Street core. This includes the North and South Marsac lots, Sandridge lots, Flagpole lot, Galleria lot, top level of Gateway Garage, Swede Alley lots, China bridge Garage, Brew Pub Lot, Main Street, Heber Avenue and Park Avenue (Heber Ave to 9th St.). The program also administers and enforces the City's historic district residential permit zones located south of 12th Street and west of Main Street. The programs customer service desk at the Ironhorse Public Works Building issues approximately 325 employee permits each year, and 1000 residential permits each year. Parking Services processes an average of 9,500 citations per year (including Police parking citations issued throughout City limits) and the City's adjudicator reviews and rules on approximately 525 citation appeals (5.5% of citations issued) per year. This scenario includes staffing the parking enforcement program with City employees.

Council Goal:

076 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: Congestion Reduction, Local and Regional

Parking is an essential component of the strategy to achieve Council's goal of an effective transportation system. The availability, convenience and pricing of parking play an important role in a traveler's mode choice. The City's parking strategy seeks to balance the availability of convenient parking while also promoting use of alternate modes of travel (pedestrian, bicycle, transit).

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a SUBSTANTIAL increase in demand of 25% or more	

	Request	Rationale
	FY 2019	FY 2019
Parking Management	PARKING:\$809K for Lead Parking Enforcement Officer, reclass of Parking Supervisor, parking technology subscription (\$400K), other materials/supplies TOTAL: \$809,456	Recommended based off of critical priority for Council. Should be revenue neutral within 2 years.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
TRANSPORTATION OPER						

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Materials	322,908	322,908	322,908	322,908		322,908
Total TRANSPORTATION OPER	322,908	322,908	322,908	322,908		322,908
PARKING						
Personnel	755,120	857,475	860,494	1,009,760		1,009,760
Materials	73,000	726,500	726,500	747,900	-1,121,200	-373,300
Total PARKING	828,120	1,583,975	1,586,994	1,757,660	-1,121,200	636,460
TOTAL	1,151,028	1,906,883	1,909,902	2,080,568	-1,121,200	959,368

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	10.3	10.3
Part Time	2.2	2.2
TOTAL	12.5	12.5

Level of Service

Parking Management Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Parking Management	2	19.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION OPER In 2013 Parking Services moved enforcement operations from one provided for by a third party contractor to a program staffed and managed by City employees. Objectives for this change were to improve level of customer service provided by Parking Services. Early indications are this objective shall be achieved. Parking Services collaborates regularly with the Historic Park City Alliance to help ensure the business communities interests are incorporated into the city's parking management strategy.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION OPER	Staff does not recommend reducing program funding at this time. However, should Council direct Staff to do so days, hours or levels of enforcement would need to be reduced. Staff, if directed, would return with a prioritized list of reductions.
PARKING	Staff does not recommend reducing program funding at this time. This position is based on Staff's experience that the current level of enforcement maintains a reasonable level of compliance with regulations (time limits, paid parking and safety regulations) However, should Council direct Staff to do so days, hours or levels of enforcement would need to be reduced. Staff, if directed, would return with a prioritized list of reductions.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Parking Management-TRANSPORTATION OPER	Ratio of appeals to citations (Dept: Parking)	0.04%	0%	0.04%	0%
Parking Management-TRANSPORTATION OPER	Appeals processing time in days (Dept: Parking)	35.92	0	28	0
Parking Management-TRANSPORTATION OPER	Percentage of Vehicles in compliance (Dept: Parking)	0.9%	0%	0%	0%
Parking Management-TRANSPORTATION OPER	Ratio of first-time violations to total violations (Dept: Parking)	0.38%	0%	0.4%	0%
Parking Management-TRANSPORTATION OPER	Citation collection rate (Dept: Parking)	0.8%	0%	0.9%	0%

Description:

BUDGET, DEBT & GRANTS	Includes project planning and budgeting, financial modeling, bond issuance, RDA financial monitoring, negotiating and drafting agreements, enhanced financing solutions, unique financing districts and areas, and legal compliance:• Redevelopment Agency (Library Expansion, PCMR Base, Lower Park RDA financial model, etc.)• Unique Financing Districts and Areas (Bonanza Park Community Development Area, Storm Water Utility District, Broadband/Fiber, Business Improvement District)• Sundance Agreement Financial Modeling• Impact Fee Assessment• Economic State of the City
ECONOMY	Implementation of all aspects of the City's Economic Development Strategic Plan including immediate and long range goals for economic and redevelopment through planning, operations, programs, refining policy–related and property negotiation discussions; implementation of capital projects and programs.

Council Goal:

055 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Resilient and Sustainable Economy	The City Council Goal of World Class, Multi Seasonal Resort Community has the following desired outcomes: proactive partnerships with major landowners in RDA efforts; extend LPA RDA; balance tourism & local quality of life; further population of the event calendar; and unique & locally owned businesses.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BUDGET, DEBT & GRANTS						
Personnel	29,965	29,965	29,965	29,967		29,967
Total BUDGET, DEBT & GRANTS	29,965	29,965	29,965	29,967		29,967
ECONOMY						
Personnel	264,153	263,539	263,488	271,382		271,382

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Materials	13,160	13,160	13,160	13,160		13,160
Total ECONOMY	277,313	276,699	276,648	284,542		284,542
DESTINATION TOURISM						
Materials	75,000	75,000	75,000	75,000		75,000
Total DESTINATION TOURISM	75,000	75,000	75,000	75,000		75,000
LOWER PARK AVENUE RDA						
Personnel	57,987	57,740	57,763	57,742		57,742
Materials	1,703,125	1,703,125	1,703,125	1,709,425	-595,212	1,114,213
Total LOWER PARK AVENUE RDA	1,761,112	1,760,865	1,760,888	1,767,167	-595,212	1,171,955
TOTAL	2,143,391	2,142,529	2,142,502	2,156,676	-595,212	1,561,464

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.3	2.3
Part Time		
TOTAL	2.3	2.3

Level of Service

Economic and Redevelopment Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Economic and Redevelopment	2	17.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

ECONOMY By maximizing efficiencies of existing staff resources, skills and talents, we've limited consulting service needs. Collaboration with the Chamber, through our Joint Venture, has allowed the Chamber to take lead on procuring studies on Event center & Financial impacts of events, leading to a more nimble and efficient procurement process. The Joint Venture budget was increased \$70k to pay the Chamber to market the St. Regis because we've estimated the St Regis generates \$125k in resort sales tax.

Section 5: Consequences of Funding Proposal at Lower Level

ECONOMY 1. Less direct revenues (sales, resort, transient room taxes); 2) Less ROI on resources spent; 3) Additional community impacts stemming from events; 4) Reactive (or less) policy refinement, programs and vetting of partnering opportunities; 5) Less realization of City Capital goals; 6) Diminished level of service for trails, open space and walkability.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Economic and Redevelopment-ECONOMY	Average number of jobs created by Economic Development	10	0	0	0
Economic and Redevelopment-ECONOMY	Percent of planned Economic Development High priority Strategies, actions steps and projects completed.	90%	0%	0%	0%
Economic and Redevelopment-ECONOMY	Percent of National skier days that Park City Receives	3.6%	0%	0%	0%
Economic and Redevelopment-ECONOMY	Percent of Utah skier days that Park City receives	43.46%	0%	0%	0%
Economic and Redevelopment-ECONOMY	# Strategies/action steps/ projects of the Economic Development Plan developed and advanced.	9	0	0	0
Economic and Redevelopment-ECONOMY	Percent of planned Economic Development Low and Medium priority Strategies, actions steps and projects completed.	80%	0%	0%	0%

Description:

BUSINESS IMPROVEMENT DISTRICT Current LOS: Current level of service is spelled out in the contract with HMBA, and includes communication with Main Street merchants, coordination of special events, marketing and advertising for Main Street businesses, coordination of commercial trash hauling, grant writing, managing committees, membership/networking with Main St organizations, and obtaining feedback from members. Proposed LOS: No change in level of service.

Council Goal:

115 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Resilient and Sustainable Economy Council has approved the Desired Outcome of wanting a city that is respected and admired globally. The Business Improvement District (BID) agreement furthers this agenda by providing marketing and advertising of Park City to the global community.

Section 1: Scope

Change in Demand	Explanation
Program experiencing NO change in demand	

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BUSINESS IMPROVEMENT DISTRICT						
Materials	64,419	64,419	64,419	64,419	-62,500	1,919
Total BUSINESS IMPROVEMENT DISTRICT	64,419	64,419	64,419	64,419	-62,500	1,919
TOTAL	64,419	64,419	64,419	64,419	-62,500	1,919

FTEs
Full Time
Part Time
TOTAL

Level of Service
Business Improvement District Same Level of Service

	Quartile FY 2019	Score FY 2019
Business Improvement District	4	12.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by another governmental, non-profit or civic agency	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BUSINESS IMPROVEMENT DISTRICT	This program is collaborative in its very nature. By working with the HPCA or the experts of Main Street rather than doing something in-house, it enhances the services of the Main Street area.

Section 5: Consequences of Funding Proposal at Lower Level

BUSINESS IMPROVEMENT DISTRICT	The City is currently under contract with the HPCA for a certain level of service. The contract would need to be renegotiated for a lower level of service, but in theory the service could be reduced to zero.

Section 6: Performance Measures



Description:

MAIN STREET RDA

Formalize budget for ED Grants to facilitate biz recruitment & retention program. The increased budget would come with a need to amend the policy/process to make more explicit & dynamic - more similar to the special service contract process. It is pretty loose right now in relation to timing & deadlines, even though the Criteria are fairly explicit.

Council Goal:

121 Thriving Mountain Town

Desired Outcome:

Resilient and Sustainable Economy

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MINIMAL increase in demand of 1% to 4%	The program is very limited right now. The \$20k can move the needle for one small company, but not for a larger company, nor for multiple companies in the same year. Last Grant we took to Council, they expressed a willingness to fund beyond the \$20k in one FY if "the right fit came in". I seek enough funds to either give 3 x \$20k grants or one or two bigger grants.

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
ECONOMIC DEVELOPMENT GRANT					
Materials	10,000	10,000	10,000	10,000	10,000
Total ECONOMIC DEVELOPMENT GRANT	10,000	10,000	10,000	10,000	10,000
MAIN STREET RDA					
Materials	20,000	20,000	20,000	20,000	20,000
Total MAIN STREET RDA	20,000	20,000	20,000	20,000	20,000
LOWER PARK AVENUE RDA					
Materials	20,000	20,000	20,000	20,000	20,000
Total LOWER PARK AVENUE RDA	20,000	20,000	20,000	20,000	20,000
TOTAL	50,000	50,000	50,000	50,000	50,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Economic Development GrantEnhanced Level of Service

	Quartile FY 2019	Score FY 2019
Economic Development Grant	4	11.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program Benefits/Serves a SOME portion of the Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures



Description:

PARKS & CEMETERY The Parks and Fields Maintenance Department provides a variety of services, maintenance and capital renewal for this program. It requires that Park Amenities & Infrastructure be maintained throughout town to ensure safe facilities. Items included in this program are: playgrounds, skate park, BMX park, field lighting, old town stairs, fencing, pavilions benches, and picnic tables. These items are maintained properly to protect these valuable assets. Challenges to the goal of this program are cost of maintaining aging infrastructure while the use of the facilities increases.

Council Goal:

063 Thriving Mountain Town

Desired Outcome:**Criteria for Meeting Desired Outcome**

Wide Variety of Exceptional Recreation Recreation, Trails and Open Space has been identified by Council as a high priority through Councils goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Park Amenities through citizen requests and community satisfaction surveys. This program is a critical function in protecting City assets.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

	Request	Rationale
	FY 2019	FY 2019
Park Amenities & Infrastructure		\$1,401 health ins tech adj
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
FIELDS					
Personnel	23,187	23,239	23,239	24,315	24,315
Materials	2,990	2,990	2,990	2,990	2,990
Total FIELDS	26,177	26,229	26,229	27,305	27,305

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
PARKS & CEMETERY					
Personnel	204,811	203,683	203,739	211,890	211,890
Materials	29,100	29,100	29,100	33,705	33,705
Total PARKS & CEMETERY	233,911	232,783	232,839	245,595	245,595
TOTAL	260,089	259,013	259,068	272,900	272,900

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.0	1.0
Part Time	2.7	2.7
TOTAL	3.7	3.7

Level of Service

Park Amenities & Infrastructure Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Park Amenities & Infrastructure	4	14.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

PARKS & CEMETERY

Managing Risk: The Parks and Fields Departments save money through routine safety inspections; maintenance and repairs to park infrastructure minimize the safety risk to park users by reducing potential injury.

Section 5: Consequences of Funding Proposal at Lower Level

PARKS &
CEMETERY

The consequences of lowering the funding for this program include a reduction in preventative and critical maintenance, which may compromise the safety of the infrastructure. There would also be an increase in citizen and user group complaints due to established community expectations.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Park Amenities & Infrastructure PARKS & CEMETERY	Percentage of playgrounds/BMX park/Skate park (i.e. park amenities) checked daily-summer months	90%	90%	90%	90%

Description:

PC MARC	The Recreation Department is responsible for all programs and scheduling that occur on all the playing fields in Park City, both for recreationally-run programs as well as competitively run programs. The department also schedules all pavilion rentals and acts as a "field broker" for scheduling private tournaments on City fields.
PARKS & CEMETERY	The Parks and Fields Maintenance Departments provide a variety of services, maintenance and tournament support for this program. It requires that Parks, Turf & Athletic Fields services and maintenance be performed in various City park areas of the community to ensure safe, high quality park facilities for citizens, visitors and park users.

Council Goal:

061 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation	Recreation, Trails and Open Space has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for quality parks, turf and athletic fields through citizen requests and community satisfaction surveys. The Parks, Turf and Athletic Fields program is a critical function and community amenity.

Section 1: Scope

Change in Demand	Explanation
Program experiencing NO change in demand	

	Request	Rationale
	FY 2019	
Parks, Turf & Athletic Fields		PC MARC Recommendation based on est. need. Software has become unusable. Position voted high by RT.-Web-based registration software: \$17,322 -Addition of Building II FTR: \$57,178TOTAL: \$74,500 Tech Adj: \$6,500 in OT to correct mistake from last FY. RECREATION PROGRAMS: No Increases
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
PC MARC						
Personnel	37,349	37,349	37,349	37,352		37,352

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Materials	136,419	2,244	2,244	2,146	-80,000	-77,854
Total PC MARC	173,768	39,593	39,593	39,498	-80,000	-40,502
FIELDS						
Personnel	79,782	79,834	79,834	83,531		83,531
Materials	27,550	27,550	27,550	32,680		32,680
Total FIELDS	107,332	107,384	107,384	116,211		116,211
RECREATION PROGRAMS						
Personnel	21,498	21,498	21,498	21,500		21,500
Total RECREATION PROGRAMS	21,498	21,498	21,498	21,500		21,500
PARKS & CEMETERY						
Personnel	448,468	452,532	452,591	474,832		474,832
Materials	163,378	163,378	163,378	167,983		167,983
Total PARKS & CEMETERY	611,846	615,910	615,969	642,815		642,815
TOTAL	914,444	784,384	784,443	820,024	-80,000	740,024

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	3.8	3.8
Part Time	3.6	3.6
TOTAL	7.4	7.4

Level of Service

Parks, Turf & Athletic Fields Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Parks, Turf & Athletic Fields	4	14.00

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

PC MARC

Recreation: Staff works closely with Basin Recreation to ensure efficient scheduling for the right sport/event on the right field. We coordinate field resting and scheduling so no one facility gets overused.

PARKS & CEMETERY

Collaboration: Being in the Public Works Division, the Parks and Fields Departments has a primary maintenance and field set-up function in supporting various events and recreation programs. Working collaboratively with other governmental agencies, departments, and the Recreation District has created efficiencies, which allows for greater productivity. The Parks / Fields Department continually looks for creative ways to increase environmental stewardship and water conservation.

Section 5: Consequences of Funding Proposal at Lower Level

PARKS & CEMETERY

The consequences of lowering the funding for this program will drastically impact the quality of the fields and therefore affect our ability to meet the expectations of the program users. There would also be an increase in citizen and user group complaints due to established community expectations. Field users outside of recreation would not be able to schedule practice time and this would likely result in increased conflicts on the field.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Parks, Turf & Athletic Fields-PARKS & CEMETERY	Percentage of acres mowed as per mowing schedule	100%	100%	100%	0%
Parks, Turf & Athletic Fields-PARKS & CEMETERY	Percent of mowing contracted versus in house	10%	10%	10%	0%

Description:

TENNISThe PC MARC currently hosts several tournaments on the local, sectional and national level. These include two national tournaments (Men's 40's & 45's), 2 adult tournaments and 2 youth tournaments.

Council Goal:

096 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. In order for Park City to remain a growing, vibrant tennis program, it is important to be involved in all aspects of tennis. Hosting National Tournaments and large sectional events bring people from all over the country to Park City to play tennis.

Section 1: Scope

Change in Demand Explanation

Program experiencing a SUBSTANTIAL increase in demand of 25% or more

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
TENNIS						
Personnel	16,951	17,003	17,003	17,003		17,003
Materials	33,181	33,181	21,860	21,860	-89,000	-67,140
Total TENNIS	50,132	50,184	38,863	38,863	-89,000	-50,137
TOTAL	50,132	50,184	38,863	38,863	-89,000	-50,137
FTEs						
Full Time						
Part Time						
TOTAL						

Level of Service

Tennis Tournaments Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Tennis Tournaments	4	13.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS We work with local sponsors to help with prize money for the National Tournaments. Staff has also been creative in the prizes they give away by actually making awards for some of the tournaments.

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS We would continue with six tournaments, resulting in fewer visitors to Park City. If the funding of tournaments was reduced we would have to reduce the number of events that we host.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Tennis Tournaments-TENNIS	Percent of participants who would recommend tournaments to a friend.	0%	0%	0%	0%
Tennis Tournaments-TENNIS	Percent of participants who rate the tournament as "good" or better.	0%	0%	0%	0%

Description:

GOLF PRO SHOP This program will administer the Food and Beverage Concessions at the Golf Course.

Council Goal:

119 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The golf course is a vital piece in providing a multi-seasonal resort experience. The golf course is a self-sufficient enterprise fund that funds all operational and capital expenses from user fees.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
GOLF PRO SHOP						
Personnel	25,502	25,502	25,502	25,502		25,502
Materials	33,000	33,000	33,000	33,000	-85,000	-52,000
Total GOLF PRO SHOP	58,502	58,502	58,502	58,502	-85,000	-26,498
TOTAL	58,502	58,502	58,502	58,502	-85,000	-26,498

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time		
Part Time	1.3	1.3
TOTAL	1.3	1.3

Level of Service

Concessions Same Level of Service

	Quartile FY 2019	Score FY 2019
Concessions	4	13.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP The primary reasons for managing this operation are twofold. 1. Staff has had level of service issues with concessionaires in the past. By taking this in house we can better manage customer engagement. 2. The golf course is an enterprise fund. Our revenues fund all of our expenditures. We believe that this operation will increase our net revenues.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO SHOP In our last contract the golf course received \$600 per month from our concessionaire. We can continue with this practice but feel our level of service to our customers would not be up to our standards.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Concessions-GOLF OPERATIONS	Percent of customers surveyed (Both online and on the course) that rate cart service as "good" or "excellent"	0%	98%	0%	0%
Concessions-GOLF OPERATIONS	Net concessions profits	0	21364	0	5500

Description:**Council Goal:**

077 Thriving Mountain Town

Desired Outcome:**Criteria for Meeting Desired Outcome**

Wide Variety of Exceptional Recreation

Provide accessibility to premier recreational activities/facilities to the local community at an affordable cost.
Healthy, active community**Section 1: Scope****Change in Demand**

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Explanation

New clothing item with the facility logo are has slightly increased retail sales.

	Request FY 2019	Rationale FY 2019
Retail	Removing BFO program. Included in Ice Operations BFO program moving forward.	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019
ICE FACILITY				
Personnel	23,100			
Materials	12,081	12,081	12,081	12,081
Total ICE FACILITY	35,181	12,081	12,081	12,081
TOTAL	35,181	12,081	12,081	12,081

FTEs
Full Time
Part Time
TOTAL

Level of Service

Retail Same Level of Service

	Quartile FY 2019	Score FY 2019
Retail	4	13.00

Section 3: Basic Program Attributes**Community Served**

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY We save costs by only ordering skates when needed and by not having a stock of skates on hand, which would require a large initial capital outlay. The marketing and ad sales position uses a commission based payment structure, so the provider does not get paid for services unless they sell advertising or program sponsorships for the Ice Arena.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY Funding at a lower level would decrease revenues and increase the ice arena subsidy. Customer service would suffer and our skating population would not be happy.

Section 6: Performance Measures



Description:

RECREATION PROGRAMS

The department currently offers a wide variety of youth recreation programs. These include such activities as soccer league, variety of camps, clinics, enrichment classes, skateboarding, dirt jump clinics etc.

Council Goal:

109 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation

Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. The community response to our programs is very positive as every year programs fill up, which causes us to add additional programing to meet the demand from the community.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MODEST increase in demand of 5% to 14%	

	Request FY 2019	Rationale FY 2019
Recreation Youth Programs	PC MARC:OT increase to fix mistake from previous FY (\$6,500)RECREATION PROGRAMS: PT Rec Worker V increase: \$8,138-New league scheduling software: \$7,000-Day camp busing costs: \$1,000TOTAL: \$12,138	PC MARC Recommendation based on est. need. Software has become unusable. Position voted high by RT.-Web-based registration software: \$17,322 -Addition of Building II FTR: \$57,178TOTAL: \$74,500Tech adj: \$6,500 in OT to correct mistake from last FY.RECREATION PROGRAMS: No recommended increase. This is a new budget created last year and has sufficient funding to pay for requested increases.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
PC MARC						
Personnel	255,413	258,408	258,408	187,721		187,721
Materials	92,622	92,622	92,622	88,898	-250,200	-161,302

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Total PC MARC	348,035	351,030	351,030	276,619	-250,200	26,419
RECREATION PROGRAMS						
Personnel	235,346	240,963	235,185	227,520		227,520
Materials	147,052	151,052	147,052	147,052		147,052
Total RECREATION PROGRAMS	382,398	392,015	382,237	374,572		374,572
TOTAL	730,433	743,045	733,267	651,191	-250,200	400,991

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.0	2.0
Part Time	7.1	7.1
TOTAL	9.1	9.1

Level of Service

Recreation Youth ProgramsEnhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Recreation Youth Programs	4	12.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

PC MARC We collaborate closely with many community partners to provide cost effective programming. For example our adventure camp partners with UOP, White Pine, Destination Sports and the National Ability Center. Youth soccer partners with Basin Recreation and REAL Salt Lake. Our summer day camp partners with the Kimball Art Center, Library, Tennis & Aquatics to provide a wide choice of activities. We also work closely with Agencies Coming Together (ACT) to provide scholarships for underprivileged youth.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC Programming would remain be reduced.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	97.7%	96.1%	90%	0%
Recreation Youth Programs-CITY RECREATION	Percentage of survey respondents who rate the program/tournament as "good" or better annually	95.65%	98.68%	95%	0%
Recreation Youth Programs-REC PROGRAMS	Percentage of youth programs registration that occurs on line annually	70.3%	0%	0%	0%

Description:

PC Currently we offer over 85 group fitness classes a week in a wide variety of class types (yoga, spinning, TRX, weights etc.); We offer adult
MARC leagues in softball, basketball, soccer, kickball, flag football & volleyball. Aquatics programming consists of seasonal pool use for lap swimming, coached swim workouts and open swim. We also offer dog obedience classes year round.

Council Goal:

112 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	We have added several adult programs which include outdoor fitness classes, mt. biking, wellness programming, karate, ballet etc.

	Request FY 2019	Rationale FY 2019
Recreation Adult Programs	PC MARC1) Web-based registration software (\$17,322). Need new registration software as the current software is not user friendly and has poor support. Would be used for point-of-sale, event tickets, recreation programs, CC, etc.2) Addition of Building II FTR (\$63,676). Additional Building II is need based on facility usage. Current staffing is well below other facilities. Reduction in part-time hours to help fund request (\$18,700). 3) Bank charges: \$14,000 4) Chemical line: \$3,000OT increase to fix mistake from previous FY (\$6,500) TOTAL: \$97,998RECREATION PROGRAMS: PT Rec Worker V increase: \$8,138-New league scheduling software: \$7,000-Day camp busing costs: \$1,000TOTAL: \$12,138	PC MARC Recommendation based on est. need. Software has become unusable. Position voted high by RT.-Web-based registration software: \$17,322 -Addition of Building II FTR: \$57,178TOTAL: \$74,500Tech Adj: \$6,500 in OT to correct mistake from last FY.RECREATION PROGRAMS: No recommended increase. This is a new budget created last year and has sufficient funding to pay for requested increases.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
PC MARC						
Personnel	467,883	470,061	449,524	397,602		397,602
Materials	59,775	59,775	59,775	57,325	-428,000	-370,675
Total PC MARC	527,658	529,836	509,299	454,927	-428,000	26,927
RECREATION PROGRAMS						
Personnel	235,386	237,214	234,854	243,557		243,557
Total RECREATION PROGRAMS	235,386	237,214	234,854	243,557		243,557
TOTAL	763,044	767,050	744,152	698,484	-428,000	270,484

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	3.4	3.4
Part Time	8.6	8.6
TOTAL	12.0	12.0

Level of Service

Recreation Adult Programs Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
Recreation Adult Programs	4	12.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

PC We collaborate closely with Basin Recreation in many areas. We make sure that we don't offer the same program at the same time or the same
MARC season. We allow the use of one another's facilities without compensation. For example we play our spring soccer league on their fields resulting
in the parks department not having to "prep" as many fields for play. For wellness we have collaborated with various community partners to
offer a lunch series where an expert comes in & presents on a particular topic to the community.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARCWe would remain status quo and not be able to fully utilize the PC MARC as the community desires.

Section 6: Performance Measures

	Description	Actual	Actual	Target
	-	FY 2016	FY 2017	FY 2018
Recreation Adult Programs-REC PROGRAMS	Participants who would recommend adult programs, services, or leagues to a friend.	0	96.91	90
Recreation Adult Programs-CITY RECREATION	Percentage of survey respondents who rate adult programs/tournaments as "good" or better.	95.68	97.31	90
Recreation Adult Programs-REC PROGRAMS	Increase the revenue in each adult program from one year to the next.	2.92	0	0

Description:

PC Currently the facility is open 109.5 hours a week and provides a wide range of services to the community. The amount of facility passes sold each year continues to grow along with the revenue associated with the passes. This includes the management and operation of the PC MARC. The facility has 3 group fitness studios, indoor track, gymnasium, pro shop, childcare, weight room, cardio, bouldering wall, outdoor lap pool, outdoor leisure pool, 11 tennis courts, 4 Pickleball courts, game room and locker rooms.

Council Goal:

113 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan.

Section 1: Scope

	Change in Demand	Explanation
	Program experiencing a MODEST increase in demand of 5% to 14%	
	Request FY 2019	Rationale FY 2019
Rec Center Operations	PC MARC1) Web-based registration software (\$17,322). Need new registration software as the current software is not user friendly and has poor support. Would be used for point-of-sale, event tickets, recreation programs, CC, etc.2) Addition of Building II FTR (\$63,676). Additional Building II is need based on facility usage. Current staffing is well below other facilities. Reduction in part-time hours to help fund request (\$18,700). 3) Bank charges: \$14,000 4) Chemical line: \$3,000OT increase to fix mistake from previous FY (\$6,500) TOTAL: \$97,998RECREATION PROGRAMS: Addition of Building II FTR: \$8,138-New league scheduling software: \$7,000-Day camp busing costs: \$1,000TOTAL: \$12,138	PC MARC Recommendation based on est. need. Software has become unusable. Position voted high by RT.-Web-based registration software: \$17,322 -Addition of Building II FTR: \$57,178TOTAL: \$74,500Tech Adj: \$6,500 in OT to correct mistake from last FY.RECREATION PROGRAMS: No Increases
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
PC MARC						
Personnel	272,868	350,748	350,748	297,020		297,020
Materials	59,569	225,566	211,066	208,518	-264,200	-55,682
Total PC MARC	332,437	576,314	561,814	505,538	-264,200	241,338
TOTAL	332,437	576,314	561,814	505,538	-264,200	241,338

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	3.2	3.2
Part Time	0.3	0.3
TOTAL	3.5	3.5

Level of Service

Rec Center OperationsEnhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Rec Center Operations	4	12.25

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

PC MARC	We have all staff involved in the cleaning of the facility by creating a team atmosphere where they have ownership to how the facility looks and is maintained.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARCOperations would be reduced likely reducing the hours the facility is open.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	76.73%	70.16%	70%	0%
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	99.1%	99.1%	95%	0%
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	2.93%	0%	0%	0%
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	0%	95.37%	90%	0%
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	0%	100%	95%	0%

Description:

TENNISCurrently we administer 7 tennis courts year round and an additional 4 courts during half the year. The department also has four outdoor Pickleball courts. The tennis department administers many special events during the year. We currently host 2 several regional and local events. League play is very active with over 120 player's participating. Tennis operations handle the administrative functions of the department. They schedule and coordinate lessons, clinics, socials, tournaments, camps, leagues and oversee the pro shop. Tennis operations also handle all purchase orders, sponsorship, marketing and Pro Shop oversight.

Council Goal:

117Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of
Exceptional
Recreation

Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. The community response from the opening of the PC MARC has been very positive. The tennis community in particular is pleased with the new facility. There is an opportunity to make Park City a destination tennis facility.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MODEST increase in demand of 5% to 14%	

	Request FY 2019	Rationale FY 2019
Tennis Operations	-Software Licensing for tennis software (\$1,500)-Tennis Memberships (\$3,700)-Tennis Bubble has increased cost to install & remove each year (\$8,000)TOTAL: \$13,200	Increase \$233k in personnel to fix mistake from previous FY. No recommended increase outside of moving budget around in line-items to better reflect actuals, by doing this the RT feels confident that Tennis can absorb budget requests.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
TENNIS						
Personnel	66,346	213,594	213,594	116,656		116,656

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Materials	4,200	9,400	4,340	4,340	-184,350	-180,010
Total TENNIS	70,546	222,994	217,934	120,996	-184,350	-63,354
TOTAL	70,546	222,994	217,934	120,996	-184,350	-63,354

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.3	0.3
Part Time	0.2	0.2
TOTAL	0.5	0.5

Level of Service

Tennis Operations Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Tennis Operations	4	12.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS We have started an internal adult tennis league which is more profitable for the facility than running the league through Utah Tennis.

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS Lower level of service to the community and visitors. Less clinics and leagues.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Tennis Operations-TENNIS	Percentage of tennis court hours booked during hours of operation	69.3%	98.2%	90%	0%
Tennis Operations-TENNIS	Percent of participants who would recommend tennis facilities to a friend.	94.6%	98.2%	90%	0%

Description:

ICE FACILITY

Council Goal:

095 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation

Provide accessibility to premier recreational activities/facilities to the local community at an affordable cost. Healthy, active community.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MODEST increase in demand of 5% to 14%	

	Request FY 2019	Rationale FY 2019
Ice Adult Programs	Removing this BFO program. Included in Ice Program BFO program moving forward.	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019
ICE FACILITY				
Personnel	120,228			
Materials	47,573	47,573	47,573	47,573
Total ICE FACILITY	167,801	47,573	47,573	47,573
TOTAL	167,801	47,573	47,573	47,573

FTEs
Full Time
Part Time
TOTAL

Level of Service

Ice Adult ProgramsEnhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Ice Adult Programs	4	11.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY	Innovation: The ice arena strives to incorporate technology into our adult programs. Marketing and communication of programs is done primarily through the rink's website and e-mail blasts. We would like to add additional league administration software that will improve communication with players and provide a more robust league website. The yearly cost for this is \$3000 and would be recouped through increased player registration fees.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY	If funding levels are below what is proposed, then restrictions will be placed on adult programs that will limit the amount of participants to each program. This will include restricting the number of teams in our adult leagues, which may potentially prevent adult players from participating in the league. In addition, revenues from these programs would be reduced.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Ice Adult Programs-ICE FACILITY	Cost recovery for Adult Programs.	140%	0%	120%	0%
Ice Adult Programs-ICE FACILITY	Percent of participants satisfied with Adult Programs.	92%	0%	85%	0%

Description:

TENNISCurrently we offer a wide range of year round programming for youth age 3 to 18 and adults. This includes clinics, camps, match play, socials and group & private lessons. We offer over 300 hours of free tennis lessons to Holy Cross Ministries. All 11 tennis courts have now been lined for U10 tennis. Pickleball has 4 outdoor courts & we have lined 4 indoor courts for Pickleball.

Council Goal:

120 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Recreation
Exceptional Recreation
Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. The community response from the opening of the PC MARC has been very positive. There is strong public support for the tennis program with the expectation that the program is a top program in the country.

Section 1: Scope

Change in Demand Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Tennis Programs	-Software Licensing for tennis software (\$1,500)-Tennis Memberships (\$3,700)-Tennis Bubble has increased cost to install & remove each year (\$8,000)TOTAL: \$13,200	Increase \$233k in personnel to fix mistake from previous FY. No recommended increase outside of moving budget around in line-items to better reflect actuals, by doing this the RT feels confident that Tennis can absorb budget requests.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
TENNIS					
Personnel	474,644	595,138	595,138	586,642	586,642
Materials	44,280	53,100	53,100	53,100	-499,650
				-499,650	-446,550

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Total TENNIS	518,924	648,238	648,238	639,742	-499,650	140,092
TOTAL	518,924	648,238	648,238	639,742	-499,650	140,092

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time		
Part Time	1.1	1.1
TOTAL	1.1	1.1

Level of Service

Tennis Programs Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Tennis Programs	4	11.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS We have implemented a "house league" for ladies tennis which allows our patrons to play in a league against other PC players without having to travel to SLC. This is also a strong revenue generator as we don't pay sanctioning fees for this league.

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS Reduced programming and lessons resulting in lower customer satisfaction with tennis.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Tennis Programs-TENNIS	Junior Survey: Percentage of patrons (parents) that rate the program "good" or better.	95%	0%	0%	0%

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Tennis Programs-TENNIS	Adult Survey: Percentage of patrons that rate the program "good" or better.	95%	0%	0%	0%
Tennis Programs-TENNIS	Percentage of patrons who would recommend tennis programs to a friend.	95%	98.2%	90%	0%

Description:

Council Goal:

Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation

Provide accessibility to premier recreational activities/facilities to the local community at an affordable cost. Healthy, active community.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MODEST increase in demand of 5% to 14%	

	Request	Rationale
	FY 2019	FY 2019
Ice Youth Programs	Removing BFO program. Included in Ice Programs BFO program moving forward.	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC
	FY 2018	FY 2019	FY 2019	FY 2019
ICE FACILITY				
Personnel	183,230			
Materials	16,855	16,855	16,855	16,855
Total ICE FACILITY	200,085	16,855	16,855	16,855
TOTAL	200,085	16,855	16,855	16,855

FTEs
Full Time
Part Time
TOTAL

Level of Service

Ice Youth Programs Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Ice Youth Programs	4	11.50

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves SOME portion of the Community and adds to their quality of life

City provides program and program is currently being offered by other private businesses not within City limits

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY Using highly trained rink staff to instruct youth classes. Splitting the ice sheet to allow teaching skating and hockey classes simultaneously maximizes revenue by allowing more participants on the ice. Offering Off-Ice classes during peak ice-use times generates additional revenue without increasing overall users. it is essential for us to offer these programs to develop better athletes and reduce our subsidy as there is no more ice available for adding programs.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY Funding at a lower level will result in lower-quality instruction or reduced class offerings and the loss of participants due to dissatisfaction with the quality of instruction and lack of skill development.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Ice Youth Programs-ICE FACILITY	Percent of Participants satisfied with Off-Ice Training Classes	96%	93.3%	92%	0%
Ice Youth Programs-ICE FACILITY	Percent of Participants satisfied with Youth Programs.	95%	0%	92%	0%

Description:

GOLF PRO SHOP This program funds the majority of golf shop operations, which include: course management, personnel training, utility costs, golf car maintenance, capital costs, HOA dues, inter-fund transfer and other operational areas. The golf shop is in operation typically from mid-April to early November. The shop is open 7 days a week from 6 AM until 9 PM during peak summer months. Fixed operational costs such as utilities, HOA fees, and software licensing are constant expenses.

Council Goal:

103 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The golf course is a vital piece in providing a multi-seasonal resort experience. The golf course is a self-sufficient enterprise fund that funds all operational and capital expenses from user fees.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	

	Request FY 2019	Rationale FY 2019
Golf Management Operations	Removing Golf Coordinator position and adding First Assistant Golf Pro (\$21,558).	Recommended based off of voting and retirement of Gold Coordinator.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
GOLF PRO SHOP					
Personnel	218,893	231,955	231,955	219,396	219,396
Materials	143,200	143,200	143,200	144,313	144,313
Total GOLF PRO SHOP	362,093	375,155	375,155	363,709	363,709

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
TOTAL	362,093	375,155	375,155	363,709	363,709

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.8	0.8
Part Time	3.9	3.9
TOTAL	4.6	4.6

Level of Service

Golf Management Operations Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Golf Management Operations	4	11.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community City provides program and program is currently being offered by and adds to their quality of life other private businesses not within City limits

Reliance on City

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO Cost Savings: The course utilizes volunteers to staff customer service positions at the golf course, which saves in personnel expenses. For SHOP the upcoming season the golf course has also gone through a re organization that will lower personnel expenses.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO Decreased level of service, which could impact customer service and player retention. Infrastructure capital expenses could be SHOP jeopardized.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
	-				
Golf Management Operations-GOLF OPERATIONS	Percentage change in net revenues from previous year (Fiscal Year including depreciation)	0%	1%	0%	0%

Description:

ICE FACILITY The Park City Ice Arena offers a variety of programs to engage the community and visitors in ice sports. Skating & Hockey Academy teach fundamental skills for ice skating and hockey. Academy programs are utilized as a feeder program to User Groups. Skating Academy offers seven different classes to accommodate all levels of skating as well as an introduction to synchronized skating. Hockey Academy offers Basic Hockey Skating and Learn to Play Hockey. Power skating and various camps and clinics also important aspects of each program. Park City Hockey League provides organized hockey for adults of all abilities. The league currently has three levels (Bronze, Silver and Open Gold). Leagues are played year round and league size changes each season based on interest and available ice. PC Ice Arena currently has the second largest leagues in the state. Public Programs such as Public Skate, Freestyle, Drop-in Hockey, Stick & Puck and Drop-in Curling provide an opportunity for developing ice athletes to have additional ice time for practicing, conditioning and private lessons. Public sessions also help create interest for ice sports which feed our programs and user groups. Off-ice Strength & Conditioning and Off-ice Ballet provide sport specific training for athlete development and injury prevention. Off-ice programs are particularly important for training of competitive athletes, given the limited amount of time for on ice training. Public sessions also serve as an activity for visitors. This budget program also includes providing balanced access for all users and the efficient utilization of ice as well as events which showcase ice sports and introduce the community to the facility and programs.

Council Goal:

104 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional RecreationThe rink strives to provide quality programming at an affordable cost to the participants.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MODEST increase in demand of 5% to 14%	Over the past few years, various factors contribute to increased growth during public ice programs including an increase in ice rental resulting in a fewer number of public sessions; practice time needed for developing athletes; an increase in visitors looking for alternative activities; increased locals looking for alternative activities during poor ski weather and Epic pass blackout dates. We do not anticipate an increase in demand from FY 18 to FY 19/20 at this time.

	Request	Rationale
	FY 2019	FY 2019
Ice Programs	No budget increase requested for FY 19.	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
ICE FACILITY						
Personnel	92,306	453,207	453,207	466,210		466,210
Materials	25,658	57,810	25,658	25,658	-454,500	-396,690
Total ICE FACILITY	117,964	511,017	478,865	491,868	-454,500	69,520
TOTAL	117,964	511,017	478,865	491,868	-454,500	69,520

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	2.7	2.7
Part Time	4.2	4.2
TOTAL	6.9	6.9

Level of Service

Ice Programs Same Level of Service

	Quartile FY 2019	Score FY 2019
Ice Programs	4	11.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY Innovation: The ice arena strives to incorporate technology into our ice programs. Marketing and communication of programs is done primarily through the rink's website, social media, and e-mail blasts. This has allowed for a reduction in marketing costs. Staff continues to cross evaluate program numbers and ice schedule to ensure that program participation numbers are at a level to reach cost recovery goals.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY If funding levels are below what is proposed, then the ice arena will have to limit the amount of programs offered and the marketing of those programs as well as eliminate certain programs due to lack of staff resources. This would also reduce the amount of revenue received through these programs.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Ice Programs-ICE FACILITY	Number of hours of ice rented by User Groups at other facilities (due to lack of availability in Park City)	0	265	0	0
Ice Programs-ICE FACILITY	Percentage of patrons that reside within Snyderville Basin Special Recreation District	0	27	0	0
Ice Programs-ICE FACILITY	Percent of Participants satisfied with Skating Academy	0	94	0	0
Ice Programs-ICE FACILITY	Percentage of Participants satisfied with Hockey Academy	0	96	0	0
Ice Programs-ICE FACILITY	Percentage of ice scheduled (based on 6 am - midnight/18 hour date)	90	90	0	0
Ice Programs-ICE FACILITY	Percentage of User Group participants that are satisfied with the facility	0	100	0	0
Ice Programs-ICE FACILITY	Operating subsidy amount per fiscal year. (Does not include capital expenditures)	94883	82586	90000	0
Ice Programs-ICE FACILITY	Satisfaction levels combining satisfied and very satisfied on satisfaction surveys for all Skating classes.	96%	94%	92%	0%
Ice Programs-ICE FACILITY	Pass sales including season passes and punch cards.	145911	0	70000	0
Ice Programs-ICE FACILITY	Percentage of usable ice time being used for programming that is open to the general public, versus time rented for private groups.	58%	80%	65%	0%
Ice Programs-ICE FACILITY	Percentage of participants satisfied or very satisfied with Learn to Play Hockey Classes.	94%	96.4%	92%	0%
Ice Programs-ICE FACILITY	Total number of teams/players in Adult Hockey Leagues.	58	54	58	0
Ice Programs-ICE FACILITY	Cost Recovery of Adult Hockey Leagues	119%	2.5%	125%	0%
Ice Programs-ICE FACILITY	Percentage of Adult hockey League participants who are satisfied or very satisfied with the league.	78%	81.9%	92%	0%
Ice Programs-ICE FACILITY	Percentage of public program participants in public skate, drop-in hockey, freestyle and drop-in/learn to curl who are satisfied or very satisfied with the programs.	94%	91.5%	92%	0%
Ice Programs ICE FACILITY	Cost recovery of the Ice Arena.	90%	90.9%	86%	0%

Description:

GOLF PRO SHOP The golf course currently manages 3 leagues: Men's league on Wednesday, Women's leagues (9 and 18 hole) on Tuesday, a Couples League and Junior leagues on Monday. We also offer 3 - 4 day Junior clinics in the spring and early summer and 1 Teen clinic. We also hold adult beginner clinics throughout the summer. We provide private instruction on an as-requested basis.

Council Goal:

124 Thriving Mountain Town

Desired Outcome:**Criteria for Meeting Desired Outcome**

Wide Variety of Exceptional Recreation

Recreation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The golf course is a vital piece in providing a multi-seasonal resort experience. The golf course is a self-sufficient enterprise fund that funds all operational and capital expenses from user fees. The golf course provides a low cost Junior league for easy and affordable access.

Section 1: Scope**Change in Demand**

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

	Request FY 2019	Rationale FY 2019
Golf Shop Programs	Removing Golf Coordinator position and adding First Assistant Golf Pro (\$21,558).	Recommended based off of voting and retirement of Gold Coordinator.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
GOLF PRO SHOP					
Personnel	54,530	57,871	57,871	47,531	47,531
Materials	42,220	42,220	42,220	43,333	43,333
Total GOLF PRO SHOP	96,750	100,091	100,091	90,864	90,864
TOTAL	96,750	100,091	100,091	90,864	90,864

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.3	0.3
Part Time	0.6	0.6
TOTAL	0.9	0.9

Level of Service

Golf Shop Programs

Same Level of Service

	Quartile FY 2019	Score FY 2019
Golf Shop Programs	4	11.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP Instructors use existing staff to help with Jr. clinics and leagues, thereby keeping staffing to a minimum. Instructors are currently re developing adult clinics to have a beginner and an advanced level which also will have different price structures.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO SHOP Golf programs have always rated highly in our needs surveys. Decreasing instruction decreases participants, which could cause future impacts.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Golf Shop Programs-GOLF OPERATIONS	Percentage of lessons above average to excellent	0%	95%	0%	75%

Description:

GOLF PRO SHOP

This funds our retail operations. This includes: personnel costs, inventory purchase, traveling costs to buying shows, managing inventory, and writing purchase orders.

Council Goal:

131 Thriving Mountain Town

Desired Outcome:

Wide Variety of Exceptional Recreation

Criteria for Meeting Desired Outcome

Recreation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The golf course is a vital piece in providing a multi-seasonal resort experience. The golf course is a self-sufficient enterprise fund that funds all operational and capital expenses from user fees.

Section 1: Scope

Change in Demand

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
GOLF PRO SHOP					
Personnel	107,670	113,541	113,541	65,284	65,284
Materials	158,567	158,567	158,567	159,714	159,714
Total GOLF PRO SHOP	266,238	272,108	272,108	224,998	224,998
TOTAL	266,238	272,108	272,108	224,998	224,998

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.0	1.0
Part Time	0.4	0.4
TOTAL	1.3	1.3

Level of Service

Retail Operations

Same Level of Service

	Quartile FY 2019	Score FY 2019
Retail Operations	4	10.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP Cost Savings: The merchandiser is very careful to order in bulk. This keeps the costs of shipping to a minimum. We currently attend the national PGA golf show in Orlando every other year. In alternate years staff attends local Utah shows. Collaboration: The golf merchandiser provides information for Citywide departments for ordering staff uniforms and retail items. This allows departments to receive discounting for bulk buying. This year we will be celebrating our 50th anniversary and bringing merchandise specific to this which will capture a new sales audience.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO SHOP Retail operations are a vital part of the golf shop. To provide a quality resort feel experience, the golf shop needs to be sufficiently stocked with quality product. If cutbacks in this area are required it would take away from the resort feel of the course. Cutbacks would also affect our bottom line revenues.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Retail Operations-GOLF OPERATIONS	Achieve a return on investment of 25-40%. (Fiscal Year)	0%	35%	0%	0%
Retail Operations GOLF OPERATIONS	Return on investment (End of Season)	0%	177500%	0%	30%
Retail Operations-GOLF OPERATIONS	Gross retail revenue per customer by rounds played to be within national average for municipal courses (\$3-\$6) (seasonal)	0%	5.92%	0%	0%

Description:

ICE FACILITY This goal of this budget program is to conscientiously use resources to provide consistent, high quality ice in a clean and safe facility. This program provides basic backbone for keeping the ice rink functioning when not supporting specific programs or activities. Other objectives of this program include conscientious energy consumption and continuous effort to reduce our carbon footprint. Also included in this program is the facility's financial objective to optimize capital, energy and personnel and to maintain affordable access while recovering costs.

Council Goal:

108 Thriving Mountain Town

Desired Outcome:**Criteria for Meeting Desired Outcome**

Wide Variety of Exceptional Recreation

Provide accessibility to premier recreational activities/facilities to the local community at an affordable cost. Preserve the Park City brand. Environmental Stewardship. Healthy, active community. Develop Park City as a year-round destination recreation location.

Section 1: Scope**Change in Demand**

Program experiencing a MINIMAL increase in demand of 1% to 4%

Explanation

Demands have increased for the Ice Operation program as the facility ages another year with very high utilization. The facility was originally underbuilt and is running beyond the capacity of the plant. At 10 years, components of the plant are requiring additional maintenance and monitoring which increases the demand on the operations staff. Skate services continue to increase as the number of skaters increases, and the level and quality of figure skaters increases. Staff is proposing additional ice rentals for FY 19 and 20 that would have an impact on expenses for part time rink operators, supplies and utilities. Staff is not seeking additional funding at this time as the increase in rentals is not certain. If the facility does realize additional ice rentals, we believe the current budget can absorb the incremental expenses. Additionally, such expenses would have revenue off set.

	Request FY 2019	Rationale FY 2019
Operations	No additional budget request for FY 19	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
ICE FACILITY						
Personnel	169,125	305,711	170,103	178,204		178,204
Materials	195,730	235,615	195,730	183,230	-134,000	89,115
Total ICE FACILITY	364,855	541,326	365,833	361,434	-134,000	267,319
TOTAL	364,855	541,326	365,833	361,434	-134,000	267,319

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.2	1.2
Part Time		
TOTAL	1.2	1.2

Level of Service

Operations

Same Level of Service

	Quartile FY 2019	Score FY 2019
Operations	4	10.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY The ice rink is saving operational costs through the use of an electric ice resurfacer, which reduces the cost per ice cut, as well as its innovative technologies: laser controlled ice depth will maintain a level ice sheet within less build up, requiring the use of less water, less energy to run the refrigeration plant and less staff and ice time devoted to ice maintenance.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY Funding the option at a lower level will result in lower levels of cleaning and maintenance, and a degradation of the ice quality due to running the plant at higher temps to reduce energy consumption.

Section 6: Performance Measures

	Description -	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Operations-ICE FACILITY	Percentage of employees satisfied with training and educational opportunities supported by facility	0%	97.8%	0%	0%
Operations-ICE FACILITY	Percentage of employees who feel they are being supported in achieving their personal and professional goals	0%	100%	0%	0%
Operations-ICE FACILITY	Percentage of staff who feel appreciated	0	95.2	0	0
Operations-ICE FACILITY	Percentage of employees that feel they have the appropriate tools and resources to succeed	0	90	0	0
Operations-ICE FACILITY	Percentage of participants across all programs and activities who rate ice quality as good or excellent.	96%	90.9%	92%	0%
Operations-ICE FACILITY	Percentage of guests who rate the facility as being clean and safe.	96%	90%	95%	0%
Operations-ICE FACILITY	Kilowatt Hours	0	0	0	0

	Description -	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	(kwh) of electricity used at the facility				
Operations-ICE FACILITY	Decatherms (DTH) of natural gas used at the facility	0	0	0	0
Operations-ICE FACILITY	Gallons of propane used at the facility	0%	0%	0%	0%

Description:

TENNISThe Pro Shop is located in the front entry of the PC MARC. The Pro Shop is run & managed by the tennis department and is open 55 hours per week. We carry tennis & fitness apparel, logo wear, and tennis racquets. We also carry a wide range of strings & grips and string racquets. The pro shop carries a wide range of tennis & fitness apparel. The shop is open Monday thru Friday 8:30 to 6:30. We provide 24 hour turn around on racquet stringing.

Council Goal:

128 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of
Exceptional Recreation

Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. The community response from the opening of the PC MARC has been very positive. The merchandise in the shop has been well received.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
TENNIS						
Personnel	51,202	16,795	16,795	16,795		16,795
Materials	102,150	105,150	105,150	105,150	-104,000	1,150
Total TENNIS	153,352	121,945	121,945	121,945	-104,000	17,945
TOTAL	153,352	121,945	121,945	121,945	-104,000	17,945

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time		
Part Time	0.3	0.3
TOTAL	0.3	0.3

Level of Service

Pro Shop Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Pro Shop	4	10.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS In order to keep inventory costs down the shop does a lot of custom orders for patrons. This is done particularly for tennis racquets.

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS The pro shop would be open fewer hours and will have less inventory on hand.

Section 6: Performance Measures

	Description	Actual
	-	FY 2016
Pro Shop-TENNIS	Average daily sales annually	417.03
Pro Shop-TENNIS	Number of racquets strung annually.	816

Description:

PC Currently we publish the Play Magazine annually, partner with Ice on Summer & Winter guide advertisements and run 2 ads a year in the Park
MARC Record. We also record commercials and submit PSA's to KPCW and Sports Briefs to the Park Record. We put out a Recreation Newsletter as needed to all patrons that have given us their email. The department publishes the Play Magazine annually, runs advertising in local media and promotes programs and facilities through other avenues. We also update the website as needed (at least weekly) and use social media to promote programs and facilities.

Council Goal:

129 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan.

Section 1: Scope

Change in Demand Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
PC MARC						
Personnel	5,213	5,213	5,213	5,213		5,213
Materials	22,440	22,440	22,440	21,460	-148,800	-127,340
Total PC MARC	27,653	27,653	27,653	26,673	-148,800	-122,127
TOTAL	27,653	27,653	27,653	26,673	-148,800	-122,127

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.0	0.0
Part Time		
TOTAL	0.0	0.0

Level of Service

Marketing Reduced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Marketing	4	10.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

PC We utilize free services from KPCW & Park Record. The department writes and records all of its own radio ads and creates newsletters and flyers
MARC in house. We partner with the ice arena on certain advertising to ensure cost effectiveness. We update our website and change the layout within our department. We have partnered with community organizations such as Park City Mom's & Jane's list to get information out. We utilize social media with regular posts to keep "Friends" informed. This year the Play Magazine will be digital resulting in a \$8,635 savings.

Section 5: Consequences of Funding Proposal at Lower Level

PC We would not be able to increase visitor usage of the facility and if the budget was cut we would likely stop publishing the Play Magazine which
MARC through surveys is one of the top ways residents learn about programs.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	37.5%	37%	40%	0%
Marketing-CITY RECREATION	Number of Recreation Social Media followers.	4534	4082	4000	0

Description:

ICE FACILITY

The goal of this program is to allow user groups to facilitate progressive programming and sell underutilized ice for the enjoyment of locals and visitors.

Council Goal:

Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MINIMAL increase in demand of 1% to 4%	The drafted base schedule for Winter 18/19 anticipates 2-3 additional hours of ice rental per week.

	Request FY 2019	Rationale FY 2019
Ice Rental	No budget increase requested FY 19	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
ICE FACILITY					
Personnel	65,695	23,088	23,741		23,741
Total ICE FACILITY	65,695	23,088	23,741		23,741
TOTAL	65,695	23,088	23,741		23,741

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.2	0.2
Part Time	0.2	0.2
TOTAL	0.4	0.4

Level of Service

Ice Rental

Same Level of Service

	Quartile FY 2019
Ice Rental	4

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program Benefits/Serves a SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description -	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Retail-ICE FACILITY	Percent of respondents satisfied with Skate Service.	72%	92.7%	92%	0%
Retail-ICE FACILITY	Percent of respondents satisfied with Retail selection.	72%	0%	92%	0%
Retail-ICE FACILITY	Cost recovery for Retail	170%	1.52%	130%	0%

Description:

BLDG MAINT ADM	The Building Maintenance Department provides a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas of the community to ensure a smooth, successful event.
ECONOMY	The Economy Team oversees the coordination of all permitted Special Events. This includes taking events from the application process to the day of execution of the event. Special Events Department is responsible for working with an event to secure all the required permitting and works with various city departments to coordinate logistics to ensure that the all impacts of the event are properly mitigated.
POLICE	Hundreds of hours are spent in planning and staffing the various events that are held. Close and trusting relationships have been developed between staff and event planners/promoters. Special events are vital to the promotion and economy of Park City.
PARKS & CEMETERY	Logistical support for City-sponsored events, i.e. field preps, waste management, facility cleaning and enhanced snow removal. Challenges to the goal of this program are: Overall growth of events competing for resources due to increasing number and scale of events and organizer expectations.
STREET MAINTENANCE	Logistical support for City sponsored events, i.e. barricades, message boards, waste management, street cleaning, and enhanced snow removal. Challenges to the goal of this program are: Overall growth of events, competing for resources due to increasing number and scale of events, and organizer expectations.
TRANSPORTATION OPER	Provides enhanced transit service required to serve large crowds during Park City's major events (i.e., Sundance and Arts Festival).
PARKING	Provides for enhanced parking management and enforcement levels during Sundance and Arts Fest.

Council Goal:

Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Varied & Multi-Seasonal Event Offerings	Special Events has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Special Events through Chamber Bureau, citizen requests and outside organizers. The Special Event program is a critical function to Park City's economic sustainability. Also, Special Event planning and staffing are essential for a safe and successful special event. Proper planning and staffing promotes a healthy event environment, which promotes Park City as a World Class Multi-seasonal Resort Community. Finally, Special Event transit services significantly reduce traffic congestion on all City streets and enable the movement of large numbers of people to event venues. Special Event Transit also reduces the need to expand roads and parking resources that would be required without strong transit support.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MODEST increase in demand of 5% to 14%	Ice (minimal increase): It is anticipated that demand for Special Events in FY 18 will be similar to that which we experienced in FY 17.

	Request FY 2019	Rationale FY 2019
Special Events	BUILDING MAINT: The contract positions \$87,163 are so that replacements can be trained for four positions that are retiring from Building Maintenance. \$18k is an increase to pay for an HVAC maintenance package instead of paying an invoice every time a service is requested. \$10k is for an increase in cost of cleaning supplies on Main St during special events. \$63k is to budget up the contract services line to cover the amount in the cleaning contract. POLICE: Priority 1. Reclassify four positions from Police Officer, Grade 14 to Senior Police Officer, Grade 17 in FY19 Priority 2. New Detective, classified as Senior Police Officer (\$132,262) with vehicle (\$38,000); would handle property crimes and evidence management (would free up much of Victim Advocate's work hours) Priority 3. Additional Equipment (\$47,500) Priority 4. Increase in part-time non-benefitted seasonal personnel budget and overtime (\$25,000 each; \$50,000 total) Priority 5. New Senior Police Officer (\$132,262) with vehicle (\$38,000) TOTAL: \$446,117 TRANSIT: \$2.3M Total; 19 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$776K in materials/supplies PARKING: \$809K for Lead Parking Enforcement Officer, reclass of Parking Supervisor, parking technology subscription (\$400K), other materials/supplies	BUILDING MAINT: Recommendation based off of est. need. Contract pos. will help with multiple retirements in future years. One new Building Maint III Contract position in FY19: \$28,764 Increase in Special Events/Cleaning costs: \$10,000 Cleaning Contract: \$35,000 POLICE: Reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 17 in FY19 Additional Equipment (\$30,000) Increase in part-time non-benefitted seasonal personnel budget and overtime (\$25,000 each; \$50,000 total) Investigations (\$9,000) TOTAL: \$104,889 \$35K revenue offset from CSLs TRANSIT: \$925K Total; 14 Bus Driver IIs, 1 Bus Driver IV, 1 Transit Shift Supervisor, \$131K in misc. contract services, other materials/supplies PARKING: Recommended based off of critical priority for Council. Should be revenue neutral within 2 years.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BLDG MAINT ADM						
Materials	20,420	24,920	24,920	24,920		24,920
Total BLDG MAINT ADM	20,420	24,920	24,920	24,920		24,920
ICE FACILITY						
Personnel	58,121				-25,438	-25,438
Materials	4,663	4,663	4,663	4,663		
Total ICE FACILITY	62,784	4,663	4,663	4,663	-25,438	-25,438
FIELDS						
Personnel	40,729	41,378	41,378	43,285	-25,438	17,847
Materials	6,101	6,101	6,101	8,837		8,837
Total FIELDS	46,830	47,479	47,479	52,122	-25,438	26,684
ECONOMY						
Personnel	287,575	287,328	287,288	295,996	-25,438	270,558
Materials	88,742	88,742	88,742	88,742	-117,000	-28,258
Total ECONOMY	376,317	376,070	376,030	384,738	-142,438	242,300
POLICE						
Personnel	929,976	1,021,770	957,245	1,006,832	-50,876	955,957

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Materials	14,000	68,000	68,000	68,000	-57,000	11,000
Total POLICE	943,976	1,089,770	1,025,245	1,074,832	-107,876	966,957
PARKS & CEMETERY						
Personnel	98,894	105,197	105,256	109,525	-63,594	45,930
Materials	49,077	49,077	49,077	53,682		53,682
Total PARKS & CEMETERY	147,971	154,274	154,333	163,207	-63,594	99,612
STREET MAINTENANCE						
Personnel	124,233	125,309	125,309	129,030	-63,594	65,436
Materials	29,763	29,763	29,763	37,308		37,308
Total STREET MAINTENANCE	153,996	155,072	155,072	166,338	-63,594	102,744
TRANSPORTATION OPER						
Personnel	110,479	144,572	127,600	126,892		126,892
Materials	230,742	295,937	230,742	234,243		234,243
Total TRANSPORTATION OPER	341,222	440,509	358,342	361,135		361,135
PARKING						
Materials	105,000	105,000			-348,000	-348,000
Total PARKING	105,000	105,000			-348,000	-348,000
SUNDANCE MITIGATION						
Materials	320,000	320,000	320,000	320,000		320,000
Total SUNDANCE MITIGATION	320,000	320,000	320,000	320,000		320,000
PSSM LONG TERM AGREEMENT						
Materials	20,000	20,000	20,000	20,000		20,000
Total PSSM LONG TERM AGREEMENT	20,000	20,000	20,000	20,000		20,000
TOTAL	2,538,515	2,737,758	2,486,084	2,571,955	-776,378	1,790,914

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	13.2	13.2
Part Time	1.7	1.7
TOTAL	14.9	14.9

Level of Service

Special Events Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Special Events	2	19.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM	The Building Maintenance Department continually looks for creative ways to increase efficiency through innovation. An example is the ability to provide separate access keys to buildings during large scale special events without compromising the City's overall security.
ICE FACILITY	Due to limited ice along with a short summer schedule, the ice arena has become more efficient with booking camps. The Figure Skating Camp and Pioneer Camp have worked together to allow for both camps to take place on the same week.
TRANSPORTATION OPER	Park City and Sundance collaborate on both traffic and transit planning year round to ensure the event runs as smoothly as possible. Transit's new GPS\AVL system have begun to revolutionize the way we operate our special event services by providing real time locations, real time passenger loads, origin\destination information, automatic stop announcements, and on-time performance reporting.
PARKING	Park City moved its parking enforcement operation from one being provided to the City by a third party contractor to an in-house operation. The objective of this move was to improve customer service while still maintaining effective compliance with parking regulations. Initial indications are the in-house program will prove very successful. Parking has added significant technology enhancements in the past year including pay-by-phone, on line citation appeals and citation payments, real time info available to enforcement officers in the field and automated license plate recognition systems all of these enhancements improve the level of customer service delivered.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY	If funding is cut to this program, then the number of special events held would be reduced and the level of service provided to event planners would be reduced, which could impact overall satisfaction. In addition, revenues from ice rentals from events would be reduced.
FIELDS	
POLICE	Funding at a reduced level would create a reduced level of service, which would have a direct negative result on the success of any particular event.
TRANSPORTATION OPER	Staff does not recommend lower funding levels for this program. Should Council direct Staff to reduce expenses in the program, then days, hours and\or routes served during special events would need to be reduced. This reduction would impact the City's ability to support the major events served and result in increased congestion during those events.
PARKING	Staff does not recommend funding the program at a lower level than currently approved. Program revenues are sufficient to cover program costs. Current level of funding enables Parking Services to provide for a high level of customer service while maintaining reasonable parking regulation compliance.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Special Events-PARKS	Percent of events properly staffed and prepared for.	100%	100%	100%	0%
Special Events-STREET MAINTENANCE	Percentage electronic signs are operational per event.	90%	100%	0%	0%
Special Events-STREET MAINTENANCE	Percentage of barricades set up completed within 2 hours of event(s).	100%	100%	0%	0%
Special Events-TRANSPORTATION OPER	1) Cost per passenger	0	0	1.75	0
Special Events-TRANSPORTATION OPER	2) Passengers per year	0	0	200000	0
Special Events-ECONOMY	Number of event days	136	0	0	0
Special Events ICE FACILITY	Number of special events hosted by the Sports Complex	23%	0%	25%	0%
Special Events-ECONOMY	Percent of event organizers "satisfied" or better with Special Events.	90%	0%	0%	0%
Special Events-ECONOMY	Number of event complaints annually	30	0	0	0

Program	Departments	BASE FY 2018	SCORE FY 2019	QUARTILE FY 2019	DEPT REQ FY 2019	RT REC FY 2019	CM REC FY 2019	REV FY 2019	TOT REC COST FY 2019
Desired Outcome: Net-Zero Carbon Government by 2022									
Carbon Reduction	ENVIRONMENTAL SUSTAINABILITY	\$437,688	22.75	1	\$439,115	\$438,913	\$443,869	\$0	\$443,869
Desired Outcome: High Quality and Sustainable Water									
Distribution and Maintenance	WATER OPERATIONS	\$3,417,778	25.50	1	\$3,443,841	\$3,490,843	\$3,544,495	\$0	\$3,544,495
Water Quality	WATER OPERATIONS	\$2,639,628	25.50	1	\$2,844,103	\$2,873,103	\$2,930,360	\$0	\$2,930,360
Service Orders	WATER OPERATIONS	\$605,278	25.50	1	\$625,400	\$637,406	\$637,849	\$0	\$609,954
Water Billing	WATER OPERATIONS	\$361,211	22.00	1	\$398,027	\$398,031	\$398,023	\$0	\$370,128
Project Management	WATER OPERATIONS	\$584,570	21.50	1	\$588,581	\$588,581	\$589,817	\$0	\$589,817
Water Rights/Water Projects	LEGAL	\$108,585	21.25	1	\$108,767	\$108,767	\$109,233	\$-109,812	\$-579
Conservation	WATER OPERATIONS	\$420,468	19.25	2	\$419,338	\$421,421	\$421,653	\$0	\$421,653
SUBTOTAL		\$8,137,518			\$8,428,057	\$8,518,152	\$8,631,430	-\$109,812	\$8,465,828
Desired Outcome: Environmental Pollution Mitigation									
Environmental Regulatory/EPA	3 CITY DEPARTMENTS	\$546,116	18.75	2	\$546,085	\$546,375	\$547,549	\$-27,995	\$519,554
Desired Outcome: Abundant, Preserved, and Publicly-accessible Open Space									
Open Space	ECONOMY	\$67,833	18.75	2	\$68,192	\$68,410	\$72,321	\$0	\$72,321
Bonanza Flat Operations	ECONOMY			4			\$30,000	\$0	\$30,000
SUBTOTAL		\$67,833			\$68,192	\$68,410	\$102,321	\$0	\$102,321
TOTAL		\$9,189,155			\$9,481,449	\$9,571,850	\$9,725,169	-\$137,807	\$9,531,572

Description:

ENVIRONMENTAL SUSTAINABILITY

Environmental Sustainability is responsible for municipal and citywide carbon mitigation and climate adaptation. The complexity of projects and tight timeline will stretch staff thin to accomplish the goals and be a resource. This proposed position aids in providing regular reporting and engagement for city staff and community-wide.

Council Goal:

053Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

Energy: Conservation, Renewable Energy, Carbon Reduction & Green Building Incentives

City Council has identified carbon reduction as a priority among its goals. Additionally, the Park City community has demonstrated a strong willingness to participate in these efforts in the form of Save Our Snow and other outreach activities. Carbon reduction activities naturally lend themselves to economic and community progress in the form of lowered operating costs, public health benefits, citizen engagement, and overall improved quality of life.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a SUBSTANTIAL increase in demand of 25% or more

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
ENVIRONMENTAL SUSTAINABILITY					
Personnel	316,524	317,951	317,749	322,705	322,705
Materials	121,164	121,164	121,164	121,164	121,164
Total ENVIRONMENTAL SUSTAINABILITY	437,688	439,115	438,913	443,869	443,869
TOTAL	437,688	439,115	438,913	443,869	443,869

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.0	2.0

FTEs	Budget FTEs	
	FY 2019	FY 2020
Part Time	0.8	0.8
TOTAL	2.8	2.8

Level of Service

Carbon Reduction Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Carbon Reduction	1	22.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

Planned and implemented municipal carbon reduction projects have the potential to save \$275k annually while preventing over 2,800 tons of CO2 per year. Furthermore, staff has raised over \$380k in grants for PCMC energy projects in recent years. PCMC regularly collaborates with other local governments and organizations on environmental issues. Recent examples include climate change adaptation planning with eight other municipalities in the Intermountain West region and an upcoming collaboration, funded by \$424k in DOE grant funding, to advance solar energy in Utah.

ENVIRONMENTAL SUSTAINABILITY

Planned and implemented municipal carbon reduction projects have saved \$260k annually while preventing over 2,800 tons of CO2 per year. Furthermore, staff has raised over \$380k in grants for PCMC energy projects in recent years. PCMC regularly collaborates with other local governments and organizations on environmental issues. Recent examples include climate change adaptation planning with eight other municipalities in the Intermountain West region and collaboration to advance solar energy in Utah.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT

Funding at a lower level will delay, or prevent, the implementation of projects critical to advancing local carbon emissions goals. While PCMC has been successful at implementing numerous one-off programs and initiatives, the current amount of investment is unlikely to support tangible, long-term reductions in the community carbon footprint. In addition to continued support of an outreach program for homeowners and renters (Low Carbon Diet), PCMC must engage with the commercial sector and also influence what sources generate our electricity in order to have a true reorientation towards a lower-carbon community.

ENVIRONMENTAL SUSTAINABILITY

Funding at a lower level will delay, or prevent, the implementation of projects critical to advancing local carbon emissions goals. While PCMC has been successful at implementing numerous one-off programs and initiatives, the current amount of investment is unlikely to support tangible, long-term reductions in the community carbon footprint. In addition to continued support of an outreach program for homeowners and renters (Low Carbon Diet), PCMC must engage with the commercial sector and also influence what sources generate our electricity in order to have a true reorientation towards a lower-carbon community.

Section 6: Performance Measures

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	Description
	-
Carbon Reduction- ENVIRONMENTAL SUSTAINABILITY	City's carbon emission (in tons)
Carbon Reduction- ENVIRONMENTAL SUSTAINABILITY	Percent Reduction of Municipal CO2 Emissions - 'Actual' Column Reflects the Short Tons of CO2-equivalent Emitted by Park City Municipal - Values Are Based on Calendar Year
Carbon Reduction- ENVIRONMENTAL SUSTAINABILITY	Percent Reduction in Municipal Electricity Use - 'Actual' Column Reflects kWh Consumed - Values Are Based on Calendar Year
Carbon Reduction- ENVIRONMENTAL SUSTAINABILITY	Percent Reduction of Municipal Natural Gas Use - 'Actual' Column Reflects Therms Consumed (Ice Arena Propane Equivalent added in '07,'09, and '15; Arena converted to all natural gas starting in early '09) - Values Are Based on Calendar Year

Description:

WATER OPERATIONS

Preventative Maintenance - Tests, measurements, adjustments and parts replacement performed specifically to prevent failures from occurring. These tasks are carried out on a specific schedule and include tens of thousands of individual assets. Emergency Response - Mobilization of necessary resources to resolve unexpected failures in the system and maintain adequate water delivery. Current level of service is very high, with 24/7/365 one hour response time. Operations - Monitoring sources, tank levels, pump status, and system pressures. Using this data as input, the system is operated to provide adequate and reliable water to Park City's customers. There is currently at least one operator at all times monitoring the distribution system on a 24/7/365 basis.

Council Goal:

004Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

High Quality & Sustainable Water Resources

A well maintained distribution system ensures the Water Department can deliver a sufficient quantity and good quality of water to its customers with reliability and confidence.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	

	Request FY 2019	Rationale FY 2019
Distribution and Maintenance	-Water Quality Scientist, Grade 16: \$109,536-Water Worker IV/ Water Treatment Operator, Grade 14: \$100,272-Mountain Regional charges: \$43,830-Bank Charge fees increasing: \$10,000-5% annual increase in Water Quality, Distribution/Maintenance, Service Orders, Conservation, Water Billing, Project Mgmt: \$111,239 -\$99k increase in utilities TOTAL: \$493,337	Recommended based off of est. need and enterprise fund financing.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
WATER OPERATIONS					
Personnel	1,086,214	1,082,134	1,082,137	1,086,737	1,086,737
Materials	2,284,564	2,361,707	2,361,707	2,410,758	2,410,758
Total WATER OPERATIONS	3,370,778	3,443,841	3,443,843	3,497,495	3,497,495
CONTINGENCY/SALARY					
Materials	47,000	47,000	47,000	47,000	47,000
Total CONTINGENCY/SALARY	47,000	47,000	47,000	47,000	47,000
TOTAL	3,417,778	3,490,841	3,490,843	3,544,495	3,544,495

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	9.1	9.1
Part Time	1.2	1.2
TOTAL	10.2	10.2

Level of Service

Distribution and MaintenanceEnhanced Level of Service

	Quartile FY 2019	Score FY 2019
Distribution and Maintenance	1	25.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

WATER

The Department is investigating new technologies that we hope will bring new efficiencies to the way we operate, and we have been

OPERATIONS investing and installing others, as electricity consumption is one of our biggest expenses. Some examples include micro hydro power generation, variable frequency drives, collaboration with the resorts on efficient snowmaking, off-peak pumping and operational improvements to pumping operations. We also share resources with neighboring utilities when possible.

Section 5: Consequences of Funding Proposal at Lower Level

WATER A reduced level of service would directly impact preventative maintenance schedules and emergency response. This would result in
OPERATIONS neglected assets which then would require more frequent repairs, less immediate response to emergencies, and the potential for fire protection, health and safety issues.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Distribution and Maintenance-WATER OPERATIONS	Percent of mainlines valves and hydrants exercised annually.	25%	27%	0%	0%
Distribution and Maintenance-WATER OPERATIONS	Annual - Percentage of PRV / regulator checks completed in the first week of each month.	100%	100%	0%	0%
Distribution and Maintenance-WATER OPERATIONS	Number of work related accidents per year.	0.01	0.01	0	0
Distribution and Maintenance-WATER OPERATIONS	Annual lost work time hours directly related to work related accidents.	0.01	0.01	0	0
Distribution and Maintenance-WATER OPERATIONS	Annually - Percentage of water operators certified in distribution and treatment.	85%	90%	0%	0%

Description:

WATER OPERATIONS Monitoring - Testing and lab analysis of water samples, both regulated and investigative. The current level of service includes monitoring above regulations, which allows Staff to optimize treatment and increase consumer confidence. Treatment - Mechanical processes of treating the water to regulated standards. Reduced treatment is not an option. Staff already optimizes the use of the sources, so the only way to reduce the amount of water treated is to reduce the amount of water used through stringent conservation measures. Analysis - Planning and reacting to changes in water quality and regulations, as well as analysis on treatment optimization. The current level includes reviewing lab analyses, investigating quality issues, exploring and optimizing treatment methods, and database maintenance. Security - Preventing tampering and contamination of the distribution system through maintenance of physical assets, routine checks and monitoring, and alarm system response. Water treatment includes operation of Spiro Water Treatment Plant, Quinn's Water Treatment Plant, Park Meadows Well UV System, well chlorination, and Judge Tunnel chlorination. Water quality monitoring includes required sampling per Utah Division of Drinking Water Rules and Regulations, additional sampling for consumer confidence and analysis of quality data, lab analyses and treatment methods.

Council Goal:

001 Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

High Quality & Sustainable Water Resources Maintaining and improving water quality is key to providing safe drinking water as well as reducing the Park City mining legacy's impact upon the local and regional environment. The events of the past few years, as well as the tightening of water quality regulations and increasing consumer expectations, demand that we continue to maintain and improve water quality.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	

	Request	Rationale
	FY 2019	FY 2019
Water Quality	-Water Quality Scientist, Grade 16: \$109,536-Water Worker IV/ Water Treatment Operator, Grade 14: \$100,272-Mountain Regional charges: \$43,830-Bank Charge fees increasing: \$10,000-5% annual increase in Water Quality, Distribution/Maintenance, Service Orders, Conservation, Water Billing, Project Mgmt: \$111,239 -\$99k increase in utilities TOTAL: \$493,337	Recommended based off of est. need and enterprise fund financing.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
WATER OPERATIONS					
Personnel	1,191,771	1,412,421	1,412,421	1,419,427	1,419,427
Materials	1,418,857	1,431,682	1,431,682	1,481,933	1,481,933
Total WATER OPERATIONS	2,610,628	2,844,103	2,844,103	2,901,360	2,901,360
CONTINGENCY/SALARY					
Materials	29,000	29,000	29,000	29,000	29,000
Total CONTINGENCY/SALARY	29,000	29,000	29,000	29,000	29,000
TOTAL	2,639,628	2,873,103	2,873,103	2,930,360	2,930,360

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	11.8	11.8
Part Time		
TOTAL	11.8	11.8

Level of Service

Water Quality Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
Water Quality	1	25.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS Source optimization is one of our primary focuses as we bring the Quinn's WTP online. Large cost savings will likely result from: looking at and comparing costs to produce, treat, and distribute water from each water source; prioritizing the use of those water sources; and analyzing how those sources interact and blend once in the system. The Water Research Foundation, EPA, Utah Division of Drinking Water, and neighboring utilities (notably Mountain Regional Water and Jordanelle Special Service District) have all provided guidance and resource assistance in analyzing our issues and improving operations.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS A reduction of service would result directly in decreased water quality and the possibility of not meeting EPA and DDW mandated water quality regulations. Consumer confidence would likely decrease as well.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Water Quality-WATER OPERATIONS	Compliance with State/EPA water quality requirements	100	1	0	0
Water Quality-WATER OPERATIONS	Percent of citizens rating the quality of drinking water as "good" or "excellent."	62%	0%	0%	0%

Description:

WATER OPERATIONS Investigation - Providing investigative work to resolve issues related to the billing system and customer inquiries. This ensures accurate billing and customer satisfaction. Connection Installation - Physically connecting individual systems to the City's water system through a water meter connection. Inspection prevents maintenance and billing issues, while installation requires specialized technical knowledge. Connection Maintenance - Testing and repairing meters to ensure accurate billing, and performing repairs to meter connections in order to minimize water loss and related issues. Emergency Response - The mobilization of resources to assist customers with emergencies on private water systems, including shutting off water, providing resource assistance, and offering technical advice. Provides assistance to water customers in identifying and resolving issues arising from their connection to the distribution system and within their own residential/commercial subsystems. Also provides internal service by providing investigative field work for Water Billing.

Council Goal:

005Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

High Quality & Sustainable Water Resources Providing extremely responsive and helpful customer service fosters residents' confidence in the quality of the services the Water Department provides. Accurate billing and revenue collection is dependent upon this program.

Section 1: Scope

Change in Demand Explanation

Program Experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Service Orders	-Water Quality Scientist, Grade 16: \$109,536-Water Worker IV/ Water Treatment Operator, Grade 14: \$100,272-Mountain Regional charges: \$43,830-Bank Charge fees increasing: \$10,000-5% annual increase in Water Quality, Distribution/Maintenance, Service Orders, Conservation, Water Billing, Project Mgmt: \$111,239 -\$99k increase in utilities TOTAL: \$493,337	Recommended based off of est. need and enterprise fund financing.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
WATER OPERATIONS					
Personnel	225,338	253,249	253,256	253,698	253,698
Materials	367,941	372,151	372,151	372,151	372,151
Total WATER OPERATIONS	593,278	625,400	625,406	625,849	625,849
CONTINGENCY/SALARY					
Materials	12,000	12,000	12,000	12,000	12,000
Total CONTINGENCY/SALARY	12,000	12,000	12,000	12,000	12,000
TOTAL	605,278	637,400	637,406	637,849	637,849

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	2.1	2.1
Part Time	1.2	1.2
TOTAL	3.3	3.3

Level of Service

Service Orders Same Level of Service

	Quartile FY 2019	Score FY 2019
Service Orders	1	25.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS

In the last two years, this program has aggressively pursued a more accurate and reliable metering system through the installation of the Automated Metering Infrastructure and Meter Maintenance Program. This has resulted in more upfront expenses in materials and time, but long term the department will capture more revenue.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS Reduction in level of service would result in lower customer satisfaction, increased response time to customer requests (especially outside regular business hours), and long term loss of revenue.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Service Orders-WATER OPERATIONS	Percent of service orders resolved within 30 days.	96%	92%	0%	0%
Service Orders-WATER OPERATIONS	Annual Percentage of leaks addressed within 38 days.	100%	100%	0%	0%

Description:

WATER OPERATIONS Items include monitoring customer accounts and assisting them with issues, building work orders, working with software vendors and creating the water bill file. Challenges to the goal of this program are to provide the customer with the most reasonable, up to date information for them to manage their accounts. Newly acquired technology will help customers monitor their water consumption and better budget their household use in spite of increasing water fees. The Water Billing Department provides a variety of customer and billing services for this program. It requires that accurate meter reading and associated technology be precise. It also requires that meters are read and water bills sent to customers in a timely fashion. Additionally, customer service staff assists property owners with water leak detection and water conservation.

Council Goal:

013Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

High Quality & Sustainable Water Resources Water and Natural Environment has been identified by Council as a top priority through Council's goals (Outcomes Area) and the strategic plan. The Water Billing program is a critical (core) function in the delivery of clean drinking water to residents and businesses. Proposed enhancement of the program is based on inflation in the cost of mailing services and training due to advancing technology.

Section 1: Scope

Change in Demand Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

	Request FY 2019	Rationale FY 2019
Water Billing	-Water Quality Scientist, Grade 16: \$109,536-Water Worker IV/ Water Treatment Operator, Grade 14: \$100,272-Mountain Regional charges: \$43,830-Bank Charge fees increasing: \$10,000-5% annual increase in Water Quality, Distribution/Maintenance, Service Orders, Conservation, Water Billing, Project Mgmt: \$111,239 -\$99k increase in utilities TOTAL: \$493,337	Recommended based off of est. need and enterprise fund financing.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
WATER OPERATIONS					
Personnel	165,453	189,240	189,244	189,236	189,236
Materials	195,758	208,787	208,787	208,787	208,787
Total WATER OPERATIONS	361,211	398,027	398,031	398,023	398,023
TOTAL	361,211	398,027	398,031	398,023	398,023

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.1	2.1
Part Time		
TOTAL	2.1	2.1

Level of Service

Water Billing Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Water Billing	1	22.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS

Cost Savings/Innovation: The Water Billing Department was able to consolidate several tasks in meter reading services by installing a new Flex Point Radio meter reading system. This allowed the transfer of meter reading staff back into the Water Operations Department, which provided higher efficiencies in the maintenance program.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS The consequences of lowering the funding for this program include the reduction of both our responsiveness to customer issues and our proactive leak detection. There would also be an increase in citizen and business owner complaints due to established community expectations.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Water Billing-WATER OPERATIONS	Annual Percentage of Stuck Meter Service Orders completed within 38 days.	0%	64%	0%	0%
Water Billing-WATER OPERATIONS	Annual Percentage of Cut Wire Service Orders completed within 38 days.	0%	92%	0%	0%

Description:

WATER OPERATIONS Project Management - Coordination and direction of engineering and financial resources in order to complete various capital projects.
 Construction Management - Coordination, direction, and inspection of resources used to complete capital project construction.
 Strategic Planning - Organizing present efforts on the basis of projections to ensure optimal performance of the water system into the future. Design - Coordination and direction of engineering resources to complete design of capital projects.

Council Goal:

034 Preserving & Enhancing the Natural Environment

Desired Outcome:**Criteria for Meeting Desired Outcome**

High Quality & Sustainable Water Resources Good project management is essential to providing a well thought out, long lasting water system that not only works to meet today's needs, but will keep up with growth and adapt to other less tangible changes.

Section 1: Scope**Change in Demand**

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Explanation**Section 2: Proposed Amount / FTEs**

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
WATER OPERATIONS					
Personnel	257,945	261,956	261,956	263,192	263,192
Materials	318,625	318,625	318,625	318,625	318,625
Total WATER OPERATIONS	576,570	580,581	580,581	581,817	581,817
CONTINGENCY/SALARY					
Materials	8,000	8,000	8,000	8,000	8,000
Total CONTINGENCY/SALARY	8,000	8,000	8,000	8,000	8,000
TOTAL	584,570	588,581	588,581	589,817	589,817

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.7	1.7
Part Time		
TOTAL	1.7	1.7

Level of Service

Project Management Same Level of Service

	Quartile FY 2019	Score FY 2019
Project Management	1	21.50

Section 3: Basic Program Attributes**Community Served**

Program benefits/serves the ENTIRE

Reliance on City

City provides program and program is currently being

Mandated

Program is required by Federal, State or County

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS

By bringing in more staff over the last few years to manage projects in-house, we have reduced the cost of contracting engineering services with outside consultants. Operations and Projects have fostered a closer partnership, which results in better end products and well-rounded staff. Working more closely with Engineering, Planning, and other departments has increased efficiency as resources are shared and permitting and similar processes are streamlined.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS

A water system is only operable if it is planned, built and replaced as needed. Reductions to the project management program would result in poor project execution and expense of capital, assets that are less "operator friendly" and compatible with the existing system, and the high likelihood of future water shortages and quality issues.

Section 6: Performance Measures



Description:

CITY ATTORNEY Assigned attorney prosecutes change applications related to Park City's water rights; protests change applications which are adverse to Park City's interests; appeals actions of the state engineer to the district court; acts as legal counsel on municipal water projects, including negotiating multi-agency agreement, reviewing bid documents and construction and professional service agreements, and negotiating change orders and contract disputes; negotiates the acquisition of water rights and prepare the documents related thereto; defends lawsuits alleging unlawful use of water and interference with other water users; and works with state agencies in developing an annual Water Use Plan and Water Budget for review of all legal requirements. Attorney provides water and environmental expertise on water matters by attending required trainings and legal related seminars to keep city policies, regulations, and laws current.

Council Goal:

072 Preserving & Enhancing the Natural Environment

Desired Outcome:**Criteria for Meeting Desired Outcome**

Conservation of Natural Resources 1) Fiscally and legally sound 2) Adjust quickly to changing environment 3) Preservation of city assets

Section 1: Scope**Change in Demand**

Program experiencing NO change in demand

Explanation**Section 2: Proposed Amount / FTEs**

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY ATTORNEY						
Personnel	105,732	105,914	105,914	106,380	-109,812	-3,432
Materials	2,853	2,853	2,853	2,853		2,853
Total CITY ATTORNEY	108,585	108,767	108,767	109,233	-109,812	-579
TOTAL	108,585	108,767	108,767	109,233	-109,812	-579

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.6	0.6
Part Time	0.1	0.1
TOTAL	0.6	0.6

Level of Service

Water Rights/Water Projects Same Level of Service

	Quartile FY 2019	Score FY 2019
Water Rights/Water Projects	1	21.25

Section 3: Basic Program Attributes**Community Served**

Program benefits/serves the ENTIRE

Reliance on City

City provides program and program is currently being

Mandated

Program is required by Federal, State or County

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Higher quality of service and less expensive than outside counsel

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Assigned attorney could not spend adequate time addressing water matters efficiently. This would increase the expense of outside counsel.

Section 6: Performance Measures

	Description -	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Water Rights/Water Projects-CITY ATTORNEY'S OFFICE	Fully executed agreements, approved change applications, environmental requirements satisfied, water quality concerns addressed, projects built, water flowing to customers. (Yes/No)	Yes	Yes	Yes	No
Water Rights/Water Projects-CITY ATTORNEY'S OFFICE	Percent of water meetings attended by attorney.	95%	95%	95%	0%
Water Rights/Water Projects-CITY ATTORNEY'S OFFICE	Percent of Deputy City Attorney's time spent on water issues and projects.	35%	40%	40%	0%

Description:

WATER OPERATIONS Education - Providing information to the general public in order to foster consumer decisions that benefit the water system and region. Analysis - Using logical reasoning to examine each component of the data and to provide recommendations and solutions for increased efficiency of Operations. Coordination - Providing leadership, planning and financial assistance for the conservation and responsible use of water. Management practices that reduce or enhance the beneficial use of water through education, analysis and coordination with multiple entities. Applies to both water and energy conservation, and considers the region and individual consumers as part of the overall water system.

Council Goal:

012Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

Conservation of Natural Resources Conservation of water equates to a higher degree of sustainability, both environmentally and in regards to the physical water system. Using less water means reducing the environmental impact by releasing more water downstream, expending less energy in treatment processes and pumping operations, and less chemical use and solids production. It also means reduced cost of operations, maintenance and asset replacement.

Section 1: Scope

Change in Demand Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
WATER OPERATIONS					
Personnel	116,508	115,377	115,377	115,610	115,610
Materials	299,961	302,044	302,044	302,044	302,044
Total WATER OPERATIONS	416,468	417,421	417,421	417,653	417,653
CONTINGENCY/SALARY					
Materials	4,000	4,000	4,000	4,000	4,000
Total CONTINGENCY/SALARY	4,000	4,000	4,000	4,000	4,000
TOTAL	420,468	421,421	421,421	421,653	421,653

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.8	0.8
Part Time		
TOTAL	0.8	0.8

Level of Service

Conservation Same Level of Service

	Quartile FY 2019	Score FY 2019
Conservation	2	19.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS Conservation is a relatively low cost program. However, we strive to collaborate with regional partners such as Recycle Utah, the Utah Water Conservation Forum, the Park City Board of Realtors Water Conservation Task Force, Weber Basin Water Conservancy District, and neighboring utilities. Working together reduces the individual resource needs for all involved. New technologies such as the automated metering infrastructure and online leak detection help us pinpoint and stop leaks sooner.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS Reductions in the level of service would mean far less public education, which is critical to achieving any level of conservation. In order to meet the state-mandated reduction of 25% per connection by 2025 and continue to be a sustainable water system, we must continue to pursue water conservation.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017
	-		
Conservation-WATER OPERATIONS	Number of water audits conducted annually.	2	6
Conservation-WATER OPERATIONS	Water usage recorded in acre feet per year	6000	5942

Description:

CITY ATTORNEY	Work with state and federal agencies on issues including negotiating UPDES permits on water discharges within municipal boundaries. The Legal staff proactively provides research and general support on all environmental issues to the Sustainability Department involving the City with negotiating multi-party agreements related to contaminated soil in and around Park City; researching records as part of identifying potentially responsible parties; filing FOIA requests with federal agencies; maintaining compliance with state Division of Drinking Water regulations; obtaining closure of existing physical mine hazards; negotiating the location, design, operation and maintenance of a hazardous waste repository; and holding developers accountable for the environmental requirements in development agreements and local land use codes.
ENVIRONMENTAL SUSTAINABILITY	This budget includes all items related to environmental regulatory work related to Legacy Mine soils.
DENTAL SELF FUNDING	The City provides Dental Insurance to the City's Employees, and does this by paying for all dental claims instead of paying for an insurance policy. This method saves the city money over purchasing insurance.

Council Goal:

016Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

Environmental Health	Clean water and clean natural environment is one of Council's priorities. City Council has expressed an interest in cleaning up the watershed and doing it right. This budget supports those goals.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	

	Request FY 2019	Rationale FY 2019
Environmental Regulatory/EPA	CITY ATTORNEY: The PCMC organization has grown significantly over the years and the need for a Legal Analyst derives from the increase in number of projects, contracts, and administration. The volume of work now requires a Legal Analyst to review substantively almost 600 contracts per year. -Reclass of Paralegal to Legal Analyst (up one grade): \$4,827	RT recommended based off of established need. Reclass of Paralegal to Legal Analyst (up one grade): \$4,827
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY ATTORNEY						
Personnel	57,136	57,377	57,377	58,250	-6,999	51,251
Materials	1,901	1,901	1,901	1,901		1,901
Total CITY ATTORNEY	59,037	59,278	59,278	60,151	-6,999	53,152
ENVIRONMENTAL SUSTAINABILITY						
Personnel	153,540	153,540	153,540	153,550	-6,999	146,551
Materials	85,000	85,000	85,000	85,000		85,000
Total ENVIRONMENTAL SUSTAINABILITY	238,540	238,540	238,540	238,550	-6,999	231,551
WATER OPERATIONS						
Materials	251,292	251,292	251,292	251,292		251,292
Total WATER OPERATIONS	251,292	251,292	251,292	251,292		251,292
TOTAL	548,869	549,110	549,110	549,993	-13,997	535,995

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.6	1.6
Part Time	0.1	0.1
TOTAL	1.6	1.6

Level of Service

Environmental Regulatory/EPA Same Level of Service

	Quartile FY 2019	Score FY 2019
Environmental Regulatory/EPA	2	18.75

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves the ENTIRE Community City provides program and program is currently being offered by Program is required by Federal,

and adds to their quality of life

other private businesses not within City limits

State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

ENVIRONMENTAL SUSTAINABILITY

Resolution of the repository issue will result in a 58% reduction in expenses, including a significant reduction of outside legal fees and outside consulting fees. Also, proactive negotiate and agreements to secure proportionate cost allocation.

Section 5: Consequences of Funding Proposal at Lower Level

ENVIRONMENTAL SUSTAINABILITY

While staff is proposing a significant budget reduction, due to cost reductions in funding for FY2013, if the budget is reduced below the requested level, we will not be able to support homeowners and businesses in the cleanup of their property. Additionally, a reduction in budget will mean that our access to expert outside legal counsel will be eliminated. This will mean that we won't have the best advice on agreements with the EPA and the State. Also, our communication, service, and interaction with the EPA and other entities would suffer. Temporary or outside staff would not have background information and facts to proceed efficiently and effectively with ongoing issues.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
ENVIRONMENTAL REGULATORY/EPA- ENVIRONMENTAL SUSTAINABILITY	Compliance with Prospector Drain AOC schedule.	No	No	No	No
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Percent of monthly BioCell water sample testing completed.	0%	0%	0%	0%
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Number of citizens and business owners request for support in reviewing or obtaining certificates of compliance (Soil Ordinance)	0	0	0	0
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.	0	0	0	0
Environmental Regulatory/EPA-CITY ATTORNEY'S OFFICE	Meet and confer with all applicable City Staff and contracted service providers on EPA issues and received correspondence.	1	1	1	0
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Continued progress on Prospector Drain EE/CA	No	No	No	No
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	# of Phase I ESA's completed on all property transactions	0	0	0	0

Description:

COMMUNITY ENGAGEMENT	Provides administrative, community outreach and policy support related to open space acquisition and administrative support for COSAC. The Open Space program is funded from voter-approved open space bonds and Flagstaff transfer fees. Land is purchased outright or conservation easements are acquired. Maintenance and coordination with support entities for these properties require a high level of service, including weed management, easements, education and regulation. Responsibility for interfacing with landowners and the third party conservation easement holders also rests in this area.
ECONOMY	Coordination and collaboration with supporting and jurisdictional entities (Summit Lands, Utah Open Lands, DNR, Summit County, BOSAC, non-profits). Citizen engagement, property maintenance, and regulation including but not limited to weeds, fencing, signage, and hunting. Property acquisition and oversight. Internal coordination with parks and events staff. Open Space Management & Acquisition we have upped the responsibility, complexity and workload needed to manage open space, including in particular acquisition: Manages COSAC in spending allocated resort city sales tax for open space purchases which includes reports, personnel management, technical research, understanding of real estate market and trends, represents city on BOSAC, property negotiations, elicits policy direction (closed sessions). City Owned Property Management & Strategic Plan - Documentation and inventory of open space & city owned parcels, creation of a system from scratch to manage these resources.

Council Goal:

015Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

Open Space Acquisition	Preservation of natural environment was identified during the 2009 visioning process as a core element of Keeping Park City, Park City. It is key component of Council's Natural Environment priority.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
COMMUNITY ENGAGEMENT					
Personnel	4,849	5,297	5,297	5,288	5,288
Total COMMUNITY ENGAGEMENT	4,849	5,297	5,297	5,288	5,288
ECONOMY					
Personnel	61,265	61,394	61,394	65,315	65,315

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
Materials	1,718	1,718	1,718	1,718	1,718
Total ECONOMY	62,983	63,112	63,112	67,033	67,033
TOTAL	67,833	68,410	68,410	72,321	72,321

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.6	0.6
Part Time		
TOTAL	0.6	0.6

Level of Service

Open Space Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Open Space	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

Community & Environment: Collaboration - Staff collaborates with BOSAC and Summit County to identify areas of joint concern. There is also collaboration in joint funding of land purchases, although at this time the City does not have any open space funds available for land purchase.

ECONOMY

Economy: Maximizing expectations and deliverables within our existing easement partnerships and coordination of educational outreach through non-profits. Providing innovative and cost effective management tools for properties, which balance the community's desire for conservation and recreation. Engaging adjacent entities across jurisdictions to provide overall community benefits.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT

A key consequence of reducing funding is the loss of administrative support including packets and minutes for COSAC.

ECONOMY

Lack of coordination, collaboration and partnerships with supporting agencies and adjacent entities is incongruent with Council goals of open and responsive government and may lead to larger regional issues. Lack of funding may lead to missing grant opportunities. May impact Council goals of recreation, trails and open space negatively. Development impacts. Also, reducing the level of funding for open space could have negative impacts on the quality of the user experience through reduced maintenance and interagency coordination.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Open Space-ECONOMY	Number of citations with Summit County weed ordinance.	0.01	0.01	0	0
Open Space-ECONOMY	Number of acres of recreation open space per resident.	0.58	0	0	0
Open Space-ECONOMY	Number of public inquiries per city noxious weed program on open space	0%	0%	0%	0%
Open Space-ECONOMY	Total acres of City-owned open space.	4665	5876	0	0

Description:

Council Goal:

145 Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Explanation

Section 2: Proposed Amount / FTEs

Expenditures	CM REC FY 2019	Tot Rec Cost FY 2019
BONANZA FLAT OPERATIONS		
Materials	30,000	30,000
Total BONANZA FLAT OPERATIONS	30,000	30,000
TOTAL	30,000	30,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

	Quartile FY 2019
Bonanza Flat Operations	4

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

Program	Departments	BASE FY 2018	SCORE FY 2019	QUARTILE FY 2019	DEPT REQ FY 2019	RT REC FY 2019	CM REC FY 2019	REV FY 2019	TOT REC COST FY 2019
CRITICAL PRIORITY- Housing: Middle-Income, Attainable, and Affordable Housing									
Housing	COMM. DEV. ADMIN.	\$288,996	23.75	1	\$308,726	\$308,726	\$315,981	\$0	\$327,771
CRITICAL PRIORITY: Social Equity									
Youth & Spanish Services	LIBRARY	\$203,508	20.50	2	\$259,830	\$224,182	\$231,431	\$-2,000	\$229,431
Senior Services	COMMUNITY ENGAGEMENT	\$7,557	20.25	2	\$7,561	\$7,557	\$7,557	\$0	\$1,918
Special Service Contracts	BUDGET, DEBT & GRANTS	\$540,000	17.00	3	\$540,000	\$540,000	\$540,000	\$0	\$540,000
Youth Services Officer	POLICE	\$212,382	16	3	\$214,171	\$214,171	\$227,832	\$0	\$227,832
Childcare	CITY RECREATION & TENNIS	\$15,682	8.75	4	\$15,606	\$15,606	\$15,608	\$-12,800	\$2,808
Social Equity	COMMUNITY ENGAGEMENT & BUDGET			4			\$50,000	\$0	\$50,000
SUBTOTAL		\$979,129			\$1,037,168	\$1,001,516	\$1,072,428	-\$14,800	\$1,051,989
Top Priority: Citizen Well-Being									
Mental Health	BUDGET, DEBT & GRANTS	\$60,000	17.00	3	\$60,000	\$60,000	\$60,000	\$0	\$60,000
DARE/Drug Education	POLICE	\$30,374	15.25	3	\$30,368	\$30,404	\$32,464	\$0	\$32,464
SUBTOTAL		\$90,374			\$90,368	\$90,404	\$92,464	\$0	\$92,464
Top Priority: Arts & Culture									
Arts & Culture	BUDGET, DEBT & GRANTS			4			\$47,544	\$0	\$47,544
Public Art	ECONOMY	\$7,000	14.00	4	\$7,000	\$7,000	\$7,000	\$0	\$7,000
McPolin Farm	MCPOLIN BARN	\$44,438	13.50	4	\$14,625	\$14,625	\$45,372	\$0	\$45,372
SUBTOTAL		\$51,438			\$21,625	\$21,625	\$99,916	\$0	\$99,916
Desired Outcome: Safe Community									
Patrol Operations	POLICE	\$2,339,447	23.5	1	\$2,605,429	\$2,432,706	\$2,536,495	\$0	\$2,536,495
State Liquor Enforcement	POLICE	\$63,347	23.5	1	\$63,354	\$63,354	\$63,771	\$-43,000	\$20,771
Emergency Management	EMERGENCY MANAGEMENT & POLICE	\$390,951	21.75	1	\$390,881	\$390,418	\$391,885	\$-6,500	\$385,385
Fire Safety	BUILDING	\$369,031	21.75	1	\$512,537	\$404,414	\$404,750	\$-142,170	\$262,580
Dispatch	POLICE	\$655,825	21.5	1	\$620,000	\$620,000	\$620,000	\$-99,000	\$521,000
Inspections	BUILDING & ENGINEERING	\$1,274,357	21	2	\$1,283,125	\$1,304,821	\$1,305,241	\$-1,521,426	(\$192,605)
Inspections and Contract Supervision	BUILDING MAINTENANCE	\$127,289	20.5	2	\$140,565	\$127,491	\$127,504	\$-20,426	\$107,079
Code Enforcement	BUILDING	\$275,703	19.75	2	\$304,041	\$280,949	\$281,281	\$-138,560	\$142,721
Abatement Fund	BUILDING	\$48,688	19	2	\$48,688	\$48,688	\$48,688	\$0	\$48,688
Safety and Security	EMERGENCY MANAGEMENT	\$43,000	17	3	\$43,000			\$0	
SUBTOTAL		\$5,587,638			\$6,011,620	\$5,672,841	\$5,779,615	-\$1,971,082	\$3,832,114
Desired Outcome: Distinctive Sense of Place									
Permitting / Current Planning	PLANNING	\$157,299	18.75	2	\$159,352	\$151,638	\$151,645	\$-62,264	\$89,381
Plan/Application Review	BUILDING, PLANNING & ENGINEERING	\$730,114	17.25	3	\$860,329	\$822,868	\$825,105	\$-703,170	\$121,935
Long Range Planning	PLANNING	\$212,623	15.75	3	\$250,203	\$242,203	\$242,214	\$0	\$242,214
Graffiti Removal	STREET MAINTENANCE	\$24,847	14.25	4	\$24,756	\$24,756	\$33,328	\$0	\$33,328
Code Amendments	PLANNING	\$137,967	13	4	\$145,338	\$184,692	\$184,715	\$0	\$196,505

Program	Departments	BASE FY 2018	SCORE FY 2019	QUARTILE FY 2019	DEPT REQ FY 2019	RT REC FY 2019	CM REC FY 2019	REV FY 2019	TOT REC COST FY 2019
Flowers/Holiday Lighting/Beautification	PARKS & FIELDS	\$445,456	13.00	4	\$445,100	\$448,539	\$465,506	\$0	\$465,506
Special Planning Projects - Inter-Dept	PLANNING	\$65,501	12.75	4	\$66,743	\$53,645	\$53,649	\$0	\$53,649
SUBTOTAL		\$1,773,807			\$1,951,821	\$1,928,341	\$1,956,162	-\$765,434	\$1,202,518
Desired Outcome: Protected and Celebrated History									
Historic District Design Review	PLANNING	\$237,845	14.00	4	\$243,915	\$221,223	\$221,236	\$0	\$221,236
Historical Incentive Grant	PLANNING	\$207,136	10.00	4	\$207,136	\$207,136	\$207,136	\$0	\$207,136
SUBTOTAL		\$444,981			\$451,051	\$428,359	\$428,372	\$0	\$428,372
Desired Outcome: Walkable and Bike-able Community									
Urban Trails and Walkability	ECONOMY	\$76,236	16.00	3	\$114,363	\$118,791	\$123,150		\$123,150
Trails (Backcountry)	ECONOMY	\$87,637	14.00	4	\$49,639	\$49,639	\$51,009		\$51,009
SUBTOTAL		\$163,873			\$164,002	\$168,430	\$174,159	\$0	\$174,159
TOTAL		\$9,380,236			\$10,036,381	\$9,620,242	\$9,919,097	-\$2,751,316	\$7,209,303

Description:

COMMUNITY ENGAGEMENT The Affordable Housing program provides land and property acquisition, disposition and development services. Staff develops, analyzes, supervises and implements affordable housing policies, plans and programs. Prepares housing needs assessments and housing standards and guidelines. Provides analysis and recommendations on MPD and annexation applications of compliance with affordable housing guidelines. Manages City's employee housing and maintains quality of assets.

Council Goal:

007 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Housing: Middle-Income, Attainable, and Affordable Housing Affordable housing has been identified as a key component of the Council Goal Preservation of Park City's character. Middle income is of particular concern to Council. A range of housing options fosters community and economic diversity. It remains a vexing issue in the community with a slight decrease in community satisfaction in the availability of affordable housing in 2013. Implementation of affordable housing at Park City Heights and Lower Park Avenue has not yet begun which may contribute to the decreased satisfaction.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a SUBSTANTIAL increase in demand of 25% or more

Request	Rationale
FY 2019	FY 2019
Housing	Technical adjustment to fix error from last fiscal year.
TOTAL	

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
COMM DEVELOP ADMIN					
Personnel	271,726	285,817	285,817	293,072	304,862
Materials	17,270	22,909	22,909	22,909	22,909

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
Total COMM DEVELOP ADMIN	288,996	308,726	308,726	315,981	327,771
TOTAL	288,996	308,726	308,726	315,981	327,771

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.3	2.2
Part Time		
TOTAL	2.3	2.2

Level of Service

Housing Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Housing	1	23.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

Collaboration: Park City continues to its collaborating with Summit County on a regional housing needs assessment. We also collaborate on a state level with the Utah Housing Coalition and most recently the appointment of the Housing Specialist to the Governor's Task Force on Affordable Housing. We also participate on the national level through the National Housing Conference and the Urban Land Institute. Innovation: The Affordable Housing Program continues to work with the housing finance industry to match our GASB regulations with private finance options to achieve greater housing resources in Park City. Housing and environmental sustainability staff collaborate on energy upgrades in existing city-owned stock to reduce operating expenses. Our housing program received a national policy award from the Urban Land Institute in 10/2013 recognizing the city's leadership and innovation in addressing local housing needs.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT

Maintaining the level of service initiated during the last budget cycle will allow staff to continue its focus on new financial and property resources. Staff identified a number of options to pursue but face the challenge of how to implement these innovative financial approaches within the limitations imposed by changing municipal finance requirements. At the requested level of funding we will continue moving these efforts forward through consultant resources. At current levels of staffing we cannot pursue this initiative

without affecting existing levels of service in the housing program, as well as in the community outreach and engagement program.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Housing-COMMUNITY DEVELOPMENT ADMIN	Percent of deed-restricted affordable housing units compared to occupied/primary units	15.29%	15.72%	16.3%	0%
Housing-COMMUNITY DEVELOPMENT ADMIN	Percent of deed restricted affordable housing units compared to total residential units.	5.17%	5.32%	5.52%	0%
Housing-COMMUNITY DEVELOPMENT ADMIN	Number of units built to achieve Council's goal of 800 units by 2026 (starting in 2016)	0	0.01	19	0

Description:

LIBRARY Youth & Spanish Services is a program encompassing education and enrichment opportunities for Park City children, youth, teens, parents, and visitors. It provides a collection of reading materials, reference service, and programming tailored to youth and the Latino community. The library offers quality materials (such as books, e-books, audiobooks, DVDs, magazines, and early literacy and STEM computers), programs, classes, and outreach to help the community's youth with early literacy, school readiness, and continued development of 21st Century Skills. Services for Latinos also include the provision of books, audios, DVD's, magazines and ESL materials along with classes, programs and outreach.

Council Goal:

021 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Diverse Community Participation

The library helps to meet the desired outcomes by: 1. Providing free and open access to information and technology (Connected, knowledgeable, and engaged citizens) 2. Providing a meeting space for youth to develop early literacy skills thru 21st Century skills by engaging this population in programs and materials that emphasis reading, writing, sing, talking, playing, collaboration, and implementing the use of technology to enhance their knowledge and creativity (Vibrant community gathering spaces and places) 3. Providing materials in Spanish, ESL materials, and a meeting place for Park City's Spanish speakers (Diverse population and social fabric) 4. Providing a meeting space for Park City's diverse populations to come together (Physically and socially connected neighborhoods).

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a SIGNIFICANT increase in demand of 15% to 24%	

	Request	Rationale
	FY 2019	FY 2019
Youth & Spanish Services	\$230K for Library Clerk, PT Community Engagement Library Assistant to FTR, 2 Library Aides, Youth/Teen Library Assistant, bank fees, library materials/books, programs/special events, other materials/supplies	\$62K for Community Engagement Library Assistant reclass from PT, bank fees, library materials/books, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
LIBRARY						
Personnel	170,986	195,825	171,851	178,110		178,110
Materials	32,522	64,005	52,331	53,321	-5,400	47,921
Total LIBRARY	203,508	259,830	224,182	231,431	-5,400	226,031
TOTAL	203,508	259,830	224,182	231,431	-5,400	226,031

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.7	1.7
Part Time	0.1	0.1
TOTAL	1.8	1.8

Level of Service

Youth & Spanish Services Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Youth & Spanish Services	2	20.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life offered by another governmental, non-profit or civic agency

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Collaborating with the Park City Day Camp and Park City School District to engage the youth in participating in Summer Reading Programs; thus, helping to prevent the 'Summer Slide', is an efficient use of money requested for programming. Working with other nonprofits to co-host programs such as the Gingerbread Jimmy House Contest, Books 2 Movies, Summit County Library, and Windy Week with Recycle Utah creates cost savings for the library.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Without additional funds to keep pace with technology and print collections, youth will not have the best resources available to increase their 21st Century Skills. Success in education and literacy are essential basics for children to become successful citizens. Without additional funds

for materials, the library will not be able to keep up with the community's demand for early literacy materials; homework resources, young adult books, which are frequently read by adults; graphic novels; and ESL and dual emersion materials. Enhancing outreach is a good way to build connected citizens. If staff is unable to receive additional training, they will be unable to provide a high level of service to families, youth and Latinos.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
	-				
Youth & Spanish Services-LIBRARY	Number of people served by Youth and Spanish programs and outreach.	14823	16997	0	0
Youth & Spanish Services-LIBRARY	Checkout Rate of Children's Collection-Circulation per item	2.03	4	0	0

Description:

COMMUNITY ENGAGEMENT Address more effective communication with seniors, promote greater participation in senior programs, and develop aging in place options including senior housing and transportation. In June 2011 the City Council adopted the Senior Services Strategic Plan.

Council Goal:

050 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Diverse Community Participation Senior Services is an action strategy for strengthening an inclusive community. In recent years, a number of citizens have raised concerns about perceived gaps in services with a special focus on the housing needs and assisted living needs of many seniors. Most of the information was anecdotal and therefore, the City and County partnered to complete a survey of issues and needs in 2009 and later a senior services strategic plan.

Section 1: Scope

Change in Demand Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
COMMUNITY ENGAGEMENT					
Personnel	1,918	1,922	1,918	1,918	1,918
Total COMMUNITY ENGAGEMENT	1,918	1,922	1,918	1,918	1,918
COMM DEVELOP ADMIN					
Materials	5,639	5,639	5,639	5,639	
Total COMM DEVELOP ADMIN	5,639	5,639	5,639	5,639	
TOTAL	7,557	7,561	7,557	7,557	1,918

FTEs
Full Time
Part Time
TOTAL

Level of Service

Senior Services Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Senior Services	2	20.25

Section 3: Basic Program Attributes

Community Served Reliance on City Mandated

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life City is the sole provider but there are other public or private entities which could be contracted to provide this service Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT Collaboration: The Senior Services program is a collaborative effort between Park City, Summit County, MAG and private individuals representing key industries including assisted living and health care. The adopted strategic plan was adopted by both Park City and Summit County and is being implemented jointly.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT The consequence of funding this proposal at a lower level is a reduced level of implementation. The current level of service is consistent with the strategic plan. Because of the collaborative nature of this program area, the City's investment is quite low in relationship to the overall outcomes.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Senior Services-COMMUNITY ENGAGEMENT	Percent of respondents who indicate that "knowing where to turn for information on services and benefits for seniors" is a problem.	0%	0%	0%	0%
Senior Services-COMMUNITY ENGAGEMENT	1) Cost per passenger for Elderly/Seniors/Para-transit	0	0	0	0
Senior Services-COMMUNITY ENGAGEMENT	2) Passengers per year for Elderly/Seniors/Para-transit	0	0	0	0

Description:

SPEC. SRVC. Current LOS: As part of the budget process, the City Council appropriates funds to contract with organizations offering services consistent with the needs and goals of the City. According to City policy, up to one percent of the City's total budget is awarded. Payment may take the form of cash payment and/or rent contributions for the lease of City property in exchange for the value of in-kind services. Special Service Contracts include, but are not limited to, the following: youth programming, victim advocacy/legal services, arts, health, affordable housing/community services, recycling, history/heritage, information and tourist services, and minority affairs. Service providers are eligible to apply for a special service contract every biennial budget process. The City will award special service contracts through a competitive bid process administered by the Service Contract Subcommittee and City Staff. The special service contract program policy is outlined in the budget document, Vol I. This program's budget is a percentage of the City's total budget and fluctuates accordingly. Per Council policy, up to 1% of the operating budget annually is dedicated for contracting with not-for-profit organizations to provide service for community benefit.

Council Goal:

060 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Resilient and Sustainable Economy Special service contracts are generally viewed as the City investing in and providing needed services to the local community.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
SPEC. SRVC. CNTRT./UNSPECIFIED					
Materials	540,000	540,000	540,000	540,000	540,000
Total SPEC. SRVC. CNTRT./UNSPECIFIED	540,000	540,000	540,000	540,000	540,000
TOTAL	540,000	540,000	540,000	540,000	540,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Special Service Contracts Same Level of Service

	Quartile FY 2019	Score FY 2019
Special Service Contracts	3	17.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

SPEC. SRVC. Special Service Contracts are a collaboration with non-profits providing service to the community. It is anticipated that CNTRT./UNSPECI if these services were provided by the City and administered by city staff cost would be much higher. FIED

Section 5: Consequences of Funding Proposal at Lower Level

SPEC. SRVC. The Special Service Contract policy specifies that up to 1% of the operating budget may be awarded to organization. CNTRT./UNSPECI Funding at a lower level would result in less funding awarded to applicants. FIED

Section 6: Performance Measures

	Description
	-

Description:

POLICE The Youth Services Officer works in the elementary school, middle school, high school and alternative high school to keep the campuses safe and to help build strong relationships with youth now and in the future. The School Resource Officer investigates reports of criminal activity and provides intervention to curtail truancy. The School Resource Officer has built a foundation of trust and open communication with the students and school staff.

Council Goal:

089 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe The School Resource Officer is essential in providing the close working relationship that has been developed with the schools in the City.
Community The School Resource Officer provides D.A.R.E. Training for the students, and provides intervention for at risk students. However, first and foremost the SRO provides a safe learning environment on the school campuses.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
POLICE					
Personnel	205,582	207,371	207,371	221,032	221,032
Materials	6,800	6,800	6,800	6,800	6,800
Total POLICE	212,382	214,171	214,171	227,832	227,832
TOTAL	212,382	214,171	214,171	227,832	227,832

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.4	1.4
Part Time		
TOTAL	1.4	1.4

Level of Service

Youth Services Officer Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Youth Services Officer	3	16.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

POLICEThe police department has partnered with the Park City School District in funding this position. The school district pays over \$41,000 annually to ensure that this program is in place. Through this collaboration of cost sharing we are able to fund this as a fulltime position.

Section 5: Consequences of Funding Proposal at Lower Level

POLICEFunding at a lower level would not allow us to have a full time officer in this position.

Section 6: Performance Measures

	Description	Actual	Actual
		FY 2016	FY 2017
Youth Services Officer-POLICE	Total number of students processed for truancy	124	0

Description:

PC MARC We are open Monday thru Friday from 8:30 to 2 p.m. and add evening hours in the winter. The facility follows the state licensing requirements as all staff have regular training and ratio of kids to staff is less than 10:1. Users of this service pay an hourly rate and must remain on-site using the facility. Children ages 1 to 6 may use the facility.

Council Goal:

134 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan.

Section 1: Scope**Change in Demand**

Program experiencing a MINIMAL increase in demand of 1% to 4%

Explanation**Section 2: Proposed Amount / FTEs**

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
PC MARC						
Personnel	15,682	15,606	15,606	15,608		15,608
Total PC MARC	15,682	15,606	15,606	15,608		15,608
TOTAL	15,682	15,606	15,606	15,608		15,608

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.1	0.1
Part Time	0.3	0.3
TOTAL	0.3	0.3

Level of Service

Childcare Same Level of Service

	Quartile FY 2019	Score FY 2019
Childcare	4	8.75

Section 3: Basic Program Attributes**Community Served**

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

PC MARC Many of the childcare workers are cross trained to work the front desk so if childcare is not busy they are doing other tasks that help maintain the facility. If the front desk is busy they are a resource for them & vice versa.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC Hours would be reduced that we offer childcare.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Childcare-CITY RECREATION	Percentage of respondents who would recommend childcare services to a friend.	65.7%	92%	80%	0%
Childcare-CITY RECREATION	Percentage of respondents who rate the childcare service as "good" or better.	65.7%	92%	95%	0%

Description:

Council Goal:

143 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Explanation

	Request FY 2019	Rationale FY 2019
Social Equity		Recommended \$50k for social equity contract work--new critical priority.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	CM REC FY 2019	Tot Rec Cost FY 2019
SOCIAL EQUITY		
Materials	50,000	50,000
Total SOCIAL EQUITY	50,000	50,000
TOTAL	50,000	50,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

	Quartile FY 2019
Social Equity	4

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

Description:

MENTAL HEALTH The Summit County Mental Wellness Strategic Plan is the result of an eleven-month community initiative to identify and address issues of mental health & substance abuse. Recognizing that Utah has the highest rate of mental illness in the United States (23.4%) and that an immediate need exists within our community, both the Summit County Council and the Park City Council have recognized this as a key priority in their 2017 Goals. Through the use of community surveys, focus groups, and the creation of a community-based coalition centered on mental health & substance abuse; the following strategic plan is presented to the community as a means of enhancing the quality of life for all Summit County residents, regardless of mental health or substance abuse concerns.

Council Goal:

140 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Mental Health

Section 1: Scope

Change in Demand	Explanation
Program experiencing a SIGNIFICANT increase in demand of 15% to 24%	The demand for this program is being directed by Council, which is based off of evidence of mental health issues increasing dramatically over the last several years.

	Request FY 2019	Rationale FY 2019
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
MENTAL HEALTH					
Materials	60,000	60,000	60,000	60,000	60,000
Total MENTAL HEALTH	60,000	60,000	60,000	60,000	60,000
TOTAL	60,000	60,000	60,000	60,000	60,000

FTEs
Full Time
Part Time
TOTAL

Level of Service	
Mental Health	Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
Mental Health	3	17.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program Benefits/Serves a SIGNIFICANT portion of the Community and adds to their quality of life	City provides program and program is currently being offered by another governmental, non-profit or civic agency	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures



Description:

DRUG EDUCATION Drug Abuse Resistance Education (D.A.R.E.) is a collaborative effort involving parents, schools and Police all working together to teach youth to avoid illegal drugs and violence while helping them become healthy, law abiding citizens. The D.A.R.E. Program currently targets McPolin Elementary, grades Kindergarten through Fifth. Kindergarten through 2nd grade have 2 hours of education each year. Grades 3rd through 4th receive 5 one hour classes per school year. The 5th graders receive 9 weeks of education which is equal to 27 weeks. There are 3 classes per grade that are receiving D.A.R.E. Education.

Council Goal:

102 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community McPolin Elementary, parents and the Police department are actively involved in the success of the D.A.R.E. Program. Students, school faculty, parents and Police department staff attend a year-end Graduation for those students who have successfully completed this program.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
DRUG EDUCATION					
Personnel	25,374	25,368	25,404	27,464	27,464
Materials	5,000	5,000	5,000	5,000	5,000
Total DRUG EDUCATION	30,374	30,368	30,404	32,464	32,464
TOTAL	30,374	30,368	30,404	32,464	32,464

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.2	0.2
Part Time		
TOTAL	0.2	0.2

Level of Service

DARE/Drug Education Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
DARE/Drug Education	3	15.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

DRUG EDUCATION Joining with the community and addressing this area of concern has an immediate and hopefully a lifelong deterrence for the use of drugs. A strong united front against drug abuse can only strengthen a community overall.

Section 5: Consequences of Funding Proposal at Lower Level

DRUG EDUCATION A lower level of funding for this program would steal away the ability we have to educate children at an early age to avoid drug use. We currently provide D.A.R.E. Education for over 360 children per school year. We have been teaching D.A.R.E. at the elementary school level for over 5 years which calculates out to over 1800 children receiving this crucial education

Section 6: Performance Measures

	Description
	-
DARE/Drug Education-DRUG EDUCATION	Total number of students completing DARE program

Description:

Council Goal:

144 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Explanation

	Request FY 2019	Rationale FY 2019
Arts & Culture		Funding for work with regards to the Arts/Culture District. 25% of Budget Analyst moved here from Transit (zero-sum).
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	CM REC FY 2019	Tot Rec Cost FY 2019
ARTS & CULTURE		
Personnel	41,244	41,244
Materials	6,300	6,300
Total ARTS & CULTURE	47,544	47,544
TOTAL	47,544	47,544

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.3	0.3
Part Time		
TOTAL	0.3	0.3

Level of Service

	Quartile FY 2019
Arts & Culture	4

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures



Description:

PUBLIC ART Public Art is a key component of the City. The mission set by the Public Art Advisory Board is to "Enrich and connect the community through visual art in public spaces." Most of the funding for public art comes through a capital project. This funding is for preservation and maintenance of the City's public art collection.

Council Goal:

139 Inclusive & Healthy Community

Desired Outcome:

Vibrant Arts & Culture

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	Maintenance has become an issue recently as the City adds more and more public art.

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
PUBLIC ART					
Materials	7,000	7,000	7,000	7,000	7,000
Total PUBLIC ART	7,000	7,000	7,000	7,000	7,000
TOTAL	7,000	7,000	7,000	7,000	7,000

FTEs
Full Time
Part Time
TOTAL

Level of Service	
Public Art	Enhanced Level of Service

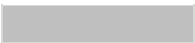
	Quartile FY 2019	Score FY 2019
Public Art	4	14.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program Benefits/Serves SOME portion of the Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level



Description:

MCPOLIN BARN

The Park City Farm is a public facility owned and operated by Park City Municipal Corporation. The Park City Farm serves the community by hosting educational programs and a variety of events for the community. Offer community access at no fee or a reasonable fee. Balance the use of the facility among the ENTIRE community while being flexible and responding to changing needs of community. Preserve the historic and sentimental integrity of the Park City Farm as open space and protect Farm from overuse. Events have been offered for the past ten years while using the same equipment for each event. Mission Statement: The Park City Farm is a very important symbol in the public consciousness and a focal point for Park City. The citizens of Park City wish to retain and preserve the historic quality of the buildings, focus on the local use of the building, maintain public access, maintain the intimate high quality atmosphere and foster community use of the Farm.

Council Goal:

132 Inclusive & Healthy Community

Desired Outcome:

Varied & Multi-Seasonal Event Offerings

Criteria for Meeting Desired Outcome

The McPolin Farm has been identified by staff, City Council and the National Register of Historic Places as one of the best preserved historic farmsteads in Summit County--and the only significant farmstead within the municipal boundaries of Park City. PCMC must manage, operate and protect this historical landmark, as well as share meaningful information with the citizenry on the property's historical background, purpose, public use, policy and future improvements. Proposed LOS would allow us to continue inviting the public to attend events at the McPolin Farm and possibly offer an additional event to the Park City community and tourists and continue with our goal of an inclusive community of diverse economic and cultural opportunities.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
MCPOLIN BARN					
Personnel	29,813			29,547	29,547
Materials	14,625	14,625	14,625	15,825	15,825
Total MCPOLIN BARN	44,438	14,625	14,625	45,372	45,372
TOTAL	44,438	14,625	14,625	45,372	45,372

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time		
TOTAL	0.4	0.4

Level of Service

McPolin Farm Same Level of Service

	Quartile FY 2019	Score FY 2019
McPolin Farm	4	13.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

MC POLIN BARN The Friends of the Farm and Farm Manager strive to keep the events for the community as low cost as possible. Cost for catering and performers increases every few years. The increase in cost did affect events at the Farm this year. As stated we will consistently research for the lowest costs possible for these events. These events are available to the entire Park City community. These programs foster community use and knowledge of the facility. Events scheduled for 2016-17 will be 100% cost recovery from event revenue.

Section 5: Consequences of Funding Proposal at Lower Level

MC POLIN BARN Reducing funding would lower the number of events offered to the public to participate in at the McPolin Farm, thus meeting the goal of the mission statement set for the Farm would not be met.

Section 6: Performance Measures

	Description -	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
McPolin Farm-CITY MANAGER	Percent of events sold out.	100%	0%	0%	0%

Description:

POLICE Geographic assignments and strategic planning provides more efficient community patrols, problem solving and criminal apprehension. Officers are assigned sectors or zones that they are responsible for and provide an effective way to meet the community's needs. Patrol Operations is the umbrella over Community Support, Community Oriented Policing, Traffic Enforcement, Crime Detection, Criminal Investigation and responding to the community's needs.

Council Goal:

030 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community Overall, patrol operations are essential to providing a safe community and are prepared for and respond to emergencies.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	Over the past several years we have had a drastic increase in our serious crimes, including homicides, juvenile drug cases, suspicious infant deaths, felonious thefts, and million dollar drug cases. This has all been in addition to the typical theft, domestic violence, intoxication, and other incidents police handle regularly. We had also had an increase in special event staffing as best practices have changed due to increased home-grown terrorism throughout the nation and other threats.

	Request FY 2019	Rationale FY 2019
Patrol Operations	Priority 1. Reclassify four positions from Police Officer, Grade 14 to Senior Police Officer, Grade 17 in FY19 Priority 2. New Detective, classified as Senior Police Officer (\$132,262) with vehicle (\$38,000); would handle property crimes and evidence management (would free up much of Victim Advocate's work hours) Priority 3. Additional Equipment (\$47,500) Priority 4. Increase in part-time non-benefitted seasonal personnel budget and overtime (\$25,000 each; \$50,000 total) Priority 5. New Senior Police Officer (\$132,262) with vehicle (\$38,000) TOTAL: \$446,117	Reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 17 in FY19 Additional Equipment (\$30,000) Increase in part-time non-benefitted seasonal personnel budget and overtime (\$25,000 each; \$50,000 total) Investigations (\$9,000) TOTAL: \$104,889 \$35K revenue offset from CSLs
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
POLICE					
Personnel	1,993,435	2,161,317	2,064,594	2,172,401	2,172,401
Materials	346,012	444,112	368,112	364,094	364,094
Total POLICE	2,339,447	2,605,429	2,432,706	2,536,495	2,536,495
TOTAL	2,339,447	2,605,429	2,432,706	2,536,495	2,536,495

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	13.9	13.9
Part Time	1.3	1.3
TOTAL	15.2	15.2

Level of Service

Patrol Operations Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Patrol Operations	1	23.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

POLICE Strategic planning and creative staffing allows us to provide the superior level of service to the community that we do without requesting additional funding to meet the needs of the community.

Section 5: Consequences of Funding Proposal at Lower Level

POLICE Funding at a lower level would have a direct and negative impact on our level of service to the community. Services would be directed in different areas and the level of service would focus more directly on Response than Prevention.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Patrol Operations-POLICE	% of calls responded to within 15 minutes	92%	0%	0%	0%
Patrol Operations-POLICE	Total number of directed foot and bike patrol incidents initiated by officers assigned sectors	336	0	0	0

Description:

STATE LIQUOR ENFORCEMENT

State and Federal grants help fund the staffing of special DUI enforcement. The State Liquor Grant helps to fund additional staffing for major special events that have a alcohol component attached such as a beer garden or an event that draws crowds to the bars. The State Grant helps cover staffing costs for officers conducting bar checks for alcohol compliance. The State Grant has also covered the costs to purchase portable breath test instruments and in car video cameras to help support our prosecution efforts.

Council Goal:

011 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community

The State Grant is awarded to us annually as a result of our effective use of the grant. The grant funds are used in strict guidelines set forth by the grant.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
STATE LIQUOR ENFORCEMENT						
Personnel	51,873	51,880	51,880	52,297		52,297
Materials	11,474	11,474	11,474	11,474	-79,000	-67,526
Total STATE LIQUOR ENFORCEMENT	63,347	63,354	63,354	63,771	-79,000	-15,229
TOTAL	63,347	63,354	63,354	63,771	-79,000	-15,229

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time		

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Part Time	1.3	1.3
TOTAL	1.3	1.3

Level of Service

State Liquor EnforcementSame Level of Service

	Quartile	Score
	FY 2019	FY 2019
State Liquor Enforcement	1	23.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STATE LIQUOR ENFORCEMENTThe annual grant is \$66,000 which is a cost the City does not incur.

Section 5: Consequences of Funding Proposal at Lower Level

STATE LIQUOR ENFORCEMENTThese are funds that cannot be used outside of the grant guidelines. To reduce funding elsewhere, simply because these funds are available to us would have a direct negative impact on our alcohol enforcement efforts and hinder other programs essential to meeting the community's needs.

Section 6: Performance Measures

	Description	Actual	Actual
	-	FY 2016	FY 2017
State Liquor Enforcement-STATE LIQUOR ENFORCEMENT	Total DUI arrests	168	128

Description:

EMERGENCY MANAGEMENT	Emergency Management protects our community by coordinating and integrating all activities necessary to build, sustain and improve the capability to mitigate against, prepare for, respond to and recover from threatened or actual natural disasters, acts of terrorism or other man-made disasters of all sizes. We also manage City Building Security and Citywide Safety Programs
EMERGENCY CONTINGENCY	The Emergency Contingency Fund is an "evergreen account" that was started in FY2012 to put aside funding for emergencies or disasters that befall the city that are not budgeted for. In FY 16 this account was changed to remain at \$100,000 per year. In FY17 \$10,000 was used for the purchase of the Mobile Command Trailer (MCT) and the current balance is \$90,000.

Council Goal:

026 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Safe Community	Emergency Contingency like many of the tenets of emergency management is planning for the worst and hoping it won't happen. Inevitably a large emergency will occur and without this fund there will be no ready source of funds to pay the expenses of the emergency or for recovery from the emergency. In many respects this is a self-funded insurance policy for items that are not covered by traditional insurance.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	All three areas of responsibility, Emergency Management, Security and Safety have all seen an increased focus and demand for services over the past several years, stretching the Emergency Manager's ability to meet increasing requirements from government, insurers, special events, international security concerns, and preparing the community.

	Request FY 2019	Rationale FY 2019
Emergency Management	EMERGENCY MANAGEMENT: Add a part-time Emergency Management Associate (EMA) \$17,131	EMERGENCY MANAGEMENT: Not recommended at this time.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
EMERGENCY MANAGEMENT						
Personnel	128,870	146,512	128,870	128,870	-2,165	126,705
Materials	117,500	117,500	117,500	117,500		117,500
Total EMERGENCY MANAGEMENT	246,370	264,012	246,370	246,370	-2,165	244,205
POLICE						
Personnel	54,582	54,048	54,048	55,515	-2,165	53,350
Total POLICE	54,582	54,048	54,048	55,515	-2,165	53,350
EMERGENCY CONTINGENCY						
Materials	90,000	90,000	90,000	90,000		90,000
Total EMERGENCY CONTINGENCY	90,000	90,000	90,000	90,000		90,000
TOTAL	390,951	408,060	390,418	391,885	-4,329	387,556

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.3	1.3
Part Time		
TOTAL	1.3	1.3

Level of Service

Emergency Management Same Level of Service

	Quartile FY 2019	Score FY 2019
Emergency Management	1	21.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

EMERGENCY MANAGEMENT	We have established a unique EOC model which has garnered statewide attention and the Emergency Manager has developed a number of policies being adopted by other agencies. Collaboration: We have developed a number of inter-local agreements for times of emergencies and involved in a number of local and regional groups in public safety and emergency management. We are utilizing a number of free resources for our new Safety Program and joint funding projects for the Safety Program.
EMERGENCY CONTINGENCY	The Emergency Contingency Fund provides an immediate source of funding for emergencies and disasters that do not have a specific fund source. For large events funds may have to be reallocated.

Section 5: Consequences of Funding Proposal at Lower Level

EMERGENCY MANAGEMENT	Staff: Reduced staffing hours will greatly inhibit our ability to stay current with State and Federal requirements, keep up with staff training, develop our community outreach preparedness program and limit our response to emergencies including significant reductions in our abilities to meet OSHA standards and security needs. Materials: Reductions would reduce the ability to attend educational training, conduct exercises, keep all of our equipment in good working condition and up-to date, maintain service contracts, greatly impacting our ability to adequately respond to emergencies and disasters. At some levels we would lose some of our response capabilities altogether.
EMERGENCY CONTINGENCY	Funding at a lower level will reduce our financial readiness for emergencies and disasters.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Emergency Management-EMERGENCY MANAGEMENT	Number of Community Preparedness outreach items (print, radio, newspaper, web, presentations etc.)	59	55	55	60
Emergency Management-EMERGENCY MANAGEMENT	Federal & State National Incident Management System (NIMS) Compliance - NIMSCAST	100	92	100	100
Emergency Management-EMERGENCY MANAGEMENT	Number of Required NIMS & ICS courses completed by city staff	728	725	750	750

Description:

BUILDING DEPT. This code establishes regulations affecting or related to structures, processes, premises, and safeguards regarding: The hazards of fire and explosion arising from storage, handling or using of structures, materials or devices; Conditions hazardous to life, property or public welfare in the occupancy of structures or premises; Fire hazards in the structure or on premises from occupancy to operation; Matters related to the construction, extension, repair, alteration or removal of fire suppression or alarm systems; and conditions affecting the safety of fire fighters and emergency responders during emergency operations.

Council Goal:

066 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community The Deputy Fire Marshal is the key to the Fire Inspection Program. The Deputy Fire Marshal inspects all events that comes into Park City for code compliance and educates the public of the basic fire codes. The Deputy Fire Marshal is working with the Police Department and is going to get post certified in order to do criminal citations.

Section 1: Scope

Change in Demand Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

	Request	Rationale
	FY 2019	FY 2019
Fire Safety	"1) Reclassify a current PT office assistant position to FTR2) Create a new Fire Inspector/Plans Examiner Position, includes truck (\$25,000) 3) addition of Associate Building Inspector FTR, includes vehicle (\$25,000)4) Reclassify a code enforcement position to a senior code enforcement position 5) Memberships, Training, Mileage and cell phone budget requests in conjunction with an increase in personnel (\$11,400)TOTAL: \$399,175	1) Reclassify a current PT office assistant position to FTR 2) addition of Associate Building Inspector FTR 3) Memberships, Training, Mileage and cell phone budget requests in conjunction with an increase in personnel, addition of Associate Building Inspector Vehicle (\$28,200)TOTAL: \$221,345
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
BUILDING DEPT.						

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Personnel	329,791	436,897	361,974	362,310		362,310
Materials	39,240	75,640	42,440	42,440	-175,050	-132,610
Total BUILDING DEPT.	369,031	512,537	404,414	404,750	-175,050	229,700
TOTAL	369,031	512,537	404,414	404,750	-175,050	229,700

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	3.1	3.1
Part Time		
TOTAL	3.1	3.1

Level of Service

Fire Safety Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Fire Safety	1	21.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

BUILDING DEPT. The Department of Building Safety collaborates with the Police Department and Fire Marshal to help cover issues and provide customer service in a progressive setting. The Deputy Fire Marshal is getting trained on a 6 week course to get post certified to do criminal investigations, which will help relieve the duties of the Fire Marshal from the Police Chief.

Section 5: Consequences of Funding Proposal at Lower Level

BUILDING DEPT. Reduced funding would result in less timely Fire Inspections, which would hurt special events such as Silly Market, Sundance, and Tour of Utah. Additionally, Fire Investigations would be less timely. Currently there is no funding for tools and equipment for fire investigations.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Fire Safety-BUILDING DEPT.	Percent of fire inspectors pursuing ongoing training each year	100%	0%	0%	0%
Fire Safety-BUILDING DEPT.	Percent of fire inspectors conducting outreach regarding code concerns or changes	100%	0%	0%	0%
Fire Safety-BUILDING DEPT.	Percent of fire incidents that fire inspectors respond to within 24 hrs	100%	0%	0%	0%

Description:

COMMUNICATIONS CENTER The Park City Police Dispatch Center is a multi-communications center and acts as a liaison between internal municipal divisions, community businesses, city, state, and federal agencies. All calls for service to community come through our dispatch center. The communications center is staffed 24/7 with full- and part-time staff and is supervised by the communications coordinator. Dispatchers' shift schedules provide for overlapping coverage during peak call times. The Communications Center fields all types of calls for service and dispatches officers appropriately to those calls. 911 calls for Park City come in through the Summit County Sheriff's Office. Park City dispatch also serves as the back-up 911 center for the Summit County Sheriff's Office and if the need were to arise could function as the 911 center for Wasatch County Sheriff's Office. In addition to being a back-up 911 center, we have the ability and agreement to function as an overall communication center for both the Summit and Wasatch County Sheriff's departments.

Council Goal:

031 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Safe Community

In order for the Communications Center to meet its ongoing commitment and obligations to the community it is necessary that we replace existing, outdated equipment and technology. In a combined effort between Park City, Summit and Wasatch Counties, known as the Wasatch Back, we have joined together to ensure that we can provide redundant emergency capabilities in the event of a major emergency or disaster as well as prepare for future growth.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MINIMAL increase in demand of 1% to 4%

	Request FY 2019	Rationale FY 2019
Dispatch		Dispatch savings by moving from in-house personnel to contracting with County
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
COMMUNICATION CENTER						
Personnel	204,313				-39,000	-39,000
Materials	451,512	620,000	620,000	620,000	-16,000	604,000
Total COMMUNICATION CENTER	655,825	620,000	620,000	620,000	-55,000	565,000
TOTAL	655,825	620,000	620,000	620,000	-55,000	565,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Dispatch

Same Level of Service

	Quartile FY 2019	Score FY 2019
Dispatch	1	21.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

COMMUNICATION CENTER The Communications Coordinator continues to seek out grants to maintain and upgrade the dispatch center. We have been successful in getting Homeland Security Grants which has allowed us to provide advanced training for dispatchers, purchase needed equipment and upgrades not covered in our normal budget.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNICATION CENTER The consequence of funding at a lower level of service would leave us as a stand-alone dispatch center, much like an island unto ourselves. Our ability to provide emergency services on any level would be greatly hindered and diminished. Our level of service to our community would simply be unacceptable to our residents and guests.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Dispatch-POLICE	Average response time (minutes)	8	18	0	0
Dispatch-POLICE	Average number of calls per day	75	0	0	0
Dispatch-POLICE	100% of calls dispatched within fifteen minutes of receipt to officers.	100%	0%	0%	0%
Dispatch-POLICE	Number of calls for service received annually by dispatch	23080	0	0	0

Description:

- ENGINEERING

Provide water meter inspections, public improvement inspections, inspections of utility and private work within the Right-of- Way (ROW) and other inspections deemed necessary to maintain the City ROWs in good condition.
- BUILDING DEPT.

The purpose of the Department of Building and Fire Safety is to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The department also provides safety to fire fighters and emergency responders during emergency operation. The Inspectors shall apply the provisions of the International Building Code and National Electrical Code to construction, alterations movement, enlargement, replacement, repair, equipment, use of occupancy, location, maintenance, removal and demolition of every building or structure or any appurtenances connected or attached to such buildings or structures. The inspectors ensure that all structures are built to the minimum standards of the building code.

Council Goal:

051 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

- Safe Community

The Inspectors are a key component for a quality housing stock for Park City. They ensure that construction has gone through the proper permitting with planning and ensures that it meets the high standards of Park City's design guidelines. Inspectors are required to be certified by ICC and Licensed by the State of Utah. This requires a lot of additional training when compared to inspectors in other States. The engineering ROW inspection's program was developed to provide another check to verify that plans previously approved by Building, Planning and Engineering are constructed correctly. This program was also developed to monitor the safe work efforts of utility companies as they work within the City's ROWs. The Public Safety desired outcome of our inspection bid is to assist in prevention specifically in how to maintain quality of life.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a SIGNIFICANT increase in demand of 15% to 24%	

	Request FY 2019	Rationale FY 2019
Inspections	1) Reclassify a current PT office assistant position to FTR2) Create a new Fire Inspector/Plans Examiner Position, includes truck (\$25,000) 3) addition of Associate Building Inspector FTR, includes vehicle (\$25,000)4) Reclassify a code enforcement position to a senior code enforcement position 5) Memberships, Training, Mileage and cell phone budget requests in conjunction with an increase in personnel (\$11,400)TOTAL: \$399,175	1) Reclassify a current PT office assistant position to FTR 2) addition of Associate Building Inspector FTR 3) Memberships, Training, Mileage and cell phone budget requests in conjunction with an increase in personnel, addition of Associate Building Inspector Vehicle (\$28,200)TOTAL: \$221,345
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
COMM DEVELOP ADMIN						
Personnel	70,708	70,708	70,708	70,739		94,319
Materials	4,000	4,000	4,000	4,000		4,000
Total COMM DEVELOP ADMIN	74,708	74,708	74,708	74,739		98,319
ENGINEERING						
Personnel	118,799	121,636	121,636	121,645	-87,383	34,262
Materials	5,757	5,757	5,757	5,757	-23,000	-17,243
Total ENGINEERING	124,556	127,393	127,393	127,402	-110,383	17,019
BUILDING DEPT.						
Personnel	960,253	972,096	962,880	963,260	-87,383	875,877
Materials	114,840	139,840	139,840	139,840	-1,525,440	-1,385,600
Total BUILDING DEPT.	1,075,093	1,111,936	1,102,720	1,103,100	-1,612,823	-509,723
TOTAL	1,274,357	1,314,037	1,304,821	1,305,241	-1,723,206	-394,385

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	9.9	9.8
Part Time		
TOTAL	9.9	9.8

Level of Service

Inspections Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
Inspections	2	21.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion City provides program and program is currently of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

ENGINEERING Without a vehicle, we will continue to find other modes of transportation but recognize we are being extremely in-efficient in our inspection program

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERING At engineering's current resource level (without the daily use of a vehicle) staff can only provide inspection services when a vehicle is available in the Marsac Fleet. During the summer months, it is difficult to obtain a vehicle. Our current inspection level of service is to provide inspections for requested meter and other water related inspection needs. Staff currently does not inspect open pipe trenches, asphalt cut repairs or concrete work in the ROW. When a vehicle is not available but an inspection is required, staff has walked, used the bikes and/or taken the bus to get to their inspection appointments (past inspector rode the bus from SLC and the current inspector car pools from Kamas). Although these alternative modes use much less energy, they are extremely inefficient in the use of our inspector's time.

BUILDING DEPT. Consequences of funding proposal at a lower level would be staff turnover and additional cost of training new staff and the quality of plan reviews and inspections would drop drastically with fewer staff and less qualified staff. The quality of inspection would drop due to time constraints. Collaboration between PD and public works maybe lost. Inspections verify that the water system connections, public improvements by private individuals and ROW work meet the requirements of our municipal code, LMC, standard specifications and standard practices. Not funding these regulatory functions will cause a deterioration of our public facilities within the ROW as lower grade materials, unscrupulous construction methods and the quality of overall construction are compromised. Consequences for not funding the increase in mileage reimbursement specifically will be the inspectors' inability to perform their primary job function. If a City vehicle is unavailable and there is no remaining mileage reimbursement, the inspector will have no mode of transportation to visit construction sites and complete building inspections. The result would be that construction mitigation and collecting business licenses would not take place as needed and fees would not be collected along with complaints would increase with longer turnaround times to compliance.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Inspections-ENGINEERING	Percent of ROW permit inspections provided within two working days of contractor contract.	100%	100%	100%	0%
Inspections-ENGINEERING	Percent of water meter inspections completed within two working days.	95%	100%	100%	0%
Inspections-BUILDING DEPT.	Percent of inspections completed within 24 hrs of request	94%	0%	0%	0%
Inspections-BUILDING DEPT.	Percent of week's discussions that are conducted to brainstorm building codes and enforcement methods	95%	0%	0%	0%
Inspections-BUILDING DEPT.	Percent of inspectors pursuing ongoing training each year	100%	0%	0%	0%
Inspections-ENGINEERING	Percent of PIMPS completed within two weeks.	100%	100%	100%	0%

Description:

BLDG MAINT ADM The Building Maintenance Department provides a variety of services through Inspections and Contract Supervision for this program. It requires that City building inspection and contract supervision are performed throughout all City owned facilities so as to ensure the health and safety of building occupants along with supervising contractor provided building improvements.

Council Goal:

054 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure

Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. Mandated governmental regulations and the desire for quality control oversight are dictated by health and safety compliance. The building inspections and contract supervision program is a critical (core) function in preserving the City's infrastructure.

Section 1: Scope**Change in Demand**

Program Experiencing a MODEST increase in demand of 5% to 14%

Explanation

	Request FY 2019	Rationale FY 2019
Inspections and Contract Supervision	The contract positions \$87,163 are so that replacements can be trained for four positions that are retiring from Building Maintenance. \$18k is an increase to pay for an HVAC maintenance package instead of paying an invoice every time a service is requested. \$10k is for an increase in cost of cleaning supplies on Main St during special events. \$63k is to budget up the contract services line to cover the amount in the cleaning contract.	Recommendation based off of est. need. Contract pos. will help with multiple retirements in future years. One new Building Maint III Contract position in FY19: \$28,764 Increase in Special Events/Cleaning costs: \$10,000 Cleaning Contract: \$35,000
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BLDG MAINT ADM						
Personnel	109,594	122,870	109,796	109,809	-20,426	89,384
Materials	17,695	17,695	17,695	17,695		17,695
Total BLDG MAINT ADM	127,289	140,565	127,491	127,504	-20,426	107,079
TOTAL	127,289	140,565	127,491	127,504	-20,426	107,079

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.1	1.1
Part Time		
TOTAL	1.1	1.1

Level of Service
 Inspections and Contract Supervision Same Level of Service

	Quartile FY 2019	Score FY 2019
Inspections and Contract Supervision	2	20.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT
ADM

"Collaboration": Being in the Public Works Division, the Building Maintenance Department has a primary maintenance function in providing safe facilities. Working collaboratively with other governmental agencies and contractors has created efficiencies which allow for greater productivity. These require a tremendous amount of support by staff in coordinating the timing of installation & repairs. "Innovation": The Building Maintenance Department continually looks for creative ways to increase productivity, Environmental stewardship, service levels, and equipment availability while decreasing the carbon footprint and equipment downtime through innovation. Recent examples: upgrade the Police and Marsac buildings to new fob access control cards.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT
ADM

The consequences of lowering the funding for this program include: falling out of compliances, unsafe facilities, and risk of possible citation. There would also be a decrease in contract oversight which would impact quality and increase complaints from tenants and building users.

Section 6: Performance Measures

	Description -	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Inspections and Contract Supervision-BLDG MAINT ADM	Percentage of customer complaints responded to within 72 hours, 24 hours for minor emergencies and 2 hours for major emergencies after receiving a service request.	0%	0%	95%	0%
Inspections and Contract Supervision-BLDG MAINT ADM	Percentage of alarm and fire protection systems inspected in City buildings yearly.	0%	0%	100%	0%

Description:

Code Enforcement is intended to benefit the public as a whole and not any specific person or class of persons. Although through the implementation, administration and enforcement of code, benefits and detriments will be enjoyed or suffered by specific individuals, as a byproduct of the overall benefit to the community as a whole. Proposed LOS: The addition of a code enforcement officer in the form of a Business License inspector will enhance level of service by allowing us to proactively seek out code enforcement issues. Code Enforcement enforces all codes of the city that pertain to Building, Zoning, Planning, road closures, noise, lights, weeds, animals and other similar activities under the land use code.

Council Goal:

047 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community The Code Enforcement Officers are the only enforcement the City has to enforce on illegal activities that take place in the neighborhoods and are generally generated off of residential complaints. They are there to preserve the neighborhoods from zoning, Code and building Violations that could affect the preservation of the Park City Character.

Section 1: Scope

Change in Demand Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

	Request FY 2019	Rationale FY 2019
Code Enforcement	1) Reclassify a current PT office assistant position to FTR2) Create a new Fire Inspector/Plans Examiner Position, includes truck (\$25,000) 3) addition of Associate Building Inspector FTR, includes vehicle (\$25,000)4) Reclassify a code enforcement position to a senior code enforcement position 5) Memberships, Training, Mileage and cell phone budget requests in conjunction with an increase in personnel (\$11,400)TOTAL: \$399,175	1) Reclassify a current PT office assistant position to FTR 2) addition of Associate Building Inspector FTR 3) Memberships, Training, Mileage and cell phone budget requests in conjunction with an increase in personnel, addition of Associate Building Inspector Vehicle (\$28,200)TOTAL: \$221,345
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
BUILDING DEPT.						
Personnel	252,558	280,896	257,804	258,136		258,136
Materials	23,145	23,145	23,145	23,145	-157,400	-134,255
Total BUILDING DEPT.	275,703	304,041	280,949	281,281	-157,400	123,881

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
TOTAL	275,703	304,041	280,949	281,281	-157,400	123,881

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.4	2.4
Part Time		
TOTAL	2.4	2.4

Level of Service

Code Enforcement Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Code Enforcement	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Mandated

Section 4: Cost Savings / Innovation / Collaboration

BUILDING DEPT. Hiring another field Code Enforcement Officer, we have building staff cross-trained to help out on code enforcement issues as needed. But as the economy slowly recovers, the Building staff will be increasingly focused on building projects, with less focus on code enforcement, but will still be able to help out occasionally. Train staff to help in large venue events with Police.

Section 5: Consequences of Funding Proposal at Lower Level

BUILDING DEPT. Concerns from the public on the well-being of Park City. Currently there are not enough Code Enforcement Officers to patrol Park City during festivals. There has been public outcry that there is not enough Code enforcement as is.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Code Enforcement-BUILDING DEPT.	Percent of investigations initiated within 24 hrs of complaint	80%	0%	0%	0%
Code Enforcement-BUILDING DEPT.	Percent of complaints initiated by internal/proactive enforcement	37%	0%	0%	0%
Code Enforcement - BUILDING DEPT.	Percent of code enforcement hours provided outside of regular business hours	4%	0%	0%	0%
Code Enforcement-BUILDING DEPT.	Percent of code enforcement personnel conducting outreach regarding code concerns or changes	100%	0%	0%	0%

Description:

ABATEMENT Building Department Staff (inspectors and code enforcement) shall apply the provisions of the Dangerous Buildings and Abatement Code to provide a just, equitable and practicable method, to be cumulative with and in addition to any other remedy provided by the Building Code, Housing Code or other available law, whereby buildings or structures which from any cause endanger life, limb, health, morals, property, safety or welfare of the general public or their occupants may be required to be repaired, vacated or demolished.

Council Goal:

074 Inclusive & Healthy Community

Desired Outcome:

Safe Community

Criteria for Meeting Desired Outcome

The Dangerous Building and Abatement Code allows building department staff to identify structures as dangerous and require repair to such conditions. The Code specifically states that the jurisdiction shall establish a special revolving fund to be designated as the repair and demolition fund. Payments shall be made out of said fund upon the demand to defray the costs and expenses which may be incurred by the jurisdiction in doing on causing to be done the necessary work of repair or demolition of dangerous buildings. The goal of this action is to maintain adequate life safety standards within Park City.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MODEST increase in demand of 5% to 14%	

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
ABATEMENT					
Materials	48,688	48,688	48,688	48,688	48,688
Total ABATEMENT	48,688	48,688	48,688	48,688	48,688
TOTAL	48,688	48,688	48,688	48,688	48,688

FTEs
Full Time
Part Time
TOTAL

Level of Service
Abatement Fund Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
Abatement Fund	2	19.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SUBSTANTIAL	City provides program and program is currently being	Program is required by Code, ordinance,

Community Served

portion of the Community and adds to their quality of life

Reliance on City

offered by another governmental, non-profit or civic agency

Mandated

resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

ABATEMENT The revolving fund shall be utilized for abatement actions of dangerous buildings and all expenses will be replaced into the fund when the responsible party reimburses the jurisdiction on demand of payment or through a special assessment on the property taxes as coordinated through the Summit County Assessor.

Section 5: Consequences of Funding Proposal at Lower Level

ABATEMENT Consequences of funding the proposal at a lower level will prohibit staff from addressing identified dangerous conditions. Life safety standards would decrease as the ability to enforce against violations would be limited. Park City would also be in violation of the Abatement of Dangerous Building Code by not providing the fund as identified and required.

Section 6: Performance Measures



Description:

SELF INS & SEC BOND

There are two additional Programs managed by the Emergency Manager, Security and Safety. In conjunction with the Building Security Committee, the Security Program manages all of the city's closed circuit video (camera) systems (CCVS), electronic access control (EAC), security audits, security upgrades to city buildings and security training for all city employees.

Council Goal:

105 Inclusive & Healthy Community

Desired Outcome:

Safe Community

Criteria for Meeting Desired Outcome

The Security Program had been charged with upgrading and centralizing all video and electronic access controls in fourteen City buildings, in addition to other security upgrades and training of all city employees on security measures. Park City has not had a citywide safety program across all departments. The new Safety Program will reach all employees and meet all federal and state requirements over a period of two to three years. These programs help meet the requirements of an "engaged and capable workforce," along with being a "fiscally & legally sound" municipality.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

Due to the need to meet required OSHA standards, a higher level of safety education and tracking is required. On the security side, more buildings are being added to electronic access controls which increase security and accountability, along with an addition of cameras for security and investigations.

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019
SELF INS & SEC BOND		
Materials	43,000	43,000
Total SELF INS & SEC BOND	43,000	43,000
TOTAL	43,000	43,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Safety and Security

Same Level of Service

	Quartile FY 2019	Score FY 2019
Safety and Security	3	17.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

SELF INS & SEC BOND Safety and Security are both key components to risk management and the cost of insurance. Insurance placements for CY15 all increased. Workers Compensation increases were primarily due to injury claims. Comprehensive safety programs help reduce those premiums, as do security programs for other insurance policy premiums. The National Safety Council reports that for every dollar spent on a safety program you save four dollars in expense. Innovative training programs for both projects along with using free resources and in-house staff save money as well.

Section 5: Consequences of Funding Proposal at Lower Level

SELF INS & SEC BOND The Safety Program will allow us to meet all Federal and State OSHA standards as required by law. Lowering funding will greatly reduce our ability to be in compliance in a timely manner. Most Security funding is CIP based but there need to be funds for maintenance and other inter-departmental expenses that departments will not prioritize or budget for. Decreased or no funding will hamper our ability to complete our centralized systems and reduce our ability to lower insurance premiums, not to mention our ability to investigate and monitor key critical infrastructure.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Safety and Security-EMERGENCY MANAGEMENT	OSHA Compliance - Training	25%	80%	85%	88%
Safety and Security-EMERGENCY MANAGEMENT	Workplace Audits	13	6	8	20
Safety and Security-EMERGENCY MANAGEMENT	Digital Camera Placement	80%	201%	210%	215%
Safety and Security-EMERGENCY MANAGEMENT	Electronic Access Control Buildings	8	9	10	10

Description:

PLANNING DEPT. Assist the Building Department with permit reviews, inspections, code enforcement requests for information, etc. Assist the Finance Department with Business License Reviews and information requests for location/GIS/zoning assistance. Additionally, work with other departments to take advantage of current planning opportunities that arise as a result of ongoing construction or otherwise (e.g. trails, stairs, signage, street issues, etc.).

Council Goal:

079 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community It is important to track Business Licenses, Building Permit sign-offs; Sign Permits, etc. These need to be processed, analyzed, approved, and tracked on a daily basis. The results of all approvals are recorded in EDEN and tracked.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	

	Request FY 2019	Rationale FY 2019
Permitting / Current Planning	The Planning Department is requesting re-classification of one Planner II position to a Senior Planner position to meet the growing rate of permitting and demand for amendments to Land Management Code and General Plan.	Requested position recommended by RT due to est. need and voting
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
PLANNING DEPT.						
Personnel	153,161	155,214	142,982	142,989	-24,624	118,365
Materials	4,138	8,656	8,656	8,656	-46,100	-37,444
Total PLANNING DEPT.	157,299	163,870	151,638	151,645	-70,724	80,921

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
TOTAL	157,299	163,870	151,638	151,645	-70,724	80,921

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.2	1.2
Part Time		
TOTAL	1.2	1.2

Level of Service

Permitting / Current Planning Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Permitting / Current Planning	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. With our new POC and some training, we have increased the efficiencies of these endeavors. These efforts are carried out in conjunction with the Building Department, the Engineering Department, and the Finance Department.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would result in a delay for approving these regulatory items.

Section 6: Performance Measures

	Description	Actual	Target
		FY 2016	FY 2018
Permitting / Current Planning-PLANNING DEPT.	Number of Planning Applications received.	450	400

	Description	Actual FY 2016	Target FY 2018
Permitting / Current Planning-PLANNING DEPT.	Number of Building Permits received for review by Planning.	670	550
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of Complete Application forms sent out to applicants within 72 hours of project assignment.	90	90
Permitting / Current Planning-PLANNING DEPT.	Plan check turnaround time is checked daily. 90% of initial plan reviews are completed within 2 weeks.	90	90
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of Action Letters issued within 5 working days of final Action	90	90
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of project comment letters issued within 5 working days of staff review/Commission meetings.	80	80

Description:

ENGINEERING	Review and sign off on planning documents, building permits, engineering permits and other projects generated by the Building/Planning/Engineering Team.
PLANNING DEPT.	The Planning Department handles all land use applications for the City/Planning Commission including, but not limited to: Conditional Use Permits, Steep Slope Permits, Master Planned Developments, Subdivisions/Plats/Records of Survey, Sign Permits, etc. The department works with applicants and assists them with their submittals, carries them through the planning process, and prepares materials for presentation to the Planning Commission and City Council.
BUILDING DEPT.	The purpose of this program is to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The department also provides safety to fire fighters and emergency responders during emergency operation. The plan examiners shall apply the provisions of the International Building Code and National Electrical Code to construction, alterations movement, enlargement, replacement, repair, equipment, use of occupancy, location, maintenance, removal and demolition of every building or structure or any appurtenances connected or attached to such buildings or structures. The plan examiners ensure that all structures are built to the minimum standards of the building code.

Council Goal:

071 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Safe Community	The plan examiners are a key component for a quality housing stock for Park City. They ensure that construction has gone through the proper permitting with planning and that it meets the high standards of Park City's design guidelines. The plans examiners are highly qualified and help with inspections, which requires them to be certified by ICC and licensed by the State of Utah. This requires a lot of additional training when compared to inspectors in other States.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Plan/Application Review	BUILDING DEPT:1) Reclassify a current PT office assistant position to FTR2) Create a new Fire Inspector/Plans Examiner Position, includes truck (\$25,000) 3) addition of Associate Building Inspector FTR, includes vehicle (\$25,000)4) Reclassify a code enforcement position to a senior code enforcement position 5) Memberships, Training, Mileage and cell phone budget requests in conjunction with an increase in personnel (\$11,400)TOTAL: \$399,175PLANNING:The Planning Department is requesting re-classification of one Planner II position to a Senior Planner position to meet the growing rate of permitting and	PLANNING: Requested position recommended by RT due to est. need and votingBUILDING:1) Reclassify a current PT office assistant position to FTR 2) addition of Associate Building Inspector FTR 3) Memberships, Training, Mileage and cell phone budget requests in conjunction with an increase in personnel, addition of Associate Building Inspector Vehicle (\$28,200)TOTAL: \$221,345

	Request FY 2019	Rationale FY 2019
	demand for amendments to Land Management Code and General Plan.	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
ENGINEERING						
Personnel	63,508	63,404	63,404	63,408		63,408
Materials	7,269	7,269	7,269	7,269	-23,000	-15,731
Total ENGINEERING	70,777	70,673	70,673	70,677	-23,000	47,677
PLANNING DEPT.						
Personnel	270,510	273,856	243,798	243,810		243,810
Materials	31,935	31,935	26,870	26,870	-147,100	-120,230
Total PLANNING DEPT.	302,445	305,791	270,668	270,680	-147,100	123,580
BUILDING DEPT.						
Personnel	340,117	502,213	464,752	466,973		466,973
Materials	16,775	16,775	16,775	16,775	-688,110	-671,335
Total BUILDING DEPT.	356,892	518,988	481,527	483,748	-688,110	-204,362
TOTAL	730,114	895,451	822,868	825,105	-858,210	-33,105

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	6.7	6.7
Part Time		
TOTAL	6.7	6.7

Level of Service

Plan/Application Review Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
Plan/Application Review	3	17.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. All application review is done in coordination with our Legal, Building, and Engineering Departments. The process is formalized and well understood by the Planning Department. Also, the Department uses plan examiners as back up inspectors and cross trains staff to counteract retirements.

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERING Lower level funding for plan/application review would require the department to either shift the other workload elements to other teams so that the regulatory function stays intact, reduce the number of projects anticipated, work on projects at a slower pace or simply not continue with all of the OTIS, CIP, Federally funded projects.

PLANNING DEPT. Consequences of funding proposal at a lower level would be staff turnover, additional cost of training new staff, and decreased quality in reviews and inspections due to a reduced and less-qualified staff. Additionally, a reduction in funding would result in delays in processing applications. Finally, building plan reviews by Engineering verify that the plans meet our current local ordinances. Plat reviews by engineering verify that the plat meet local, county and state requirements for recording of ownership plats. Not funding these regulatory functions may cause code and functionality issues down the road. As Planning and Engineering have ramped up staff levels from the Great Recession, Engineering needs to do the same.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Plan/Application Review-BUILDING DEPT.	Percent of applications with a ten-day turnaround for first reviews.	80%	0%	0%	0%
Plan/Application Review-ENGINEERING	Percent of ROW permits processed within 2 days.	100%	100%	100%	0%
Plan/Application Review-BUILDING	Percent of plans examiners pursuing ongoing training each year	100%	0%	0%	0%
Plan/ Application Review-ENGINEERING	Percent of building plans reviewed within 3 weeks	70%	70%	75%	0%
Plan/ Application Review-ENGINEERING	Percent of staff reports reviewed within 1 week.	95%	95%	80%	0%
Plan/Application Review-PLANNING DEPT.	Overall reduction of turnaround time on Planning applications and review process.	10	0	10	0

Description:

PLANNING DEPT. A core function of the Planning Department is to carry out long range planning, future project and/or sub-area planning districts, the General Plan rewrite, etc. Many of these long-range planning projects overlap with redevelopment planning within the City's designated areas. Some long-range projects are site specific, while others affect the overall character of the City. The Planning Department is currently finalizing the General Plan process and document. Upon completion, we will begin the Lower Park Avenue Redevelopment Plan, the Bonanza Park Plan (Phase II) and Form Based Code, and then begin the Prospector Square Area Plan. This planning process will be throughout the 2 year budget period. In addition, we will begin the LMC rewrite in FY2015.

Council Goal:

065 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Distinctive Sense of Place

The Planning Department has maintained agreed-upon schedules for the day-to-day applications as well as the long range planning activities. This included the Bonanza Park Area Plan in January 2012. Our goal is to continue to address the ongoing planning/economic/sustainability needs into the future. The General Plan is the City's blueprint for managing future growth and development as well as a tool to implement new citywide programs.

Section 1: Scope**Change in Demand**

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

	Request FY 2019	Rationale FY 2019
Long Range Planning	The Planning Department is requesting re-classification of one Planner II position to a Senior Planner position to meet the growing rate of permitting and demand for amendments to Land Management Code and General Plan.	Requested position recommended by RT due to est. need and voting.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
PLANNING DEPT.					
Personnel	109,419	152,254	152,254	152,265	152,265
Materials	103,204	103,204	89,949	89,949	89,949
Total PLANNING DEPT.	212,623	255,458	242,203	242,214	242,214
TOTAL	212,623	255,458	242,203	242,214	242,214

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.2	1.2
Part Time		
TOTAL	1.2	1.2

Level of Service

Long Range Planning Same Level of Service

	Quartile FY 2019	Score FY 2019
Long Range Planning	3	15.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

PLANNING
DEPT.

This scenario reduces the budget request for consulting services by \$10,000. This is offset by the need to increase the City Council approved Historic Mine structure stabilization public private partnership with the ski area (\$5,000). The remaining funds are allocated to anticipation of the City Council request to re-publish the General Plan.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING
DEPT.

A reduction in funding will delay the deliver of planning for City Housing initiatives, the Arts and Culture district and transportation demand reductions.

Section 6: Performance Measures

	Description -	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Long Range Planning-PLANNING DEPT.	Percentage of staff time dedicated to long-range planning each week.	25%	0%	30%	0%

Description:

STREET MAINTENANCE Remove graffiti in a timely manner.

Council Goal:

110 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure

Preservation of Park City Character has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for graffiti removal, to maintain a city free of nuisance-graffiti.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
STREET MAINTENANCE					
Personnel	2,845	2,754	2,754	2,775	2,775
Materials	22,002	22,002	22,002	30,553	30,553
Total STREET MAINTENANCE	24,847	24,756	24,756	33,328	33,328
TOTAL	24,847	24,756	24,756	33,328	33,328

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.0	0.0
Part Time		
TOTAL	0.0	0.0

Level of Service

Graffiti Removal Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Graffiti Removal	4	14.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits policy OR

Mandated

Program is required by Code, ordinance, resolution or to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE Artistic painting of pedestrian tunnels by students. Use of environmental friendly graffiti removers.

Section 5: Consequences of Funding Proposal at Lower Level

STREET MAINTENANCE 1) Will jeopardize the cleanness, look and feel of Park City. 2) May increase gang activity.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Graffiti Removal-STREET MAINTENANCE	Percentage of graffiti removed from public property within one week of receiving a complaint or service request.	99%	100%	0%	0%

Description:

PLANNING DEPT. The Planning Department is responsible for the management of and revisions to the Land Management Code (LMC). Recent revisions to the LMC have addressed Steep Slope Conditional Use Permits, Master Planned Developments, development in the historic zones, architectural guidelines, historic district design guidelines, public noticing, etc. Currently the Planning Department assesses the LMC on a bi-annual basis and rewrites sections to address issues as they arise.

Council Goal:

126 Inclusive & Healthy Community

Desired Outcome:

Safe Community Criteria for Meeting Desired Outcome The Department is committed to addressing new Code amendments twice a year. This is a timely process that involves collaboration with the Building Department, the Engineering Department, Sustainability, etc. with many Planning Commission meetings to formulate a series of recommendations to the City Council.

Section 1: Scope

Change in Demand Explanation Program experiencing a MINIMAL increase in demand of 1% to 4%

	Request FY 2019	Rationale FY 2019
Code Amendments	The Planning Department is requesting re-classification of one Planner II position to a Senior Planner position to meet the growing rate of permitting and demand for amendments to Land Management Code and General Plan.	Requested position recommended by RT due to est. need and voting
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
COMM DEVELOP					
ADMIN					
Personnel	35,354	35,354	35,354	35,369	47,159
Materials	4,000	4,000	4,000	4,000	4,000
Total COMM DEVELOP	39,354	39,354	39,354	39,369	51,159
ADMIN					
PLANNING DEPT.					
Personnel	93,646	140,541	140,541	140,549	140,549
Materials	4,967	4,967	4,797	4,797	4,797
Total PLANNING DEPT.	98,613	145,508	145,338	145,346	145,346
TOTAL	137,967	184,862	184,692	184,715	196,505

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.4	1.3
Part Time		
TOTAL	1.4	1.3

Level of Service
Code Amendments Same Level of Service

	Quartile FY 2019	Score FY 2019
Code Amendments	4	13.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

PLANNING
DEPT.

The Department carries out all of this work in-house; we save significant amounts of public funds by not utilizing a consultant. Again, the BPE team is instrumental in seeing this work carried out in a comprehensive manner.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING
DEPT.

The LMC and other documents would not be given a proactive review. Outdated code language would remain on the books, potentially hampering good design and planning.

Section 6: Performance Measures

	Description
	-

Description:

PARKS & CEMETERY

This program includes flower plantings, community forest, hanging baskets, showy areas, banners, and holiday lighting. Challenges to the goal of this program are additional requests for expanding the beautification program and the associated costs.

Council Goal:

Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Arts & Culture

Recreation, Trails and Open Space has been identified by Council as a high priority through Council's goals (Outcomes Areas) and the strategic plan. The community has also expressed their desire for Flower, Holiday Lighting & Beautification through citizen requests. The Beautification program is a critical function in supporting the "brand" of Park City.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	

	Request	Rationale
	FY 2019	FY 2019
Flowers/Holiday Lighting/Beautification	-Landscape maintenance funding for Park Ave. walkability project (\$3,500)-Landscape maintenance. Kimball Transit Center (\$8,100). The KJTC maintenance cost is offset by an interfund transfer from the Transit Fund, which will be zero-sum. TOTAL: \$11,600	Recommended increase. \$8,100 revenue offset from Transit Fund (County Sales Tax)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
FIELDS					
Personnel	915	1,003	1,003	1,048	1,048
Materials	2,380	2,380	2,380	2,380	2,380
Total FIELDS	3,295	3,383	3,383	3,428	3,428

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
PARKS & CEMETERY					
Personnel	263,900	255,239	255,295	267,612	267,612
Materials	178,261	189,861	189,861	194,466	194,466
Total PARKS & CEMETERY	442,161	445,100	445,156	462,078	462,078
TOTAL	445,456	448,483	448,539	465,506	465,506

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.7	1.7
Part Time	1.5	1.5
TOTAL	3.2	3.2

Level of Service

Flowers/Holiday Lighting/Beautification Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Flowers/Holiday Lighting/Beautification	4	13.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Recommended by national professional organization to meet published standards or as a best practice

Mandated

Section 4: Cost Savings / Innovation / Collaboration

PARKS & CEMETERY

Innovation: The Parks/Fields Department uses LED for all holiday lighting. Water Conservation: incorporate drought tolerant plant material along with upgrading many of our shrub/flower beds to drip systems.

Section 5: Consequences of Funding Proposal at Lower Level

PARKS & CEMETERY

The consequences of lowering the funding for this program include: reduction in community beautification, less preventative maintenance, and reduced tree planting. There would also be increases in citizen complaints due to established community expectations.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Flowers/Holiday Lighting/Beautification-PARKS & CEMETERY	Number of hanging baskets and planters displayed during season	150	150	150	150
Flowers/Holiday Lighting/Beautification-PARKS & CEMETERY	Number of trees planted or replaced per season	43	35	20	20

Description:

PLANNING DEPT. This is tied to the Planning Department's INTRA-DEPARTMENTAL efforts. This area includes a wide range of planning activities such as Sundance coordination, Treasure Hill, the Movie Studio analysis and research, water/landscape ordinance, the proposed Recreation Field analysis, Main Street infrastructure planning, Zoning analysis, Nightly Rental analysis, TZO work, assistance with property acquisition/disposition, National Register analysis, etc.

Council Goal:

130 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Distinctive Sense of Place

The Planning Department has always been involved in special planning projects and inter/intra-departmental efforts. We anticipate these projects to increase and establishing full-time Planner I (FY15) and Current Planning Manager (FY16) positions will enable the Department to maintain and/or increase the Level of Service to meet the demand of the estimated application increase and upcoming long range planning projects.

Section 1: Scope**Change in Demand**

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

	Request FY 2019	Rationale FY 2019
Special Planning Projects - Inter-Dept	The Planning Department is requesting re-classification of one Planner II position to a Senior Planner position to meet the growing rate of permitting and demand for amendments to Land Management Code and General Plan.	Requested position recommended by RT due to est. need and voting
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
PLANNING DEPT.					
Personnel	62,021	63,263	50,165	50,169	50,169
Materials	3,480	3,480	3,480	3,480	3,480
Total PLANNING DEPT.	65,501	66,743	53,645	53,649	53,649
TOTAL	65,501	66,743	53,645	53,649	53,649

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time		
TOTAL	0.4	0.4

Level of Service

Special Planning Projects - Inter-Dept Same Level of Service

	Quartile FY 2019	Score FY 2019
Special Planning Projects - Inter- Dept	4	12.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

PLANNING
DEPT.

This program is fully about collaboration between/among departments. Again, this is about utilizing in-house planning resources and saving the cost of consultants.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING
DEPT.

A reduction in funds for these efforts would require increased consulting fees for the City and lead to City teams retreating into silos with a more fragmented approach to City projects.

Section 6: Performance Measures

	Description -	Target FY 2018
Special Planning Projects - Inter-Dept-PLANNING DEPT.	Number of projects that include heavy collaboration with other departments	20

Description:

PLANNING DEPT. The Planning Department works with developers, applicants, and residents to implement the City's Historic District Design Guidelines. This review process is carried out in a two-part process that involves a pre-application and a complete application meeting. In addition to this design review function, the Department consistently updates the Historic Sites Inventory (HSI) and has created a new set of Design Guidelines that have been in use since April 2009. Currently the Planning Department carries out all Historic Preservation functions for the City, including HDDR (Historic District Design Review), Historic Site Inventory (HSI) updates, Guideline revisions, etc.

Council Goal:

116 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Historic Preservation The Department handles all of the Historic District Design Review functions for all the Historic Districts. This includes Pre-App meeting with the Design Review Team (DRT) and the pending detailed Staff review. This also includes all Historic Site Inventory updates, updates to the Historic District Design Guidelines, implementation of the City's grants for historic work, and Main Street National Register efforts. This is an essential component to maintaining the Preservation of Park City Character - a primary goal of the City Council.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	

	Request FY 2019	Rationale FY 2019
Historic District Design Review	The Planning Department is requesting re-classification of one Planner II position to a Senior Planner position to meet the growing rate of permitting and demand for amendments to Land Management Code and General Plan.	Requested position recommended by RT due to est. need and voting
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
PLANNING DEPT.					
Personnel	213,062	219,132	195,418	195,431	195,431

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
Materials	24,783	25,805	25,805	25,805	25,805
Total PLANNING DEPT.	237,845	244,937	221,223	221,236	221,236
TOTAL	237,845	244,937	221,223	221,236	221,236

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.6	1.6
Part Time		
TOTAL	1.6	1.6

Level of Service

Historic District Design Review Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Historic District Design Review	4	14.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Mandated

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. This operating sector of planning is completing revisions of required Code and guidelines in-house, reducing potential consulting cost by 1/3. Recent third-party review contracts were negotiated using a lower supplier billing rate to save money. Increase in total cost is the result of a negotiated private public partnership to stabilize historic mine sites.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would lead to delays for addressing historic design applications, a decreased ability to utilize our historic preservation consultant, an inability to proactively address new programs, and an inability to monitor the National Register District.

Section 6: Performance Measures

Description:

HISTORICAL INCENTIVE GRANT

The Historic District Grant Program was established in 1987 to assist property owners in maintaining historic residential and commercial structures by offsetting the costs. The Historic Preservation Board (HPB) reviews these applications on a monthly basis, as necessary, and grants funds from the Capital Improvement Projects (CIP), and Lower Park Avenue RDA. In the past funds were additionally available from the Main Street RDA but all funds are now being relegated to other projects. With the loss of incoming funding from the Main Street RDA the City would require designating some CIP funds to the Grant Program to allow property owners to continue to utilize the program and maintain their historic structures. These funds must be included in the operating budget. Funds will be taken from Capital, resulting in a zero-sum change for the City.

Council Goal:

114 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Historic Preservation

The Historic Preservation Board will review applications and will award grant funds on a monthly basis. Funds shall be awarded to projects that provide a community benefit of preserving and enhancing the historic architecture of Park City. Eligible Improvements include, but are not limited to: *siding *exterior trim *windows *exterior doors *foundation work *cornice repair *masonry repair *porch repair *structural stabilization *retaining walls of historic significance/steps/stairs. Maintenance items, such as exterior painting and new roofing, are the responsibility of the homeowner, but may be considered under specific circumstances. Non-Eligible Improvements include but are not limited to:*interior remodeling *interior paint *additions *signs *repair of non-original features *interior lighting/plumbing fixtures * landscaping/concrete flatwork

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
HISTORICAL INCENTIVE GRANT					
Materials	127,136	127,136	127,136	127,136	127,136
Total HISTORICAL INCENTIVE GRANT	127,136	127,136	127,136	127,136	127,136
MAIN STREET RDA					
Materials	30,000	30,000	30,000	30,000	30,000
Total MAIN STREET RDA	30,000	30,000	30,000	30,000	30,000

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
LOWER PARK AVENUE RDA					
Materials	50,000	50,000	50,000	50,000	50,000
Total LOWER PARK AVENUE RDA	50,000	50,000	50,000	50,000	50,000
TOTAL	207,136	207,136	207,136	207,136	207,136

FTEs
Full Time
Part Time
TOTAL

Level of Service

Historical Incentive Grant Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Historical Incentive Grant	4	10.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

HISTORICAL
INCENTIVE GRANT

Grant recipients are required to sign a Historic Grant Program Agreement, Trust Deed, and Trust Deed Note, on the affected property. If the property is sold within five years, grant funds are repaid at a pro-rated amount, plus interest.

Section 5: Consequences of Funding Proposal at Lower Level

HISTORICAL INCENTIVE
GRANT

Lack of funding for the historic sites and structures (from first street to ninth street and properties outside of Old Town) may result in the loss of the historic fabric of our city.

Section 6: Performance Measures

Description	Actual	Actual	Target	Target
	FY 2016	FY 2017	FY 2018	FY 2019
-				

Description:

ECONOMY Implement Walkability projects as set forth in the WALC recommended approved project list. Provide a high level of service in the planning and implementation of the remaining WALC recommended projects, which include the following projects; Dan's to Jans, Wyatt Earp Way, widening of existing pathways, Old Town crosswalks, and minor biking and walking improvements throughout town. Provide a high level of service in community outreach and public participation in the planning and implementation of projects, as well as proactively mitigate negative impacts to neighborhoods.

Council Goal:

Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome**

Abundant, Preserved and Publicly-Accessible Open Space

1. Implement projects in a timely fashion. 2. Provide ample opportunity for public input. 3. Provide a high level of service in community outreach to mitigate construction impacts 4. Provide safe and effective infrastructure for alternative travel options.

Section 1: Scope**Change in Demand**

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation**Section 2: Proposed Amount / FTEs**

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
ECONOMY					
Personnel	75,195	113,322	117,750	122,109	122,109
Materials	1,041	1,041	1,041	1,041	1,041
Total ECONOMY	76,236	114,363	118,791	123,150	123,150
TOTAL	76,236	114,363	118,791	123,150	123,150

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.6	0.6
Part Time		
TOTAL	0.6	0.6

Level of Service

Urban Trails and Walkability Same Level of Service

	Quartile FY 2019	Score FY 2019
Urban Trails and Walkability	3	16.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

ECONOMY

1. Coordinate and collaborate with other City projects and/or utility companies to gain an economy of scale on project costs. 2. Innovative thinking on infrastructure design and maintenance planning.

Section 5: Consequences of Funding Proposal at Lower Level

ECONOMY

Project timelines negatively impacted. Connectivity, safety and effectiveness of projects and overall walkable network negatively impacted.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Urban Trails and Walkability-ECONOMY	Average daily users Poison Creek Pathway	0	0	0	0
Urban Trails and Walkability-ECONOMY	Average daily users Comstock Pathway	136	0	0	0
Urban Trails and Walkability-ECONOMY	Average daily users McLeod Creek Pathway	346	0	0	0

Description:

ECONOMY Implementation and management of the Trails Master Plan capital projects, in addition to the management of the backcountry trails maintenance budget. Continued coordination and collaboration with all trail stakeholders. Continue to provide world-class recreational trail opportunities in the summer and winter. Over the past year, through the creation of a trail use event policy we enhanced our oversight of trail event management and regulation, including promoter debriefs and application and collection of associated fees.

Council Goal:

Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Abundant, Preserved and Publicly-Accessible Open Space Trails are a high priority goal for Council, as well as for the community. Enhancement in data collection will help meet goals established in the Transportation Master Plan, as well as work towards providing a better understanding of the public's use of the facility and the possibility of providing some data, which may help provide a glimpse into the fiscal impact of trail users on the Park City economy. Oversight and implementation of trail event fees and criteria will help fund and protect the public resource.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
ECONOMY					
Personnel	63,624	25,626	25,626	26,996	26,996
Materials	24,013	24,013	24,013	24,013	24,013
Total ECONOMY	87,637	49,639	49,639	51,009	51,009
TOTAL	87,637	49,639	49,639	51,009	51,009

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.2	0.2
Part Time		
TOTAL	0.2	0.2

Level of Service

Trails (Backcountry) Same Level of Service

	Quartile FY 2019	Score FY 2019
Trails (Backcountry)	4	14.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

ECONOMY Cost savings: Specific oversight of trail event criteria and fees will specifically offset trail maintenance and deter events which may damage the facility or negatively impact the public's ability to access the trail system. Innovation: There is very little to no current data on the fiscal impact of trail users, their demographics or desires per the Park City trail system.

Section 5: Consequences of Funding Proposal at Lower Level

ECONOMY Trails are a high priority goal for Council, as well as for the community. Enhancement in data collection will help meet goals established in the Transportation Master Plan, as well as work towards providing a better understanding of the public's use of the system. Furthermore, oversight of trail event criteria and fees may result in negative impacts on the trails and trail user experience.

Section 6: Performance Measures

	Description -	Actual FY 2016
Trails (Backcountry)-ECONOMY	Average daily use of trails in Round Valley (summer)	271
Trails (Backcountry)-ECONOMY	Average daily use of trails in Round Valley (winter)	294

Program	Departments	BASE FY 2018	SCORE FY 2019	QUARTILE FY 2019	DEPT REQ FY 2019	RT REC FY 2019	CM REC FY 2019	REV FY 2019	TOT REC COST FY 2019
Top Priority: Community Engagement									
Community Outreach and Citizen Engagement	5 CITY DEPARTMENTS	\$728,607	21.50	1	\$726,461	\$727,539	\$764,596	\$-139,238	\$625,357
Community Support	POLICE	\$821,266	18.25	2	\$867,428	\$835,165	\$868,867	\$-19,500	\$849,367
Community Engagement	LIBRARY	\$115,148	15.00	3	\$182,530	\$179,485	\$184,273	\$-47,000	\$137,273
Leadership Park City	ENVIRONMENTAL SUSTAINABILITY	\$169,375	11.50	4	\$169,370	\$169,370	\$171,472	\$-71,200	\$100,272
SUBTOTAL		\$1,834,396			\$1,945,789	\$1,911,559	\$1,989,208	-\$276,938	\$1,712,269
Desired Outcome: Fiscally and Legally Sound									
Prosecution	LEGAL	\$229,776	25.25	1	\$230,784	\$230,784	\$230,801	\$-46,000	\$184,801
Accounting/Audit/Treasury	FINANCE	\$433,668	23.5	1	\$450,679	\$445,748	\$451,900	\$-110,902	\$340,998
Budget Preparation, Coordination, and Monitoring	BUDGET & FINANCE	\$166,137	22.5	1	\$165,593	\$172,277	\$172,514	\$-43,551	\$128,963
Debt Management	BUDGET, DEBT & GRANTS	\$43,692	22.25	1	\$43,618	\$43,618	\$43,621	\$-12,837	\$30,783
Business Licenses	FINANCE	\$120,572	21.5	1	\$121,385	\$120,569	\$121,387	\$-120,187	\$1,200
Financial Services	FINANCE	\$392,836	21	2	\$392,909	\$344,985	\$349,631	\$-162,742	\$186,889
Revenue/Resource Management	BUDGET, DEBT & GRANTS	\$28,977	20.25	2	\$28,952	\$28,952	\$28,953	\$-8,581	\$20,372
General Legal Support	LEGAL	\$107,535	19.75	2	\$107,716	\$107,716	\$108,155	\$-15,090	\$93,065
Litigation	LEGAL	\$95,536	19.75	2	\$95,729	\$95,729	\$96,259	\$-68,453	\$27,807
Risk Management	EXECUTIVE & LEGAL	\$1,303,764	19	2	\$1,303,643	\$1,375,424	\$1,375,776	\$-885,556	\$490,220
Employment Review	LEGAL	\$63,580	18.75	2	\$63,761	\$63,761	\$64,203	\$-24,668	\$39,535
Contracts/Grants	LEGAL	\$80,538	16.75	3	\$80,719	\$80,719	\$81,162	\$-24,959	\$56,202
Grant Administration	BUDGET, DEBT & GRANTS	\$15,809	16.25	3	\$15,784	\$15,784	\$15,785	\$-3,834	\$11,951
Dental Self-Funding	DENTAL SELF-FUNDING	\$225,000	14	4	\$225,000	\$225,000	\$225,000	\$-73,393	\$151,607
Analysis Resource	BUDGET, DEBT & GRANTS	\$57,532	13.75	4	\$57,224	\$57,224	\$57,228	\$-17,788	\$39,439
SUBTOTAL		\$3,364,952			\$3,383,496	\$3,408,290	\$3,422,375	-\$1,618,541	\$1,803,832
Desired Outcome: Well-Maintained Assets and Infrastructure									
Storm Water Utility	STORM WATER OPERATIONS	\$1,002,012	28.5	1	\$1,004,000	\$976,110	\$1,000,931	\$0	\$1,028,826
Street Lights & Signs	STREET MAINTENANCE	\$332,430	23.25	1	\$332,812	\$332,812	\$340,445	\$0	\$340,445
Clean-up and Storm Drain	STREET MAINTENANCE	\$231,936	22	1	\$232,127	\$232,127	\$244,557	\$0	\$244,557
Engineering Project Management	ENGINEERING	\$355,434	20.75	2	\$388,843	\$353,843	\$353,862	\$-52,268	\$301,594
Capital Budgeting	BUDGET, DEBT & GRANTS	\$51,499	20.75	2	\$51,425	\$51,425	\$51,428	\$-22,526	\$28,902
Fleet Management & Maintenance	FLEET SERVICES DEPT	\$2,562,166	20	2	\$2,563,714	\$2,564,110	\$2,594,423	\$0	\$2,594,423
Network Support	INFORMATION TECHNOLOGY (IT)	\$254,933	19	2	\$292,922	\$255,495	\$257,319	\$-53,497	\$203,822
Street & Sidewalk Maintenance	STREET MAINTENANCE	\$495,372	19	2	\$499,891	\$485,946	\$502,902	\$0	\$516,849
Parks & Sidewalk Snow Removal	PARKS & FIELDS	\$452,240	18.75	2	\$445,867	\$445,922	\$471,479	\$0	\$471,479

Program	Departments	BASE FY 2018	SCORE FY 2019	QUARTILE FY 2019	DEPT REQ FY 2019	RT REC FY 2019	CM REC FY 2019	REV FY 2019	TOT REC COST FY 2019
Janitorial Services	BUILDING MAINTENANCE	\$466,557	18.75	2	\$557,184	\$507,393	\$507,413	\$0	\$507,413
IT Utilities	INFORMATION TECHNOLOGY (IT)	\$139,628	18	2	\$139,763	\$139,763	\$141,940	\$-25,590	\$116,350
Building Repairs and Maintenance	BUILDING MAINTENANCE	\$497,502	17.75	2	\$555,606	\$527,072	\$527,123	\$-75,878	\$451,244
Software Maintenance/Upgrades	INFORMATION TECHNOLOGY (IT)	\$305,715	16.5	3	\$340,752	\$340,781	\$342,783	\$-45,637	\$285,111
Systems Support	INFORMATION TECHNOLOGY (IT)	\$277,559	16.5	3	\$297,114	\$278,187	\$280,012	\$-58,390	\$229,622
Golf Course Maintenance	GOLF COURSE MAINTENANCE		15.75	3				\$0	
Utilities	BUILDING MAINTENANCE	\$217,860	15	3	\$217,860	\$217,860	\$220,061	\$0	\$220,061
Swede Alley Parking Structure	PUBLIC WORKS ADMINISTRATION	\$55,764	14.25	4	\$55,764	\$55,764	\$48,525	\$0	\$48,525
Golf Maintenance	GOLF MAINTENANCE & PARKS	\$781,959	13.75	4	\$786,984	\$786,984	\$824,222	\$0	\$824,222
Cemetery	PARKS & CEMETERY AND CITY REC	\$138,982	12.75	4	\$140,006	\$140,061	\$148,126	\$-21,900	\$126,226
Trash Clean-Up	PARKS & FIELDS	\$169,985	11.5	4	\$171,754	\$171,809	\$181,645	\$0	\$181,645
SUBTOTAL		\$8,789,533			\$9,074,388	\$8,863,464	\$9,039,196	-\$355,686	\$8,721,316
Desired Outcome: Engaged and Informed Citizenry									
Elections	EXECUTIVE	\$23,389	25	1	\$10,127	\$10,127	\$10,614	\$0	\$10,614
City Recorder	EXECUTIVE	\$138,576	23.5	1	\$139,115	\$139,115	\$141,099	\$-13,590	\$127,509
Circulation Services	LIBRARY	\$353,421	18.5	2	\$352,862	\$330,252	\$336,035	\$-3,000	\$333,035
Emergency Communications	COMMUNITY ENGAGEMENT	\$80,795	17.75	2	\$79,639	\$79,639	\$79,614	\$-8,841	\$70,774
Technical Services	LIBRARY	\$332,278	18.5	2	\$416,105	\$333,402	\$338,154	\$-2,000	\$336,154
Reciprocal Borrowing	LIBRARY	\$17,885	17.00	3	\$21,649	\$18,918	\$19,478	\$0	\$19,478
Adult Services	LIBRARY	\$265,542	16.5	3	\$294,445	\$263,692	\$271,591	\$-3,000	\$268,591
Website	INFORMATION TECHNOLOGY (IT)	\$108,206	13.75	4	\$108,697	\$108,627	\$112,521	\$-16,910	\$103,611
SUBTOTAL		\$1,320,092			\$1,422,639	\$1,283,772	\$1,309,106	-\$47,341	\$1,269,766
Desired Outcome: Strong Working Relationship with Strategic Stakeholders									
Legislative Liaison	EXECUTIVE	\$104,824	15.50	3	\$105,150	\$105,150	\$108,414	\$-8,594	\$99,820
Desired Outcome: Transparent Government									
Policy Creation & Implementation	CITY COUNCIL; EXECUTIVE; & ENVIRONMENTAL SUSTAINABILITY	\$366,241	19.5	2	\$366,464	\$366,464	\$395,097	\$-19,124	\$375,973
Council & Board Support	EXECUTIVE & LEGAL	\$397,174	19.5	2	\$397,926	\$398,312	\$407,673	\$-34,140	\$373,533
Records Management	IT & POLICE	\$99,671	19	2	\$76,810	\$76,810	\$78,778	\$0	\$78,778
GIS	INFORMATION TECHNOLOGY (IT)	\$117,318	14.75	4	\$117,779	\$117,779	\$118,625	\$-32,958	\$85,667
Venture Fund	EXECUTIVE		9.25	4				\$0	
SUBTOTAL		\$980,404			\$958,979	\$959,365	\$1,000,173	-\$86,222	\$913,951
Desired Outcome: Gold Medal Performance Organization									
Local, State, and Federal Compliance	HUMAN RESOURCES	\$149,232	19.75	2	\$148,939	\$148,939	\$151,749	\$-56,756	\$94,993
Benefit Design/Administration	HUMAN RESOURCES	\$76,089	18.75	2	\$76,470	\$76,470	\$77,035	\$-29,543	\$47,492

Program	Departments	BASE FY 2018	SCORE FY 2019	QUARTILE FY 2019	DEPT REQ FY 2019	RT REC FY 2019	CM REC FY 2019	REV FY 2019	TOT REC COST FY 2019
Staff Support	EXECUTIVE	\$188,494	18.5	2	\$188,004	\$188,004	\$195,007	\$-72,352	\$122,655
Strategic Planning	BUDGET, DEBT & GRANTS	\$30,066	16.5	3	\$30,066	\$30,066	\$30,068	\$0	\$30,068
Performance Measures and Benchmarking	BUDGET, DEBT & GRANTS	\$77,458	13.5	4	\$76,418	\$76,418	\$76,424	\$-25,336	\$51,088
LEAD	EXECUTIVE & HUMAN RESOURCES	\$70,000	12	4	\$70,000	\$70,000	\$70,000	\$0	\$70,000
Valuing Employees	HUMAN RESOURCES	\$224,431	11.75	4	\$229,551	\$229,551	\$229,837	\$-81,583	\$148,254
Recruitment	HUMAN RESOURCES	\$109,015	11.75	4	\$94,045	\$94,045	\$94,331	\$-43,939	\$50,392
Pay Plan Design/Administration	HUMAN RESOURCES	\$87,092	11.75	4	\$86,850	\$86,850	\$87,417	\$-32,977	\$54,439
Performance Management	HUMAN RESOURCES	\$677,107	10.75	4	\$97,065	\$97,065	\$98,190	\$-37,583	\$60,607
Short-Term Citywide Personnel	HUMAN RESOURCES	\$49,203	6.5	4	\$49,199	\$49,199	\$49,202	\$-24,737	\$24,465
Special Meetings	EXECUTIVE		5.5	4				\$0	
Valued & Engaged Staff	ICE FACILITY			4	\$77,778			\$0	\$2,350
SUBTOTAL		\$1,738,187			\$1,224,385	\$1,146,607	\$1,159,260	-\$404,806	\$756,803
Desired Outcome: Responsive Customer Service									
Planning Customer Service	PLANNING	\$158,272	15.00	3	\$158,752	\$157,590	\$157,596	\$-31,800	\$125,796
Support/Help Desk	INFORMATION TECHNOLOGY (IT)	\$400,929	13.50	4	\$506,706	\$400,749	\$420,409	\$-37,209	\$383,200
SUBTOTAL		\$559,201			\$665,458	\$558,339	\$578,005	-\$69,009	\$508,996
TOTAL		\$18,691,589			\$18,780,284	\$18,236,546	\$18,605,737	-\$2,867,137	\$15,786,753

Description:

CITY COUNCIL	Mayor and Council are the legislative and governing body which exercises the powers provided by constitutional general laws of the state together with implied powers necessary to implement the granted powers. City Council plays a vital role in outreach and communication with citizens of Park City.
CITY MANAGER	Inform and educate the public through venues including media, newsletters, website, and direct outreach. Include citizens through open houses and public meetings. Communicating the City's position to residents through local and regional news media, as well utilizing the City's website to reach the community and provide excellent resources at minimal cost.
COMMUNITY ENGAGEMENT	This area organizes and conducts neighborhood meetings and targeted citizen input sessions including community visioning, identifies issues of community interest and/or concern and develops messaging to support the City's vision and goals. Monitors public opinion, promotes positive media exposure, and prepares various materials including press releases, position statements, speeches, newsletters, social media, web content and reports. Works closely with City departments to develop and implement public information and media strategies. Staff is readily available to respond to media, organize and promote community meetings and open houses and implement public information campaigns. A monthly newsletter is produced and a biennial community survey implemented. Staff meets with HOAs as requested. Community outreach and engagement efforts include virtual participation through technological enhancements reaching new demographics including younger residents and Spanish-speaking residents. The community engagement program will also enhance the quality of citizen engagement.
ECONOMY	Organizes and conducts neighborhood meetings and targeted citizen input sessions prior to and during planning and implementation of capital and other team projects. In coordination with Community & Public Affairs, prepares various materials including press releases, position statements, web content and reports. By focusing on this as a priority, we currently provide an exceedingly high level of service in this area.

Council Goal:

009 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Community Engagement	An open and responsive government creates transparency through the utilization of many forms of media and through many channels of communication. Community outreach and citizen engagement are the cornerstone of an open government. Providing opportunities for citizens to become informed and engaged, and the extent to which residents that take those opportunities is an indicator of the connection between government and populace and a hallmark of Open and Responsive Government. Proposed Level of Service: The move of the Analyst I position from IT to Public Affairs will improve the timeliness of public notifications. It eliminates the "middle man" and allows public affairs to publish directly. It also provides a level of content review to ensure consistency with approved style guide.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a NO change in demand	

	Request FY 2019	Rationale FY 2019
Community Outreach and Citizen Engagement	COMMUNITY ENGAGEMENT: Personnel: -Reclass of Digital Communications Coordinator Position (grade 11 to 12)- Reclass of Community Liaison Position (grade N14) Materials/Supplies: \$68,250 in requested program increases, \$16,200 in budget reductions, for a REQUESTED NET INCREASE OF \$52,050 net increase in the Community Engagement program budget. - \$20,000 in SOFTWARE LICENSES-website redesign/content organization (one-time request)- \$30,000 half consultant fee for community visioning (2-year project - \$30,000 in FY20 as well)- \$2,000 in COMPUTER EQUIPMENT-new laptop for Digital Communications Coordinator (one-time request)-\$750 in CELLULAR- new cellphone for Digital Communications Coordinator (one-time request)-\$6,000 for Treasure Hill Communications Consultant (one-time request)-\$8,000 for Treasure Hill pamphlet design, printing, mailing (one-time request)TOTAL: \$68,920	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY COUNCIL						
Personnel	146,156	146,156	146,156	146,156	-34,810	111,347
Materials	38,725	38,725	38,725	38,725		38,725
Total CITY COUNCIL	184,881	184,881	184,881	184,881	-34,810	150,072
CITY MANAGER						
Personnel	72,216	72,493	72,493	76,126	-34,810	41,316
Materials	8,293	8,293	8,293	8,293		8,293
Total CITY MANAGER	80,509	80,786	80,786	84,419	-34,810	49,609
COMMUNITY ENGAGEMENT						
Personnel	200,897	200,461	200,399	206,524	-34,810	171,715
Materials	78,145	144,895	78,145	78,145		78,145
Total COMMUNITY ENGAGEMENT	279,042	345,356	278,544	284,669	-34,810	249,860
ECONOMY						
Personnel	83,593	82,908	82,746	85,045	-34,810	50,236
Materials	581	581	581	581		581
Total ECONOMY	84,174	83,489	83,327	85,626	-34,810	50,817
CONTINGENCY/GENERAL						
Materials	50,000	50,000	50,000	75,000		75,000
Total CONTINGENCY/GENERAL	50,000	50,000	50,000	75,000		75,000
CONTINGENCY/COUNCIL						
Materials	50,000	50,000	50,000	50,000		50,000

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Total CONTINGENCY/COUNCIL	50,000	50,000	50,000	50,000		50,000
TOTAL	728,607	794,513	727,539	764,596	-139,238	625,357

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	3.0	3.0
Part Time		
TOTAL	3.0	3.0

Level of Service

Community Outreach and Citizen Engagement Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Community Outreach and Citizen Engagement	1	21.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT In the last budget cycle Community Affairs purchased a keypad polling system that has been used extensively by the Planning Department in community outreach and in other public meetings. We will continue to innovate by employing new applications in citizen engagement using mobile phones. These apps, such as Poll Anywhere, are cost effective and do not require hardware acquisition. Other cost savings include bringing community engagement and communications trainings to Park City and cost sharing these programs with other agencies, and developing in-house training programs.

Section 5: Consequences of Funding Proposal at Lower Level

CITY COUNCIL Funding membership fees at a lower level would severely impact the City's partnership with Utah League of Cities and Towns who offers Park City the services of a skilled team of professionals to assist with the creation of policies and also provides significant support at the state legislative level. Funding noticing at a lower level would prevent Park City from meeting the noticing requirements of the State of Utah for public and open meetings, as well as required publication of Ordinances.

CITY MANAGER Funding at a lower level would limit the City Manager's ability to meet regularly with members of the county government, school district, fire district, water reclamation district and other recreation entities. Also, participation in community events would be restricted. Furthermore, less funding has the potential to decrease our current high level of civic engagement. People are busy and their lives are complex. We have to continue to evolve our methods of civic discourse and participation in both form and opportunities. Technology, new approaches and targeted outreach are key to diversifying the community participation. Without an investment in technology and other resources to

accomplish this goal, it will be difficult to maintain our current levels of participation. Finally, the City would get less input and buy-in at the beginning of a project. The process would be staff driven and become more efficient on the front end, but we would be highly vulnerable to criticism from unsatisfied stakeholders.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Community Outreach and Citizen Engagement-ECONOMY	Percent of formal complaints about capital projects that are responded to within 24 hours with a detailed description of the amended action.	100%	0%	0%	0%
Community Outreach and Citizen Engagement-ECONOMY	Percent of customer satisfaction survey respondents, for Main St. projects, that felt communication was effective.	100%	0%	0%	0%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	Percent of respondents who indicated that they had attended a public meeting at least once in the last 12 months.	0%	0%	0%	0%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	Percentage of NCS respondents that rated "opportunities to participate in community matters" as "good" or "excellent"	0%	0%	0%	0%
Community Outreach and Citizen Engagement-CITY MANAGER	Percent of weeks that City Manager, or designee, is interviewed on KPCW regarding City Council meetings	100%	100%	0%	0%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	# of PSA/Press Releases/Social Media Postings	0	0	0	0
Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT	# of PSAs	0	0	0	0

Description:

POLICECommunity Support / Community Policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Each review period each individual officer selects a Community Oriented Policing Project and presents it to the supervisory team for approval. Once implemented it is that individual officer's responsibility to report on the progress of the project and to ensure that the project is completed. Many projects are ongoing and officers often oversee more than one Community Oriented Policing Project. Projects are designed with community input and citizens' needs in mind.

Council Goal:

056 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community The community is actively involved in the success of the various Community Oriented Policing Projects and has an expectation that these projects will have a positive impact on their individual neighborhoods and the community as a whole. Officers in charge of the projects meet on an individual basis with community members as well as Homeowner Associations and business owners and provide updates and gather input for the projects.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Community Support	Priority 1. Reclassify four positions from Police Officer, Grade 14 to Senior Police Officer, Grade 17 in FY19 Priority 2. New Detective, classified as Senior Police Officer (\$132,262) with vehicle (\$38,000); would handle property crimes and evidence management (would free up much of Victim Advocate's work hours) Priority 3. Additional Equipment (\$47,500)Priority 4. Increase in part-time non-benefitted seasonal personnel budget and overtime (\$25,000 each; \$50,000 total)Priority 5. New Senior Police Officer (\$132,262) with vehicle (\$38,000)TOTAL: \$446,117	Reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 17 in FY19 Additional Equipment (\$30,000)Increase in part-time non-benefitted seasonal personnel budget and overtime (\$25,000 each; \$50,000 total)Investigations (\$9,000)TOTAL: \$104,889\$35K revenue offset from CSLs
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
POLICE						
Personnel	805,266	849,728	817,465	851,167	-19,500	831,667
Materials	16,000	17,700	17,700	17,700		17,700
Total POLICE	821,266	867,428	835,165	868,867	-19,500	849,367
TOTAL	821,266	867,428	835,165	868,867	-19,500	849,367

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	6.6	6.6
Part Time	0.5	0.5
TOTAL	7.1	7.1

Level of Service

Community Support Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Community Support	2	18.25

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves the ENTIRE Community and adds to their quality of life offered by another governmental, non-profit or civic agency

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

POLICEJoining forces with the community and addressing their needs provides a great tool in our fight against neighborhood and community crime such as burglaries, thefts, graffiti and other more serious crimes. Community Oriented Policing Projects helps reduce the loss to victims of stolen property, criminal mischief and other personal property damage as a result of crime and even traffic accidents.

Section 5: Consequences of Funding Proposal at Lower Level

POLICEA reduction in funding levels would affect the Level of Service to the community in the area Community Oriented Policing Projects and we would see a steep and quick rise in personal financial loss and place our citizens at a greater risk of becoming victims of personal and property crime.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Community Support-POLICE	100% of victims contacted within ten working days	100%	0%	0%	0%
Community Support-POLICE	% of Operations Staff with viable Problem Oriented Policing projects	100%	0%	0%	0%
Community Support-POLICE	Total number of Community meetings/contacts per year	100	357	0	0
Community Support-POLICE	Number of events	0	47	0	0
Community Support-POLICE	Number of hours spent on events	0	5244	0	0
Community Support-POLICE	Percent of respondents whose "overall feeling of safety in Park City" is "good" or "excellent" (National Citizens' Survey)	0%	0%	0%	0%
Community Support-POLICE	Percent of respondents that feel "very safe" or "somewhat safe" in their neighborhood during the day (National Citizens' Survey)	0%	0%	0%	0%
Community Support-POLICE	Percent of respondents that feel "very safe" or "somewhat safe" in Park City's downtown area during the day (National Citizens' Survey)	0%	0%	0%	0%
Community Support-POLICE	Percent of respondents that rate Police Services as "good" or "excellent" (National Citizens' Survey)	0%	0%	0%	0%
Community Support-POLICE	Percent of respondents that rate Crime Prevention as "good" or "excellent" (National Citizens' Survey)	0%	0%	0%	0%

Description:

LIBRARY Community Engagement enlivens the library with programs and services that take the library beyond being "just a building" – to being a place where people come year after year based on the amenities, programs, resources, collaborations, and community-building that is integrated into our services. This program develops, plans, and presents creative, educational, and entertaining special events for a diverse population that encourages lifetime literacy and the development of 21st century skills; serves to work with the City Events Department; schedules and manages library rooms; facilitates large event bookings, procurement, and planning; conducts library marketing, advertising, graphic design, media relations, social media, newsletter, and website management; coordinates library special exhibits and applies for funding for exhibits and programs; applies for grants and identifies other sources of funding; manages community relations; pursues, procures, and maintains community partnerships; coordinates library outreach efforts; collects library usage statistics; creates and maintains library statistics dashboard; and manages rotating exhibits within the library, including implementation or oversight of jurying, curating, and contracting. This providing service to the public that are essential in today's Library Community Center as we work to create dynamic service models to keep up with the many innovations that libraries are experiencing, allowing us to keep libraries relevant and to serve the public in dynamic ways. The Community Engagement program oversees all aspects of building tenant contracts.

Council Goal:

073 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Community Engagement

Section 1: Scope**Change in Demand**

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

The community continues to have higher and higher usage in meeting room reservations, and in need of information about resources offered at the Library. With technology continually changing, community marketing/training campaigns become more and more essential so that people know how to access the resources in the 21st Century Library.

	Request FY 2019	Rationale FY 2019
Community Engagement	\$230K for Library Clerk, PT Community Engagement Library Assistant to FTR, 2 Library Aides, Youth/Teen Library Assistant, bank fees, library materials/books, programs/special events, other materials/supplies	\$62K for Community Engagement Library Assistant reclass from PT, bank fees, library materials/books, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
LIBRARY						
Personnel	87,783	153,242	150,886	155,674		155,674
Materials	27,365	29,288	28,599	28,599	-23,000	5,599
Total LIBRARY	115,148	182,530	179,485	184,273	-23,000	161,273
TOTAL	115,148	182,530	179,485	184,273	-23,000	161,273

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.8	1.8
Part Time		
TOTAL	1.8	1.8

	Quartile FY 2019	Score FY 2019
Community Engagement	3	15.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses within City limits	No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY	Community engagement partnerships are utilized to develop collaborative partnerships with organizations that will be willing to offer programs and community interest events in the library facility. Private room use comes with a fee in the library that will offset this program with charges for such things as corporate events, private receptions, weddings, etc.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY	If the library is unable to receive funding for Community Engagement we will not be able to keep up with the demand for rooms and bookings, or get the word out about what amenities and programs the library is offering. The space needs to be enlivened through events such as literary festivals that will serve our community and make us part of the broader vision for what libraries offer. We will be unable to invigorate the library in the necessary way to make the library a 21st Century Library Community Center. We will be unable to pursue critical grants and exhibits that will bring recognition to Park City and provide rich cultural experiences to our community and visitors.

Section 6: Performance Measures

Description:

LEADERSHIP The purpose of Leadership Park City is to train new and emerging leaders and deepen the pool of people willing to dedicate themselves to accomplishing worthwhile community goals. It offers potential leadership an experiential, long-term, group-oriented learning opportunity. The program consists of 10 individual training sessions, a 5-day field trip and several social events. 30 adult and 2 high school participants are accepted each year for this 10-session program. The program is designed to give participants a wide variety of networking experiences in addition to content on local and state government and various leadership skills training opportunities. Each class further chooses a community-oriented project to accomplish over the course of their leadership year. Participants are awarded a scholarship to defray most program expenses, except for the cost of the annual five-day CityTour, which is a program requirement.

Council Goal:

123 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Regional Collaboration Preserving Park City's Character depends in large measure on encouraging, engaging and involving emerging leaders in a wide variety of governmental, non-profit, and civic and business associations. It is this continuity of leadership and the community's commitment to bring new blood into the mix and educate them that ensures that our community's unique character is protected and preserved.

Section 1: Scope**Change in Demand**

Program experiencing NO change in demand

Explanation

	Request FY 2019	Rationale FY 2019
Leadership Park City	The budget increase reflects increased costs of the services that are offered, including catering and hotels (\$5,000)	Recommended not to increase. Funding looks adequate for increased costs.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY MANAGER						
Personnel	50,255	50,250	50,250	52,352		52,352
Total CITY MANAGER	50,255	50,250	50,250	52,352		52,352
LEADERSHIP						
Personnel	70,070	70,070	70,070	70,070		70,070
Materials	49,050	54,050	49,050	49,050	-18,000	31,050
Total LEADERSHIP	119,120	124,120	119,120	119,120	-18,000	101,120
TOTAL	169,375	174,370	169,370	171,472	-18,000	153,472

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.5	0.5
Part Time		
TOTAL	0.5	0.5

Level of Service
Leadership Park City Same Level of Service

	Quartile FY 2019	Score FY 2019
Leadership Park City	4	11.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City provides program and program is currently being of life
agency

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

LEADERSHIP The program runs on a very lean budget and depends on extensive collaboration with other governmental entities, businesses and nonprofits. A portion of each year's budget is raised from the Chamber, Summit County, the three ski resorts, Lodging Association, Board of Realtors, banks, alumni and other private donations, among others.

Section 5: Consequences of Funding Proposal at Lower Level

LEADERSHIP One of the hallmarks of Leadership Park City is that financial considerations have been largely removed from the selection process assuring the widest possible community diversity. This is accomplished by providing all selected participants with a scholarship to help defray program costs. We are the only community leadership program to my knowledge that does this, and is one of the reasons we have been so widely recognized and awarded. It demonstrates Park City's commitment to train its emerging leaders. The philosophy is that great communities invest in great infrastructure like parks, open space, roads, bike paths, etc., but that excellent communities also invest in their human leadership infrastructure. With less funding, we could charge individuals to participate and only award scholarships on an as needed basis.

Section 6: Performance Measures

	Description
Leadership Park City-CITY MANAGER	-
Leadership Park City-CITY MANAGER	Dollars raised through community donations.
Leadership Park City-CITY MANAGER	Number of applications to program.

Description:

CITY ATTORNEY Work with the Park City Police Department and other agencies to prosecute misdemeanor offenses which occur within Park City's municipal boundaries. Park City Prosecutor screens approximately 550 cases annually. Advises the Police Department in the field on issues ranging from search warrants to first amendment rights to free speech. Conducts quarterly trainings with the Police Department on a broad array of legal issues. Conducts bench and jury trial and works with the Summit County Attorney's Office on county cases involving Park City personnel. Collaborates with the Summit County Victim's Advocate Coalition. Researches grant opportunities for establishing Park City's own victims' advocate. Complies with FBI and state laws for accessing criminal records with mandatory trainings and required audits.

Council Goal:

036 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound 1) Community policing engaged 2) Capable workforce

Section 1: Scope

Change in Demand Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

	Request FY 2019	Rationale FY 2019
Prosecution	The PCMC organization has grown significantly over the years and the need for a Legal Analyst derives from the increase in number of projects, contracts, and administration. The volume of work now requires a Legal Analyst to review substantively almost 600 contracts per year. -Reclass of Paralegal to Legal Analyst (up one grade): \$4,827	RT recommended based off of established need. Reclass of Paralegal to Legal Analyst (up one grade): \$4,827
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY ATTORNEY						
Personnel	204,914	205,922	205,922	205,939	-46,000	159,939
Materials	24,862	24,862	24,862	24,862		24,862
Total CITY ATTORNEY	229,776	230,784	230,784	230,801	-46,000	184,801
TOTAL	229,776	230,784	230,784	230,801	-46,000	184,801

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.5	1.5
Part Time	0.5	0.5
TOTAL	2.0	2.0

Level of Service
Prosecution Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Prosecution	1	25.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Suggestion: Purchasing software to streamline case preparation to a paperless system for efficiency and allow timely follow-up to the Court and defense attorneys, which will cut down the cost of file folders and using an abundance of copier paper that produces 20 to 50 sheets per file. Shared responsibility between attorney and support staff to maximize efficiency.

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY The City would be outsourcing prosecution matters to a contracted person/firm and staff that would have minimal training.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Prosecution-CITY ATTORNEY'S OFFICE	Filing and Disposition by Prosecutor (number of misdemeanor cases)	269	922	770	0
Prosecution-CITY ATTORNEY'S OFFICE	Percent of requests for information/charges screening completed within 7 days.	100%	100%	100%	0%

Description:

FINANCE This program is to assure that all financial transactions of Park City Municipal Corporation are properly administered and reported so as to address applicable laws, management information needs, and constituent requests. The Finance Department oversees the City's investment portfolio to ensure safety, liquidity and optimum yield. The Finance Department accumulates data to account for the City's capital assets, including infrastructure, as required by accounting principles generally accepted in the United State of America. Additionally, the department coordinates the City's annual audit and prepares the Comprehensive Annual Financial Report.

Council Goal:

008 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound In an effort to keep the City fiscally and legally sound, the City must adhere to federal laws and regulations as well as requirements imposed at the state level. As stewards of the public trust, the Finance Department continues to receive education and training in the areas required by those entities. Also, changes are constantly happening in governmental accounting, so the Finance Department keeps up with those pending items that may turn into requirements for the City.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Accounting/Audit/Treasury	1) Reclass of the Accounting Manager to Treasurer beginning in April 2019 (\$10K)2) Bank Fees (\$9,125)The below requests are net-zero, just moving money around in different line-items:3) Continuing education for 3 licensed CPAs (\$2,550)4) Cell phone costs (\$1,775)5) 2 laptops (for Business License Spec & Payroll Coordinator)6) Contract Finance Manager (\$32k savings)TOTAL: NET INCREASE OF \$11,000	1) Reclass of the Accounting Manager to Treasurer beginning in April 2019 (\$10K)2) Contract Finance Manager (\$32k savings)The MSS recommendations are mostly net-zero by just moving money around in different line-items:3) Bank Fees, etc.NET INCREASE OF \$2,250
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
FINANCE						
Personnel	363,578	380,883	380,883	387,035	-110,902	276,133
Materials	70,090	70,090	64,865	64,865		64,865
Total FINANCE	433,668	450,973	445,748	451,900	-110,902	340,998
TOTAL	433,668	450,973	445,748	451,900	-110,902	340,998

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.6	2.6
Part Time	0.0	0.0
TOTAL	2.6	2.6

Level of Service

Accounting/Audit/Treasury Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Accounting/Audit/Treasury	1	23.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

FINANCE Cost Savings: The Finance Department has been able to take more trainings over the internet rather than travel, accounting for cost savings in training.

Section 5: Consequences of Funding Proposal at Lower Level

FINANCE Consequences of a lower level of funding: Park City Municipal Corporation could be in danger of not meeting the required laws and regulations set forth by the Federal, State and local governments on top of adhering to our policies and procedures.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Accounting/Audit/Treasury-FINANCE	Output: GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	No	Yes	No
Accounting/Audit/Treasury-FINANCE	Outputs: Number of journal entries prepared and posted	39330	44402	35000	0
Accounting/Audit/Treasury-FINANCE	Outputs: Number of bank statement transactions reconciled.	13660	11120	15000	0
Accounting/Audit/Treasury-FINANCE	Output: Number of fixed asset additions and disposals entered in the Fixed Asset System.	70	256	200	0
Accounting/Audit/Treasury-FINANCE	Output: Percent of quarterly monitoring reports submitted to City Council.	100%	100%	100%	0%
Accounting/Audit/Treasury-FINANCE	Outcome: Percent of semi-annual deposit and investment monitoring reports in compliance with the Utah Money Management Act.	100%	100%	100%	0%

Description:

BUDGET,
DEBT &
GRANTS

Currently the Budget and Finance Departments provide a high level of budget preparation services to the City with regards to budget process, documentation, and monitoring. The budget process includes: staff coordination; data input and collection; report creation and distribution; BFO staff assistance; BFO software creation and upkeep; Council and staff presentations; end-of-year balancing; and Pay Plan participation. Budget documents include the creation of Volumes I and II of the Budget Document, meeting GFOA Award criteria, submittal of the State Budget Audit, and the creation and distribution of the Citizen's Budget. Budget monitoring includes managing the desktop budget toolbox, weekly and monthly budget updates, as well as staff training and assistance on budget related issues.

Council Goal:

017 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and
Legally
Sound

Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City it is of the utmost importance that Council, the City Manager, and staff have a high level of budget preparation, coordination, and monitoring. Additionally, Council has identified the Budgeting for Outcomes (BFO) process as a high priority.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	

	Request FY 2019	Rationale FY 2019
Budget Preparation, Coordination, and Monitoring	FINANCE:1) Reclass of the Accounting Manager to Treasurer beginning in April 2019 (\$10K)2) Bank Fees (\$9,125)The below requests are net-zero, just moving money around in different line-items:3) Continuing education for 3 licensed CPAs (\$2,550)4) Cell phone costs (\$1,775)5) 2 laptops (for Business License Spec & Payroll Coordinator)6) Contract Finance Manager (\$32k savings)TOTAL: NET INCREASE OF \$11,000	FINANCE:1) Reclass of the Accounting Manager to Treasurer beginning in April 2019 (\$10K)2) Contract Finance Manager (\$32k savings)The MSS recommendations are mostly net-zero by just moving money around in different line-items:3) Bank Fees, etc.NET INCREASE OF \$2,250
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BUDGET, DEBT & GRANTS						
Personnel	104,369	103,777	103,777	103,784	-41,374	62,410
Materials	47,762	47,762	47,762	47,762		47,762
Total BUDGET, DEBT & GRANTS	152,131	151,539	151,539	151,546	-41,374	110,172
FINANCE						
Personnel	11,303	18,053	18,035	18,266	-2,178	16,088
Materials	2,703	3,078	2,703	2,703		2,703
Total FINANCE	14,006	21,131	20,738	20,969	-2,178	18,791
TOTAL	166,137	172,670	172,277	172,514	-43,551	128,963
FTEs	Budget FTEs	Budget FTEs				
	FY 2019	FY 2020				
Full Time	0.9	0.9				
Part Time						
TOTAL	0.9	0.9				

Level of Service

Budget Preparation, Coordination, and Monitoring Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Budget Preparation, Coordination, and Monitoring	1	22.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget Department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS In a reduced scenario the department would not be able to provide much help in the way of budget reporting, assistance with budget options, budget balancing, and the pay plan process. The department's involvement with budget presentations and staff reports would be minimal.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	GFOA Distinguished Budget Presentation Award received (1/no)	Yes	Yes	No	No
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Budget Document completed/distributed before end of 1st quarter (# of days before end of quarter)	0	0	0	0
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Budget Monitoring as "satisfactory" or above.	0%	92%	0%	0%
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Budget Preparation as "satisfactory" or above.	0%	98%	0%	0%

Description:

BUDGET, DEBT & GRANTS Currently the Budget Department provides debt management services for the City. These services include the preparation necessary for the issuing of a variety of typical and specialized bonds and other financing agreements. Budget staff works closely with the City's financial advisor and Bond Council in the planning and issuing of bonds. The department prepares and presents bond rating presentations to the bond rating agencies. The department provides analysis and reports for the City Manager and City Council regarding current outstanding debt.

Council Goal:

024 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Council has approved in the Strategic Plan that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of debt management capability. Council has continued to utilize debt and a funding mechanism for capital projects and open space.

Section 1: Scope

Change in Demand Explanation

Program Experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BUDGET, DEBT & GRANTS						
Personnel	43,554	43,480	43,480	43,483	-12,837	30,645
Materials	138	138	138	138		138
Total BUDGET, DEBT & GRANTS	43,692	43,618	43,618	43,621	-12,837	30,783
TOTAL	43,692	43,618	43,618	43,621	-12,837	30,783

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.3	0.3
Part Time		
TOTAL	0.3	0.3

Level of Service
Debt ManagementSame Level of Service

	Quartile FY 2019	Score FY 2019
Debt Management	1	22.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS The department currently provides a high level of service and oversight related to debt issuance. Funding at a lower level would include relying more heavily on a financial advisor to handle debt issuance and planning.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Moody's) 2 = Aa1	1	0	0	0
Debt Management-BUDGET, DEBT & GRANTS	Bond issuances completed in time for project.	0%	0%	0%	0%
Debt Management-BUDGET, DEBT & GRANTS	At least \$5 million kept in reserve to keep bond rating.	No	No	No	No
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (S & P) 2 = AA+	2	0	0	0
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Fitch) 2= AA+	2	0	0	0

Program: Business Licenses**Department: FINANCE****Description:**

FINANCEAs administrators of the business license process, business license expertise on the ordinance is required. The process involves the application, administration, education and issuance. The demand for business licenses increases year over year.

Council Goal:

032 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Fiscally and Legally Sound This program is necessary to uphold the City Ordinance for business licenses. It is imperative that the process of making sure that the businesses that come to this City are safe for the constituents and our environment is paramount in determining if a license is granted. This program is continually working with Public Safety, the Building Department and the Planning Department to ensure the process is adhered to.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MINIMAL increase in demand of 1% to 4%

	Request FY 2019	Rationale FY 2019
Business Licenses	1) Reclass of the Accounting Manager to Treasurer beginning in April 2019 (\$10K)2) Bank Fees (\$9,125)The below requests are net-zero, just moving money around in different line-items:3) Continuing education for 3 licensed CPAs (\$2,550)4) Cell phone costs (\$1,775)5) 2 laptops (for Business License Spec & Payroll Coordinator)6) Contract Finance Manager (\$32k savings)TOTAL: NET INCREASE OF \$11,000	1) Reclass of the Accounting Manager to Treasurer beginning in April 2019 (\$10K)2) Contract Finance Manager (\$32k savings)The MSS recommendations are mostly net-zero by just moving money around in different line-items:3) Bank Fees, etc.NET INCREASE OF \$2,250
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
FINANCE						
Personnel	115,194	115,341	115,341	116,159	-89,187	26,972
Materials	5,378	6,044	5,228	5,228	-38,000	-32,772
Total FINANCE	120,572	121,385	120,569	121,387	-127,187	-5,800
TOTAL	120,572	121,385	120,569	121,387	-127,187	-5,800

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.2	1.2
Part Time	0.0	0.0
TOTAL	1.3	1.3

Level of Service

Business Licenses Same Level of Service

	Quartile FY 2019	Score FY 2019
Business Licenses	1	21.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

FINANCE Collaboration: Business licensing works closely with the Building, Legal, Planning and Police Departments. All of these departments must work together to make sure that the businesses that are approved by the City are safe.

Section 5: Consequences of Funding Proposal at Lower Level

FINANCE Consequences of funding at a lower level are less education and administration for those who are applying for a business license in the City.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Business Licenses-FINANCE	Output: Number of business licenses processed.	4489	4610	4500	0

Description:

FINANCE The Finance Department provides payroll, accounts payable and accounts receivable services. These services are provided with accuracy and timeliness. Another important factor of this program is customer service. Not only is this service provided to the public, but it is provided to internal departments as well.

Council Goal:

037 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound In an effort to keep the City fiscally and legally sound, the City must adhere to federal laws and regulations as well as to requirements imposed at the state level. As stewards of the public trust, the Finance Department continues to receive education and training in the areas required by those entities. The Financial Services program strives to maintain a high level of internal customer service as well as external customer service. It is imperative that payroll and accounts payable keep up with tax laws and regulations that apply.

Section 1: Scope

Change in Demand Explanation
Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Financial Services	1) Reclass of the Accounting Manager to Treasurer beginning in April 2019 (\$10K)2) Bank Fees (\$9,125)The below requests are net-zero, just moving money around in different line-items:3) Continuing education for 3 licensed CPAs (\$2,550)4) Cell phone costs (\$1,775)5) 2 laptops (for Business License Spec & Payroll Coordinator)6) Contract Finance Manager (\$32k savings)TOTAL: NET INCREASE OF \$11,000	1) Reclass of the Accounting Manager to Treasurer beginning in April 2019 (\$10K)2) Contract Finance Manager (\$32k savings)The MSS recommendations are mostly net-zero by just moving money around in different line-items:3) Bank Fees, etc.NET INCREASE OF \$2,250
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
FINANCE						
Personnel	367,882	367,955	312,406	317,052	-162,742	154,310
Materials	24,954	35,207	32,579	32,579		32,579
Total FINANCE	392,836	403,162	344,985	349,631	-162,742	186,889
TOTAL	392,836	403,162	344,985	349,631	-162,742	186,889

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	2.1	2.1
Part Time	0.6	0.6
TOTAL	2.7	2.7

Level of Service
Financial ServicesSame Level of Service

	Quartile	Score
	FY 2019	FY 2019
Financial Services	2	21.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

FINANCE Collaboration: All of the functions in the program collaborate with all the departments to ensure the accuracy and timeliness of payroll, accounts payable and accounts receivable.

Section 5: Consequences of Funding Proposal at Lower Level

FINANCE Funding at a lower level would decrease the service level internal services provides to all departments, as well as decrease the level of service to the public.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Financial Services-FINANCE	Output: Number of checks processed.	3804	3832	4000	0
Financial Services-FINANCE	Output: Number of payments recorded and deposited in the bank.	45184	40759	50000	0
Financial Services-FINANCE	Output: Number of paychecks/bonus checks and direct deposits processed.	15636	14104	15000	0
Financial Services- FINANCE	Output: Number of line items processed.	0	0	0	0
Financial Services- FINANCE	Output: Number of electronic payments recorded and deposited in the bank.	0	0	0	0
Financial Services- FINANCE	Output: Number of physical checks processed.	0	0	0	0
Financial Services- FINANCE	Output: Number of electronic payments processed.	0	0	0	0
Financial Services- FINANCE	Output: Number of payments recorded and deposited at the front desk.	0	0	0	0

Description:

BUDGET, DEBT & GRANTS Currently the Budget department provides a moderate to high level of revenue/resource management for the City. The department presents the annual Financial Impact Assessment Report to City Council during visioning. Staff also presents a monthly revenue update for Council. The Budget department provides detailed sales and property tax information for City Council, the City Manager and city staff.

Council Goal:

035 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of understanding of City revenue and an ability to accurately forecast it. Additionally, Council has identified the Budgeting for Outcomes (BFO) process has a high priority.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BUDGET, DEBT & GRANTS						
Personnel	26,545	26,520	26,520	26,521	-8,581	17,940
Materials	2,432	2,432	2,432	2,432		2,432
Total BUDGET, DEBT & GRANTS	28,977	28,952	28,952	28,953	-8,581	20,372
TOTAL	28,977	28,952	28,952	28,953	-8,581	20,372

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.2	0.2
Part Time		
TOTAL	0.2	0.2

Level of Service

Revenue/Resource ManagementSame Level of Service

	Quartile FY 2019	Score FY 2019
Revenue/Resource Management	2	20.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BUDGET,
DEBT &
GRANTS

The Budget department has consolidated property tax analysis and data base management. Property tax data had been provided by an outside consultant and is now collected and compiled in-house. This results in a cost savings for the City. Also, due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET,
DEBT &
GRANTS

In a reduced scenario the department would not be able to provide fee analyses and impact fee calculations as well as maintain the property tax and sales tax database. Current services such as sales tax monitoring/reporting, long rang revenue projections, shortfall management, and property tax calculation would be reduced in scope and effectiveness. The ability to forecast revenues properly and to determine the proper revenue mix would be weakened.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Revenue/Resource Management-BUDGET, DEBT & GRANTS	Days after receiving property tax information from counties that property tax rate calculation sheets are filled out and returned.	0	0	0	0
Revenue/Resource Management-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Revenue Forecasting and Analysis as "satisfactory" or above.	0%	90%	0%	0%
Revenue/Resource Management-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Financial/Fee Analysis as "satisfactory" or above.	0%	89%	0%	0%

Description:

CITY ATTORNEY Legal staff provides support to all City departments to address needs and/or concerns in an efficient manner. Conduct ongoing training for all staff. Attend meetings, review reports and code issues for staff, Park City Council and all boards and commissions. Advise Park City staff on the full gamut of municipal issues, ethics, and public matters. Prepare legal memoranda on significant changes in laws affecting Park City.

Council Goal:

041 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound 1) Fiscally and legally sound 2) Engaged and capable workforce

Section 1: Scope

Change in Demand Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
General Legal Support	The PCMC organization has grown significantly over the years and the need for a Legal Analyst derives from the increase in number of projects, contracts, and administration. The volume of work now requires a Legal Analyst to review substantively almost 600 contracts per year. -Reclass of Paralegal to Legal Analyst (up one grade): \$4,827	RT recommended based off of established need. Reclass of Paralegal to Legal Analyst (up one grade): \$4,827
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY ATTORNEY						
Personnel	67,674	67,855	67,855	68,294	-15,090	53,204
Materials	39,861	39,861	39,861	39,861		39,861
Total CITY ATTORNEY	107,535	107,716	107,716	108,155	-15,090	93,065
TOTAL	107,535	107,716	107,716	108,155	-15,090	93,065

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time	0.1	0.1
TOTAL	0.5	0.5

Level of Service
General Legal SupportEnhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
General Legal Support	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Proactive focus minimizes claims

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Non-legal support would impact training, meeting attendance, report review and addressing other issues efficiently.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
General Legal Support-CITY ATTORNEY'S OFFICE	Percent of staff inquires addressed within 3 days.	95%	100%	95%	0%

Description:

CITY Legal Staff provides in-house capability for efficient case administration with outside legal counsel retained for conflict/specialty cases.
ATTORNEY Represent Park City in mediations, arbitrations, administrative hearings, and trials. Prepare pleadings, motions, and legal memoranda on matters including employment lawsuits, personal injury lawsuits, property damage, water rights applications and claims of interference with water rights, crop loss claims, police liability claims, civil rights violations, and land use appeals. Conduct depositions and defend staff deponents in all of the foregoing matters.

Council Goal:

090 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound
Fiscally and legally sound

Section 1: Scope

Change in Demand Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

	Request FY 2019	Rationale FY 2019
Litigation	The PCMC organization has grown significantly over the years and the need for a Legal Analyst derives from the increase in number of projects, contracts, and administration. The volume of work now requires a Legal Analyst to review substantively almost 600 contracts per year. -Reclass of Paralegal to Legal Analyst (up one grade): \$4,827	RT recommended based off of established need. Reclass of Paralegal to Legal Analyst (up one grade): \$4,827
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY ATTORNEY						
Personnel	92,684	92,877	92,877	93,407	-68,453	24,955
Materials	2,852	2,852	2,852	2,852		2,852
Total CITY ATTORNEY	95,536	95,729	95,729	96,259	-68,453	27,807
TOTAL	95,536	95,729	95,729	96,259	-68,453	27,807

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.6	0.6
Part Time	0.1	0.1
TOTAL	0.7	0.7

Level of Service
Litigation Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Litigation	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Internal costs are less than hiring outside counsel

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Outsourcing litigation to outside counsel would likely increase in costs over a long-term period.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Litigation-CITY ATTORNEY'S OFFICE	Percent of court deadlines met without extensions.	0.95%	1%	1%	0%
Litigation-CITY ATTORNEY'S OFFICE	Time dedicated to resolve city claims is at least approximately 20%; including consultations with outside counsel.	No	No	No	No

Description:

CITY ATTORNEY	The Self- Insurance/Risk Management Fund provides for a fairly high level of risk management. Park City exposures are unique due to its resort environment, degree of visitation, and extensive public services. The current risk management program provides a balance of self-insurance and risk transfer. Insurance coverage currently includes liability, property, workers compensations, boiler & machinery, crime, bonds, and other minor policies related to City leases. Provide lines of insurance and underwriting insurance requirements on City contracts and projects, as appropriate for risk transfer. Provides response and follow-up to accidents/incidents, and administration/defense for claims and litigation. Creates and maintains policies designed to minimize exposure to loss, review claims against the city; review insurance premium quotes and coverage options; maintain any losses to a minimum.
SELF INS & SEC BOND	Also includes Safety Programs and Security Maintenance accounts.

Council Goal:

088 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Fiscally and Legally Sound	Workload will increase for both paralegals and two attorneys for the reviewing and assessing of incident claims in order to avoid potential litigation. The increase will also come as a result of examining annual underwriting deadlines on City-owned properties, equipment and liability policies.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a SIGNIFICANT increase in demand of 15% to 24%

	Request FY 2019	Rationale FY 2019
Risk Management	SELF INS & SEC BOND (\$28,492)The request is to increase the insurance line item to match the existing one in next year's projected quote. CITY ATTORNEY: The PCMC organization has grown significantly over the years and the need for a Legal Analyst derives from the increase in number of projects, contracts, and administration. The volume of work now requires a Legal Analyst to review substantively almost 600 contracts per year. -Reclass of Paralegal to Legal Analyst (up one grade): \$4,827	SELF INS: Non-discretionary. Insurance premiums need to be paid and budgeted correctly. CITY ATTORNEY: RT recommended based off of established need Reclass of Paralegal to Legal Analyst (up one grade): \$4,827
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY ATTORNEY						
Personnel	48,364	48,533	48,533	48,884		48,884
Materials	1,900	1,900	1,900	1,900		1,900
Total CITY ATTORNEY	50,264	50,433	50,433	50,784		50,784
SELF INS & SEC BOND						
Materials	978,500	1,049,992	1,049,992	1,049,992	-885,556	164,436
Total SELF INS & SEC BOND	978,500	1,049,992	1,049,992	1,049,992	-885,556	164,436
WORKERS COMP						
Materials	275,000	275,000	275,000	275,000		275,000
Total WORKERS COMP	275,000	275,000	275,000	275,000		275,000
TOTAL	1,303,764	1,375,424	1,375,424	1,375,776	-885,556	490,220

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.3	0.3
Part Time	0.1	0.1
TOTAL	0.4	0.4

Level of Service

Risk Management Same Level of Service

	Quartile FY 2019	Score FY 2019
Risk Management	2	19.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Provide training to all departments to keep any claims to a minimum.

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Risk management may transfer risk back onto the City and increase exposures that may result in financial impact, loss and/or reduction in safety. Certain programs and coverages may be required by law i.e. workers compensation.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Risk Management-CITY ATTORNEY'S OFFICE	Percent of incident claims investigated by staff.	0%	0%	0%	0%

Description:

CITY ATTORNEY The City Attorney and Deputy City Attorney are assigned to Human Resources to address personnel related needs in a timely and efficient manner, including: special employment agreements, disciplinary actions, complaints, terminations, and administrative appeals. Act as lead counsel on employment litigation. Counsel managers on emerging employment case law.

Council Goal:

081 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome
Gold Medal Performance Organization

Section 1: Scope

Change in Demand Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%

	Request FY 2019	Rationale FY 2019
Employment Review	The PCMC organization has grown significantly over the years and the need for a Legal Analyst derives from the increase in number of projects, contracts, and administration. The volume of work now requires a Legal Analyst to review substantively almost 600 contracts per year. -Reclass of Paralegal to Legal Analyst (up one grade): \$4,827	RT recommended based off of established need. Reclass of Paralegal to Legal Analyst (up one grade): \$4,827
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY ATTORNEY						
Personnel	61,681	61,862	61,862	62,304	-24,668	37,636
Materials	1,899	1,899	1,899	1,899		1,899
Total CITY ATTORNEY	63,580	63,761	63,761	64,203	-24,668	39,535
TOTAL	63,580	63,761	63,761	64,203	-24,668	39,535

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time	0.1	0.1
TOTAL	0.4	0.4

Level of Service
Employment Review Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Employment Review	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Internal resources are less expensive than outside counsel

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Non-legal support would spend adequate time with employee related issues, and address report reviews efficiently.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Employment Review-CITY ATTORNEY'S OFFICE	Percent of employee contracts reviewed within three days.	100%	99%	99%	0%
Employment Review-CITY ATTORNEY'S OFFICE	Percent of legal questions from Human Resources and other departments answered within three days, unless extenuating circumstances	100%	100%	100%	0%

Description:

CITY ATTORNEY Legal staff provides support to all City departments to address legal needs and/or concerns in an efficient manner, including the settlement of disputes; review modifications to land use approvals; and for interlocal endeavors. Draft development agreements. Present training to all applicable Park City Staff on said documents and procurement requirements. Provide legal advice regarding contract administration and disputes.

Council Goal:

080 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Fiscally and legally sound

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Contracts/Grants	The PCMC organization has grown significantly over the years and the need for a Legal Analyst derives from the increase in number of projects, contracts, and administration. The volume of work now requires a Legal Analyst to review substantively almost 600 contracts per year. - Reclass of Paralegal to Legal Analyst (up one grade): \$4,827	RT recommended based off of established need. Reclass of Paralegal to Legal Analyst (up one grade): \$4,827
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY ATTORNEY						
Personnel	78,320	78,501	78,501	78,944	-24,959	53,984
Materials	2,218	2,218	2,218	2,218		2,218
Total CITY ATTORNEY	80,538	80,719	80,719	81,162	-24,959	56,202
TOTAL	80,538	80,719	80,719	81,162	-24,959	56,202

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.5	0.5
Part Time	0.1	0.1
TOTAL	0.5	0.5

Level of Service

Contracts/Grants Same Level of Service

	Quartile FY 2019	Score FY 2019
Contracts/Grants	3	16.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Advanced review minimizes future claims.

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Non-legal support would spend adequate time with city department related issues, and address report reviews efficiently.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Contracts/Grants-CITY ATTORNEY'S OFFICE	Percent of contracts reviewed within 7 days.	100%	100%	100%	0%

Description:

BUDGET,
DEBT &
GRANTS

The Budget department currently provides management oversight and administration on grants. As outlined in the grant policy, the Budget department reviews all grant applications and provides grant writing assistance when necessary. The department prepares grant-related budget adjustment, monitoring and drawdowns of state and federal funds. The department is responsible for assuring that the City complies with all grant-related requirements and clauses and that the City fulfills its reporting requirements. The department is responsible for Federal requirements such as Davis-Bacon, DBE, Title VI, Buy America and all other requirements.

Council Goal:

085 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and
Legally Sound

Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the utmost importance that Council, the City Manager, and staff have a high level of grant administration capability.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BUDGET, DEBT & GRANTS						
Personnel	14,518	14,493	14,493	14,494	-3,834	10,660
Materials	1,291	1,291	1,291	1,291		1,291
Total BUDGET, DEBT & GRANTS	15,809	15,784	15,784	15,785	-3,834	11,951
TOTAL	15,809	15,784	15,784	15,785	-3,834	11,951

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.1	0.1
Part Time		
TOTAL	0.1	0.1

Level of Service
Grant Administration Same Level of Service

	Quartile FY 2019	Score FY 2019
Grant Administration	3	16.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

City provides program and program is currently offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via contract position reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS Funding at a lower level would require that grant administration and reporting be handled at an individual departmental level. This could possibly result in failure of the City to comply with state or federal regulations.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Grant Administration-BUDGET, DEBT & GRANTS	Special Service Contract turnaround time (days between receiving performance measures and POs processed)	0	0	0	0
Grant Administration-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Grants Coordination 'satisfactory' or above.	0%	89%	0%	0%

Description:

DENTAL SELF FUNDING

The City provides Dental Insurance to the City's Employees, and does this by paying for all dental claims instead of paying for an insurance policy. This method saves the city money over purchasing insurance.

Council Goal:

062 Engaged & Effective Government & Citizenry

Desired Outcome:

Fiscally and Legally Sound

Criteria for Meeting Desired Outcome

This program provides a cheaper, more effective way of getting dental health insurance for employees. This allows the workforce to be more capable and engaged.

Section 1: Scope

Change in Demand

Program Experiencing a NO change in demand

Explanation

Demand for Dental Care is relatively stable.

	Request FY 2019	Rationale FY 2019
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
DENTAL SELF FUNDING					
Materials	225,000	225,000	225,000	225,000	225,000
Total DENTAL SELF FUNDING	225,000	225,000	225,000	225,000	225,000
TOTAL	225,000	225,000	225,000	225,000	225,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Dental Self-Funding

Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
Dental Self-Funding	4	14.00

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves only a SMALL portion of the Community, but still adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

DENTAL SELF When the City began funding its own dental insurance, it saved the city about \$50,000 annually.
FUNDING

Section 5: Consequences of Funding Proposal at Lower Level

DENTAL SELF If this program were funded at a lower level, there would not be as good of dental health insurance available to
FUNDING employees.

Section 6: Performance Measures



Description:

BUDGET, DEBT & GRANTS Currently the Budget Department provides a high level of critical analysis for all City departments as well as the City Manager and City Council. This includes financial, policy, legislative, and miscellaneous analysis. The finished product in this area includes research, process improvement, polished presentations and documents. In essence, the Budget Department acts as a resource for all types of critical analysis whether budget related or not. One example would be the assessment of several economic development feasibility studies to determine the economic impact of commercial ventures by projecting sales, franchise, and property taxes, as well as other planning, building, and engineering fees brought by the development.

Council Goal:

118 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of critical and professional analysis at their disposal. A City without this resource on staff would have to contract out for various studies or expertise in order to provide the same level of service, which would be more expensive.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BUDGET, DEBT & GRANTS						
Personnel	54,179	53,871	53,871	53,875	-17,788	36,086
Materials	3,353	3,353	3,353	3,353		3,353
Total BUDGET, DEBT & GRANTS	57,532	57,224	57,224	57,228	-17,788	39,439
TOTAL	57,532	57,224	57,224	57,228	-17,788	39,439

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time		
TOTAL	0.4	0.4

Level of Service
Analysis ResourceSame Level of Service

	Quartile FY 2019	Score FY 2019
Analysis Resource	4	13.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS The department's ability to provide policy analysis would be greatly diminished. In a reduced scenario the department would not be able to provide much help in the way of legislative and miscellaneous analysis for city departments; departments would be on their own. The City would have to contract out for certain studies and expertise, which would probably be more expensive.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of City Departments satisfied with analysis (based on Internal Service Survey).	0%	0%	0%	0%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of City departments satisfied with turnaround time (based on internal service survey).	0%	0%	0%	0%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Policy Analysis as "satisfactory" or above.	0%	90%	0%	0%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of the Budget Department as an Information Resource as "satisfactory" or above.	0%	96%	0%	0%

Description:

STREET MAINTENANCE	This Program maintains City storm drain systems in order to minimize the addition of pollutants into stream water, and to minimize potential flooding.
WATER OPERATIONS	This Program is responsible for meeting the requirements of the Utah MS4 permit. The City has currently been designated, but has not yet applied for coverage under the permit.

Council Goal:

Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Water Conservation

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a SUBSTANTIAL increase in demand of 25% or more	Demand has increased substantially as previously the City had not been mandated by the State to undertake this Clean Water Act obligation.

	Request FY 2019	Rationale FY 2019
Storm Water Utility	Decreased Misc. Contract Services by \$9,900 and Equipment and Manpower by \$11,100 to increase Software Licenses by \$10,000, and Postage by 11,000. There is no overall increase to the budget.	Recommended
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
STORM WATER OPER					
Personnel	670,594	672,581	644,692	656,912	656,912
Materials	346,900	346,900	346,900	359,500	359,500
Total STORM WATER OPER	1,017,494	1,019,481	991,592	1,016,412	1,016,412

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
TOTAL	1,017,494	1,019,481	991,592	1,016,412	1,016,412

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	6.2	6.2
Part Time		
TOTAL	6.2	6.2

Level of Service

Storm Water Utility Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Storm Water Utility	1	28.50

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves the ENTIRE of the Community and adds to their quality of life

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Storm Water-WATER OPERATIONS	Annually submit the Utah Pollutant Discharge Elimination System Storm Water Program MS4 Report form to the state	No	No	No	No

Description:

STREET LIGHTS/SIGN The Streets Department is responsible for the operation and maintenance of 836 City owned street lights and leases 128 lights from Rocky Mountain Power Company (RMP). Items included are service and maintenance of control panels, wiring and electrical. In addition the Streets Department is responsible for the installation and maintenance of 2,900 street signs throughout town. The Streets Department provides a variety of services and maintenance for this program. It requires that routine inspections and maintenance be performed throughout the community to ensure the street lighting network is maintained in good working condition to provide safety and security to residents and guests. Challenges to this program are maintaining an aging lighting network, including fixtures, wiring, and coordinating repairs and maintenance with RMP.

Council Goal:

Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for lights and signage through citizen requests. The Street Lights and Signs program is a critical function of the health and safety of the community and is regulated by the Federal Highway Administration (MUTCD).

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MINIMAL increase in demand of 1% to 4%	

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
STREET MAINTENANCE					
Personnel	121,643	122,025	122,025	125,907	125,907
Materials	24,687	24,687	24,687	33,238	33,238
Total STREET MAINTENANCE	146,330	146,712	146,712	159,145	159,145
STREET LIGHTS/SIGN					

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
Materials	186,100	186,100	186,100	181,300	181,300
Total STREET LIGHTS/SIGN	186,100	186,100	186,100	181,300	181,300
TOTAL	332,430	332,812	332,812	340,445	340,445

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.2	1.2
Part Time	0.1	0.1
TOTAL	1.3	1.3

Level of Service

Street Lights & Signs Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Street Lights & Signs	1	23.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STREET LIGHTS/SIGN

Collaboration: Being in the Water and Streets Division of Public Works, the Streets Department has a primary maintenance function in supporting Street Lights and Signs. Working collaboratively with Rocky Mountain Power, Sustainability, and the Engineering Department has created opportunities to incorporate new technologies, which allows for greater productivity. Innovation: The Street Department is looking for ways to enhance environmental stewardship while decreasing carbon footprint and equipment downtime through innovation. Recent examples include: Retrofitting existing lights to LED lights along Silver King Drive, Empire Ave, and most recently along Iron Horse Drive. Over the next year or so staff will request approval from City Council to begin retrofitting all street and path lighting to LED.

Section 5: Consequences of Funding Proposal at Lower Level

STREET LIGHTS/SIGN The consequences of lowering the funding for this program include: not meeting regulatory signage compliance, inability to repair street lights in a timely manner, and experiencing an increase in citizen complaints.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Street Lights & Signs-STREET MAINTENANCE	Percentage of city street lights operating.	0%	193%	0%	0%
Street Lights & Signs-STREET MAINTENANCE	Percentage of City-Owned street lights repaired within 30 days of receiving a complaint or requests for service. Street Lights that are maintained by Park City	0%	190%	0%	0%
Street Lights & Signs-STREET MAINTENANCE	Percentage of traffic control devices repaired within 30 days.	0%	200%	0%	0%
Street Lights & Signs-STREET MAINTENANCE	Percentage of signs inspected per year.	0%	200%	0%	0%

Description:

STREET
MAINTENANCE

Sweeping and clean-up along city streets; right-of-ways; Main Street Business trash compactors; and storm water runoff management. Challenges to the goal of this program are the Implementation of the Storm Water Management Plan and the need for specialized equipment due to aging infrastructure and community expectations. The Streets Department provides a variety of services and maintenance for this program. It requires that cleanup and control be performed in all areas of the community to ensure flood control, public safety and overall cleanliness.

Council Goal:

059 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained
Assets and
Infrastructure

Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for additional street sweeping through citizen requests. The Cleanup and Control program is a critical (core) function and proposed enhancement of the program are based on environmental stewardship.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a SUBSTANTIAL increase in demand of 25% or more

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
STREET MAINTENANCE					
Personnel	140,104	140,295	140,295	144,474	144,474
Materials	91,832	91,832	91,832	100,083	100,083
Total STREET MAINTENANCE	231,936	232,127	232,127	244,557	244,557
TOTAL	231,936	232,127	232,127	244,557	244,557

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.3	1.3
Part Time	0.1	0.1
TOTAL	1.3	1.3

Level of Service

Clean-up and Storm Drain Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Clean-up and Storm Drain	1	22.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE

Loss Prevention: The Street Department has been to protect property from possible loss through during spring the. Collaboration/Innovation: Being in the Operations Division of Public Works, the Streets Department has a primary Maintenance and community cleanup function in supporting "spring cleanup". Working collaboratively with other governmental agencies, departments and Recycle Utah, the Department has helped create efficiencies in recycling and reduced landfill waste. An example of this is the program revamp of the spring clean-up program to a once a month spring, summer, fall event sponsored by Recycle Utah rather than a more costly once a year program. Option: Same LOS.

Section 5: Consequences of Funding Proposal at Lower Level

STREET MAINTENANCE

The consequences of lowering the funding for this program include: reduced preventative maintenance, potential flooding, impacts to downstream water quality, impacts on the look, feel and cleanliness of Park City, and possible effects on the solid waste contract for Main Street. Proposed LOS: Same LOS.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Clean-up and Control-STREET MAINTENANCE	Percentage of residential streets swept every 30 days from April 15 to Nov 15.	100%	100%	0%	0%
Clean-up and Control-STREET MAINTENANCE	Percentage of flood control devices inspected weekly from April 15 to June 15.	100%	100%	0%	0%
Clean-up and Control-STREET MAINTENANCE	Percentage of storm drain boxes cleaned annually.	65%	30%	0%	0%

Description:

ENGINEERING Provide project management to an assortment of projects including OTIS, CIP, Federal Funded projects, Walkability projects, large internal/complicated projects and Planning projects.

Council Goal:

068 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure

Effective Transportation Systems is identified as one of Council's goals. Routine replacement/re-construction of our transportation infrastructure is an important upkeep and maintenance element of our transportation system. The Effective Transportation desired outcome of engineering project management is to maintain an effective, well maintained, multi-modal transportation network.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MODEST increase in demand of 5% to 14%	

	Request FY 2019	Rationale FY 2019
Engineering Project Management	Request an increase of \$35,000 to hire an expert consultant to evaluate a wildlife crossing across SR-224. This is a request that came through NTMP and needs more expertise than what is currently available in the Engineering Department or in the City. This is a one year request and if the project becomes real, will advance through the CIP process	Not recommended. Scored low.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
ENGINEERING						
Personnel	291,506	289,915	289,915	289,934	-52,268	237,666
Materials	63,928	98,928	63,928	63,928		63,928

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Total ENGINEERING	355,434	388,843	353,843	353,862	-52,268	301,594
TOTAL	355,434	388,843	353,843	353,862	-52,268	301,594

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.2	2.2
Part Time		
TOTAL	2.2	2.2

Level of Service

Engineering Project Management Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Engineering Project Management	2	20.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERING Lower level funding for project management would require the department to either shift the project workload to other teams, reduce the number of projects anticipated, work on the projects at a slower pace, or simply not continue with all of the OTIS, CIP, Federally Funded or other projects.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Engineering Project Management-ENGINEERING	Percent of construction projects "Substantially" completed within a construction season.	100%	100%	100%	0%

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Engineering Project Management- ENGINEERING	Percent of public's construction concerns addressed within two weeks.	75%	70%	100%	0%

Description:

BUDGET, DEBT & GRANTS Currently the Budget department provides a high level service related to capital. Services include capital budget preparation, evaluation and monitoring. The department oversees the Capital Improvement Plan (CIP) process. The department works with City project managers to set and evaluate capital projects budget and expenditures. The department manages the Project Accounting module in EDEN. The Department also manages the CIP data base which allows a detailed accounting of project prioritization, funding source and budget detail. As part of the budget process, budget staff prepares prioritization, reports, and general analysis related to capital and presents information to the City Manager and Council on all city capital projects and capital needs.

Council Goal:

014 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound In the Strategic Plan, approved by Council, one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the utmost importance that Council, the City Manager, and staff have a high level of capital project preparation, coordination, and monitoring. Additionally, Council has continued to identify capital and infrastructure improvement and maintenance as a high priority to the continued development of the community.

Section 1: Scope

Change in Demand Explanation

Program Experiencing a MINIMAL increase in demand of 1% to 4% Demand is increasing due to a number of new Capital projects being undertaken in the City.

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
BUDGET, DEBT & GRANTS						
Personnel	51,066	50,992	50,992	50,995	-22,526	28,469
Materials	433	433	433	433		433
Total BUDGET, DEBT & GRANTS	51,499	51,425	51,425	51,428	-22,526	28,902
TOTAL	51,499	51,425	51,425	51,428	-22,526	28,902

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.4	0.4
Part Time		
TOTAL	0.4	0.4

Level of Service

Capital Budgeting Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Capital Budgeting	2	20.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS By funding at a lower level the department would not be able to provide CIP prioritization committee services. CIP staff report and presentations would be greatly diminished. CIP reporting and database maintenance would still be provided, but at reduced levels.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Capital Budgeting-BUDGET, DEBT & GRANTS	Percent of months in which CIP budget monitoring was completed	0%	0%	0%	0%
Capital Budgeting-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Capital Project Monitoring 'satisfactory' or above.	0%	93%	0%	0%
Capital Budgeting-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the usefulness of Capital Project Monitoring 'satisfactory' or above.	0%	93%	0%	0%

Description:

FLEET SERVICES DEPT This program provides for the ongoing maintenance and operation of the City's fleet of vehicles and equipment. This includes fuel, routine maintenance and repairs. Includes fueling, preventative maintenance and repair services for a fleet of 251 vehicles\equipment. The fleet has continued to grow in number and technical complexity.

Council Goal:

057 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Fleet Services provides support services to: Transit, Police, Water, Streets, Parks, Bldg Maint. Golf Course Maint., Tech Services, Recreation and the Marsac motor pool. These support services are critical to each of these departments achieving their mission(s) in the pursuit of Council Goals.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
FLEET SERVICES DEPT					
Personnel	964,546	966,094	966,490	996,803	996,803
Materials	1,597,620	1,597,620	1,597,620	1,597,620	1,597,620
Total FLEET SERVICES DEPT	2,562,166	2,563,714	2,564,110	2,594,423	2,594,423
TOTAL	2,562,166	2,563,714	2,564,110	2,594,423	2,594,423

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	9.9	9.9
Part Time		
TOTAL	9.9	9.9

Level of Service

Fleet Management & Maintenance Same Level of Service

	Quartile FY 2019	Score FY 2019
Fleet Management & Maintenance	2	20.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

FLEET SERVICES DEPT Over the past 6 years, in the face of significant growth in fleet size, hours and miles of operation, the fleet maintenance program has streamlined its management structure, which has yielded the City a minimum savings of \$50,000 per year in personnel costs. Fleet growth in size and technical complexity now dictates the need to add an additional mechanic. Fleet Services continually reviews fleet utilization to identify opportunities to consolidate and reduce fleet vehicles while still meeting user need. The Marsac Motor Pool has significantly reduced fleet size and costs.

Section 5: Consequences of Funding Proposal at Lower Level

FLEET SERVICES DEPT Current Level of Service provides a base level of fueling, preventative maintenance and repair services to adequately maintain and operate the City's fleet. Funding the Fleet Maintenance program at a lower level would result in reduced vehicle appearance, increased vehicle downtime and shortened vehicle useful life. These consequences would hamper other divisions' ability to achieve their mission(s) and Council goals.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Fleet Management & Maintenance-FLEET SERVICES DEPT	Number of VEUs per mechanic (measured "vehicle equivalent units" to adjust for various equipment sizes).	26	0	26	0
Fleet Management & Maintenance-FLEET SERVICES DEPT	Customer Satisfaction from Internal Service Survey: Percentage of ratings satisfactory or above.	78%	0%	85%	0%
Fleet Management & Maintenance-FLEET SERVICES DEPT	Product Quality from Internal Service Survey: Percentage of ratings satisfactory or above.	80%	0%	85%	0%
Fleet Management & Maintenance-FLEET SERVICES DEPT	Percentage of mechanic time spent servicing vehicles and equipment ("Wrench-turning" hours to total hours)	78.7%	0%	80%	0%

Description:

TECHNICAL & CUSTOMER SERVICES Network Support manages network infrastructure and security across fifteen locations providing phone, data, Wi-Fi and remote access services. This includes support of datacenter operations and backup system support. This program also implements and supports technology projects.

Council Goal:

044 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Open and responsive government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. Network connectivity provides this through allowing complex software packages that allow departments to respond to citizens with requests in a timely manner while effectively enabling departments to communicate and share data saving time and effort.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Network Support	Personnel Request:1) IT Coordinator II: \$109,2682) Reclass of IT Coordinator II to III: \$5,728Other Requests (in order of priority):1) Isilon Module data storage- \$6,0002) ESA email filtering- \$2000, and HelpDesk management and automation software- \$3,9603) Cisco service subscriptions: ASA/Firepower- \$30004) FBI/Homeland Security Subscription- \$12,0005) Latitude Geographic GeoCortex Essentials/Analytics maintenance- \$5,2006) Mobile Management Solution/Service- \$10,0007) Website Collaboration Tools- \$8,0008) Dropbox subscription- \$2,000-Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965	Recommendation based off of est need and prioritization of dept:1) Isilon Module data storage - \$6,0002) ESA email filtering - \$2000, and HelpDesk management and automation software - \$3,9603) Cisco service subscriptions: ASA/Firepower- \$30004) Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965 (total will be lowered by \$7,000 offset due to City Council switching over to Granicus software from MinuteTraq, and \$8,000 offset from Planning Dept chipping in to the cost, because Closed Captioning services would be used in Planning Commission meetings)*Additional savings from dropping 2 HR software systems next FY
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
TECHNICAL & CUSTOMER SERVICES						
Personnel	180,239	191,728	180,801	182,625	-53,497	129,128
Materials	74,694	101,194	74,694	74,694		74,694
Total TECHNICAL & CUSTOMER SERVICES	254,933	292,922	255,495	257,319	-53,497	203,822
TOTAL	254,933	292,922	255,495	257,319	-53,497	203,822

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.2	1.2
Part Time		
TOTAL	1.2	1.2

Level of Service

Network Support Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Network Support	2	19.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES Network innovations include high-speed wireless links to the ice arena and water treatment plant. Security enhancements are being installed with redundant wireless connections to critical infrastructure. Fiber network and Wi-Fi expansion has also occurred at several facilities.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES Support reductions would reduce response times to support and project requests. Reductions will pose risks to proactively manage equipment, security, and updates. Network operations represents a critical component to the foundation of IT operations; should the level of funding be decreased into future years, there will be an increased level of risk, cost and downtime.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Network Support-TECHNICAL & CUSTOMER SERVICES	Percent of network available for use or log in	0%	0%	100%	0%
Network Support-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with network support	0%	0%	100%	0%

Description:

STREET
MAINTENANCE

Streets Maintenance Team is responsible for maintaining 130 lane miles of roadway and numerous miles of sidewalks and paths throughout Park City. The pavement management program maximizes pavement life and reduces lifecycle costs. Some of the items included are: Roadway maintenance, guardrail, sidewalks, curb & gutter, pavement striping and bike paths. Challenges to the goal of this program are: Volatility of asphalt oil costs, aging infrastructure, uncertainty of future B&C road funds and community expectations. The Streets Department provides a variety of services, maintenance, and capital renewal projects for this program. It requires that Street and Sidewalk maintenance be performed throughout the community to ensure effective multi-modal transportation and public safety.

Council Goal:

Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained
Assets and
Infrastructure

Streets and Sidewalk Maintenance has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for street and sidewalk maintenance through citizen requests and community satisfaction surveys. The street and sidewalk maintenance program is a critical (core) function for the community.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
STREET MAINTENANCE					
Personnel	315,334	319,853	305,908	314,313	314,313
Materials	180,038	180,038	180,038	188,589	188,589
Total STREET MAINTENANCE	495,372	499,891	485,946	502,902	502,902
TOTAL	495,372	499,891	485,946	502,902	502,902

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.8	2.8
Part Time	0.2	0.2
TOTAL	3.0	3.0

Level of Service

Street & Sidewalk Maintenance Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Street & Sidewalk Maintenance	2	19.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

STREET
MAINTENANCE

Innovation: The Streets Department continually looks for creative ways to increase pavement and concrete service life through experimentation and improved pavement designs for the Park City conditions. Recent examples include the new ASHTO, Asphalt Concrete- 58 -28 pavement design for Park City pavements. Industry trends are to move toward asphalt recycling and the possible use of pervious pavements. Currently we are using 15% recycled asphalt in our new asphalt mix.

Section 5: Consequences of Funding Proposal at Lower Level

STREET
MAINTENANCE

The consequences of lowering the funding for this program include: deterioration of roadways, paths and sidewalks, reduction in preventative maintenance, reduced pavement quality and a reduction in lifespan. There would also be an increase in future maintenance costs and citizen complaints due to established community expectations. Proposed LOS: Same LOS

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Street & Sidewalk Maintenance-STREET MAINTENANCE	Percentage of potholes filled within 72 hours of receiving a complaint or service request.	100%	95%	0%	0%

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Street & Sidewalk Maintenance-STREET MAINTENANCE	Tons of asphalt overlay applied to City streets.	5526	5600	0	0
Street & Sidewalk Maintenance-STREET MAINTENANCE	Square yards of slurry seal applied to City Streets	69320	106000	0	0
Street & Sidewalk Maintenance-STREET MAINTENANCE	Tons of crack seal applied to City streets	33	30	0	0

Description:

PARKS & CEMETERY

The Parks and Fields Maintenance Departments provide a variety of services and snow removal techniques for this program. It requires that snow removal services be performed through priority sequencing at all City facilities. Items include snow plowing, blowing and widening from 14 miles of sidewalks and bike paths. The Parks Department is also responsible for snow removal at all City-owned buildings, including the tennis bubble and 24 flights of Old Town stairs. The Fields Department is also responsible for the removal of snow from the artificial - turf field. Challenges to the goal of this program are expanded service for sidewalks, new development, and increasing community expectations.

Council Goal:

Thriving Mountain Town

Desired Outcome:

Well-Maintained Assets and Infrastructure

Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for effective snow removal services through citizen requests and community satisfaction surveys. The snow removal program is a critical (core) service for the public in providing a safe community that is walkable & bike-able, supporting a world class resort destination.

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Parks & Sidewalk Snow Removal		\$1,401 health ins tech adj
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
FIELDS					
Personnel	72,307	72,727	72,727	76,090	76,090
Materials	14,428	14,428	14,428	20,926	20,926
Total FIELDS	86,735	87,155	87,155	97,016	97,016
PARKS & CEMETERY					
Personnel	276,463	269,670	269,725	280,816	280,816
Materials	89,042	89,042	89,042	93,647	93,647
Total PARKS & CEMETERY	365,505	358,712	358,767	374,463	374,463
TOTAL	452,240	445,867	445,922	471,479	471,479

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	3.2	3.2
Part Time	0.2	0.2
TOTAL	3.5	3.5

Level of Service

Parks & Sidewalk Snow Removal Same Level of Service

	Quartile FY 2019	Score FY 2019
Parks & Sidewalk Snow Removal	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

PARKS &
CEMETERY

Innovation: The Parks/Fields Department continually looks for creative ways to increase productivity, service levels, and equipment availability while decreasing equipment downtime. Recent examples include the recent acquisition of additional snow blowing equipment. Industry trends are to move toward environmental deicers and specialized snow melting equipment.

Section 5: Consequences of Funding Proposal at Lower Level

PARKS &
CEMETERY

The consequences of lowering the funding for this program include: a reduction in citizen and visitor safety, a decrease in convenience for pedestrian travel, and an increase slip and fall accidents. There would also be an increase in citizen and business owner complaints due to established community expectations.

Section 6: Performance Measures

	Description -	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
City Facility Snow Removal-PARKS & CEMETERY	Percentage of Sidewalks and stairs cleared of ice and snow within the next scheduled work shift.	90%	90%	90%	0%
Parks & Sidewalk Snow Removal- PARKS & CEMETERY	Percentage of sidewalks and stairs cleared of ice and snow within the next scheduled work shift (following the end of the storm)	0	90	90	90

Description:

BLDG MAINT ADM The Building Maintenance Department provides a variety of janitorial services for this program. It requires that janitorial services be performed in City buildings to ensure cleanliness and a respectable appearance for staff and visitors. Includes general cleaning services such as carpet, windows, restrooms, offices, and common areas. Much of this program is outsourced to private businesses for efficiency. Challenges to the goal of this program are high costs associated with environmentally friendly cleaning products, which are used due to increasing community expectations to go "green".

Council Goal:

092 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community and user groups have also expressed their desire for clean, presentable facilities. The Janitorial program is a critical function and proposed enhancement of the program is based on a citizen request for enhanced services and inflation in the cost of environmentally friendly cleaning products and materials.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Janitorial Services	The contract positions \$87,163 are so that replacements can be trained for four positions that are retiring from Building Maintenance. \$18k is an increase to pay for an HVAC maintenance package instead of paying an invoice every time a service is requested. \$10k is for an increase in cost of cleaning supplies on Main St during special events. \$63k is to budget up the contract services line to cover the amount in the cleaning contract.	Recommendation based off of est need. Contract pos. will help with multiple retirements in future years. One new Building Maint III Contract position in FY19: \$28,764Increase in Special Events/Cleaning costs: \$10,000Cleaning Contract: \$35,000
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
BLDG MAINT ADM					
Personnel	142,637	164,764	142,973	142,993	142,993
Materials	323,920	392,420	364,420	364,420	364,420
Total BLDG MAINT ADM	466,557	557,184	507,393	507,413	507,413
TOTAL	466,557	557,184	507,393	507,413	507,413

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.5	1.5
Part Time		
TOTAL	1.5	1.5

Level of Service
Janitorial ServicesSame Level of Service

	Quartile	Score
	FY 2019	FY 2019
Janitorial Services	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM "Innovation": The Building Maintenance Department continually looks for creative ways to increase productivity, service levels, and equipment availability that will decrease carbon footprint and equipment downtime through innovation. Environmental stewardship, industry trends are to move toward increasing availability of environmentally friendly janitorial products.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT ADM The consequences of lowering the funding for this program include: Reduction in building and restroom cleanliness. There would also be an increase in citizen and staff complaints due to established expectations.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Janitorial Services-BLDG MAINT ADM	Percentage of City buildings cleaned based on weekly schedule.	0%	0%	100%	0%

Description:

TECHNICAL & CUSTOMER SERVICES

Communication utilities include reoccurring monthly services that include phone/fax lines, data circuits, alarm systems, and internet connectivity. This program was created to accurately represent spending for communication services for organizational objectives.

Council Goal:

087 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure

With a proven track record of providing excellent customer service, both within and outside PCMC, IT continues to educate our customers and improve customer service in multiple ways. Answering incoming phone calls, directing walk-in traffic, and managing the PCMC Website is beneficial to citizens, visitors and employees.

Section 1: Scope

Change in Demand

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

As more services are reliant on internet access for both internal and external operations, IT has increased the bandwidth and enhanced network redundancy to support this demand.

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
TECHNICAL & CUSTOMER SERVICES						
Personnel	48,228	48,363	48,363	50,540	-25,590	24,950
Materials	91,400	91,400	91,400	91,400		91,400
Total TECHNICAL & CUSTOMER SERVICES	139,628	139,763	139,763	141,940	-25,590	116,350
TOTAL	139,628	139,763	139,763	141,940	-25,590	116,350

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.3	0.3
Part Time	0.4	0.4
TOTAL	0.6	0.6

Level of Service

IT Utilities

Same Level of Service

	Quartile FY 2019	Score FY 2019
IT Utilities	2	18.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES Communication bills are reviewed regularly and services are cancelled or upgraded as necessary.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES Reduced funding of communication utilities would result in reduced services levels. This includes: slower circuit performance; elimination of redundant failover backup links, reduced phone and internet services.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of phone coverage Monday - Friday (8 a.m. to 5 p.m.)	0%	0%	100%	0%
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of physical coverage Monday - Friday (8 a.m. to 5 p.m.)	0%	0%	100%	0%
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Front Desk	0%	0%	0%	0%

Description:

BLDG The Building Maintenance Department provides a variety of services and preventative maintenance for this program. It requires that City MAINT ADM building repairs and maintenance are performed throughout all City owned facilities to ensure preservation and longevity of building assets.

Council Goal:

064 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure

Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The occupants and user groups have also expressed their desire for clean, functioning, reliable facilities through requests and an internal services survey. The building maintenance and repair program is a critical (core) function in preserving the City's infrastructure.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Building Repairs and Maintenance	The contract positions \$87,163 are so that replacements can be trained for four positions that are retiring from Building Maintenance. \$18k is an increase to pay for an HVAC maintenance package instead of paying an invoice every time a service is requested. \$10k is for an increase in cost of cleaning supplies on Main St during special events. \$63k is to budget up the contract services line to cover the amount in the cleaning contract.	Recommendation based off of est need. Contract pos. will help with multiple retirements in future years. One new Building Maint III Contract position in FY19: \$28,764Increase in Special Events/Cleaning costs: \$10,000Cleaning Contract: \$35,000
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BLDG MAINT ADM						
Personnel	331,657	384,761	361,227	361,278	-75,878	285,399
Materials	152,845	170,845	152,845	152,845		152,845
Total BLDG MAINT ADM	484,502	555,606	514,072	514,123	-75,878	438,244
MARSAC-SWEDE CONDO HOA						
Materials	13,000	13,000	13,000	13,000		13,000
Total MARSAC-SWEDE CONDO HOA	13,000	13,000	13,000	13,000		13,000
TOTAL	497,502	568,606	527,072	527,123	-75,878	451,244

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	3.4	3.4
Part Time		
TOTAL	3.4	3.4

Level of Service

Building Repairs and MaintenanceSame Level of Service

	Quartile	Score
	FY 2019	FY 2019
Building Repairs and Maintenance	2	17.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BLDG "Cost Savings": The Building Maintenance Department through the building repairs and maintenance program is able to extend useable life of
MAINT facilities reducing overall costs. "Innovation": The Building Maintenance Department continually looks for creative ways to extend the life of
ADM building components through preventative maintenance. Industry trends are to move towards "greener" technologies.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG The consequences of lowering the funding for this program include: Reduction in usable life due to dilapidation and aging infrastructure,
MAINT and reduced safety and reliability of building components. There would also be an increase in citizen and building occupant complaints due
ADM to established expectations.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Building Repairs and Maintenance - BLDG MAINT ADM	Percent of building repairs made within 30 days of receiving a complaint or request for service.	0%	0%	94%	0%
Building Repairs and Maintenance- BLDG MAINT ADM	Percentage of all city buildings inspected weekly.	0%	0%	92%	0%

Description:

TECHNICAL & CUSTOMER SERVICES Software and hardware maintenance contracts represent a significant way to minimize risk and downtime of equipment and software. Contracts ensure that we have an updated and viable infrastructure and provide support for issues. This program covers the following software and equipment: (1) Enterprise software (financial, time-keeping, office productivity suites, virtualization, work-order systems), (2) Antivirus & security, (3) Network & phone, (4) Server & storage systems, (5) Cloud based services, (6) Data room cooling and power.

Council Goal:

083 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Software Maintenance is a critical layer that supports a significant portion of IT and GIS infrastructure. It is a necessity to the other support systems that depend on this area, including Open and Responsive Government.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Software Maintenance/Upgrades	Personnel Request:1) IT Coordinator II: \$109,2682) Reclass of IT Coordinator II to III: \$5,728Other Requests (in order of priority):1) Isilon Module data storage- \$6,0002) ESA email filtering- \$2000, and HelpDesk management and automation software- \$3,9603) Cisco service subscriptions: ASA/Firepower- \$30004) FBI/Homeland Security Subscription- \$12,0005) Latitude Geographic GeoCortex Essentials/Analytics maintenance- \$5,2006) Mobile Management Solution/Service- \$10,0007) Website Collaboration Tools- \$8,0008) Dropbox subscription- \$2,000-Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965	Recommendation based off of est need and prioritization of dept:1) Isilon Module data storage - \$6,0002) ESA email filtering - \$2000, and HelpDesk management and automation software - \$3,9603) Cisco service subscriptions: ASA/Firepower- \$30004) Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965 (total will be lowered by \$7,000 offset due to City Council switching over to Granicus software from MinuteTraq, and \$8,000 offset from Planning Dept chipping in to the cost, because Closed Captioning services would be used in Planning Commission meetings)*Additional savings from dropping 2 HR software systems next FY
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
TECHNICAL & CUSTOMER SERVICES					
Personnel	45,426	56,418	45,492	47,494	47,494
Materials	260,289	295,289	295,289	295,289	283,254
Total TECHNICAL & CUSTOMER SERVICES	305,715	351,707	340,781	342,783	330,748
TOTAL	305,715	351,707	340,781	342,783	330,748

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time	0.0	0.0
TOTAL	0.4	0.4

Level of Service
Software Maintenance/Upgrades Same Level of Service

	Quartile FY 2019	Score FY 2019
Software Maintenance/Upgrades	3	16.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

Savings from reducing the level of support provided by vendors has been maximized in past years. However, it is sometimes prudent to minimize software and equipment issues through elevated support contracts and thereby reduced risks caused by failures of critical systems e.g., email, network and storage systems.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Reduced funding would increase risk and recovery time should a "downtime" event occur. Although prioritizing contract services would occur, many technology components have interlaced dependencies that would likely have broader implications.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Software Maintenance/Upgrades-TECHNICAL & CUSTOMER SERVICES	Percent of maintenance contracts on critical systems	0%	0%	100%	0%
Software Maintenance/Upgrades-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Software Maintenance / Upgrades	0%	0%	0%	0%

Description:

TECHNICAL & CUSTOMER SERVICES System support manages server hardware, operating systems, security controls, anti-virus, backups/disaster recovery and disk storage in a virtualized environment that includes up to 100 servers. The systems platform provides data and applications, including web services, database, email, storage, document and permit management. Systems support serves as secondary support for network operations.

Council Goal:

084 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure In meeting the needs of the organization's system(s) requirements, we require additional funding to not only continue support of current infrastructure but leverage these funds to effectively continue to expand and deliver innovative systems solutions. Investment in storage and backup solutions will be key to the overall success in our outcome area. This will allow IT to continue with its proven track record of providing reliable and effective systems solutions.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Systems Support	Personnel Request:1) IT Coordinator II: \$109,2682) Reclass of IT Coordinator II to III: \$5,728Other Requests (in order of priority):1) Isilon Module data storage- \$6,0002) ESA email filtering- \$2000, and HelpDesk management and automation software- \$3,9603) Cisco service subscriptions: ASA/Firepower- \$30004) FBI/Homeland Security Subscription- \$12,0005) Latitude Geographic GeoCortix Essentials/Analytics maintenance- \$5,2006) Mobile Management Solution/Service- \$10,0007) Website Collaboration Tools- \$8,0008) Dropbox subscription- \$2,000-Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965	Recommendation based off of est need and prioritization of dept:1) Isilon Module data storage - \$6,0002) ESA email filtering - \$2000, and HelpDesk management and automation software - \$3,9603) Cisco service subscriptions: ASA/Firepower- \$30004) Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965 (total will be lowered by \$7,000 offset due to City Council switching over to Granicus software from MinuteTraq, and \$8,000 offset from Planning Dept chipping in to the cost, because Closed Captioning services would be used in Planning Commission meetings)*Additional savings from dropping 2 HR software systems next FY
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
TECHNICAL & CUSTOMER SERVICES						
Personnel	185,927	197,482	186,555	188,380	-58,390	129,990
Materials	91,632	99,632	91,632	91,632		99,632
Total TECHNICAL & CUSTOMER SERVICES	277,559	297,114	278,187	280,012	-58,390	229,622
TOTAL	277,559	297,114	278,187	280,012	-58,390	229,622

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.3	1.3
Part Time		
TOTAL	1.3	1.3

Level of Service
Systems Support Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Systems Support	3	16.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

This past year includes significant RFP and project participation with library projects, parking systems, security camera upgrades, phone system upgrades, and police body-cameras server.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

System Support reductions would reduce response times to support and service/project requests. Reductions will pose critical risks to proactively manage security, server, backup, updates and storage systems.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Systems Support-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with system support	0%	0%	100%	0%
Systems Support-TECHNICAL & CUSTOMER SERVICES	Percent of systems / servers available for use or log in	0%	0%	100%	0%

Description:

Council Goal:

097 Engaged & Effective Government & Citizenry

Desired Outcome:

Well-Maintained Assets and Infrastructure

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures
TOTAL

FTEs
Full Time
Part Time
TOTAL

Level of Service

	Quartile FY 2019	Score FY 2019
Golf Course Maintenance	3	15.75

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

Description:

BLDG MAINT ADM Items include: natural gas, electricity, sewer, security systems, and trash services. Challenges to the goal of this program are increasing costs of utilities due to new & expanded facilities, and community expectations.

Council Goal:

125 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. Utilities are a critical (core) function in keeping the City operating.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
BLDG MAINT ADM					
Personnel	13,340	13,340	13,340	13,341	13,341
Materials	204,520	204,520	204,520	206,720	206,720
Total BLDG MAINT ADM	217,860	217,860	217,860	220,061	220,061
TOTAL	217,860	217,860	217,860	220,061	220,061

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.1	0.1
Part Time		
TOTAL	0.1	0.1

Level of Service

Utilities Same Level of Service

	Quartile FY 2019	Score FY 2019
Utilities	3	15.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM "Cost Savings": The Building Maintenance Department has opportunities to assist Sustainability in expanding alternative energy sources. In addition, opportunities exist in futures with building components. "Collaboration & Innovation": Being in the Operations Division of Public Works, the Building Maintenance Department has the primary function of funding various utilities which support City services. Working collaboratively with Sustainability Department in researching new opportunities for alternative energy sources.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT ADM The consequences of lowering the funding for this program include: reduced comfort level in City facilities which may impact employee productivity.

Section 6: Performance Measures

	Description -	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Utilities-BLDG MAINT ADM	Perf Meas for Utilities - Building Maint.	0	0	0	0

Description:

SWEDE ALLEY Maintain structural integrity, fire suppression system and lighting at China Bridge and Gateway parking structures. A challenge to the PARKING STRUCT. goal of this program is maintaining an aging infrastructure. Gateway is jointly owned with Gateway.

Council Goal:

Engaged & Effective Government & Citizenry

Desired Outcome:

Well-Maintained Assets and Infrastructure

Criteria for Meeting Desired Outcome
Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Main Street Parking through citizen requests and community satisfaction surveys. The Swede Alley Parking Structure program is a critical function.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
SWEDE ALLEY PARKING STRUCT.					
Materials	55,764	55,764	55,764	48,525	48,525
Total SWEDE ALLEY PARKING STRUCT.	55,764	55,764	55,764	48,525	48,525
TOTAL	55,764	55,764	55,764	48,525	48,525

FTEs
Full Time
Part Time
TOTAL

Level of Service

Swede Alley Parking Structure Same Level of Service

	Quartile FY 2019	Score FY 2019
Swede Alley Parking Structure	4	14.25

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves SOME portion of the Community and adds to their quality of life

City provides program and program is currently being offered by other private businesses not within City limits

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

SWEDE ALLEY “Collaboration/ Innovation”: Being in the Operations Division of Public Works, the Streets Department has a primary
PARKING Maintenance and service function in supporting our parking structures.
STRUCT.

Section 5: Consequences of Funding Proposal at Lower Level

SWEDE ALLEY The consequences of lowering the funding for this program include: Reduction in routine maintenance, less preventative
PARKING maintenance, and reduced cleanliness. There would also be an increase in citizen and user complaints due to established
STRUCT. community expectations.

Section 6: Performance Measures

	Description -	Actual FY 2017
Swede Alley Parking Structure-FLEET	Percentage of structural surveys conducted every 3 years.	33.33
Swede Alley Parking Structure-FLEET	Percentage of monthly inspections conducted on lighting systems	100

Description:

GOLF MAINTENANCE The Golf Maintenance Department provides a variety of services, maintenance and capital renewal for this program. It requires that golf maintenance provides sound agronomic practices for the continued sustainable playability and condition of the golf course. Items included are mowing, irrigation maintenance, tree care, course amenities, greens rolling, flowers and presentation. Challenges to the goal of this program are environmental regulation, maintaining an evolving eco system, increased cost of green technology, aging infrastructure, and increasing player demand and community expectations.

Council Goal:

Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Recreation, Open Space and Trails has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for a premier public golf course in the intermountain region through golf user requests and community satisfaction surveys. The Golf Maintenance program is a critical function in preserving the Park City "Brand".

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
GOLF MAINTENANCE					
Personnel	500,924	505,949	505,949	535,754	535,754
Materials	281,035	281,035	281,035	288,468	288,468
Total GOLF MAINTENANCE	781,959	786,984	786,984	824,222	824,222
TOTAL	781,959	786,984	786,984	824,222	824,222

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.0	2.0
Part Time	7.0	7.0
TOTAL	9.0	9.0

Level of Service

Golf Maintenance Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Golf Maintenance	4	13.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

GOLF MAINTENANCE Cost Savings: The Golf Maintenance Department installed new sprinkler head conversions with the goal of increasing sprinkler head efficiency and therefore reducing irrigation use. The Golf Maintenance Department continually looks for creative ways to increase environmental stewardship, decrease carbon footprint, through innovation. Examples include: The installation of a variable frequency drive irrigation pump station, purchase 5 hybrid greens and 2 hybrid fairway mowers that reduces fuel consumption, an environmentally input based irrigation control system, first all-electric utility vehicle, and green waste recycling. Industry trends are to move toward environmental stewardship, organic and biological pest controls.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF MAINTENANCE The consequences of lowering the funding for this program include reductions in: turf quality, routine maintenance, preventative maintenance, and capital replacement. There would also be an increase in citizen and user complaints due to established community expectations.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Golf Maintenance-GOLF MAINTENANCE	Percent of scheduled restroom cleanings completed.	100%	100%	100%	100%
Golf Maintenance-GOLF MAINTENANCE	Percent of mowing completed per schedule	100%	100%	100%	100%
Golf Maintenance-GOLF MAINTENANCE	Percent of irrigation mainlines repaired within 72 hours.	100%	100%	100%	100%
Golf Maintenance-GOLF MAINTENANCE	Percentage of Trees Pruned per Season	30%	30%	25%	25%

Description:

PC MARC	Currently staff is available 7 days a week for cemetery emergencies. We have begun selling plaques for the Memorial Wall.
PARKS & CEMETERY	The Parks Department is responsible for the maintenance and upkeep of the cemetery including interment services. Recreation: The Recreation Department programs and keeps records for the facility. We are also a resource for those researching family history. Items include turf maintenance, mowing, irrigation, tree & shrub maintenance, grave opening & closing, leveling sunken graves and monuments.

Council Goal:

Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Citizen Wellbeing	Recreation, Trails and Open Space has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Cemetery services. The Cemetery program is a critical function which greatly benefits Park City's sense of community.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
PC MARC						
Personnel	18,338	18,187	18,187	18,189		18,189
Total PC MARC	18,338	18,187	18,187	18,189		18,189
RECREATION PROGRAMS						
Personnel	21,498	21,498	21,498	21,500		21,500
Total RECREATION PROGRAMS	21,498	21,498	21,498	21,500		21,500
PARKS & CEMETERY						

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
Personnel	77,906	79,081	79,136	82,593		82,593
Materials	21,240	21,240	21,240	25,845		25,845
Total PARKS & CEMETERY	99,146	100,321	100,376	108,438		108,438
TOTAL	138,982	140,006	140,061	148,126		148,126

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.1	1.1
Part Time	0.2	0.2
TOTAL	1.2	1.2

Level of Service

Cemetery Same Level of Service

	Quartile FY 2019	Score FY 2019
Cemetery	4	12.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

PC MARC The construction of the Memorial Wall will allow residents to be memorialized in the cemetery without having to purchase a plot.

PARKS & CEMETERY Collaboration - Being in the Public Works Division, the Parks Department has a primarily maintenance and interment function in supporting the community. Future collaboration with other governmental agencies, such as Summit County, to develop a new regional cemetery will relieve some pressure on the Park City Cemetery.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC See below

PARKS & CEMETERY The consequences of lowering the funding for this program include reductions in: turf & tree quality, preventative maintenance, and response time after the burial services. There would also be an increase in citizen complaints due to established community expectations. The paper records would be transferred to electronic records at a slower rate and cemetery inquiries would likely be restricted to Mon - Fri during regular business hours.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Cemetery-PARKS & CEMETERY	Percent of internments completed on time.	100%	100%	100%	0%

Description:

PARKS & CEMETERY

The Parks and Fields Maintenance Departments provide a variety of service and maintenance for this program. It requires that trash cleanup be performed throughout City facilities to ensure the preservation of the Park City "brand", public safety and overall cleanliness. Items included in this program are: sweeping and trash removal service along sidewalks, bike paths, City facilities, Parks and right-of ways. Challenges to the goal of this program are increasing use of stickers on city equipment and facilities.

Council Goal:

Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure

Recreation, Trails and Open Space has been identified by Council as a high priority through Councils goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for trash clean-up through citizen requests. The Cleanup program is a critical function for the preservation of Park City.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

	Request	Rationale
	FY 2019	FY 2019
Trash Clean-Up		\$1,401 health ins tech adj
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
FIELDS					
Personnel	24,102	24,242	24,242	25,363	25,363
Materials	2,406	2,406	2,406	5,142	5,142
Total FIELDS	26,508	26,648	26,648	30,505	30,505

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
PARKS & CEMETERY					
Personnel	113,681	115,310	115,366	118,275	118,275
Materials	29,795	29,795	29,795	32,865	32,865
Total PARKS & CEMETERY	143,476	145,105	145,161	151,140	151,140
TOTAL	169,985	171,754	171,809	181,645	181,645

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.9	0.9
Part Time	1.2	1.2
TOTAL	2.1	2.1

Level of Service

Trash Clean-Up Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Trash Clean-Up	4	11.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

PARKS & CEMETERY

Innovation: The Parks/Fields Department continually looks for creative ways to increase productivity, environmental stewardship, and service levels. Recent examples include: expanded recycling program throughout town. Industry trends are to move toward a higher degree of recycling.

Section 5: Consequences of Funding Proposal at Lower Level

FIELDS

PARKS & The consequences of lowering the funding for this program include: less preventative maintenance impacting the look, feel and

CEMETERY cleanliness of Park City. A reduction in funding may also affect the overall recycling program.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2016	FY 2017	FY 2018	FY 2019
Trash Clean-Up-PARKS & CEMETERY	Percentage of trash containers checked daily (during summer season)	90%	90%	90%	90%

Description:

ELECTIONSThis includes all materials necessary to conduct an election as well as costs for election judges.

Council Goal:

002 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government

Efficient and effective execution of elections is one of the most visible commitments to having an open and responsive government. For many citizens, voting may be their only interaction with City government in an entire year. Having the adequate resources to conduct elections is important.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	This is the off-year for elections, so the demand for this program is significantly less.

	Request	Rationale
	FY 2019	FY 2019
Elections	Elections: Decrease because no election this year.	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
CITY MANAGER					
Personnel	9,889	9,627	9,627	10,114	10,114
Total CITY MANAGER	9,889	9,627	9,627	10,114	10,114
ELECTIONS					
Materials	13,500	500	500	500	500

Expenditures		Dept Req	RT Rec	CM REC	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019
Total ELECTIONS	13,500	500	500	500	500
TOTAL	23,389	10,127	10,127	10,614	10,614

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.1	0.1
Part Time		
TOTAL	0.1	0.1

Level of Service

Elections Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Elections	1	25.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

ELECTIONS Partnering with Summit County is an effective cost-savings measure. In even years, we provide facilities and man the early-voting process. In odd years, when the City has its elections, if the County has any ballot initiatives, they share the cost of supplies, election judges, legal noticing, production of ballots, etc.

Section 5: Consequences of Funding Proposal at Lower Level

ELECTIONS Elections are governed by State and Federal Laws. Funding at lower levels would reduce the ability to provide adequate man-power to run the election process.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Elections-CITY MANAGER	Deadline was met for noticing the election.	No	No	No	No

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Elections-CITY MANAGER	Election results were delivered to the County within the specified timeline.	No	No	No	No

Description:

CITY MANAGER Maintain a record of City Council proceedings, including minutes and motions. Maintains ordinances, resolutions, agreements, easements, professional services contracts. Administers oaths and acknowledgements under the seal of the City. Performs duties as required by the Municipal Code, the City Council, or the City Manager. Functions of the City Recorder play a vital role in the coordination and management of records of City Council proceedings, minutes and motions. The Recorder maintains original documents including ordinances, resolution, agreements, easements, professional services contracts. The Recorder is also charged by Code to administer oaths and acknowledgements under the seal of the City. The Recorder performs duties as required by the Municipal Code, the Mayor and City Council, and the City Manager.

Council Goal:

010 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government Council has identified open and responsive government as a top priority. Much of the public's interaction with the City is through the Executive office. The Recorder and Senior Recorder are the people that are responsible for much of the perception that the City Manager and Mayor are responsive to citizens. They are often the first line of contact for the public and are an extension of the Mayor and City Manager roles.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
CITY MANAGER						
Personnel	130,325	130,864	130,864	132,848	-13,590	119,258
Materials	8,251	8,251	8,251	8,251		8,251
Total CITY MANAGER	138,576	139,115	139,115	141,099	-13,590	127,509
TOTAL	138,576	139,115	139,115	141,099	-13,590	127,509

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.0	1.0
Part Time		
TOTAL	1.0	1.0

Level of Service

City Recorder Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
City Recorder	1	23.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER Good succession planning is usual in any organization, and our efforts to ensure consistency in the high level of service provided by the Executive Team could be viewed as innovative. Ensuring that the team is functioning at the highest level is important.

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER Funding requests are to provide the same level of service.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
City Recorder-CITY MANAGER	Epackets & website postings by EOD Monday and packets distributed by end of day Monday.	100%	0%	0%	0%
City Recorder-CITY MANAGER	Two week turn around for Council minutes	90%	90%	0%	0%

Description:

LIBRARY The Circulation Desk is staffed to greet, welcome and assist library users 7 days a week. The library is open to the public 64 hours each week. Staff check materials in and out, assist computer users, register patrons for library cards, answer questions in person and via the telephone, manage item requests, process interlibrary loans, handle fines & payment, create displays, accept & sort donations, manage meeting & study rooms and sort returned items.

Council Goal:

018 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Arts & Culture Circulation Services helps to meet the desired outcomes by: 1. Greeting, welcoming, and assisting community members (Physically and socially connected neighborhoods) 2. Providing a welcoming place for members of the community & visitors to use for accessing the internet, quiet study, or gathering. (Vibrant community gathering spaces and places) 3. Checking out materials and providing research and computer assistance. (Connected, knowledgeable and engaged citizens) 4. Answering questions about local events and activities, and providing materials to learn more about arts and culture. (Vibrant arts and culture offerings for community & visitors)

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MODEST increase in demand of 5% to 14% This department is seeing the same growth as others, but we need funding in the other programs to meet strong demand for programming, collections, personnel, software, and computers.

	Request FY 2019	Rationale FY 2019
Circulation Services	\$230K for Library Clerk, PT Community Engagement Library Assistant to FTR, 2 Library Aides, Youth/Teen Library Assistant, bank fees, library materials/books, programs/special events, other materials/supplies	\$62K for Community Engagement Library Assistant reclass from PT, bank fees, library materials/books, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
LIBRARY						
Personnel	299,443	298,884	286,435	291,363		291,363

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
Materials	53,978	54,825	43,817	44,672	-8,100	36,572
Total LIBRARY	353,421	353,709	330,252	336,035	-8,100	327,935
TOTAL	353,421	353,709	330,252	336,035	-8,100	327,935

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	2.0	2.0
Part Time	2.2	2.2
TOTAL	4.3	4.3

Level of Service

Circulation Services Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Circulation Services	2	18.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Staff working at the circulation desk complete other tasks and projects as time allows such as, doing inventory, working on displays, helping librarians with projects and programs, etc. The Circulation Desk also assists the Friends of the Farm by selling tickets for their events at the front desk and assists the film series by answering questions about the upcoming films and receiving packages. During Sundance the Circulation Desk distributes film guides and answers questions from visitors, Sundance staff and volunteers. The Circulation Desk also provides and updates a community bulletin board and displays flyers with community and visitor information.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Less community impact without development and growth as a 21st Century Library.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017
	-		
Circulation Services-LIBRARY	Annual visits per capita.	20	21.1
Circulation Services-LIBRARY	Circulation per capita (annual measure only)	12.44	13.6

Description:

COMMUNITY ENGAGEMENT

This program area includes crisis communications during unforeseen and/or sensitive events. Develops and disseminates emergency messages to the community, media and other stakeholders. Develops and maintains an organization crisis communication plan. The current level of service provides for biannual emergency preparedness outreach, timely emergency response with ongoing communications, limited continuing education within the state for the PIO and back-up PIOs and a limited social media outreach. Enhanced Level for Service.

Council Goal:

067 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community

While 81% of the community rated the city's public information services as "excellent" or "good" only 31% rated their level of emergency preparedness as "excellent" or "good". It is important that we continue efforts to emphasize emergency preparedness efforts over the next two years. The \$6000 budget request will replace discontinued EMPG funding and is necessary to maintain outreach and education

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
COMMUNITY ENGAGEMENT						
Personnel	80,795	79,639	79,639	79,614	-8,841	70,774
Total COMMUNITY ENGAGEMENT	80,795	79,639	79,639	79,614	-8,841	70,774
TOTAL	80,795	79,639	79,639	79,614	-8,841	70,774

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.6	0.6
Part Time		
TOTAL	0.6	0.6

Level of Service

Emergency Communications Same Level of Service

	Quartile FY 2019	Score FY 2019
Emergency Communications	2	17.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

Cost Savings & Collaboration: The City collaborates extensively with the Summit County Health Department and Summit County Manager's office in its emergency communications efforts. This allows us to operate a lean emergency communications staffing level. Emergency communications staff provide cross-jurisdictional support during emergencies and maintains a regional wildfires website. Staff are members of the UT PIO Association and participate on its board and as presenters at the statewide conference. Staff is also active in the National Information Officers Association.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT

With the loss of the state matching funds program funding at a lower level will reduce community outreach and education efforts through direct mailing, posters and ad placement especially as it relates to wildfire prevention and education.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Emergency Communications-COMMUNITY ENGAGEMENT	Percent of households who rate their level of emergency preparedness as "fully or somewhat prepared."	0%	0%	0%	0%
Emergency Communications-COMMUNITY ENGAGEMENT	Percent of respondents who rate the City's emergency preparedness as "good" or "excellent."	0%	0%	0%	0%

Description:

LIBRARY Technical Services includes a broad range of library support functions. Included in this program are cataloging & processing materials such as books, DVD's, audios and other items for check-out to the public. Support of public computers, internet access, web interface, library software for organizing and providing access to the collection are also major components as well as tracking Library finances. Development of a 21st Century Library includes provision of a high-tech information interface. Catalog and process all new items for public checkout. Maintain equipment and software for 33 computers and Wi-Fi access. Ensure that materials are ordered, received and paid for in a timely manner and accurate records are maintained.

Council Goal:

022 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Arts & Culture The library helps to meet the desired outcomes by: 1. Providing free and open access to information and technology (Connected, knowledgeable, and engaged citizens) 2. Providing free and up-to-date technology access to ensure that all segments of the community have the opportunity to be knowledgeable and engaged.

Section 1: Scope**Change in Demand**

Program Experiencing a SUBSTANTIAL increase in demand of 25% or more

Explanation

Personnel is the biggest need in the Technical Services Program. This department catalogs and prepares all new materials for the public and currently has a 3 month backlog. There is a deficit of 14,203 hours per year in staffing to handle an additional 16,789 items coming into the Library each year. Returned books are not getting back to the shelf in the desired 1-3 day period, which makes finding and helping the community difficult as we respond to their information needs. With the help of additional staff, we will be able to maintain the current level of service with the growing usage. In addition, more funds are needed for professional development resources for staff to keep them trained in cutting-edge 21st Century Library Services. We have no funding for phones currently. All library departments depend on software to provide service, and costs for those resources are continually rising. Collection use went up by 13,377 and, in addition, there are a large number of titles that need replacing due to increased usage.

	Request FY 2019	Rationale FY 2019
Technical Services	\$230K for Library Clerk, PT Community Engagement Library Assistant to FTR, 2 Library Aides, Youth/Teen Library Assistant, bank fees, library materials/books, programs/special events, other materials/supplies	\$62K for Community Engagement Library Assistant reclass from PT, bank fees, library materials/books, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
LIBRARY						
Personnel	295,140	376,640	292,209	296,241		296,241
Materials	37,138	41,193	41,193	41,913	-5,400	36,513
Total LIBRARY	332,278	417,833	333,402	338,154	-5,400	332,754
TOTAL	332,278	417,833	333,402	338,154	-5,400	332,754

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	2.1	2.1
Part Time	2.1	2.1
TOTAL	4.2	4.2

Level of Service

Technical Services Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Technical Services	2	18.50

Section 3: Basic Program Attributes**Community Served**

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY The library receives a reduced rate for public internet access through the e-rate program. Broadband access was installed with grant dollars in partnership with the Utah Education Network. As a part of the OCLC Cooperative the library shares cataloging records with other libraries, thus expediting the process of preparing item descriptions for the library catalog.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Negative impacts of not being approved for the personnel requests include the library not being equipped to provide services in a timely and cost-effective fashion. Deliverables are suffering. The library cannot provide books and new materials into the community's hands effectively. In addition, because our librarians and library assistants are taking on Clerk tasks their ability to produce work such as programs for kids, teens, Spanish-speakers, adult & seniors, computer trainings are inhibited and such jobs computers updates are not being managed, which does not provide 21st Century Service to the public. Inability for staff to attend conferences, meetings, and hold memberships at a professional level to keep up 21st Century Library standards

Section 6: Performance Measures

	Description	Actual FY 2016
	-	
Technical Services LIBRARY	Annual number of in-library Wi-Fi logins.	40089
Technical Services-LIBRARY	Annual number of web hits.	195755

Description:

LIBRARY Current Park City Library Cards are provided free of charge for those who reside in Summit County under the age of 19, or until the student is living outside of the Park City limits. Continuation of this program is desired.

Council Goal:

025 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Regional Reciprocal Borrowing helps to meet desired outcomes by allowing broader access to the library for all 5-18 year olds in the area
Collaboration (county). This contributes to the goals of a connected, knowledgeable, and engaged citizenry, vibrant community gathering spaces and places, as well as providing broader information access to a diverse population and social fabric.

Section 1: Scope

Change in Demand Explanation
Program Experiencing a NO change in demand

	Request FY 2019	Rationale FY 2019
Reciprocal Borrowing	\$230K for Library Clerk, PT Community Engagement Library Assistant to FTR, 2 Library Aides, Youth/Teen Library Assistant, bank fees, library materials/books, programs/special events, other materials/supplies	\$62K for Community Engagement Library Assistant reclass from PT, bank fees, library materials/books, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
LIBRARY					
Personnel	10,477	14,254	11,897	12,322	12,322
Materials	7,408	7,408	7,021	7,156	7,156
Total LIBRARY	17,885	21,662	18,918	19,478	19,478
TOTAL	17,885	21,662	18,918	19,478	19,478

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.1	0.1
Part Time	0.0	0.0
TOTAL	0.2	0.2

Level of Service
Reciprocal Borrowing Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Reciprocal Borrowing	3	17.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY This was initially a collaborative effort with Summit County providing half of the needed funding. Due to budget issues the County no longer contributed funds after FY 2013.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Library would not be able to continue LOS and growth of free cards to the 324 kids ages 5-18 who reside in Summit County outside of the Park City limits.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017
	-		
Reciprocal Borrowing-LIBRARY	Number of Reciprocal Borrowing Cards issued annually.	357	263
Reciprocal Borrowing-LIBRARY	Number of checkouts by Reciprocal Borrowing Card holders annually.	7959	8618

Description:

LIBRARY Adult Services is a program encompassing education and enrichment opportunities for both the Park City community and the visitor population. It provides a collection of reading materials, reference services, and programming tailored to adults.

Council Goal:

020 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Vibrant Arts & Culture The library helps to meet the desired outcomes by: 1. Providing free and open access to information and technology (Connected, knowledgeable, and engaged citizens) 2. Providing a meeting space for community interaction and exchange of ideas (Vibrant community gathering spaces and places) 3. Housing a historical Park City Room collection & being located in a historical building (Preserved and celebrated history and protected National Historic District) 4. Offering exhibits and author programs (Vibrant arts and culture offerings for community and visitors)

Section 1: Scope**Change in Demand**

Program Experiencing a SIGNIFICANT increase in demand of 15% to 24%

Explanation

With the help of additional staff, we will be able to maintain the current level of service with the growing usage. In addition, more funds are needed for professional development resources for staff to keep them trained in cutting-edge 21st Century Library Services. We have no funding for phones currently. All library departments depend on software to provide service, and costs for those resources are continually rising. Collection use went up by 13,377 and, in addition, there are a large number of titles that need replacing due to increased usage. Programming demand has increased and bringing authors and other presenters has become expensive. The YouCreate Lab has needs for new technology and while maintaining current resources.

	Request FY 2019	Rationale FY 2019
Adult Services	\$230K for Library Clerk, PT Community Engagement Library Assistant to FTR, 2 Library Aides, Youth/Teen Library Assistant, bank fees, library materials/books, programs/special events, other materials/supplies	\$62K for Community Engagement Library Assistant reclass from PT, bank fees, library materials/books, other materials/supplies
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
LIBRARY						
Personnel	140,006	143,410	141,054	147,153		147,153
Materials	125,536	151,035	122,638	124,438	-8,100	116,338
Total LIBRARY	265,542	294,445	263,692	271,591	-8,100	263,491
TOTAL	265,542	294,445	263,692	271,591	-8,100	263,491

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.3	1.3
Part Time	0.1	0.1
TOTAL	1.3	1.3

Level of Service

Adult Services Same Level of Service

	Quartile FY 2019	Score FY 2019
Adult Services	3	16.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Adult program partnerships are utilized to decrease costs while still offering high quality classes and programs to the community. We offer the community free access to fee-based databases through partnership with Utah State Library.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY If staff is unable to receive additional training, they will be unable to provide a high level of service to library users and unable to complete the visual media lab project. Without the additional funds for materials, including those needed for library expansion and 21st Century Development, the library will not be able to keep up with demand for materials and resources. In addition, the library will have to reduce electronic resources due to cost. At this time, it is impossible to re-allocate funds from print materials to technology because there is still a strong demand for print materials. Hard copy items purchased in the past fiscal year for the adult collection check out often. For example, 97% of books on CD, 95% of large print, 97% of DVDs, and 94% of Fiction that were purchased in the last fiscal year circulated. This illustrates a strong demand for these materials and removing funds from these collection areas would hurt the quality of the library collection.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017
	-		
Adult Services-LIBRARY	Number of people served by Adult programs and outreach annually.	2598	4416
Adult Services-LIBRARY	Collection Size-Items (books, tapes, CD's, etc.) per capita	14.93	14

Description:**TECHNICAL & CUSTOMER SERVICES**

www.ParkCity.org is a core component in how we communicate and provide information. In coordination with other websites and social media efforts, Internet traffic is directed to the City website and provides the opportunity to measure the relevance and quality of the information being provided. This program allows departments to create website content and submit for review. This helps ensure that branding and readability guidelines are met before information is published. The City website is also accessible to mobile devices, a growing need and expectation. Users can receive automatic email notifications for a variety of City topics.

Council Goal:

069 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Citizen Engagement The City website represents a significant portion of the Open and Responsive Government objective. Search engine ranking and growth, combined with other department offerings such as bus routes, continue to rely on the City website as a platform to disseminate information.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MINIMAL increase in demand of 1% to 4%

	Request FY 2019	Rationale FY 2019
Website	Personnel Request: 1) IT Coordinator II: \$109,268 2) Reclass of IT Coordinator II to III: \$5,728 Other Requests (in order of priority): 1) Isilon Module data storage- \$6,000 2) ESA email filtering- \$2,000, and HelpDesk management and automation software- \$3,960 3) Cisco service subscriptions: ASA/Firepower- \$30,004 FBI/Homeland Security Subscription- \$12,000 5) Latitude Geographic GeoCortex Essentials/Analytics maintenance- \$5,200 6) Mobile Management Solution/Service- \$10,000 7) Website Collaboration Tools- \$8,000 8) Dropbox subscription- \$2,000-Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
TECHNICAL & CUSTOMER SERVICES						
Personnel	81,881	82,372	82,302	86,196	-16,910	69,286
Materials	26,325	34,325	26,325	26,325		34,325
Total TECHNICAL & CUSTOMER SERVICES	108,206	116,697	108,627	112,521	-16,910	103,611
TOTAL	108,206	116,697	108,627	112,521	-16,910	103,611

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.7	0.7
Part Time		
TOTAL	0.7	0.7

Level of Service

Website Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Website	4	13.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

The City website represents a significant cost value to provide information quickly and easily and displaces other costlier methods of communication.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Reduced funding would result in degraded style consistency and update frequency. Other enhanced features would be eliminated or minimized.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Website-TECHNICAL & CUSTOMER SERVICES	Annual Website trainings offered to department liaisons	0	0	2	0
Website-TECHNICAL & CUSTOMER SERVICES	Percent of problem work-orders resolution with 4 hour response time	0%	0%	100%	0%

Description:

CITY MANAGER Fosters relationships for the City at local, state and federal levels in order to obtain funding for the community and prevent adverse actions from affecting the community.

Council Goal:

099 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Regional Collaboration Park City's state and federal legislative activities support municipal goals as well as goals of other agencies with whom we work, such as the Park City School District.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY MANAGER						
Personnel	76,622	76,948	76,948	80,212	-8,594	71,618
Materials	28,202	28,202	28,202	28,202		28,202
Total CITY MANAGER	104,824	105,150	105,150	108,414	-8,594	99,820
TOTAL	104,824	105,150	105,150	108,414	-8,594	99,820

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time		
TOTAL	0.4	0.4

Level of Service

Legislative Liaison Same Level of Service

	Quartile FY 2019	Score FY 2019
Legislative Liaison	3	15.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER This funding generally has an extremely high return on investment by minimizing negative legislative actions at the state level.

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER A lower level of funding would significantly curtail our municipal legislative activities. The effect of this curtailment could be the passing of legislation that negatively impacts Park City. (In the past two legislative sessions, there were bills that would have impacted Park City, but not other communities. Our relationship with other cities, through the Utah League of Cities and Towns, was the sole reason these bills were stopped.)

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017
	-		
Legislative Liaison-CITY MANAGER	Number of legislative updates given to Council.	6	6

Description:

CITY COUNCIL	Mayor and Council are the legislative and governing body which exercise the powers provided by constitutional general laws of the state together with implied powers necessary to implement the granted powers. City Council has been a member of the Utah League of Cities and Towns for many years. ULCT provides services to communities throughout the State of Utah.
CITY MANAGER	Develop proactive initiatives to respond to community challenges and shape policy for the City Council. Address public safety, economic, social and environmental factors (among others) and implement Council direction and address City operational concerns with wise discretion in the management of programs. The City Manager is responsible for facilitating policy decisions in accordance with goals and priorities of the Mayor and Council. Annual Goals and Targets for Action are established at the annual Council Visioning Workshop. The current level of service includes development proactive initiatives to respond to community challenges and shape policy for the City Council; addressing public safety, economic, social, and environmental factors (among others) and implement Council direction and address city operational concerns with wise discretion in the management of programs.
ENVIRONMENTAL SUSTAINABILITY	The Regional Community Development Director represents the City on regional collaboration efforts.

Council Goal:

029 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transparent Government	City Council has been a member of the Utah League of Cities and Towns for many years. ULCT provides services to communities throughout the State of Utah. Annual membership rates continue to increase and a budget request has been submitted to keep up with the increased costs. Municipalities are required to publish legal notices, which consist of agendas, public hearings, and publication of ordinance approvals. The budget request reflects actual expenditures for these notices.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY COUNCIL						
Personnel	146,156	146,156	146,156	146,156	-9,562	136,594
Materials	38,725	38,725	38,725	38,725		38,725
Total CITY COUNCIL	184,881	184,881	184,881	184,881	-9,562	175,319
CITY MANAGER						
Personnel	66,191	66,414	66,414	70,048	-9,562	60,486
Materials	7,118	7,118	7,118	7,118		7,118
Total CITY MANAGER	73,309	73,532	73,532	77,166	-9,562	67,604
ENVIRONMENTAL SUSTAINABILITY						
Materials	58,050	58,050	58,050	58,050		58,050
Total ENVIRONMENTAL SUSTAINABILITY	58,050	58,050	58,050	58,050		58,050
CONTINGENCY/GENERAL						
Materials	50,000	50,000	50,000	75,000		75,000
Total CONTINGENCY/GENERAL	50,000	50,000	50,000	75,000		75,000
TOTAL	366,241	366,464	366,464	395,097	-19,124	375,973

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time		
TOTAL	0.4	0.4

Level of Service

Policy Creation & Implementation Same Level of Service

	Quartile FY 2019	Score FY 2019
Policy Creation & Implementation	2	19.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER Drawing from the professional expertise of Staff, the Manager is able to reduce spending for discretionary consulting services.

Section 5: Consequences of Funding Proposal at Lower Level

CITY COUNCIL	Partnerships with Utah League of Cities and Towns provide Park City the services of a skilled team of professional to assist with creation of policies and also provide significant support at the state legislative level. Reduced funding could prevent the City from participating in this valuable partnership. Reduced funding for Legal Notices would lessen the City's ability to comply with legal requirements of the Utah State Code.
CITY MANAGER	Reduced funding would result in delays in framing policy and would necessitate less detailed implementation. Council will not be able to implement as many initiatives. Partnerships with organizations such as Utah League of Cities and Towns offer Park City the services of a skilled team of professionals to assist with the creation of policies and also provide significant support at the state legislative level.
ENVIRONMENTAL SUSTAINABILITY	Reductions would remove the funding for the Regional Community Development position and would reduce the ability of the city to collaborate regionally.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Policy Creation & Implementation-CITY COUNCIL	Percent of Council saying that Policy framing is good or excellent.	0%	0%	0%	0%
Policy Creation and Implementation-CITY COUNCIL	Percent of Council saying implementation is good or excellent.	0%	0%	0%	0%

Description:

CITY MANAGER Staff assistance to City Council members and the Mayor in the performance of their official duties. Scheduling information requests, staff reports, workshop preparations and time in meetings, and other things paid City employees do to enable Council members to make governing happen. Staff is involved on a daily basis in the preparation of staff reports, workshops and meetings to aid Council and the Mayor in the performance of their official duties.

CITY ATTORNEY Advise all city boards, commissions, mayor and city council of federal and state laws and regulations. Attend meetings and provide legal annual training to members of the same. The Legal Staff provides active support to all boards and commissions so as to address public concerns and questions in a timely and efficient manner.

Council Goal:

049 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transparent Government Open and Responsive Government is a high priority of the City Council and Mayor.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Council & Board Support	The PCMC organization has grown significantly over the years and the need for a Legal Analyst derives from the increase in number of projects, contracts, and administration. The volume of work now requires a Legal Analyst to review substantively almost 600 contracts per year. -Reclass of Paralegal to Legal Analyst (up one grade): \$4,827	RT recommended based off of established need. Reclass of Paralegal to Legal Analyst (up one grade): \$4,827
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
CITY MANAGER						
Personnel	99,383	99,637	99,637	103,806	-17,070	86,736
Materials	24,535	24,535	24,535	24,535		24,535
Total CITY MANAGER	123,918	124,172	124,172	128,341	-17,070	111,271
CITY ATTORNEY						
Personnel	266,919	267,803	267,803	272,995	-17,070	255,925
Materials	6,337	6,337	6,337	6,337		6,337
Total CITY ATTORNEY	273,256	274,140	274,140	279,332	-17,070	262,262
TOTAL	397,174	398,312	398,312	407,673	-34,140	373,533

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	2.1	2.1
Part Time	0.1	0.1
TOTAL	2.2	2.2

Level of Service

Council & Board Support Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Council & Board Support	2	19.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER Innovation this year will come in the form of increased interagency outreach. The City has an interest in raising its profile and presence among its regional partners. Also, proactive focus reduces errors/liability.

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER Consequences of lowering funding for this program include impacts on facilitation of policy decisions in accordance with goals and priorities of the Mayor and Council, as well as reduced opportunities for regular meetings and communication with Council and Mayor. Also, non-legal support would impact training levels, meeting attendance, report review and addressing other issues efficiently.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Council & Board Support-CITY MANAGER	Percent of NCS respondents whose overall confidence in Park City government is "good" or "excellent"	58%	61%	0%	0%
Council & Board Support-CITY MANAGER	Percent of employees satisfied with the City Manager's office.	92%	96%	0%	0%
Council & Board Support-CITY ATTORNEY'S OFFICE	Percent of staff reports reviewed within three days.	95%	95%	95%	0%
Council & Board Support-CITY ATTORNEY'S OFFICE	Conduct annual training with all Boards, Commissions and Council in accordance with Master Training Calendar.	1	1	1	0

Description:

TECHNICAL & CUSTOMER SERVICES	Records retention and archiving includes the storage, access and destruction of paper and electronic records. The capture and storage of paper records is managed through this program and spans multiple facilities and is approaching 3,000 cubic feet of storage. Access is provided to departments for research and for GRAMA requests for both paper and electronic formats. Secure destruction of records occurs when all the necessary criteria is met including GRAMA, Legal and departmental needs. Paper records are also digitized for electronic reference.
COMMUNICATION CENTER	The Police Department also manages records in a similar fashion to meet requirements for Federal and State public safety guidelines. The Records Division is responsible for the maintenance and process of all police records. The Records Division process's over 10,000 citations, 500 traffic accident reports, 2,400 crime reports, 600 arrest reports and fills over 3,000 records requests annually. The Records Division is required under Utah State Statute to process records and submit them to the state in a required time period. The Records Division is responsible for providing statistical information to both state and federal agencies.

Council Goal:

038 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transparent Government	Records accessibility represents a vital component to providing open records access to citizens and to meet the requirements of the Government Records Access and Management Act (GRAMA). Funding is identified to further enhance records services, but in conjunction with server and storage demands. Records operations provides effective record delivery and continues to work with departments to minimize and eliminate paper oriented processes. Also, the Records Division is an essential link as the first point of contact with the public as they enter the police station. They are essential in providing various forms of documentation to the community and in processing documentation that meet state and federal requirements.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Records Management		DISPATCH: Dispatch savings by moving from in-house personnel to contracting with County
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
TECHNICAL & CUSTOMER SERVICES					
Personnel	45,945	45,910	45,910	47,878	47,878
Materials	30,900	30,900	30,900	30,900	30,900
Total TECHNICAL & CUSTOMER SERVICES	76,845	76,810	76,810	78,778	78,778
COMMUNICATION CENTER					
Personnel	22,701				
Materials	125				
Total COMMUNICATION CENTER	22,826				
TOTAL	99,671	76,810	76,810	78,778	78,778

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.3	0.3
Part Time	0.1	0.1
TOTAL	0.4	0.4

Level of Service
Records Management Same Level of Service

	Quartile FY 2019	Score FY 2019
Records Management	2	19.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the City Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

New innovative and collaborative approaches were taken this year including: conversion of retention schedules into a database for ease of access and compliance verification; centralized GRAMA process for records tracking and reporting; creation of a new records room and relocation of library records.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Reduction of funding will thwart efforts to eliminate paper processes. While current processes could continue, our physical storage capacity is also limited, thus reduction in storage duration cycles (Record Retention Schedules) would be necessary. Also, a decrease in funding of the Records function would diminish the high level of customer service now in place. It would also hinder our ability to meet our state and federal for reporting requirements.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Records Management-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Records Management	0%	0%	100%	0%
Records Management-TECHNICAL & CUSTOMER SERVICES	Average time in hours to fulfill records request	0	0	24	0
Records Management-TECHNICAL & CUSTOMER SERVICES	Annual Records / GRAMA trainings held	0	0	2	0
Records Management-TECHNICAL & CUSTOMER SERVICES	Percent of Departments compliant in records / GRAMA maintenance	0%	0%	0%	0%
Records Management-POLICE	100% of report requests met within ten days	100%	0%	0%	0%
Records Management-POLICE	100% of state required forms submitted within the 10 day time frame required by state statute.	100%	0%	0%	0%

Description:**TECHNICAL &
CUSTOMER
SERVICES**

The Geographic Information System (GIS) program is the geospatial division in IT that administers GIS servers, geodatabases, online applications, Apps, and GPS for the city mapping needs. The GIS Strategic Plan provides a framework for developing the program, in addition to regional collaboration and the changing needs of city projects and services.

Council Goal:

082 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure The GIS program has more than doubled in recent years, and continues to add users in several departments. GIS staff has been able to accommodate increased usage of GIS data, services, and software, as well as new demands for analysis. GIS staff has also kept up with developments and trends in the industry including mobile platforms.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
TECHNICAL & CUSTOMER SERVICES						
Personnel	75,918	76,379	76,379	77,225	-32,958	44,267
Materials	41,400	41,400	41,400	41,400		41,400
Total TECHNICAL & CUSTOMER SERVICES	117,318	117,779	117,779	118,625	-32,958	85,667
TOTAL	117,318	117,779	117,779	118,625	-32,958	85,667

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	0.6	0.6

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Part Time		
TOTAL	0.6	0.6

Level of Service

GIS Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
GIS	4	14.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

GIS provides cost savings by decreasing redundancy and enabling improved workflow. Several departments are GIS enabled and the city is using the leading software platform. Regional GIS partners include SBWRD, Mountain Regional, Summit County, PCFD, and the AGRC, for data sharing, process improvement, and application development.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

The program cannot grow, or in some cases cannot be maintained without adequate support. Satisfaction with the GIS system and staff will decline. GIS could stagnate in terms of data enrichment, software tools and user interface. GIS requests being declined or other failures pose the greatest risk to the overall investment in the program.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
GIS-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with GIS	0%	0%	100%	0%

Description:

VENTURE FUND In 1990 the Venture Fund was established to provide funding opportunities to realize opportunities not anticipated in the regular program budgets. The City Manager administers the money, awarding it for programs or projects within the municipal structure, based on the advantage of immediate action and subject to the likelihood of positive returns on the "investment".

Council Goal:

133 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome	
Streamlined and flexible operating processes	Open and Responsive Government is one that is able to be nimble. Should the City Manager need to wait one or two years until the next budget cycle to tackle a project, it is likely that an unanticipated opportunity will be gone by the time funding becomes available. The City should have the ability to have a modest fund to be more responsive.

Section 1: Scope

Change in Demand	Explanation
Program experiencing NO change in demand	

Section 2: Proposed Amount / FTEs

Expenditures
TOTAL

FTEs
Full Time
Part Time
TOTAL

Level of Service	
Venture Fund	Same Level of Service

	Quartile FY 2019	Score FY 2019
Venture Fund	4	9.25

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description
	-
Percent of budget used to fund unplanned Council directives-CITY MANAGER	Number of Unplanned Council Directives funded.
Percent of Budget used to fund additional employee trainings-CITY MANAGER	Number Additional Employee Trainings funded.

Description:

HUMAN RESOURCES Compliance with multiple agencies, regulations and laws including the federal government, Utah State government and local government. This program involves keeping abreast of the changes to employment law and adhering to the requirements needed to comply, including but not limited to the Fair Labor Standards Act, Family Medical Leave, American with Disabilities Act and EEOC.

Council Goal:

046 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Fiscally and Legally Sound Compliance in this area means no findings in audits by the Department of Labor, Equal Employment Opportunity Commission, State offices, and other agencies. In order to achieve this, compliance policies are researched and updated as necessary, required notices are posted, and accurate records are kept. This is critical to meeting the outcomes in being compliant. We also oversee internal auditing as necessary and education for management staff.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MINIMAL increase in demand of 1% to 4%

	Request FY 2019	Rationale FY 2019
Local, State, and Federal Compliance		Decrease of software budget of \$15,425 due to IT taking over HR software contract. Increase of holiday party by \$4,700
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
HUMAN RESOURCES						
Personnel	125,527	125,484	125,484	128,294	-56,756	71,538
Materials	23,705	23,455	23,455	23,455		23,455
Total HUMAN RESOURCES	149,232	148,939	148,939	151,749	-56,756	94,993
TOTAL	149,232	148,939	148,939	151,749	-56,756	94,993

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.9	0.9
Part Time		
TOTAL	0.9	0.9

Level of Service

Local, State, and Federal Compliance Same Level of Service

	Quartile FY 2019	Score FY 2019
Local, State, and Federal Compliance	2	19.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES	By keeping the City in compliance with regulations, we are able to minimize behaviors that act to disengage and frustrate the employee population, as well as distractions and fines that could be caused by complaints resulting in audits.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES	Audits by government officials are extremely costly and time-consuming if we are not being proactive in this area.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018
Local, State, and Federal Compliance-HUMAN RESOURCES	# of violation inquiries received annually (IRS, INS, OSHA, Labor Commission, DOL, WC)	0.01	0.001	0.001

Description:

HUMAN RESOURCES Benefits programs include health, dental, retirement, disability and life insurance offerings. The stability of employees made available by these programs allows the City to remain competitive with marketable and comparable employee job opportunities. This benefits both the internal and external City customer with longevity, training and institutional memory. This also allows employees the occasional needed flexibility to deal with significant and minor challenges in their personal lives, which allows them to be productive and stable in the work force. Benefits costs are included as part of salary comparison data undermining salary levels, so quality programs at low costs are important to both the City and the employees.

Council Goal:

078 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Fiscally and Legally Sound Turnover and loss of key employees who demonstrate excellence and loyalty is a major cost and loss of service for the City. In order to function well and be open and responsive to Citizen needs and requests, stable employees with experience and training are necessary.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
HUMAN RESOURCES						
Personnel	64,924	65,380	65,380	65,945	-29,543	36,402
Materials	11,165	11,090	11,090	11,090		11,090
Total HUMAN RESOURCES	76,089	76,470	76,470	77,035	-29,543	47,492
TOTAL	76,089	76,470	76,470	77,035	-29,543	47,492

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.6	0.6
Part Time		
TOTAL	0.6	0.6

Level of Service

Benefit Design/Administration Same Level of Service

	Quartile FY 2019	Score FY 2019
Benefit Design/Administration	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES Competitive benefit offerings provide greater stability and allow the City to overcome unnecessary additional training, recruitment and replacement costs. Industry studies cite total costs of recruitment, training and lost productivity associated with turnover at 2-3 times the cost of a position's annual salary. Cost savings by remaining competitive with other job opportunities of employees is significant to the City. Innovations in this area include costs savings associated with renewals by completing some necessary administrative work in-house, as well as adopting online programs to lower customer service costs by producers.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Reductions in established benefits programs would result in employee compensation not meeting the City standard of "market pay" as benefit costs are one contributor to "total compensation" comparisons. Market analysis would need to be conducted by staff, as well as revised recommendations by Council on compensation directives.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Benefits Design/Administration-HUMAN RESOURCES	Percent of increase to benefit dollar costs compared to national average.	0%	0%	15%	15%
Benefits Design/Administration-HUMAN RESOURCES	Benefit-to-pay ratio for 40K salary.	0%	0%	80%	82%
Benefits Design/Administration-HUMAN RESOURCES	Employer-to-Employee benefit ratio cost (compare to Wasatch Comp Group Data)	0%	6%	0%	0%

Description:

CITY MANAGER This includes all of the staff support roles of the Executive Team. This largely reflects the daily operations of our local government: High level of citizens and business community support and interaction. Significant internal support of the many teams within the City and providing leadership to those teams.

Council Goal:

019 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization Council has identified open and responsive government as a top priority. Much of the public's interaction with the City is through the Executive office. The Recorder and Senior Recorder are the people that are responsible for much of the perception that the City Manager and Mayor are responsive to citizens. They are often the first line of contact for the public and are an extension of the Mayor and City Manager roles.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req	RT Rec	CM REC	Revenue	Tot Rec Cost
	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019
CITY MANAGER						
Personnel	173,543	173,053	173,053	180,056	-72,352	107,704
Materials	14,951	14,951	14,951	14,951		14,951
Total CITY MANAGER	188,494	188,004	188,004	195,007	-72,352	122,655
TOTAL	188,494	188,004	188,004	195,007	-72,352	122,655

FTEs	Budget FTEs	Budget FTEs
	FY 2019	FY 2020
Full Time	1.1	1.1
Part Time		
TOTAL	1.1	1.1

Level of Service

Staff Support Reduced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Staff Support	2	18.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City is the sole provider of the service and there are no other public or private entities that provide this type of service	Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER The City benefits greatly from the experience of the City Recorder and Senior City Recorder and they are paid accordingly.

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER If there is no overlap between the current City Recorder and Senior City Recorder and their respective replacements, there will be a reduction in services levels for a period of at least one to two years. By the nature of being new, any new hires that do not have the opportunity to learn from the current City Recorder and Senior City Recorder will take significantly longer to learn the job. New people are just slower... and that slowness is exacerbated by having to learn everything without any training.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2016	FY 2017	FY 2018	FY 2019
Staff Support-CITY MANAGER	Percentage (%) of staff reports completed by Thursdays at 5 PM.	80%	75%	0%	0%

Description:

BUDGET, DEBT & GRANTS Guides the City's strategic planning processes and creates framework to assist the Council and Mayor, the City Manager, and the management team to define, evaluate, and accomplish strategic goals and objectives. Assists departments in creating and aligning their goals and objectives with City Council's Goals and Objectives.

Council Goal:

042 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transparent Government This program meets Council's Goals and Desired Outcomes because strategic planning helps to shape and focus all of Council's initiatives to ensure completion by staff of projects and tasks.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
BUDGET, DEBT & GRANTS					
Personnel	30,066	30,066	30,066	30,068	30,068
Total BUDGET, DEBT & GRANTS	30,066	30,066	30,066	30,068	30,068
TOTAL	30,066	30,066	30,066	30,068	30,068

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.2	0.2
Part Time		
TOTAL	0.2	0.2

Level of Service

Strategic Planning Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
Strategic Planning	3	16.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS This program saves money through aligning departmental activities with the goals of City Council, and provides insight into activities that might not be as important to City Council or its residents, and could be eliminated.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS A reduction of this program would result in less effective strategic planning. The 2030 Strategic Plan, Biennial Plans, Business Plans, and Council's Quarterly Goals Report would not get updated or would cease to exist.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Strategic Planning-BUDGET	Percent of Internal Service Survey (ISS) respondents who rated the quality of Strategic Planning as "satisfactory" or above.	0%	100%	0%	0%
Strategic Planning-BUDGET	All Business Plans updated by Sept. 1.	No	No	No	No
Strategic Planning-BUDGET	All Biennial Plans updated before Council Retreat.	No	No	No	No
Strategic Planning-BUDGET	Quarterly Goals Report presented to Council every quarter.	No	No	No	No

Description:

BUDGET, DEBT & GRANTS The Budget Department provides a moderate level of performance measurement management for the City. The Budget Department assists staff in keeping track of their internal department performance measures as well as acting as a liaison between ICMA's Center for Performance Measurement Program (CPM) and staff.

Council Goal:

122 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Gold Medal Performance Organization Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound, as a City, it is important that Council, the City Manager, and staff have a high level of performance measure and benchmarking management. Additionally, Council has identified the Budgeting for Outcomes (BFO) process as a high priority; intrinsic to that process is a high level of performance management.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Rec FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
BUDGET, DEBT & GRANTS						
Personnel	75,271	74,231	74,231	74,237	-25,336	48,901
Materials	2,187	2,187	2,187	2,187		2,187
Total BUDGET, DEBT & GRANTS	77,458	76,418	76,418	76,424	-25,336	51,088
TOTAL	77,458	76,418	76,418	76,424	-25,336	51,088

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.7	0.7
Part Time		
TOTAL	0.7	0.7

Level of Service

Performance Measures and Benchmarking Same Level of Service

	Quartile FY 2019	Score FY 2019
Performance Measures and Benchmarking	4	13.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS In a reduced scenario the department would not be able to provide performance measure and benchmarking management. With fewer resources the department would need to cut these services first. The performance of City services could suffer as a result.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Performance Measures and Benchmarking-BUDGET	Percent of BFO programs with corresponding performance measures.	0%	0%	0%	0%
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Number of Communities participating in benchmarking group (CAST/ICMA).	0	0	0	0
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rate the usefulness of the Performance Measurement program as "satisfactory" or above.	0%	90%	0%	0%
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of the Performance Measurement program as "satisfactory" or above.	0%	92%	0%	0%

Description:

HUMAN RESOURCES

LEAD is a 1-week intensive program run several times throughout the year. It complements the Senior Executive Institute (SEI) by duplicating the core learning experience for the level of department heads, division heads, and senior staff of local government organizations. Preference is given to department heads, division heads, and senior staff in local government organizations.

LEAD TRAINING

To take our communities confidently into the future, public leaders and executives must adopt a proactive approach to change both inside the public organization and outside in the community. They must invest the time and resources required for themselves and their leadership team to create and maintain a continuously improving, learning organization. The LEAD program at the University of Virginia helps tackle this issue and prepare leaders in the public sector.

Council Goal:

086 Engaged & Effective Government & Citizenry

Desired Outcome:

Gold Medal Performance Organization

High Quality program for the Professional and Leadership Development of all City Staff would include local and national training as well as team and HR training.

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Program Experiencing a MODEST decrease in demand of 5% to 14%

Explanation

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Tot Rec Cost FY 2019
LEAD TRAINING					
Materials	70,000	70,000	70,000	70,000	70,000
Total LEAD TRAINING	70,000	70,000	70,000	70,000	70,000
TOTAL	70,000	70,000	70,000	70,000	70,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

LEAD

Enhanced Level of Service

	Quartile FY 2019	Score FY 2019
LEAD	4	12.00

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES Cost Savings/Collaboration: Majority of PC LEAD classes will be taught by employees that have already attended LEAD in Virginia which will create a cost savings by minimizing the attendees at LEAD.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Not meeting the City’s needs of professional standards.

Section 6: Performance Measures

Description:

HUMAN RESOURCES Valuing Employees encompasses the many activities and programs that are established to promote and increase communication, education, morale and employee engagement. This in turn increases the level of performance. Some examples of the current activities range from employee events, service awards, recognition, and wellness programs. The return on investment for the program is longevity of staff, loyalty and commitment to excellence. Costs include the Educational Reimbursement program for employees, which allows the City to promote from within, encourage employee growth, and reduce outside contracting and specialization costs.

Council Goal:

093 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Gold Medal Performance Organization Programs that are intended to show employees that they are valued help foster an open work environment that is conducive to increasing team work and communication.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
HUMAN RESOURCES						
Personnel	144,801	145,221	145,221	145,507	-81,583	63,924
Materials	79,630	84,330	84,330	84,330		84,330
Total HUMAN RESOURCES	224,431	229,551	229,551	229,837	-81,583	148,254
TOTAL	224,431	229,551	229,551	229,837	-81,583	148,254

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.4	0.4
Part Time	0.7	0.7
TOTAL	1.1	1.1

Level of Service
Valuing Employees Same Level of Service

	Quartile FY 2019	Score FY 2019
Valuing Employees	4	11.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES

The goal of the HR department is to Collaborate with the management team on programs and ideas that communicate to employees their value to the organization. Cost savings include: less spending on performance improvement programs, additional personnel, training and recruitment costs.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES

On holiday party increase: Event will no longer be held at a restaurant venue in town. We would have to either "cap" levels of attendance, decreases alcohol costs, or move the event to a City venue with cheaper catering. Levels of service provided may be reduced over time.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Valuing Employees-HUMAN RESOURCES	Education hours completed annually (hours eligible for tuition reimbursement)	0	111	118	0
Valuing Employees-HUMAN RESOURCES	Employee training hours completed annually.	0	0	200	0
Valuing Employees-HUMAN RESOURCES	Percent of employees who rated the performance review process as "good" or "excellent."	0%	0%	0%	0%

Description:

HUMAN RESOURCES Current LOS: Current HR performance measures include the ability to attract and retain qualified personnel and attract qualified applicant pools for City recruitments. To be able to attract and retain the talent and quality of employee necessary to provide desired service levels is a key objective of Human Resources. HR works in conjunction with the management team to attract, screen and select the best performers that are qualified to deliver the service levels demanded by our residents and visitors.

Council Goal:

091 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Gold Medal Performance Organization A workforce that is engaged and working to provide the best services for the City.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Recruitment		Decrease of software budget of \$15,425 due to IT taking over HR software contract. Increase of holiday party by \$4,700
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
HUMAN RESOURCES						
Personnel	74,185	74,215	74,215	74,501	-43,939	30,562
Materials	34,830	19,830	19,830	19,830		19,830
Total HUMAN RESOURCES	109,015	94,045	94,045	94,331	-43,939	50,392
TOTAL	109,015	94,045	94,045	94,331	-43,939	50,392

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.7	0.7
Part Time		
TOTAL	0.7	0.7

Level of Service

Recruitment Same Level of Service

	Quartile FY 2019	Score FY 2019
Recruitment	4	11.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

City provides program and program is currently offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

HUMAN
RESOURCES

Collaborating with the management team on the best recruitment efforts for any open position in the City as well as maintaining the applicant pool for on-going recruitment.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN
RESOURCES

A drop in the level of service by positions not being filled quickly and/or poorly filled would be the consequence for funding this program at a lower level.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Recruitment-HUMAN RESOURCES	Total number of recruitments- FTR	0	41	50	0
Recruitment-HUMAN RESOURCES	Total number of recruitments-Other	0	104	105	0
Recruitment-HUMAN RESOURCES	Average time to fill external positions.	0%	0%	0%	0%

Description:

HUMAN RESOURCES The scope of the Pay Plan Design and Administration program is to provide job evaluations and benchmarks (market and point factor analysis) that produce ranges that properly reflect external competitiveness and also internal equity. It allows the City to provide base pay and benefits that enable the attraction, retention and motivation of well-qualified employees who add value to the City. And in the end, the pay plan is instrumental to the City's ability to attract and retain engaged and talented high performers, qualified to deliver the service levels demanded by our residents and visitors.

Council Goal:

094 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Gold Medal Performance Competitive pay helps employees feel engaged in their jobs and with the City's organization, enabling them to focus on what Organization makes Park City great. It increases the City's ability to retain great talent, thus improving City services across the board.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Pay Plan Design/Administration		Decrease of software budget of \$15,425 due to IT taking over HR software contract. Increase of holiday party by \$4,700
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
HUMAN RESOURCES						
Personnel	79,372	79,180	79,180	79,747	-32,977	46,769
Materials	7,720	7,670	7,670	7,670		7,670
Total HUMAN RESOURCES	87,092	86,850	86,850	87,417	-32,977	54,439
TOTAL	87,092	86,850	86,850	87,417	-32,977	54,439

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.7	0.7
Part Time		
TOTAL	0.7	0.7

Level of Service

Pay Plan Design/Administration Same Level of Service

	Quartile FY 2019	Score FY 2019
Pay Plan Design/Administration	4	11.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES For over two decades the City has embraced a "pay for performance" pay philosophy. Current HR performance measures include the ability to attract and retain qualified personnel and attract qualified applicant pools for City recruitments. Focusing on achieving Park City's specific goals and whether we are successfully competing in the market has been a measure of whether our pay plan is successfully targeting the expertise and talent we require. Hiring lower level talent will cost the City in the long run.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Reduced ability to attract, retain, and motivate well-qualified employees who add value to the City, and increased potential of losing them to other public sector employers.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Pay Plan Design/Administration-HUMAN RESOURCES	Total number of job classifications.	0	0	142	0
Pay Plan Design/Administration-HUMAN RESOURCES	Percent of applicant pool qualified for the posted position.	0%	0%	0%	0%
Pay Plan Design/Administration-HUMAN RESOURCES	Percent of city-wide turnover.	0%	0%	15%	0%

Description:

HUMAN RESOURCES Human Resources designs, manages and implements the performance management process with collaboration and input from the management team. It includes communication and training on the process and adhering to deadlines with the management team. Evaluating the performance and developing the potential of the employees is critical to the success of the City. This is achieved by formalizing the communication between employees and management and documenting performance issues that need to be addressed. Human Resources reviews the process for consistency, completion and accuracy.

Council Goal:

107 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Gold Medal Performance Organization Keeping employees abreast of how they are performing in their jobs and what can be done for improvement is key to the management of morale and the motivation of employees to achieve all that they can in their current role.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Performance Management		Decrease of software budget of \$15,425 due to IT taking over HR software contract. Increase of holiday party by \$4,700
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
HUMAN RESOURCES						
Personnel	67,982	67,990	67,990	69,115	-37,583	31,532
Materials	29,125	29,075	29,075	29,075		29,075
Total HUMAN RESOURCES	97,107	97,065	97,065	98,190	-37,583	60,607
LUMP MERIT						
Personnel	580,000					
Total LUMP MERIT	580,000					
TOTAL	677,107	97,065	97,065	98,190	-37,583	60,607

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.5	0.5
Part Time		
TOTAL	0.5	0.5

Level of Service

Performance Management Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Performance Management	4	10.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

HUMAN
RESOURCES

Consistent performance evaluation is needed to keep the City in compliance and well documented for any legal issues that may arise.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Changes to performance management would put the City at risk for exposure to legal and compliance issues.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
	-				
Performance Management-HUMAN RESOURCES	Medical leave usage per 1000 hours.	0%	9.3%	9%	0%
Performance Management-HUMAN RESOURCES	Percentage of staff in supervisory roles.	0%	0%	30%	30%
Performance Management-HUMAN RESOURCES	Percentage of HR staff hours used for refilling positions annually.	0%	25%	25%	0%
Performance Management-HUMAN RESOURCES	Number of grievances filed annually.	0	0	0	0

Description:

HUMAN RESOURCES The ability to maintain City services that are both open and responsive to the community needs is sometimes unpredictable. Short-Term Citywide personnel are temporary workers, interns and/or external services that allow for flexibility in this area. This prevents unnecessary burnout to departments experiencing temporary increases in workload due to City needs, and saves the City in both consulting and long term employment costs. This program also allows the City to be flexible for emergency situations, unforeseen issues, and workloads.

Council Goal:

135 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Gold Medal Performance Organization Ability of City personnel to respond when necessary to ensure compliance and risk management, as well as the ability to maintain continuity in business operations.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

	Request FY 2019	Rationale FY 2019
Short-Term Citywide Personnel		Decrease of software budget of \$15,425 due to IT taking over HR software contract. Increase of holiday party by \$4,700
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
HUMAN RESOURCES						
Personnel	29,203	29,199	29,199	29,202	-24,737	4,465
Materials	20,000	20,000	20,000	20,000		20,000
Total HUMAN RESOURCES	49,203	49,199	49,199	49,202	-24,737	24,465
TOTAL	49,203	49,199	49,199	49,202	-24,737	24,465

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	0.2	0.2
Part Time	0.5	0.5
TOTAL	0.6	0.6

Level of Service

Short-Term Citywide Personnel Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Short-Term Citywide Personnel	4	6.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses within City limits	Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES	Cost savings are substantial, depending on varying situations. Savings are achieved by reducing overtime dollars as well as time and resources of experienced and higher paid employees; otherwise these employees would be using valuable time on unnecessary research to complete unusual projects outside of their experience and training, as well as work on projects well below their level of pay and expertise.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES	Inability of the City to remain flexible and able to respond to unusual events such as litigation, emergencies, and unexpected projects.

Section 6: Performance Measures

Description
-

Description:

SPECIAL MEETINGS

This fund provides funding opportunities for local and regional meetings that benefit the community, but are not associated with other programs. It is also used for Employee Recognition Luncheons for City Staff and to provide reciprocal opportunities with other communities within the US and from other countries.

Council Goal:

136 Engaged & Effective Government & Citizenry

Desired Outcome:

Engaged, capable workforce

Criteria for Meeting Desired Outcome

Government is more responsive when it is well fed. When people are hungry, they are less likely to engage in a dialogue with the public. Also- Employee Recognition Lunches are an important for building culture within the municipal organization. We would not be able to support Council Visioning without food -- and a two day meeting with a hungry City Council might not be as fun. City Tour is the place where members of Council have the opportunity to get great ideas from other communities to bring back to Park City.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures
TOTAL

FTEs
Full Time
Part Time
TOTAL

Level of Service

Special Meetings Same Level of Service

	Quartile FY 2019	Score FY 2019
Special Meetings	4	5.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description
	-
Number of Luncheons-CITY MANAGER	Number of City Manager Staff Recognition Luncheons held annually

Description:

ICE FACILITY

The goal of this program is to provide resources and training to promote an engaged staff. Objectives also include employee recognition and empowering employees with the appropriate tools and resources to succeed.

Council Goal:

Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Program Experiencing a NO change in demand

Explanation

	Request FY 2019	Rationale FY 2019
Valued & Engaged Staff	No budget increase requested FY 19	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2019	Tot Rec Cost FY 2019
TOTAL		

FTEs
Full Time
Part Time
TOTAL

Level of Service

Valued & Engaged Staff

Same Level of Service

	Quartile FY 2019
Valued & Engaged Staff	4

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program Benefits/Serves a SOME portion of the Community and adds to their quality of life offered by other private businesses not within City limits

City provides program and program is currently being offered by other private businesses not within City limits

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures



Description:

PLANNING DEPT. Provide customer service to walk-ins and scheduled visitors to assist in data research, map preparation, subdivision/plat information research, pre-application requests for information, code enforcement assistance, zoning information requests, LMC understanding, General Plan clarification, etc. This customer service is primarily focused on non-PCMC residents, but also carries over to general planning/information assistance for PCMC personnel.

Council Goal:

127 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Responsive Customer Service The Planning Department fields numerous inquiries, cold calls, real estate questions, LMC inquiries, application assistance, zoning inquiries, GIS mapping needs, survey/plat information, etc. in addition to day-to-day applications/long-range planning/historic review. The Department recognizes the importance of assisting all questions/inquiries - including the aforementioned that are NOT part of a formal application. Customer service is fundamental to our City's small town feeling and approach to doing business.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Planning Customer Service	The Planning Department is requesting re-classification of one Planner II position to a Senior Planner position to meet the growing rate of permitting and demand for amendments to Land Management Code and General Plan.	Requested position recommended by RT due to est need and voting
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
PLANNING DEPT.						
Personnel	154,282	154,762	148,650	148,656		148,656
Materials	3,990	8,940	8,940	8,940	-38,800	-29,860
Total PLANNING DEPT.	158,272	163,702	157,590	157,596	-38,800	118,796
TOTAL	158,272	163,702	157,590	157,596	-38,800	118,796

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	1.3	1.3
Part Time		
TOTAL	1.3	1.3

Level of Service

Planning Customer Service Same Level of Service

	Quartile	Score
	FY 2019	FY 2019
Planning Customer Service	3	15.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. The cost/value of this "window" service is difficult to measure; however, the Department recommends that we keep this high level of customer service and responsiveness. Our Planner-On-Call (POC) has done an extraordinary job this past year in addressing many customer inquiries, as have the Planners. The job duties for the Planning Technician I have increased since its inception - increasing duties and responsibilities warrant a Planning Technician II to assist with a high volume of applications and necessary improvements in coordination of such.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would lead to delayed responses to customer needs, resulting in angry residents.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Planning Customer Service-PLANNING	Percent of POC inquiries addressed within 24 hours.	0%	0%	0%	0%
Planning Customer Service-PLANNING DEPT.	Percent customer satisfaction on comment cards.	0%	0%	95%	0%

Description:

TECHNICAL & CUSTOMER SERVICES Support addresses customer technology issues to ensure smooth operations of all business functions. Support staff trains users in software applications; supports and troubleshoots computers, user accounts, workflows, network and phone issues. Other equipment supported includes cell phones and tablet devices. Support staff replaces aged computers; and deploys software and upgrades to computers. Secondary assignments to fulfill project requests are common.

Council Goal:

070 Engaged & Effective Government & Citizenry

Desired Outcome:**Criteria for Meeting Desired Outcome**

Responsive Customer Service With a proven track record of performance and customer satisfaction, support has expanded services to include more specialized software, smartphones and other mobile devices.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

	Request FY 2019	Rationale FY 2019
Support/Help Desk	Personnel Request:1) IT Coordinator II: \$109,2682) Reclass of IT Coordinator II to III: \$5,728Other Requests (in order of priority):1) Isilon Module data storage- \$6,0002) ESA email filtering- \$2000, and HelpDesk management and automation software- \$3,9603) Cisco service subscriptions: ASA/Firepower- \$30004) FBI/Homeland Security Subscription- \$12,0005) Latitude Geographic GeoCortex Essentials/Analytics maintenance- \$5,2006) Mobile Management Solution/Service- \$10,0007) Website Collaboration Tools- \$8,0008) Dropbox subscription- \$2,000-Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965	Recommendation based off of est need and prioritization of dept:1) Isilon Module data storage - \$6,0002) ESA email filtering - \$2000, and HelpDesk management and automation software - \$3,9603) Cisco service subscriptions: ASA/Firepower- \$30004) Closed Captioning services on the live stream audio during City Council and Planning Commission meetings- \$29,965 (total will be lowered by \$7,000 offset due to City Council switching over to Granicus software from MinuteTraq, and \$8,000 offset from Planning Dept chipping in to the cost, because Closed Captioning services would be used in Planning Commission meetings)*Additional savings from dropping 2 HR software systems next FY
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	FY 2018	Dept Req FY 2019	RT Rec FY 2019	CM REC FY 2019	Revenue FY 2019	Tot Rec Cost FY 2019
TECHNICAL & CUSTOMER SERVICES						
Personnel	348,229	440,046	348,049	367,709	-37,209	330,500
Materials	52,700	66,660	52,700	52,700		52,700
Total TECHNICAL & CUSTOMER SERVICES	400,929	506,706	400,749	420,409	-37,209	383,200
TOTAL	400,929	506,706	400,749	420,409	-37,209	383,200

FTEs	Budget FTEs FY 2019	Budget FTEs FY 2020
Full Time	2.9	2.9
Part Time	0.4	0.4
TOTAL	3.4	3.4

Level of Service

Support/Help Desk Enhanced Level of Service

	Quartile	Score
	FY 2019	FY 2019
Support/Help Desk	4	13.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

Support staff has collaboratively worked to improve workflow processes for IT and other departments from project requests to training. Helpdesk has received excellent user satisfaction reviews from internal surveys.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Service reductions would impact response times and reduce employee efficiencies. Capacity to meet demands for software upgrade and replacement computer timelines would be impacted for lower priority services.

Section 6: Performance Measures

	Description	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Support/Help Desk-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Support / Helpdesk	0%	0%	100%	0%
Support/Help Desk-TECHNICAL & CUSTOMER SERVICES	Percent of problem resolution with 4 hour response time	0%	0%	100%	0%

Expenditure Summary by Fund and Major Object (FY 2018 Adjusted Budget)

Description	Personnel FY 2018	Mat, Supplies, Services FY 2018	Capital FY 2018	Debt Service FY 2018	Contingency FY 2018	Sub - Total FY 2018	Interfund Transfer FY 2018	Ending Balance FY 2018	Total FY 2018
Park City Municipal Corporation									
011 GENERAL FUND	\$22,230,137	\$8,384,943	\$388,140	\$0	\$290,000	\$31,293,220	\$5,542,549	\$11,414,188	\$48,249,957
012 QUINNS RECREATION COMPLEX	\$833,732	\$351,215	\$6,000	\$0	\$0	\$1,190,947	\$0	\$-4,483,539	\$-3,292,592
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$34,404	\$0	\$0	\$34,404	\$0	\$0	\$34,404
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$49,071	\$0	\$0	\$49,071	\$0	\$0	\$49,071
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$83,003,012	\$0	\$0	\$83,003,012	\$3,352,716	\$67,307,997	\$153,663,725
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$2,196,425	\$0	\$0	\$2,196,425	\$0	\$1,202,711	\$3,399,136
051 WATER FUND	\$3,095,752	\$3,520,546	\$25,731,799	\$4,516,154	\$100,000	\$36,964,251	\$1,665,427	\$7,378,758	\$46,008,436
052 STORM WATER FUND	\$665,829	\$295,400	\$14,500	\$0	\$0	\$975,729	\$79,000	\$371,704	\$1,426,433
055 GOLF COURSE FUND	\$845,529	\$498,529	\$315,173	\$32,377	\$0	\$1,691,608	\$128,511	\$1,219,788	\$3,039,907
057 TRANSPORTATION & PARKING FUND	\$9,209,767	\$1,790,182	\$28,159,124	\$0	\$0	\$39,159,073	\$2,870,800	\$16,605,818	\$58,635,691
062 FLEET SERVICES FUND	\$993,186	\$1,551,530	\$10,000	\$0	\$0	\$2,554,716	\$0	\$1,206,679	\$3,761,395
064 SELF INSURANCE FUND	\$0	\$1,646,500	\$0	\$0	\$0	\$1,646,500	\$0	\$307,979	\$1,954,479
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,264,909	\$0	\$5,264,909	\$30,203,248	\$7,191,000	\$42,659,157
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$6,439,235	\$0	\$6,439,235	\$0	\$694,322	\$7,133,557
Total Park City Municipal Corporation	\$37,873,932	\$18,038,845	\$139,907,647	\$16,252,675	\$390,000	\$212,463,100	\$43,842,251	\$110,417,405	\$366,722,756
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$57,987	\$750,000	\$0	\$0	\$0	\$807,987	\$1,641,125	\$287,034	\$2,736,146
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$485,000	\$0	\$0	\$0	\$485,000	\$752,000	\$465,052	\$1,702,052
033 REDEVELOPMENT AGENCY-LOWER PRK	\$-26,000	\$0	\$5,911,718	\$0	\$0	\$5,885,718	\$705,325	\$20,686,640	\$27,277,683
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$620,062	\$0	\$0	\$620,062	\$809,490	\$676,511	\$2,106,063
Total Park City Redevelopment Agency	\$31,987	\$1,235,000	\$6,531,780	\$0	\$0	\$7,798,767	\$3,907,940	\$22,115,237	\$33,821,944
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$1,430	\$0	\$0	\$1,430	\$0	\$423,484	\$424,914
Total Municipal Building Authority	\$0	\$0	\$1,430	\$0	\$0	\$1,430	\$0	\$423,484	\$424,914
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$37,905,920	\$19,273,845	\$146,440,857	\$16,252,675	\$390,000	\$220,263,297	\$47,750,191	\$132,956,126	\$400,969,614

Expenditure Summary by Fund and Major Object (FY 2019 Budget)

Description	Personnel FY 2019	Mat, Supplies, Services FY 2019	Capital FY 2019	Debt Service FY 2019	Contingency FY 2019	Sub - Total FY 2019	Interfund Transfer FY 2019	Ending Balance FY 2019	Total FY 2019
Park City Municipal Corporation									
011 GENERAL FUND	\$22,414,429	\$8,585,683	\$407,978	\$0	\$340,000	\$31,748,090	\$4,901,445	\$12,581,450	\$49,230,985
012 QUINNS RECREATION COMPLEX	\$921,758	\$355,815	\$6,000	\$0	\$0	\$1,283,573	\$0	\$-4,878,112	\$-3,594,539
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$65,868,694	\$0	\$0	\$65,868,694	\$3,345,387	\$74,204,665	\$143,418,746
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,325,600	\$0	\$0	\$1,325,600	\$0	\$950,811	\$2,276,411
051 WATER FUND	\$3,232,386	\$3,729,138	\$17,085,809	\$4,517,579	\$100,000	\$28,664,912	\$1,720,745	\$8,119,624	\$38,505,281
052 STORM WATER FUND	\$699,711	\$308,000	\$235,350	\$0	\$0	\$1,243,061	\$104,000	\$274,643	\$1,621,704
055 GOLF COURSE FUND	\$958,936	\$447,810	\$114,565	\$32,377	\$0	\$1,553,688	\$142,910	\$1,119,136	\$2,815,734
057 TRANSPORTATION & PARKING FUND	\$10,383,394	\$2,554,794	\$8,685,894	\$0	\$0	\$21,624,082	\$3,028,741	\$13,928,040	\$38,580,863
062 FLEET SERVICES FUND	\$992,706	\$1,551,530	\$10,000	\$0	\$0	\$2,554,236	\$0	\$1,217,443	\$3,771,679
064 SELF INSURANCE FUND	\$0	\$1,576,500	\$0	\$0	\$0	\$1,576,500	\$0	\$48,212	\$1,624,712
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,034,465	\$0	\$5,034,465	\$0	\$7,177,001	\$12,211,466
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$6,043,635	\$0	\$6,043,635	\$0	\$739,258	\$6,782,893
Total Park City Municipal Corporation	\$39,603,320	\$19,109,270	\$93,739,890	\$15,628,056	\$440,000	\$168,520,537	\$13,243,228	\$115,482,171	\$297,245,935
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$57,740	\$756,300	\$0	\$0	\$0	\$814,040	\$1,641,125	\$245,661	\$2,700,826
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$485,000	\$0	\$0	\$0	\$485,000	\$752,000	\$470,052	\$1,707,052
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$105,000	\$0	\$0	\$105,000	\$708,215	\$27,514,550	\$28,327,765
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$52,000	\$0	\$0	\$52,000	\$805,161	\$571,350	\$1,428,511
Total Park City Redevelopment Agency	\$57,740	\$1,241,300	\$157,000	\$0	\$0	\$1,456,040	\$3,906,501	\$28,801,613	\$34,164,154
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,484	\$423,484
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,484	\$423,484
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$39,661,060	\$20,350,570	\$93,896,890	\$15,628,056	\$440,000	\$169,976,577	\$17,149,729	\$144,707,268	\$331,833,574

Expenditure Summary by Fund and Major Object (FY 2020 Budget)

Description	Personnel FY 2020	Mat, Supplies, Services FY 2020	Capital FY 2020	Debt Service FY 2020	Contingency FY 2020	Sub - Total FY 2020	Interfund Transfer FY 2020	Ending Balance FY 2020	Total FY 2020
Park City Municipal Corporation									
011 GENERAL FUND	\$22,365,060	\$8,277,296	\$396,270	\$0	\$340,000	\$31,378,626	\$5,110,042	\$14,268,201	\$50,756,869
012 QUINNS RECREATION COMPLEX	\$928,136	\$351,215	\$6,000	\$0	\$0	\$1,285,351	\$1,200	\$-5,260,663	\$-3,974,112
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$27,135,783	\$0	\$0	\$27,135,783	\$3,349,368	\$78,830,086	\$109,315,237
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,285,600	\$0	\$0	\$1,285,600	\$0	\$738,911	\$2,024,511
051 WATER FUND	\$3,260,037	\$3,629,836	\$29,074,046	\$4,524,604	\$100,000	\$40,588,523	\$1,720,745	\$4,736,880	\$47,046,147
052 STORM WATER FUND	\$707,507	\$295,400	\$371,500	\$0	\$0	\$1,374,407	\$104,000	\$46,236	\$1,524,643
055 GOLF COURSE FUND	\$963,019	\$498,529	\$126,565	\$32,377	\$0	\$1,620,490	\$142,911	\$951,681	\$2,715,082
057 TRANSPORTATION & PARKING FUND	\$10,533,230	\$2,536,694	\$3,904,606	\$0	\$0	\$16,974,530	\$3,028,741	\$16,915,545	\$36,918,816
062 FLEET SERVICES FUND	\$1,002,538	\$1,551,530	\$10,000	\$0	\$0	\$2,564,068	\$0	\$1,219,575	\$3,783,643
064 SELF INSURANCE FUND	\$0	\$1,296,500	\$0	\$0	\$0	\$1,296,500	\$0	\$68,445	\$1,364,945
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,037,565	\$0	\$5,037,565	\$0	\$7,163,002	\$12,200,567
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$5,307,335	\$0	\$5,307,335	\$0	\$780,104	\$6,087,439
Total Park City Municipal Corporation	\$39,759,528	\$18,437,000	\$62,310,370	\$14,901,881	\$440,000	\$135,848,779	\$13,457,007	\$120,458,003	\$269,763,789
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$59,160	\$750,000	\$0	\$0	\$0	\$809,160	\$1,641,125	\$209,168	\$2,659,453
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$485,000	\$0	\$0	\$0	\$485,000	\$752,000	\$475,052	\$1,712,052
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$105,000	\$0	\$0	\$105,000	\$706,715	\$28,343,960	\$29,155,675
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$805,006	\$518,344	\$1,323,350
Total Park City Redevelopment Agency	\$59,160	\$1,235,000	\$105,000	\$0	\$0	\$1,399,160	\$3,904,846	\$29,546,524	\$34,850,530
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,484	\$423,484
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,484	\$423,484
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$39,818,688	\$19,672,000	\$62,415,370	\$14,901,881	\$440,000	\$137,247,939	\$17,361,853	\$150,428,011	\$305,037,803

All Funds Combined

Revenue	Actual FY 2016	Actual FY 2017	Actual FY 2018	Adjusted FY 2018	Collection % FY 2018	Original FY 2019	Original FY 2020
RESOURCES							
Property Taxes	\$18,491,389	\$18,467,398	\$20,967,715	\$20,838,731	101%	\$20,668,331	\$20,154,664
Sales Tax	\$21,212,061	\$23,107,148	\$23,469,677	\$25,092,728	94%	\$29,163,069	\$29,961,758
Franchise Tax	\$3,185,820	\$3,194,392	\$2,889,085	\$3,258,000	89%	\$3,322,000	\$3,382,000
Licenses	\$1,488,789	\$1,105,797	\$1,387,755	\$1,411,666	98%	\$1,339,959	\$1,388,288
Planning Building & Engineering Fees	\$3,439,664	\$3,549,703	\$4,605,537	\$4,179,000	110%	\$4,197,000	\$3,754,000
Special Event Fees	\$135,413	\$103,168	\$60,740	\$109,000	56%	\$110,000	\$111,000
Federal Revenue	\$566,156	\$16,021,442	\$7,294	\$4,850,080	0%	\$5,903,251	\$6,346,051
State Revenue	\$358,985	\$612,935	\$445,379	\$474,800	94%	\$455,000	\$459,000
County/SP District Revenue	\$50,000	\$687,316	\$2,037,580	\$1,611,000	126%	\$1,702,000	\$1,603,000
Water Charges for Services	\$15,162,429	\$18,173,294	\$19,159,083	\$18,698,500	102%	\$18,698,500	\$18,698,500
Transit Charges for Services	\$2,312,576	\$3,206,611	\$4,979,530	\$5,938,584	84%	\$6,186,031	\$6,371,612
Cemetery Charges for Services	\$21,937	\$31,018	\$29,186	\$36,000	81%	\$37,000	\$38,000
Recreation	\$3,397,284	\$3,372,897	\$3,614,857	\$3,530,596	102%	\$3,566,596	\$3,596,596
Ice	\$749,880	\$818,339	\$787,942	\$834,000	94%	\$886,000	\$901,000
Other Service Revenue	\$90,239	\$69,426	\$54,237	\$81,000	67%	\$92,000	\$104,000
Library Fines & Fees	\$21,407	\$32,249	\$27,946	\$27,000	104%	\$27,000	\$28,000
Fines & Forfeitures	\$1,080,705	\$1,077,415	\$2,136,823	\$1,469,200	145%	\$2,893,282	\$3,069,280
Misc. Revenues	\$2,602,787	\$4,552,033	\$7,639,056	\$5,277,167	145%	\$8,975,213	\$21,984,897
Interfund Transactions (Admin)	\$5,861,114	\$5,816,802	\$6,187,564	\$6,187,564	100%	\$6,442,099	\$6,444,073
Interfund Transactions (CIP/Debt)	\$9,569,945	\$33,704,809	\$41,562,627	\$41,562,627	100%	\$10,707,630	\$10,917,779
Special Revenues & Resources	\$636,167	\$12,410,768	\$1,307,074	\$1,573,000	83%	\$705,486	\$717,035
Bond Proceeds		\$27,863,698	\$35,227,871	\$75,450,417	47%	\$72,800,000	\$20,300,000
Beginning Balance	\$83,622,487	\$81,763,532	\$74,767,615	\$180,551,319	41%	\$132,956,126	\$144,707,268
TOTAL	\$174,057,233	\$259,742,190	\$253,352,174	\$403,041,979	2,064	\$331,833,573	\$305,037,801

Change in Fund Balance

Fund	Actuals FY 2016	Actuals FY 2017	Actuals FY 2018	Adjusted FY 2018	Increase (red) FY 2018	% Inc (red) FY 2018	Budget FY 2019	Increase (red) FY 2019	% Inc (red) FY 2019	Budget FY 2020	Increase (red) FY 2020	% Inc (red) FY 2020
Park City Municipal Corporation												
011 GENERAL FUND	\$10,522,730	\$11,558,783	\$0	\$11,414,188	\$-144,595	-1%	\$12,581,450	\$1,167,262	10%	\$14,268,201	\$1,686,751	13%
012 QUINNS RECREATION COMPLEX	\$-3,814,171	\$-4,129,592	\$0	\$-4,483,539	\$-353,947	9%	\$-4,878,112	\$-394,573	9%	\$-5,260,663	\$-382,551	8%
021 POLICE SPECIAL REVENUE FUND	\$32,254	\$33,604	\$0	\$0	\$-33,604	-100%	\$0	\$0		\$0	\$0	
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$16,386	\$26,071	\$0	\$0	\$-26,071	-100%	\$0	\$0		\$0	\$0	
031 CAPITAL IMPROVEMENT FUND	\$36,922,033	\$31,142,544	\$0	\$67,307,997	\$36,165,453	116%	\$74,204,665	\$6,896,668	10%	\$78,830,086	\$4,625,421	6%
038 EQUIPMENT REPLACEMENT CIP	\$1,626,711	\$1,352,711	\$0	\$1,202,711	\$-150,000	-11%	\$950,811	\$-251,900	-21%	\$738,911	\$-211,900	-22%
051 WATER FUND	\$7,275,494	\$5,905,357	\$0	\$7,378,758	\$1,473,401	25%	\$8,119,624	\$740,866	10%	\$4,736,880	\$-3,382,744	-42%
052 STORM WATER FUND	\$0	\$176,433	\$0	\$371,704	\$195,271	111%	\$274,643	\$-97,061	-26%	\$46,236	\$-228,407	-83%
055 GOLF COURSE FUND	\$1,325,234	\$1,246,003	\$0	\$1,219,788	\$-26,215	-2%	\$1,119,136	\$-100,652	-8%	\$951,681	\$-167,455	-15%
057 TRANSPORTATION & PARKING FUND	\$19,381,363	\$19,262,807	\$0	\$16,605,818	\$-2,656,989	-14%	\$13,928,040	\$-2,677,778	-16%	\$16,915,545	\$2,987,505	21%
062 FLEET SERVICES FUND	\$1,123,856	\$1,196,395	\$0	\$1,206,679	\$10,284	1%	\$1,217,443	\$10,764	1%	\$1,219,575	\$2,132	0%
064 SELF INSURANCE FUND	\$968,274	\$793,923	\$0	\$307,979	\$-485,944	-61%	\$48,212	\$-259,767	-84%	\$68,445	\$20,233	42%
070 SALES TAX REV BOND - DEBT SVS FUND	\$2,843,028	\$2,403,929	\$0	\$7,191,000	\$4,787,071	199%	\$7,177,001	\$-13,999	0%	\$7,163,002	\$-13,999	0%
071 DEBT SERVICE FUND	\$574,778	\$643,716	\$0	\$694,322	\$50,606	8%	\$739,258	\$44,936	6%	\$780,104	\$40,846	6%
Total Park City Municipal Corporation	\$78,797,970	\$71,612,684	\$0	\$110,417,405	\$38,804,721	179%	\$115,482,171	\$5,064,766	-109%	\$120,458,003	\$4,975,832	-66%
Park City Redevelopment Agency												
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$254,047	\$322,354	\$0	\$287,034	\$-35,320	-11%	\$245,661	\$-41,373	-14%	\$209,168	\$-36,493	-15%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$260,447	\$460,052	\$0	\$465,052	\$5,000	1%	\$470,052	\$5,000	1%	\$475,052	\$5,000	1%
033 REDEVELOPMENT AGENCY- LOWER PRK	\$746,751	\$738,741	\$0	\$20,686,640	\$19,947,899	2,700%	\$27,514,550	\$6,827,910	33%	\$28,343,960	\$829,410	3%
034 REDEVELOPMENT AGENCY-MAIN ST	\$1,250,230	\$1,209,001	\$0	\$676,511	\$-532,490	-44%	\$571,350	\$-105,161	-16%	\$518,344	\$-53,006	-9%
Total Park City Redevelopment Agency	\$2,511,475	\$2,730,148	\$0	\$22,115,237	\$19,385,089	2,646%	\$28,801,613	\$6,686,376	4%	\$29,546,524	\$744,911	-20%
Municipal Building Authority												
035 BUILDING AUTHORITY	\$454,087	\$424,783	\$0	\$423,484	\$-1,299	0%	\$423,484			\$423,484		
Total Municipal Building Authority	\$454,087	\$424,783	\$0	\$423,484	\$-1,299	0%	\$423,484			\$423,484		

000377 Ice Rink Expansion

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
000377	Not Recommended	Angevine				Thriving Mountain Town							

Description	Comments
Ice Rink Expansion: Additional ice surface including supporting storage and amenities.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
012100 QUINNS FUND * ADMINISTRATION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND					2,847,667	2,847,667	17,235,335	17,235,335				
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
031532 CIP FUND * 2017 SALES TAX BONDS												
XXXXXX Unspecified												
TOTAL					2,847,667	2,847,667	17,235,335	17,235,335				

000389 Library Book Sorter

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
000389	Not Recommended	Twombly				Engaged & Effective Government & Citizenry							

Description	Comments
Automated book sorter, allows for library staff to work more efficiently.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033450 Lower Park RDA * BEGINNING BALANCE												
TOTAL												

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			50,000	50,000								
TOTAL			50,000	50,000								

000478 Phase 2 PC MARC

Description	Comments

[illegible]

000481 Indoor Aquatics

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000481	Not Recommended	Fisher				Thriving Mountain Town

Description	Comments
This would build an indoor aquatics facility where the existing outdoor lap pool is at the PC MARC. Indoor aquatics has been identified as a high unmet need in the community	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031451 CIP Fund * BOND PROCEEDS												
XXXXXX Unspecified												
TOTAL												

000493 Mezzanine Expansion

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000493	Not Recommended	Angevine				Thriving Mountain Town

Description	Comments
Expansion of facility to accommodate off-ice training space, repair water leaks from rain and snowmelt and add additional locker room space. .	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			518,001	518,001	483,481	483,481						
TOTAL			518,001	518,001	483,481	483,481						

000494 LED Upgrade Quinns Fields

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000494	Not Recommended	Fisher				Preserving & Enhancing the Natural Environment

Description	Comments

Upgrading the field lighting at Quinns to LED fixtures. Staff met with Musco lighting to look at mitigating the light spill & switching to LED lights at PCSC. The new LED fixtures could be installed on the existing poles, the total number of fixtures needed would be reduced from 148 to 96, there would be a reduction of at least 50% in light spill & glare. The estimated cost for the lights without install is \$330,000. It is estimated that install would be an additional \$100,000. Budget has a \$70,000 contingency. This is for both fields at PCSC. Estimated reduction of energy & maintenance costs by 50 to 85% over typical 1500w HID equipment.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			500,000	500,000								
XXXXXX Unspecified												
TOTAL			500,000	500,000								

000495 Flooring

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000495	Not Recommended	Angevine				Thriving Mountain Town

Description	Comments

Replace skate resilient flooring throughout facility.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND					200,000	200,000						
TOTAL					200,000	200,000						

000496 Dehumidifier/ Complete Air Handling Unit

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000496	Not Recommended	Angevine				Preserving & Enhancing the Natural Environment

Description	Comments
Replacement of facility's dehumidifier. Staff anticipates a few more years out of the current unit however it should be noted that if we wait until the unit fails we will lose ice for several weeks which will affect programing and revenues.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND							140,000	140,000				
TOTAL							140,000	140,000				

000497 Replacement Chiller

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000497	Not Recommended	Angevine				Thriving Mountain Town

Description	Comments
Replace facility's chiller at the end of its lifespan	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND											157,000	157,000
TOTAL											157,000	157,000

000499 Replacement Compressors

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000499	Not Recommended	Angevine				Preserving & Enhancing the Natural Environment

Description	Comments
Replace the current compressors with more efficient units.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND											115,000	115,000
TOTAL											115,000	115,000

000500 Sidewalks along Silver King, Three Kings and Thaynes

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000500	Not Recommended	Gallo				Thriving Mountain Town

Description	Comments
Through the NTMP program, requests have been submitted to add sidewalks along Three Kings, Silver King and Thaynes. This item has been discussed numerous times with the NTMP committee and has received unanimous support from the committee.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			80,000	80,000	544,000	544,000						
TOTAL			80,000	80,000	544,000	544,000						

000501 New storm drain inlet at 970 Little Kate

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000501	Not Recommended	Gallo				Engaged & Effective Government & Citizenry

Description	Comments
When the sidewalks were installed along Little Kate a few years ago an unintended consequence was a low spot near 970 Little Kate. This low spot floods during storms but during the winter and spring snow melts, this area becomes an ice rink and is a safety issue. This project was not on the Storm Water list because it became a problem after the list was created. This project will add a storm inlet box and piping so the immediate area will now drain, which will eliminate the unsafe icing problem.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
052530 STORM WATER FUND * STORM WATER SERVICE FEE			39,000	39,000								
TOTAL			39,000	39,000								

000503 China Bridge Parking Expansion

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000503	Not Recommended	Twombly				Thriving Mountain Town

Description	Comments
China Bridge Parking Expansion	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND							3,200,000	3,200,000				
031499 CIP FUND * ADDITIONAL RESORT SALES TAX					100,000	100,000						
057489 TRANSIT FUND * GARAGE REVENUE			3,000	3,000								
XXXXXX Unspecified												
TOTAL			3,000	3,000	100,000	100,000	3,200,000	3,200,000				

000508 Wildfire Risk and Mitigation Mapping

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000508	Not Recommended	Robertson				Thriving Mountain Town

Description	Comments
Obtain products to utilize infrared band satellite imagery and LiDAR elevation surface for determining tree canopy health, greatest risk areas, and where buffers may be most effective.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			25,000	25,000								
XXXXXX Unspecified												
TOTAL			25,000	25,000								

000512 Upper Main Street Bollard Project Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000512	Not Recommended	Daniels				Engaged & Effective Government & Citizenry

Description	Comments
Upper Main Street security bollard project, Phase II. This project installs protective barriers at all vehicle entry points onto Main Street in order to protect the public against inadvertent or intentional vehicle entry during special events on upper Main Street. The project costs cover removable bollards, receptacles, installation, and a storage/mobilization trailer.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			200,000	200,000								
TOTAL			200,000	200,000								

000516 Airport Wait-Lounge Transit Connection to Park City

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000516	Recommended	Fonnesbeck				Thriving Mountain Town

Description	Comments

Salt Lake Airport service expansion with lounge for waiting passengers to connect with service to Park City. FIS world cup is a precursor to sow the world we are ready for the 2030 Olympic Games.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

000517 Ecker Hill Park & Ride Electric Bus Fast Charger

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000517	Recommended	Fonnesbeck				Thriving Mountain Town

Description	Comments

The extension of the Electric Bus to the Ecker Hill Park and Ride lot will require a fast charger installation as passengers park and load and unload buses. Rocky Mountain Power currently has partial funding for this through there Grant programs. Summit County would be responsible for working with other developer to pay for the fast charger.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL												

000518 Public Art

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000518	Not Recommended	Twombly				Inclusive & Healthy Community

Description	Comments

This is for on-going CIP funding for Public Art. Currently there is no on-going funding for public art.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
XXXXXX Unspecified												
TOTAL			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000

000520 Complete Streets Retrofit -

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000520	Recommended	Knotts				Thriving Mountain Town

Description	Comments

This annual Capital Project will implement low cost yet effective complete streets elements on existing local streets/roads consistent with the City's recently adopted Complete Streets Policy. Transportation Planning, PCPD, and Engineering recently completed a Road Safety Assessment with the assistance of UDOT and FHWA which outlined various high, medium, and low priority projects. These funds will be used to implement those recommendations.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057479 Transit Fund * TRANSIT SALES TAX			35,000	35,000	35,000	35,000	35,000	35,000				
TOTAL			35,000	35,000	35,000	35,000	35,000	35,000				

000521 Deer Valley Drive Bicycle and Pedestrian Facility Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000521	Recommended	Knotts				Thriving Mountain Town

Description	Comments

This project proposes to design and construct bicycle/pedestrian facilities along DVD from Bonanza Drive to Marsac Ave.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS											100,000	100,000
057479 Transit Fund * TRANSIT SALES TAX											682,000	682,000
TOTAL											782,000	782,000

000523 PC MARC Transit and Active Transportation Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000523	Recommended	Knotts				Thriving Mountain Town

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057479 Transit Fund * TRANSIT SALES TAX					35,000	35,000						
TOTAL					35,000	35,000						

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031400 CIP FUND * IMP FEE-OPEN SPACE				9,000								
031401 CIP FUND * IMP FEE-PUBLIC SAFETY				9,000								
031402 CIP FUND * IMP FEE-STREETS				15,000								
031460 CIP Fund * IMPACT FEES												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL				33,000								

CP0002 Information System Enhancement/Upgrades

[illegible]

CP0003 Old Town Stairs

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0003	Recommended	Twombly	1,109,179	12,159		Inclusive & Healthy Community

Description	Comments

An ongoing program to construct or reconstruct stairways in the Old Town Area. Stairways that are in a dilapidated condition beyond effective repair are replaced. Most of the stair projects include retaining walls, drainage improvements and lighting. Like trails, the priority depends on factors such as adjacent development, available easements, community priority and location. Funding comes largely from RDAs so most funding is restricted for use in a particular area. Tread replacements are planned beginning with the oldest in closest proximity to Main Street. New sets proposed include 9th St. with three new blocks at \$300,000 (LPARDA); 10th St. with 1 new block at \$100,000 (LPARDA); possible improvements to Crescent Tram pending resolution of the current parcel discussions (no identified funding); Reconstruct 3rd St, 4th St, 5th St, others as prioritized (Main St RDA). See also Project #722.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE		150,000										
034468 MAIN ST RDA * CONT TO RDA DEBT		450,000										
034477 MAIN ST RDA * TRANSFER FROM DEBT SERVICE												
TOTAL		600,000										

CP0005 City Park Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0005	Recommended	Fisher	512,253	119,248		Preserving & Enhancing the Natural Environment

Description	Comments

As Park City and surrounding areas continue to grow, there is a greater public demand for recreational uses. This project is a continuing effort to complete City Park. The funds will be used to improve and better accommodate the community's needs with necessary recreational amenities. The current recreation building needs to be replaced with a larger more functional space that will meet the needs of day camp & other recreation programs. The facility has some conceptual designs being done through the Recreation Facility Master Plan.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031400 CIP FUND * IMP FEE-OPEN SPACE		100,000		100,000		100,000		100,000		100,000	100,000	100,000
031402 CIP FUND * IMP FEE-STREETS												
031451 CIP Fund * BOND PROCEEDS												

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031460 CIP Fund * IMPACT FEES												
031466 CIP Fund * OTHER CONTRIBUTIONS												
031469 CIP FUND * RAP TAX												
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
031478 CIP Fund * TRANSFER FROM CIP												
031485 CIP FUND * SALES TAX DEBT SERVICE - 2005B												
033450 Lower Park RDA * BEGINNING BALANCE												
033468 LOWER PARK RDA * CONT TO RDA DEBT		100,000		100,000		100,000		100,000		100,000	100,000	100,000
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
035477 MBA * TRANSFER FROM DEBT SERVICE												
TOTAL		200,000		200,000		200,000		200,000		200,000	200,000	200,000

CP0006 Pavement Management Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0006	Recommended	McAfee	14,928	798,623		Thriving Mountain Town

Description	Comments

This project provides the funding necessary to properly maintain and prolong the useful life of City owned streets and parking lots. Annual maintenance projects include crack sealing, slurry sealing, rototilling, pavement overlays and utility adjustments. In FY19 additional \$250K request to pave main street.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031452 CIP Fund * CLASS "C" ROAD		360,000		360,000		360,000		360,000		360,000	360,000	360,000
031454 CIP Fund * DONATIONS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		440,000		513,000	150,000	590,000	150,000	590,000	150,000	630,000	600,000	600,000
034450 Main St RDA * BEGINNING BALANCE				52,000								
TOTAL		800,000		925,000	150,000	950,000	150,000	950,000	150,000	990,000	960,000	960,000

CP0007 Tunnel Maintenance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0007	Recommended	McAfee	340,259	205,417		Preserving & Enhancing the Natural Environment

Description	Comments

Maintenance and inspection of the Judge and Spiro Mine tunnels. Replacement of rotting timber with steel sets and cleanup of mine cave ins. Stabilization of sidewall shifting with split set of bolts and screening. Track replacement. Flow meter OM&R.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES		247,756		252,711	2,238,489	2,500,000		268,049		274,750	281,619	281,619
TOTAL		247,756		252,711	2,238,489	2,500,000		268,049		274,750	281,619	281,619

CP0009 Transit Rolling Stock Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0009	Recommended	Fonnesbeck	2,479,197	1,653,927		Thriving Mountain Town

Description	Comments

This program provides for the replacement of the existing transit fleet. It is anticipated what the Federal Transit Administration will be providing 80 percent of the purchase cost.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057450 Transit Fund * BEGINNING BALANCE												
057458 Transit Fund * FEDERAL GRANTS		1,925,002		3,290,974		1,464,000		4,169,702				
057479 Transit Fund * TRANSIT SALES TAX		43,750		882,743		366,000		1,689,225				
057482 Transit Fund * REGIONAL TRANSIT REVENUE		450,000		560,000		360,000		985,200				
TOTAL		2,418,752		4,733,717		2,190,000		6,844,127				

CP0010 Water Department Service Equipment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0010	Recommended	McAfee	239,882	114,798		Preserving & Enhancing the Natural Environment

Description	Comments

Replacement of vehicles and other water department service equipment that is on the timed depreciation schedule.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES		90,000		80,000		80,000		80,000		80,000	80,000	80,000
TOTAL		90,000		80,000		80,000		80,000		80,000	80,000	80,000

CP0013 Affordable Housing Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0013	Recommended	Glidden	161,317	731,432	87,268	Inclusive & Healthy Community

Description	Comments

The Housing Advisory Task Force in 1994 recommended the establishment of ongoing revenue sources to fund a variety of affordable housing programs. The city has established the Housing Authority Fund (36-49048) and a Projects Fund (31-49058). Fund 36-49048 will be for the acquisition of units as opportunities become available, provision of employee mortgage assistance, and prior housing loan commitments. It will also provide assistance to developers in the production of units.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

031457 CIP Fund * FEDERAL CDBG GRANT

031462 CIP Fund * INTEREST EARNINGS

031467 CIP Fund * OTHER MISCELLANEOUS

031473 CIP Fund * SALE OF ASSETS

031478 CIP Fund * TRANSFER FROM CIP

031486 CIP FUND * FEE IN LIEU

033450 Lower Park RDA * BEGINNING BALANCE

033467 Lower Park RDA * OTHER MISCELLANEOUS

033468 LOWER PARK RDA * CONT TO RDA DEBT

033473 Lower Park RDA * SALE OF ASSETS

033477 LOWER PARK RDA * TRANSFER FROM DEBT

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
SERVICE												
035465 MBA * LOAN PROCEEDS												
036450 PC HOUSING AUTH * BEGINNING BALANCE												
TOTAL												

CP0014 McPolin Farm

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0014	Recommended	Carey	2,280			Inclusive & Healthy Community

Description	Comments
City Farm Phase II - Landscaping. Trailhead parking. Completion of the sidewalks, ADA accessible trail to safely accommodate the passive use of the property. Pads and interpretive signs to display antique farm equipment.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
031478 CIP Fund * TRANSFER FROM CIP												
031485 CIP FUND * SALES TAX DEBT SERVICE - 2005B												
035477 MBA * TRANSFER FROM DEBT SERVICE												
TOTAL												

CP0017 ADA Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0017	Recommended	Fonnesbeck	65,523			Engaged & Effective Government & Citizenry

Description	Comments
Many of the City's buildings have restricted programs due to physical restraints of the buildings. An ADA compliance audit was conducted by the building department and phase one improvements have been made. Additional funds will be needed to continue the program to complete phase 2 and 3 improvements.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		5,000		5,000		5,000		5,000		5,000	5,000	5,000
TOTAL		5,000		5,000		5,000		5,000		5,000	5,000	5,000

CP0019 Library Development & Donations

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0019	Recommended	Juarez	29,412	10,913		Inclusive & Healthy Community

Description	Comments

Project 579 also includes a category 39124. Public Library development grant. This is a grant made to all public libraries in Utah by the State, based on population and assessed needs. The uses of this money are restricted by State statute, and must be outlined in the Library goals which are set by the Library Board and due to the State Library at the end of October each year.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031458 CIP Fund * FEDERAL GRANTS												
031463 CIP FUND * LIBRARY UNSERV												
031464 CIP FUND * LIBRARY FUNDRAISERS	5,947	5,947										
031466 CIP Fund * OTHER CONTRIBUTIONS												
031474 CIP Fund * STATE CONTRIBUTION	5,500	5,500										
TOTAL	11,447	11,447										

CP0020 City-wide Signs Phase I

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0020	Recommended	Weidenhamer	41,151			Thriving Mountain Town

Description	Comments

Funded in FY02 - Continue to coordinate and install way-finding and directional signs throughout the City.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			35,000	35,000								

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
033468 LOWER PARK RDA * CONT TO RDA DEBT												
034468 MAIN ST RDA * CONT TO RDA DEBT												
057479 Transit Fund * TRANSIT SALES TAX			75,000	75,000								
TOTAL			110,000	110,000								

CP0021 Geographic Information Systems

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0021	Recommended	Robertson				Thriving Mountain Town

Description	Comments
Utilize the geographic information system software obtained in grant from ESRI to produce a base map, parcel map, and street center line map. Maps will be used by numerous city departments for planning and design purposes. This program is a joint venture between PCMC & SBSID. An intermodal agreement is pending between PCMC, SBSID, and Summit County.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051481 Water Fund * WATER SERVICE FEES												
TOTAL												

CP0025 Bus Shelters

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0025	Recommended	Fonnesbeck	483,707			Thriving Mountain Town

Description	Comments
Passenger amenities such as shelters and benches have proven to enhance transit ridership. This project will provide the funding necessary to redesign and install shelters and benches at new locations. These locations will be determined using rider and staff input as well as rider data. Funding will be 80% FTA funds, 20% transit fund balance.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057450 Transit Fund * BEGINNING BALANCE		36,250										

[illegible]

CP0026 Motor Change-out and Rebuild Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0026	Recommended	McAfee	15,348	12,510		Preserving & Enhancing the Natural Environment

Description	Comments

In order to minimize the potential for water distribution interruptions all system pumps and motors are evaluated at least yearly with those indicating a problem taken out of service and either repaired or replaced. Funded by user fees.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		30,731		31,807		32,602		33,417		36,759	40,435	40,435
TOTAL		30,731		31,807		32,602		33,417		36,759	40,435	40,435

CP0028 5 Year CIP Funding

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0028	Recommended	Rockwood	5,073,395			Engaged & Effective Government & Citizenry

Description	Comments

This account is for identified unfunded projects.

[illegible]

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033451 Lower Park RDA * BOND PROCEEDS												
033468 LOWER PARK RDA * CONT TO RDA DEBT												
034468 MAIN ST RDA * CONT TO RDA DEBT												
034477 MAIN ST RDA * TRANSFER FROM DEBT SERVICE												
038453 EQUIP RPLCMNT FUND * COMPUTER REPAIR												
051481 Water Fund * WATER SERVICE FEES												
057467 Transit Fund * OTHER MISCELLANEOUS												
057471 TRANSIT FUND * RESORT TAX - TRANS												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

CP0036 Traffic Calming

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0036	Recommended	Gallo	116,273	16,340		Thriving Mountain Town

Description	Comments

Over the last few years residents have expressed concerns with the speed and number of vehicles, safety of children and walkers. The interest of participation for traffic calming has come in from all areas of town. Funding covers traffic studies, signage, and speed control devices.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		10,000		10,000		10,000		10,000		10,000	10,000	10,000
033468 LOWER PARK RDA * CONT TO RDA DEBT												
033470 Lower Park RDA * RENTAL INCOME												
TOTAL		10,000		10,000		10,000		10,000		10,000	10,000	10,000

CP0040 Water Dept Infrastructure Improvement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0040	Recommended	McAfee	1,423,094	256,613		Preserving & Enhancing the Natural Environment

Description	Comments

General asset replacement for existing infrastructure including such assets as pipelines, pump stations, valve vaults, etc.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES		900,000		900,000		900,000		945,000		992,250	1,041,863	1,041,863
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL		900,000		900,000		900,000		945,000		992,250	1,041,863	1,041,863

CP0041 Trails Master Plan Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0041	Recommended	Twombly	87,189	91,872	610	Preserving & Enhancing the Natural Environment

Description	Comments

Existing Funds will be utilized to construct the following trails and infrastructure: Prospector connection, April Mountain Plan, Historic trail signage and Daly Canyon connections. Additionally, Phase III trailheads at April Mountain and Meadows Dr. East. Requested funds for future FY include projects associated with continuation of trail connectivity as outlined in the Trails Master Plan and those identified in the PC Heights MPD, more specifically identified as Phase I and II of the Quinn's Park and Ride connections. Easements have been secured for these pathways. Staff will utilize local and state grants to off set costs associated with these connections.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031400 CIP FUND * IMP FEE-OPEN SPACE		20,000		20,000		20,000		20,000	20,000	20,000	20,000	20,000
031467 CIP Fund * OTHER MISCELLANEOUS												
031469 CIP FUND * RAP TAX												
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		50,000		50,000		50,000		50,000		50,000	50,000	50,000
031487 CIP FUND * RESTAURANT TAX												
033450 Lower Park RDA * BEGINNING BALANCE												
033467 Lower Park RDA * OTHER MISCELLANEOUS												
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
TOTAL		70,000		70,000		70,000		70,000	20,000	70,000	70,000	70,000

CP0042 Property Improvements Gilmore O.S.

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0042	Recommended	Twombly				Not Available

Description	Comments

The City's property acquisitions often require improvements for the City's intended uses. Improvements typically include structural studies, restoration, and environmental remediation, removal of debris, basic cleanup, landscaping, and signs.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
034468 MAIN ST RDA * CONT TO RDA DEBT												
TOTAL												

CP0046 Golf Course Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0046	Recommended	Fonnesbeck	28,143	2,270	3,517	Thriving Mountain Town

Description	Comments

This fund encompasses all golf course related projects, constructing new tee boxes, cart path repairs, restroom upgrade, landscaping, pro-shop improvements, and other operational maintenance projects.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
055458 Golf Fund * FEDERAL GRANTS												
055459 Golf Fund * GOLF FEES		12,000		12,000		24,000		12,000		12,000	12,000	12,000
055467 Golf Fund * OTHER MISCELLANEOUS												
055469 GOLF FUND * RAP TAX												
055487 GOLF FUND * RESTAURANT TAX												
TOTAL		12,000		12,000		24,000		12,000		12,000	12,000	12,000

CP0047 Downtown Enhancements/Design

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0047	Recommended	Gustafson	0			Thriving Mountain Town

Description	Comments

Close Out Project

[illegible]

CP0061 Economic Development

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0061	Recommended	Weidenhamer	166,268			Thriving Mountain Town

Description	Comments

The project was created to provide "seed money" towards public/private partnership ideas. These expenditures are a result of the beginning stages of economic development plan.

[illegible]

CP0069 Judge Water Treatment Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0069	Recommended	McAfee	-168	786		Preserving & Enhancing the Natural Environment

Description	Comments

Funded by federal funds, user fees, bonds. This project will fund improvement necessary to meet EPA water quality mandates for the Judge Tunnel source.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS												
051458 Water Fund * FEDERAL GRANTS	-150,482	-150,482										
051466 Water Fund * OTHER CONTRIBUTIONS												
051481 Water Fund * WATER SERVICE FEES	-42,725	-42,725										
051493 WATER FUND * 2009B WATER BONDS												
051495 WATER FUND * 2009C WATER BONDS												
051496 Water Fund * EXISTING USERS												
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS	1,956	1,956										
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL	-191,251	-191,251										

CP0070 Meter Reading Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0070	Recommended	McAfee	4,036	77,686		Engaged & Effective Government & Citizenry

Description	Comments

This project will provide funding to upgrade meters to enable remote radio reading of water meters. This process will improve the efficiency and effectiveness of water billing.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS												
051480 Water Fund * WATER IMPACT FEES												

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES												
051493 WATER FUND * 2009B WATER BONDS												
051495 WATER FUND * 2009C WATER BONDS												
051496 Water Fund * EXISTING USERS												
TOTAL												

CP0073 Marsac Seismic Renovation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0073	Recommended	Gustafson	0	1,430		Inclusive & Healthy Community

Description	Comments

Marsac seismic, HVAC, ADA and associated internal renovations.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
035450 MBA * BEGINNING BALANCE	1,299	1,299										
TOTAL	1,299	1,299										

CP0074 Equipment Replacement - Rolling Stock

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0074	Recommended	Coulson	1,340,992	388,899		Engaged & Effective Government & Citizenry

Description	Comments

This project funds the replacement of fleet vehicles based upon a predetermined schedule. The purpose of the project is to ensure the City has the funding to replace equipment that has reached the end of its useful life.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		900,000	45,000	945,000		950,000		1,050,000		1,050,000	1,050,000	1,050,000

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
TOTAL		900,000	45,000	945,000		950,000		1,050,000		1,050,000	1,050,000	1,050,000

CP0075 Equipment Replacement - Computer

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0075	Recommended	Robertson	391,140	132,776		Engaged & Effective Government & Citizenry

Description	Comments

The computer replacement fund supports replacement of computer equipment and support infrastructure including network, servers, and climate control systems. However, replacement decisions are driven by technological advancements, software requirements, and obsolescence. 2019+ Requests: Approximate \$15k for: This additional funding request supports organizational growth and technology changes to address future asset replacement cycles. This includes computer, server and network assets.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		308,700	11,900	320,600	11,900	320,600	11,900	320,600	11,900	320,600	320,600	320,600
051481 Water Fund * WATER SERVICE FEES		19,932	1,300	21,232	1,300	21,232	1,300	21,232	1,300	21,232	21,232	21,232
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
055459 Golf Fund * GOLF FEES		2,560		2,560		2,560		2,560		2,560		
057479 Transit Fund * TRANSIT SALES TAX		14,172	2,000	16,172	2,000	16,172	2,000	16,172	2,000	16,172	16,172	16,172
TOTAL		345,364	15,200	360,564	15,200	360,564	15,200	360,564	15,200	360,564	358,004	358,004

CP0081 OTIS Water Pipeline Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0081	Recommended	McAfee	1,459,382	624,868		Preserving & Enhancing the Natural Environment

Description	Comments

Water Replacement as part of the OTIS road projects

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		233,972		273,688		280,530		300,000		300,000		
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL		233,972		273,688		280,530		300,000		300,000		

CP0089 Public Art

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0089	Recommended	Rockwood	329,899	400		Inclusive & Healthy Community

Description	Comments
This project is designed to fund public art as part of an "Arts Community Master Plan". Public Art will be funded following the Council adopted 1% allocation form each City construction project policy where applicable.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		68,000										
031487 CIP FUND * RESTAURANT TAX												
033450 Lower Park RDA * BEGINNING BALANCE		25,000										
TOTAL		93,000										

CP0090 Friends of the Farm

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0090	Recommended	Carey	24,012	1,647		Inclusive & Healthy Community

Description	Comments
Use to produce events to raise money for the Friends of the Farm and use for improvements to the farm.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031466 CIP Fund * OTHER CONTRIBUTIONS	9,075	9,075										
031487 CIP FUND * RESTAURANT TAX												
TOTAL	9,075	9,075										

CP0091 Golf Maintenance Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0091	Recommended	Fonnesbeck	110,460	155,888		Thriving Mountain Town

Description	Comments

This fund is used for golf course maintenance equipment replacement.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
055459 Golf Fund * GOLF FEES		98,000		98,000		98,000		98,000		98,000	98,000	98,000
055469 GOLF FUND * RAP TAX												
055487 GOLF FUND * RESTAURANT TAX												
TOTAL		98,000		98,000		98,000		98,000		98,000	98,000	98,000

CP0092 Open Space Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0092	Recommended	Fonnesbeck	-53,080	570,013	34,672	Preserving & Enhancing the Natural Environment

Description	Comments

This fund provides for maintenance, improvements, and acquisition of Park City's Open Space.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
031454 CIP Fund * DONATIONS												
031466 CIP Fund * OTHER CONTRIBUTIONS		300,000		300,000		300,000		300,000		300,000	300,000	300,000
031474 CIP Fund * STATE CONTRIBUTION												
TOTAL		300,000		300,000		300,000		300,000		300,000	300,000	300,000

CP0097 Bonanza Drive Reconstruction

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0097	Recommended	Gallo	0			Thriving Mountain Town

Description	Comments

To accommodate new water lines, pedestrian enhancements, gutters, storm drains and landscaping. Possible UDOT small urban area funding.CLOE OUT PROJECT

[illegible]

CP0100 Neighborhood Parks

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0100	Recommended	Twombly	262,082			Preserving & Enhancing the Natural Environment

Description	Comments

This project includes the creation of neighborhood parks through the use of Park and Ice bond proceeds. This includes projects in Park Meadows, Prospecter, and Old Town.

[illegible]

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
TOTAL												

CP0107 Retaining Wall at 41 Sampson Ave

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0107	Recommended	Gallo				Thriving Mountain Town

Description	Comments
City contribution of retaining wall at 41 Sampson Avenue (Donnelly House)CLOSE OUT PROJECT	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
034468 MAIN ST RDA * CONT TO RDA DEBT												
TOTAL												

CP0108 Flagstaff Transit Transfer Fees

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0108	Recommended	Knotts	2,225,615	740,790	154,227	Thriving Mountain Town

Description	Comments
Account for transit transfer fees dedicated to improvement enhancement of Park City transit system by designing and constructing transit priority improvements on SR 248. Reduction in greenhouse gas emissions by reducing idling and single occupancy vehicles.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057466 Transit Fund * OTHER CONTRIBUTIONS		1,100,000	550,000	850,000								
XXXXXX Unspecified												
TOTAL		1,100,000	550,000	850,000								

CP0115 Public Works Complex Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0115	Recommended	Fonnesbeck	-31,784			Thriving Mountain Town

Description	Comments

This project will provide for additional office space & furnishings required to house streets/transit/fleet personnel.

[illegible]

CP0118 Transit GIS/AVL System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0118	Recommended	Fonnesbeck	40,006	117,465		Thriving Mountain Town

Description	Comments

GIS and AVL systems to provide real time information to passengers and managers to better manage the transit system.

[illegible]

CP0123 Replace Police Dispatch System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0123	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments
Replace police CAD/RMS system to meet Public Safety demands.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0128 Quinn's Ice/Fields Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0128	Recommended	Twombly	137,127	4,950		Preserving & Enhancing the Natural Environment

Description	Comments
Additional development of outdoor playing fields and support facilities	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031400 CIP FUND * IMP FEE-OPEN SPACE												
031462 CIP Fund * INTEREST EARNINGS												
031467 CIP Fund * OTHER MISCELLANEOUS												
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031484 CIP FUND * SALES TAX DEBT SERVICE - 2005A												
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION												
TOTAL												

CP0140 Emergency Power

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0140	Recommended	McAfee	150,000			Preserving & Enhancing the Natural Environment

Description	Comments
Complete study to develop recommendations for emergency backup power needs for the water system.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES												
TOTAL												

CP0141 Boothill Transmission Line

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0141	Recommended	McAfee	28,107			Preserving & Enhancing the Natural Environment

Description	Comments
This project is complete and should be deleted.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS												
051458 Water Fund * FEDERAL GRANTS												
051466 Water Fund * OTHER CONTRIBUTIONS												
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES												
051488 Water Fund * BOND PROCEEDS (CIB)												
051493 WATER FUND * 2009B WATER BONDS												
051495 WATER FUND * 2009C WATER BONDS												
051496 Water Fund * EXISTING USERS			-18,246	-18,246								
051497 Water Fund * NEW GROWTH			-9,861	-9,861								
TOTAL			-28,107	-28,107								

CP0142 Racquet Club Program Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0142	Recommended	Fisher	96,553	13,119		Thriving Mountain Town

Description	Comments

For ongoing replacement of fitness equipment.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031454 CIP Fund * DONATIONS												
031469 CIP FUND * RAP TAX												
031470 CIP FUND * RENTAL INCOME												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		65,000		65,000		65,000		65,000		65,000	65,000	65,000
TOTAL		65,000		65,000		65,000		65,000		65,000	65,000	65,000

CP0146 Asset Management/Replacement Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0146	Recommended	Fonnesbeck	1,575,397	442,155	2,023	Engaged & Effective Government & Citizenry

Description	Comments

Money is dedicated to this account for asset replacement. The replacement/repair schedule was created in FY 07 for Building replacement. Plan was updated in FY 13 and will be updated again in FY18.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031462 CIP Fund * INTEREST EARNINGS												
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		552,709		552,709		552,709		552,709		552,709	552,709	552,709
TOTAL		552,709		552,709		552,709		552,709		552,709	552,709	552,709

CP0150 Ice Facility Capital Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0150	Recommended	Angevine	300,826	8,401		Thriving Mountain Town

Description	Comments

For ongoing capital replacement at Quinn's Ice Facility. Funding provided by City and Basin per interlocal agreement.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND	30,000	80,000	130,000	180,000	30,000	80,000	30,000	80,000	30,000	80,000	80,000	80,000
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION	30,000	80,000	130,000	180,000	30,000	80,000	30,000	80,000	30,000	80,000	80,000	80,000
TOTAL	60,000	160,000	260,000	360,000	60,000	160,000	60,000	160,000	60,000	160,000	160,000	160,000

CP0152 Parking Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0152	Recommended	Coulson	848,079	253,119		Thriving Mountain Town

Description	Comments

For replacement of parking meters on Main St., replacement of garage gates and pay equipment, replacement of sensors in garage and loops in surface lots. Replacement of parking vehicles, License plate recognition hardware/software, signage related to changes in the parking program, and handheld ticket writers. Funded by garage and meter fee revenues.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
057489 TRANSIT FUND * GARAGE REVENUE		50,000	75,000	125,000	75,000	125,000	75,000	125,000	75,000	125,000	125,000	125,000
TOTAL		50,000	75,000	125,000	75,000	125,000	75,000	125,000	75,000	125,000	125,000	125,000

CP0155 OTIS Phase II (a)

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0155	Recommended	Gallo	29,686			Thriving Mountain Town

Description	Comments

OTIS Phase II and III – These projects are a continuation of the Old Town Infrastructure Study and resulting rebuild of Old Town roads that started in 2002. The upcoming roads include 8th Street, 12th Street, McHenry Avenue, Rossi Hill Drive and Silver King.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
031451 CIP Fund * BOND PROCEEDS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031484 CIP FUND * SALES TAX DEBT SERVICE - 2005A												
031491 CIP FUND * TR FR SALES TAX DSF-2014 SALES TAX BONDS												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
031528 CIP FUND * 2015 SALES TAX BONDS												
TOTAL												

CP0157 OTIS Phase III (a)

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0157	Recommended	Gallo	5,928,721	1,185,056		Engaged & Effective Government & Citizenry

Description	Comments

OTIS Phase II and III – These projects are a continuation of the Old Town Infrastructure Study and resulting rebuild of Old Town roads that started in 2002. The upcoming roads included in IIIa were McHenry Avenue (constructed in the summer of 2015) and Lowell Avenue (Construction for the summer of 2016). Tentative future projects will be 8th and 12th Streets in 2017 and 2018 and Rossi Hill Drive in 2019.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031451 CIP Fund * BOND PROCEEDS												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-2,236,656	896,677									2,250,000	2,250,000
031528 CIP FUND * 2015 SALES TAX BONDS												
TOTAL	-2,236,656	896,677									2,250,000	2,250,000

CP0160 Ice Facility Capital Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0160	Recommended	Angevine	-30,090	20,000		Thriving Mountain Town

Description	Comments

For various projects related to the Ice Facility as outlined in the Strategic Plan.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031466 CIP Fund * OTHER CONTRIBUTIONS												
031469 CIP FUND * RAP TAX												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031487 CIP FUND * RESTAURANT TAX												
TOTAL												

CP0161 Golf Car Loan & Purchase

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0161	Recommended	Sanchez	0			Thriving Mountain Town

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
055450 Golf Fund * BEGINNING BALANCE												
055465 Golf Fund * LOAN PROCEEDS												
TOTAL												

CP0163 Quinn's Fields Phase III

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0163	Not Recommended	Twombly				Preserving & Enhancing the Natural Environment

Description	Comments
Construction of remaining 3 planned playing fields, sports lighting for 2 fields, scoreboards for all fields, parking spaces for 167 vehicles, parking lot lights, trails, sidewalks, and supporting irrigation system, utilities, landscaping and seeding.	

[illegible]

CP0167 Skate Park Repairs

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0167	Recommended	Fisher	34,003	200		Preserving & Enhancing the Natural Environment

Description	Comments
Re-paint fence and re-caulk the concrete joints.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
033450 Lower Park RDA * BEGINNING BALANCE		5,000		5,000		5,000		5,000		5,000	5,000	5,000
TOTAL		5,000		5,000		5,000		5,000		5,000	5,000	5,000

CP0171 Upgrade OH Door Rollers

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0171	Recommended	Fonnesbeck	28,518			Thriving Mountain Town

Description	Comments
Maintenance Equipment & Parts for Old Bus Barn Doors	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057479 Transit Fund * TRANSIT SALES TAX		6,000		6,000		6,000		6,000		6,000		
TOTAL		6,000		6,000		6,000		6,000		6,000		

CP0176 Deer Valley Drive Reconstruction

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0176	Recommended	Gallo	0			Thriving Mountain Town

Description	Comments
Total estimated project cost: \$2,000,000. Unfunded amount is the difference between \$1,000,000 in requested impact fees and local match (which is funded by Transfer from General Fund).CLOSE OUT PROJECST	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031402 CIP FUND * IMP FEE-STREETS												
031450 CIP Fund * BEGINNING BALANCE												
031458 CIP Fund * FEDERAL GRANTS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0177 China Bridge Improvements & Equipment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0177	Recommended	Coulson	-49,690	47,570		Thriving Mountain Town

Description	Comments
Stairwell Old CB; Fire Sprinkler Upgrade OLD CB; Snow Chute	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0178 Rockport Water, Pipeline, and Storage

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0178	Recommended	McAfee	-36,213	1,358,505	10,238	Preserving & Enhancing the Natural Environment

Description	Comments
This project will construct upgrades to the Mt. Regional Water Pump Station at Rockport and a new pump station and intake that will be owned and operated by WBWCD, all to deliver Park City's reserved water from Rockport and Smith Morehouse reservoirs. Also included is the cost of water from WBWCD and replacement fund for the infrastructure.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES		1,244,549		1,275,663		1,307,554		1,307,554		1,307,554	1,307,554	1,307,554
051526 WATER FUND * 2014 WATER REVENUE BONDS												
TOTAL		1,244,549		1,275,663		1,307,554		1,307,554		1,307,554	1,307,554	1,307,554

CP0180 Corrosion Study of System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0180	Recommended	McAfee	0			Not Available

Description	Comments
this project can be deleted	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES												
TOTAL												

CP0181 Spiro Building Maintenance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0181	Recommended	McAfee	230,665	4,819		Preserving & Enhancing the Natural Environment

Description	Comments
General upkeep of the Spiro WTP. This will continue until this facility is rebuilt in about 2021.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		113,141		100,000		100,000		100,000				
TOTAL		113,141		100,000		100,000		100,000				

CP0186 Energy Efficiency Study -City Facilities

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0186	Recommended	Cartin	30,511			Inclusive & Healthy Community

Description	Comments

Data management for all municipal utilities. This tool will expedite carbon foot printing and better identify energy and cost saving opportunities.

[illegible]

CP0191 Walkability Maintenance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0191	Recommended	McAfee	14.822	40.890		Preserving & Enhancing the Natural Environment

Description	Comments

This funding is provided for the purpose of ongoing maintenance of completed Walkability Projects.

[illegible]

CP0196 Downtown Projects - Phase III

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0196	Recommended	Weidenhamer	0			Thriving Mountain Town

Description	Comments
Pedestrian connections and enhancements in the downtown corridor	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-9,570	-9,570										
031528 CIP FUND * 2015 SALES TAX BONDS	-824,772	-824,772										
TOTAL	-834,342	-834,342										

CP0203 China Bridge Event Parking

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0203	Recommended	Coulson	357,810	623,677	31,180	Thriving Mountain Town

Description	Comments
This project will provide additional parking and event mitigations for Park City.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031489 CIP FUND * GARAGE REVENUE												
057489 TRANSIT FUND * GARAGE REVENUE		310,000	86,000	396,000	30,000	340,000	30,000	340,000	30,000	340,000	340,000	340,000
TOTAL		310,000	86,000	396,000	30,000	340,000	30,000	340,000	30,000	340,000	340,000	340,000

CP0216 Park & Ride (Access Road & Amenities)

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0216	Recommended	Fonnesbeck				Thriving Mountain Town

Description	Comments

This project will provide funding to construct an access road from Wasatch County to the new park and ride at Richardson Flats. Intersection improvements at SR-248 are necessary for safe and efficient operations of Park and Ride and Park City Heights.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS												
TOTAL												

CP0217 Emergency Management Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0217	Recommended	Daniels	22,008	7,648		Engaged & Effective Government & Citizenry

Description	Comments

This project funds Emergency Program Management, the Emergency Operations Center (EOC), City building emergency preparedness supplies, emergency response equipment and supplies, mobile command trailer (MCT) equipment, community outreach, mitigation projects and emergency information technology and communications. For FY19 & FY20 the \$10,000 for each year predominately improves, replaces and/or increases EOC equipment, MCT, mitigation, response, sheltering and technological capabilities along with required equipment for MCT.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031458 CIP Fund * FEDERAL GRANTS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND	5,000	15,000	15,000	15,000								
031478 CIP Fund * TRANSFER FROM CIP												
TOTAL	5,000	15,000	15,000	15,000								

[illegible]

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
TOTAL												

CP0228 Snow Creek Affordable Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0228	Recommended	Robinson				Inclusive & Healthy Community						

Description	Comments
For the planning, design, and construction of the Snow Creek Affordable Housing Project.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
033450 Lower Park RDA * BEGINNING BALANCE												
033454 Lower Park RDA * DONATIONS												
033468 LOWER PARK RDA * CONT TO RDA DEBT												
033473 Lower Park RDA * SALE OF ASSETS												
TOTAL												

CP0229 Dredge Prospector Pond

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0229	Recommended	Fonnesbeck				Preserving & Enhancing the Natural Environment						

Description	Comments
This fund would pay for the dredging of the Prospector Pond. (Project delayed for Storm Water Master Plan)	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			200,000	200,000	-150,000							
TOTAL			200,000	200,000	-150,000							

CP0231 Mortgage Assistance Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0231	Recommended	Robinson				Inclusive & Healthy Community

Description	Comments

This program provides second mortgage loans to assist employees to purchase homes in the city/school district. The importance of local employees has been recognized during emergency mgmt. planning. It is also an employee recruitment/retention tool.

[illegible]

CP0236 Triangle Property Environmental Remediate

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0236	Recommended	Cartin	99,779			Preserving & Enhancing the Natural Environment

Description	Comments

Cost associated with the assessment and closure of the property through the Utah Voluntary Clean-up program.

[illegible]

CP0238 Quinn's Junction Transmission Lines

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0238	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This is complete and should be deleted

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS												
051467 Water Fund * OTHER MISCELLANEOUS												
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES												
051493 WATER FUND * 2009B WATER BONDS												
051495 WATER FUND * 2009C WATER BONDS												
051496 Water Fund * EXISTING USERS	-92,806	-92,806										
051497 Water Fund * NEW GROWTH												
TOTAL	-92,806	-92,806										

CP0239 PC Heights Capacity Upgrade (tank)

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0239	Recommended	McAfee	650,000			Inclusive & Healthy Community

Description	Comments

This is to pay for an upsize of the Park City Heights Tank per the Water Agreement

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051467 Water Fund * OTHER MISCELLANEOUS												
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES												
TOTAL												

Description	Comments
Water treatment upgrades to the exiting WTP to provide additional barriers against total organic carbon, manganese, and other water quality upsets in the Weber River.	

CP0244 Transit Contribution to County

Description	Comments
For annual capital contribution to Summit County	

[illegible]

CP0248 Middle Silver Creek Watershed

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0248	Recommended	Cartin	234,297			Preserving & Enhancing the Natural Environment

Description	Comments
Non-water related acres: accrued a liability and expenditure of \$272,000 in the government-wide statements, governmental activities column	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0250 Irrigation Controller Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0250	Recommended	Fonnesbeck	-2,477	30,000		Preserving & Enhancing the Natural Environment

Description	Comments
The Parks Department has a total of 38 irrigation controllers located throughout town at all City facilities including, City buildings, athletic fields, parks, school fields, etc. These electronic devices provide irrigation control to landscaped areas by radio communication from the Central computer to the individual field units. Some of these controllers are 25 years old, as they were originally installed in the early 1990s. Over the past years we've continued to experience many electronic/communication problems with these old outdated field units. We recommend taking a systematic approach by replacing 4-5 controllers a year for the next several years. To date we have replaced 23 out of the 38 controllers. Projected completion 2019.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND		20,000		20,000								
TOTAL		20,000		20,000								

CP0255 Golf Course Sprinkler Head Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0255	Recommended	Fonnesbeck				Thriving Mountain Town

Description	Comments

The sprinkler heads on the course are 26 years old. These heads are worn out and outdated. The new sprinkler heads are more efficient in water application and distribution uniformity. PROJECT COMPLETED - PLEASE REMOVE

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
055459 Golf Fund * GOLF FEES												
055469 GOLF FUND * RAP TAX												
TOTAL												

CP0256 Storm Water Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0256	Recommended	McAfee	472,281	73,000		Preserving & Enhancing the Natural Environment

Description	Comments

This money would be to fix and repair any of our current storm water issues within the city.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-300,000			66,150								
031528 CIP FUND * 2015 SALES TAX BONDS												
052530 STORM WATER FUND * STORM WATER SERVICE FEE				233,850		300,000		300,000		300,000	300,000	300,000
TOTAL	-300,000			300,000		300,000		300,000		300,000	300,000	300,000

[illegible]

CP0260 Monitor and Lucky John Drainage

[illegible]

CP0263 Lower Park Avenue RDA

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0263	Recommended	Weidenhamer				Inclusive & Healthy Community

Description	Comments
The project entails planning, design, demolition, reconstruction of historic buildings, construction of new buildings, and possible land acquisition in the Lower Park, Woodside, platted Norfolk and Empire Avenues North of 13th Street within the Lower Park Avenue RDA. PM I includes new community center and reconstruction of 2 historic houses at Fire Station area.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
033468 LOWER PARK RDA * CONT TO RDA DEBT												
TOTAL												

CP0264 Security Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0264	Recommended	Daniels	61,929	49,057		Engaged & Effective Government & Citizenry

Description	Comments
The Building Security Committee was established in 2008 and makes recommendations on security issues, training and equipment for all occupied city buildings. The two largest components are Closed Circuit Video Systems (CCVS) and Electronic Access Controls (electronic door locks), along with some smaller security upgrades including, alarms, fragment retentive film, lighting and training. In recent years we have expanded the use of some of these funds for exterior security measures for city buildings and special event venues. This is a multi-year project. Some funding for upgrades and/or replacements has been from the Asset Management Fund and individual departments. Emergency Management, Information Technology, Sustainability and Building Maintenance are partners in this project. We have made significant headway over the past 10 years. The majority of the work is expected to be completed by FY22.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND	25,000	75,000	75,000	75,000								
033468 LOWER PARK RDA * CONT TO RDA DEBT												
TOTAL	25,000	75,000	75,000	75,000								

Description	Comments
This request is to secure funds specifically for the improvement of the Crescent Tramway Trail creating an identifiable, safe, and connected pedestrian trail. The Crescent Tramway easement follows the historic rout of a narrow-gauge railroad which was first used in the late 1800s to carry ore from the Crescent Mine to the Park City Smelting Company. The trail begins near the corner of Park Ave and Heber Ave and winds up the foothills. It passes Woodside Ave, Norfolk Ave, and Lowell Ave, before it reaches a plethora of trails within the recreational open space areas. the tram route closed in 1898 after the smelter burned to the ground, and the railroad tracks were pulled up around 1901. The tramway has since been used as a pedestrian path, hiking trail, and bike route. Past development along the Crescent Tramway Trail has made it difficult to follow the pedestrian easement and it is even unrecognizable as a pedestrian trail in areas.	

CP0266 Prospector Drain - Regulatory Project

Description	Comments
Project is being done under an Administrative Order on Consent with the EPA to address the discharge of metals impacted water from the Prospector Drain and Biocell. Project involves first conducting an Engineering Evaluation and Cost Analysis, then selecting a remedial action and implementation. In addition, a Natural Resource Damage Assessment must be done that will determine compensatory restitution for damages to natural resources.	

[illegible]

CP0267 Soil Repository

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0267	Recommended	Cartin	3,834,144			Preserving & Enhancing the Natural Environment

Description	Comments

Should we successfully complete the current negotiations with the EPA on the Multi-Party agreement then Park City would likely need to financially participate in a portion of the construction of a soils repository. These would be a one-time cost. Ongoing costs for the repository would likely be incurred by United Park City Mines. Park City would likely not have a future role in the operation of the repository.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND	370,000	532,000	-370,000									
057450 Transit Fund * BEGINNING BALANCE												
TOTAL	370,000	532,000	-370,000									

CP0269 Environmental Revolving Loan Fund

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0269	Recommended	Cartin	123,916			Preserving & Enhancing the Natural Environment

Description	Comments

Sustainability Staff is requesting \$100,000 in additional funds for the Environmental Revolving Loan Fund. With the hire of an Energy Project Manager through Rocky Mountain Power's demand side management program, Sustainability will be pursuing 3,000,000 kWh in energy savings over the next three years. This work will result in annual, ongoing savings of at least \$75,000 per year (\$225,000 per year by 2019). Increasing the Environmental Revolving Loan Fund by \$100,000, or to a total balance of \$278,000, will allow the Energy Project Manager to rapidly fund and deploy projects. The Environmental Revolving Loan Fund is repaid through energy savings. All but \$24,000 of the fund is currently invested in high return projects.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
TOTAL												

CP0270 Downtown Enhancements Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0270	Recommended	Weidenhamer	2,136,370	385,535		Thriving Mountain Town

Description	Comments
10 year improvement plan for pedestrian enhancements and public gathering spaces in the Main Street area. Pedestrian enhancements consist of replacing the curb, gutter, sidewalks, street lights, and the addition of storm drains, benches, trash and recycling bins... Gathering spaces include plazas and walkways.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031474 CIP Fund * STATE CONTRIBUTION	-9	-9										
031491 CIP FUND * TR FR SALES TAX DSF-2014 SALES TAX BONDS												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-803,463	796,537										
031528 CIP FUND * 2015 SALES TAX BONDS	324,499	324,499										
031532 CIP FUND * 2017 SALES TAX BONDS												
XXXXXX Unspecified												
TOTAL	-478,973	1,121,027										

CP0273 Landscape Water Checks

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0273	Recommended	McAfee	3,575			Preserving & Enhancing the Natural Environment

Description	Comments
sprinkler audits and improvement recommendations	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES	-10,000	-4,000		6,000		6,000		6,000		6,000	6,000	6,000
TOTAL	-10,000	-4,000		6,000		6,000		6,000		6,000	6,000	6,000

CP0274 PC Heights Development Infrastructure

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0274	Recommended	McAfee	464,254			Inclusive & Healthy Community

Description	Comments
Pumping and water line upgrades related to the PC Heights development.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES												
051496 Water Fund * EXISTING USERS												
TOTAL												

CP0275 Smart Irrigation Controllers

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0275	Recommended	McAfee	-4,310	325		Preserving & Enhancing the Natural Environment

Description	Comments
This is an incentive program designed to reduce water demand through the use of technology that adjusts watering amounts based on climatic conditions.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES	-19,000	-9,000		10,000		10,000		10,000		10,000	10,000	10,000
TOTAL	-19,000	-9,000		10,000		10,000		10,000		10,000	10,000	10,000

CP0278 Royal Street

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0278	Recommended	Cassel	0			Preserving & Enhancing the Natural Environment

Description	Comments
CLOSE OUT PROJECT	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031402 CIP FUND * IMP FEE-STREETS												
031450 CIP Fund * BEGINNING BALANCE	-82,692	-82,692										
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-769,880	-769,880										
031498 CIP Fund * FEMA FUNDS												
TOTAL	-852,572	-852,572										

CP0279 224 Corridor Study and Strategic Plan

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0279	Recommended	Knotts	19,128			Thriving Mountain Town

Description	Comments

Project includes a corridor study and strategic plan for State Route 224 between Thaynes Canyon Drive and the Deer Valley Drive/Bonanza Drive intersection. The resulting Plan will be a guideline for future decisions regarding Walkability projects and connectivity, transportation efficiencies, and access. The Plan will fold into land use and redevelopment decisions regarding the western side of the Bonanza Park district and General Plan discussions.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031451 CIP Fund * BOND PROCEEDS												
033450 Lower Park RDA * BEGINNING BALANCE												
057450 Transit Fund * BEGINNING BALANCE												
TOTAL												

CP0283 Storm Water Utility Study

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0283	Recommended	McAfee				Inclusive & Healthy Community

Description	Comments

Storm Water Utility Study – This study will look at the opportunities in creating a storm water utility which would then be used to fund our storm water system operation and maintenance activities. Currently funds are used from other Public Work programs to maintain our current storm water system. This study will look at how the utility will be structured, the potential revenue generated and the administrative operations of the utility.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0284 Stair Removal at Marsac

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0284	Not Recommended	Gallo				Inclusive & Healthy Community

Description	Comments

CLOSE OUT PROJECT

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0287 Ironhorse Seasonal Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0287	Recommended	Fonnesbeck	32,771	120,397		Thriving Mountain Town

Description	Comments
Seasonal housing (Dorm Style) for up to 16 seasonal transit employees to be constructed on Ironhorse Property. Rents will recapture op expenses, capital renewal, and initial capital.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057450 Transit Fund * BEGINNING BALANCE												
057458 Transit Fund * FEDERAL GRANTS												
TOTAL												

CP0288 Transit Signal Priority

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0288	Recommended	Fonnesbeck	200,959	385,060		Thriving Mountain Town

Description	Comments
This CIP project will install Transit Signal Priority equipment in Signals along SR-248 and SR-224. This system will provide extra time on a green light when a transit bus is within the signal queue. This increased green time will contribute to the convenience and dependability of Transit travel times.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057450 Transit Fund * BEGINNING BALANCE		17,167		17,167	17,167	17,167						
057458 Transit Fund * FEDERAL GRANTS		85,478		85,478	85,478	85,478						
TOTAL		102,645		102,645	102,645	102,645						

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051467 Water Fund * OTHER MISCELLANEOUS												
057479 Transit Fund * TRANSIT SALES TAX		137,647		137,647		137,647		137,647		137,647	137,647	137,647
057482 Transit Fund * REGIONAL TRANSIT REVENUE		42,353		42,353		42,353		42,353		42,353	42,353	42,353
TOTAL		180,000		180,000		180,000		180,000		180,000	180,000	180,000

CP0290 APP Development

Description	Comments

[illegible]

CP0291 Memorial Wall

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0291	Recommended	Fisher				Inclusive & Healthy Community

Description	Comments

Council was supportive of building a Memorial Wall at the PC Cemetery. The cost of construction will be recovered through the sale of "plates" that will be installed on the wall.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0292 Cemetery Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0292	Recommended	Fisher	27,714	700		Inclusive & Healthy Community

Description	Comments

City Council has an interest in developing a head stone replacement and restoration program for the cemetery. There is also an interest in using ground penetrating radar to see if the southwest corner of the cemetery can be reclaimed.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0293 Parking System Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0293	Recommended	Coulson				Thriving Mountain Town

Description	Comments

Replace existing parking system software and hardware

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

057489 TRANSIT FUND * GARAGE REVENUE

[illegible]

CP0294 Spriggs Barn

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0294	Recommended	Fonnesbeck	5,000			Inclusive & Healthy Community

Description	Comments

This option will provide funding to stabilize the Spriggs Barn from further dilapidation and begin a long rang plan for restoration.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

031475 CIP FUND * TRANSFER FROM GENERAL FUND

[illegible]

CP0296 Staff Interactive Budgeting Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0296	Not Recommended	Briggs				Engaged & Effective Government & Citizenry

Description	Comments

Close Out Project - Budgeting for Outcomes software to streamline budgeting process. The software will include an easy-to use and aesthetically pleasing interface (dashboard), budget monitoring and reporting, forecasting, adhoc analysis, real-time updates, and a performance measurement component. Software also includes the ability to breakdown current departmental budgets into distinct BFO programs in a user-friendly format. Software also includes advanced budget monitoring capabilities as well as performance measure integration. Should work seamlessly with the Eden Accounting System.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0297 Parking Wayfinding

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0297	Recommended	Coulson		649,575		Thriving Mountain Town

Description	Comments

Wayfinding for Main Street parking resources. First year is for signage and consulting assistance with finding garage and internal garage circulation. Years 2 and 3 are for a smart system to indicate stalls available.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057489 TRANSIT FUND * GARAGE REVENUE		150,000										
TOTAL		150,000										

CP0300 Irrigation Screening Facility

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0300	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

The irrigation screening facility will provide screening of water from the Weber River and the potential Round Valley Reservoir. The purpose of this facility is to screen fine particles and organic material prior to entering the irrigation system. Without this facility, existing irrigation systems would become clogged and would not function properly.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
TOTAL												

CP0301 Scada and Telemetry System Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0301	Recommended	McAfee	117,124	13,463		Preserving & Enhancing the Natural Environment

Description	Comments

This project is to replace and upgrade the water system's SCADA (supervisory control and data acquisition) system. There are many limits to the current system including limited technical experts that understand the programming, limited ability to report, trend, and integrate water quality monitoring and trending. This upgrade will allow the system to be better integrated into the Quinns WTP system and the AMR system.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		52,500		55,125	-57,881		-59,618		-61,407			
TOTAL		52,500		55,125	-57,881		-59,618		-61,407			

CP0302 Deer Valley Drive - Water Infrastructure

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0302	Recommended	McAfee	0			Preserving & Enhancing the Natural Environment

Description	Comments

This project will be a part of the road reconstruction project and will replace water infrastructure including a distribution and transmission mainline, several valve vaults, and a modification to an underground pump station. It is recommended that this water infrastructure be replaced in conjunction with the road project to avoid future emergency repairs.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES												
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
TOTAL												

CP0303 Empire Tank Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0303	Recommended	McAfee	-1,577,747			Preserving & Enhancing the Natural Environment

Description	Comments

As part of the drinking water solution for the Judge Tunnel Source, the Empire Tank will be converted into a raw water tank and as a result will need to be replaced to meet drinking water storage requirements. In addition to the projected water storage deficit in the Old Town area, the existing Woodside tank is approximately 50 years old. Both of these factors will be considered with the new tank construction.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES												
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS	-3,822,554	-2,072,554	-2,000,000				750,000	750,000				
TOTAL	-3,822,554	-2,072,554	-2,000,000				750,000	750,000				

CP0304 Quinn's Water Treatment Plant Asset Repl

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0304	Recommended	McAfee	720,527	28,280		Preserving & Enhancing the Natural Environment

Description	Comments

With the addition of Quinns Junction Water Treatment Plant (QJWTP), a budget line item is required for asset management of this \$14,000,000 facility. This money will be used to replace valve, pumps, membranes, and other items to be replaced at the facility over time.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES		172,253		1,200,000		200,000		210,000		220,500	231,525	231,525
TOTAL		172,253		1,200,000		200,000		210,000		220,500	231,525	231,525

CP0305 Quinn's Dewatering

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0305	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

A mechanical dewatering process addition at QJWTP will be required once Judge Tunnel water is treated at this facility. Judge water contains various constituents in particulate form which will be filtered out by the membranes at QJWTP creating a concentrated waste stream that requires treatment. The current waste stream is discharged into the sanitary sewer which is then treated at Snyderville Basin's Silver Creek Facility. However, with the addition of Judge's waste stream, discharge to the sewer will be prohibited as a result of the concentrated metal content.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051496 Water Fund * EXISTING USERS												
051497 Water Fund * NEW GROWTH												
TOTAL												

[illegible]

CP0307 Open Space Conservation Easement Monitor

[illegible]

CP0308 Library Remodel

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0308	Recommended	Twombly	24,648	13,004	3,000	Inclusive & Healthy Community

Description	Comments

The library renovation will start in June 2014 and completion is estimated in Spring 2015. The construction budget is \$6.82 M, and the total budget is \$9.32. The scope includes: • Interior renovation and expansion of the library into all of floors one and two; • Interior renovation of the 3rd floor for flexible community space and Park City Cooperative Preschool (PCCP) and Park City Film Series (PCFS). This community space is anticipated to be used in the short term to house senior center functions and support community activities during off hours, including pre and post function support to the Santy; • An added, single-story entry sequence to the library at the north façade; • A 2 story addition at the northwest corner providing added function, flexibility and consolidation of services; and • Modifications of the 1992 addition to expose the original historic structure on the south, west and north facades.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
033468 LOWER PARK RDA * CONT TO RDA DEBT												
TOTAL												

CP0309 Woodside Phase I

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0309	Recommended	Glidden	3,837,487	1,426,227	40,240	Inclusive & Healthy Community

Description	Comments

Park City is in need of housing that is structured to meet the changing needs of the community. Multi-generational housing can include smaller, multi-level units for singles and young couples, larger units for growing families and smaller single-level units with built-in fixtures that allow a person to age-in-place. Pursue an age-in-place and attainable housing project on city-owned land at the location of the current senior center, former Park Avenue fire station and adjacent land acquired from Knudson and Elliott Work Group. The current schedule allows for a charrette to identify goals, relative density and scope of the project in summer 2014 with a projected start of construction in spring 2016.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031532 CIP FUND * 2017 SALES TAX BONDS	4,644,226	4,644,226										
033468 LOWER PARK RDA * CONT TO RDA DEBT	-4,144,226	-4,144,226										
TOTAL	500,000	500,000										

CP0311 Senior Community Center

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0311	Recommended	Weidenhamer	1,000,000			Inclusive & Healthy Community

Description	Comments

Possible renovation to City facilities in LPARDA such as the Miner's Hospital to provide for senior and community needs.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
033468 LOWER PARK RDA * CONT TO RDA DEBT												
TOTAL												

CP0312 Fleet Management Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0312	Recommended	Fonnesbeck	284,950			Engaged & Effective Government & Citizenry

Description	Comments

Procurement and implementation of fleet management software to replace Lucity and Fuel Management equipment that has proven inadequate to provide Fleet Management with data and reporting necessary to meet stringent federal transit administration reporting requirements and analytical support required for sound fleet mgmt. Staff has worked closely with it on assessment of current system and all parties agree replacement is justified. This project has the potential to be partially federally funded.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051481 Water Fund * WATER SERVICE FEES			5,769	5,769	5,769	5,769						
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX			56,990	56,990	56,990	56,990						
TOTAL			62,759	62,759	62,759	62,759						

CP0313 Transportation Plans and Studies

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0313	Recommended	Knotts	567,103	12,027		Thriving Mountain Town

Description	Comments

Funding for transportation/transit plan studies (e.g. short range transit development plan SR-224, corridor studies, mountain transportation plans). These plans & studies will determine required transit/transportation capital programs for future years. Additionally, Develop update to 2011 Transportation Master Plan update to 2011 Traffic and Transportation Master Plan that updates PC existing transportation policies as well as an action plan of comprehensive transportation solutions/projects including but not limited to regional connections, bicycle and pedestrian element, Intelligent Transportation System, complete streets and road classifications, design standards, mass transit, land use connections, GHG/air quality analysis, TDM programs, based on a 20 year planning horizon. Both a fiscally constrained and unconstrained capital project list will be developed.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS	-130,000	-130,000										
057479 Transit Fund * TRANSIT SALES TAX		250,000										
TOTAL	-130,000	120,000										

CP0314 Richardson Flat Road-Improvement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0314	Recommended	Fonnesbeck	750,000			Thriving Mountain Town

Description	Comments

Obligation to improve Richardson Flat Road as set forth in Park City Heights Annexation Agreement development agreement and sales agreement.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057466 Transit Fund * OTHER CONTRIBUTIONS	-650,000	-650,000	650,000	650,000								
057479 Transit Fund * TRANSIT SALES TAX	-100,000	-100,000	100,000	100,000								
TOTAL	-750,000	-750,000	750,000	750,000								

CP0318 Bonanza Park/RMP Substation Mitigation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0318	Recommended	Rockwood	1,158,844	96,473		Inclusive & Healthy Community

Description	Comments

\$1.5 million was originally allocated by Council to provide mitigation and relocation costs related to the Rocky Mountain Power Bonanza Park Substation. Staff recommends these funds remain in the Bonanza Park project area to be used for mitigation, economic development and infrastructure improvements contingent on the completion and adoption of the Bonanza Park Area Plan.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031532 CIP FUND * 2017 SALES TAX BONDS												
031533 CIP FUND * TRANSIENT ROOM TAX												
TOTAL												

CP0321 Fitness in the Park

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0321	Recommended	Fisher				Thriving Mountain Town

Description	Comments

Installation of at least 8 pieces of fitness equipment located outside. Locations being considered are city park, or the farm trail.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031400 CIP FUND * IMP FEE-OPEN SPACE												
TOTAL												

CP0324 Recreation Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0324	Recommended	Fisher	12,000			Thriving Mountain Town

Description	Comments

The recreation department is looking to replace the current RecTrac software system that provides program registration, membership sales, facility and court booking, league scheduling and online services. The proposed system is for a cloud based software. This request is just for hardware as the software will have annual expenses that have been submitted to operating budget. This system is utilized by the PC MARC, the recreation and tennis departments. Other departments that use the software to a lesser degree special events and Parks departments. The services this software system provides are CORE City services. The current system is outdated, and the client/server system seems to be fading out industry-wide.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND	12,000	12,000										
TOTAL	12,000	12,000										

CP0325 Network & Security Enhancements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0325	Recommended	Robertson	56,228	29,272		Engaged & Effective Government & Citizenry

Description	Comments

Improved cybersecurity management and automation has become a necessity to support the City's growing network of remote, wired and wireless devices. As the diversity of threats continue to grow, the ability to identify, report and mitigate risks is now considered a best practice for security management. Furthermore, network dataflow is a hardware and software solution that provides a method to measure and manage network traffic. This information is used for troubleshooting issues, enhancing security, and understanding communications traffic. This solution helps us meet our compliance and cyber response initiatives.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND	17,500	85,500	57,500	57,500								
031487 CIP FUND * RESTAURANT TAX												
051467 Water Fund * OTHER MISCELLANEOUS												
TOTAL	17,500	85,500	57,500	57,500								

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

[illegible]

CP0327 Outdoor Tennis Court Rebuild

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

[illegible][illegible]

CP0328 Meeting Documentation Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0328	Recommended	Glidden				Engaged & Effective Government & Citizenry

Description	Comments

This project is for the purchase and implementation of a Meeting Management software solution that is primarily for the recording and streaming of public meetings for both audio and video (utilization of video streaming will be a phased consideration with meeting room upgrades). The software will also support work flow process for meeting packets. As of February 2014, the initial project kick-off meeting has been initiated.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0329 Main Street Infrastructure Asset Management

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0329	Recommended	McAfee	373,047	26,970	3,322	Thriving Mountain Town

Description	Comments

This Funding is dedicated for replacement and maintenance to the Main Street Improvement program

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		100,000		100,000		100,000		100,000		100,000	100,000	100,000
TOTAL		100,000		100,000		100,000		100,000		100,000	100,000	100,000

CP0330 Spiro/Judge Pre-treatment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0330	Recommended	McAfee	0			Preserving & Enhancing the Natural Environment

Description	Comments
This is for treatment of the Judge and Spiro mine tunnels to comply with the clean water act	

[illegible]

CP0331 Micro-Hydro/Thaynes Pump Station

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0331	Recommended	McAffee				Not Available

Description	Comments

[illegible]

CP0332 Library Technology Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0332	Recommended	Robertson	77,567			Engaged & Effective Government & Citizenry

Description	Comments

***THIS REQUEST IS BEING COSIDERED FOR BEING COMBINED WITH THE COMPUTER REPLACEMENT CIP. In 2014, Council approved a Library facility remodel that included operational enhancements and public space for a digital media and technology lab. This CIP servers as a fund to replace aging technology not eligible under the Computer Replacement Fund.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND		24,387		24,387		24,387		24,387		24,387		24,387
XXXXXX Unspecified												
TOTAL		24,387		24,387		24,387		24,387		24,387		24,387

CP0333 Engineering Survey Monument Re-establish

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0333	Recommended	Gallo	5,000			Engaged & Effective Government & Citizenry

Description	Comments

Monument Re-establishment – this project sets a small amount of money aside to start re-establishing survey monuments that have been damaged or destroyed over the years. These monuments are located very two to three blocks and were set in the early 1980s. Without a County Surveyor to oversee the County monument system, the task falls to the Cities to maintain their own survey monument system. Many of our survey monuments around town have been disturbed/destroyed. This CIP re-establishes the most critical monuments most notably those along Main Street.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			15,000	15,000	15,000	15,000						
TOTAL			15,000	15,000	15,000	15,000						

CP0334 Repair of Historic Wall/Foundation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0334	Recommended	Gallo	163,100			Thriving Mountain Town

Description	Comments

The historic wall/foundation located just south of Hillside Avenue is located in the ROW and is showing signs of disrepair. This project is to have the wall structurally evaluated and to have the repairs completed.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

031475 CIP FUND * TRANSFER FROM GENERAL FUND

[illegible]

CP0335 Engineering Small Projects Fund

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0335	Recommended	Gallo	10,794			Thriving Mountain Town

Description	Comments

Small Project Funds – This project will address small projects around town which currently Hiding the transformer installed on 2nd street and energize the overhead light at the intersection of Manor and Empire and energize the lights on the 8th Street stairs between Woodside and Park, and bridge evaluations. The purpose of completing these projects is to keep our image polished.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023

031475 CIP FUND * TRANSFER FROM GENERAL FUND

[illegible]

CP0336 Prospector Avenue Reconstruction

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0336	Recommended	Gallo	1,878,709	520,289		Thriving Mountain Town

Description	Comments

Prospector Avenue Reconstruction – Park City is slated to receive \$1,000,000 in Small Urban Fund Grant money in 2016. These funds require a 7% match but also have strict restrictions on how they are used. The CIP money requested is to allow our staff to complete the project in one season. Elements of the project include updated storm drains, sidewalks, bus pullouts, additional lighting, resurfacing of the road, bike lanes, etc.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031402 CIP FUND * IMP FEE-STREETS												
031452 CIP Fund * CLASS "C" ROAD												
031458 CIP Fund * FEDERAL GRANTS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND	50,000	250,000										
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
057479 Transit Fund * TRANSIT SALES TAX		75,000										
057482 Transit Fund * REGIONAL TRANSIT REVENUE	500,000	500,000										
TOTAL	550,000	825,000										

CP0337 Solar Installation - MARC

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0337	Recommended	Cartin	0			Preserving & Enhancing the Natural Environment

Description	Comments

This request is for a solar installation on the MARC. This 194kW system will be the City's largest and most prominent solar installation.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0340 Fleet Shop Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0340	Recommended	Coulson	24,125	5,875		Engaged & Effective Government & Citizenry

Description	Comments

This project funds the acquisition and replacement of fleet shop necessary for vehicle servicing equipment such as computer diagnostic equipment, tire servicing equipment, and vehicle lifts/jacks that are not affixed to the building based upon a useful life calculations. The purpose of the project is to ensure the City has the funding to replace equipment that has reached the end of its useful life.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		15,000	45,000	60,000		15,000		15,000		15,000	15,000	15,000
XXXXXX Unspecified												
TOTAL		15,000	45,000	60,000		15,000		15,000		15,000	15,000	15,000

CP0341 Regional Interconnect

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0341	Recommended	McAfee	250,505			Preserving & Enhancing the Natural Environment

Description	Comments

This is one of 3 interconnects that are planned to connect park city's water system with Mountain Regional and Summit Water. This was a part of the Western Summit County Regional Water Supply Agreement we entered into in 2013.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS						580,000						
TOTAL						580,000						

CP0342 Meter Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0342	Recommended	McAfee	432,924	174,385		Preserving & Enhancing the Natural Environment

Description	Comments

This is the meter and laterals asset management program

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		250,000		250,000		250,000		250,000		250,000	250,000	250,000
TOTAL		250,000		250,000		250,000		250,000		250,000	250,000	250,000

CP0343 Park meadows Well

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0343	Recommended	McAfee	193,284	3,499,698	5,540	Preserving & Enhancing the Natural Environment

Description	Comments

The park meadows well has been classified as ground water under the direct influence of surface water. This designation happened in 2014 and will require treatment. This is one of 8 critical water sources for the City.

[illegible]

CP0344 PRV Improvements for Fire Flow Storage

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0344	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This project will replace aging PRV's and allow us to balance the surplus water storage in certain areas of the City with areas that have a storage deficit.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS										805,000		
TOTAL										805,000		

CP0345 Three Kings/Silver King Pump Station

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0345	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This project will pump water from the Thaynes area to the new Empire Tank once it is constructed.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS				-1,108,783								
TOTAL				-1,108,783								

CP0346 Fairway Hills to Park Meadows Redundancy

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0346	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
This will provide access to the Fairway hills storage for the boot hill pressure zone.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS	200,000	400,000										
TOTAL	200,000	400,000										

CP0347 Queen Esther Drive

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0347	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
This project is to correct a minor issue with high pipe velocities in the Solamere area.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051451 Water Fund * BOND PROCEEDS									669,143	1,338,286		
TOTAL									669,143	1,338,286		

CP0348 McPolin Barn Seismic Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0348	Recommended	Twombly	4,970			Inclusive & Healthy Community

Description	Comments

The existing structure is currently inadequate to resist snow loads, wind loads and high seismic loads required by local building codes. There are several structural deficiencies with the general framing of the building that should be repaired. The connection of the floor beams to the exterior wood post needs to be strengthened, the gable walls need to be stiffened and the floor framing at the stairs need to be strengthened. The gable walls need to be stiffened and the floor framing at the stairs needs to be strengthened. Under design snow loads, the roof structure is highly over stressed. One of the 2014 top priorities for City Council is historic preservation. The McPolin farm is considered a historic icon in the entryway corridor to Park City. If it falls down we'll all be in trouble. Staff and the FOF Committee feel that the City should also make the barn available for small tours while they are in the process of the stabilization. The first \$800,000 request was a guesstimate. We still do not have definitive cost but we have a better cost estimate at this time which puts the project at \$1,023,972. A survey and project description will go to Council February 25, 2016. Definitive project costs will be determined by the Construction Manager by March 2016. Tentative project schedule April 2016 - August 2016.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-38,699	-38,699										
XXXXXX Unspecified												
TOTAL	-38,699	-38,699										

CP0349 Payment for snow storage lot

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0349	Recommended	McAfee	26			Thriving Mountain Town

Description	Comments

Fall of 2014 City Council approved the purchase of .78 acres located at Round Valley Drive in the Quinn's Junction area for the purpose of remote snow storage lot and laydown yard.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0350 1450-60 Park Avenue

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0350	Recommended	Glidden	1,306,773	1,275,091		Inclusive & Healthy Community

Description	Comments

Development of an 8 - 12 unit affordable housing subdivision at 1450-60 Park Avenue. This property was purchased in 2009 for affordable housing. Council has provided direction to move forward with the city as the sponsor/developer. Estimated development costs including soft costs and construction is \$2,61,750. It is expected that 85 percent of the CIP request (\$1.92mi) will be reimbursed through proceeds of sale.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033450 Lower Park RDA * BEGINNING BALANCE												
033451 Lower Park RDA * BOND PROCEEDS												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT												
TOTAL												

CP0351 Artificial Turf Replacement Quinn's

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0351	Recommended	Fonnesbeck				Thriving Mountain Town

Description	Comments

Artificial turf field was installed in 2005 and has a life expectancy of 15-20 years. We are projecting replacement in 2023.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			-418,000		-182,000						600,000	600,000
TOTAL			-418,000		-182,000						600,000	600,000

CP0352 Parks Irrigation System Efficiency Imp

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0352	Recommended	Fonnesbeck	23,090	1,010	1,210	Preserving & Enhancing the Natural Environment

Description	Comments

Fund irrigation system improvements to increase system efficiencies. Some of our irrigation systems are approaching 30 years old and in need of an upgrade. With new irrigation equipment or modifications, current systems could be updated to improve system efficiencies. The program would include: • Perform a water audit using a certified third party auditor to test the distribution uniformity (DU) of the larger systems. • Evaluate each park design and functionality; identify opportunities to modify existing park area to create a lower water use landscape. • Use audit information to identify inefficiencies in each system and outline future projects. • Create a program to systematically upgrade irrigation system and/or landscaping. Following system upgrades, the park would be retested to verify efficiency increases. The program would be an on-going program investing 25,000 annually.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND		25,000		25,000		25,000		25,000		25,000		25,000
TOTAL		25,000		25,000		25,000		25,000		25,000		25,000

CP0353 Remote snow storage site improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0353	Recommended	McAfee	74,898			Thriving Mountain Town

Description	Comments

Site improvements are necessary to ensure proper BMP's are established and create better usage of property.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND		50,000										
TOTAL		50,000										

Description	Comments
Parks relocation to Iron Horse, Water Distribution relocation to Quinns WTP, purchase of JSSD parcel at Mine Bench	

CP0355 Energy Management Project

Description	Comments
Evaporative Condenser: The evaporative condenser is a critical component to the refrigeration system at the Ice Arena. The lifespan of an evaporative condenser is 10-20 years and given the current facility was underbuilt, and has been running for approximately 10 years over capacity, we started seeing multiple failures over the last year.	

[illegible]

CP0356 Expand Rental Locker Capacity

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0356	Not Recommended	Angevine				Thriving Mountain Town

Description	Comments

Add 22 rental lockers to our current inventory of 64.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0357 Private Land Acquisition #1

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0357	Recommended	Glidden				Inclusive & Healthy Community

Description	Comments

This is a joint acquisition with the open space fund of private property. The land will be developed to include publicly accessed open space as well as a small subdivision of approximately 8 single family homes. The total acquisition cost is \$500,000. This CIP request is for \$250,000.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
XXXXXX Unspecified												
TOTAL												

CP0358 Homestake Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0358	Recommended	Glidden				Inclusive & Healthy Community

Description	Comments
Development of an 8 unit affordable housing community. The land is currently under negotiation. This request is dependent upon successful acquisition. The initial phase of the request is for \$184,000 in predevelopment funding. Total estimated development costs including soft costs and construction is \$2,288,400. It is expected that 90 percent of the CIP request will be reimbursed through proceeds of sale.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031473 CIP Fund * SALE OF ASSETS							18,000,000	18,000,000				
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
033451 Lower Park RDA * BOND PROCEEDS												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT	-2,884,000	-2,884,000										
TOTAL	-2,884,000	-2,884,000					18,000,000	18,000,000				

CP0359 Arts & Culture District Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0359	Recommended	Rockwood				Inclusive & Healthy Community

Description	Comments
This is a request for predevelopment funding in FY 18 and construction funding in FY 19 to create 8 small cottages along 13th Street on the edge of the library field. This was a site Council added to the five-year housing agenda. It will be considered this spring during the Lower Park Avenue design charrette. Total estimated development costs are \$1,886,000.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031473 CIP Fund * SALE OF ASSETS							15,000,000	15,000,000				
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033451 Lower Park RDA * BOND PROCEEDS												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT	-266,000		-1,620,000									
TOTAL	-266,000		-1,620,000				15,000,000	15,000,000				

CP0360 Old Town Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0360	Recommended	Glidden				Inclusive & Healthy Community

Description	Comments

This project is the development of 12-units townhouse/stacked flat in Old Town on land to be acquired. Estimated development costs including soft costs and construction is \$3,205,000. It is expected that 84 percent of the CIP request will be reimbursed through proceeds of sale. This percentage may increase depending on the cost of soil remediation and overall construction costs.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033451 Lower Park RDA * BOND PROCEEDS												
033454 Lower Park RDA * DONATIONS												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT			-									
			15,506,655									
TOTAL			-									
			15,506,655									

CP0361 Land Acquisition/Banking Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0361	Recommended	Glidden	274,844			Inclusive & Healthy Community

Description	Comments

This request is for funding for feasibility and land acquisition for future development. Several potential sites have been identified. As the City begins an aggressive housing development program, it will be necessary to have a source of funding for future land acquisition to respond to new opportunities. Land acquisitions may be done in tandem with open space purchases.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
033450 Lower Park RDA * BEGINNING BALANCE	-2,399,813	-1,649,813	-750,000		-750,000							
XXXXXX Unspecified												
TOTAL	-2,399,813	-1,649,813	-750,000		-750,000							

CP0363 Traffic Management Cameras

[illegible]

CP0364 Master Plan for Recreation Amenities

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0364	Recommended	Fisher	71,585			Thriving Mountain Town

Description	Comments

We have completed the Mountain Recreation Action Plan but need to complete a master plan for the Park City Sports Complex as well as the PC MARC. Facilities have been identified but need to take a global look at existing spaces and facilities so we have a clearer picture of what goes where.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031400 CIP FUND * IMP FEE-OPEN SPACE												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0365 Comstock Tunnel Discharge

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0365	Recommended	Cartin				Preserving & Enhancing the Natural Environment

Description	Comments

Elimination of groundwater discharge to Silver Creek. This will prevent the need for a UPDES Permit and potential treatment of water.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0366 HR: Applicant Tracking Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0366	Not Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments

Currently all recruitments (part time, seasonal, full time, etc.) are handled manually by HR and the respective departments conducting a recruitment. The recruitment process involves manual entry of resumes and applicants' information. When a successful candidate is hired, the candidate must complete additional paperwork, that otherwise could be automated. Applicant tracking software would streamline the HR recruitment process. Applicant software generates digital versions of paper forms and tracks the candidates' progress through the recruitment. Thus improving the overall process.

[illegible]

CP0367 Replacement of Data Backup System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0367	Recommended	Robertson	-160	160		Engaged & Effective Government & Citizenry

Description	Comments

Currently all City data is stored on a platform that provides data backup and recovery services. However, our City data has grown at exceptionally high rates in the past two years, thus our backup platform requires an upgrade to meet these new demands.

[illegible]

CP0368 Video Storage Array

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0368	Recommended	Robertson	60,000			Engaged & Effective Government & Citizenry

Description	Comments
HIGH PRIORITY NEED - The City's data storage requirements continue to grow as a result of increased use of technologies such as video, and database storage. In addition, we have a growing user pool needing higher storage capacities. These funds support the increase in hardware storage capacity.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND	60,000	60,000										
038453 EQUIP RPLCMNT FUND * COMPUTER REPAIR												
XXXXXX Unspecified												
TOTAL	60,000	60,000										

CP0369 Paid Parking Infrastructure for Main St.

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0369	Recommended	Fonnesbeck	-477,716	1,227,716		Thriving Mountain Town

Description	Comments
Paid Parking Infrastructure for Main Street Area - Gates, technology, signage, other improvements	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057450 Transit Fund * BEGINNING BALANCE		75,000										
057489 TRANSIT FUND * GARAGE REVENUE												
TOTAL		75,000										

CP0370 C7- Neck Tank to Last Chance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0370	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
Replace undersized and inadequate supply line in lower deer valley	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES						320,707						
TOTAL						320,707						

CP0371 C1 - Quinns WTP to Boothill - Phase 1

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0371	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
This is project will increase the water line size in a key area of our system between the Quinns WTP and the Boothill Tank. This will be required to deliver more water associated with at WTP expansion.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES			1,400,000	1,400,000	2,198,920	3,300,000						
TOTAL			1,400,000	1,400,000	2,198,920	3,300,000						

CP0372 Regionalization Fee

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0372	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
This is a contractual obligation associated with the Western Summit County Project	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES						245,000		245,000		245,000	245,000	245,000
TOTAL						245,000		245,000		245,000	245,000	245,000

CP0373 Operational Water Storage Pond

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0373	Recommended	McAfee	2,700,000			Preserving & Enhancing the Natural Environment

Description	Comments
Operational water storage pond for the Lost Canyon Importation Project	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		2,700,000		2,000,000								
TOTAL		2,700,000		2,000,000								

Description	Comments
In order to increase customer service, efficiency and capabilities, the Building Department is requesting a new permit tracking software. Currently, the Building Department office staff manually type an inspection schedule to post online each day. Redundant permit files are created in order to receive fees (at the time of plan review deposit, permit issuance, increased bonds, etc,) a new permit is created. Applicants complete a carbon copy application forms and then must wait to allow time for the office staff to manually input their information into the computer. Inspectors hand write inspection reports in the field and then type the inspection results into the computer at the end of the day when they return to the office. (City Manager Recommended)	

[illegible]

CP0375 LED Streets Lights Phase I

Description	Comments
Awarded as part of the innovation grant challenge.	

[illegible]

CP0376 Bus Stop Play Project

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0376	Recommended	Fisher				Thriving Mountain Town

Description	Comments
Awarded as part of the innovation grant challenge.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031450 CIP Fund * BEGINNING BALANCE												
TOTAL												

CP0377 Park City Disc Golf

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0377	Not Recommended	Rockwood				Inclusive & Healthy Community

Description	Comments

The Budget, Recreation and Sustainability departments are currently evaluating the possibilities of installing an 18 to 27 hole disc golf course in Park City. Disc golf is a rapidly growing sport across the County and is played by a wide user base of men and women from ages 8 to 80 as a low cost alternative outdoor recreation activity. In the United States alone, there are currently over 4,900 disc golf courses available in a multitude terrains and skill levels. The addition of a free, publicly available, disc golf course in Park City would be a great addition to the outdoor recreation options for guests and the local community. With this project, staff is proposing the addition of a world class level course suitable for amateurs and professionals as well as new comers to the sport. Staff is currently evaluating location options which may possible be suitable and appropriate for disc golf. Disc golf courses are sustainable options which use the current topography and have low impact on the environment. A disc golf course requires little maintenance and minimal staff time. Staff's intention is to create a high quality course which will meet the high Park City recreation standards. Staff will return to council with additional details and proposals as options are evaluated.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031400 CIP FUND * IMP FEE-OPEN SPACE												
XXXXXX Unspecified												
TOTAL												

CP0380 Parks and Golf Maintenance Buildings

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0380	Not Recommended	Fonnesbeck				Engaged & Effective Government & Citizenry

Description	Comments

This project is to replace the existing Parks and Golf Maintenance Facilities in the event that the Water Department supplants these facilities with a new water treatment plant.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT												
051481 Water Fund * WATER SERVICE FEES												
057450 Transit Fund * BEGINNING BALANCE												
TOTAL												

CP0381 Transit and Transportation Land Acq

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0381	Recommended	Knotts	2,306,746	1,193,084		Thriving Mountain Town

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057450 Transit Fund * BEGINNING BALANCE												
TOTAL												

CP0382 Transit Onboard Security Cameras

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0382	Recommended	Fonnesbeck	68,000			Engaged & Effective Government & Citizenry

Description	Comments

Technology has changed and improvement are needed to an upgraded Security Camera system which will increase reliably and dependability of video the transit fleet.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS	-286,000	-272,000	-14,000									
057479 Transit Fund * TRANSIT SALES TAX			300,000	300,000	14,000	14,000	14,000	14,000				
TOTAL	-286,000	-272,000	286,000	300,000	14,000	14,000	14,000	14,000				

CP0383 Transit Onboard Wi-Fi

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0383	Recommended	Fonnesbeck	63,800			Engaged & Effective Government & Citizenry

Description	Comments

Transit Onboard Wi-Fi to enhance transit user experience

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS	-155,200	-155,200										
057479 Transit Fund * TRANSIT SALES TAX		25,000	180,200	205,200	25,000	25,000						
TOTAL	-155,200	-130,200	180,200	205,200	25,000	25,000						

CP0384 Design and Repair Snow Creek Bridge

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0384	Recommended	Gallo		11,220		Thriving Mountain Town

Description	Comments
CLOSE OUT PROJECT	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033450 Lower Park RDA * BEGINNING BALANCE	-30,380	-30,380										
TOTAL	-30,380	-30,380										

CP0385 Park Avenue Reconstruction

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0385	Recommended	Gallo				Thriving Mountain Town

Description	Comments
Park Avenue utility infrastructure has deteriorated and is in need of replacement. By the time the utilities are replaced, the road will be non-existent and will need to be completely rebuilt. This project will take two summers to construct.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX			-300,000	292,000	-1,500,000	1,788,000	1,800,000	2,410,000				
TOTAL			-300,000	292,000	-1,500,000	1,788,000	1,800,000	2,410,000				

CP0388 Parking Deck Coating Replacement

CP0388 Recommended Coulson -183,279 433,279 Thriving Mountain Town

Description	Comments

Replace Deck Coating Iron Horse Bus Garage

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057479 Transit Fund * TRANSIT SALES TAX		125,000	106,000	106,000			55,000	55,000	55,000	55,000	55,000	55,000
TOTAL		125,000	106,000	106,000			55,000	55,000	55,000	55,000	55,000	55,000

CP0389 MIW Treatment

Description	Comments

Park City must comply with stream water quality permits enforced by the Utah Division of Water Quality for the Judge and Spiro Tunnel. Currently, these water sources do not meet permit limits and mechanical treatment must be studied, designed, tested, and constructed. This project will be ongoing until the year 2033.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		3,102,500		3,472,875		16,215,506		29,762,816		25,000,000	10,400,000	10,400,000
XXXXXX Unspecified												
TOTAL		3,102,500		3,472,875		16,215,506		29,762,816		25,000,000	10,400,000	10,400,000

CP0390 QJWTP Treatment Upgrades

Description									Comments			
Quinns WTP needs to be upgraded to handle increased Total Organic Carbon, manganese, turbidity, and other water quality upsets in order to reliably provide water to the community.												
	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES			1,100,000	1,100,000	650,000	650,000						
TOTAL			1,100,000	1,100,000	650,000	650,000						

CP0391 QWJTP Capacity Upgrades

Description									Comments			
As water demand exceeds existing treatment capacity, Quinns WTP will need to be expanded.												
	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		500,000		100,000								
TOTAL		500,000		100,000								

CP0392 Distribution Zoning Meters

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0392	Recommended	McAfee	178,549	21,451		Preserving & Enhancing the Natural Environment

Description	Comments

This project will help us locate and correct water leaks in the City's distribution system.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES												
051531 WATER FUND * ENERGY SERVICE FEE						200,000						
XXXXXX Unspecified												
TOTAL						200,000						

CP0393 Energy Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0393	Recommended	McAfee	62,075	128,055		Preserving & Enhancing the Natural Environment

Description	Comments

Council adopted a goal of net zero. This budget is to pay for projects that will move us towards that goal.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES												
051531 WATER FUND * ENERGY SERVICE FEE		200,000		200,000		200,000		200,000		200,000	200,000	200,000
XXXXXX Unspecified												
TOTAL		200,000		200,000		200,000		200,000		200,000	200,000	200,000

CP0396 Park Ave SD

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0396	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
Storm water replacement in Park Avenue	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031499 CIP FUND * ADDITIONAL RESORT SALES TAX			-750,000		750,000	750,000						
052530 STORM WATER FUND * STORM WATER SERVICE FEE					-750,000		750,000	750,000				
XXXXXX Unspecified												
TOTAL			-750,000			750,000	750,000	750,000				

CP0397 Vehicle and Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0397	Recommended	McAfee	140,000			Engaged & Effective Government & Citizenry

Description	Comments
Replacement for storm water equipment and vehicles.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-50,000	20,000		70,000	50,000	50,000						
052530 STORM WATER FUND * STORM WATER SERVICE FEE						70,000		70,000		70,000	70,000	70,000
XXXXXX Unspecified												
TOTAL	-50,000	20,000		70,000	50,000	120,000		70,000		70,000	70,000	70,000

CP0400 Guardrail Royal Street and DVD

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0400	Recommended	Gallo	99,676	324		Thriving Mountain Town

Description	Comments

A recent slide off accident on the road bend nearest to Snow Park highlighted the concern that the road was not designed correctly. Additionally, a request has been made to install guardrail along the first bend in Royal Street above The Trees Condominiums

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0401 Downtown Projects Plazas

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0401	Recommended	Twombly	495,787	59,238	1,368	Thriving Mountain Town

Description	Comments

This is for the Miner's and Brew Pub (Main Street) Plazas. It separates those 2 projects from the remainder of the Main Street Improvement projects.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
031532 CIP FUND * 2017 SALES TAX BONDS	-7,477,454	-7,477,454										
TOTAL	-7,477,454	-7,477,454										

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031499 CIP FUND * ADDITIONAL RESORT SALES TAX						1,200,000		500,000				
TOTAL						1,200,000		500,000				

CP0403 Kimball Junction Transit Center

[illegible]

CP0404 Parks Building

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0404	Recommended	McAfee				Engaged & Effective Government & Citizenry

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT	-136,000	-136,000										
051481 Water Fund * WATER SERVICE FEES	-513,333	-513,333										
057479 Transit Fund * TRANSIT SALES TAX	-350,667	-350,667										
TOTAL	-1,000,000	-1,000,000										

CP0405 Golf Building

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0405	Recommended	McAfee	304,761	133,198	62,041	Engaged & Effective Government & Citizenry

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT	-68,000	-68,000										
051481 Water Fund * WATER SERVICE FEES	243,333	243,333	2,500,000	2,500,000								
057479 Transit Fund * TRANSIT SALES TAX	-175,333	-175,333										
TOTAL			2,500,000	2,500,000								

CP0406 Central Park

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0406	Recommended	Glidden	-26,269	4,254,269		Inclusive & Healthy Community

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031532 CIP FUND * 2017 SALES TAX BONDS	4,221,780	4,221,780										
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT	-4,221,780	-4,221,780										
TOTAL												

CP0407 Bonanza Flats Open Space

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0407	Recommended	Rockwood	5,167,133			Preserving & Enhancing the Natural Environment

Description	Comments

Purchase of Bonanza Flats Property

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031451 CIP Fund * BOND PROCEEDS												
031454 CIP Fund * DONATIONS	89,329	89,329										
031473 CIP Fund * SALE OF ASSETS	2,246,250	2,246,250										
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION	2,656,750	2,656,750	2,000,000	2,000,000	500,000	500,000						
XXXXXX Unspecified												
TOTAL	4,992,329	4,992,329	2,000,000	2,000,000	500,000	500,000						

CP0408 Storm Water Asset Management

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal								
CP0408	Recommended	McAfee	Engaged & Effective Government & Citizenry											
Description											Comments			
						</								

CP0409 Sports Field- Turf Aerator

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal								
CP0409	Recommended	Fonnesbeck		26,000		Thriving Mountain Town								
Description											Comments			
Deep Tine Aerator: Parks would like to purchase a deep tine aerator for use on our sports fields. This machine will punch aeration holes up to 10 inches deep which will address soil structure issues associated with clay, compacted soils. For many years we contracted this service out. The contractor we used for over 15 year has gone out of business. Many sports facilities have purchased their own deep tine aerator, likely the reason our contractor went under. The cost of the machine is 51K. This aerator is an attachment that mounts to a tractor. Parks currently owns the tractor so we would just need to purchase the aerator. In the past we paid \$5,000 to contract out this service. This annual funding could be used to offset the purchase of this machine. With this purchase we could aerate our sports fields several times per year. This machine would be on a 20 year replacement schedule. Aerification is a critical maintenance practice that alleviates compacted soils, improve drainage and promoting air exchange in the soil. Our sport fields receive a great deal of league and tournament play throughout the season, proper cultural maintenance practices is vital in providing quality fields. EQUIPMENT PURCHASED - PROJECT COMPLETED.														
			Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND				26,000										
TOTAL				26,000										

Description	Comments

[illegible]

CP0411 SR 248/US 40 Park and Ride Lot

Description	Comments

[illegible]

CP0412 PC MARC Tennis Court Resurface

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0412	Recommended	Fisher				Thriving Mountain Town

Description	Comments

The 4 indoor tennis courts at the PC MARC will need to be resurfaced in FY 2018 and the 11 outdoor courts in FY 22

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031451 CIP Fund * BOND PROCEEDS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND				17,000				30,000				
TOTAL				17,000				30,000				

CP0413 Core Fabric Extender

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0413	Recommended	Robertson		10,000		Engaged & Effective Government & Citizenry

Description	Comments

This request supports the need for hardware infrastructure components to support growth of network interfaces of core switch.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND		6,000										
051481 Water Fund * WATER SERVICE FEES		1,000										
052530 STORM WATER FUND * STORM WATER SERVICE FEE		500										
055459 Golf Fund * GOLF FEES		500										
057479 Transit Fund * TRANSIT SALES TAX		2,000										
XXXXXX Unspecified												
TOTAL		10,000										

CP0414 Timekeeping Software Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0414	Recommended	Robertson	20,000			Engaged & Effective Government & Citizenry

Description	Comments

The City's time-keeping system requires an upgrade. This fund will go towards software-hardware and potentially in conjunction with any payroll or time system enhancements.

[illegible]

CP0415 Mobile Control

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0415	Recommended	Robertson	65,000			Engaged & Effective Government & Citizenry

Description	Comments

This solution provided for enhanced mobile device controls for laptops, smartphones and similar devices to help ensure compliance requirements for FBI, PCI and overall security best practices. In addition, this enhancement adds controls for remote support and improved data handling on end devices.

[illegible]

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
XXXXXX Unspecified												
TOTAL		65,000										

CP0416 Windows 10 Client Licenses

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0416	Recommended	Robertson	13,480	9,520		Engaged & Effective Government & Citizenry

Description	Comments

Windows7 will be deprecated January 2020. As a result we will need to begin operating system upgrades when computers are serviced and when their service life is beyond this timeframe.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND		5,500										
051481 Water Fund * WATER SERVICE FEES		5,500										
052530 STORM WATER FUND * STORM WATER SERVICE FEE		5,500										
055459 Golf Fund * GOLF FEES		1,000										
057479 Transit Fund * TRANSIT SALES TAX		5,500										
XXXXXX Unspecified												
TOTAL		23,000										

CP0417 Swede Sidewalks

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0417	Recommended	Twombly	-50,000			Thriving Mountain Town

Description	Comments

Construct sidewalks in Swede Alley and other parking and pedestrian enhancements

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-100,000	-50,000	-420,000									

[illegible]

CP0418 JSSD Interconnection Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0418	Recommended	McAfee	800,000			Preserving & Enhancing the Natural Environment

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES		800,000		800,000								
TOTAL		800,000		800,000								

CP0419 VMS Signs

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0419	Recommended	Knotts	120,000			Thriving Mountain Town

Description	Comments

This project is Phase 2 of the City-wide installation of Variable Message Signs. The Phase 1 signs have been very effective in providing advanced and real time traveler information as well as event information and wayfinding. The goal of this project is to better management transportation system demand as well as reduce vehicle miles traveled by providing clear and concise wayfinding. These signs will also be utilized to provide real-time information and parking availability upon implementation of the City's Parking Management Program

[illegible]

CP0420 Enhanced Bus Stops at Fresh Market and P

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0420	Recommended	Fonnesbeck	153,000			Thriving Mountain Town

Description	Comments

The Park Avenue Condos and Fresh Market bus shelters are two locations with the greatest amount of ridership aside from the resorts and transit centers. It is a key point in making transfers for our express route to begin the summer of 2017. These stops have a high visibility not only to our riders but also to people passing by along the 224 corridor and can make the statement of how important transit is to our community. With the additional 4- 5 electric buses added to the system this year there will be 18 buses an hour at these stops not counting the additional 22 buses an hour during Sundance. These stops are far too small to handle this amount of bus and pedestrian traffic. The e bike share program will also play a pivotal role with how people move around this particular area as well. These particular two bus stops will be enhanced to include better access for the buses, passengers, pedestrians, and cyclists who use our transit system.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS		114,400										
057479 Transit Fund * TRANSIT SALES TAX		28,600										
TOTAL		143,000										

CP0421 Canyons Village Area Transit Center

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0421	Recommended	Fonnesbeck	25,000			Thriving Mountain Town

Description	Comments

The Canyons Village area Transit Center is a key location for connectivity to our transit system linking several county routes to the Canyons Village and parking. With the expansion of routes from surrounding neighborhoods this location will become even more vital to the success of our system. This will also be a key location in the e-bike share program where people can pick up or drop off their electric bikes. FTA funding will play a major part in the success and cost of this project.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS	-20,000		-12,000		-600,000		-600,000					
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE	20,000	25,000	80,000	83,000		150,000		150,000				
TOTAL		25,000	68,000	83,000	-600,000	150,000	-600,000	150,000				

CP0422 Electrical Generator Upgrades

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0422	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments

The ICE rink data closet supports all network and systems related operations including office phones. This project would extend the onsite generator backup power to the data closet so power disruptions would be minimized. This would allow phones and other devices to maintain operation when the backup battery is exhausted, about 10-min.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
038453 EQUIP RPLCMNT FUND * COMPUTER REPAIR	-5,000											
TOTAL	-5,000											

CP0423 BRT Capital Improvements & Electronic Sig

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0423	Recommended	Fonnesbeck	305,000			Thriving Mountain Town

Description	Comments

We have installed 10 electric signs in 2016 and have assessed locations for 15 more at key locations in 2018 & 2019. Using GPS tracking data these signs inform waiting passengers at key locations how long before the next bus arrives at their stop. This project also includes making improvements and to existing stops along 224 BRT route which may include shelters, concrete landings raised or flat, bus pullouts etc.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS		244,000										
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE		61,000	130,000	130,000	130,000	130,000						
TOTAL		305,000	130,000	130,000	130,000	130,000						

CP0425 6 Electric BRT Transit Buses

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0425	Recommended	Fonnesbeck	77,800			Thriving Mountain Town

Description	Comments

6 Electric buses will be purchased to implement a BRT like bus route along 224 between Kimball Junction Transit Center and Old Town Transit Center. This will provide 10-15 minute frequency of service between the two locations. 4-5 buses will be used to run this service with the 6th bus to be used as a spare or in the event of an additional bus to meet the demand.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS	-311,201	-311,201										
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL	-311,201	-311,201										

CP0426 Electric Bus Charger at Kimball Junction

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0426	Recommended	Fonnesbeck	-269,014			Engaged & Effective Government & Citizenry

Description	Comments

This charging station is necessary to run the electric buses, and is being placed at this key location for immediate and future growth. This charging station will allow a bus to charge between 5-10 minutes.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL												

Description	Comments

[illegible]

CP0428 Electric Bus Charging Station at Old Tow

Description	Comments

[illegible]

CP0429 Arts and Culture District

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0429	Recommended	Rockwood	102,191	19,397,809		Inclusive & Healthy Community

Description	Comments

CIP Proje	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031532 CIP FUND * 2017 SALES TAX BONDS	19,500,000	19,500,000										
031533 CIP FUND * TRANSIENT ROOM TAX	795,475	795,475	865,968	865,968	936,987	936,987						
031536 CIP FUND * SALE OF PROPERTY	86,500	86,500	173,000	173,000	173,000	173,000						
XXXXXX Unspecified												
TOTAL	20,381,975	20,381,975	1,038,968	1,038,968	1,109,987	1,109,987						

CP0430 Treasure Hill

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0430	Recommended	Rockwood		6,000,000		Inclusive & Healthy Community

Description	Comments

Purchase of Treasure Hill Property as Open Space

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031532 CIP FUND * 2017 SALES TAX BONDS	6,000,000	6,000,000	7,300,000	7,300,000								
031538 CIP FUND * 2019 GO BONDS			50,700,000	50,700,000								
XXXXXX Unspecified												
TOTAL	6,000,000	6,000,000	58,000,000	58,000,000								

CP0431 Bubble Repair

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0431	Recommended	Fisher	15,000			Thriving Mountain Town

Description	Comments

The current bubble was purchased in 2007 and the mechanical system was installed in 1992. The mechanical system need to be overhauled as well as repairs made to the bubble structure to ensure its longevity.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND	15,000	15,000	15,000	15,000								
XXXXXX Unspecified												
TOTAL	15,000	15,000	15,000	15,000								

CP0432 Office 2016 Licenses

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0432	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments

TITLE: Office 2016 The City's current Office software suite's end-of-support will occur in 2020 and will not meet security and software standards. This request supports the purchase of the latest Office versions.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
012100 QUINNS FUND * ADMINISTRATION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND	50,000	50,000	67,480	67,480								
051467 Water Fund * OTHER MISCELLANEOUS			9,900	9,900								
057479 Transit Fund * TRANSIT SALES TAX			4,620	4,620								
XXXXXX Unspecified												
TOTAL	50,000	50,000	82,000	82,000								

CP0433 Park & Ride Technology Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0433	Recommended	Robertson				Thriving Mountain Town

Description	Comments

When the Park & Ride was built in about 2009, camera, and security equipment was required for the project. This equipment has aged and is in need of replacement. This fund addresses current needs while a secondary request ensures the ongoing replacement.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX			175,000	175,000								
TOTAL			175,000	175,000								

CP0434 GIS: GeoEvent Server License

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0434	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments

Allows GIS platform to consume real-time big data feeds such as transit AVL, Parking, UDOT, Waze, Blyncsy, Twitter, for example, to create a single information map dashboard and facilitate analysis.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND					5,000	5,000						
057479 Transit Fund * TRANSIT SALES TAX					13,000	13,000						
XXXXXX Unspecified												
TOTAL					18,000	18,000						

CP0435 GIS: Satellite Imagery Multi-Spectral

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0435	Recommended	Robertson				Preserving & Enhancing the Natural Environment

Description	Comments

In 2017, we obtained an 8-band image and classified land use and land cover to better estimate carbon sequestration on city property and city wide, to help quantify net-zero goal. A new image would allow comparison and change detection. It is also useful for wildfire risk analysis.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
031475 CIP FUND * TRANSFER FROM GENERAL FUND			6,000	6,000								
XXXXXX Unspecified												
TOTAL			6,000	6,000								

CP0437 Vehicle & Bus Cleaning System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0437	Recommended	Fonnesbeck				Thriving Mountain Town

Description	Comments

Transit is requesting to purchase an interior vehicle cleaning system. This system would assist in cleaning the entire inside of buses, seats and floors which would help remove corrosive accumulations of dirt and salt. First impression of our system is vehicle cleanliness.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX			100,000	100,000	50,000	50,000						
057482 Transit Fund * REGIONAL TRANSIT REVENUE			100,000	100,000	50,000	50,000						
TOTAL			200,000	200,000	100,000	100,000						

CP0438 Remodel for Transit Driver Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0438	Recommended	Fonnesbeck	428,697		31,303	Thriving Mountain Town

Description	Comments
Remodel for Transit Driver Housing at old peace house location and any other units that can be converted into housing for bus drivers.	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057479 Transit Fund * TRANSIT SALES TAX	460,000	460,000			300,000	300,000	50,000	50,000				
TOTAL	460,000	460,000			300,000	300,000	50,000	50,000				

CP0439 Bonanza Drive Multi-Modal and Street Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0439	Recommended	Knotts				Thriving Mountain Town

Description	Comments
This project proposes to formulate and evaluate multi-modal alternatives along Bonanza from SR 248 to Deer Valley Drive specific to the repurposing of the median islands to accommodate a dedicated transit lane and improve transit, pedestrian, and bicycle improvements to increase safety, improve transit ontime performance and reliability, and create a better pedestrian experience including aesthetic improvements to reflect the Arts and Culture District vision	

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057471 TRANSIT FUND * RESORT TAX - TRANS			30,000	30,000								
057482 Transit Fund * REGIONAL TRANSIT REVENUE			29,000	29,000								
TOTAL			59,000	59,000								

CP0440 Phase 2 Bike Share Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0440	Recommended	Knotts				Thriving Mountain Town

Description	Comments

This is Phase 2 of the highly successful regional e-bike share program. Funds requested are to provide accessibility and ADA access to 3 new stations at the MARC, DV Snowpark, and City Park that cannot be funding by the FTA TIGER grant that will fund the installation of the actual stations

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057455 TRANSIT FUND * DOT			100,000	100,000								
057471 TRANSIT FUND * RESORT TAX - TRANS			25,000	25,000								
057482 Transit Fund * REGIONAL TRANSIT REVENUE			50,000	50,000	50,000	50,000						
TOTAL			175,000	175,000	50,000	50,000						

CP0441 Marsac Employee Transportation Demand Management and Wellness Benefit Project

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0441	Recommended	Knotts				Thriving Mountain Town

Description	Comments

This project is an effort to expand on the City's internal Transportation Demand Management Program that currently consist of Guaranteed Ride Home Program, subsidized PC/SLC Connect passes, departmental e-bike subsidies, and peak alternative travel incentives. This project proposes to construct shower facilities in Marsac, secure weather protected bike storage, and potentially a mother's nursing room to promote alternative transportation travel

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057450 Transit Fund * BEGINNING BALANCE			25,000	25,000								
057475 TRANSIT FUND * TRANSFER FROM GENERAL FUND			10,000	10,000								
057482 Transit Fund * REGIONAL TRANSIT REVENUE			75,000	75,000								
TOTAL			110,000	110,000								

CP0442 MIW Offsite Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0442	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051481 Water Fund * WATER SERVICE FEES			500,000	500,000	1,100,000	1,100,000	2,000,000	2,000,000	3,000,000	3,000,000		
TOTAL			500,000	500,000	1,100,000	1,100,000	2,000,000	2,000,000	3,000,000	3,000,000		

CP0443 West Neck Tank

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0443	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
051480 Water Fund * WATER IMPACT FEES			16,950	16,950	125,000	125,000	549,637	549,637				
051481 Water Fund * WATER SERVICE FEES			108,050	108,050			700,363	700,363	1,250,000	1,250,000	1,250,000	1,250,000
TOTAL			125,000	125,000	125,000	125,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000

CP4036 Homestake Park & Ride Transit Service, Snow Removal Mant., Vehicles

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP4036	Recommended	Fonnesbeck				Thriving Mountain Town

Description	Comments

The parking revenues offset the cost of transit service from the Homestake Employee Lot, which provides access to Main Street for local employees.

	Adjust FY 2018	Total FY 2018	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023
057489 TRANSIT FUND * GARAGE REVENUE	67,000	67,000	89,000	89,000	71,000	71,000						
TOTAL	67,000	67,000	89,000	89,000	71,000	71,000						

		General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General	FY	General</

CP0333 Engineering Survey Monument Re-establish	22.31	-	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0323 Dog Park Improvements	22.28	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0074 Equipment Replacement - Rolling Stock	22.25	900,000	945,000	950,000	1,050,000	1,050,000	1,050,000	-	-	-	-	-	-	-	-	5,000	5,000	5,000	5,000
CP0092 Open Space Improvements	22.25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	300,000	300,000	300,000	300,000
CP0416 Windows 10 Client Licenses	22.22	5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0191 Walkability Maintenance	22.19	40,500	40,500	40,500	40,500	40,500	40,500	17,500	-	-	-	-	-	-	-	-	-	-	-
CP0269 Environmental Revolving Loan Fund	22.18	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0413 Core Fabric Extender	22.16	6,000	-	-	-	-	-	4,000	-	-	-	-	-	-	-	-	-	-	-
CP0417 Swede Sidewalks	22.06	-	-	-	-	-	-	(50,000)	-	-	-	-	-	-	-	-	-	-	-
CP0128 Quinn's Ice/Fields Phase II	21.91	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0171 Upgrade OH Door Rollers	21.88	-	-	-	-	-	-	6,000	6,000	6,000	6,000	6,000	-	-	-	-	-	-	-
CP0115 Public Works Complex Improvements	21.83	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0385 Park Avenue Reconstruction	21.78	-	-	-	-	-	-	-	292,000	1,788,000	2,410,000	-	-	-	-	-	-	-	-
CP0251 Electronic Record Archiving	21.78	95,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0123 Replace Police Dispatch System	21.75	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0231 Mortgage Assistance Program	21.71	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
000525 Marsac Employee Transportation Demand Management and Wellness Benefit	21.70	-	-	-	-	-	-	110,000	-	-	-	-	-	-	-	-	-	-	-
CP0339 Fiber Connection to Quinn's Ice & Water	21.66	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0286 Ironhorse Electronic Access Control	21.59	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0217 Emergency Management Program	21.56	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0291 Memorial Wall	21.54	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0414 Timekeeping Software Upgrade	21.44	10,000	-	-	-	-	-	10,000	-	-	-	-	-	-	-	-	-	-	-
CP0321 Fitness in the Park	21.43	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0017 ADA Implementation	21.28	5,000	5,000	5,000	5,000	5,000	5,000	-	-	-	-	-	-	-	-	-	-	-	-
CP0352 Parks Irrigation System Efficiency Imp	21.28	25,000	25,000	25,000	25,000	25,000	25,000	-	-	-	-	-	-	-	-	-	-	-	-
CP0322 Cement Practice Walls	21.21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0258 Park Meadows Ponds Control Structure	21.18	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0014 McPolin Farm	21.13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0422 Electrical Generator Upgrades	21.13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0427 Main Street Bollards Phase I	21.06	-	-	-	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-
CP0283 Storm Water Utility Study	21.03	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0318 Bonanza Park/RMP Substation Mitigation	20.97	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0294 Spriggs Barn	20.97	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0255 Crescent Tramway Trail	20.86	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0005 City Park Improvements	20.92	-	-	-	-	-	-	-	-	-	-	-	-	-	-	200,000	200,000	200,000	200,000
CP0415 Mobile Control	20.91	35,100	-	-	-	-	-	29,900	-	-	-	-	-	-	-	-	-	-	-
CP0337 Solar Installation - MARC	20.86	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0387 VMS Replacement	20.81	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0386 Community Center Building - City Park	20.75	500,000	300,000	-	-	-	-	(4,200,000)	-	-	4,200,000	-	-	-	-	-	-	-	-
CP0250 Irrigation Controller Replacement	20.72	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0003 Old Town Stairs	20.53	-	-	-	-	-	-	-	-	-	-	-	-	-	-	600,000	-	-	-
CP0264 Security Projects	20.53	75,000	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0346 Fairway Hills to Park Meadows Redundancy	20.50	-	-	-	-	-	-	400,000	-	-	-	-	-	-	-	-	-	-	-
CP0177 China Bridge Improvements & Equipment	20.44	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0412 PC MARC Tennis Court Resurface	20.44	-	17,000	-	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0089 Public Art	20.41	68,000	-	-	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-
CP0280 Aquatics Equipment Replacement	20.31	15,000	15,000	15,000	15,000	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-
CP0348 McPolin Barn Seismic Upgrade	20.28	(38,699)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0367 Replacement of Data Backup System	20.21	(1)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0402 Additional Downtown Projects	20.04	-	-	-	-	-	-	-	-	1,200,000	500,000	-	-	-	-	-	-	-	-
CP0290 APP Development	20.03	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0340 Fleet Shop Equipment Replacement	19.91	15,000	60,000	15,000	15,000	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-
000507 GIS: Satellite Imagery Multi-Spectral	19.90	-	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0332 Library Technology Equipment Replacement	19.88	24,387	24,387	24,387	24,387	24,387	24,387	-	-	-	-	-	-	-	-	-	-	-	-
CP0368 Video Storage Array	19.84	60,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0248 Middle Silver Creek Watershed	19.79	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0142 Racquet Club Program Equipment Replaceme	19.78	65,000	65,000	65,000	65,000	65,000	65,000	-	-	-	-	-	-	-	-	-	-	-	-
CP0334 Repair of Historic Wall/Foundation	19.63	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0335 Engineering Small Projects Fund	19.59	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0292 Cemetery Improvements	19.28	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0329 Oredge Prospector Pond	19.25	-	200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0107 Retaining Wall at 41 Sampson Ave	19.16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0353 Remote snow storage site improvements	19.13	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0338 Council Chambers Advanced Technology Upg	19.11	(40,250)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0409 Sports Field- Turf Aerator	18.97	26,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0400 Guardrail Royal Street and DVD	18.94	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0393 Energy Projects	18.63	-	-	-	-	-	-	200,000	200,000	200,000	200,000	200,000	200,000	-	-	-	-	-	-
CP0260 Monitor and Lucky John Drainage	18.54	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0384 Design and Repair Snow Creek Bridge	18.34	-	-	-	-	-	-	(30,380)	-	-	-	-	-	-	-	-	-	-	-
CP0328 Meeting Documentation Software	18.32	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0401 Downtown Projects Plazas	18.16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(7,477,454)	-	-	-
CP0351 Artificial Turf Replacement Quinn's	18.00	-	-	-	-	-	600,000	-	-	-	-	-	-	-	-	-	-	-	-
CP0374 Building Permit Issuance Software	17.75	(188,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0364 Master Plan for Recreation Amenities	17.71	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
000502 Bubble Repair	17.63	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP0378 Legal Software for Electronic Document M	17.59	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Recommended Scored - Subtotal		\$ 4,211,110	\$ 3,629,176	\$ 2,763,196	\$ 2,873,196	\$ 2,883,196	\$ 3,453,196	\$ 2,261,126	\$ 21,990,618	\$ 54,562,334	\$ 47,098,886	\$ 32,125,109	\$ 18,117,546	\$ 33,289,711	\$ 61,753,643	\$ 4,076,669	\$ 5,748,702	\$ 965,000	\$ 965,000
Total Recommended		\$ 4,211,110	\$ 3,629,176	\$ 2,763,196	\$ 2,873,196	\$ 2,883,196	\$ 3,453,196	\$ 2,221,430	\$ 22,615,618	\$ 55,787,334	\$ 50,348,886	\$ 37,180,109	\$ 19,367,546	\$ 32,372,133	\$ 61,725,536	\$ 4,076,669	\$ 5,748,702	\$ 965,000	\$ 965,000

GENERAL FUND - Budget Summary

011 GENERAL FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Property Taxes	\$9,268,604	\$11,108,571	\$10,733,553	\$10,511,177	11,490,035	\$10,750,755	\$10,976,165	\$11,196,658
Sales Tax	\$7,408,763	\$7,437,258	\$9,863,502	\$12,534,510	11,057,445	\$13,595,000	\$14,070,969	\$14,493,098
Franchise Tax	\$3,061,207	\$3,185,820	\$3,194,392	\$2,889,085	3,351,000	\$3,258,000	\$3,322,000	\$3,382,000
Licenses	\$412,605	\$456,599	\$341,390	\$431,744	504,000	\$503,000	\$529,000	\$553,000
Planning Building & Engineering Fees	\$2,578,017	\$1,873,987	\$2,023,651	\$2,903,816	2,400,000	\$2,824,000	\$2,824,000	\$2,399,000
Special Event Fees	\$36,865	\$133,288	\$100,320	\$59,014	133,200	\$109,000	\$110,000	\$111,000
Federal Revenue	\$44,557	\$64,321	\$37,713	\$6,250	33,000	\$63,000	\$65,000	\$65,000
State Revenue	\$66,218	\$66,806	\$81,180	\$65,019	103,000	\$91,000	\$95,000	\$99,000
County/SP District Revenue	\$0	\$0	\$50,000	\$17,000	2,000	\$21,000	\$22,000	\$23,000
Cemetery Charges for Services	\$38,188	\$21,937	\$31,018	\$29,186	23,400	\$36,000	\$37,000	\$38,000
Recreation	\$1,913,310	\$1,982,640	\$1,948,698	\$2,084,031	2,090,000	\$2,008,000	\$2,044,000	\$2,074,000
Other Service Revenue	\$99,640	\$90,239	\$69,426	\$54,237	90,000	\$81,000	\$92,000	\$104,000
Library Fines & Fees	\$12,456	\$21,407	\$32,249	\$27,946	10,000	\$27,000	\$27,000	\$28,000
Fines & Forfeitures	\$150	\$0	\$0	\$0	0	\$0	\$0	\$0
Misc. Revenues	\$192,873	\$307,055	\$391,403	\$610,920	292,100	\$729,237	\$911,000	\$918,000

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Interfund Transactions (Admin)	\$2,166,534	\$2,256,360	\$2,397,547	\$2,577,182	2,577,182	\$2,577,182	\$2,673,663	\$2,673,663
Special Revenues & Resources	\$42,048	\$42,428	\$60,384	\$100,939	71,200	\$18,000	\$18,000	\$18,000
Total Revenues	\$27,342,034	\$29,048,714	\$31,356,426	\$34,902,056	34,227,562	\$36,691,174	\$37,816,797	\$38,175,419
Other								
Beginning Balance	\$9,789,256	\$10,255,105	\$10,522,730	\$11,558,783	11,282,293	\$11,558,783	\$11,414,188	\$12,581,450
Total Other	\$9,789,256	\$10,255,105	\$10,522,730	\$11,558,783	11,282,293	\$11,558,783	\$11,414,188	\$12,581,450
TOTAL	\$37,131,290	\$39,303,819	\$41,879,156	\$46,460,839	45,509,855	\$48,249,957	\$49,230,985	\$50,756,869

011 GENERAL FUND

Expense Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Depts								
Personnel	\$18,056,527	\$19,716,225	\$21,202,442	\$21,387,088	21,464,873	\$22,230,137	\$22,414,429	\$22,365,060
Mat, Suppls, Services	\$6,301,182	\$6,319,660	\$6,322,095	\$7,454,028	7,847,625	\$8,384,943	\$8,585,683	\$8,277,296
Capital	\$200,988	\$95,318	\$408,095	\$180,542	388,140	\$388,140	\$407,978	\$396,270
Contingency	\$85,647	\$27,881	\$116,958	\$45,505	290,000	\$290,000	\$340,000	\$340,000
Total Depts	\$24,644,344	\$26,159,083	\$28,049,589	\$29,067,162	29,990,638	\$31,293,220	\$31,748,090	\$31,378,626

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Other								
Interfund Transfer	\$2,231,840	\$2,622,006	\$2,270,784	\$5,542,549	2,475,876	\$5,542,549	\$4,901,445	\$5,110,042
Ending Balance	\$10,255,105	\$10,522,730	\$11,558,783	\$0	13,043,341	\$11,414,188	\$12,581,450	\$14,268,201
Total Other	\$12,486,945	\$13,144,736	\$13,829,567	\$5,542,549	15,519,217	\$16,956,737	\$17,482,895	\$19,378,243
TOTAL	\$37,131,289	\$39,303,819	\$41,879,156	\$34,609,711	45,509,855	\$48,249,957	\$49,230,985	\$50,756,869

011 GENERAL FUND

Revenue by Type

Revenue By Type	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Property Taxes								
011-31111 PROP TAX GENERAL	\$8,345,094	\$10,259,270	\$9,790,002	\$9,536,809	10,692,035	\$9,952,755	\$10,178,165	\$10,398,658
011-31121 DEL AND PRIOR YEAR	\$673,890	\$595,086	\$689,839	\$751,535	572,000	\$572,000	\$572,000	\$572,000
011-31122 INTEREST DEL PRO TX	\$16,590	\$15,318	\$13,004	\$20,206	25,000	\$25,000	\$25,000	\$25,000
011-31123 FEE-IN-LIEU	\$233,031	\$238,897	\$240,708	\$202,627	201,000	\$201,000	\$201,000	\$201,000
Total Property Taxes	\$9,268,604	\$11,108,571	\$10,733,553	\$10,511,177	11,490,035	\$10,750,755	\$10,976,165	\$11,196,658
Sales Tax								
011-31211 GENERAL SALES TAX	\$4,731,904	\$5,180,094	\$5,620,687	\$5,265,607	5,715,214	\$8,546,000	\$8,845,170	\$9,110,526

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
011-31213 RESORT TAX	\$2,676,858	\$2,257,164	\$4,242,815	\$7,268,904	5,342,231	\$5,049,000	\$5,225,799	\$5,382,572
Total Sales Tax	\$7,408,763	\$7,437,258	\$9,863,502	\$12,534,510	11,057,445	\$13,595,000	\$14,070,969	\$14,493,098
Franchise Tax								
011-31311 FRAN TAX - ELEC	\$1,449,427	\$1,520,003	\$1,577,902	\$1,455,686	1,561,000	\$1,569,000	\$1,600,000	\$1,630,000
011-31312 FRAN TAX - GAS	\$818,136	\$833,109	\$771,196	\$735,354	909,000	\$836,000	\$852,000	\$869,000
011-31313 FRAN TAX - PHONE	\$230,210	\$238,675	\$231,814	\$173,542	294,000	\$242,000	\$247,000	\$251,000
011-31314 FRAN TAX - CABLE TV	\$283,298	\$298,602	\$307,629	\$289,455	299,000	\$307,000	\$313,000	\$316,000
011-31315 FRAN TAX - SEWERS	\$280,137	\$295,431	\$305,851	\$235,048	288,000	\$304,000	\$310,000	\$316,000
Total Franchise Tax	\$3,061,207	\$3,185,820	\$3,194,392	\$2,889,085	3,351,000	\$3,258,000	\$3,322,000	\$3,382,000
Licenses								
011-32122 HOMEOWNER'S REG	\$1,150	\$1,200	\$1,150	\$1,150	1,000	\$1,000	\$2,000	\$2,000
011-32131 LIQUOR LICENSES	\$27,625	\$30,050	\$24,625	\$26,200	30,000	\$34,000	\$36,000	\$38,000
011-32135 FESTIVAL FACILITATION FEE	\$196,328	\$208,444	\$145,478	\$210,045	245,000	\$229,000	\$240,000	\$251,000
011-32136 BUSINESS LICENSE ENHANCED ENFORCEMENT	\$32,070	\$30,913	\$18,996	\$17,872	37,000	\$34,000	\$36,000	\$37,000
011-32138 BUSINESS LICENSE ADMINISTRATION FEE	\$99,938	\$92,878	\$79,601	\$107,540	115,000	\$113,000	\$119,000	\$124,000
011-32139 NIGHTLY RENTAL ADMINISTRATIVE FEE	\$55,494	\$93,114	\$71,541	\$68,938	76,000	\$92,000	\$96,000	\$101,000
Total Licenses	\$412,605	\$456,599	\$341,390	\$431,744	504,000	\$503,000	\$529,000	\$553,000
Planning Building & Engineering Fees								
011-32212 PLANNING APPLICATION	\$131,410	\$156,300	\$157,270	\$107,249	159,000	\$194,000	\$194,000	\$165,000
011-32311 BUILDING PERMITS	\$1,216,572	\$772,433	\$868,190	\$1,422,472	1,074,000	\$1,246,000	\$1,246,000	\$1,059,000
011-32315 GRADING & EXCAVATING	\$7,913	\$2,697	\$14,834	\$13,608	11,000	\$11,000	\$11,000	\$9,000

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
011-32316 DEMOLITION PERMITS	\$12,314	\$15,600	\$11,931	\$11,774	12,000	\$17,000	\$17,000	\$15,000
011-32317 SIGN PERMITS	\$8,753	\$6,465	\$6,594	\$7,416	8,000	\$10,000	\$10,000	\$8,000
011-32319 ACE FEES	\$1,600	\$1,500	\$900	\$4,500	5,000	\$2,000	\$2,000	\$1,000
011-32320 FIRE FEE/ISSUANCE FEE	\$39,971	\$45,035	\$31,822	\$34,897	35,000	\$51,000	\$51,000	\$43,000
011-32321 PLAN CHECK FEES	\$789,805	\$496,241	\$529,943	\$903,672	688,000	\$792,000	\$792,000	\$673,000
011-32322 APPEALS - BUILDING	\$100	\$300	\$0	\$0	0	\$0	\$0	\$0
011-32323 SUB PERMIT VALUATION BASED FEES	\$310,767	\$338,486	\$329,006	\$333,076	253,000	\$427,000	\$427,000	\$363,000
011-32411 CONSTRUCTION INSPECTIONS	\$16,197	\$0	\$37,441	\$0	111,000	\$23,000	\$23,000	\$20,000
011-32414 ENGINEERING FEES	\$16,100	\$16,000	\$20,000	\$34,000	19,000	\$23,000	\$23,000	\$19,000
011-32416 LAND MANAGEMENT DESIGN REV FEE	\$26,515	\$22,930	\$15,720	\$25,300	23,000	\$28,000	\$28,000	\$24,000
Total Planning Building & Engineering Fees	\$2,578,017	\$1,873,987	\$2,023,651	\$2,897,963	2,398,000	\$2,824,000	\$2,824,000	\$2,399,000
Special Event Fees								
011-32611 SPECIAL EVENTS	\$1,750	\$12,399	\$5,182	\$12,065	12,400	\$8,000	\$8,000	\$8,000
011-32630 SPECIAL EVENTS APPLICATION FEES	\$2,892	\$15,260	\$3,326	\$10,962	15,300	\$9,000	\$9,000	\$9,000
011-32631 SPECIAL EVENT FACILITY RENTAL	\$10,130	\$30,234	\$31,752	\$-17	31,800	\$29,000	\$30,000	\$30,000
011-32632 PUBLIC SAFETY SPECIAL EVENT REVENUE	\$15,375	\$66,355	\$51,050	\$25,434	66,400	\$54,000	\$55,000	\$56,000
011-32633 PUBLIC WORKS SPECIAL EVENT FEES	\$0	\$2,340	\$0	\$0	0	\$1,000	\$0	\$0
011-32634 PARKS SPECIAL EVENT REVENUE	\$910	\$0	\$0	\$3,130	0	\$0	\$0	\$0
011-32636 BUILDING DEPARTMENT SPECIAL EVENT FEES	\$0	\$333	\$0	\$238	0	\$0	\$0	\$0
011-32637 BUILDING MAINTENANCE SPECIAL EVENT FEES	\$0	\$62	\$0	\$0	0	\$0	\$0	\$0
011-32638 SPECIAL EVENT EQUIPMENT RENTAL	\$0	\$640	\$0	\$909	0	\$0	\$0	\$0

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
011-32640 SPECIAL EVENT TRAIL FEES	\$5,808	\$5,667	\$9,010	\$6,293	7,300	\$8,000	\$8,000	\$8,000
Total Special Event Fees	\$36,865	\$133,288	\$100,320	\$59,014	133,200	\$109,000	\$110,000	\$111,000
Federal Revenue								
011-33110 FEDERAL GRANTS	\$44,557	\$64,321	\$37,713	\$6,250	33,000	\$63,000	\$65,000	\$65,000
Total Federal Revenue	\$44,557	\$64,321	\$37,713	\$6,250	33,000	\$63,000	\$65,000	\$65,000
State Revenue								
011-33252 STATE CONTRIBUTION	\$5,603	\$8,636	\$21,732	\$3,120	60,000	\$15,000	\$16,000	\$17,000
011-33272 STATE LIQUOR	\$60,616	\$58,170	\$59,448	\$59,018	43,000	\$76,000	\$79,000	\$82,000
Total State Revenue	\$66,218	\$66,806	\$81,180	\$62,138	103,000	\$91,000	\$95,000	\$99,000
County/SP District Revenue								
011-33313 RESTAURANT TAX GRANT	\$0	\$0	\$50,000	\$17,000	2,000	\$21,000	\$22,000	\$23,000
Total County/SP District Revenue	\$0	\$0	\$50,000	\$17,000	2,000	\$21,000	\$22,000	\$23,000
Cemetery Charges for Services								
011-34411 CEMETERY BURIAL	\$0	\$600	\$9,960	\$6,880	1,500	\$4,000	\$4,000	\$4,000
011-34412 CEMETERY LOTS	\$35,590	\$19,800	\$19,600	\$20,600	20,400	\$30,000	\$31,000	\$32,000
011-34510 Police Charges	\$2,598	\$1,537	\$1,458	\$1,706	1,500	\$2,000	\$2,000	\$2,000
Total Cemetery Charges for Services	\$38,188	\$21,937	\$31,018	\$29,186	23,400	\$36,000	\$37,000	\$38,000
Recreation								
011-34609 FACILITY RENTAL FEE	\$13,879	\$9,835	\$9,691	\$9,488	5,000	\$12,000	\$12,000	\$13,000
011-34610 FACILITY USAGE FEE	\$607,260	\$607,992	\$635,329	\$639,467	512,000	\$673,000	\$687,000	\$700,000
011-34611 CAMPS	\$191,941	\$217,945	\$198,138	\$216,461	208,000	\$221,000	\$226,000	\$230,000

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
011-34612 CLASSES	\$21,679	\$31,571	\$35,892	\$42,222	166,000	\$32,000	\$33,000	\$34,000
011-34613 CHILD CARE	\$8,746	\$6,347	\$4,028	\$4,480	5,000	\$7,000	\$7,000	\$7,000
011-34622 LEAGUES ADULT	\$56,445	\$52,784	\$53,735	\$47,481	64,000	\$59,000	\$60,000	\$62,000
011-34624 WESTERN SUMMIT YOUTH	\$20,672	\$20,662	\$18,722	\$19,481	26,000	\$22,000	\$22,000	\$23,000
011-34626 FITNESS CENTER SENIOR PROGRAMS	\$16,217	\$19,816	\$19,334	\$17,761	10,000	\$20,000	\$21,000	\$21,000
011-34629 TENNIS LEAGUE FEES	\$27,320	\$23,524	\$28,635	\$36,379	15,000	\$29,000	\$29,000	\$30,000
011-34631 PARK RESERVATION	\$12,969	\$22,990	\$10,633	\$12,391	14,000	\$17,000	\$17,000	\$18,000
011-34641 TENNIS COURT FEES	\$160,760	\$165,314	\$164,677	\$198,689	178,000	\$178,000	\$182,000	\$186,000
011-34642 PICKLEBALL	\$4,865	\$15,484	\$19,266	\$18,514	2,000	\$14,000	\$15,000	\$15,000
011-34644 SWIM FEES	\$73,165	\$69,971	\$56,230	\$57,546	76,000	\$73,000	\$74,000	\$75,000
011-34646 TOURNAMENT FEES	\$10,466	\$10,187	\$9,595	\$7,138	13,000	\$11,000	\$11,000	\$11,000
011-34647 TENNIS LESSONS	\$484,585	\$548,267	\$511,161	\$571,983	595,000	\$562,000	\$573,000	\$573,000
011-34648 AEROBICS	\$1,355	\$1,884	\$2,402	\$2,421	8,000	\$6,000	\$2,000	\$2,000
011-34651 EQUIPMENT RENTAL	\$65,367	\$40,848	\$49,181	\$51,307	66,000	\$57,000	\$58,000	\$59,000
011-34653 LOCKER RENTAL	\$1,288	\$1,297	\$1,088	\$714	8,000	\$1,000	\$1,000	\$1,000
011-34694 RETAIL SALES	\$125,100	\$107,712	\$108,444	\$119,015	104,000	\$3,000	\$3,000	\$3,000
011-34696 VENDING COMMISSION	\$4,478	\$4,259	\$3,699	\$6,293	5,000	\$5,000	\$5,000	\$5,000
011-34697 SPECIAL EVENT - MH	\$0	\$178	\$5,266	\$830	2,000	\$2,000	\$2,000	\$2,000
011-34698 PARTY ROOM	\$4,754	\$3,774	\$3,553	\$3,970	6,000	\$4,000	\$4,000	\$4,000
Total Recreation	\$1,913,310	\$1,982,640	\$1,948,698	\$2,084,031	2,088,000	\$2,008,000	\$2,044,000	\$2,074,000
Other Service Revenue								

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
011-34917 REIMBURSED COURT FEE	\$99,640	\$90,239	\$69,426	\$54,237	90,000	\$81,000	\$92,000	\$104,000
Total Other Service Revenue	\$99,640	\$90,239	\$69,426	\$54,237	90,000	\$81,000	\$92,000	\$104,000
Library Fines & Fees								
011-35211 LIBRARY FINES & FEE	\$12,456	\$21,407	\$32,249	\$27,946	10,000	\$27,000	\$27,000	\$28,000
Total Library Fines & Fees	\$12,456	\$21,407	\$32,249	\$27,946	10,000	\$27,000	\$27,000	\$28,000
Fines & Forfeitures								
011-35315 WATER CITATION	\$150	\$0	\$0	\$0	0	\$0	\$0	\$0
Total Fines & Forfeitures	\$150	\$0	\$0	\$0	0	\$0	\$0	\$0
Misc. Revenues								
011-36111 INTEREST EARNINGS	\$74,986	\$109,268	\$153,900	\$1,811	77,800	\$137,000	\$140,000	\$143,000
011-36150 BUSINESS IMPROVEMENT DISTRICT	\$57,346	\$59,055	\$44,841	\$76,980	62,500	\$76,737	\$67,000	\$68,000
011-36210 RENTAL INCOME	\$10,009	\$68,564	\$71,214	\$87,484	39,400	\$61,000	\$62,000	\$63,000
011-36216 FIXED RENT - CARL WINTER'S	\$9,553	\$25,063	\$21,513	\$20,065	47,000	\$23,000	\$23,000	\$24,000
011-36220 AFFORDABLE HOUSING RENT	\$32,576	\$32,313	\$27,087	\$33,286	33,300	\$37,000	\$38,000	\$39,000
011-36321 SALE OF PUBLIC DOCUMENTS	\$584	\$1,133	\$1,686	\$4,177	-300	\$1,000	\$1,000	\$1,000
011-36911 OTHER MISCELLANEOUS	\$7,997	\$11,965	\$71,189	\$39,375	32,400	\$37,000	\$38,000	\$38,000
011-36916 BONANZA PARK EAST RENT	\$0	\$0	\$0	\$264,241	0	\$270,000	\$542,000	\$542,000
011-36917 BONANZA PARK EAST KAC RENT	\$0	\$0	\$0	\$70,975	0	\$86,500	\$0	\$0
011-36921 CASH OVER/SHORT	\$0	\$-292	\$92	\$3	0	\$0	\$0	\$0
011-36922 CASH OVER/SHORT-RACQ CL	\$-178	\$-13	\$-119	\$-46	0	\$0	\$0	\$0
Total Misc. Revenues	\$192,873	\$307,055	\$391,403	\$598,351	292,100	\$729,237	\$911,000	\$918,000

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Interfund Transactions (Admin)								
011-38161 ADM CHG FR WATER	\$673,540	\$725,542	\$750,146	\$778,450	778,450	\$778,450	\$800,221	\$800,221
011-38162 ADM CHG FR GOLF	\$103,571	\$96,125	\$104,569	\$101,766	101,766	\$101,766	\$106,045	\$106,045
011-38163 ADM CHG FR TRANSP	\$644,423	\$719,693	\$777,832	\$931,966	931,966	\$931,966	\$977,397	\$977,397
011-38164 ADM CHG FR RDA MAIN ST	\$30,000	\$0	\$0	\$0	0	\$0	\$0	\$0
011-38165 ADM CHG FR STORM WATER	\$0	\$0	\$50,000	\$50,000	50,000	\$50,000	\$75,000	\$75,000
011-38168 UTILITIES TRANSFER IN	\$715,000	\$715,000	\$715,000	\$715,000	715,000	\$715,000	\$715,000	\$715,000
Total Interfund Transactions (Admin)	\$2,166,534	\$2,256,360	\$2,397,547	\$2,577,182	2,577,182	\$2,577,182	\$2,673,663	\$2,673,663
Special Revenues & Resources								
011-39110 DONATIONS	\$0	\$0	\$10,000	\$24,400	0	\$0	\$0	\$0
011-39140 SUMMIT LEADERSHIP	\$42,048	\$1,150	\$0	\$26,362	71,200	\$18,000	\$18,000	\$18,000
011-39141 FAM PROGRAM	\$0	\$0	\$35	\$0	0	\$0	\$0	\$0
011-39142 LEADERSHIP 101	\$0	\$5,139	\$5,610	\$46,107	0	\$0	\$0	\$0
011-39143 LEADERSHIP FUNDRAISING	\$0	\$36,139	\$44,739	\$4,071	0	\$0	\$0	\$0
Total Special Revenues & Resources	\$42,048	\$42,428	\$60,384	\$100,939	71,200	\$18,000	\$18,000	\$18,000
Beginning Balance								
011-39990 BEGINNING BALANCE	\$9,789,256	\$10,255,105	\$10,522,730	\$11,558,783	11,282,293	\$11,558,783	\$11,414,188	\$12,581,450
Total Beginning Balance	\$9,789,256	\$10,255,105	\$10,522,730	\$11,558,783	11,282,293	\$11,558,783	\$11,414,188	\$12,581,450
TOTAL	\$37,131,290	\$39,303,819	\$41,879,156	\$46,439,537	45,505,855	\$48,249,957	\$49,230,985	\$50,756,869

011 GENERAL FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40011 CITY COUNCIL							
Personnel	\$281,043	\$295,768	\$286,571	292,313	\$288,313	\$292,313	\$292,313
Mat, Suppls, Services	\$75,008	\$79,908	\$86,591	77,450	\$77,450	\$77,450	\$77,450
Total 40011 CITY COUNCIL	\$356,052	\$375,676	\$373,163	369,763	\$365,763	\$369,763	\$369,763
40021 CITY MANAGER							
Personnel	\$604,396	\$671,586	\$672,461	678,424	\$722,218	\$705,534	\$710,445
Mat, Suppls, Services	\$68,005	\$93,768	\$96,650	90,350	\$110,350	\$109,450	\$90,350
Capital	\$0	\$0	\$129	1,000	\$1,000	\$1,000	\$1,000
Total 40021 CITY MANAGER	\$672,401	\$765,355	\$769,240	769,774	\$833,568	\$815,984	\$801,795
40023 ELECTIONS							
Mat, Suppls, Services	\$-1,387	\$0	\$18,119	13,500	\$13,500	\$500	\$500
Total 40023 ELECTIONS	\$-1,387	\$0	\$18,119	13,500	\$13,500	\$500	\$500
40031 CITY ATTORNEY							
Personnel	\$879,078	\$973,053	\$954,787	983,423	\$999,351	\$995,353	\$1,001,744
Mat, Suppls, Services	\$52,271	\$52,551	\$56,669	81,883	\$81,883	\$81,883	\$81,883
Capital	\$0	\$1,752	\$2,800	2,800	\$2,800	\$2,800	\$2,800
Total 40031 CITY ATTORNEY	\$931,350	\$1,027,356	\$1,014,256	1,068,106	\$1,084,034	\$1,080,036	\$1,086,427

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
40034 BUDGET, DEBT & GRANTS							
Personnel	\$382,777	\$426,975	\$401,644	429,534	\$423,183	\$427,400	\$430,861
Mat, Suppls, Services	\$27,485	\$22,979	\$43,090	56,296	\$56,296	\$56,296	\$56,296
Capital	\$0	\$0	\$53	1,300	\$1,300	\$1,300	\$1,300
Total 40034 BUDGET, DEBT & GRANTS	\$410,262	\$449,954	\$444,787	487,130	\$480,779	\$484,996	\$488,457
40062 HUMAN RESOURCES							
Personnel	\$534,712	\$597,656	\$583,445	585,993	\$598,217	\$592,288	\$597,602
Mat, Suppls, Services	\$202,124	\$184,407	\$201,278	205,675	\$205,675	\$194,950	\$194,950
Capital	\$175	\$632	\$0	500	\$500	\$500	\$500
Total 40062 HUMAN RESOURCES	\$737,010	\$782,696	\$784,724	792,168	\$804,392	\$787,738	\$793,052
40072 FINANCE							
Personnel	\$642,362	\$683,364	\$784,623	857,956	\$814,200	\$790,390	\$845,706
Mat, Suppls, Services	\$94,518	\$80,204	\$90,893	103,125	\$103,125	\$105,375	\$105,375
Total 40072 FINANCE	\$736,880	\$763,568	\$875,516	961,081	\$917,325	\$895,765	\$951,081
40082 TECHNICAL & CUSTOMER SERVICES							
Personnel	\$866,552	\$907,351	\$948,275	1,011,793	\$994,416	\$1,047,992	\$1,055,980
Mat, Suppls, Services	\$506,332	\$473,835	\$496,825	646,340	\$646,340	\$685,305	\$681,340
Capital	\$6,297	\$17,021	\$36,062	23,000	\$23,000	\$23,000	\$23,000
Interfund Transfer	\$0	\$0	\$3,000	0	\$3,000	\$3,000	\$3,000
Total 40082 TECHNICAL & CUSTOMER SERVICES	\$1,379,181	\$1,398,208	\$1,484,162	1,681,133	\$1,666,756	\$1,759,297	\$1,763,320
40091 BLDG MAINT ADM							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Personnel	\$471,844	\$552,709	\$554,277	597,228	\$588,805	\$627,376	\$634,118
Mat, Suppls, Services	\$568,075	\$669,058	\$731,794	707,300	\$707,300	\$754,500	\$752,300
Interfund Transfer	\$12,100	\$12,100	\$20,000	12,100	\$20,000	\$20,000	\$20,000
Total 40091 BLDG MAINT ADM	\$1,052,018	\$1,233,867	\$1,306,071	1,316,628	\$1,316,105	\$1,401,876	\$1,406,418
40092 PC MARC							
Personnel	\$1,398,767	\$1,584,848	\$1,133,868	1,072,747	\$1,118,319	\$891,739	\$897,686
Mat, Suppls, Services	\$401,417	\$426,017	\$347,222	325,175	\$375,175	\$333,197	\$342,497
Capital	\$15,131	\$11,843	\$20,788	33,400	\$33,400	\$33,400	\$33,400
Interfund Transfer	\$12,250	\$12,250	\$16,000	12,250	\$16,000	\$16,000	\$16,000
Total 40092 PC MARC	\$1,827,565	\$2,034,958	\$1,517,878	1,443,572	\$1,542,894	\$1,274,336	\$1,289,583
40093 TENNIS							
Personnel	\$698,084	\$683,932	\$735,108	609,143	\$734,594	\$821,581	\$738,472
Mat, Suppls, Services	\$129,185	\$124,053	\$135,502	180,811	\$180,811	\$183,950	\$183,950
Capital	\$0	\$0	\$503	3,000	\$3,000	\$500	\$500
Total 40093 TENNIS	\$827,269	\$807,985	\$871,114	792,954	\$918,405	\$1,006,031	\$922,922
40094 MCPOLIN BARN							
Personnel	\$30,779	\$33,767	\$27,300	29,813	\$29,813	\$29,549	\$29,953
Mat, Suppls, Services	\$9,150	\$17,936	\$9,764	14,625	\$14,625	\$15,825	\$14,625
Capital	\$0	\$0	\$2,933	0	\$0	\$0	\$0
Total 40094 MCPOLIN BARN	\$39,929	\$51,702	\$39,997	44,438	\$44,438	\$45,374	\$44,578
40098 RECREATION PROGRAMS							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Personnel	\$0	\$3,483	\$442,846	513,727	\$437,727	\$688,317	\$517,673
Mat, Suppls, Services	\$0	\$0	\$51,358	145,052	\$145,052	\$145,052	\$145,052
Capital	\$0	\$0	\$181	2,000	\$2,000	\$2,000	\$2,000
Total 40098 RECREATION PROGRAMS	\$0	\$3,483	\$494,386	660,779	\$584,779	\$835,369	\$664,725
40100 COMMUNITY ENGAGEMENT							
Personnel	\$378,715	\$280,036	\$208,423	288,459	\$231,542	\$293,336	\$296,201
Mat, Suppls, Services	\$63,845	\$59,662	\$68,992	76,645	\$76,645	\$76,645	\$76,645
Capital	\$2,910	\$1,249	\$1,481	1,500	\$1,500	\$1,500	\$1,500
Total 40100 COMMUNITY ENGAGEMENT	\$445,470	\$340,946	\$278,896	366,604	\$309,687	\$371,481	\$374,346
40101 ECONOMY							
Personnel	\$760,920	\$801,871	\$749,911	835,405	\$807,325	\$866,799	\$874,123
Mat, Suppls, Services	\$87,600	\$124,140	\$104,764	126,955	\$126,955	\$126,955	\$126,955
Capital	\$2,242	\$1,011	\$1,440	2,300	\$2,300	\$2,300	\$2,300
Total 40101 ECONOMY	\$850,762	\$927,023	\$856,116	964,660	\$936,580	\$996,054	\$1,003,378
40104 ENVIRONMENTAL SUSTAINABILITY							
Personnel	\$373,679	\$357,600	\$435,743	470,065	\$456,843	\$476,233	\$479,641
Mat, Suppls, Services	\$164,445	\$122,054	\$70,820	263,214	\$263,214	\$263,214	\$263,214
Capital	\$931	\$4,406	\$0	1,000	\$1,000	\$1,000	\$1,000
Total 40104 ENVIRONMENTAL SUSTAINABILITY	\$539,055	\$484,059	\$506,563	734,279	\$721,057	\$740,447	\$743,855
40111 INSURANCE & SECURITY BONDS							
Interfund Transfer	\$779,567	\$444,676	\$600,000	600,000	\$600,000	\$600,000	\$600,000

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 40111 INSURANCE & SECURITY BONDS	\$779,567	\$444,676	\$600,000	600,000	\$600,000	\$600,000	\$600,000
40116 VENTURE FUND							
Mat, Suppls, Services	\$6,913	\$0	\$0	0	\$0	\$0	\$0
Total 40116 VENTURE FUND	\$6,913	\$0	\$0	0	\$0	\$0	\$0
40117 SPECIAL MEETINGS							
Mat, Suppls, Services	\$8,351	\$0	\$0	0	\$0	\$0	\$0
Total 40117 SPECIAL MEETINGS	\$8,351	\$0	\$0	0	\$0	\$0	\$0
40118 LEAD TRAINING							
Personnel	\$0	\$757	\$0	0	\$0	\$0	\$0
Mat, Suppls, Services	\$38,418	\$51,523	\$24,020	70,000	\$50,000	\$50,000	\$70,000
Total 40118 LEAD TRAINING	\$38,418	\$52,280	\$24,020	70,000	\$50,000	\$50,000	\$70,000
40126 TRANS TO SALES TAX BOND DSF							
Interfund Transfer	\$164,089	\$160,058	\$159,826	159,826	\$159,826	\$161,703	\$162,477
Total 40126 TRANS TO SALES TAX BOND DSF	\$164,089	\$160,058	\$159,826	159,826	\$159,826	\$161,703	\$162,477
40135 SPEC. SRVC. CNTRT./UNSPECIFIED							
Mat, Suppls, Services	\$495,922	\$556,000	\$532,400	540,000	\$540,000	\$540,000	\$540,000
Total 40135 SPEC. SRVC. CNTRT./UNSPECIFIED	\$495,922	\$556,000	\$532,400	540,000	\$540,000	\$540,000	\$540,000
40136 LEADERSHIP							
Personnel	\$60,216	\$70,237	\$69,113	70,070	\$70,070	\$70,070	\$70,070
Mat, Suppls, Services	\$19,156	\$32,572	\$49,369	49,050	\$49,050	\$49,050	\$49,050
Total 40136 LEADERSHIP	\$79,372	\$102,808	\$118,482	119,120	\$119,120	\$119,120	\$119,120

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
40141 DENTAL SELF FUNDING							
Mat, Suppls, Services	\$193,208	\$200,374	\$267,227	225,000	\$280,000	\$0	\$225,000
Total 40141 DENTAL SELF FUNDING	\$193,208	\$200,374	\$267,227	225,000	\$280,000	\$0	\$225,000
40146 VACANCY FACTOR							
Personnel	\$0	\$0	\$0	-1,715,979	\$0	\$-1,712,831	\$-1,709,595
Total 40146 VACANCY FACTOR	\$0	\$0	\$0	-1,715,979	\$0	\$-1,712,831	\$-1,709,595
40148 EMERGENCY MANAGEMENT							
Personnel	\$120,254	\$144,070	\$158,133	128,870	\$143,207	\$128,870	\$129,928
Mat, Suppls, Services	\$38,126	\$37,672	\$40,647	42,500	\$42,500	\$42,500	\$42,500
Capital	\$0	\$92,497	\$24,350	75,000	\$75,000	\$75,000	\$75,000
Total 40148 EMERGENCY MANAGEMENT	\$158,380	\$274,239	\$223,130	246,370	\$260,707	\$246,370	\$247,428
40149 ARTS & CULTURE							
Personnel	\$0	\$0	\$0	0	\$0	\$41,242	\$41,508
Mat, Suppls, Services	\$0	\$0	\$153,223	0	\$270,000	\$548,300	\$0
Total 40149 ARTS & CULTURE	\$0	\$0	\$153,223	0	\$270,000	\$589,542	\$41,508
40150 BONANZA FLAT OPERATIONS							
Mat, Suppls, Services	\$0	\$0	\$0	0	\$0	\$30,000	\$30,000
Total 40150 BONANZA FLAT OPERATIONS	\$0	\$0	\$0	0	\$0	\$30,000	\$30,000
40151 SOCIAL EQUITY							
Mat, Suppls, Services	\$0	\$0	\$0	0	\$0	\$50,000	\$50,000
Total 40151 SOCIAL EQUITY	\$0	\$0	\$0	0	\$0	\$50,000	\$50,000

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
40221 POLICE							
Personnel	\$3,982,988	\$4,577,451	\$5,002,336	5,073,800	\$5,143,868	\$5,448,555	\$5,486,685
Mat, Suppls, Services	\$186,608	\$219,591	\$196,430	171,770	\$171,770	\$251,970	\$251,500
Capital	\$45,487	\$63,972	\$45,767	114,000	\$114,000	\$103,770	\$103,770
Interfund Transfer	\$185,000	\$160,000	\$166,000	160,000	\$166,000	\$166,000	\$166,000
Total 40221 POLICE	\$4,400,083	\$5,021,014	\$5,410,533	5,519,570	\$5,595,638	\$5,970,295	\$6,007,955
40222 DRUG EDUCATION							
Personnel	\$22,726	\$24,281	\$27,934	25,374	\$25,374	\$27,463	\$27,676
Mat, Suppls, Services	\$0	\$1,965	\$4,122	5,000	\$5,000	\$5,000	\$5,000
Total 40222 DRUG EDUCATION	\$22,726	\$26,245	\$32,056	30,374	\$30,374	\$32,463	\$32,676
40223 STATE LIQUOR ENFORCEMENT							
Personnel	\$58,075	\$69,845	\$62,431	51,873	\$51,873	\$52,297	\$52,297
Mat, Suppls, Services	\$0	\$0	\$220	11,474	\$11,474	\$11,474	\$11,474
Capital	\$0	\$0	\$596	0	\$0	\$0	\$0
Total 40223 STATE LIQUOR ENFORCEMENT	\$58,075	\$69,845	\$63,247	63,347	\$63,347	\$63,771	\$63,771
40231 COMMUNICATION CENTER							
Personnel	\$795,881	\$766,073	\$156,671	227,015	\$188,015	\$0	\$0
Mat, Suppls, Services	\$66,389	\$83,673	\$624,613	450,887	\$600,887	\$620,000	\$620,000
Capital	\$1,412	\$3,600	\$0	750	\$750	\$0	\$0
Total 40231 COMMUNICATION CENTER	\$863,682	\$853,346	\$781,284	678,652	\$789,652	\$620,000	\$620,000
40311 COMM DEVELOP ADMIN							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Personnel	\$0	\$226,445	\$378,919	377,787	\$382,919	\$446,318	\$449,514
Mat, Suppls, Services	\$0	\$8,221	\$13,946	30,059	\$30,059	\$30,059	\$30,059
Capital	\$0	\$3,361	\$0	850	\$850	\$850	\$850
Total 40311 COMM DEVELOP ADMIN	\$0	\$238,026	\$392,866	408,696	\$413,828	\$477,227	\$480,423
40313 ENGINEERING							
Personnel	\$452,322	\$409,105	\$417,385	473,813	\$436,167	\$491,317	\$478,955
Mat, Suppls, Services	\$86,289	\$55,978	\$29,012	73,654	\$73,654	\$58,483	\$73,654
Capital	\$0	\$0	\$614	3,300	\$3,300	\$3,300	\$3,300
Total 40313 ENGINEERING	\$538,611	\$465,083	\$447,010	550,767	\$513,121	\$553,100	\$555,909
40342 PLANNING DEPT.							
Personnel	\$882,534	\$857,026	\$865,011	1,056,100	\$948,674	\$1,073,817	\$1,083,389
Mat, Suppls, Services	\$135,765	\$85,167	\$83,172	170,497	\$170,497	\$160,497	\$160,497
Capital	\$2,857	\$5,963	\$105	6,000	\$6,000	\$8,000	\$8,000
Total 40342 PLANNING DEPT.	\$1,021,156	\$948,156	\$948,288	1,232,597	\$1,125,171	\$1,242,314	\$1,251,886
40352 BUILDING DEPT.							
Personnel	\$1,760,192	\$1,713,723	\$1,668,947	1,882,719	\$1,795,707	\$2,050,575	\$2,069,723
Mat, Suppls, Services	\$110,575	\$106,575	\$78,237	137,450	\$137,450	\$140,650	\$140,650
Capital	\$12,599	\$10,053	\$6,838	23,550	\$23,550	\$60,258	\$48,550
Interfund Transfer	\$33,000	\$33,000	\$26,000	33,000	\$26,000	\$26,000	\$26,000
Total 40352 BUILDING DEPT.	\$1,916,366	\$1,863,350	\$1,780,022	2,076,719	\$1,982,707	\$2,277,483	\$2,284,923
40412 PARKS & CEMETERY							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Personnel	\$1,131,708	\$1,331,974	\$1,396,128	1,484,122	\$1,436,082	\$1,545,473	\$1,556,313
Mat, Suppls, Services	\$359,033	\$402,382	\$377,360	409,193	\$409,193	\$280,955	\$420,793
Capital	\$0	\$12,593	\$21,165	15,700	\$15,700	\$15,700	\$15,700
Interfund Transfer	\$135,000	\$135,000	\$101,000	135,000	\$101,000	\$101,000	\$101,000
Total 40412 PARKS & CEMETERY	\$1,625,741	\$1,881,949	\$1,895,653	2,044,015	\$1,961,975	\$1,943,128	\$2,093,806
40421 STREET MAINTENANCE							
Personnel	\$1,273,505	\$1,240,434	\$1,309,785	1,489,448	\$1,378,261	\$1,539,833	\$1,555,698
Mat, Suppls, Services	\$520,538	\$399,499	\$424,924	515,031	\$515,031	\$565,031	\$515,031
Capital	\$862	\$35,713	\$460	2,800	\$2,800	\$2,800	\$2,800
Interfund Transfer	\$265,000	\$265,000	\$352,000	265,000	\$352,000	\$352,000	\$352,000
Total 40421 STREET MAINTENANCE	\$2,059,905	\$1,940,647	\$2,087,168	2,272,279	\$2,248,092	\$2,459,664	\$2,425,529
40423 STREET LIGHTS/SIGN							
Mat, Suppls, Services	\$112,015	\$98,976	\$105,958	131,600	\$131,600	\$126,800	\$131,600
Capital	\$0	\$2,484	\$7,043	54,500	\$54,500	\$54,500	\$54,500
Total 40423 STREET LIGHTS/SIGN	\$112,015	\$101,460	\$113,001	186,100	\$186,100	\$181,300	\$186,100
40424 SWEDE ALLEY PARKING STRUCT.							
Mat, Suppls, Services	\$28,968	\$30,153	\$24,982	51,264	\$51,264	\$44,025	\$51,264
Capital	\$0	\$6,804	\$651	4,500	\$4,500	\$4,500	\$4,500
Total 40424 SWEDE ALLEY PARKING STRUCT.	\$28,968	\$36,957	\$25,633	55,764	\$55,764	\$48,525	\$55,764
40551 LIBRARY							
Personnel	\$872,118	\$917,022	\$955,013	1,003,837	\$985,053	\$1,085,231	\$1,090,384

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Mat, Suppls, Services	\$253,141	\$256,919	\$266,153	268,557	\$268,557	\$290,099	\$285,599
Capital	\$4,414	\$8,141	\$6,582	15,390	\$15,390	\$10,000	\$10,000
Total 40551 LIBRARY	\$1,129,674	\$1,182,082	\$1,227,748	1,287,784	\$1,269,000	\$1,385,330	\$1,385,983
40700 LUMP MERIT							
Personnel	\$0	\$0	\$0	580,000	\$0	\$580,000	\$580,000
Total 40700 LUMP MERIT	\$0	\$0	\$0	580,000	\$0	\$580,000	\$580,000
40821 TRANS TO OTHER FUND							
Interfund Transfer	\$1,036,000	\$1,048,700	\$4,098,723	1,098,700	\$4,098,723	\$3,455,742	\$3,663,565
Total 40821 TRANS TO OTHER FUND	\$1,036,000	\$1,048,700	\$4,098,723	1,098,700	\$4,098,723	\$3,455,742	\$3,663,565
40981 CONTINGENCY/GENERAL							
Mat, Suppls, Services	\$0	\$0	\$0	0	\$0	\$100,000	\$0
Contingency	\$27,881	\$32,714	\$25,779	100,000	\$100,000	\$150,000	\$150,000
Total 40981 CONTINGENCY/GENERAL	\$27,881	\$32,714	\$25,779	100,000	\$100,000	\$250,000	\$150,000
40985 CONTINGENCY/SNOW REMOVAL							
Contingency	\$0	\$50,000	\$0	50,000	\$50,000	\$50,000	\$50,000
Total 40985 CONTINGENCY/SNOW REMOVAL	\$0	\$50,000	\$0	50,000	\$50,000	\$50,000	\$50,000
40986 CONTINGENCY/COUNCIL							
Contingency	\$0	\$24,244	\$19,726	50,000	\$50,000	\$50,000	\$50,000
Total 40986 CONTINGENCY/COUNCIL	\$0	\$24,244	\$19,726	50,000	\$50,000	\$50,000	\$50,000
40990 EMERGENCY CONTINGENCY							
Contingency	\$0	\$10,000	\$0	90,000	\$90,000	\$90,000	\$90,000

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 40990 EMERGENCY CONTINGENCY	\$0	\$10,000	\$0	90,000	\$90,000	\$90,000	\$90,000
40999 END BAL SUR(DEF)							
Ending Balance	\$10,522,730	\$11,558,783	\$0	13,043,341	\$11,414,188	\$12,581,450	\$14,268,201
Total 40999 END BAL SUR(DEF)	\$10,522,730	\$11,558,783	\$0	13,043,341	\$11,414,188	\$12,581,450	\$14,268,201
42170 DESTINATION TOURISM							
Mat, Suppls, Services	\$75,000	\$29,816	\$39,000	75,000	\$75,000	\$75,000	\$75,000
Total 42170 DESTINATION TOURISM	\$75,000	\$29,816	\$39,000	75,000	\$75,000	\$75,000	\$75,000
42180 SUNDANCE MITIGATION							
Mat, Suppls, Services	\$300,350	\$316,460	\$618,052	320,000	\$320,000	\$320,000	\$320,000
Total 42180 SUNDANCE MITIGATION	\$300,350	\$316,460	\$618,052	320,000	\$320,000	\$320,000	\$320,000
42181 ECONOMIC DEVELOPMENT GRANT							
Mat, Suppls, Services	\$10,000	\$10,000	\$10,000	10,000	\$10,000	\$10,000	\$10,000
Total 42181 ECONOMIC DEVELOPMENT GRANT	\$10,000	\$10,000	\$10,000	10,000	\$10,000	\$10,000	\$10,000
42182 PUBLIC ART							
Mat, Suppls, Services	\$0	\$0	\$626	7,000	\$7,000	\$7,000	\$7,000
Total 42182 PUBLIC ART	\$0	\$0	\$626	7,000	\$7,000	\$7,000	\$7,000
42183 MENTAL HEALTH							
Mat, Suppls, Services	\$0	\$0	\$30,000	60,000	\$60,000	\$60,000	\$60,000
Total 42183 MENTAL HEALTH	\$0	\$0	\$30,000	60,000	\$60,000	\$60,000	\$60,000
42185 PSSM LONG TERM AGREEMENT							
Mat, Suppls, Services	\$40,000	\$20,000	\$0	20,000	\$20,000	\$20,000	\$20,000

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 42185 PSSM LONG TERM AGREEMENT	\$40,000	\$20,000	\$0	20,000	\$20,000	\$20,000	\$20,000
42190 MARSAC-SWEDE CONDO HOA							
Mat, Suppls, Services	\$14,475	\$13,950	\$14,400	13,000	\$13,000	\$13,000	\$13,000
Total 42190 MARSAC-SWEDE CONDO HOA	\$14,475	\$13,950	\$14,400	13,000	\$13,000	\$13,000	\$13,000
42195 GOLF CAR LOAN							
Capital	\$0	\$125,000	\$0	0	\$0	\$0	\$0
Total 42195 GOLF CAR LOAN	\$0	\$125,000	\$0	0	\$0	\$0	\$0
42305 ABATEMENT							
Mat, Suppls, Services	\$0	\$0	\$0	48,688	\$48,688	\$48,688	\$48,688
Total 42305 ABATEMENT	\$0	\$0	\$0	48,688	\$48,688	\$48,688	\$48,688
42310 HISTORICAL INCENTIVE GRANT							
Mat, Suppls, Services	\$0	\$0	\$0	47,136	\$47,136	\$47,136	\$47,136
Total 42310 HISTORICAL INCENTIVE GRANT	\$0	\$0	\$0	47,136	\$47,136	\$47,136	\$47,136
43010 BUSINESS IMPROVEMENT DISTRICT							
Mat, Suppls, Services	\$57,346	\$59,055	\$120,606	64,419	\$76,737	\$64,419	\$64,419
Total 43010 BUSINESS IMPROVEMENT DISTRICT	\$57,346	\$59,055	\$120,606	64,419	\$76,737	\$64,419	\$64,419
43015 UTILITIES EXPENDITURE							
Mat, Suppls, Services	\$715,000	\$715,000	\$715,000	715,000	\$715,000	\$715,000	\$715,000
Total 43015 UTILITIES EXPENDITURE	\$715,000	\$715,000	\$715,000	715,000	\$715,000	\$715,000	\$715,000
TOTAL	\$39,303,820	\$41,879,156	\$34,609,711	45,509,856	\$48,249,958	\$49,230,985	\$50,756,869

QUINNS RECREATION COMPLEX - Budget Summary

012 QUINNS RECREATION COMPLEX

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Recreation	\$13,815	\$2,826	\$5,330	\$4,453	4,500	\$3,000	\$3,000	\$3,000
Ice	\$757,271	\$749,880	\$818,339	\$787,942	750,000	\$834,000	\$886,000	\$901,000
Misc. Revenues	\$-24	\$1,131	\$-109	\$-280	0	\$0	\$0	\$0
Special Revenues & Resources	\$0	\$0	\$819	\$0	0	\$0	\$0	\$0
Total Revenues	\$771,061	\$753,837	\$824,378	\$792,115	754,500	\$837,000	\$889,000	\$904,000
Other								
Beginning Balance	\$-3,204,132	\$-3,497,044	\$-3,814,171	\$-4,129,592	-4,247,324	\$-4,129,592	\$-4,483,539	\$-4,878,112
Total Other	\$-3,204,132	\$-3,497,044	\$-3,814,171	\$-4,129,592	-4,247,324	\$-4,129,592	\$-4,483,539	\$-4,878,112
TOTAL	\$-2,433,071	\$-2,743,207	\$-2,989,793	\$-3,337,477	-3,492,824	\$-3,292,592	\$-3,594,539	\$-3,974,112

012 QUINNS RECREATION COMPLEX

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Personnel	\$670,273	\$723,031	\$777,025	\$803,618	887,134	\$833,732	\$921,758	\$928,136
Mat, Suppls, Services	\$393,623	\$345,848	\$360,725	\$321,778	351,215	\$351,215	\$355,815	\$351,215
Capital	\$78	\$2,085	\$2,048	\$924	6,000	\$6,000	\$6,000	\$6,000
Total Depts	\$1,063,974	\$1,070,964	\$1,139,799	\$1,126,320	1,244,349	\$1,190,947	\$1,283,573	\$1,285,351
Other								
Interfund Transfer	\$0	\$0	\$0	\$0	1,200	\$0	\$0	\$1,200
Ending Balance	\$-3,497,044	\$-3,814,171	\$-4,129,592	\$0	-4,738,373	\$-4,483,539	\$-4,878,112	\$-5,260,663
Total Other	\$-3,497,044	\$-3,814,171	\$-4,129,592	\$0	-4,737,173	\$-4,483,539	\$-4,878,112	\$-5,259,463
TOTAL	\$-2,433,070	\$-2,743,207	\$-2,989,793	\$1,126,320	-3,492,824	\$-3,292,592	\$-3,594,539	\$-3,974,112

012 QUINNS RECREATION COMPLEX

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Recreation								
012-34696 VENDING COMMISSION	\$13,815	\$2,826	\$5,330	\$4,453	4,500	\$3,000	\$3,000	\$3,000
Total Recreation	\$13,815	\$2,826	\$5,330	\$4,453	4,500	\$3,000	\$3,000	\$3,000
Ice								
012-34727 EMPLOYEE WELLNESS	\$0	\$0	\$-343	\$-6,698	0	\$0	\$0	\$0
012-34728 EQUIP/LOCKER/SKATE RENTAL	\$0	\$0	\$34,875	\$37,531	30,000	\$13,000	\$13,000	\$13,000
012-34729 ROOM RENTAL	\$0	\$0	\$8,027	\$5,098	7,000	\$3,000	\$3,000	\$3,000
012-34730 ICE RENTAL	\$267,526	\$254,155	\$269,618	\$102,833	268,000	\$285,000	\$291,000	\$296,000
012-34731 LEAGUES	\$164,047	\$132,348	\$139,416	\$152,386	130,000	\$157,000	\$160,000	\$163,000
012-34732 LEARN TO PLAY HOCKEY	\$27,483	\$28,371	\$29,170	\$24,945	28,000	\$31,000	\$31,000	\$32,000
012-34733 DROP-IN HOCKEY	\$41,844	\$40,293	\$44,487	\$34,647	41,000	\$46,000	\$47,000	\$47,000
012-34734 DROP-IN SPEEDSKATING	\$0	\$321	\$12,791	\$10,558	0	\$0	\$5,000	\$5,000
012-34735 RETAIL SALES	\$31,223	\$38,107	\$42,690	\$21,209	33,000	\$40,000	\$96,000	\$98,000
012-34736 SKATE SERVICES	\$11,959	\$12,085	\$10,997	\$10,619	12,000	\$13,000	\$12,000	\$12,000
012-34737 ADVERTISING	\$32,925	\$54,518	\$27,875	\$0	20,000	\$42,000	\$20,000	\$20,000
012-34738 SEASON PASSES	\$0	\$0	\$1,050	\$1,044	0	\$0	\$0	\$0
012-34740 PRIVATE LESSONS	\$0	\$0	\$7,901	\$8,061	0	\$3,000	\$3,000	\$3,000

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
012-34742 MISCELLANEOUS	\$325	\$0	\$0	\$0	0	\$0	\$0	\$0
012-34764 FREESTYLE	\$41,831	\$51,541	\$56,874	\$70,105	48,000	\$54,000	\$55,000	\$56,000
012-34765 CLASSES	\$70,467	\$60,895	\$71,221	\$62,817	65,000	\$73,000	\$74,000	\$76,000
012-34769 DROP-IN PROGRAMS	\$67,642	\$77,247	\$61,895	\$57,037	68,000	\$74,000	\$76,000	\$77,000
012-34770 FIELDS RENTAL	\$0	\$0	\$-206	\$5,369	0	\$0	\$0	\$0
Total Ice	\$757,271	\$749,880	\$818,339	\$597,562	750,000	\$834,000	\$886,000	\$901,000
Misc. Revenues								
012-36911 OTHER MISCELLANEOUS	\$0	\$1,133	\$0	\$0	0	\$0	\$0	\$0
012-36921 CASH OVER/SHORT	\$-24	\$-1	\$-109	\$-280	0	\$0	\$0	\$0
Total Misc. Revenues	\$-24	\$1,131	\$-109	\$-280	0	\$0	\$0	\$0
Special Revenues & Resources								
012-39110 DONATIONS	\$0	\$0	\$819	\$0	0	\$0	\$0	\$0
Total Special Revenues & Resources	\$0	\$0	\$819	\$0	0	\$0	\$0	\$0
Beginning Balance								
012-39990 BEGINNING BALANCE	\$-3,204,132	\$-3,497,044	\$-3,814,171	\$-4,129,592	-4,247,324	\$-4,129,592	\$-4,483,539	\$-4,878,112
Total Beginning Balance	\$-3,204,132	\$-3,497,044	\$-3,814,171	\$-4,129,592	-4,247,324	\$-4,129,592	\$-4,483,539	\$-4,878,112
TOTAL	\$-2,433,070	\$-2,743,207	\$-2,989,793	\$-3,527,857	-3,492,824	\$-3,292,592	\$-3,594,539	\$-3,974,112

012 QUINNS RECREATION COMPLEX

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40095 ICE FACILITY							
Personnel	\$564,211	\$607,004	\$624,674	646,111	\$636,689	\$668,140	\$672,387
Mat, Suppls, Services	\$282,423	\$299,255	\$247,574	299,360	\$299,360	\$286,860	\$299,360
Capital	\$2,085	\$1,048	\$924	2,000	\$2,000	\$2,000	\$2,000
Interfund Transfer	\$0	\$0	\$0	1,200	\$0	\$0	\$1,200
Total 40095 ICE FACILITY	\$848,720	\$907,307	\$873,172	948,671	\$938,049	\$957,000	\$974,947
40096 FIELDS							
Personnel	\$158,819	\$170,022	\$178,944	241,023	\$197,043	\$253,618	\$255,749
Mat, Suppls, Services	\$63,425	\$61,471	\$74,204	51,855	\$51,855	\$68,955	\$51,855
Capital	\$0	\$1,000	\$0	4,000	\$4,000	\$4,000	\$4,000
Total 40096 FIELDS	\$222,244	\$232,492	\$253,148	296,878	\$252,898	\$326,573	\$311,604
40999 END BAL SUR(DEF)							
Ending Balance	\$-3,814,171	\$-4,129,592	\$0	-4,738,373	\$-4,483,539	\$-4,878,112	\$-5,260,663
Total 40999 END BAL SUR(DEF)	\$-3,814,171	\$-4,129,592	\$0	-4,738,373	\$-4,483,539	\$-4,878,112	\$-5,260,663
TOTAL	\$-2,743,207	\$-2,989,793	\$1,126,320	-3,492,824	\$-3,292,592	\$-3,594,539	\$-3,974,112

POLICE SPECIAL REVENUE FUND - Budget Summary

021 POLICE SPECIAL REVENUE FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
State Revenue	\$1,000	\$2,310	\$1,350	\$800	0	\$800	\$0	\$0
Total Revenues	\$1,000	\$2,310	\$1,350	\$800	0	\$800	\$0	\$0
Other								
Beginning Balance	\$29,144	\$29,944	\$32,254	\$33,604	0	\$33,604	\$0	\$0
Total Other	\$29,144	\$29,944	\$32,254	\$33,604	0	\$33,604	\$0	\$0
TOTAL	\$30,144	\$32,254	\$33,604	\$34,404	0	\$34,404	\$0	\$0

021 POLICE SPECIAL REVENUE FUND

Expense Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Depts								
Capital	\$200	\$0	\$0	\$0	0	\$34,404	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Total Depts	\$200	\$0	\$0	\$0	0	\$34,404	\$0	\$0
Other								
Ending Balance	\$29,944	\$32,254	\$33,604	\$0	0	\$0	\$0	\$0
Total Other	\$29,944	\$32,254	\$33,604	\$0	0	\$0	\$0	\$0
TOTAL	\$30,144	\$32,254	\$33,604	\$0	0	\$34,404	\$0	\$0

021 POLICE SPECIAL REVENUE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
State Revenue								
021-33269 TOBACCO COMPLIANCE	\$1,000	\$2,310	\$1,350	\$800	0	\$800	\$0	\$0
Total State Revenue	\$1,000	\$2,310	\$1,350	\$800	0	\$800	\$0	\$0
Beginning Balance								
021-39990 BEGINNING BALANCE	\$29,144	\$29,944	\$32,254	\$33,604	0	\$33,604	\$0	\$0
Total Beginning Balance	\$29,144	\$29,944	\$32,254	\$33,604	0	\$33,604	\$0	\$0
TOTAL	\$30,144	\$32,254	\$33,604	\$34,404	0	\$34,404	\$0	\$0

021 POLICE SPECIAL REVENUE FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40999 END BAL SUR(DEF)							
Ending Balance	\$32,254	\$33,604	\$0	0	\$0	\$0	\$0
Total 40999 END BAL SUR(DEF)	\$32,254	\$33,604	\$0	0	\$0	\$0	\$0
41001 POLICE SPECIAL REVENUE FUND							
Capital	\$0	\$0	\$0	0	\$34,404	\$0	\$0
Total 41001 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	0	\$34,404	\$0	\$0
TOTAL	\$32,254	\$33,604	\$0	0	\$34,404	\$0	\$0

CRIMINAL FORFEITURE RESTRICTED ACCOUNT - Budget Summary

022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
State Revenue	\$0	\$3,996	\$9,685	\$22,948	0	\$23,000	\$0	\$0
Total Revenues	\$0	\$3,996	\$9,685	\$22,948	0	\$23,000	\$0	\$0
Other								
Beginning Balance	\$17,258	\$17,257	\$16,386	\$26,071	0	\$26,071	\$0	\$0
Total Other	\$17,258	\$17,257	\$16,386	\$26,071	0	\$26,071	\$0	\$0
TOTAL	\$17,258	\$21,253	\$26,071	\$49,019	0	\$49,071	\$0	\$0

022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT

Expense Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Depts								
Capital	\$1	\$4,867	\$0	\$25,851	0	\$49,071	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Total Depts	\$1	\$4,867	\$0	\$25,851	0	\$49,071	\$0	\$0
Other								
Ending Balance	\$17,257	\$16,386	\$26,071	\$0	0	\$0	\$0	\$0
Total Other	\$17,257	\$16,386	\$26,071	\$0	0	\$0	\$0	\$0
TOTAL	\$17,258	\$21,253	\$26,071	\$25,851	0	\$49,071	\$0	\$0

022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
State Revenue								
022-33271 EQUITABLE SHARING	\$0	\$3,996	\$9,685	\$22,948	0	\$23,000	\$0	\$0
Total State Revenue	\$0	\$3,996	\$9,685	\$22,948	0	\$23,000	\$0	\$0
Beginning Balance								
022-39990 BEGINNING BALANCE	\$17,258	\$17,257	\$16,386	\$26,071	0	\$26,071	\$0	\$0
Total Beginning Balance	\$17,258	\$17,257	\$16,386	\$26,071	0	\$26,071	\$0	\$0
TOTAL	\$17,258	\$21,253	\$26,071	\$49,019	0	\$49,071	\$0	\$0

022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40999 END BAL SUR(DEF)							
Ending Balance	\$16,386	\$26,071	\$0	0	\$0	\$0	\$0
Total 40999 END BAL SUR(DEF)	\$16,386	\$26,071	\$0	0	\$0	\$0	\$0
41001 POLICE SPECIAL REVENUE FUND							
Capital	\$4,867	\$0	\$25,851	0	\$49,071	\$0	\$0
Total 41001 POLICE SPECIAL REVENUE FUND	\$4,867	\$0	\$25,851	0	\$49,071	\$0	\$0
TOTAL	\$21,253	\$26,071	\$25,851	0	\$49,071	\$0	\$0

LOWER PARK AVE RDA SPECIAL REVENUE FUND - Budget Summary

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Property Taxes	\$2,298,631	\$2,399,605	\$2,279,414	\$2,755,472	2,413,792	\$2,413,792	\$2,413,792	\$2,413,792
Misc. Revenues	\$793	\$3,962	\$6,228	\$0	0	\$0	\$0	\$0
Total Revenues	\$2,299,425	\$2,403,567	\$2,285,642	\$2,755,472	2,413,792	\$2,413,792	\$2,413,792	\$2,413,792
Other								
Beginning Balance	\$0	\$133,527	\$254,047	\$322,354	251,553	\$322,354	\$287,034	\$245,661
Total Other	\$0	\$133,527	\$254,047	\$322,354	251,553	\$322,354	\$287,034	\$245,661
TOTAL	\$2,299,425	\$2,537,094	\$2,539,689	\$3,077,826	2,665,345	\$2,736,146	\$2,700,826	\$2,659,453

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Personnel	\$6,460	\$22,393	\$41,082	\$22,642	57,987	\$57,987	\$57,740	\$59,160
Mat, Suppls, Services	\$88,889	\$619,528	\$535,128	\$572,525	750,000	\$750,000	\$756,300	\$750,000
Total Depts	\$95,349	\$641,922	\$576,210	\$595,167	807,987	\$807,987	\$814,040	\$809,160
Other								
Interfund Transfer	\$2,070,548	\$1,641,125	\$1,641,125	\$1,641,125	1,641,125	\$1,641,125	\$1,641,125	\$1,641,125
Ending Balance	\$133,527	\$254,047	\$322,354	\$0	216,233	\$287,034	\$245,661	\$209,168
Total Other	\$2,204,075	\$1,895,172	\$1,963,479	\$1,641,125	1,857,358	\$1,928,159	\$1,886,786	\$1,850,293
TOTAL	\$2,299,424	\$2,537,094	\$2,539,689	\$2,236,292	2,665,345	\$2,736,146	\$2,700,826	\$2,659,453

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Property Taxes								
023-31113 PROP TAX INCREMENT RDA	\$528,685	\$551,909	\$524,265	\$633,759	543,212	\$543,212	\$543,212	\$543,212
023-31121 DEL AND PRIOR YEAR	\$0	\$0	\$0	\$0	52,000	\$52,000	\$52,000	\$52,000
023-31125 CONTRIBUTION FROM OTHER GOVERNMENT	\$1,769,946	\$1,847,696	\$1,755,149	\$2,121,714	1,818,580	\$1,818,580	\$1,818,580	\$1,818,580
Total Property Taxes	\$2,298,631	\$2,399,605	\$2,279,414	\$2,755,472	2,413,792	\$2,413,792	\$2,413,792	\$2,413,792
Misc. Revenues								
023-36111 INTEREST EARNINGS	\$793	\$3,962	\$6,228	\$0	0	\$0	\$0	\$0
Total Misc. Revenues	\$793	\$3,962	\$6,228	\$0	0	\$0	\$0	\$0
Beginning Balance								
023-39990 BEGINNING BALANCE	\$0	\$133,527	\$254,047	\$322,354	251,553	\$322,354	\$287,034	\$245,661
Total Beginning Balance	\$0	\$133,527	\$254,047	\$322,354	251,553	\$322,354	\$287,034	\$245,661
TOTAL	\$2,299,425	\$2,537,094	\$2,539,689	\$3,077,826	2,665,345	\$2,736,146	\$2,700,826	\$2,659,453

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40624 RDA MITIGATION							
Mat, Suppls, Services	\$485,451	\$456,142	\$528,668	568,000	\$568,000	\$568,000	\$568,000
Total 40624 RDA MITIGATION	\$485,451	\$456,142	\$528,668	568,000	\$568,000	\$568,000	\$568,000
40999 END BAL SUR(DEF)							
Ending Balance	\$254,047	\$322,354	\$0	216,233	\$287,034	\$245,661	\$209,168
Total 40999 END BAL SUR(DEF)	\$254,047	\$322,354	\$0	216,233	\$287,034	\$245,661	\$209,168
42310 HISTORICAL INCENTIVE GRANT							
Mat, Suppls, Services	\$42,000	\$23,344	\$-2,880	50,000	\$50,000	\$50,000	\$50,000
Total 42310 HISTORICAL INCENTIVE GRANT	\$42,000	\$23,344	\$-2,880	50,000	\$50,000	\$50,000	\$50,000
43328 LOWER PARK AVENUE RDA							
Personnel	\$22,393	\$41,082	\$22,642	57,987	\$57,987	\$57,740	\$59,160
Mat, Suppls, Services	\$92,077	\$55,642	\$46,736	132,000	\$132,000	\$138,300	\$132,000
Interfund Transfer	\$1,641,125	\$1,641,125	\$1,641,125	1,641,125	\$1,641,125	\$1,641,125	\$1,641,125
Total 43328 LOWER PARK AVENUE RDA	\$1,755,595	\$1,737,849	\$1,710,504	1,831,112	\$1,831,112	\$1,837,165	\$1,832,285
TOTAL	\$2,537,094	\$2,539,689	\$2,236,292	2,665,345	\$2,736,146	\$2,700,826	\$2,659,453

MAIN STREET RDA SPECIAL REVENUE FUND - Budget Summary

024 MAIN STREET RDA SPECIAL REVENUE FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Property Taxes	\$1,266,718	\$1,259,760	\$1,234,273	\$1,268,882	1,242,000	\$1,242,000	\$1,242,000	\$1,242,000
Misc. Revenues	\$3,254	\$2,395	\$5,819	\$0	0	\$0	\$0	\$0
Total Revenues	\$1,269,972	\$1,262,155	\$1,240,092	\$1,268,882	1,242,000	\$1,242,000	\$1,242,000	\$1,242,000
Other								
Beginning Balance	\$0	\$59,638	\$260,447	\$460,052	265,447	\$460,052	\$465,052	\$470,052
Total Other	\$0	\$59,638	\$260,447	\$460,052	265,447	\$460,052	\$465,052	\$470,052
TOTAL	\$1,269,972	\$1,321,793	\$1,500,539	\$1,728,934	1,507,447	\$1,702,052	\$1,707,052	\$1,712,052

024 MAIN STREET RDA SPECIAL REVENUE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Mat, Suppls, Services	\$310,086	\$309,346	\$288,486	\$267,276	485,000	\$485,000	\$485,000	\$485,000
Total Depts	\$310,086	\$309,346	\$288,486	\$267,276	485,000	\$485,000	\$485,000	\$485,000
Other								
Interfund Transfer	\$900,247	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$752,000	\$752,000
Ending Balance	\$59,638	\$260,447	\$460,052	\$0	270,447	\$465,052	\$470,052	\$475,052
Total Other	\$959,885	\$1,012,447	\$1,212,052	\$752,000	1,022,447	\$1,217,052	\$1,222,052	\$1,227,052
TOTAL	\$1,269,971	\$1,321,793	\$1,500,538	\$1,019,276	1,507,447	\$1,702,052	\$1,707,052	\$1,712,052

024 MAIN STREET RDA SPECIAL REVENUE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Property Taxes								
024-31113 PROP TAX INCREMENT RDA	\$291,345	\$289,745	\$283,883	\$291,843	274,160	\$274,160	\$274,160	\$274,160

Revenue By Type	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
024-31121 DEL AND PRIOR YEAR	\$0	\$0	\$0	\$0	50,000	\$50,000	\$50,000	\$50,000
024-31125 CONTRIBUTION FROM OTHER GOVERNMENT	\$975,373	\$970,015	\$950,390	\$977,039	917,840	\$917,840	\$917,840	\$917,840
Total Property Taxes	\$1,266,718	\$1,259,760	\$1,234,273	\$1,268,882	1,242,000	\$1,242,000	\$1,242,000	\$1,242,000
Misc. Revenues								
024-36111 INTEREST EARNINGS	\$3,254	\$2,395	\$5,819	\$0	0	\$0	\$0	\$0
Total Misc. Revenues	\$3,254	\$2,395	\$5,819	\$0	0	\$0	\$0	\$0
Beginning Balance								
024-39990 BEGINNING BALANCE	\$0	\$59,638	\$260,447	\$460,052	265,447	\$460,052	\$465,052	\$470,052
Total Beginning Balance	\$0	\$59,638	\$260,447	\$460,052	265,447	\$460,052	\$465,052	\$470,052
TOTAL	\$1,269,972	\$1,321,793	\$1,500,539	\$1,728,934	1,507,447	\$1,702,052	\$1,707,052	\$1,712,052

024 MAIN STREET RDA SPECIAL REVENUE FUND

Expenditures by Department & Type

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
40623 RDA MITIGATION - MAI							
Mat, Suppls, Services	\$276,082	\$276,177	\$262,566	405,000	\$405,000	\$405,000	\$405,000
Total 40623 RDA MITIGATION - MAI	\$276,082	\$276,177	\$262,566	405,000	\$405,000	\$405,000	\$405,000
40999 END BAL SUR(DEF)							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Ending Balance	\$260,447	\$460,052	\$0	270,447	\$465,052	\$470,052	\$475,052
Total 40999 END BAL SUR(DEF)	\$260,447	\$460,052	\$0	270,447	\$465,052	\$470,052	\$475,052
42310 HISTORICAL INCENTIVE GRANT							
Mat, Suppls, Services	\$30,000	\$0	\$0	30,000	\$30,000	\$30,000	\$30,000
Total 42310 HISTORICAL INCENTIVE GRANT	\$30,000	\$0	\$0	30,000	\$30,000	\$30,000	\$30,000
43303 MAIN STREET RDA							
Mat, Suppls, Services	\$3,264	\$12,309	\$4,710	50,000	\$50,000	\$50,000	\$50,000
Interfund Transfer	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$752,000	\$752,000
Total 43303 MAIN STREET RDA	\$755,264	\$764,309	\$756,710	802,000	\$802,000	\$802,000	\$802,000
TOTAL	\$1,321,793	\$1,500,538	\$1,019,276	1,507,447	\$1,702,052	\$1,707,052	\$1,712,052

CAPITAL IMPROVEMENT FUND - Budget Summary

031 CAPITAL IMPROVEMENT FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Sales Tax	\$7,389,182	\$8,897,706	\$8,010,452	\$5,856,084	7,150,207	\$6,200,000	\$9,540,207	\$9,750,207
Planning Building & Engineering Fees	\$817,666	\$425,365	\$308,787	\$432,381	1,165,000	\$355,000	\$373,000	\$355,000
Federal Revenue	\$4,091	\$1,044	\$11,140	\$1,044	0	\$0	\$0	\$0
State Revenue	\$2,385,239	\$285,873	\$520,721	\$356,612	360,000	\$360,000	\$360,000	\$360,000
County/SP District Revenue	\$100,000	\$50,000	\$637,316	\$2,020,580	50,000	\$1,590,000	\$1,680,000	\$1,580,000
Misc. Revenues	\$1,713,671	\$509,139	\$2,837,006	\$3,789,524	230,000	\$1,911,500	\$1,198,000	\$20,198,000
Interfund Transactions (CIP/Debt)	\$12,069,371	\$3,715,347	\$28,171,029	\$33,203,271	0	\$33,203,271	\$2,357,042	\$2,564,865
Special Revenues & Resources	\$345,772	\$278,416	\$3,737,067	\$625,258	302,500	\$455,000	\$302,500	\$302,500
Bond Proceeds	\$0	\$0	\$0	\$0	7,000,000	\$32,022,546	\$60,300,000	\$0
Total Revenues	\$24,824,993	\$14,162,890	\$44,233,518	\$46,284,754	16,257,707	\$76,097,317	\$76,110,749	\$35,110,572
Other								
Beginning Balance	\$27,106,574	\$32,950,023	\$36,922,033	\$31,142,544	35,280,427	\$79,638,775	\$67,307,997	\$74,204,665
Total Other	\$27,106,574	\$32,950,023	\$36,922,033	\$31,142,544	35,280,427	\$79,638,775	\$67,307,997	\$74,204,665
TOTAL	\$51,931,567	\$47,112,913	\$81,155,551	\$77,427,298	51,538,134	\$155,736,092	\$143,418,746	\$109,315,237

031 CAPITAL IMPROVEMENT FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Personnel	\$45,169	\$65,879	\$68,537	\$46,335	0	\$0	\$0	\$0
Capital	\$18,685,295	\$8,827,413	\$48,658,602	\$34,586,761	10,432,890	\$83,003,012	\$65,868,694	\$27,135,783
Total Depts	\$18,730,465	\$8,893,292	\$48,727,139	\$34,633,096	10,432,890	\$83,003,012	\$65,868,694	\$27,135,783
Other								
Interfund Transfer	\$251,079	\$1,297,588	\$1,285,867	\$3,352,716	1,288,297	\$3,352,716	\$3,345,387	\$3,349,368
Ending Balance	\$32,950,023	\$36,922,033	\$31,142,544	\$0	39,816,947	\$67,307,997	\$74,204,665	\$78,830,086
Total Other	\$33,201,102	\$38,219,621	\$32,428,411	\$3,352,716	41,105,244	\$70,660,713	\$77,550,052	\$82,179,454
TOTAL	\$51,931,567	\$47,112,913	\$81,155,550	\$37,985,812	51,538,134	\$153,663,725	\$143,418,746	\$109,315,237

031 CAPITAL IMPROVEMENT FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Sales Tax								
031-31213 RESORT TAX	\$3,602,000	\$4,695,007	\$3,084,250	\$0	2,550,207	\$0	\$2,550,207	\$2,550,207
031-31215 ADDITIONAL RESORT SALES TAX	\$3,787,182	\$4,202,699	\$4,926,202	\$4,403,991	4,600,000	\$4,400,000	\$4,540,000	\$4,650,000
031-31216 TRANSIENT ROOM TAX	\$0	\$0	\$0	\$1,452,093	0	\$1,800,000	\$2,450,000	\$2,550,000
Total Sales Tax	\$7,389,182	\$8,897,706	\$8,010,452	\$5,856,084	7,150,207	\$6,200,000	\$9,540,207	\$9,750,207
Planning Building & Engineering Fees								
031-32361 IMPACT FEES	\$817,666	\$425,365	\$308,787	\$432,381	1,165,000	\$355,000	\$373,000	\$355,000
Total Planning Building & Engineering Fees	\$817,666	\$425,365	\$308,787	\$432,381	1,165,000	\$355,000	\$373,000	\$355,000
Federal Revenue								
031-33110 FEDERAL GRANTS	\$4,091	\$1,044	\$11,140	\$1,044	0	\$0	\$0	\$0
Total Federal Revenue	\$4,091	\$1,044	\$11,140	\$1,044	0	\$0	\$0	\$0
State Revenue								
031-33252 STATE CONTRIBUTION	\$2,042,024	\$12,267	\$11,650	\$11,500	0	\$0	\$0	\$0
031-33261 CLASS C ROAD	\$343,215	\$273,606	\$509,071	\$345,112	360,000	\$360,000	\$360,000	\$360,000
Total State Revenue	\$2,385,239	\$285,873	\$520,721	\$356,612	360,000	\$360,000	\$360,000	\$360,000
County/SP District Revenue								
031-33311 COUNTY CONTRIBUTION	\$50,000	\$50,000	\$581,115	\$2,010,580	50,000	\$1,580,000	\$1,680,000	\$1,580,000

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
031-33312 RECR, ARTS&PARK-RAP TAX GRANT	\$0	\$0	\$56,201	\$10,000	0	\$10,000	\$0	\$0
031-33313 RESTAURANT TAX GRANT	\$50,000	\$0	\$0	\$0	0	\$0	\$0	\$0
Total County/SP District Revenue	\$100,000	\$50,000	\$637,316	\$2,020,580	50,000	\$1,590,000	\$1,680,000	\$1,580,000
Misc. Revenues								
031-36111 INTEREST EARNINGS	\$176,730	\$273,507	\$406,963	\$97,944	0	\$20,000	\$20,000	\$20,000
031-36210 RENTAL INCOME	\$720	\$30	\$30	\$0	0	\$0	\$173,000	\$173,000
031-36310 SALE OF ASSETS	\$1,255,000	\$0	\$2,239,756	\$797,809	0	\$1,886,500	\$1,000,000	\$20,000,000
031-36325 GARAGE REVENUE	\$224,820	\$200,761	\$174,917	\$189,117	225,000	\$0	\$0	\$0
031-36911 OTHER MISCELLANEOUS	\$56,401	\$34,841	\$15,340	\$4,469	5,000	\$5,000	\$5,000	\$5,000
Total Misc. Revenues	\$1,713,671	\$509,139	\$2,837,006	\$1,089,340	230,000	\$1,911,500	\$1,198,000	\$20,198,000
Interfund Transactions (CIP/Debt)								
031-38213 GEN FUND TRANS TO FUND 31 CIP	\$0	\$0	\$0	\$3,000,023	0	\$3,000,023	\$2,357,042	\$2,564,865
031-38271 TRANS FROM DEBT SERVICE FUND	\$12,069,371	\$3,715,347	\$28,171,029	\$30,203,248	0	\$30,203,248	\$0	\$0
Total Interfund Transactions (CIP/Debt)	\$12,069,371	\$3,715,347	\$28,171,029	\$33,203,271	0	\$33,203,271	\$2,357,042	\$2,564,865
Special Revenues & Resources								
031-39110 DONATIONS	\$0	\$0	\$3,599,329	\$150,000	0	\$150,000	\$0	\$0
031-39126 OTHER CONTRIBUTIONS	\$342,772	\$259,375	\$131,863	\$469,311	300,000	\$300,000	\$300,000	\$300,000
031-39129 LIBRARY FUNDRAISING DONATION	\$3,000	\$17,991	\$5,875	\$5,947	2,500	\$5,000	\$2,500	\$2,500
031-39131 LIB. UNRES-DONATIONS	\$0	\$1,050	\$0	\$0	0	\$0	\$0	\$0
Total Special Revenues & Resources	\$345,772	\$278,416	\$3,737,067	\$625,258	302,500	\$455,000	\$302,500	\$302,500
Bond Proceeds								

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
031-39220 BOND PROCEEDS	\$0	\$0	\$0	\$0	7,000,000	\$32,022,546	\$60,300,000	\$0
Total Bond Proceeds	\$0	\$0	\$0	\$0	7,000,000	\$32,022,546	\$60,300,000	\$0
Beginning Balance								
031-39990 BEGINNING BALANCE	\$27,106,574	\$32,950,023	\$36,922,033	\$31,142,544	35,280,427	\$79,638,775	\$67,307,997	\$74,204,665
Total Beginning Balance	\$27,106,574	\$32,950,023	\$36,922,033	\$31,142,544	35,280,427	\$79,638,775	\$67,307,997	\$74,204,665
TOTAL	\$51,931,567	\$47,112,913	\$81,155,551	\$74,727,114	51,538,134	\$155,736,092	\$143,418,746	\$109,315,237

031 CAPITAL IMPROVEMENT FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40821 TRANS TO OTHER FUND							
Interfund Transfer	\$1,297,588	\$1,285,867	\$3,352,716	1,288,297	\$3,352,716	\$3,345,387	\$3,349,368
Total 40821 TRANS TO OTHER FUND	\$1,297,588	\$1,285,867	\$3,352,716	1,288,297	\$3,352,716	\$3,345,387	\$3,349,368
40999 END BAL SUR(DEF)							
Ending Balance	\$36,922,033	\$31,142,544	\$0	39,816,947	\$67,307,997	\$74,204,665	\$78,830,086
Total 40999 END BAL SUR(DEF)	\$36,922,033	\$31,142,544	\$0	39,816,947	\$67,307,997	\$74,204,665	\$78,830,086
43300 FIVE YEAR CIP							
Capital	\$0	\$0	\$0	0	\$5,073,395	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43300 FIVE YEAR CIP	\$0	\$0	\$0	0	\$5,073,395	\$0	\$0
43301 ENGINEERING & PLANNING							
Capital	\$14,880	\$3,562	\$0	0	\$43,177	\$33,000	\$0
Total 43301 ENGINEERING & PLANNING	\$14,880	\$3,562	\$0	0	\$43,177	\$33,000	\$0
43302 INFORMATION SYSTEMS ENHANCEMENT							
Capital	\$0	\$22,373	\$127	0	\$23,482	\$0	\$0
Total 43302 INFORMATION SYSTEMS ENHANCEMENT	\$0	\$22,373	\$127	0	\$23,482	\$0	\$0
43308 CITY PARK							
Capital	\$71,491	\$17,950	\$90,948	100,000	\$249,260	\$100,000	\$100,000
Total 43308 CITY PARK	\$71,491	\$17,950	\$90,948	100,000	\$249,260	\$100,000	\$100,000
43311 PAVEMENT MANAGEMENT							
Capital	\$715,415	\$839,209	\$798,623	800,000	\$813,549	\$873,000	\$950,000
Total 43311 PAVEMENT MANAGEMENT	\$715,415	\$839,209	\$798,623	800,000	\$813,549	\$873,000	\$950,000
43320 AFFORDABLE HOUSING							
Capital	\$3,954	\$0	\$250,185	0	\$1,215,234	\$0	\$0
Total 43320 AFFORDABLE HOUSING	\$3,954	\$0	\$250,185	0	\$1,215,234	\$0	\$0
43324 MCPOLIN FARM PROPERTY MAINTENANCE							
Capital	\$0	\$0	\$0	0	\$2,280	\$0	\$0
Total 43324 MCPOLIN FARM PROPERTY MAINTENANCE	\$0	\$0	\$0	0	\$2,280	\$0	\$0
43329 ADA IMPLEMENTATION							
Capital	\$425	\$0	\$0	5,000	\$65,523	\$5,000	\$5,000

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43329 ADA IMPLEMENTATION	\$425	\$0	\$0	5,000	\$65,523	\$5,000	\$5,000
43332 LIBRARY DONATION EXP							
Capital	\$13,440	\$12,090	\$10,913	0	\$40,325	\$0	\$0
Total 43332 LIBRARY DONATION EXP	\$13,440	\$12,090	\$10,913	0	\$40,325	\$0	\$0
43333 DIRECTIONAL SIGNAGE							
Capital	\$0	\$15,000	\$0	0	\$13,995	\$35,000	\$0
Total 43333 DIRECTIONAL SIGNAGE	\$0	\$15,000	\$0	0	\$13,995	\$35,000	\$0
43349 TRAFFIC CALMING							
Capital	\$39,319	\$21,493	\$16,340	10,000	\$92,768	\$10,000	\$10,000
Total 43349 TRAFFIC CALMING	\$39,319	\$21,493	\$16,340	10,000	\$92,768	\$10,000	\$10,000
43356 TRAILS MASTER PLAN IMPLEMENTATION							
Capital	\$49,030	\$204,752	\$91,872	70,000	\$179,670	\$70,000	\$70,000
Total 43356 TRAILS MASTER PLAN IMPLEMENTATION	\$49,030	\$204,752	\$91,872	70,000	\$179,670	\$70,000	\$70,000
43358 PROPERTY IMPROVEMENTS							
Capital	\$100,000	\$0	\$0	0	\$0	\$0	\$0
Total 43358 PROPERTY IMPROVEMENTS	\$100,000	\$0	\$0	0	\$0	\$0	\$0
43380 ECONOMIC STUDY							
Capital	\$8,732	\$0	\$0	0	\$166,268	\$0	\$0
Total 43380 ECONOMIC STUDY	\$8,732	\$0	\$0	0	\$166,268	\$0	\$0
43401 PUBLIC ART							
Capital	\$44,024	\$6,501	\$400	68,000	\$247,550	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43401 PUBLIC ART	\$44,024	\$6,501	\$400	68,000	\$247,550	\$0	\$0
43402 FRIENDS OF THE FARM							
Capital	\$5,479	\$2,500	\$1,647	0	\$25,659	\$0	\$0
Total 43402 FRIENDS OF THE FARM	\$5,479	\$2,500	\$1,647	0	\$25,659	\$0	\$0
43404 OPEN SPACE IMPROVEMENTS							
Personnel	\$0	\$0	\$11,863	0	\$0	\$0	\$0
Capital	\$384,733	\$589,408	\$576,997	300,000	\$551,604	\$300,000	\$300,000
Total 43404 OPEN SPACE IMPROVEMENTS	\$384,733	\$589,408	\$588,859	300,000	\$551,604	\$300,000	\$300,000
43411 NEIGHBORHOOD PARKS							
Capital	\$201,073	\$0	\$0	0	\$265,874	\$0	\$0
Total 43411 NEIGHBORHOOD PARKS	\$201,073	\$0	\$0	0	\$265,874	\$0	\$0
43456 QUINN'S ICE/FIELDS PHASE II							
Capital	\$985	\$447	\$4,950	0	\$142,077	\$0	\$0
Total 43456 QUINN'S ICE/FIELDS PHASE II	\$985	\$447	\$4,950	0	\$142,077	\$0	\$0
43472 RACQUET CLUB PROGRAM EQUIPMENT REPLACEME							
Capital	\$4,958	\$162,333	\$13,119	65,000	\$109,673	\$65,000	\$65,000
Total 43472 RACQUET CLUB PROGRAM EQUIPMENT REPLACEME	\$4,958	\$162,333	\$13,119	65,000	\$109,673	\$65,000	\$65,000
43478 ASSET MGNT/REPLACEMENT PROGRAM							
Capital	\$727,269	\$570,811	\$442,155	552,709	\$2,019,575	\$552,709	\$552,709
Total 43478 ASSET MGNT/REPLACEMENT PROGRAM	\$727,269	\$570,811	\$442,155	552,709	\$2,019,575	\$552,709	\$552,709
43482 ICE FACILITY CAPITAL REPLACEMENT							

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Capital	\$141,042	\$76,328	\$8,401	100,000	\$309,227	\$360,000	\$160,000
Total 43482 ICE FACILITY CAPITAL REPLACEMENT	\$141,042	\$76,328	\$8,401	100,000	\$309,227	\$360,000	\$160,000
43488 OTIS PHASE II(A)							
Capital	\$147,121	\$0	\$0	0	\$29,686	\$0	\$0
Total 43488 OTIS PHASE II(A)	\$147,121	\$0	\$0	0	\$29,686	\$0	\$0
43490 OTIS PHASE III(A)							
Personnel	\$519	\$656	\$330	0	\$0	\$0	\$0
Capital	\$501,327	\$5,301	\$1,184,725	3,133,333	\$896,677	\$0	\$0
Total 43490 OTIS PHASE III(A)	\$501,846	\$5,957	\$1,185,056	3,133,333	\$896,677	\$0	\$0
43493 ICE FACILITY CAPITAL IMPROVEMENTS							
Capital	\$6,880	\$7,727	\$20,000	0	\$0	\$0	\$0
Total 43493 ICE FACILITY CAPITAL IMPROVEMENTS	\$6,880	\$7,727	\$20,000	0	\$0	\$0	\$0
43512 CHINA BRIDGE IMPROVEMENTS & EQUIPMENT							
Capital	\$0	\$2,120	\$47,570	0	\$0	\$0	\$0
Total 43512 CHINA BRIDGE IMPROVEMENTS & EQUIPMENT	\$0	\$2,120	\$47,570	0	\$0	\$0	\$0
43521 ENERGY EFFICIENCY STUDY ON CITY FACILITI							
Capital	\$0	\$0	\$0	0	\$30,511	\$0	\$0
Total 43521 ENERGY EFFICIENCY STUDY ON CITY FACILITI	\$0	\$0	\$0	0	\$30,511	\$0	\$0
43526 WALKABILITY IMPLEMENTATION							
Personnel	\$7,256	\$8,059	\$4,592	0	\$0	\$0	\$0
Capital	\$1,078,314	\$115,310	\$4,935	0	\$4,794,412	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43526 WALKABILITY IMPLEMENTATION	\$1,085,570	\$123,369	\$9,527	0	\$4,794,412	\$0	\$0
43529 WALKABILITY MAINTENANCE							
Capital	\$89,367	\$41,108	\$40,890	40,500	\$55,712	\$40,500	\$40,500
Total 43529 WALKABILITY MAINTENANCE	\$89,367	\$41,108	\$40,890	40,500	\$55,712	\$40,500	\$40,500
43535 CHINA BRIDGE GARAGE EVENT PARKING							
Capital	\$0	\$0	\$0	0	\$8,702	\$0	\$0
Total 43535 CHINA BRIDGE GARAGE EVENT PARKING	\$0	\$0	\$0	0	\$8,702	\$0	\$0
43540 RACQUET CLUB RENOVATION							
Capital	\$0	\$0	\$3,007	0	\$3,383	\$0	\$0
Total 43540 RACQUET CLUB RENOVATION	\$0	\$0	\$3,007	0	\$3,383	\$0	\$0
43542 EMERGENCY MANAGEMENT PROGRAM START UP							
Capital	\$13,936	\$6,687	\$7,648	10,000	\$29,656	\$15,000	\$0
Total 43542 EMERGENCY MANAGEMENT PROGRAM START UP	\$13,936	\$6,687	\$7,648	10,000	\$29,656	\$15,000	\$0
43559 DREDGE PROSPECTOR POND							
Capital	\$0	\$0	\$0	0	\$0	\$200,000	\$0
Total 43559 DREDGE PROSPECTOR POND	\$0	\$0	\$0	0	\$0	\$200,000	\$0
43566 TRIANGLE PROPERTY ENVIRONMENTAL REMEDIAT							
Capital	\$0	\$0	\$0	0	\$99,779	\$0	\$0
Total 43566 TRIANGLE PROPERTY ENVIRONMENTAL REMEDIAT	\$0	\$0	\$0	0	\$99,779	\$0	\$0
43577 IRRIGATION CONTROL REPLACEMENT							
Capital	\$38,366	\$15,480	\$30,000	20,000	\$27,523	\$20,000	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43577 IRRIGATION CONTROL REPLACEMENT	\$38,366	\$15,480	\$30,000	20,000	\$27,523	\$20,000	\$0
43578 ELECTRONIC RECORD ARCHIVING							
Capital	\$0	\$0	\$0	0	\$95,000	\$0	\$0
Total 43578 ELECTRONIC RECORD ARCHIVING	\$0	\$0	\$0	0	\$95,000	\$0	\$0
43581 MIDDLE SILVER CREEK							
Capital	\$0	\$0	\$0	0	\$234,297	\$0	\$0
Total 43581 MIDDLE SILVER CREEK	\$0	\$0	\$0	0	\$234,297	\$0	\$0
43589 STORM WATER IMPROVEMENTS							
Capital	\$395,330	\$105,472	\$73,000	300,000	\$245,280	\$66,150	\$0
Total 43589 STORM WATER IMPROVEMENTS	\$395,330	\$105,472	\$73,000	300,000	\$245,280	\$66,150	\$0
43598 SECURITY PROJECTS							
Capital	\$44,917	\$65,476	\$49,057	50,000	\$110,986	\$75,000	\$0
Total 43598 SECURITY PROJECTS	\$44,917	\$65,476	\$49,057	50,000	\$110,986	\$75,000	\$0
43601 SOILS REPOSITORY							
Capital	\$0	\$0	\$0	162,000	\$4,204,144	\$0	\$0
Total 43601 SOILS REPOSITORY	\$0	\$0	\$0	162,000	\$4,204,144	\$0	\$0
43606 ENVIRONMENTAL REVOLVING LOAN FUND							
Capital	\$0	\$0	\$0	0	\$123,916	\$0	\$0
Total 43606 ENVIRONMENTAL REVOLVING LOAN FUND	\$0	\$0	\$0	0	\$123,916	\$0	\$0
43607 DT ENHANCEMENT PHASE 2							
Personnel	\$57,300	\$59,765	\$29,550	0	\$0	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$1,241,522	\$334,320	\$355,984	1,600,000	\$2,843,961	\$0	\$0
Total 43607 DT ENHANCEMENT PHASE 2	\$1,298,822	\$394,085	\$385,535	1,600,000	\$2,843,961	\$0	\$0
43618 STORM WATER UTILITY STUDY							
Capital	\$26,380	\$0	\$0	0	\$0	\$0	\$0
Total 43618 STORM WATER UTILITY STUDY	\$26,380	\$0	\$0	0	\$0	\$0	\$0
43622 IRONHORSE ELECTRONIC ACCESS CONTROL							
Capital	\$0	\$0	\$25,000	0	\$25,000	\$0	\$0
Total 43622 IRONHORSE ELECTRONIC ACCESS CONTROL	\$0	\$0	\$25,000	0	\$25,000	\$0	\$0
43626 APP DEVELOPMENT							
Capital	\$2,625	\$24,980	\$6,500	0	\$19,545	\$0	\$0
Total 43626 APP DEVELOPMENT	\$2,625	\$24,980	\$6,500	0	\$19,545	\$0	\$0
43628 CEMETERY IMPROVEMENTS							
Capital	\$497	\$500	\$700	0	\$28,414	\$0	\$0
Total 43628 CEMETERY IMPROVEMENTS	\$497	\$500	\$700	0	\$28,414	\$0	\$0
43629 AQUATICS EQUIPMENT REPLACEMENT							
Capital	\$22,408	\$7,495	\$12,830	15,000	\$22,505	\$15,000	\$15,000
Total 43629 AQUATICS EQUIPMENT REPLACEMENT	\$22,408	\$7,495	\$12,830	15,000	\$22,505	\$15,000	\$15,000
43631 SPRIGGS BARN							
Capital	\$0	\$0	\$0	0	\$5,000	\$0	\$0
Total 43631 SPRIGGS BARN	\$0	\$0	\$0	0	\$5,000	\$0	\$0
43643 OPEN SPACE ACQUISITION							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$258,522	\$0	\$17,709	1,100,000	\$3,018,622	\$0	\$0
Total 43643 OPEN SPACE ACQUISITION	\$258,522	\$0	\$17,709	1,100,000	\$3,018,622	\$0	\$0
43645 PROSPECTOR DRAIN							
Capital	\$286,334	\$134,168	\$39,170	300,000	\$2,278,346	\$0	\$0
Total 43645 PROSPECTOR DRAIN	\$286,334	\$134,168	\$39,170	300,000	\$2,278,346	\$0	\$0
43652 FLEET MGMT SOFTWARE							
Capital	\$0	\$0	\$0	0	\$103,986	\$0	\$0
Total 43652 FLEET MGMT SOFTWARE	\$0	\$0	\$0	0	\$103,986	\$0	\$0
43656 DEER VALLEY DR PHS II							
Capital	\$509,897	\$45,429	\$0	0	\$0	\$0	\$0
Total 43656 DEER VALLEY DR PHS II	\$509,897	\$45,429	\$0	0	\$0	\$0	\$0
43657 BON PARK/RMP SUBSTATION RELOC/MIT							
Capital	\$16,765	\$12,919	\$96,473	0	\$1,255,317	\$0	\$0
Total 43657 BON PARK/RMP SUBSTATION RELOC/MIT	\$16,765	\$12,919	\$96,473	0	\$1,255,317	\$0	\$0
43661 DOG PARK IMPRVMT							
Capital	\$0	\$0	\$0	5,000	\$45,307	\$5,000	\$5,000
Total 43661 DOG PARK IMPRVMT	\$0	\$0	\$0	5,000	\$45,307	\$5,000	\$5,000
43662 NETWORK/SECURITY ENHANCE							
Capital	\$0	\$108	\$29,272	68,000	\$85,500	\$57,500	\$0
Total 43662 NETWORK/SECURITY ENHANCE	\$0	\$108	\$29,272	68,000	\$85,500	\$57,500	\$0
43663 WEBSITE REMODEL							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$12,311	\$0	\$0	0	\$12,378	\$0	\$0
Total 43663 WEBSITE REMODEL	\$12,311	\$0	\$0	0	\$12,378	\$0	\$0
43664 OUTDOOR TENNIS COURT REBUILD							
Capital	\$0	\$0	\$0	0	\$564	\$0	\$0
Total 43664 OUTDOOR TENNIS COURT REBUILD	\$0	\$0	\$0	0	\$564	\$0	\$0
43665 OLD TOWN STAIRS							
Capital	\$28,724	\$0	\$0	0	\$21,276	\$0	\$0
Total 43665 OLD TOWN STAIRS	\$28,724	\$0	\$0	0	\$21,276	\$0	\$0
43669 RECREATION SOFTWARE							
Capital	\$0	\$0	\$0	0	\$12,000	\$0	\$0
Total 43669 RECREATION SOFTWARE	\$0	\$0	\$0	0	\$12,000	\$0	\$0
43670 MS INFRASTRUCTURE MAINT							
Capital	\$52,066	\$34,660	\$26,970	100,000	\$403,339	\$100,000	\$100,000
Total 43670 MS INFRASTRUCTURE MAINT	\$52,066	\$34,660	\$26,970	100,000	\$403,339	\$100,000	\$100,000
43674 SURVEY MONUMENT RE-ESTABLISHMENT							
Capital	\$14,665	\$0	\$0	0	\$5,000	\$15,000	\$15,000
Total 43674 SURVEY MONUMENT RE-ESTABLISHMENT	\$14,665	\$0	\$0	0	\$5,000	\$15,000	\$15,000
43675 HISTORIC WALL/HILLSIDE AVE							
Capital	\$0	\$0	\$0	0	\$163,100	\$0	\$0
Total 43675 HISTORIC WALL/HILLSIDE AVE	\$0	\$0	\$0	0	\$163,100	\$0	\$0
43676 ENGINEERING SMALL PROJECTS							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$73,626	\$1,450	\$0	0	\$10,794	\$0	\$0
Total 43676 ENGINEERING SMALL PROJECTS	\$73,626	\$1,450	\$0	0	\$10,794	\$0	\$0
43677 PROSPECTOR AVE RECONSTRUCTION							
Capital	\$0	\$27,579	\$20,289	200,000	\$1,823,998	\$0	\$0
Total 43677 PROSPECTOR AVE RECONSTRUCTION	\$0	\$27,579	\$20,289	200,000	\$1,823,998	\$0	\$0
43680 FIBER CONNECTION TO QUINN'S ICE & WATER							
Capital	\$61,624	\$3,376	\$44,223	0	\$60,000	\$0	\$0
Total 43680 FIBER CONNECTION TO QUINN'S ICE & WATER	\$61,624	\$3,376	\$44,223	0	\$60,000	\$0	\$0
43681 LIBRARY TECH EQUIP REPLACE							
Capital	\$0	\$0	\$0	24,387	\$77,567	\$24,387	\$24,387
Total 43681 LIBRARY TECH EQUIP REPLACE	\$0	\$0	\$0	24,387	\$77,567	\$24,387	\$24,387
43682 COUNCIL CHAMBERS ADV TECH UPGRADES							
Capital	\$0	\$11,750	\$0	0	\$16,000	\$0	\$0
Total 43682 COUNCIL CHAMBERS ADV TECH UPGRADES	\$0	\$11,750	\$0	0	\$16,000	\$0	\$0
43692 SOLAR INSTALLATION - MARC							
Capital	\$167,326	\$0	\$0	0	\$0	\$0	\$0
Total 43692 SOLAR INSTALLATION - MARC	\$167,326	\$0	\$0	0	\$0	\$0	\$0
43694 MCPOLIN FARM BARN SEISMIC UPGRADE							
Capital	\$93,078	\$1,023,253	\$0	0	\$4,970	\$0	\$0
Total 43694 MCPOLIN FARM BARN SEISMIC UPGRADE	\$93,078	\$1,023,253	\$0	0	\$4,970	\$0	\$0
43695 SNOW STORAGE LOT							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$169,974	\$0	\$0	0	\$26	\$0	\$0
Total 43695 SNOW STORAGE LOT	\$169,974	\$0	\$0	0	\$26	\$0	\$0
43698 PARKS IRRIGATION SYSTEM EFFICIENCY IMPRO							
Capital	\$14,525	\$35,166	\$1,010	25,000	\$25,310	\$25,000	\$25,000
Total 43698 PARKS IRRIGATION SYSTEM EFFICIENCY IMPRO	\$14,525	\$35,166	\$1,010	25,000	\$25,310	\$25,000	\$25,000
43699 REMOTE SNOW STORAGE SITE IMPROVEMENTS							
Capital	\$19,581	\$5,521	\$0	50,000	\$74,898	\$0	\$0
Total 43699 REMOTE SNOW STORAGE SITE IMPROVEMENTS	\$19,581	\$5,521	\$0	50,000	\$74,898	\$0	\$0
43700 STREETS AND WATER MAINTENANCE BUILDING							
Personnel	\$804	\$58	\$0	0	\$0	\$0	\$0
Capital	\$38,348	\$931,451	\$255,467	596,361	\$1,805,340	\$0	\$0
Total 43700 STREETS AND WATER MAINTENANCE BUILDING	\$39,151	\$931,509	\$255,467	596,361	\$1,805,340	\$0	\$0
43704 EXPAND RENTAL LOCKER CAPACITY							
Capital	\$8,518	\$0	\$0	0	\$0	\$0	\$0
Total 43704 EXPAND RENTAL LOCKER CAPACITY	\$8,518	\$0	\$0	0	\$0	\$0	\$0
43705 PRIVATE LAND ACQUISTION #1							
Capital	\$258,522	\$0	\$0	0	\$0	\$0	\$0
Total 43705 PRIVATE LAND ACQUISTION #1	\$258,522	\$0	\$0	0	\$0	\$0	\$0
43709 LAND ACQUISITION/BANKING PROGRAM							
Capital	\$0	\$4,725,155	\$0	0	\$274,845	\$0	\$0
Total 43709 LAND ACQUISITION/BANKING PROGRAM	\$0	\$4,725,155	\$0	0	\$274,845	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43713 MASTER PLAN RECREATION AMENITIES							
Capital	\$63,362	\$-8,947	\$0	0	\$71,585	\$0	\$0
Total 43713 MASTER PLAN RECREATION AMENITIES	\$63,362	\$-8,947	\$0	0	\$71,585	\$0	\$0
43714 COMSTOCK TUNNEL DISCHARGE							
Capital	\$58,080	\$0	\$0	0	\$0	\$0	\$0
Total 43714 COMSTOCK TUNNEL DISCHARGE	\$58,080	\$0	\$0	0	\$0	\$0	\$0
43719 REPLACEMENT OF DATA BACKUP SYSTEM							
Capital	\$99,999	\$0	\$160	0	\$0	\$0	\$0
Total 43719 REPLACEMENT OF DATA BACKUP SYSTEM	\$99,999	\$0	\$160	0	\$0	\$0	\$0
43720 VIDEO STORAGE ARRAY							
Capital	\$40,000	\$0	\$0	0	\$60,000	\$0	\$0
Total 43720 VIDEO STORAGE ARRAY	\$40,000	\$0	\$0	0	\$60,000	\$0	\$0
43726 BUILDING PERMIT ISSUANCE SOFTWARE							
Capital	\$0	\$0	\$0	0	\$-188,000	\$0	\$0
Total 43726 BUILDING PERMIT ISSUANCE SOFTWARE	\$0	\$0	\$0	0	\$-188,000	\$0	\$0
43727 LED STREET LIGHTS PHASE 1							
Capital	\$54,960	\$7,817	\$8,306	0	\$15,224	\$0	\$0
Total 43727 LED STREET LIGHTS PHASE 1	\$54,960	\$7,817	\$8,306	0	\$15,224	\$0	\$0
43728 BUS STOP PLAY PROJECT							
Capital	\$19,050	\$950	\$0	0	\$0	\$0	\$0
Total 43728 BUS STOP PLAY PROJECT	\$19,050	\$950	\$0	0	\$0	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43736 DOWNTOWN PROJECTS - PHASE III							
Capital	\$62,991	\$102,421	\$0	0	\$0	\$0	\$0
Total 43736 DOWNTOWN PROJECTS - PHASE III	\$62,991	\$102,421	\$0	0	\$0	\$0	\$0
43737 LITTLE BESSIE STORM DRAINS							
Capital	\$209,328	\$0	\$0	0	\$0	\$0	\$0
Total 43737 LITTLE BESSIE STORM DRAINS	\$209,328	\$0	\$0	0	\$0	\$0	\$0
43738 LEGAL SOFTWARE FOR ELECTRONIC DOCUMENT M							
Capital	\$0	\$0	\$0	0	\$35,000	\$0	\$0
Total 43738 LEGAL SOFTWARE FOR ELECTRONIC DOCUMENT M	\$0	\$0	\$0	0	\$35,000	\$0	\$0
43742 PARK AVE. RECONSTRUCTION							
Capital	\$0	\$0	\$0	0	\$0	\$292,000	\$1,788,000
Total 43742 PARK AVE. RECONSTRUCTION	\$0	\$0	\$0	0	\$0	\$292,000	\$1,788,000
43743 RECREATION BLDG. CITY PARK							
Capital	\$0	\$0	\$0	0	\$500,000	\$300,000	\$0
Total 43743 RECREATION BLDG. CITY PARK	\$0	\$0	\$0	0	\$500,000	\$300,000	\$0
43744 VMS REPLACEMENT							
Capital	\$0	\$37,836	\$0	0	\$2,164	\$0	\$0
Total 43744 VMS REPLACEMENT	\$0	\$37,836	\$0	0	\$2,164	\$0	\$0
43758 GUARDRAIL ROYAL & DEER VALLEY DRIVE							
Capital	\$0	\$0	\$324	0	\$100,000	\$0	\$0
Total 43758 GUARDRAIL ROYAL & DEER VALLEY DRIVE	\$0	\$0	\$324	0	\$100,000	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43759 DOWNTOWN PROJECTS PLAZAS							
Capital	\$0	\$216,154	\$59,238	0	\$556,392	\$0	\$0
Total 43759 DOWNTOWN PROJECTS PLAZAS	\$0	\$216,154	\$59,238	0	\$556,392	\$0	\$0
43760 ADDITIONAL DOWNTOWN PROJECTS							
Capital	\$0	\$0	\$0	0	\$0	\$0	\$1,200,000
Total 43760 ADDITIONAL DOWNTOWN PROJECTS	\$0	\$0	\$0	0	\$0	\$0	\$1,200,000
43773 DUMP TRUCK							
Capital	\$0	\$0	\$0	0	\$150,000	\$0	\$0
Total 43773 DUMP TRUCK	\$0	\$0	\$0	0	\$150,000	\$0	\$0
43776 VEHICLE & EQUIP REPLACE							
Capital	\$0	\$0	\$0	70,000	\$90,000	\$70,000	\$50,000
Total 43776 VEHICLE & EQUIP REPLACE	\$0	\$0	\$0	70,000	\$90,000	\$70,000	\$50,000
43777 PROSPECTOR AVE STORM WATER							
Capital	\$0	\$0	\$137,870	360,000	\$360,000	\$0	\$0
Total 43777 PROSPECTOR AVE STORM WATER	\$0	\$0	\$137,870	360,000	\$360,000	\$0	\$0
43779 PARK AVE STORM DRAIN							
Capital	\$0	\$0	\$0	0	\$0	\$0	\$750,000
Total 43779 PARK AVE STORM DRAIN	\$0	\$0	\$0	0	\$0	\$0	\$750,000
43782 PC MARC TENNIS COURT RESURFACE							
Capital	\$0	\$0	\$0	0	\$0	\$17,000	\$0
Total 43782 PC MARC TENNIS COURT RESURFACE	\$0	\$0	\$0	0	\$0	\$17,000	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43783 CORE FABRIC EXTENDER							
Capital	\$0	\$0	\$6,000	6,000	\$6,000	\$0	\$0
Total 43783 CORE FABRIC EXTENDER	\$0	\$0	\$6,000	6,000	\$6,000	\$0	\$0
43788 TIMEKEEPING SOFTWARE UPGRADE							
Capital	\$0	\$0	\$0	10,000	\$10,000	\$0	\$0
Total 43788 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	10,000	\$10,000	\$0	\$0
43793 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	35,100	\$35,100	\$0	\$0
Total 43793 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	35,100	\$35,100	\$0	\$0
43798 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$5,500	5,500	\$5,500	\$0	\$0
Total 43798 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$5,500	5,500	\$5,500	\$0	\$0
43803 SWEDE SIDEWALKS							
Capital	\$0	\$0	\$0	50,000	\$-50,000	\$0	\$0
Total 43803 SWEDE SIDEWALKS	\$0	\$0	\$0	50,000	\$-50,000	\$0	\$0
43804 BONANZA FLATS							
Capital	\$0	\$38,033,655	\$0	0	\$8,742,329	\$2,000,000	\$500,000
Total 43804 BONANZA FLATS	\$0	\$38,033,655	\$0	0	\$8,742,329	\$2,000,000	\$500,000
43816 SPORTS FIELD - TURF AERATOR							
Capital	\$0	\$0	\$26,000	26,000	\$26,000	\$0	\$0
Total 43816 SPORTS FIELD - TURF AERATOR	\$0	\$0	\$26,000	26,000	\$26,000	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43817 ARTS & CULTURE PROJECT							
Capital	\$0	\$0	\$19,397,809	0	\$20,381,975	\$1,038,968	\$1,109,987
Total 43817 ARTS & CULTURE PROJECT	\$0	\$0	\$19,397,809	0	\$20,381,975	\$1,038,968	\$1,109,987
43818 CENTRAL PARK CITY CONDOS							
Capital	\$0	\$0	\$4,246,449	0	\$4,221,780	\$0	\$0
Total 43818 CENTRAL PARK CITY CONDOS	\$0	\$0	\$4,246,449	0	\$4,221,780	\$0	\$0
43819 WOODSIDE PHASE I							
Capital	\$0	\$0	\$0	0	\$4,644,226	\$0	\$0
Total 43819 WOODSIDE PHASE I	\$0	\$0	\$0	0	\$4,644,226	\$0	\$0
43820 TREASURE HILL							
Capital	\$0	\$0	\$6,000,000	0	\$6,000,000	\$58,000,000	\$0
Total 43820 TREASURE HILL	\$0	\$0	\$6,000,000	0	\$6,000,000	\$58,000,000	\$0
43835 GIS: GEOEVENT SERVER LICENSE							
Capital	\$0	\$0	\$0	0	\$0	\$0	\$5,000
Total 43835 GIS: GEOEVENT SERVER LICENSE	\$0	\$0	\$0	0	\$0	\$0	\$5,000
43838 OFFICE 2016 LICENSES							
Capital	\$0	\$0	\$0	0	\$50,000	\$67,480	\$0
Total 43838 OFFICE 2016 LICENSES	\$0	\$0	\$0	0	\$50,000	\$67,480	\$0
43841 BUBBLE REPAIR							
Capital	\$0	\$0	\$0	0	\$15,000	\$15,000	\$0
Total 43841 BUBBLE REPAIR	\$0	\$0	\$0	0	\$15,000	\$15,000	\$0

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
43844 WOODSIDE PHASE II							
Capital	\$0	\$0	\$0	0	\$0	\$1,000,000	\$19,295,200
Total 43844 WOODSIDE PHASE II	\$0	\$0	\$0	0	\$0	\$1,000,000	\$19,295,200
43845 GIS: SATELLITE IMAGERY MULTI-SPECTRAL							
Capital	\$0	\$0	\$0	0	\$0	\$6,000	\$0
Total 43845 GIS: SATELLITE IMAGERY MULTI-SPECTRAL	\$0	\$0	\$0	0	\$0	\$6,000	\$0
TOTAL	\$47,112,913	\$81,155,551	\$37,985,813	51,538,135	\$153,663,725	\$143,418,747	\$109,315,238

REDEVELOPMENT AGENCY-LOWER PRK - Budget Summary

033 REDEVELOPMENT AGENCY-LOWER PRK

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Misc. Revenues	\$26,634	\$728,943	\$12,139	\$1,981,900	10,965,551	\$1,981,900	\$6,000,000	\$0
Interfund Transactions (CIP/Debt)	\$2,070,548	\$1,641,125	\$1,641,125	\$1,641,125	1,641,125	\$1,641,125	\$1,641,125	\$1,641,125
Total Revenues	\$2,097,182	\$2,370,068	\$1,653,264	\$3,623,025	12,606,676	\$3,623,025	\$7,641,125	\$1,641,125
Other								
Beginning Balance	\$8,183,095	\$555,559	\$746,751	\$738,741	61,453	\$23,654,658	\$20,686,640	\$27,514,550
Total Other	\$8,183,095	\$555,559	\$746,751	\$738,741	61,453	\$23,654,658	\$20,686,640	\$27,514,550
TOTAL	\$10,280,277	\$2,925,627	\$2,400,015	\$4,361,766	12,668,129	\$27,277,683	\$28,327,765	\$29,155,675

033 REDEVELOPMENT AGENCY-LOWER PRK

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Personnel	\$7,861	\$7,727	\$2,624	\$30,841	0	\$-26,000	\$0	\$0
Mat, Suppls, Services	\$543,620	\$0	\$0	\$0	0	\$0	\$0	\$0
Capital	\$8,846,299	\$1,847,149	\$1,658,650	\$3,280,646	1,296,000	\$5,911,718	\$105,000	\$105,000
Total Depts	\$9,397,781	\$1,854,876	\$1,661,274	\$3,311,487	1,296,000	\$5,885,718	\$105,000	\$105,000
Other								
Interfund Transfer	\$326,938	\$324,000	\$0	\$705,325	0	\$705,325	\$708,215	\$706,715
Ending Balance	\$555,559	\$746,751	\$738,741	\$0	11,372,129	\$20,686,640	\$27,514,550	\$28,343,960
Total Other	\$882,497	\$1,070,751	\$738,741	\$705,325	11,372,129	\$21,391,965	\$28,222,765	\$29,050,675
TOTAL	\$10,280,278	\$2,925,627	\$2,400,015	\$4,016,812	12,668,129	\$27,277,683	\$28,327,765	\$29,155,675

033 REDEVELOPMENT AGENCY-LOWER PRK

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Misc. Revenues								
033-36111 INTEREST EARNINGS	\$26,634	\$7,120	\$12,139	\$0	0	\$0	\$0	\$0
033-36310 SALE OF ASSETS	\$0	\$721,823	\$0	\$1,981,900	10,965,551	\$1,981,900	\$6,000,000	\$0
Total Misc. Revenues	\$26,634	\$728,943	\$12,139	\$1,981,900	10,965,551	\$1,981,900	\$6,000,000	\$0
Interfund Transactions (CIP/Debt)								
033-38275 TRANS FROM LPA RDA SRF	\$2,070,548	\$1,641,125	\$1,641,125	\$1,641,125	1,641,125	\$1,641,125	\$1,641,125	\$1,641,125
Total Interfund Transactions (CIP/Debt)	\$2,070,548	\$1,641,125	\$1,641,125	\$1,641,125	1,641,125	\$1,641,125	\$1,641,125	\$1,641,125
Beginning Balance								
033-39990 BEGINNING BALANCE	\$8,183,095	\$555,559	\$746,751	\$738,741	61,453	\$23,654,658	\$20,686,640	\$27,514,550
Total Beginning Balance	\$8,183,095	\$555,559	\$746,751	\$738,741	61,453	\$23,654,658	\$20,686,640	\$27,514,550
TOTAL	\$10,280,277	\$2,925,627	\$2,400,015	\$4,361,766	12,668,129	\$27,277,683	\$28,327,765	\$29,155,675

033 REDEVELOPMENT AGENCY-LOWER PRK

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40821 TRANS TO OTHER FUND							
Interfund Transfer	\$324,000	\$0	\$705,325	0	\$705,325	\$708,215	\$706,715
Total 40821 TRANS TO OTHER FUND	\$324,000	\$0	\$705,325	0	\$705,325	\$708,215	\$706,715
40999 END BAL SUR(DEF)							
Ending Balance	\$746,751	\$738,741	\$0	11,372,129	\$20,686,640	\$27,514,550	\$28,343,960
Total 40999 END BAL SUR(DEF)	\$746,751	\$738,741	\$0	11,372,129	\$20,686,640	\$27,514,550	\$28,343,960
43309 CITY PARK IMPROVEMENTS							
Capital	\$0	\$0	\$28,300	100,000	\$382,241	\$100,000	\$100,000
Total 43309 CITY PARK IMPROVEMENTS	\$0	\$0	\$28,300	100,000	\$382,241	\$100,000	\$100,000
43322 AFFORDABLE HOUSING							
Personnel	\$3,459	\$2,624	\$1,322	0	\$0	\$0	\$0
Capital	\$261,423	\$1,343,727	\$479,925	0	\$15,550	\$0	\$0
Total 43322 AFFORDABLE HOUSING	\$264,883	\$1,346,350	\$481,247	0	\$15,550	\$0	\$0
43351 TRAFFIC CALMING							
Capital	\$0	\$0	\$0	0	\$39,845	\$0	\$0
Total 43351 TRAFFIC CALMING	\$0	\$0	\$0	0	\$39,845	\$0	\$0
43502 SKATE PARK REPAIRS							

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Capital	\$0	\$0	\$200	5,000	\$34,203	\$5,000	\$5,000
Total 43502 SKATE PARK REPAIRS	\$0	\$0	\$200	5,000	\$34,203	\$5,000	\$5,000
43585 CITY-WIDE SIGNS PHASE 1							
Capital	\$0	\$10,000	\$0	0	\$7,156	\$0	\$0
Total 43585 CITY-WIDE SIGNS PHASE 1	\$0	\$10,000	\$0	0	\$7,156	\$0	\$0
43597 LOWER PARK AVENUE RDA							
Personnel	\$4,268	\$0	\$0	0	\$-26,000	\$0	\$0
Capital	\$60,935	\$0	\$0	0	\$0	\$0	\$0
Total 43597 LOWER PARK AVENUE RDA	\$65,203	\$0	\$0	0	\$-26,000	\$0	\$0
43599 CRESCENT TRAMWAY TRAIL							
Capital	\$10,895	\$0	\$0	0	\$100,414	\$0	\$0
Total 43599 CRESCENT TRAMWAY TRAIL	\$10,895	\$0	\$0	0	\$100,414	\$0	\$0
43646 LIBRARY REMODEL							
Capital	\$403,786	\$38,359	\$13,004	0	\$40,652	\$0	\$0
Total 43646 LIBRARY REMODEL	\$403,786	\$38,359	\$13,004	0	\$40,652	\$0	\$0
43647 WOODSIDE PHASE I							
Capital	\$11,250	\$156,713	\$1,426,227	0	\$659,728	\$0	\$0
Total 43647 WOODSIDE PHASE I	\$11,250	\$156,713	\$1,426,227	0	\$659,728	\$0	\$0
43649 SENIOR COMMUNITY CENTER							
Capital	\$0	\$0	\$0	0	\$1,000,000	\$0	\$0
Total 43649 SENIOR COMMUNITY CENTER	\$0	\$0	\$0	0	\$1,000,000	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43679 OLD TOWN STAIRS							
Capital	\$0	\$0	\$0	150,000	\$600,000	\$0	\$0
Total 43679 OLD TOWN STAIRS	\$0	\$0	\$0	150,000	\$600,000	\$0	\$0
43696 1450-60 PARK AVENUE							
Personnel	\$0	\$0	\$14,625	0	\$0	\$0	\$0
Capital	\$0	\$0	\$1,260,466	0	\$2,581,864	\$0	\$0
Total 43696 1450-60 PARK AVENUE	\$0	\$0	\$1,275,091	0	\$2,581,864	\$0	\$0
43710 LAND ACQUISITION/BANKING PROGRAM							
Capital	\$1,098,860	\$1,327	\$0	750,000	\$0	\$0	\$0
Total 43710 LAND ACQUISITION/BANKING PROGRAM	\$1,098,860	\$1,327	\$0	750,000	\$0	\$0	\$0
43711 WOODSIDE PHASE II							
Personnel	\$0	\$0	\$12,188	0	\$0	\$0	\$0
Capital	\$0	\$0	\$33,883	0	\$50,000	\$0	\$0
Total 43711 WOODSIDE PHASE II	\$0	\$0	\$46,070	0	\$50,000	\$0	\$0
43730 PUBLIC ART							
Capital	\$0	\$0	\$0	25,000	\$82,749	\$0	\$0
Total 43730 PUBLIC ART	\$0	\$0	\$0	25,000	\$82,749	\$0	\$0
43741 SNOW CREEK BRIDGE							
Capital	\$0	\$8,400	\$11,220	0	\$11,220	\$0	\$0
Total 43741 SNOW CREEK BRIDGE	\$0	\$8,400	\$11,220	0	\$11,220	\$0	\$0
43743 RECREATION BLDG. CITY PARK							

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Personnel	\$0	\$0	\$268	0	\$0	\$0	\$0
Capital	\$0	\$124	\$22,038	0	\$299,876	\$0	\$0
Total 43743 RECREATION BLDG. CITY PARK	\$0	\$124	\$22,307	0	\$299,876	\$0	\$0
43769 CENTRAL PARK							
Personnel	\$0	\$0	\$2,438	0	\$0	\$0	\$0
Capital	\$0	\$100,000	\$5,383	0	\$6,220	\$0	\$0
Total 43769 CENTRAL PARK	\$0	\$100,000	\$7,820	0	\$6,220	\$0	\$0
TOTAL	\$2,925,628	\$2,400,015	\$4,016,812	12,402,129	\$27,277,683	\$28,327,765	\$29,155,675

REDEVELOPMENT AGENCY-MAIN ST - Budget Summary

034 REDEVELOPMENT AGENCY-MAIN ST

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Misc. Revenues	\$18,035	\$9,067	\$12,859	\$0	0	\$0	\$0	\$0
Interfund Transactions (CIP/Debt)	\$900,247	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$752,000	\$752,000
Total Revenues	\$918,282	\$761,067	\$764,859	\$752,000	752,000	\$752,000	\$752,000	\$752,000
Other								
Beginning Balance	\$1,302,719	\$1,340,589	\$1,250,230	\$1,209,001	1,106,080	\$1,354,063	\$676,511	\$571,350
Total Other	\$1,302,719	\$1,340,589	\$1,250,230	\$1,209,001	1,106,080	\$1,354,063	\$676,511	\$571,350
TOTAL	\$2,221,001	\$2,101,656	\$2,015,089	\$1,961,001	1,858,080	\$2,106,063	\$1,428,511	\$1,323,350

034 REDEVELOPMENT AGENCY-MAIN ST

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Capital	\$0	\$47,541	\$0	\$94,754	450,000	\$620,062	\$52,000	\$0
Total Depts	\$0	\$47,541	\$0	\$94,754	450,000	\$620,062	\$52,000	\$0
Other								
Interfund Transfer	\$880,412	\$803,885	\$806,088	\$809,490	809,490	\$809,490	\$805,161	\$805,006
Ending Balance	\$1,340,589	\$1,250,230	\$1,209,001	\$0	598,590	\$676,511	\$571,350	\$518,344
Total Other	\$2,221,001	\$2,054,115	\$2,015,089	\$809,490	1,408,080	\$1,486,001	\$1,376,511	\$1,323,350
TOTAL	\$2,221,001	\$2,101,656	\$2,015,089	\$904,244	1,858,080	\$2,106,063	\$1,428,511	\$1,323,350

034 REDEVELOPMENT AGENCY-MAIN ST

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Misc. Revenues								
034-36111 INTEREST EARNINGS	\$4,178	\$9,067	\$12,859	\$0	0	\$0	\$0	\$0

Revenue By Type	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
034-36911 OTHER MISCELLANEOUS	\$13,857	\$0	\$0	\$0	0	\$0	\$0	\$0
Total Misc. Revenues	\$18,035	\$9,067	\$12,859	\$0	0	\$0	\$0	\$0
Interfund Transactions (CIP/Debt)								
034-38277 TRANS FROM MAIN ST RDA SRF	\$900,247	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$752,000	\$752,000
Total Interfund Transactions (CIP/Debt)	\$900,247	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$752,000	\$752,000
Beginning Balance								
034-39990 BEGINNING BALANCE	\$1,302,719	\$1,340,589	\$1,250,230	\$1,209,001	1,106,080	\$1,354,063	\$676,511	\$571,350
Total Beginning Balance	\$1,302,719	\$1,340,589	\$1,250,230	\$1,209,001	1,106,080	\$1,354,063	\$676,511	\$571,350
TOTAL	\$2,221,001	\$2,101,656	\$2,015,089	\$1,961,001	1,858,080	\$2,106,063	\$1,428,511	\$1,323,350

034 REDEVELOPMENT AGENCY-MAIN ST

Expenditures by Department & Type

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
40821 TRANS TO OTHER FUND							
Interfund Transfer	\$803,885	\$806,088	\$809,490	809,490	\$809,490	\$805,161	\$805,006
Total 40821 TRANS TO OTHER FUND	\$803,885	\$806,088	\$809,490	809,490	\$809,490	\$805,161	\$805,006
40999 END BAL SUR(DEF)							
Ending Balance	\$1,250,230	\$1,209,001	\$0	598,590	\$676,511	\$571,350	\$518,344

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Total 40999 END BAL SUR(DEF)	\$1,250,230	\$1,209,001	\$0	598,590	\$676,511	\$571,350	\$518,344
43306 OLD TOWN STAIRS							
Capital	\$47,541	\$0	\$12,159	450,000	\$500,062	\$0	\$0
Total 43306 OLD TOWN STAIRS	\$47,541	\$0	\$12,159	450,000	\$500,062	\$0	\$0
43586 CITY-WIDE SIGNS PHASE 1							
Capital	\$0	\$0	\$0	0	\$20,000	\$0	\$0
Total 43586 CITY-WIDE SIGNS PHASE 1	\$0	\$0	\$0	0	\$20,000	\$0	\$0
43814 MAIN STREET BOLLARDS PHASE I							
Capital	\$0	\$0	\$82,594	0	\$100,000	\$0	\$0
Total 43814 MAIN STREET BOLLARDS PHASE I	\$0	\$0	\$82,594	0	\$100,000	\$0	\$0
43815 PAVEMENT MANAGEMENT IMPLEMENTATION							
Capital	\$0	\$0	\$0	0	\$0	\$52,000	\$0
Total 43815 PAVEMENT MANAGEMENT IMPLEMENTATION	\$0	\$0	\$0	0	\$0	\$52,000	\$0
TOTAL	\$2,101,656	\$2,015,089	\$904,244	1,858,080	\$2,106,063	\$1,428,511	\$1,323,350

BUILDING AUTHORITY - Budget Summary

035 BUILDING AUTHORITY

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Misc. Revenues	\$2,359	\$3,187	\$4,752	\$0	0	\$0	\$0	\$0
Total Revenues	\$2,359	\$3,187	\$4,752	\$0	0	\$0	\$0	\$0
Other								
Beginning Balance	\$523,127	\$458,911	\$454,087	\$424,783	419,900	\$424,914	\$423,484	\$423,484
Total Other	\$523,127	\$458,911	\$454,087	\$424,783	419,900	\$424,914	\$423,484	\$423,484
TOTAL	\$525,486	\$462,098	\$458,839	\$424,783	419,900	\$424,914	\$423,484	\$423,484

035 BUILDING AUTHORITY

Expense Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Depts								
Capital	\$66,575	\$8,011	\$34,056	\$1,430	0	\$1,430	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Total Depts	\$66,575	\$8,011	\$34,056	\$1,430	0	\$1,430	\$0	\$0
Other								
Ending Balance	\$458,911	\$454,087	\$424,783	\$0	419,900	\$423,484	\$423,484	\$423,484
Total Other	\$458,911	\$454,087	\$424,783	\$0	419,900	\$423,484	\$423,484	\$423,484
TOTAL	\$525,486	\$462,098	\$458,839	\$1,430	419,900	\$424,914	\$423,484	\$423,484

035 BUILDING AUTHORITY

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Misc. Revenues								
035-36111 INTEREST EARNINGS	\$2,359	\$3,187	\$4,752	\$0	0	\$0	\$0	\$0
Total Misc. Revenues	\$2,359	\$3,187	\$4,752	\$0	0	\$0	\$0	\$0
Beginning Balance								
035-39990 BEGINNING BALANCE	\$523,127	\$458,911	\$454,087	\$424,783	419,900	\$424,914	\$423,484	\$423,484
Total Beginning Balance	\$523,127	\$458,911	\$454,087	\$424,783	419,900	\$424,914	\$423,484	\$423,484
TOTAL	\$525,486	\$462,098	\$458,839	\$424,783	419,900	\$424,914	\$423,484	\$423,484

035 BUILDING AUTHORITY

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40999 END BAL SUR(DEF)							
Ending Balance	\$454,087	\$424,783	\$0	419,900	\$423,484	\$423,484	\$423,484
Total 40999 END BAL SUR(DEF)	\$454,087	\$424,783	\$0	419,900	\$423,484	\$423,484	\$423,484
43345 FUTURE PROJECTS							
Capital	\$8,011	\$34,056	\$1,430	0	\$1,430	\$0	\$0
Total 43345 FUTURE PROJECTS	\$8,011	\$34,056	\$1,430	0	\$1,430	\$0	\$0
TOTAL	\$462,098	\$458,839	\$1,430	419,900	\$424,914	\$423,484	\$423,484

EQUIPMENT REPLACEMENT CIP - Budget Summary

038 EQUIPMENT REPLACEMENT CIP

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Misc. Revenues	\$23,812	\$33,825	\$124,131	\$80,989	0	\$0	\$0	\$0
Interfund Transactions (CIP/Debt)	\$925,000	\$1,011,000	\$1,023,700	\$1,073,700	1,073,700	\$1,073,700	\$1,073,700	\$1,073,700
Total Revenues	\$948,812	\$1,044,825	\$1,147,831	\$1,154,689	1,073,700	\$1,073,700	\$1,073,700	\$1,073,700
Other								
Beginning Balance	\$1,902,793	\$1,832,162	\$1,626,711	\$1,352,711	255,855	\$2,325,436	\$1,202,711	\$950,811
Total Other	\$1,902,793	\$1,832,162	\$1,626,711	\$1,352,711	255,855	\$2,325,436	\$1,202,711	\$950,811
TOTAL	\$2,851,605	\$2,876,987	\$2,774,542	\$2,507,400	1,329,555	\$3,399,136	\$2,276,411	\$2,024,511

038 EQUIPMENT REPLACEMENT CIP

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Capital	\$1,019,443	\$1,250,276	\$1,421,831	\$510,554	1,228,700	\$2,196,425	\$1,325,600	\$1,285,600
Total Depts	\$1,019,443	\$1,250,276	\$1,421,831	\$510,554	1,228,700	\$2,196,425	\$1,325,600	\$1,285,600
Other								
Ending Balance	\$1,832,162	\$1,626,711	\$1,352,711	\$0	100,855	\$1,202,711	\$950,811	\$738,911
Total Other	\$1,832,162	\$1,626,711	\$1,352,711	\$0	100,855	\$1,202,711	\$950,811	\$738,911
TOTAL	\$2,851,605	\$2,876,987	\$2,774,542	\$510,554	1,329,555	\$3,399,136	\$2,276,411	\$2,024,511

038 EQUIPMENT REPLACEMENT CIP

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Misc. Revenues								
038-36310 SALE OF ASSETS	\$23,812	\$33,825	\$124,131	\$80,989	0	\$0	\$0	\$0
Total Misc. Revenues	\$23,812	\$33,825	\$124,131	\$80,989	0	\$0	\$0	\$0

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Interfund Transactions (CIP/Debt)								
038-38210 TRANS FR GEN FUND-EQUIP REPLAC	\$925,000	\$1,011,000	\$1,023,700	\$1,073,700	1,073,700	\$1,073,700	\$1,073,700	\$1,073,700
Total Interfund Transactions (CIP/Debt)	\$925,000	\$1,011,000	\$1,023,700	\$1,073,700	1,073,700	\$1,073,700	\$1,073,700	\$1,073,700
Beginning Balance								
038-39990 BEGINNING BALANCE	\$1,902,793	\$1,832,162	\$1,626,711	\$1,352,711	255,855	\$2,325,436	\$1,202,711	\$950,811
Total Beginning Balance	\$1,902,793	\$1,832,162	\$1,626,711	\$1,352,711	255,855	\$2,325,436	\$1,202,711	\$950,811
TOTAL	\$2,851,605	\$2,876,987	\$2,774,542	\$2,507,400	1,329,555	\$3,399,136	\$2,276,411	\$2,024,511

038 EQUIPMENT REPLACEMENT CIP

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40999 END BAL SUR(DEF)							
Ending Balance	\$1,626,711	\$1,352,711	\$0	100,855	\$1,202,711	\$950,811	\$738,911
Total 40999 END BAL SUR(DEF)	\$1,626,711	\$1,352,711	\$0	100,855	\$1,202,711	\$950,811	\$738,911
43330 REPLACE ROLLING STOCK							
Capital	\$1,049,910	\$1,023,569	\$388,899	900,000	\$1,729,891	\$945,000	\$950,000
Total 43330 REPLACE ROLLING STOCK	\$1,049,910	\$1,023,569	\$388,899	900,000	\$1,729,891	\$945,000	\$950,000
43350 REPLACE COMPUTER							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$170,366	\$398,262	\$115,780	308,700	\$436,534	\$320,600	\$320,600
Total 43350 REPLACE COMPUTER	\$170,366	\$398,262	\$115,780	308,700	\$436,534	\$320,600	\$320,600
43683 FLEET SHOP EQUIP REPLACEMENT							
Capital	\$30,000	\$0	\$5,875	15,000	\$30,000	\$60,000	\$15,000
Total 43683 FLEET SHOP EQUIP REPLACEMENT	\$30,000	\$0	\$5,875	15,000	\$30,000	\$60,000	\$15,000
TOTAL	\$2,876,987	\$2,774,542	\$510,554	1,324,555	\$3,399,136	\$2,276,411	\$2,024,511

WATER FUND - Budget Summary

051 WATER FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Planning Building & Engineering Fees	\$2,303,997	\$1,140,313	\$1,091,022	\$1,255,340	1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Federal Revenue	\$1,445,229	\$42,874	\$0	\$0	0	\$0	\$0	\$0
Water Charges for Services	\$14,125,896	\$15,162,429	\$17,193,875	\$17,881,316	17,448,500	\$17,448,500	\$17,448,500	\$17,448,500
Misc. Revenues	\$508,095	\$422,545	\$480,329	\$294,223	178,023	\$178,023	\$178,023	\$178,023
Bond Proceeds	\$0	\$0	\$0	\$0	8,200,000	\$8,200,000	\$12,500,000	\$20,300,000
Total Revenues	\$18,383,218	\$16,768,161	\$18,765,226	\$19,430,879	26,826,523	\$26,826,523	\$31,126,523	\$38,926,523
Other								
Beginning Balance	\$7,317,437	\$8,909,527	\$7,275,494	\$5,905,357	7,522,178	\$19,181,912	\$7,378,758	\$8,119,624
Total Other	\$7,317,437	\$8,909,527	\$7,275,494	\$5,905,357	7,522,178	\$19,181,912	\$7,378,758	\$8,119,624
TOTAL	\$25,700,655	\$25,677,688	\$26,040,720	\$25,336,236	34,348,701	\$46,008,435	\$38,505,281	\$47,046,147

051 WATER FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Personnel	\$2,305,294	\$2,515,881	\$2,687,654	\$2,870,966	3,024,995	\$3,095,752	\$3,232,386	\$3,260,037
Mat, Suppls, Services	\$2,395,870	\$2,843,737	\$3,025,753	\$2,710,649	3,520,546	\$3,520,546	\$3,729,138	\$3,629,836
Capital	\$6,047,589	\$6,919,868	\$8,282,947	\$10,159,592	16,690,980	\$25,731,799	\$17,085,809	\$29,074,046
Debt Service	\$4,510,478	\$4,503,481	\$4,501,047	\$4,456,285	4,516,154	\$4,516,154	\$4,517,579	\$4,524,604
Contingency	\$0	\$0	\$0	\$0	100,000	\$100,000	\$100,000	\$100,000
Total Depts	\$15,259,230	\$16,782,967	\$18,497,401	\$20,197,491	27,852,675	\$36,964,251	\$28,664,912	\$40,588,523
Other								
Interfund Transfer	\$1,531,898	\$1,619,227	\$1,637,962	\$1,665,427	1,678,427	\$1,665,427	\$1,720,745	\$1,720,745
Ending Balance	\$8,909,527	\$7,275,494	\$5,905,357	\$0	4,817,599	\$7,378,758	\$8,119,624	\$4,736,880
Total Other	\$10,441,425	\$8,894,721	\$7,543,319	\$1,665,427	6,496,026	\$9,044,185	\$9,840,369	\$6,457,625
TOTAL	\$25,700,655	\$25,677,688	\$26,040,720	\$21,862,918	34,348,701	\$46,008,436	\$38,505,281	\$47,046,147

051 WATER FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Planning Building & Engineering Fees								
051-32363 WATER IMPACT FEES	\$2,303,997	\$1,140,313	\$1,091,022	\$1,255,340	1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Total Planning Building & Engineering Fees	\$2,303,997	\$1,140,313	\$1,091,022	\$1,255,340	1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Federal Revenue								
051-33110 FEDERAL GRANTS	\$1,445,229	\$42,874	\$0	\$0	0	\$0	\$0	\$0
Total Federal Revenue	\$1,445,229	\$42,874	\$0	\$0	0	\$0	\$0	\$0
Water Charges for Services								
051-34111 WATER SERVICE FEES	\$13,308,064	\$14,374,453	\$16,418,638	\$17,058,653	16,700,000	\$16,700,000	\$16,700,000	\$16,700,000
051-34112 LATE FEES WATER BIL	\$7,576	\$5,080	\$9,829	\$10,519	0	\$0	\$0	\$0
051-34113 WATER METER RENTAL	\$100	\$100	\$0	\$0	0	\$0	\$0	\$0
051-34121 SALE OF METERS	\$92,456	\$65,596	\$48,308	\$96,145	30,000	\$30,000	\$30,000	\$30,000
051-34123 RECONNECTION FEES	\$2,700	\$2,200	\$2,100	\$1,000	3,500	\$3,500	\$3,500	\$3,500
051-34125 WATER GENERAL FUND	\$715,000	\$715,000	\$715,000	\$715,000	715,000	\$715,000	\$715,000	\$715,000
Total Water Charges for Services	\$14,125,896	\$15,162,429	\$17,193,875	\$17,881,316	17,448,500	\$17,448,500	\$17,448,500	\$17,448,500
Misc. Revenues								
051-36111 INTEREST EARNINGS	\$61,086	\$90,431	\$130,508	\$0	0	\$0	\$0	\$0
051-36112 INT EARN SPEC ACCTS	\$219,498	\$117,947	\$140,377	\$92,037	0	\$0	\$0	\$0

Revenue By Type	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
051-36310 SALE OF ASSETS	\$11,575	\$4,950	\$405	\$0	0	\$0	\$0	\$0
051-36911 OTHER MISCELLANEOUS	\$50,831	\$43,300	\$43,300	\$43,300	0	\$0	\$0	\$0
051-36915 BUILD AMERICA BOND SUBSIDY	\$165,105	\$165,918	\$165,740	\$158,886	178,023	\$178,023	\$178,023	\$178,023
Total Misc. Revenues	\$508,095	\$422,545	\$480,329	\$294,223	178,023	\$178,023	\$178,023	\$178,023
Bond Proceeds								
051-39220 BOND PROCEEDS	\$0	\$0	\$0	\$0	8,200,000	\$8,200,000	\$12,500,000	\$20,300,000
Total Bond Proceeds	\$0	\$0	\$0	\$0	8,200,000	\$8,200,000	\$12,500,000	\$20,300,000
Beginning Balance								
051-39990 BEGINNING BALANCE	\$7,317,437	\$8,909,527	\$7,275,494	\$5,905,357	7,522,178	\$19,181,912	\$7,378,758	\$8,119,624
Total Beginning Balance	\$7,317,437	\$8,909,527	\$7,275,494	\$5,905,357	7,522,178	\$19,181,912	\$7,378,758	\$8,119,624
TOTAL	\$25,700,655	\$25,677,688	\$26,040,720	\$25,336,237	34,348,701	\$46,008,435	\$38,505,281	\$47,046,147

051 WATER FUND

Expenditures by Department & Type

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
40451 WATER OPERATIONS							
Personnel	\$2,472,035	\$2,642,668	\$2,864,878	3,024,995	\$3,095,752	\$3,232,386	\$3,260,037
Mat, Suppls, Services	\$2,843,737	\$3,025,753	\$2,710,649	3,520,546	\$3,520,546	\$3,729,138	\$3,629,836

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$51,477	\$44,694	\$119,151	43,000	\$43,000	\$43,000	\$43,000
Interfund Transfer	\$1,525,542	\$1,545,146	\$1,560,450	1,573,450	\$1,560,450	\$1,582,221	\$1,582,221
Total 40451 WATER OPERATIONS	\$6,892,791	\$7,258,260	\$7,255,128	8,161,991	\$8,219,748	\$8,586,745	\$8,515,094
40452 WATER INSURANCE							
Interfund Transfer	\$93,685	\$92,816	\$104,977	104,977	\$104,977	\$138,524	\$138,524
Total 40452 WATER INSURANCE	\$93,685	\$92,816	\$104,977	104,977	\$104,977	\$138,524	\$138,524
40740 2009A WATER BONDS-DEQ							
Debt Service	\$127,500	\$125,000	\$127,500	127,500	\$127,500	\$127,500	\$127,500
Total 40740 2009A WATER BONDS-DEQ	\$127,500	\$125,000	\$127,500	127,500	\$127,500	\$127,500	\$127,500
40741 2009B WATER REV & REFUNDING BONDS							
Debt Service	\$1,896,235	\$1,895,364	\$1,891,396	1,899,000	\$1,899,000	\$1,903,000	\$0
Total 40741 2009B WATER REV & REFUNDING BONDS	\$1,896,235	\$1,895,364	\$1,891,396	1,899,000	\$1,899,000	\$1,903,000	\$0
40742 2009C WATER REVENUE BONDS							
Debt Service	\$510,808	\$515,419	\$489,695	511,138	\$511,138	\$511,138	\$2,411,138
Total 40742 2009C WATER REVENUE BONDS	\$510,808	\$515,419	\$489,695	511,138	\$511,138	\$511,138	\$2,411,138
40743 2010 WATER REVENUE BONDS							
Debt Service	\$1,093,307	\$1,093,673	\$1,081,631	1,095,065	\$1,095,065	\$1,089,690	\$1,092,315
Total 40743 2010 WATER REVENUE BONDS	\$1,093,307	\$1,093,673	\$1,081,631	1,095,065	\$1,095,065	\$1,089,690	\$1,092,315
40744 2012 WATER BONDS							
Debt Service	\$345,615	\$345,826	\$347,190	351,350	\$351,350	\$353,700	\$360,750
Total 40744 2012 WATER BONDS	\$345,615	\$345,826	\$347,190	351,350	\$351,350	\$353,700	\$360,750

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
40745 2012B WATER REVENUE BONDS							
Debt Service	\$126,578	\$126,594	\$121,383	126,813	\$126,813	\$126,813	\$126,813
Total 40745 2012B WATER REVENUE BONDS	\$126,578	\$126,594	\$121,383	126,813	\$126,813	\$126,813	\$126,813
40746 2013A WATER BONDS							
Debt Service	\$267,336	\$263,052	\$266,975	269,050	\$269,050	\$269,500	\$269,850
Total 40746 2013A WATER BONDS	\$267,336	\$263,052	\$266,975	269,050	\$269,050	\$269,500	\$269,850
40748 2014 WATER REVENUE BONDS							
Debt Service	\$136,103	\$136,119	\$130,516	136,238	\$136,238	\$136,238	\$136,238
Total 40748 2014 WATER REVENUE BONDS	\$136,103	\$136,119	\$130,516	136,238	\$136,238	\$136,238	\$136,238
40982 CONTINGENCY/SALARY							
Contingency	\$0	\$0	\$0	100,000	\$100,000	\$100,000	\$100,000
Total 40982 CONTINGENCY/SALARY	\$0	\$0	\$0	100,000	\$100,000	\$100,000	\$100,000
40999 END BAL SUR(DEF)							
Ending Balance	\$7,275,494	\$5,905,357	\$0	4,817,599	\$7,378,758	\$8,119,624	\$4,736,880
Total 40999 END BAL SUR(DEF)	\$7,275,494	\$5,905,357	\$0	4,817,599	\$7,378,758	\$8,119,624	\$4,736,880
43312 TUNNEL IMPROVEMENTS							
Personnel	\$1,742	\$2,192	\$1,857	0	\$0	\$0	\$0
Capital	\$223,005	\$150,894	\$224,817	247,756	\$545,676	\$252,711	\$2,500,000
Total 43312 TUNNEL IMPROVEMENTS	\$224,747	\$153,086	\$226,674	247,756	\$545,676	\$252,711	\$2,500,000
43317 WATER EQUIPMENT							
Capital	\$0	\$0	\$114,798	90,000	\$354,680	\$80,000	\$80,000

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43317 WATER EQUIPMENT	\$0	\$0	\$114,798	90,000	\$354,680	\$80,000	\$80,000
43340 MOTOR CHANGE OUT & REBUILD							
Capital	\$25,157	\$79,257	\$12,510	30,731	\$30,731	\$31,807	\$32,602
Total 43340 MOTOR CHANGE OUT & REBUILD	\$25,157	\$79,257	\$12,510	30,731	\$30,731	\$31,807	\$32,602
43390 JUDGE WATER TREATMENT							
Personnel	\$14,779	\$1,036	\$-4	0	\$0	\$0	\$0
Capital	\$965,176	\$93,859	\$-304	0	\$1,557	\$0	\$0
Total 43390 JUDGE WATER TREATMENT	\$979,955	\$94,895	\$-308	0	\$1,557	\$0	\$0
43391 BACKFLOW PREVENTION							
Capital	\$0	\$18,825	\$77,686	0	\$81,722	\$0	\$0
Total 43391 BACKFLOW PREVENTION	\$0	\$18,825	\$77,686	0	\$81,722	\$0	\$0
43417 OTIS WATER PIPELINE REPLACEMENT							
Capital	\$0	\$162,788	\$624,868	233,972	\$2,084,250	\$273,688	\$280,530
Total 43417 OTIS WATER PIPELINE REPLACEMENT	\$0	\$162,788	\$624,868	233,972	\$2,084,250	\$273,688	\$280,530
43428 WATER DEPT INFRASTRUCTURE IMPROVEMENTS							
Personnel	\$13,252	\$40,874	\$1,167	0	\$0	\$0	\$0
Capital	\$654,072	\$640,429	\$255,445	900,000	\$1,679,707	\$900,000	\$900,000
Total 43428 WATER DEPT INFRASTRUCTURE IMPROVEMENTS	\$667,324	\$681,303	\$256,613	900,000	\$1,679,707	\$900,000	\$900,000
43469 EMERGENCY POWER							
Capital	\$0	\$0	\$0	0	\$150,000	\$0	\$0
Total 43469 EMERGENCY POWER	\$0	\$0	\$0	0	\$150,000	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43470 BOOTHILL TRANSMISSION LINE							
Capital	\$0	\$0	\$0	0	\$0	~~\$-28,107~~	\$0
Total 43470 BOOTHILL TRANSMISSION LINE	\$0	\$0	\$0	0	\$0	~~\$-28,107~~	\$0
43513 ROCKPORT WATER, PIPELINE AND STORAGE							
Capital	\$1,050,264	\$1,075,662	\$1,358,505	1,244,549	\$1,580,184	\$1,275,663	\$1,307,554
Total 43513 ROCKPORT WATER, PIPELINE AND STORAGE	\$1,050,264	\$1,075,662	\$1,358,505	1,244,549	\$1,580,184	\$1,275,663	\$1,307,554
43516 SPIRO BUILDING MAINTENANCE							
Capital	\$118,534	\$69,381	\$4,819	113,141	\$235,485	\$100,000	\$100,000
Total 43516 SPIRO BUILDING MAINTENANCE	\$118,534	\$69,381	\$4,819	113,141	\$235,485	\$100,000	\$100,000
43569 QUINNS JUNCTION TRANSMISSION LINES							
Capital	\$0	\$0	\$0	0	~~\$-92,806~~	\$0	\$0
Total 43569 QUINNS JUNCTION TRANSMISSION LINES	\$0	\$0	\$0	0	~~\$-92,806~~	\$0	\$0
43570 PC HEIGHTS CAPACITY UPGRADE							
Capital	\$0	\$0	\$0	0	\$650,000	\$0	\$0
Total 43570 PC HEIGHTS CAPACITY UPGRADE	\$0	\$0	\$0	0	\$650,000	\$0	\$0
43571 QUINNS WATER TREATMENT PLANT							
Capital	\$677,011	\$0	\$0	0	\$348,836	\$0	\$0
Total 43571 QUINNS WATER TREATMENT PLANT	\$677,011	\$0	\$0	0	\$348,836	\$0	\$0
43610 LANDSCAPE WATER CHECKS							
Capital	\$0	\$0	\$0	6,000	\$3,575	\$6,000	\$6,000
Total 43610 LANDSCAPE WATER CHECKS	\$0	\$0	\$0	6,000	\$3,575	\$6,000	\$6,000

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43611 PC HTS DEVELOPMENT INFRASTRUCTURE							
Capital	\$0	\$0	\$0	0	\$464,254	\$0	\$0
Total 43611 PC HTS DEVELOPMENT INFRASTRUCTURE	\$0	\$0	\$0	0	\$464,254	\$0	\$0
43612 SMART IRRIGATION CONTROLLERS							
Capital	\$7,770	\$8,755	\$684	10,000	\$-3,985	\$10,000	\$10,000
Total 43612 SMART IRRIGATION CONTROLLERS	\$7,770	\$8,755	\$684	10,000	\$-3,985	\$10,000	\$10,000
43613 WATER QUALITY STUDY							
Personnel	\$14,073	\$0	\$1,940	0	\$0	\$0	\$0
Capital	\$38,491	\$187,357	\$101,023	250,000	\$365,461	\$250,000	\$250,000
Total 43613 WATER QUALITY STUDY	\$52,564	\$187,357	\$102,963	250,000	\$365,461	\$250,000	\$250,000
43614 ROCKPORT CAPITAL FACILITIES REPL							
Capital	\$125,828	\$125,828	\$122,109	151,146	\$228,132	\$151,146	\$151,146
Total 43614 ROCKPORT CAPITAL FACILITIES REPL	\$125,828	\$125,828	\$122,109	151,146	\$228,132	\$151,146	\$151,146
43622 IRONHORSE ELECTRONIC ACCESS CONTROL							
Capital	\$0	\$0	\$6,000	0	\$6,000	\$0	\$0
Total 43622 IRONHORSE ELECTRONIC ACCESS CONTROL	\$0	\$0	\$6,000	0	\$6,000	\$0	\$0
43640 EMPIRE TANK REPLACEMENT							
Capital	\$0	\$0	\$0	1,750,000	\$-1,750,000	\$0	\$0
Total 43640 EMPIRE TANK REPLACEMENT	\$0	\$0	\$0	1,750,000	\$-1,750,000	\$0	\$0
43641 QUINN'S WATER TREATMENT PLAN ASSET RPLC							
Capital	\$7,195	\$103,197	\$28,280	172,253	\$748,807	\$1,200,000	\$200,000

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43641 QUINN'S WATER TREATMENT PLAN ASSET REPLC	\$7,195	\$103,197	\$28,280	172,253	\$748,807	\$1,200,000	\$200,000
43651 FLEET MGMT SOFTWARE							
Capital	\$0	\$0	\$0	0	\$5,769	\$5,769	\$5,769
Total 43651 FLEET MGMT SOFTWARE	\$0	\$0	\$0	0	\$5,769	\$5,769	\$5,769
43672 SPIRO/JUDGE PRE-TREATMENT							
Capital	\$750,588	\$196,363	\$0	0	\$0	\$0	\$0
Total 43672 SPIRO/JUDGE PRE-TREATMENT	\$750,588	\$196,363	\$0	0	\$0	\$0	\$0
43684 EQUIP REPLACEMENT - COMPUTER							
Capital	\$22,035	\$20,191	\$7,193	19,932	\$33,053	\$21,232	\$21,232
Total 43684 EQUIP REPLACEMENT - COMPUTER	\$22,035	\$20,191	\$7,193	19,932	\$33,053	\$21,232	\$21,232
43688 REGIONAL INTERCONNECT							
Capital	\$81,495	\$0	\$0	0	\$250,505	\$0	\$580,000
Total 43688 REGIONAL INTERCONNECT	\$81,495	\$0	\$0	0	\$250,505	\$0	\$580,000
43689 METER REPLACEMENT							
Personnel	\$0	\$233	\$453	0	\$0	\$0	\$0
Capital	\$1,474	\$196,211	\$173,932	250,000	\$607,309	\$250,000	\$250,000
Total 43689 METER REPLACEMENT	\$1,474	\$196,444	\$174,385	250,000	\$607,309	\$250,000	\$250,000
43690 PARK MEADOWS WELL							
Capital	\$422,938	\$481,343	\$3,499,698	3,600,000	\$3,718,657	\$0	\$0
Total 43690 PARK MEADOWS WELL	\$422,938	\$481,343	\$3,499,698	3,600,000	\$3,718,657	\$0	\$0
43693 SCADA TELEMETRY SYSTEM REPLACEMENT							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$1,697,360	\$173,347	\$13,463	52,500	\$130,587	\$55,125	\$0
Total 43693 SCADA TELEMETRY SYSTEM REPLACEMENT	\$1,697,360	\$173,347	\$13,463	52,500	\$130,587	\$55,125	\$0
43701 STREETS AND WATER MAINTENANCE BUILDING							
Capital	\$0	\$0	\$0	0	\$2,700,000	\$0	\$0
Total 43701 STREETS AND WATER MAINTENANCE BUILDING	\$0	\$0	\$0	0	\$2,700,000	\$0	\$0
43722 C7 NECK TANK TO LAST CHANCE							
Capital	\$0	\$0	\$0	0	\$0	\$0	\$320,707
Total 43722 C7 NECK TANK TO LAST CHANCE	\$0	\$0	\$0	0	\$0	\$0	\$320,707
43723 C1 QUINNS WTP TO BOOTHILL - PHASE 1							
Capital	\$0	\$0	\$0	0	\$0	\$1,400,000	\$3,300,000
Total 43723 C1 QUINNS WTP TO BOOTHILL - PHASE 1	\$0	\$0	\$0	0	\$0	\$1,400,000	\$3,300,000
43724 REGIONALIZATION FEE							
Capital	\$0	\$0	\$0	0	\$0	\$0	\$245,000
Total 43724 REGIONALIZATION FEE	\$0	\$0	\$0	0	\$0	\$0	\$245,000
43725 OPERATIONAL WATER STORAGE POND							
Capital	\$0	\$0	\$0	2,700,000	\$2,700,000	\$2,000,000	\$0
Total 43725 OPERATIONAL WATER STORAGE POND	\$0	\$0	\$0	2,700,000	\$2,700,000	\$2,000,000	\$0
43747 MIW TREATMENT							
Personnel	\$0	\$652	\$36	0	\$0	\$0	\$0
Capital	\$0	\$320,840	\$2,209,354	3,102,500	\$3,781,008	\$3,472,875	\$16,215,506
Total 43747 MIW TREATMENT	\$0	\$321,492	\$2,209,390	3,102,500	\$3,781,008	\$3,472,875	\$16,215,506

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43748 QJWTP TREATMENT UPGRADES							
Personnel	\$0	\$0	\$639	0	\$0	\$0	\$0
Capital	\$0	\$3,921,565	\$637,516	0	\$1,078,435	\$1,100,000	\$650,000
Total 43748 QJWTP TREATMENT UPGRADES	\$0	\$3,921,565	\$638,155	0	\$1,078,435	\$1,100,000	\$650,000
43749 QJWTP CAPACITY UPGRADES							
Capital	\$0	\$0	\$0	500,000	\$500,000	\$100,000	\$0
Total 43749 QJWTP CAPACITY UPGRADES	\$0	\$0	\$0	500,000	\$500,000	\$100,000	\$0
43750 DISTRIBUTION ZONING METERS							
Capital	\$0	\$0	\$21,451	0	\$200,000	\$0	\$200,000
Total 43750 DISTRIBUTION ZONING METERS	\$0	\$0	\$21,451	0	\$200,000	\$0	\$200,000
43751 ENERGY PROJECTS							
Capital	\$0	\$209,870	\$128,055	200,000	\$200,000	\$200,000	\$200,000
Total 43751 ENERGY PROJECTS	\$0	\$209,870	\$128,055	200,000	\$200,000	\$200,000	\$200,000
43752 QWTP ENERGY PROJECTS							
Capital	\$0	\$2,291	\$280,320	200,000	\$397,709	\$0	\$0
Total 43752 QWTP ENERGY PROJECTS	\$0	\$2,291	\$280,320	200,000	\$397,709	\$0	\$0
43766 GOLF BUILDING							
Capital	\$0	\$0	\$133,198	0	\$500,000	\$2,500,000	\$0
Total 43766 GOLF BUILDING	\$0	\$0	\$133,198	0	\$500,000	\$2,500,000	\$0
43778 DUMP TRUCK							
Capital	\$0	\$0	\$0	0	\$150,000	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43778 DUMP TRUCK	\$0	\$0	\$0	0	\$150,000	\$0	\$0
43784 CORE FABRIC EXTENDER							
Capital	\$0	\$0	\$1,000	1,000	\$1,000	\$0	\$0
Total 43784 CORE FABRIC EXTENDER	\$0	\$0	\$1,000	1,000	\$1,000	\$0	\$0
43789 TIMEKEEPING SOFTWARE UPGRADE							
Capital	\$0	\$0	\$0	4,000	\$4,000	\$0	\$0
Total 43789 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	4,000	\$4,000	\$0	\$0
43794 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	13,000	\$13,000	\$0	\$0
Total 43794 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	13,000	\$13,000	\$0	\$0
43799 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$4,020	5,500	\$5,500	\$0	\$0
Total 43799 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$4,020	5,500	\$5,500	\$0	\$0
43805 JSSD INTERCONNECTION IMPROVEMENTS							
Capital	\$0	\$0	\$0	800,000	\$800,000	\$800,000	\$0
Total 43805 JSSD INTERCONNECTION IMPROVEMENTS	\$0	\$0	\$0	800,000	\$800,000	\$800,000	\$0
43821 FAIRWAY HILLS TO PARK MEADOWS REDUNDANCY							
Capital	\$0	\$0	\$0	0	\$200,000	\$0	\$0
Total 43821 FAIRWAY HILLS TO PARK MEADOWS REDUNDANCY	\$0	\$0	\$0	0	\$200,000	\$0	\$0
43826 WEST NECK TANK							
Capital	\$0	\$0	\$0	0	\$0	\$125,000	\$125,000

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Total 43826 WEST NECK TANK	\$0	\$0	\$0	0	\$0	\$125,000	\$125,000
43827 MIW OFFSITE IMPROVEMENTS							
Capital	\$0	\$0	\$0	0	\$0	\$500,000	\$1,100,000
Total 43827 MIW OFFSITE IMPROVEMENTS	\$0	\$0	\$0	0	\$0	\$500,000	\$1,100,000
43839 OFFICE 2016 LICENSES							
Capital	\$0	\$0	\$0	0	\$0	\$9,900	\$0
Total 43839 OFFICE 2016 LICENSES	\$0	\$0	\$0	0	\$0	\$9,900	\$0
TOTAL	\$25,677,688	\$26,040,721	\$21,862,918	34,348,702	\$46,008,436	\$38,505,281	\$47,046,148

STORM WATER FUND - Budget Summary

052 STORM WATER FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Water Charges for Services	\$0	\$0	\$979,419	\$1,277,767	1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
Misc. Revenues	\$0	\$0	\$331	\$0	0	\$0	\$0	\$0
Special Revenues & Resources	\$0	\$0	\$8,249,613	\$0	0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$9,229,363	\$1,277,767	1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
Other								
Beginning Balance	\$0	\$0	\$0	\$176,433	44,877	\$176,433	\$371,704	\$274,643
Total Other	\$0	\$0	\$0	\$176,433	44,877	\$176,433	\$371,704	\$274,643
TOTAL	\$0	\$0	\$9,229,363	\$1,454,200	1,294,877	\$1,426,433	\$1,621,704	\$1,524,643

052 STORM WATER FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Personnel	\$0	\$0	\$539,043	\$613,843	670,594	\$665,829	\$699,711	\$707,507
Mat, Suppls, Services	\$0	\$0	\$156,180	\$141,533	295,400	\$295,400	\$308,000	\$295,400
Capital	\$0	\$0	\$33,094	\$500	14,500	\$14,500	\$235,350	\$371,500
Total Depts	\$0	\$0	\$728,317	\$755,876	980,494	\$975,729	\$1,243,061	\$1,374,407
Other								
Interfund Transfer	\$0	\$0	\$75,000	\$79,000	75,000	\$79,000	\$104,000	\$104,000
Ending Balance	\$0	\$0	\$176,433	\$0	239,383	\$371,704	\$274,643	\$46,236
Total Other	\$0	\$0	\$251,433	\$79,000	314,383	\$450,704	\$378,643	\$150,236
TOTAL	\$0	\$0	\$979,750	\$834,876	1,294,877	\$1,426,433	\$1,621,704	\$1,524,643

052 STORM WATER FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Water Charges for Services								
052-34175 STORM WATER FEES	\$0	\$0	\$979,066	\$1,276,986	1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
052-34176 LATE FEES STORM WATER	\$0	\$0	\$353	\$781	0	\$0	\$0	\$0
Total Water Charges for Services	\$0	\$0	\$979,419	\$1,277,767	1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
Misc. Revenues								
052-36111 INTEREST EARNINGS	\$0	\$0	\$331	\$0	0	\$0	\$0	\$0
Total Misc. Revenues	\$0	\$0	\$331	\$0	0	\$0	\$0	\$0
Special Revenues & Resources								
052-39126 OTHER CONTRIBUTIONS	\$0	\$0	\$8,249,613	\$0	0	\$0	\$0	\$0
Total Special Revenues & Resources	\$0	\$0	\$8,249,613	\$0	0	\$0	\$0	\$0
Beginning Balance								
052-39990 BEGINNING BALANCE	\$0	\$0	\$0	\$176,433	44,877	\$176,433	\$371,704	\$274,643
Total Beginning Balance	\$0	\$0	\$0	\$176,433	44,877	\$176,433	\$371,704	\$274,643
TOTAL	\$0	\$0	\$9,229,363	\$1,454,200	1,294,877	\$1,426,433	\$1,621,704	\$1,524,643

052 STORM WATER FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40455 STORM WATER OPER							
Personnel	\$0	\$539,043	\$613,843	670,594	\$665,829	\$699,711	\$707,507
Mat, Suppls, Services	\$0	\$156,180	\$141,533	295,400	\$295,400	\$308,000	\$295,400
Capital	\$0	\$33,094	\$0	1,500	\$1,500	\$1,500	\$1,500
Interfund Transfer	\$0	\$75,000	\$79,000	75,000	\$79,000	\$104,000	\$104,000
Total 40455 STORM WATER OPER	\$0	\$803,317	\$834,376	1,042,494	\$1,041,729	\$1,113,211	\$1,108,407
40999 END BAL SUR(DEF)							
Ending Balance	\$0	\$176,433	\$0	239,383	\$371,704	\$274,643	\$46,236
Total 40999 END BAL SUR(DEF)	\$0	\$176,433	\$0	239,383	\$371,704	\$274,643	\$46,236
43755 VEHICLE & EQUIP REPLACEMENT							
Capital	\$0	\$0	\$0	0	\$0	\$0	\$70,000
Total 43755 VEHICLE & EQUIP REPLACEMENT	\$0	\$0	\$0	0	\$0	\$0	\$70,000
43772 STORM WATER IMPROVEMENTS							
Capital	\$0	\$0	\$0	0	\$0	\$233,850	\$300,000
Total 43772 STORM WATER IMPROVEMENTS	\$0	\$0	\$0	0	\$0	\$233,850	\$300,000
43785 CORE FABRIC EXTENDER							
Capital	\$0	\$0	\$500	500	\$500	\$0	\$0

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Total 43785 CORE FABRIC EXTENDER	\$0	\$0	\$500	500	\$500	\$0	\$0
43790 TIMEKEEPING SOFTWARE UPGRADE							
Capital	\$0	\$0	\$0	500	\$500	\$0	\$0
Total 43790 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	500	\$500	\$0	\$0
43795 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	6,500	\$6,500	\$0	\$0
Total 43795 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	6,500	\$6,500	\$0	\$0
43800 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$0	5,500	\$5,500	\$0	\$0
Total 43800 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	5,500	\$5,500	\$0	\$0
TOTAL	\$0	\$979,750	\$834,876	1,294,877	\$1,426,433	\$1,621,704	\$1,524,643

GOLF COURSE FUND - Budget Summary

055 GOLF COURSE FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Recreation	\$1,426,520	\$1,411,819	\$1,418,870	\$1,526,373	1,519,596	\$1,519,596	\$1,519,596	\$1,519,596
Misc. Revenues	\$25,829	\$25,428	\$35,724	\$20,320	51,350	\$51,350	\$51,350	\$51,350
Interfund Transactions (CIP/Debt)	\$25,000	\$25,000	\$25,000	\$25,000	25,000	\$25,000	\$25,000	\$25,000
Total Revenues	\$1,477,348	\$1,462,247	\$1,479,594	\$1,571,694	1,595,946	\$1,595,946	\$1,595,946	\$1,595,946
Other								
Beginning Balance	\$1,054,654	\$1,187,987	\$1,325,234	\$1,246,003	873,260	\$1,443,961	\$1,219,788	\$1,119,136
Total Other	\$1,054,654	\$1,187,987	\$1,325,234	\$1,246,003	873,260	\$1,443,961	\$1,219,788	\$1,119,136
TOTAL	\$2,532,002	\$2,650,234	\$2,804,828	\$2,817,697	2,469,206	\$3,039,907	\$2,815,734	\$2,715,082

055 GOLF COURSE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Personnel	\$728,579	\$691,471	\$740,673	\$791,314	907,519	\$845,529	\$958,936	\$963,019
Mat, Suppls, Services	\$405,354	\$455,042	\$426,639	\$423,749	498,529	\$498,529	\$447,810	\$498,529
Capital	\$46,545	\$34,349	\$255,845	\$160,401	117,215	\$315,173	\$114,565	\$126,565
Debt Service	\$36,080	\$27,060	\$8,094	\$34,188	32,377	\$32,377	\$32,377	\$32,377
Total Depts	\$1,216,558	\$1,207,923	\$1,431,251	\$1,409,651	1,555,640	\$1,691,608	\$1,553,688	\$1,620,490
Other								
Interfund Transfer	\$127,457	\$117,077	\$127,574	\$128,511	125,111	\$128,511	\$142,910	\$142,911
Ending Balance	\$1,187,987	\$1,325,234	\$1,246,003	\$0	788,455	\$1,219,788	\$1,119,136	\$951,681
Total Other	\$1,315,444	\$1,442,311	\$1,373,577	\$128,511	913,566	\$1,348,299	\$1,262,046	\$1,094,592
TOTAL	\$2,532,002	\$2,650,234	\$2,804,828	\$1,538,162	2,469,206	\$3,039,907	\$2,815,734	\$2,715,082

055 GOLF COURSE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Recreation								
055-34611 CAMPS	\$24,483	\$2,900	\$3,552	\$18,335	0	\$0	\$0	\$0
055-34622 LEAGUES ADULT	\$661	\$7,847	\$178	\$6,654	0	\$0	\$0	\$0
055-34661 GOLF FEES	\$777,575	\$795,731	\$799,511	\$852,824	827,755	\$827,755	\$827,755	\$827,755
055-34662 CART FEES	\$223,044	\$232,743	\$241,813	\$253,479	226,771	\$226,771	\$226,771	\$226,771
055-34663 PASS FEES	\$48,910	\$58,743	\$57,960	\$62,383	53,463	\$53,463	\$53,463	\$53,463
055-34664 DRIVING RANGE FEES	\$56,353	\$52,622	\$54,511	\$54,543	59,807	\$59,807	\$59,807	\$59,807
055-34665 PRO-SHOP RETAIL SALE	\$182,482	\$159,038	\$176,455	\$195,471	220,000	\$220,000	\$220,000	\$220,000
055-34666 GOLF LESSONS	\$23,855	\$25,848	\$17,492	\$20,520	41,400	\$41,400	\$41,400	\$41,400
055-34667 GOLF LESSON CLINICS	\$940	\$220	\$1,500	\$1,060	2,700	\$2,700	\$2,700	\$2,700
055-34668 TOURNAMENT ADMIN.	\$17,345	\$9,637	\$6,774	\$798	2,700	\$2,700	\$2,700	\$2,700
055-34671 BEVERAGE CART RETAIL SALES	\$30,740	\$30,833	\$27,018	\$28,568	35,000	\$35,000	\$35,000	\$35,000
055-34672 BEVERAGE CART BEER SALES	\$28,885	\$26,255	\$23,448	\$25,302	50,000	\$50,000	\$50,000	\$50,000
055-34674 BEVERAGE CART TIPS	\$11,246	\$9,403	\$8,657	\$6,437	0	\$0	\$0	\$0
Total Recreation	\$1,426,520	\$1,411,819	\$1,418,870	\$1,526,373	1,519,596	\$1,519,596	\$1,519,596	\$1,519,596
Misc. Revenues								
055-36111 INTEREST EARNINGS	\$2,729	\$4,722	\$8,420	\$0	1,350	\$1,350	\$1,350	\$1,350

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
055-36210 RENTAL INCOME	\$20,844	\$22,939	\$23,991	\$20,198	25,000	\$25,000	\$25,000	\$25,000
055-36310 SALE OF ASSETS	\$2,025	\$0	\$1,701	\$0	0	\$0	\$0	\$0
055-36911 OTHER MISCELLANEOUS	\$0	\$-2,363	\$1,318	\$-104	25,000	\$25,000	\$25,000	\$25,000
055-36921 CASH OVER/SHORT	\$231	\$130	\$294	\$226	0	\$0	\$0	\$0
Total Misc. Revenues	\$25,829	\$25,428	\$35,724	\$20,320	51,350	\$51,350	\$51,350	\$51,350
Interfund Transactions (CIP/Debt)								
055-38211 TRANS FR GEN FUND	\$25,000	\$25,000	\$25,000	\$25,000	25,000	\$25,000	\$25,000	\$25,000
Total Interfund Transactions (CIP/Debt)	\$25,000	\$25,000	\$25,000	\$25,000	25,000	\$25,000	\$25,000	\$25,000
Beginning Balance								
055-39990 BEGINNING BALANCE	\$1,054,654	\$1,187,987	\$1,325,234	\$1,246,003	873,260	\$1,443,961	\$1,219,788	\$1,119,136
Total Beginning Balance	\$1,054,654	\$1,187,987	\$1,325,234	\$1,246,003	873,260	\$1,443,961	\$1,219,788	\$1,119,136
TOTAL	\$2,532,002	\$2,650,234	\$2,804,828	\$2,817,697	2,469,206	\$3,039,907	\$2,815,734	\$2,715,082

055 GOLF COURSE FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40564 GOLF MAINTENANCE							
Personnel	\$359,509	\$402,522	\$426,280	500,924	\$462,919	\$533,830	\$535,901

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Mat, Suppls, Services	\$193,093	\$199,257	\$187,474	205,802	\$205,802	\$212,335	\$205,802
Capital	\$0	\$0	\$0	1,005	\$1,005	\$1,005	\$1,005
Interfund Transfer	\$69,015	\$75,290	\$77,628	74,228	\$77,628	\$89,888	\$89,888
Total 40564 GOLF MAINTENANCE	\$621,617	\$677,069	\$691,381	781,959	\$747,354	\$837,057	\$832,596
40571 GOLF PRO SHOP							
Personnel	\$331,963	\$338,151	\$365,034	406,596	\$382,611	\$425,106	\$427,118
Mat, Suppls, Services	\$261,949	\$227,382	\$236,275	292,727	\$292,727	\$235,475	\$292,727
Capital	\$0	\$495	\$0	1,000	\$1,000	\$1,000	\$1,000
Debt Service	\$27,060	\$8,094	\$34,188	32,377	\$32,377	\$32,377	\$32,377
Interfund Transfer	\$48,062	\$52,284	\$50,883	50,883	\$50,883	\$53,023	\$53,023
Total 40571 GOLF PRO SHOP	\$669,034	\$626,406	\$686,380	783,583	\$759,598	\$746,981	\$806,245
40999 END BAL SUR(DEF)							
Ending Balance	\$1,325,234	\$1,246,003	\$0	788,455	\$1,219,788	\$1,119,136	\$951,681
Total 40999 END BAL SUR(DEF)	\$1,325,234	\$1,246,003	\$0	788,455	\$1,219,788	\$1,119,136	\$951,681
43367 GOLF COURSE IMPROVEMENTS							
Capital	\$2,815	\$6,405	\$2,270	12,000	\$33,930	\$12,000	\$24,000
Total 43367 GOLF COURSE IMPROVEMENTS	\$2,815	\$6,405	\$2,270	12,000	\$33,930	\$12,000	\$24,000
43403 GOLF EQUIPMENT REPLACEMENT							
Capital	\$31,534	\$20,927	\$155,888	98,000	\$266,348	\$98,000	\$98,000
Total 43403 GOLF EQUIPMENT REPLACEMENT	\$31,534	\$20,927	\$155,888	98,000	\$266,348	\$98,000	\$98,000
43495 GOLF CART LOAN & PURCHASE							

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Capital	\$0	\$228,018	\$0	0	\$0	\$0	\$0
Total 43495 GOLF CART LOAN & PURCHASE	\$0	\$228,018	\$0	0	\$0	\$0	\$0
43685 EQUIP REPLACEMENT - COMPUTER							
Capital	\$0	\$0	\$1,743	2,560	\$10,240	\$2,560	\$2,560
Total 43685 EQUIP REPLACEMENT - COMPUTER	\$0	\$0	\$1,743	2,560	\$10,240	\$2,560	\$2,560
43786 CORE FABRIC EXTENDER							
Capital	\$0	\$0	\$500	500	\$500	\$0	\$0
Total 43786 CORE FABRIC EXTENDER	\$0	\$0	\$500	500	\$500	\$0	\$0
43791 TIMEKEEPING SOFTWARE UPGRADE							
Capital	\$0	\$0	\$0	500	\$500	\$0	\$0
Total 43791 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	500	\$500	\$0	\$0
43796 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	650	\$650	\$0	\$0
Total 43796 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	650	\$650	\$0	\$0
43801 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$0	1,000	\$1,000	\$0	\$0
Total 43801 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	1,000	\$1,000	\$0	\$0
TOTAL	\$2,650,234	\$2,804,828	\$1,538,162	2,469,206	\$3,039,907	\$2,815,734	\$2,715,082

TRANSPORTATION & PARKING FUND - Budget Summary

057 TRANSPORTATION & PARKING FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Sales Tax	\$4,398,879	\$4,877,097	\$5,233,194	\$5,079,083	5,297,728	\$5,297,728	\$5,551,893	\$5,718,453
Licenses	\$1,040,014	\$1,032,191	\$764,407	\$956,011	908,666	\$908,666	\$810,959	\$835,288
Planning Building & Engineering Fees	\$0	\$0	\$126,244	\$14,000	0	\$0	\$0	\$0
Special Event Fees	\$320	\$2,125	\$2,848	\$1,726	0	\$0	\$0	\$0
Federal Revenue	\$1,630,990	\$457,917	\$15,972,589	\$0	4,787,080	\$4,787,080	\$5,838,251	\$6,281,051
Transit Charges for Services	\$2,200,248	\$2,312,576	\$3,206,611	\$4,979,530	5,338,584	\$5,938,584	\$6,186,031	\$6,371,612
Fines & Forfeitures	\$970,338	\$1,080,705	\$1,077,415	\$2,136,823	1,469,200	\$1,469,200	\$2,893,282	\$3,069,280
Misc. Revenues	\$142,300	\$201,922	\$280,456	\$335,295	92,500	\$92,500	\$309,643	\$318,557
Special Revenues & Resources	\$408,972	\$315,322	\$362,886	\$580,877	1,100,000	\$1,100,000	\$384,986	\$396,535
Total Revenues	\$10,792,061	\$10,279,855	\$27,026,649	\$14,083,345	18,993,758	\$19,593,758	\$21,975,045	\$22,990,776
Other								
Beginning Balance	\$18,794,937	\$20,105,652	\$19,381,363	\$19,262,807	3,442,144	\$39,041,932	\$16,605,818	\$13,928,040
Total Other	\$18,794,937	\$20,105,652	\$19,381,363	\$19,262,807	3,442,144	\$39,041,932	\$16,605,818	\$13,928,040
TOTAL	\$29,586,998	\$30,385,507	\$46,408,012	\$33,346,152	22,435,902	\$58,635,690	\$38,580,863	\$36,918,816

057 TRANSPORTATION & PARKING FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Personnel	\$4,896,369	\$5,880,917	\$6,418,646	\$8,325,876	9,012,206	\$9,209,767	\$10,383,394	\$10,533,230
Mat, Suppls, Services	\$1,351,336	\$1,467,204	\$1,639,551	\$2,432,733	1,640,182	\$1,790,182	\$2,554,794	\$2,536,694
Capital	\$677,758	\$1,117,219	\$16,332,826	\$10,194,496	8,811,399	\$28,159,124	\$8,685,894	\$3,904,606
Total Depts	\$6,925,463	\$8,465,340	\$24,391,023	\$20,953,105	19,463,787	\$39,159,073	\$21,624,082	\$16,974,530
Other								
Interfund Transfer	\$2,555,882	\$2,538,804	\$2,754,182	\$2,870,800	2,939,050	\$2,870,800	\$3,028,741	\$3,028,741
Ending Balance	\$20,105,652	\$19,381,363	\$19,262,807	\$0	33,065	\$16,605,818	\$13,928,040	\$16,915,545
Total Other	\$22,661,534	\$21,920,167	\$22,016,989	\$2,870,800	2,972,115	\$19,476,618	\$16,956,781	\$19,944,286
TOTAL	\$29,586,997	\$30,385,507	\$46,408,012	\$23,823,905	22,435,902	\$58,635,691	\$38,580,863	\$36,918,816

057 TRANSPORTATION & PARKING FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Sales Tax								
057-31212 TRANSIT SALES TAX	\$2,305,926	\$2,559,707	\$2,790,839	\$2,656,115	2,785,403	\$2,785,403	\$2,960,802	\$3,049,626
057-31214 RESORT TAX TRANSPOR	\$2,092,953	\$2,317,390	\$2,442,355	\$2,422,968	2,512,325	\$2,512,325	\$2,591,091	\$2,668,827
Total Sales Tax	\$4,398,879	\$4,877,097	\$5,233,194	\$5,079,083	5,297,728	\$5,297,728	\$5,551,893	\$5,718,453
Licenses								
057-32111 BUSINESS LICENSES	\$905,481	\$890,380	\$658,504	\$813,278	758,666	\$758,666	\$698,607	\$719,565
057-32161 NIGHT RENT LIC FEE	\$134,533	\$141,811	\$105,903	\$142,733	150,000	\$150,000	\$112,352	\$115,723
Total Licenses	\$1,040,014	\$1,032,191	\$764,407	\$956,011	908,666	\$908,666	\$810,959	\$835,288
Planning Building & Engineering Fees								
057-32261 IN-LIEU-OF PARKING	\$0	\$0	\$126,244	\$14,000	0	\$0	\$0	\$0
Total Planning Building & Engineering Fees	\$0	\$0	\$126,244	\$14,000	0	\$0	\$0	\$0
Special Event Fees								
057-32639 SPECIAL EVENT PARKING FEES	\$320	\$2,125	\$2,848	\$1,726	0	\$0	\$0	\$0
Total Special Event Fees	\$320	\$2,125	\$2,848	\$1,726	0	\$0	\$0	\$0
Federal Revenue								
057-33110 FEDERAL GRANTS	\$1,630,990	\$457,917	\$15,972,589	\$0	4,787,080	\$4,787,080	\$5,838,251	\$6,281,051
Total Federal Revenue	\$1,630,990	\$457,917	\$15,972,589	\$0	4,787,080	\$4,787,080	\$5,838,251	\$6,281,051

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Transit Charges for Services								
057-34211 FARE REVENUE	\$31,078	\$34,823	\$29,735	\$29,492	67,835	\$67,835	\$31,545	\$32,492
057-34221 BUS ADVERTISING	\$49,200	\$53,930	\$51,358	\$39,080	53,207	\$53,207	\$54,486	\$56,120
057-34230 REGIONAL TRANSIT REVENUE	\$2,119,970	\$2,223,823	\$3,125,518	\$4,910,958	5,217,542	\$5,817,542	\$6,100,000	\$6,283,000
Total Transit Charges for Services	\$2,200,248	\$2,312,576	\$3,206,611	\$4,979,530	5,338,584	\$5,938,584	\$6,186,031	\$6,371,612
Fines & Forfeitures								
057-35300 CITY FINES	\$202,064	\$204,963	\$190,993	\$136,241	150,000	\$150,000	\$202,624	\$208,703
057-35301 PARKING PERMITS	\$183,641	\$205,530	\$179,238	\$220,204	100,000	\$100,000	\$190,154	\$195,858
057-35307 IN CAR METERS	\$340	\$1,788	\$0	\$-103	10,000	\$10,000	\$0	\$10,000
057-35308 QUICK CARD	\$-12	\$0	\$0	\$0	1,000	\$1,000	\$0	\$1,000
057-35309 TOKEN/VALIDATION REVENUE	\$1,979	\$1,741	\$475	\$-183	5,000	\$5,000	\$504	\$519
057-35310 METER REVENUE	\$582,213	\$666,750	\$706,029	\$1,742,844	1,200,000	\$1,200,000	\$2,500,000	\$2,650,000
057-35311 IN-CAR METER (ICM) DEVICES	\$112	\$-67	\$0	\$0	3,200	\$3,200	\$0	\$3,200
057-35312 IMPOUND	\$0	\$0	\$680	\$0	0	\$0	\$0	\$0
Total Fines & Forfeitures	\$970,338	\$1,080,705	\$1,077,415	\$2,099,004	1,469,200	\$1,469,200	\$2,893,282	\$3,069,280
Misc. Revenues								
057-36111 INTEREST EARNINGS	\$94,047	\$131,529	\$161,324	\$0	80,000	\$80,000	\$171,149	\$176,283
057-36210 RENTAL INCOME	\$40,615	\$56,995	\$49,421	\$67,666	0	\$0	\$52,431	\$54,004
057-36310 SALE OF ASSETS	\$3,420	\$0	\$69,340	\$5,245	0	\$0	\$73,563	\$75,770
057-36911 OTHER MISCELLANEOUS	\$4,225	\$13,334	\$386	\$262,388	12,500	\$12,500	\$12,500	\$12,500
057-36921 CASH OVER/SHORT	\$-7	\$64	\$-16	\$-4	0	\$0	\$0	\$0

Revenue By Type	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total Misc. Revenues	\$142,300	\$201,922	\$280,456	\$335,295	92,500	\$92,500	\$309,643	\$318,557
Special Revenues & Resources								
057-39110 DONATIONS	\$60,912	\$60,914	\$176,922	\$179,296	0	\$0	\$187,697	\$193,328
057-39126 OTHER CONTRIBUTIONS	\$348,059	\$254,409	\$185,963	\$401,581	1,100,000	\$1,100,000	\$197,289	\$203,207
Total Special Revenues & Resources	\$408,972	\$315,322	\$362,886	\$580,877	1,100,000	\$1,100,000	\$384,986	\$396,535
Beginning Balance								
057-39990 BEGINNING BALANCE	\$18,794,937	\$20,105,652	\$19,381,363	\$19,262,807	3,442,144	\$39,041,932	\$16,605,818	\$13,928,040
Total Beginning Balance	\$18,794,937	\$20,105,652	\$19,381,363	\$19,262,807	3,442,144	\$39,041,932	\$16,605,818	\$13,928,040
TOTAL	\$29,586,998	\$30,385,507	\$46,408,012	\$33,308,333	22,435,902	\$58,635,690	\$38,580,863	\$36,918,816

057 TRANSPORTATION & PARKING FUND

Expenditures by Department & Type

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
40481 TRANSPORTATION OPER							
Personnel	\$5,039,211	\$5,531,379	\$7,143,810	7,809,389	\$7,950,222	\$8,987,784	\$9,080,425
Mat, Suppls, Services	\$1,048,278	\$1,048,856	\$1,910,356	1,156,563	\$1,156,563	\$1,256,644	\$1,244,944
Capital	\$15,162	\$66,584	\$64,433	7,600	\$7,600	\$7,600	\$7,600
Interfund Transfer	\$2,534,104	\$2,744,682	\$2,850,800	2,929,550	\$2,850,800	\$3,008,741	\$3,008,741

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 40481 TRANSPORTATION OPER	\$8,636,754	\$9,391,501	\$11,969,400	11,903,102	\$11,965,185	\$13,260,768	\$13,341,709
40485 TRANSPORTATION PLANNING							
Personnel	\$336,500	\$358,151	\$456,837	447,696	\$468,791	\$404,797	\$451,907
Mat, Suppls, Services	\$90,143	\$378,356	\$204,772	305,619	\$305,619	\$550,250	\$550,250
Total 40485 TRANSPORTATION PLANNING	\$426,644	\$736,507	\$661,609	753,315	\$774,410	\$955,047	\$1,002,157
40500 PARKING							
Personnel	\$505,206	\$528,356	\$717,916	755,120	\$790,753	\$990,813	\$1,000,899
Mat, Suppls, Services	\$317,012	\$200,947	\$317,804	178,000	\$328,000	\$747,900	\$741,500
Capital	\$0	\$0	\$2,540	0	\$0	\$0	\$0
Interfund Transfer	\$4,700	\$9,500	\$20,000	9,500	\$20,000	\$20,000	\$20,000
Total 40500 PARKING	\$826,917	\$738,802	\$1,058,260	942,620	\$1,138,753	\$1,758,713	\$1,762,399
40999 END BAL SUR(DEF)							
Ending Balance	\$19,381,363	\$19,262,807	\$0	33,065	\$16,605,818	\$13,928,040	\$16,915,545
Total 40999 END BAL SUR(DEF)	\$19,381,363	\$19,262,807	\$0	33,065	\$16,605,818	\$13,928,040	\$16,915,545
43304 INFORMATION SYSTEMS ENHANCE/UPGRADES							
Capital	\$0	\$0	\$0	0	\$128,446	\$0	\$0
Total 43304 INFORMATION SYSTEMS ENHANCE/UPGRADES	\$0	\$0	\$0	0	\$128,446	\$0	\$0
43316 TRANSIT COACHES							
Capital	\$0	\$6,876,221	\$1,653,927	2,418,752	\$4,133,124	\$4,733,717	\$2,190,000
Total 43316 TRANSIT COACHES	\$0	\$6,876,221	\$1,653,927	2,418,752	\$4,133,124	\$4,733,717	\$2,190,000
43339 BUS SHELTERS							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$15,632	\$0	\$0	181,250	\$483,707	\$0	\$0
Total 43339 BUS SHELTERS	\$15,632	\$0	\$0	181,250	\$483,707	\$0	\$0
43435 FLAGSTAFF TRANSFER FEE							
Capital	\$337,698	\$114,593	\$740,790	1,100,000	\$3,120,632	\$850,000	\$0
Total 43435 FLAGSTAFF TRANSFER FEE	\$337,698	\$114,593	\$740,790	1,100,000	\$3,120,632	\$850,000	\$0
43446 TRANSIT GIS/AVL SYSTEM							
Capital	\$117,465	\$204,688	\$117,465	0	\$157,471	\$0	\$0
Total 43446 TRANSIT GIS/AVL SYSTEM	\$117,465	\$204,688	\$117,465	0	\$157,471	\$0	\$0
43465 COUNTY VEHICLE REPLACEMENT FUND							
Capital	\$0	\$0	\$0	72,730	\$666,056	\$74,950	\$77,199
Total 43465 COUNTY VEHICLE REPLACEMENT FUND	\$0	\$0	\$0	72,730	\$666,056	\$74,950	\$77,199
43466 TRANSIT EXPANSION							
Capital	\$0	\$0	\$0	0	\$1,500,803	\$0	\$0
Total 43466 TRANSIT EXPANSION	\$0	\$0	\$0	0	\$1,500,803	\$0	\$0
43484 PARKING METER REPLACEMENT							
Capital	\$0	\$0	\$253,119	50,000	\$204,521	\$125,000	\$125,000
Total 43484 PARKING METER REPLACEMENT	\$0	\$0	\$253,119	50,000	\$204,521	\$125,000	\$125,000
43506 UPGRADE OH DOOR ROLLERS							
Capital	\$0	\$0	\$0	6,000	\$28,518	\$6,000	\$6,000
Total 43506 UPGRADE OH DOOR ROLLERS	\$0	\$0	\$0	6,000	\$28,518	\$6,000	\$6,000
43575 CITY TRANSIT CONTRIBUTION TO COUNTY							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$0	\$0	\$1,482,901	0	\$1,700,000	\$0	\$0
Total 43575 CITY TRANSIT CONTRIBUTION TO COUNTY	\$0	\$0	\$1,482,901	0	\$1,700,000	\$0	\$0
43616 224 CORRIDOR STUDY AND STRATEGIC PLAN							
Capital	\$0	\$0	\$0	0	\$19,128	\$0	\$0
Total 43616 224 CORRIDOR STUDY AND STRATEGIC PLAN	\$0	\$0	\$0	0	\$19,128	\$0	\$0
43622 IRONHORSE ELECTRONIC ACCESS CONTROL							
Capital	\$0	\$0	\$45,000	0	\$45,000	\$0	\$0
Total 43622 IRONHORSE ELECTRONIC ACCESS CONTROL	\$0	\$0	\$45,000	0	\$45,000	\$0	\$0
43623 IRONHORSE SEASONAL HOUSING							
Mat, Suppls, Services	\$11,771	\$11,392	\$-199	0	\$0	\$0	\$0
Capital	\$3,026	\$0	\$120,397	0	\$153,168	\$0	\$0
Total 43623 IRONHORSE SEASONAL HOUSING	\$14,797	\$11,392	\$120,198	0	\$153,168	\$0	\$0
43624 TRANSIT SIGNAL PRIORITY							
Capital	\$0	\$0	\$385,060	102,645	\$586,019	\$102,645	\$102,645
Total 43624 TRANSIT SIGNAL PRIORITY	\$0	\$0	\$385,060	102,645	\$586,019	\$102,645	\$102,645
43625 IRONHORSE TRANSIT FAC ASSET MGMT							
Capital	\$10,205	\$6,675	\$-77,642	180,000	\$1,218,215	\$180,000	\$180,000
Total 43625 IRONHORSE TRANSIT FAC ASSET MGMT	\$10,205	\$6,675	\$-77,642	180,000	\$1,218,215	\$180,000	\$180,000
43634 PARKING WAYFINDING							
Capital	\$0	\$0	\$649,575	150,000	\$649,575	\$0	\$0
Total 43634 PARKING WAYFINDING	\$0	\$0	\$649,575	150,000	\$649,575	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43650 FLEET MANAGEMENT SOFTWARE							
Capital	\$0	\$0	\$0	0	\$175,195	\$56,990	\$56,990
Total 43650 FLEET MANAGEMENT SOFTWARE	\$0	\$0	\$0	0	\$175,195	\$56,990	\$56,990
43653 TRANS PLANS & STUDIES							
Capital	\$0	\$0	\$12,027	250,000	\$579,130	\$0	\$0
Total 43653 TRANS PLANS & STUDIES	\$0	\$0	\$12,027	250,000	\$579,130	\$0	\$0
43654 RICHARDSON FLAT ROAD IMP							
Capital	\$0	\$0	\$0	0	\$0	\$750,000	\$0
Total 43654 RICHARDSON FLAT ROAD IMP	\$0	\$0	\$0	0	\$0	\$750,000	\$0
43655 TRANSIT FAC CAP RENEWAL							
Capital	\$0	\$0	\$0	50,000	\$197,807	\$50,000	\$50,000
Total 43655 TRANSIT FAC CAP RENEWAL	\$0	\$0	\$0	50,000	\$197,807	\$50,000	\$50,000
43686 EQUIP REPLACEMENT - COMPUTER							
Capital	\$3,677	\$6,949	\$8,060	14,172	\$44,089	\$16,172	\$16,172
Total 43686 EQUIP REPLACEMENT - COMPUTER	\$3,677	\$6,949	\$8,060	14,172	\$44,089	\$16,172	\$16,172
43712 TRAFFIC MANAGEMENT CAMERAS							
Capital	\$0	\$63,220	\$39,251	35,000	\$146,780	\$0	\$0
Total 43712 TRAFFIC MANAGEMENT CAMERAS	\$0	\$63,220	\$39,251	35,000	\$146,780	\$0	\$0
43721 PAID PARKING INFRASTRUCTURE FOR MAIN STR							
Capital	\$0	\$0	\$1,227,716	75,000	\$750,000	\$0	\$0
Total 43721 PAID PARKING INFRASTRUCTURE FOR MAIN STR	\$0	\$0	\$1,227,716	75,000	\$750,000	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
43731 CHINA BRIDGE EVENT PARKING							
Capital	\$72,336	\$182,269	\$623,677	310,000	\$1,012,667	\$396,000	\$340,000
Total 43731 CHINA BRIDGE EVENT PARKING	\$72,336	\$182,269	\$623,677	310,000	\$1,012,667	\$396,000	\$340,000
43739 TRANSIT ONBOARD SECURITY CAMERAS							
Capital	\$0	\$0	\$0	14,000	\$68,000	\$300,000	\$14,000
Total 43739 TRANSIT ONBOARD SECURITY CAMERAS	\$0	\$0	\$0	14,000	\$68,000	\$300,000	\$14,000
43740 TRANSIT ONBOARD WI-FI							
Capital	\$0	\$0	\$0	25,000	\$63,800	\$205,200	\$25,000
Total 43740 TRANSIT ONBOARD WI-FI	\$0	\$0	\$0	25,000	\$63,800	\$205,200	\$25,000
43746 PARK. DECK COATING IRON HORSE BUS GARAGE							
Capital	\$0	\$0	\$433,279	125,000	\$250,000	\$106,000	\$0
Total 43746 PARK. DECK COATING IRON HORSE BUS GARAGE	\$0	\$0	\$433,279	125,000	\$250,000	\$106,000	\$0
43761 KIMBALL JUNCTION TRANSIT CENTER							
Personnel	\$0	\$760	\$0	0	\$0	\$0	\$0
Capital	\$482,018	\$2,098,446	\$0	0	\$1,810,794	\$0	\$0
Total 43761 KIMBALL JUNCTION TRANSIT CENTER	\$482,018	\$2,099,206	\$0	0	\$1,810,794	\$0	\$0
43770 TRANSIT AND TRANSPORTATION LAND ACQUISIT							
Capital	\$60,000	\$2,440,170	\$1,193,084	0	\$3,499,830	\$0	\$0
Total 43770 TRANSIT AND TRANSPORTATION LAND ACQUISIT	\$60,000	\$2,440,170	\$1,193,084	0	\$3,499,830	\$0	\$0
43771 PROSPECTOR AVENUE RECONSTRUCTION							
Capital	\$0	\$0	\$500,000	75,000	\$575,000	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43771 PROSPECTOR AVENUE RECONSTRUCTION	\$0	\$0	\$500,000	75,000	\$575,000	\$0	\$0
43780 SR 248/RICHARDSON FLAT INTERSECTION IMPR							
Capital	\$0	\$0	\$0	280,000	\$280,000	\$0	\$0
Total 43780 SR 248/RICHARDSON FLAT INTERSECTION IMPR	\$0	\$0	\$0	280,000	\$280,000	\$0	\$0
43781 SR 248/US 40 PARK AND RIDE LOT							
Capital	\$0	\$0	\$0	2,025,000	\$2,025,000	\$0	\$0
Total 43781 SR 248/US 40 PARK AND RIDE LOT	\$0	\$0	\$0	2,025,000	\$2,025,000	\$0	\$0
43787 CORE FABRIC EXTENDER							
Capital	\$0	\$0	\$2,000	2,000	\$2,000	\$0	\$0
Total 43787 CORE FABRIC EXTENDER	\$0	\$0	\$2,000	2,000	\$2,000	\$0	\$0
43792 TIMEKEEPING SOFTWARE UPGRADE							
Capital	\$0	\$0	\$0	5,000	\$5,000	\$0	\$0
Total 43792 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	5,000	\$5,000	\$0	\$0
43797 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	9,750	\$9,750	\$0	\$0
Total 43797 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	9,750	\$9,750	\$0	\$0
43802 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$0	5,500	\$5,500	\$0	\$0
Total 43802 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	5,500	\$5,500	\$0	\$0
43806 VMS SIGNS							
Capital	\$0	\$0	\$0	120,000	\$120,000	\$0	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 43806 VMS SIGNS	\$0	\$0	\$0	120,000	\$120,000	\$0	\$0
43807 ENHANCED BUS STOPS AT FRESH MARKET AND P							
Capital	\$0	\$0	\$0	143,000	\$153,000	\$0	\$0
Total 43807 ENHANCED BUS STOPS AT FRESH MARKET AND P	\$0	\$0	\$0	143,000	\$153,000	\$0	\$0
43808 CANYONS VILLAGE AREA TRANSIT CENTER							
Capital	\$0	\$0	\$0	25,000	\$25,000	\$83,000	\$150,000
Total 43808 CANYONS VILLAGE AREA TRANSIT CENTER	\$0	\$0	\$0	25,000	\$25,000	\$83,000	\$150,000
43810 BRT CAPITAL IMPROVEMENTS & ELECTRONIC SI							
Capital	\$0	\$0	\$0	305,000	\$305,000	\$130,000	\$130,000
Total 43810 BRT CAPITAL IMPROVEMENTS & ELECTRONIC SI	\$0	\$0	\$0	305,000	\$305,000	\$130,000	\$130,000
43811 6 ELECTRIC BRT TRANSIT BUSES							
Capital	\$0	\$3,688,074	\$0	0	\$77,800	\$0	\$0
Total 43811 6 ELECTRIC BRT TRANSIT BUSES	\$0	\$3,688,074	\$0	0	\$77,800	\$0	\$0
43812 ELECTRIC BUS CHARGER AT KIMBALL JUNCTION							
Capital	\$0	\$583,014	\$0	0	\$0	\$0	\$0
Total 43812 ELECTRIC BUS CHARGER AT KIMBALL JUNCTION	\$0	\$583,014	\$0	0	\$0	\$0	\$0
43813 ELECTIC BUS CHARGING STATION AT OLD TOWN							
Personnel	\$0	\$0	\$7,313	0	\$0	\$0	\$0
Capital	\$0	\$1,922	\$717,837	649,000	\$649,000	\$0	\$0
Total 43813 ELECTIC BUS CHARGING STATION AT OLD TOWN	\$0	\$1,922	\$725,150	649,000	\$649,000	\$0	\$0
43825 CITY-WIDE SIGNS PHASE I							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Capital	\$0	\$0	\$0	0	\$0	\$75,000	\$0
Total 43825 CITY-WIDE SIGNS PHASE I	\$0	\$0	\$0	0	\$0	\$75,000	\$0
43828 MARSAC EMPLOYEE TRANSP DEMAND MGMT & WEL							
Capital	\$0	\$0	\$0	0	\$0	\$110,000	\$0
Total 43828 MARSAC EMPLOYEE TRANSP DEMAND MGMT & WEL	\$0	\$0	\$0	0	\$0	\$110,000	\$0
43829 PHASE 2 BIKE SHARE IMPROVEMENTS							
Capital	\$0	\$0	\$0	0	\$0	\$175,000	\$50,000
Total 43829 PHASE 2 BIKE SHARE IMPROVEMENTS	\$0	\$0	\$0	0	\$0	\$175,000	\$50,000
43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP							
Capital	\$0	\$0	\$0	0	\$0	\$59,000	\$0
Total 43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP	\$0	\$0	\$0	0	\$0	\$59,000	\$0
43832 REMODEL FOR TRANSIT DRIVER HOUSING							
Capital	\$0	\$0	\$0	0	\$460,000	\$0	\$300,000
Total 43832 REMODEL FOR TRANSIT DRIVER HOUSING	\$0	\$0	\$0	0	\$460,000	\$0	\$300,000
43833 HOMESTAKE PARK & RIDE TRANSIT SERVICE, S							
Capital	\$0	\$0	\$0	0	\$67,000	\$89,000	\$71,000
Total 43833 HOMESTAKE PARK & RIDE TRANSIT SERVICE, S	\$0	\$0	\$0	0	\$67,000	\$89,000	\$71,000
43836 GIS: GEOEVENT SERVER LICENSE							
Capital	\$0	\$0	\$0	0	\$0	\$0	\$13,000
Total 43836 GIS: GEOEVENT SERVER LICENSE	\$0	\$0	\$0	0	\$0	\$0	\$13,000
43840 OFFICE 2016 LICENSES							

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Capital	\$0	\$0	\$0	0	\$0	\$4,620	\$0
Total 43840 OFFICE 2016 LICENSES	\$0	\$0	\$0	0	\$0	\$4,620	\$0
TOTAL	\$30,385,507	\$46,408,013	\$23,823,905	22,435,902	\$58,635,691	\$38,580,863	\$36,918,816

FLEET SERVICES FUND - Budget Summary

062 FLEET SERVICES FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Interfund Transactions (Admin)	\$2,728,700	\$2,448,000	\$2,572,200	\$2,565,000	2,573,400	\$2,565,000	\$2,565,000	\$2,566,200
Total Revenues	\$2,728,700	\$2,448,000	\$2,572,200	\$2,565,000	2,573,400	\$2,565,000	\$2,565,000	\$2,566,200
Other								
Beginning Balance	\$961,174	\$1,145,417	\$1,123,856	\$1,196,395	1,059,336	\$1,196,395	\$1,206,679	\$1,217,443
Total Other	\$961,174	\$1,145,417	\$1,123,856	\$1,196,395	1,059,336	\$1,196,395	\$1,206,679	\$1,217,443
TOTAL	\$3,689,874	\$3,593,417	\$3,696,056	\$3,761,395	3,632,736	\$3,761,395	\$3,771,679	\$3,783,643

062 FLEET SERVICES FUND

Expense Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Depts								
Personnel	\$800,303	\$891,897	\$977,316	\$991,130	964,546	\$993,186	\$992,706	\$1,002,538

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Mat, Suppls, Services	\$1,736,716	\$1,571,548	\$1,521,625	\$1,589,069	1,587,620	\$1,551,530	\$1,551,530	\$1,551,530
Capital	\$7,438	\$6,116	\$720	\$0	10,000	\$10,000	\$10,000	\$10,000
Total Depts	\$2,544,457	\$2,469,561	\$2,499,661	\$2,580,200	2,562,166	\$2,554,716	\$2,554,236	\$2,564,068
Other								
Ending Balance	\$1,145,417	\$1,123,856	\$1,196,395	\$0	1,070,570	\$1,206,679	\$1,217,443	\$1,219,575
Total Other	\$1,145,417	\$1,123,856	\$1,196,395	\$0	1,070,570	\$1,206,679	\$1,217,443	\$1,219,575
TOTAL	\$3,689,874	\$3,593,417	\$3,696,056	\$2,580,200	3,632,736	\$3,761,395	\$3,771,679	\$3,783,643

062 FLEET SERVICES FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Interfund Transactions (Admin)								
062-38110 CENTRAL GARAGE CHG	\$1,378,700	\$1,348,000	\$1,497,200	\$1,733,000	1,498,400	\$1,733,000	\$1,733,000	\$1,734,200
062-38111 FUEL SALES	\$1,350,000	\$1,100,000	\$1,075,000	\$832,000	1,075,000	\$832,000	\$832,000	\$832,000
Total Interfund Transactions (Admin)	\$2,728,700	\$2,448,000	\$2,572,200	\$2,565,000	2,573,400	\$2,565,000	\$2,565,000	\$2,566,200
Beginning Balance								
062-39990 BEGINNING BALANCE	\$961,174	\$1,145,417	\$1,123,856	\$1,196,395	1,059,336	\$1,196,395	\$1,206,679	\$1,217,443
Total Beginning Balance	\$961,174	\$1,145,417	\$1,123,856	\$1,196,395	1,059,336	\$1,196,395	\$1,206,679	\$1,217,443

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
TOTAL	\$3,689,874	\$3,593,417	\$3,696,056	\$3,761,395	3,632,736	\$3,761,395	\$3,771,679	\$3,783,643

062 FLEET SERVICES FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40471 FLEET SERVICES DEPT							
Personnel	\$891,897	\$977,316	\$991,130	964,546	\$993,186	\$992,706	\$1,002,538
Mat, Suppls, Services	\$1,571,548	\$1,521,625	\$1,589,069	1,587,620	\$1,551,530	\$1,551,530	\$1,551,530
Capital	\$6,116	\$720	\$0	10,000	\$10,000	\$10,000	\$10,000
Total 40471 FLEET SERVICES DEPT	\$2,469,561	\$2,499,661	\$2,580,200	2,562,166	\$2,554,716	\$2,554,236	\$2,564,068
40999 END BAL SUR(DEF)							
Ending Balance	\$1,123,856	\$1,196,395	\$0	1,070,570	\$1,206,679	\$1,217,443	\$1,219,575
Total 40999 END BAL SUR(DEF)	\$1,123,856	\$1,196,395	\$0	1,070,570	\$1,206,679	\$1,217,443	\$1,219,575
TOTAL	\$3,593,417	\$3,696,056	\$2,580,200	3,632,736	\$3,761,395	\$3,771,679	\$3,783,643

SELF INSURANCE FUND - Budget Summary

064 SELF INSURANCE FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Misc. Revenues	\$258,000	\$258,000	\$275,000	\$275,000	275,000	\$275,000	\$275,000	\$275,000
Interfund Transactions (Admin)	\$463,227	\$992,665	\$686,997	\$885,556	885,556	\$885,556	\$1,041,733	\$1,041,733
Total Revenues	\$721,227	\$1,250,665	\$961,997	\$1,160,556	1,160,556	\$1,160,556	\$1,316,733	\$1,316,733
Other								
Beginning Balance	\$1,208,215	\$607,450	\$968,274	\$793,923	183,771	\$793,923	\$307,979	\$48,212
Total Other	\$1,208,215	\$607,450	\$968,274	\$793,923	183,771	\$793,923	\$307,979	\$48,212
TOTAL	\$1,929,442	\$1,858,115	\$1,930,271	\$1,954,479	1,344,327	\$1,954,479	\$1,624,712	\$1,364,945

064 SELF INSURANCE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Mat, Suppls, Services	\$1,321,992	\$889,841	\$1,136,348	\$781,144	1,296,500	\$1,646,500	\$1,576,500	\$1,296,500
Total Depts	\$1,321,992	\$889,841	\$1,136,348	\$781,144	1,296,500	\$1,646,500	\$1,576,500	\$1,296,500
Other								
Ending Balance	\$607,450	\$968,274	\$793,923	\$0	47,827	\$307,979	\$48,212	\$68,445
Total Other	\$607,450	\$968,274	\$793,923	\$0	47,827	\$307,979	\$48,212	\$68,445
TOTAL	\$1,929,442	\$1,858,115	\$1,930,271	\$781,144	1,344,327	\$1,954,479	\$1,624,712	\$1,364,945

064 SELF INSURANCE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Misc. Revenues								
064-36991 FEE FOR WORKER'S COMP SELF-INS	\$258,000	\$258,000	\$275,000	\$275,000	275,000	\$275,000	\$275,000	\$275,000
Total Misc. Revenues	\$258,000	\$258,000	\$275,000	\$275,000	275,000	\$275,000	\$275,000	\$275,000

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Interfund Transactions (Admin)								
064-38141 INS - GENERAL FUND	\$248,674	\$779,567	\$444,676	\$600,000	600,000	\$600,000	\$600,000	\$600,000
064-38142 INS - GOLF	\$6,286	\$3,352	\$5,405	\$5,745	5,745	\$5,745	\$15,865	\$15,865
064-38143 INS - WATER FUND	\$58,358	\$93,685	\$92,816	\$104,977	104,977	\$104,977	\$138,524	\$138,524
064-38144 INS - TRANSPORTATION	\$149,909	\$116,061	\$144,100	\$174,834	174,834	\$174,834	\$287,344	\$287,344
Total Interfund Transactions (Admin)	\$463,227	\$992,665	\$686,997	\$885,556	885,556	\$885,556	\$1,041,733	\$1,041,733
Beginning Balance								
064-39990 BEGINNING BALANCE	\$1,208,215	\$607,450	\$968,274	\$793,923	183,771	\$793,923	\$307,979	\$48,212
Total Beginning Balance	\$1,208,215	\$607,450	\$968,274	\$793,923	183,771	\$793,923	\$307,979	\$48,212
TOTAL	\$1,929,442	\$1,858,115	\$1,930,271	\$1,954,479	1,344,327	\$1,954,479	\$1,624,712	\$1,364,945

064 SELF INSURANCE FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40132 SELF INS & SEC BOND							
Mat, Suppls, Services	\$705,302	\$998,989	\$699,688	1,021,500	\$1,371,500	\$1,021,500	\$1,021,500
Total 40132 SELF INS & SEC BOND	\$705,302	\$998,989	\$699,688	1,021,500	\$1,371,500	\$1,021,500	\$1,021,500
40139 WORKERS COMP							

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Mat, Suppls, Services	\$184,539	\$137,359	\$81,455	275,000	\$275,000	\$275,000	\$275,000
Total 40139 WORKERS COMP	\$184,539	\$137,359	\$81,455	275,000	\$275,000	\$275,000	\$275,000
40141 DENTAL SELF FUNDING							
Mat, Suppls, Services	\$0	\$0	\$0	0	\$0	\$280,000	\$0
Total 40141 DENTAL SELF FUNDING	\$0	\$0	\$0	0	\$0	\$280,000	\$0
40999 END BAL SUR(DEF)							
Ending Balance	\$968,274	\$793,923	\$0	47,827	\$307,979	\$48,212	\$68,445
Total 40999 END BAL SUR(DEF)	\$968,274	\$793,923	\$0	47,827	\$307,979	\$48,212	\$68,445
TOTAL	\$1,858,115	\$1,930,271	\$781,144	1,344,327	\$1,954,479	\$1,624,712	\$1,364,945

SALES TAX REV BOND - DEBT SVS FUND - Budget Summary

070 SALES TAX REV BOND - DEBT SVS FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Misc. Revenues	\$4,669	\$33,338	\$26,965	\$195,670	0	\$0	\$0	\$0
Interfund Transactions (Admin)	\$168,616	\$164,089	\$160,058	\$159,826	159,826	\$159,826	\$161,703	\$162,477
Interfund Transactions (CIP/Debt)	\$1,428,429	\$2,425,473	\$2,091,955	\$4,867,531	2,097,787	\$4,867,531	\$4,858,763	\$4,861,089
Bond Proceeds	\$24,992,543	\$0	\$0	\$35,227,871	0	\$35,227,871	\$0	\$0
Total Revenues	\$26,594,256	\$2,622,900	\$2,278,978	\$40,450,898	2,257,613	\$40,255,228	\$5,020,466	\$5,023,566
Other								
Beginning Balance	\$1,165,265	\$6,527,765	\$2,843,028	\$2,403,929	2,371,332	\$2,403,929	\$7,191,000	\$7,177,001
Total Other	\$1,165,265	\$6,527,765	\$2,843,028	\$2,403,929	2,371,332	\$2,403,929	\$7,191,000	\$7,177,001
TOTAL	\$27,759,521	\$9,150,665	\$5,122,006	\$42,854,827	4,628,945	\$42,659,157	\$12,211,466	\$12,200,567

070 SALES TAX REV BOND - DEBT SVS FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Debt Service	\$9,162,385	\$2,592,290	\$2,255,381	\$5,254,634	2,266,613	\$5,264,909	\$5,034,465	\$5,037,565
Total Depts	\$9,162,385	\$2,592,290	\$2,255,381	\$5,254,634	2,266,613	\$5,264,909	\$5,034,465	\$5,037,565
Other								
Interfund Transfer	\$12,069,371	\$3,715,347	\$462,696	\$30,203,248	0	\$30,203,248	\$0	\$0
Ending Balance	\$6,527,765	\$2,843,028	\$2,403,929	\$0	2,362,332	\$7,191,000	\$7,177,001	\$7,163,002
Total Other	\$18,597,136	\$6,558,375	\$2,866,625	\$30,203,248	2,362,332	\$37,394,248	\$7,177,001	\$7,163,002
TOTAL	\$27,759,521	\$9,150,665	\$5,122,006	\$35,457,882	4,628,945	\$42,659,157	\$12,211,466	\$12,200,567

070 SALES TAX REV BOND - DEBT SVS FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Misc. Revenues								
070-36112 INT EARN SPEC ACCTS	\$4,669	\$33,338	\$26,965	\$195,670	0	\$0	\$0	\$0

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Total Misc. Revenues	\$4,669	\$33,338	\$26,965	\$195,670	0	\$0	\$0	\$0
Interfund Transactions (Admin)								
070-38131 CITY CONT. GENERAL	\$168,616	\$164,089	\$160,058	\$159,826	159,826	\$159,826	\$161,703	\$162,477
Total Interfund Transactions (Admin)	\$168,616	\$164,089	\$160,058	\$159,826	159,826	\$159,826	\$161,703	\$162,477
Interfund Transactions (CIP/Debt)								
070-38231 TRANSFER FROM CIP	\$251,079	\$1,297,588	\$1,285,867	\$3,352,716	1,288,297	\$3,352,716	\$3,345,387	\$3,349,368
070-38234 TRANSFER IN FROM MAIN ST. RDA	\$850,412	\$803,885	\$806,088	\$809,490	809,490	\$809,490	\$805,161	\$805,006
070-38236 TRANSFER FROM LPA RDA-FUND 33	\$326,938	\$324,000	\$0	\$705,325	0	\$705,325	\$708,215	\$706,715
Total Interfund Transactions (CIP/Debt)	\$1,428,429	\$2,425,473	\$2,091,955	\$4,867,531	2,097,787	\$4,867,531	\$4,858,763	\$4,861,089
Bond Proceeds								
070-39219 REFUNDING BONDS ISSUED	\$6,725,000	\$0	\$0	\$0	0	\$0	\$0	\$0
070-39220 BOND PROCEEDS	\$16,975,000	\$0	\$0	\$31,940,000	0	\$31,940,000	\$0	\$0
070-39221 BONDS-ORIGINAL ISSUE PREMIUM	\$1,292,543	\$0	\$0	\$3,287,871	0	\$3,287,871	\$0	\$0
Total Bond Proceeds	\$24,992,543	\$0	\$0	\$35,227,871	0	\$35,227,871	\$0	\$0
Beginning Balance								
070-39990 BEGINNING BALANCE	\$1,165,265	\$6,527,765	\$2,843,028	\$2,403,929	2,371,332	\$2,403,929	\$7,191,000	\$7,177,001
Total Beginning Balance	\$1,165,265	\$6,527,765	\$2,843,028	\$2,403,929	2,371,332	\$2,403,929	\$7,191,000	\$7,177,001
TOTAL	\$27,759,521	\$9,150,665	\$5,122,006	\$42,854,827	4,628,945	\$42,659,157	\$12,211,466	\$12,200,567

070 SALES TAX REV BOND - DEBT SVS FUND

Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40730 2017 SALES TAX REV BONDS							
Debt Service	\$0	\$0	\$2,993,546	0	\$2,998,296	\$2,773,852	\$2,774,352
Interfund Transfer	\$0	\$0	\$29,637,246	0	\$29,637,246	\$0	\$0
Total 40730 2017 SALES TAX REV BONDS	\$0	\$0	\$32,630,792	0	\$32,635,542	\$2,773,852	\$2,774,352
40792 2010 SALES TAX REVENUE & REFUNDING BONDS							
Debt Service	\$324,265	\$0	\$0	0	\$0	\$0	\$0
Total 40792 2010 SALES TAX REVENUE & REFUNDING BONDS	\$324,265	\$0	\$0	0	\$0	\$0	\$0
40795 2014A SALES TAX REV & REF BONDS							
Debt Service	\$1,088,965	\$1,087,431	\$1,091,000	1,092,700	\$1,092,700	\$1,089,700	\$1,090,300
Total 40795 2014A SALES TAX REV & REF BONDS	\$1,088,965	\$1,087,431	\$1,091,000	1,092,700	\$1,092,700	\$1,089,700	\$1,090,300
40796 2014B SALES TAX REV BONDS							
Debt Service	\$166,228	\$166,244	\$166,213	167,913	\$167,913	\$167,913	\$167,913
Total 40796 2014B SALES TAX REV BONDS	\$166,228	\$166,244	\$166,213	167,913	\$167,913	\$167,913	\$167,913
40798 2015 SALES TAX REV BONDS							
Debt Service	\$1,012,832	\$1,001,706	\$1,003,875	1,006,000	\$1,006,000	\$1,003,000	\$1,005,000
Interfund Transfer	\$3,715,347	\$462,696	\$566,002	0	\$566,002	\$0	\$0
Total 40798 2015 SALES TAX REV BONDS	\$4,728,179	\$1,464,402	\$1,569,877	1,006,000	\$1,572,002	\$1,003,000	\$1,005,000

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40999 END BAL SUR(DEF)							
Ending Balance	\$2,843,028	\$2,403,929	\$0	2,362,332	\$7,191,000	\$7,177,001	\$7,163,002
Total 40999 END BAL SUR(DEF)	\$2,843,028	\$2,403,929	\$0	2,362,332	\$7,191,000	\$7,177,001	\$7,163,002
TOTAL	\$9,150,665	\$5,122,006	\$35,457,882	4,628,945	\$42,659,157	\$12,211,466	\$12,200,567

DEBT SERVICE FUND - Budget Summary

071 DEBT SERVICE FUND

Revenue Summary

	Actuals FY 2015	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Revenues								
Property Taxes	\$5,321,592	\$3,723,453	\$4,220,158	\$6,432,184	6,432,184	\$6,432,184	\$6,036,374	\$5,302,214
Misc. Revenues	\$65,958	\$62,849	\$58,998	\$55,495	57,657	\$57,657	\$52,197	\$45,967
Bond Proceeds	\$3,539,845	\$0	\$27,863,698	\$0	0	\$0	\$0	\$0
Total Revenues	\$8,927,395	\$3,786,302	\$32,142,855	\$6,487,679	6,489,841	\$6,489,841	\$6,088,571	\$5,348,181
Other								
Beginning Balance	\$432,580	\$1,003,018	\$574,778	\$643,716	627,961	\$643,716	\$694,322	\$739,258
Total Other	\$432,580	\$1,003,018	\$574,778	\$643,716	627,961	\$643,716	\$694,322	\$739,258
TOTAL	\$9,359,975	\$4,789,320	\$32,717,633	\$7,131,395	7,117,802	\$7,133,557	\$6,782,893	\$6,087,439

071 DEBT SERVICE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Depts								
Debt Service	\$8,356,956	\$4,214,543	\$4,365,584	\$6,419,934	6,439,235	\$6,439,235	\$6,043,635	\$5,307,335
Total Depts	\$8,356,956	\$4,214,543	\$4,365,584	\$6,419,934	6,439,235	\$6,439,235	\$6,043,635	\$5,307,335
Other								
Interfund Transfer	\$0	\$0	\$27,708,333	\$0	0	\$0	\$0	\$0
Ending Balance	\$1,003,018	\$574,778	\$643,716	\$0	678,567	\$694,322	\$739,258	\$780,104
Total Other	\$1,003,018	\$574,778	\$28,352,049	\$0	678,567	\$694,322	\$739,258	\$780,104
TOTAL	\$9,359,974	\$4,789,321	\$32,717,633	\$6,419,934	7,117,802	\$7,133,557	\$6,782,893	\$6,087,439

071 DEBT SERVICE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
Property Taxes								
071-31112 PROP TAX DEBT SERV	\$5,309,592	\$3,711,453	\$4,208,158	\$6,420,184	6,420,184	\$6,420,184	\$6,024,374	\$5,290,214

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
071-31121 DEL AND PRIOR YEAR	\$12,000	\$12,000	\$12,000	\$12,000	12,000	\$12,000	\$12,000	\$12,000
Total Property Taxes	\$5,321,592	\$3,723,453	\$4,220,158	\$6,432,184	6,432,184	\$6,432,184	\$6,036,374	\$5,302,214
Misc. Revenues								
071-36112 INT EARN SPEC ACCTS	\$253	\$421	\$645	\$1,729	0	\$0	\$0	\$0
071-36915 BUILD AMERICA BOND SUBSIDY	\$65,705	\$62,428	\$58,354	\$53,765	57,657	\$57,657	\$52,197	\$45,967
Total Misc. Revenues	\$65,958	\$62,849	\$58,998	\$55,495	57,657	\$57,657	\$52,197	\$45,967
Bond Proceeds								
071-39219 REFUNDING BONDS ISSUED	\$3,385,000	\$0	\$0	\$0	0	\$0	\$0	\$0
071-39220 BOND PROCEEDS	\$0	\$0	\$25,000,000	\$0	0	\$0	\$0	\$0
071-39221 BONDS-ORIGINAL ISSUE PREMIUM	\$154,845	\$0	\$2,863,698	\$0	0	\$0	\$0	\$0
Total Bond Proceeds	\$3,539,845	\$0	\$27,863,698	\$0	0	\$0	\$0	\$0
Beginning Balance								
071-39990 BEGINNING BALANCE	\$432,580	\$1,003,018	\$574,778	\$643,716	627,961	\$643,716	\$694,322	\$739,258
Total Beginning Balance	\$432,580	\$1,003,018	\$574,778	\$643,716	627,961	\$643,716	\$694,322	\$739,258
TOTAL	\$9,359,975	\$4,789,320	\$32,717,633	\$7,131,395	7,117,802	\$7,133,557	\$6,782,893	\$6,087,439

071 DEBT SERVICE FUND

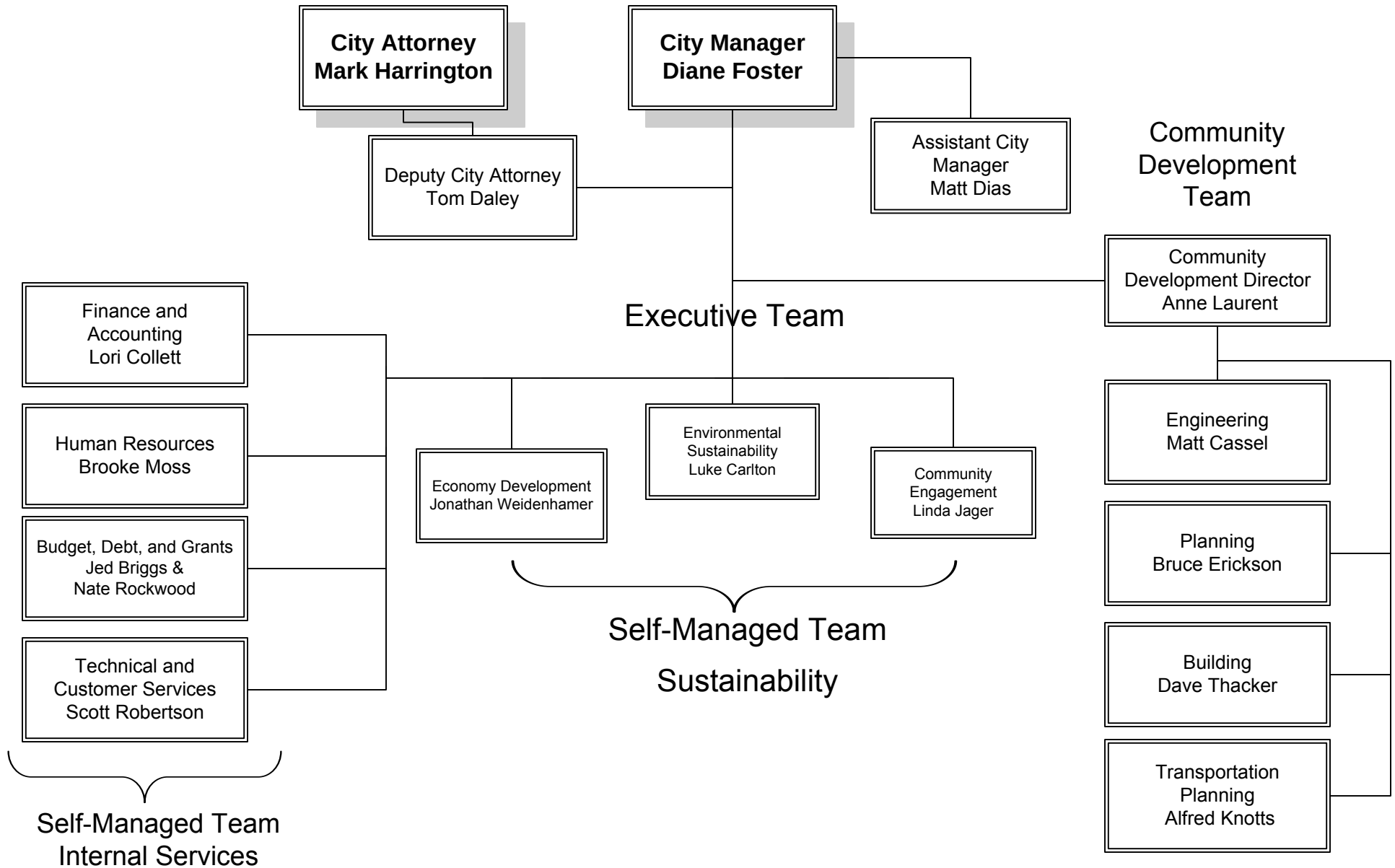
Expenditures by Department & Type

	Actuals	Actuals	YTD	Original	Adjusted	Budget	Budget
	FY 2016	FY 2017	FY 2018	FY 2018	FY 2018	FY 2019	FY 2020
40779 GO BONDS-2008 SERIES							
Debt Service	\$900,765	\$895,781	\$894,950	898,000	\$898,000	\$896,000	\$898,000
Total 40779 GO BONDS-2008 SERIES	\$900,765	\$895,781	\$894,950	898,000	\$898,000	\$896,000	\$898,000
40780 GO BONDS-2009 SERIES							
Debt Service	\$1,023,325	\$1,025,841	\$1,022,060	1,026,000	\$1,026,000	\$1,026,000	\$1,029,000
Total 40780 GO BONDS-2009 SERIES	\$1,023,325	\$1,025,841	\$1,022,060	1,026,000	\$1,026,000	\$1,026,000	\$1,029,000
40788 GO BONDS-2010B SERIES							
Debt Service	\$562,145	\$559,766	\$555,485	557,735	\$557,735	\$552,135	\$544,335
Total 40788 GO BONDS-2010B SERIES	\$562,145	\$559,766	\$555,485	557,735	\$557,735	\$552,135	\$544,335
40793 GO BONDS-2013A SERIES							
Debt Service	\$579,378	\$581,094	\$577,563	579,000	\$579,000	\$581,000	\$587,000
Total 40793 GO BONDS-2013A SERIES	\$579,378	\$581,094	\$577,563	579,000	\$579,000	\$581,000	\$587,000
40794 GO BONDS-2013B SERIES							
Debt Service	\$408,765	\$406,081	\$408,250	409,000	\$409,000	\$0	\$0
Total 40794 GO BONDS-2013B SERIES	\$408,765	\$406,081	\$408,250	409,000	\$409,000	\$0	\$0
40797 2014 GO REFUNDING BONDS							
Debt Service	\$740,165	\$741,781	\$738,050	740,500	\$740,500	\$742,500	\$0

	Actuals FY 2016	Actuals FY 2017	YTD FY 2018	Original FY 2018	Adjusted FY 2018	Budget FY 2019	Budget FY 2020
Total 40797 2014 GO REFUNDING BONDS	\$740,165	\$741,781	\$738,050	740,500	\$740,500	\$742,500	\$0
40799 2017 GO BONDS OPEN SPACE							
Debt Service	\$0	\$155,239	\$2,223,576	2,229,000	\$2,229,000	\$2,246,000	\$2,249,000
Interfund Transfer	\$0	\$27,708,333	\$0	0	\$0	\$0	\$0
Total 40799 2017 GO BONDS OPEN SPACE	\$0	\$27,863,572	\$2,223,576	2,229,000	\$2,229,000	\$2,246,000	\$2,249,000
40999 END BAL SUR(DEF)							
Ending Balance	\$574,778	\$643,716	\$0	678,567	\$694,322	\$739,258	\$780,104
Total 40999 END BAL SUR(DEF)	\$574,778	\$643,716	\$0	678,567	\$694,322	\$739,258	\$780,104
TOTAL	\$4,789,321	\$32,717,633	\$6,419,934	7,117,802	\$7,133,557	\$6,782,893	\$6,087,439

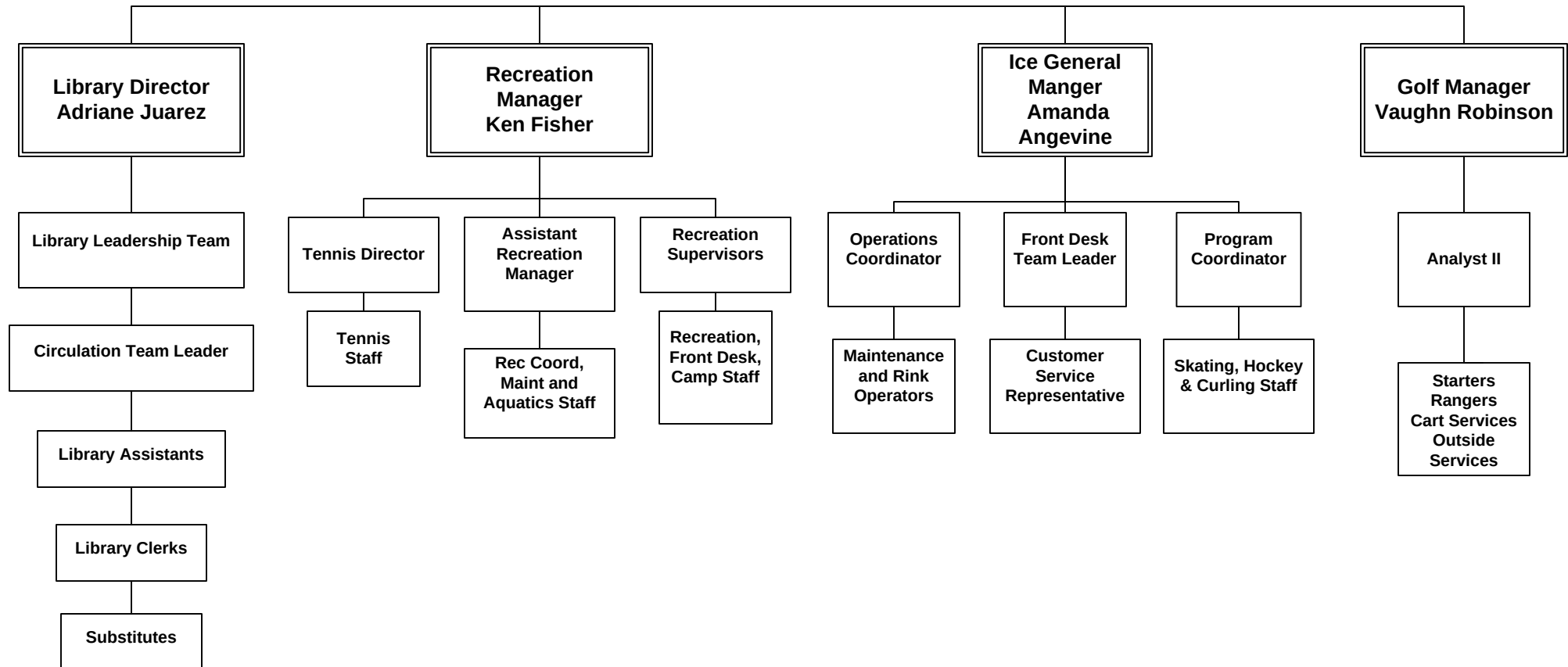


Executive Function

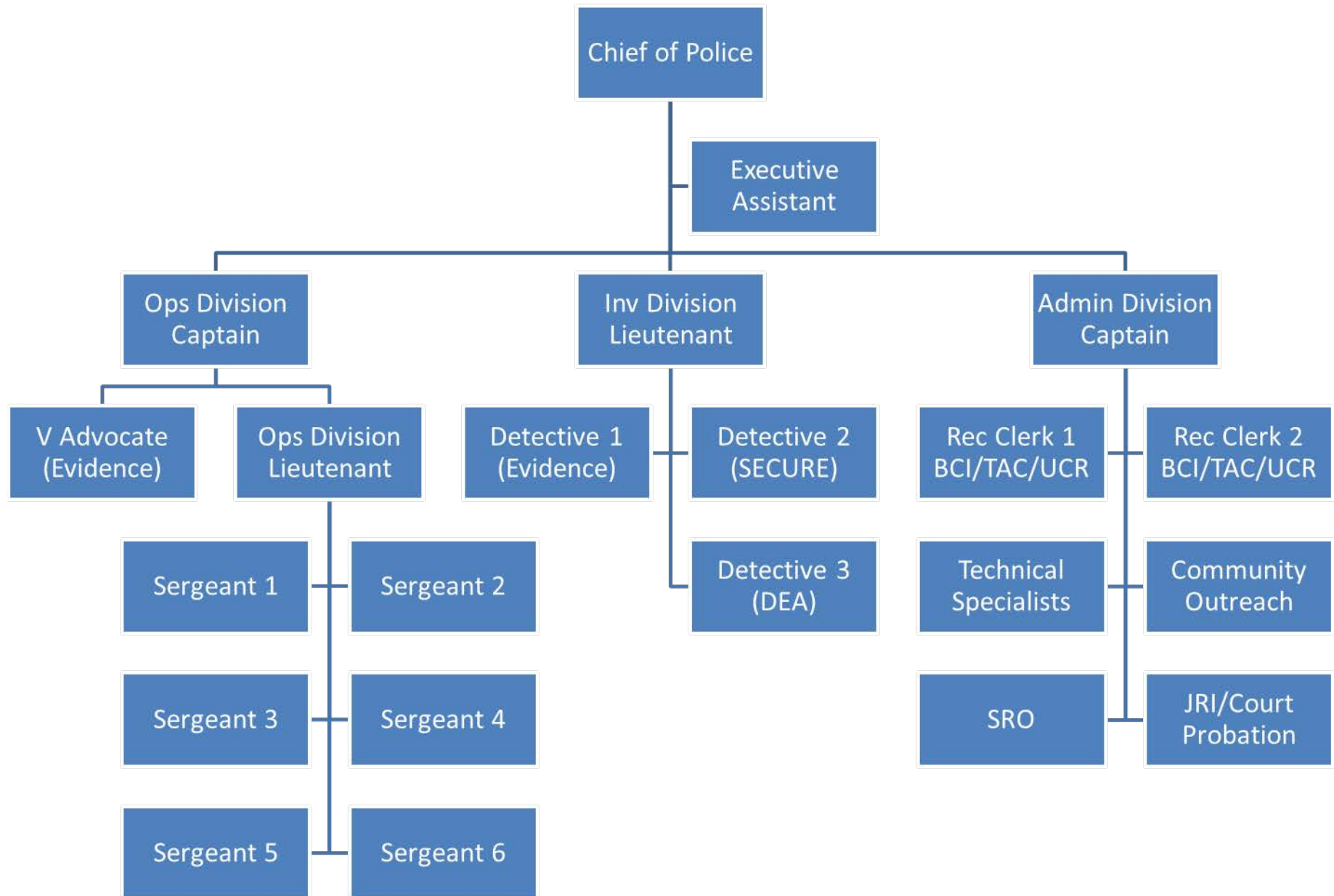


Library & Recreation

Self-managed Team

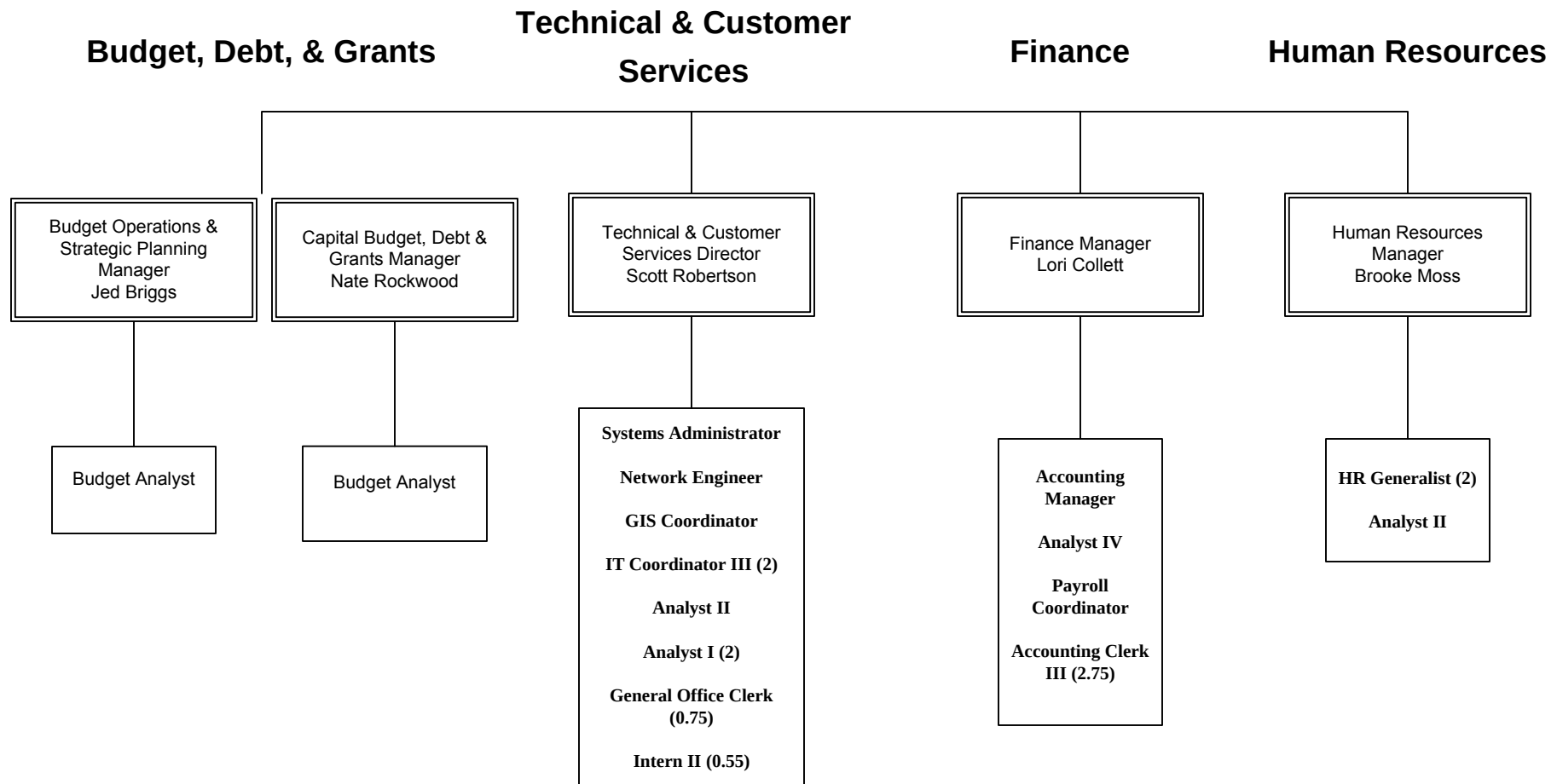


Public Safety



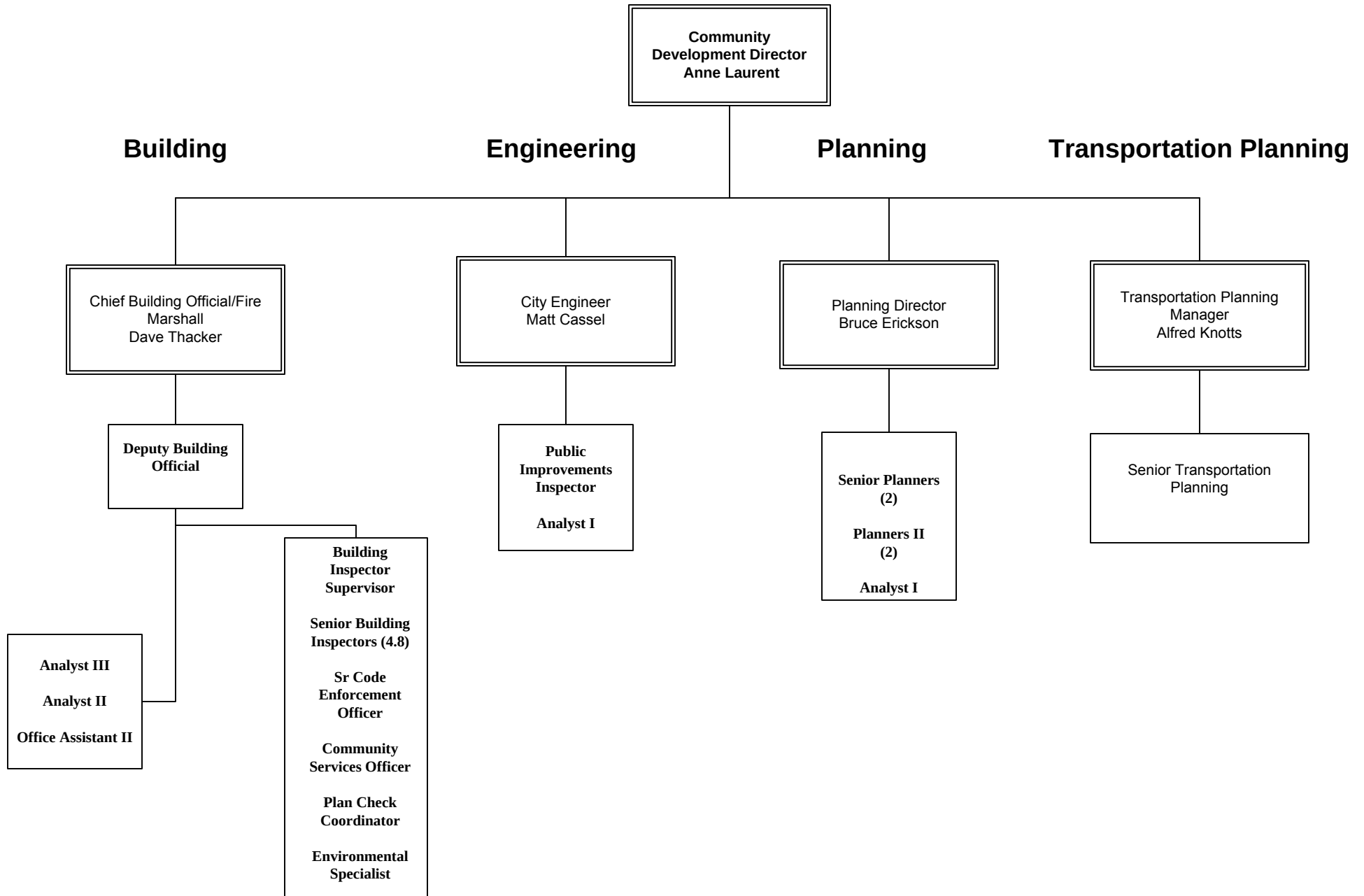
Executive Function

Self-managed Team



Executive Function

Community Development Team

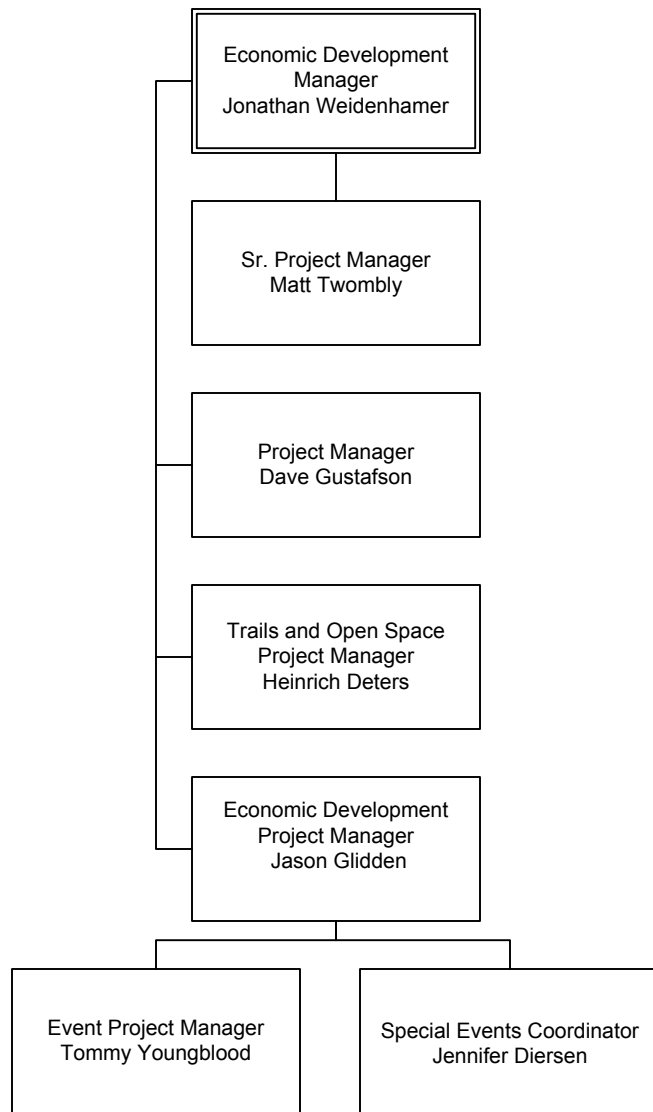


Executive Function

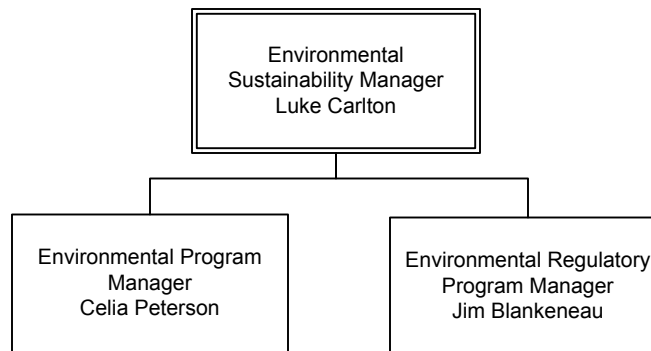
Self-managed Team

Sustainability

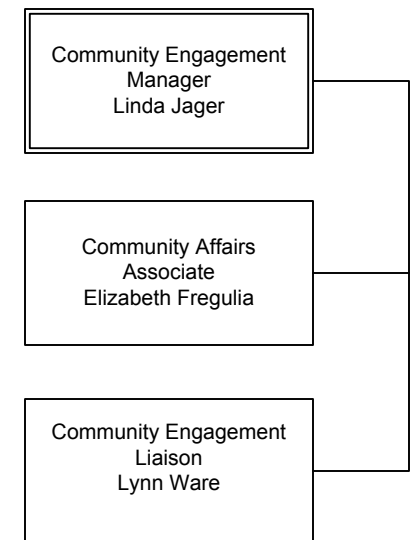
Economy Development



Environmental Sustainability



Community Engagement

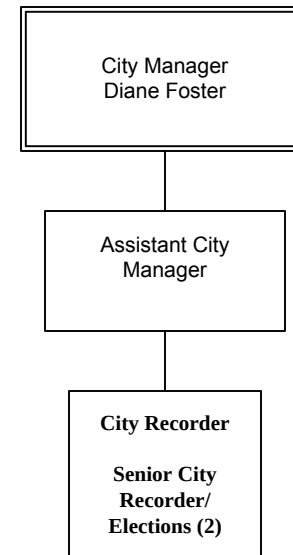
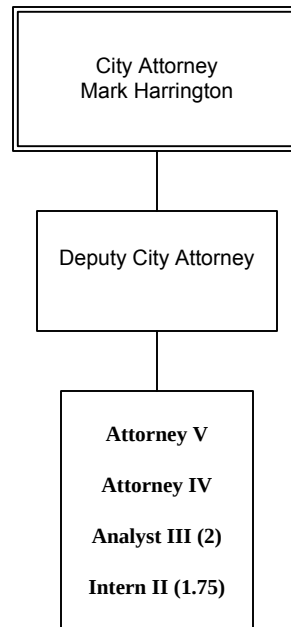


Executive Function

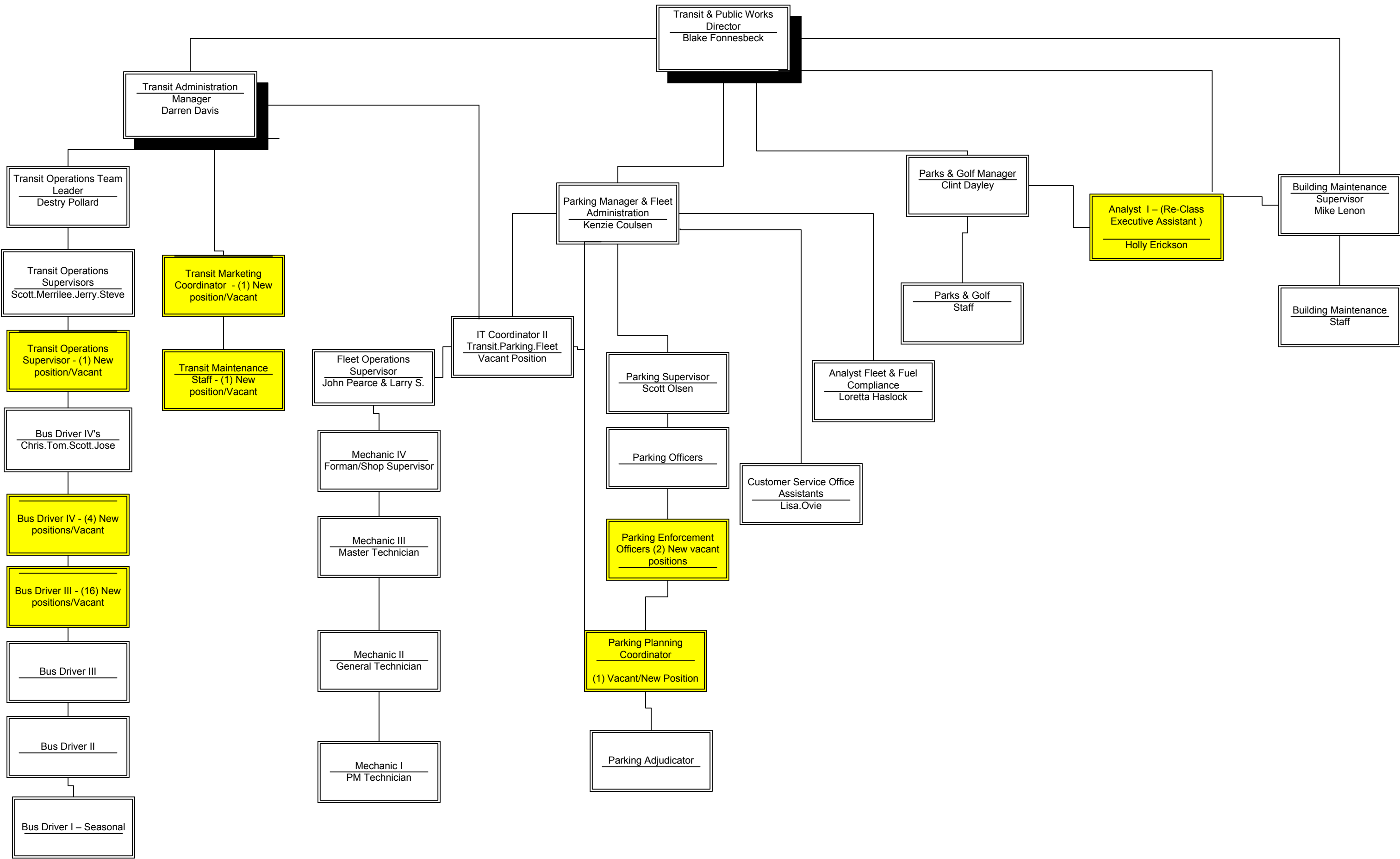
Self-managed Team

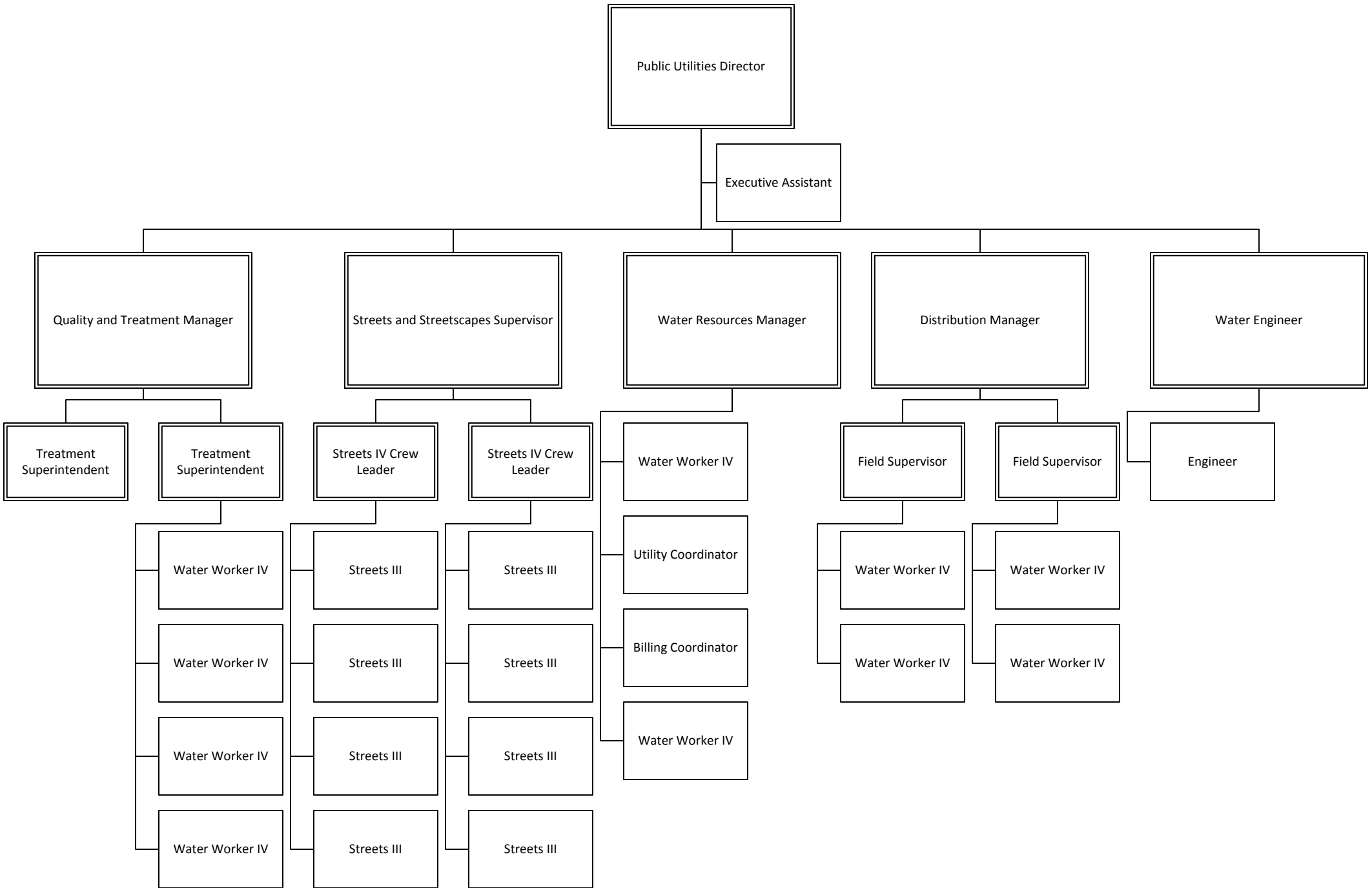
Legal Department

City Manager Dept



TRANSIT, PARKING & PUBLIC WORKS (FLEET,PARKS,GOLF,BUILDING)

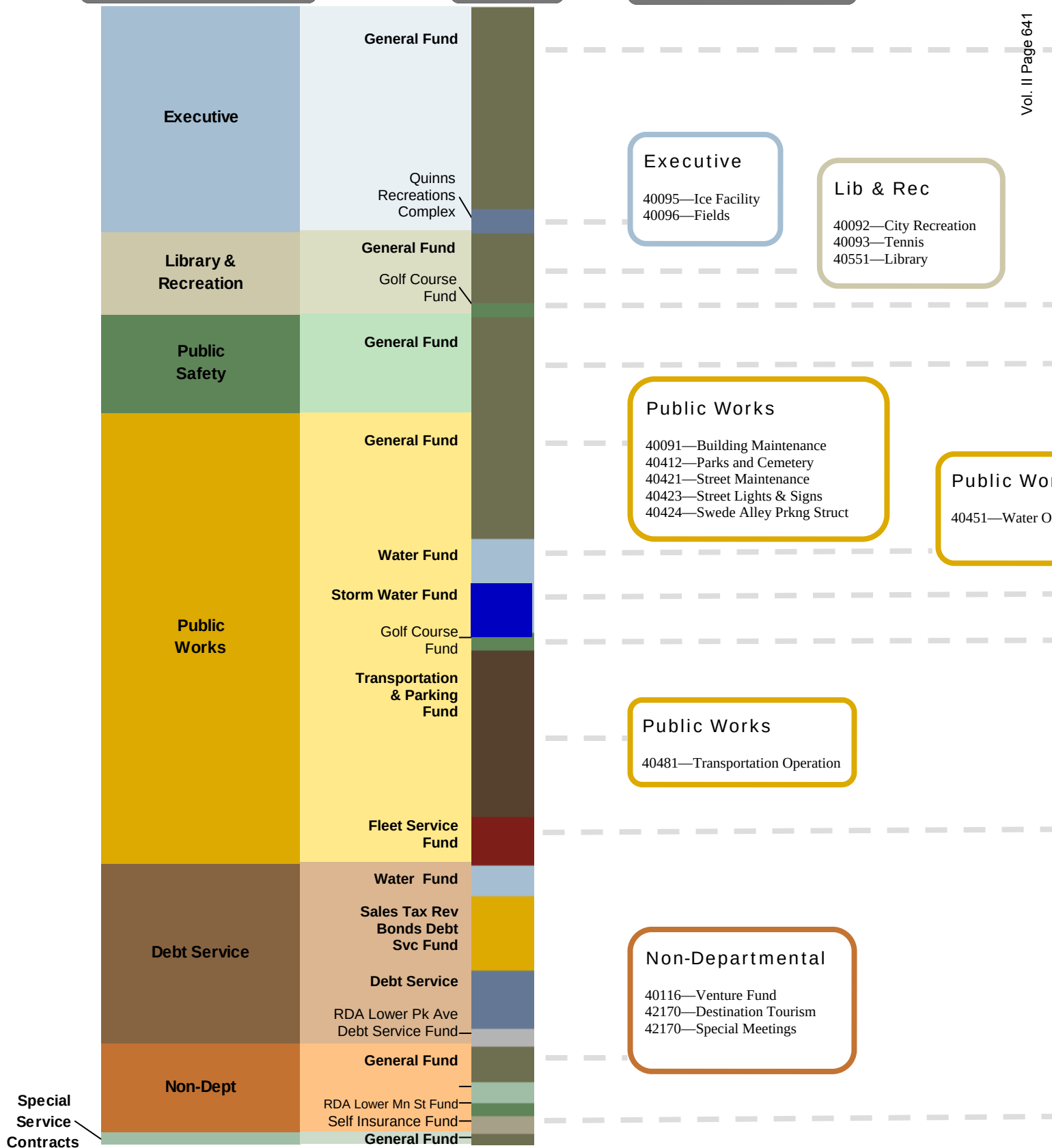




Budget Groups

Funds

Departments



Fund-Department Matrix

Relationship between funds and departments through budget groups

Executive

40352—Building Dept
40034—Budget, Debt & Grants
40011—City Council
40021—City Manager
40311—Community Develop Admin
40313—Engineering
40072—Finance
40062—Human Recourses
40023—Elections
40031—Legal
40082—IT & Customer Service
40342—Planning
40100—Community Affairs
40101—Economy
40102—Environmental & Sustain.

Lib & Rec

40571—Golf Pro Shop

Public Safety

40221—Police
40222—Drug Education
40223—State Liquor Enforcement
40231—Communication Center

Public Works

40455—Storm Water Ops

Public Works

40564—Golf Maintenance

Public Works

40471—Fleet Services Dept

Non-Departmental

40132—Self Insurance & Security Bond

Fund Legend

- 011 - General Fund
- 012 - Quinns Recreation Complex
- 033 - Redevelopment Agency Lower Park
- 034 - Redevelopment Agency Main St.
- 051 - Water Fund
- 052 - Storm Water Fund
- 055 - Golf Fund
- 057 - Transportation Fund
- 062 - Fleet Services Fund
- 064 - Self-Insurance Fund
- 070 - Sales Tax Rev Bonds Debt Service Fund
- 071 - Debt Service Fund

Other Funds

- 021 - Police Special Revenue Fund
- 022 - Criminal Forfeiture Restricted Account
- 023 - Lower Park Ave. RDA Special Revenue
- 024 - Main St. RDA Special Revenue Fund
- 031 - Capital Projects Fund
- 035 - Municipal Building Authority Fund
- 038 - Equipment Replacement Fund

RDA = Redevelopment Agency
DSF = Debt Service Fund
MBA = Municipal Building Authority

2006 Adj / 06Adj - The adjusted FY 2006 budget.

2006 Org / 06Org - The adopted original FY 2006 budget.

Accrual - The basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

ADA - Americans with Disabilities Act.

Appropriation - Resources that are set apart by official action for a particular use or purpose.

Appropriated Budget - The expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget includes all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

ASD - Administrative Services Department.

Assessed value - The value to which the property tax rate is applied in order to determine the tax liability of the property.

BA - Municipal Building Authority. A legally separate organization that is controlled and administered by the City.

Beg. Balance - Beginning Balance.

Bonded Debt - Debt issued by a government agency that guarantees payment of the original investment plus interest by a specified future date.

Bonded Delinquency - A process in which the City can participate that allows for the issuing of bonds, secured by delinquent property taxes, that ensures the anticipated resources from property taxes can be achieved.

BORC - Budget Option Review Committee.

Budget officer - City Manager.

Budgetary Control - When an annual appropriated budget is adopted by the legislative body and subsequently signed into law, it carries with it maximum expenditure authorizations that cannot be exceeded legally.

Capital investment - The amount of funds allocated to the acquisition, construction, and/or major repair of infrastructure, equipment, and buildings.

Capital / Capital Outlay - Major equipment and facilities that have a useful life of more than one year and a cost in excess of \$1,000.

CCLC - City Council Liaison Committee.

CD - Community Development Department.

Centrally assessed property - A classification of property, under Utah State statutes, for which assessed value is determined by the State rather than by the local taxing jurisdiction.

Charg. For Serv. - Charges For Services.

CIP - Capital Improvement Project(s)/Program.

Collection % - The rate of collection of property taxes in a given year and on a five year average.

Contingencies / Contingency / Cont. - An amount of funds identified for unanticipated expenditure. The legislative body must approve use of these funds by transferring them to specific areas.

Cost allocation plan - A part of the City's overall Comprehensive Financial Management plan that identifies specific direct cost centers and allocates all indirect costs to those centers.

Cost Recovery - The extent that fees are used to recover associated costs of a function.

Cost-effectiveness - A cost benefit type of evaluation of an activity.

CTAC - Citizens Technical Advisory Committee.

Current level - A basic level of service equal to the current (FY2000-01) level of service.

D.A.R.E. - Drug Abuse Resistance Education program.

Debt - Accumulated amount owed by the City in the future.

Debt Service - The annual payments (principal & interest) made by the city against its outstanding Debt.

Direct debt - General Obligation debt directly incurred by the City that is to be paid back by the property owners of the City.

Direct costs - Costs that are fixed in nature and directly associated to the operation and maintenance of the department.

Disadvantaged Business Enterprise (DBE) - A business owned and controlled by a woman or a person defined by 49 Code of Federal Regulations part 26 to be socially and economically disadvantaged.

Emergency personnel - Police officers and water workers.

ESC - Employee Steering Committee.

ESL - English as a second language.

Essential services - Services that must be provided by the City.

Excise Tax Revenue Bonds - Debt secured only by a specific tax (Class "C" Road Funds).

Expenditures - Payments for goods or services that decrease the net financial resources available for future purchases.

Fair market value - "The amount at which property would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or sell and both having reasonable knowledge of the relevant facts."

Fiduciary Funds - The trust and agency funds - are used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units, and/or other funds.

FTA - Federal Transit Administration.

FTE - Full-time equivalent, which is 2,080 hours per year.

GFOA - Government Finance Officers Association of the United States and Canada.

GG - General government, meaning the City Manager.

GO - General Obligation Bonds - Debt issue secured by the full faith and credit of the City. These bonds must have been approved by an election of the citizenry, in which they have authorized the city to levy property tax sufficient to pay both the bonds' principal and interest.

Golden Triangle - An area that includes the City and a portion of the county and is bounded by I-80 and the west side of US 40, which is essentially Snyderville Basin. In July 1, 1992, the area was expanded to include the school district boundaries.

Governmental Fund - The fund through which most governmental functions typically are financed. It was established to account for all financial resources, except those required to be accounted for in other funds.

GRAMA - Utah's record management law.

Historical incentive grant - A grant program funded from RDA tax increment that provides an incentive for property owners to improve the exterior appearance of older historical buildings.

HMBA - Historic Main Street Business Alliance.

HMO's - Health Maintenance Organization.

Housing allowance - A program for encouraging employees to live within the Park City area (Golden Triangle).

Housing Authority - A legally separate organization that is controlled and administered by the City. The authority currently has a Capital Projects fund in this budget.

ICMA - International City Managers Association.

Impact Fees - A charge levied on building related activities that is used to offset the increased demand for facilities, which results from related development.

Independent contractors - A contractor who is not an employee of the City.

Indirect costs - Support costs associated with doing business as a City.

Interfund transactions - Financial transactions between funds.

KPCW - Local non-profit radio station.

Locally assessed property - A classification of property, under Utah State statutes, for which assessed value is determined by the local county assessor.

LS - Leisure Services.

MS&S / M&S - Materials, Services, and Supplies - an expenditure classification.

Magnesium chloride - A chemical used for de-icing roads.

Management Team - City Manager and Department heads.

Materials, Supplies & Services - An expenditure classification.

MBA - Municipal Building Authority - A legally separate organization that is a mechanism for financing needed city facilities. The Authority acquires and/or builds facilities by borrowing money secured by a lease agreement between the City and the Authority.

Modified Accrual - The basis of accounting (required for use by governmental funds) under which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

ND - Non-departmental - A cost accumulation center where costs that can not be directly identified and allocated to specific programs or functions are accumulated.

NDG - Non-departmental Grants - Grant costs associated with funds given to outside organizations.

New growth - Increase in the City's property tax base that has resulted from new construction.

Non-appropriated Budget - A financial plan for an organization, program, activity, or function approved in a manner authorized by constitution, charter, statute, or ordinance, but not subject to appropriation and is therefore outside the boundaries of "appropriated budget."

No Tax Increase - A term within the Utah State statutes meaning the organization will receive the same amount of property tax in a given year that it received in the prior year—only adjusted for new growth.

OEA - Outside temporary employment agency.

Options - Incremental increases or decreases in current levels.

Osguthorpe property - A key property within the City's entry way that was acquired for City use.

Other Rev. - Other Revenues includes Recreation, Other Service Revenues, Fines and Forfeitures, Miscellaneous Revenues, and Special Revenues and Resources.

OTIS - Old Town Improvement Study

PAC - Personnel Advisory Committee - A group of employees, representing all departments, that reviews and recommends changes to personnel policies and provides the body from which a grievance board would be drawn.

Pavement management - A comprehensive plan for the routine maintenance of City streets.

PCMC - Park City Municipal Corporation

Pocket plazas - Small, park-like plazas located along main street in areas that were previously vacant lots. The majority of these plazas are located on private property, which has been improved through a joint effort by the City and the property owner.

Primary residential property - A property designation under Utah State statutes that provides for a discount from fair market value for assessed value purposes. A primary residency is an owner occupied and/or property rented in blocks of 30 days or more.

Program and Resource Analysis - a study that analyzed the services and programs Park City has to offer.

Proprietary Funds - to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

PS - Public Safety Department

PW - Public Works Department.

Racquet Club - A recreation facility owned and operated by the City.

RDA - Redevelopment Agency - A legally separate organization that is controlled and administered by the City. The agency currently has two Capital Projects Funds and a Debt Service Fund included in this budget document.

Recession plan - A specific plan for identifying and addressing unanticipated shortfalls in revenues.

Resort city sales tax - A special sales tax allowed under Utah State law for City's who's housing makeup consists of a majority of non primary residences.

School fields master plan - An agreement between the City and the School District in which the City has a long-term plan for improvements and maintenance of School grounds in exchange for use of those grounds for City recreational programs.

Sensitive Lands - A designation of property under the City's Land Management Plan that requires and/or restricts the type of development that can occur on the property because of the sensitive nature of the views.

SID - Special Improvement District - A mechanism used to finance and charge to benefitting properties the costs of specific improvements.

SLAC - Service Level Analysis Committee.

SLOC - Salt Lake Olympic Committee.

Special event - A large event with a major impact on the city.

Special Revenue Funds - Funds that account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditure for specified purposes.

Supplemental retirement - A retirement program provided by the City in addition to the State operated retirement system.

Third-class city - A classification under Utah State Law that specifies the form of government that a city can have and the systems that they must adopt.

Trails master plan - A comprehensive master plan for the development of inter-linked bike and hiking trails throughout the City.

Truth in Taxation - Utah State's legislation regulating property taxes.

UDOT - Utah Department of Transportation.

Utah Money Management Act - Utah State Legislation directing how city funds can be invested.

Utah Interlocal Finance Authority - A special authority, organized at the County level, which oversees and conducts the bonded delinquency program.

Utelite - A material used on roads during the winter to help reduce slippery conditions.

VMS - Vehicle Maintenance System.

Wellness Program - An employee program being developed to encourage a healthy life style. This is part of a comprehensive plan for addressing the increasing cost of health insurance.