

PARK CITY MUNICIPAL'S FISCAL YEAR 2023



City Council Approved Budget: Volume I

**Adjusted Budget Fiscal Year 2022
Annual Budget Fiscal Year 2023**

PARK CITY MUNICIPAL CORPORATION

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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 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 and available for those in the general public who may be interested.

The Budget Guide is 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 Budget Guide 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

To the Mayor, City Council, residents, and businesses of Park City:

Pursuant to §10-6-109, Utah Code Annotated, the following budgets: Fiscal Year 2022 Adjusted Budget and Fiscal Year 2023 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 budgets are balanced.

The steady pace of economic recovery is a vivid testament to Park City's strong local businesses and overall desirability of Park City as a place to live, work, play, and raise a family. For Fiscal Year (FY) 2023, the Budget Department projects revenue growth of at least \$4.5M from FY22 to FY23 in the City's General Fund. This is driven by continued growth in tourism and visitation reflected in sales taxes and stability in property taxes as Park City residents, businesses, and visitors thrive.

The City utilizes a Budgeting for Outcomes (BFO) process to align City resources with Council and community priorities. BFO provides a comprehensive review of the entire organization, identifying every program offered and related costs to guide municipal officials to recommend informed decisions based on community priorities. The results of that process are presented herein.

This year, in particular, in order to create the annual budget for a relatively new City Council, four central themes emerged from your Annual Council Retreat and subsequent deep-dive work sessions:

1. **Resort Economy Mitigation** – Enhance traffic mitigation, boost special event, law and code enforcement, and expand our overall municipal response to the growth in the resort economy with new investments in labor, equipment, and technology;
2. **Neighborhood Reinvestments** – Refocus investments on residential areas, including safety, complete streets, parking programs, HOA outreach, parks and playgrounds, and support area-specific and general plan initiatives;
3. **Organizational Infrastructure** – Continue the push to modernize important administrative tools – technology and software, cyber and network security, data collection, and a new municipal financial and accounting system; and
4. **Workforce Support** – Recruit and retain a competitive workforce, expand professional training and development, and uphold 75th percentile compensation philosophy to maintain our place as a competitive regional employer.

These four themes, along with the Critical Community Priorities, will position Park City to better respond to the evolving and changing needs of our community. Much has been said about the overall pace of change and impacts of visitation and development on Park City, especially post COVID-19. The critical investments recommended herein will respond to requests by residents and businesses to mitigate the resort economy growth, reinvest our focus and attention back to residential neighborhoods, and provide

critical support to organizational infrastructure and employees.

I thank the Mayor and Council, the public, and our dedicated employees and stakeholders for their partnership, support, and hard work. While Park City continues to experience a period of rapid change, our efforts remain focused on community and Council priorities.

For your review and consideration, I present the approved City Budget for FY23

Sincerely,

Matthew Dias
City Manager
Park City Municipal Corporation

CRITICAL COMMUNITY PRIORITIES

The Critical Community Priorities were developed from community and Council input. The priorities represent the major themes or topic areas that underpin the community's preferred future. They have been synthesized directly from the community engagement and visioning process. The Critical Community Priorities are the fundamental building blocks for the future actions that support the City's vision. Within each Priority are Council's Desired Outcomes:

- A.** Transportation Innovation – Envisioning bold, multi-modal transportation solutions
 - 1.** Sustainable and Effective Multi-modal Transportation
 - 2.** Effective Traffic Mitigation Strategies
- B.** Housing
 - 1.** Additional Middle-Income Housing
 - 2.** Attainable & Affordable Housing
- C.** Environmental Leadership – Protect, enhance, and support our natural world and local ecosystems, so we all can thrive
 - 1.** High Quality and Sustainable Water
 - 2.** Net-zero Carbon City
 - 3.** Net-zero Carbon Government
 - 4.** Environmental Pollution Mitigation
 - 5.** Abundant, Preserved, and Accessible Open Space
- D.** Social Equity & Affordability – Cultivating and engaging an inclusive and diverse community, while working to address disparities
 - 1.** Social Justice and Well-being for All
 - 2.** Mental, Physical, and Behavioral Health
 - 3.** Engaged and Informed Citizenry
 - 4.** Affordable Cost of Living
 - 5.** Live and Work Locally
- E.** Core or Essential Services
 - 1.** Fiscally and Legally Sound
 - 2.** Well-maintained Assets and Infrastructure
 - 3.** Transparent Government
 - 4.** Responsive Customer Engagement
 - 5.** High Performance Organization
 - 6.** Strong Working Relationship with Strategic Stakeholders

FY23 BUDGETARY THEMES

Park City is strongly positioned to continue its post-pandemic momentum, while also capitalized to push back against many of the challenges associated with the resort economy and increased visitation, demand for elevated levels of service, and a myriad of necessary organizational and community needs.

With an eye toward caution, we believe that FY23 will see similar sales tax revenues as FY22, meaning the year-over-year growth will be maintained, but not surpassed, due to some weaker economic signals on the horizon. As a result, we project the FY23 General Fund revenue \$4.5M higher than the FY22 budget.

While FY22 has been a banner year for sales tax revenue, it is important to note that our budget process is built with economic ebbs and flows in mind. Park City's Budget Policies strive to maintain expenditure control in strong economic years to avoid significant service and personnel cuts in times of economic challenges.

With this in mind, the Budget and Executive Team focused on the Annual City Council Retreat and subsequent work sessions and discussions to ascertain the new Mayor and City Council's priorities, areas of strategic focus, and underlying intent.

From these meetings, four budgetary themes for FY23 developed that drove the decision-making process:

1. **Resort Economy Mitigation** – Enhance traffic, special event, law and code enforcement, and overall municipal response to the growth in the resort economy;
2. **Neighborhood Reinvestments** – Refocus investments in residential areas - safety, complete streets, parking, HOA outreach, parks and playgrounds, and area planning;
3. **Organizational Infrastructure** – Meet professional obligations to modernize administration tools – technology and software systems, data collection and utilization, financial and accounting system, and purchasing policy; and
4. **Workforce Support** – Recruit and retain with competitive pay, benefits, and support for professional training and development to ensure PCMC remains a competitive regional employer.

THE BUDGET PROCESS:

Budgeting for Outcomes

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

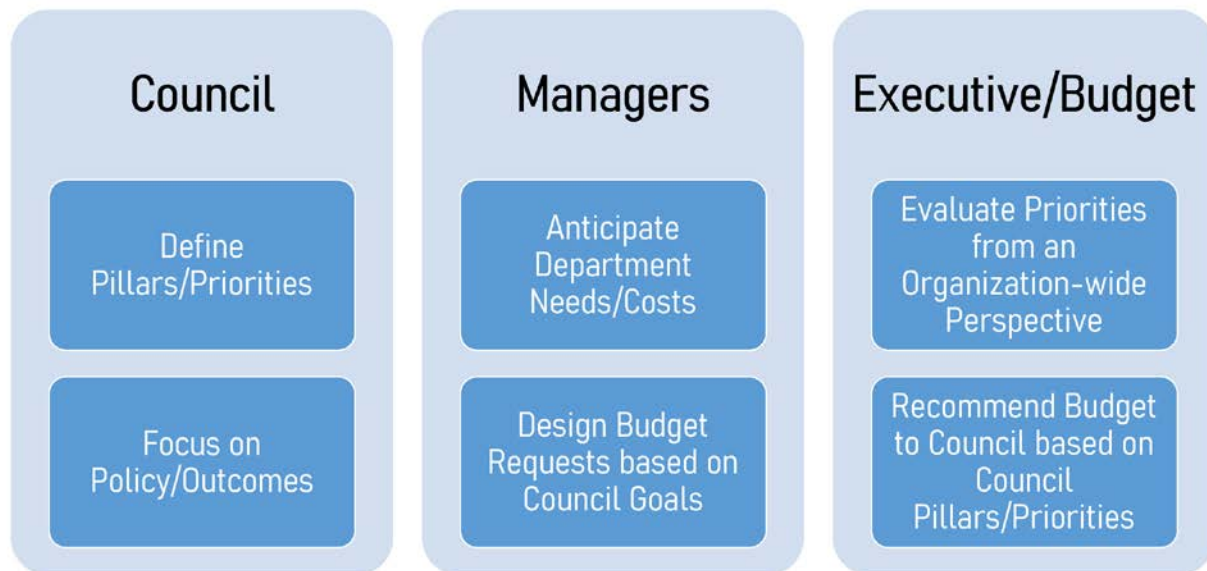
Currently, the City employs a Budgeting for Outcomes (BFO) process that focuses on Council priorities and objectives as the driving factor for determining the annual budget. BFO is a way to link Council's policy goals to the day-to-day management and operations of the City. Council's goals are taken into account when department managers develop their service level needs in order to request operating and capital budget.

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. The goal is that 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 process provides the monetary resources to support and implement the strategies that are identified. 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.



Department Manager's Role

Requests can be submitted by one department or multiple departments working in partnership/collaboration with each other. A proposal (or bid) is submitted and describes what a service, program, or activity will do to help achieve the Council-approved goal. 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 is also a section on the bid sheet 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 can 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

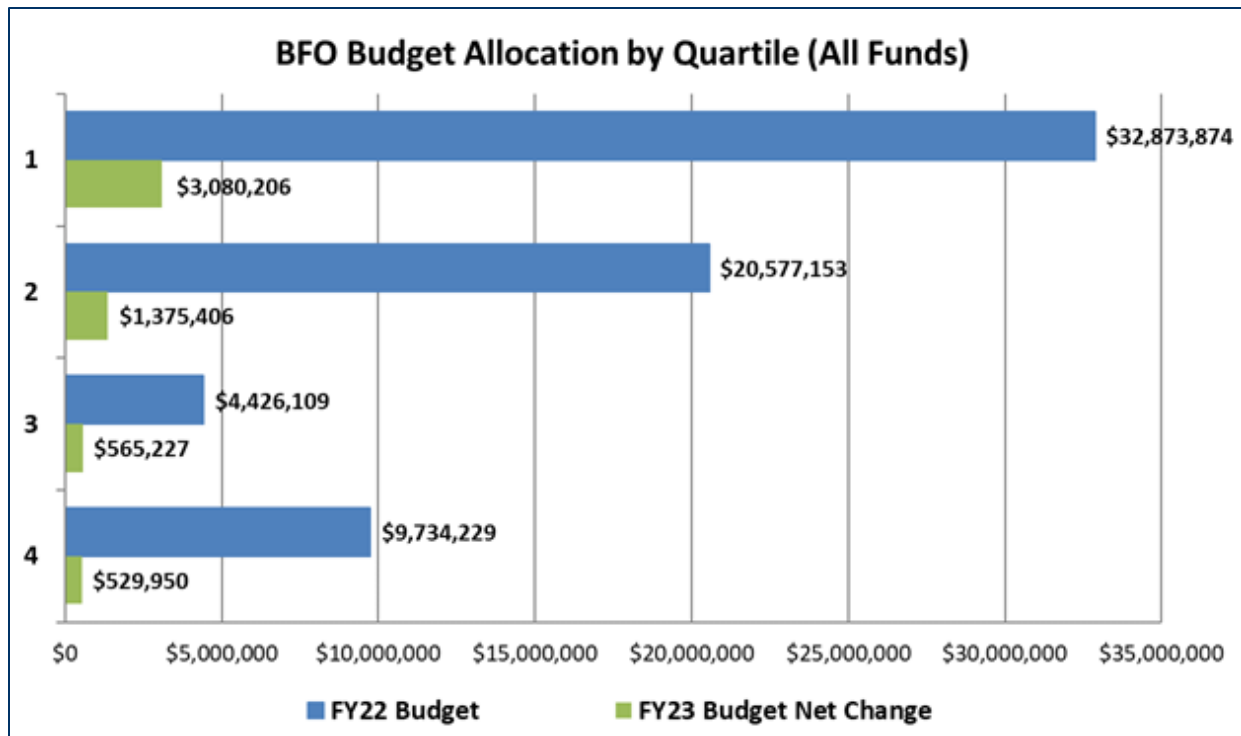
Each Manager presents their budget request to the Results Team, a group of individuals from various departments within the organization. The onus is placed on the individual department managers to defend or justify their rationale to the Results Team.

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. They will then score the program based off the department manager's explanation as well as with their own understanding of Council's priorities. 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.

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.



Allocation of Budgeted Resources by Quartile

Budget Considerations

It is the intention of BFO for managers to submit the most cost-effective program budgets. This year, each department was asked to focus on increases that allowed them to address challenges caused by the global inflationary environment and respond to three key themes. These themes include investment in organizational infrastructure, resort economy mitigation, and neighborhoods reinvestment.

Throughout the budget process Council has 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 FY23 budget.

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 adopts the tentative budget and then begins to make it their own by modifying and amending it. Between the first City Council meeting in May and the presentation of the Final Budget on June 23, the Council has the opportunity to review the proposed budget, consider public comment, and finally, adopt a balanced budget. Before July 1, 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.

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 previously mentioned themes and Council priorities. 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.

¹ Utah State Code Title 10-6-110 (2)

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 2021.

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. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Park City Municipal Corporation
Utah**

For the Fiscal Year Beginning

July 01, 2021

A handwritten signature in dark ink, reading "Christopher P. Morill". The signature is written in a cursive, flowing style.

Executive Director

OVERVIEW

The steady pace of economic recovery is a vivid testament to Park City's strong local businesses and overall desirability of Park City as a place to live, work, play, and raise a family. For Fiscal Year (FY) 2023, the Budget Department projects revenue growth of at least \$4.5M from Original Budget FY22 to FY23 in the City's General Fund. This is driven by continued growth in tourism and visitation reflected in sales taxes and stability in property taxes as Park City residents, businesses, and visitors thrive.

The FY22 Adjusted Budget reflects a 2.6% increase from the FY22 Original Budget (capital excluded). The Adjusted Budget reflects the current fiscal year's budget ending June 30, accounting for increases and decreases over the Original FY22 Budget. Most increases were adopted as part of the December 2021 budget adjustment. Increases include critical pay adjustments for positions that the City was struggling to fill and restoration of the Senior Environmental Project Manager and Transportation Director. As the end of FY22 approaches, we tightly monitor the adjusted budget to ensure changes are captured in the Final Budget adoption on June 23.

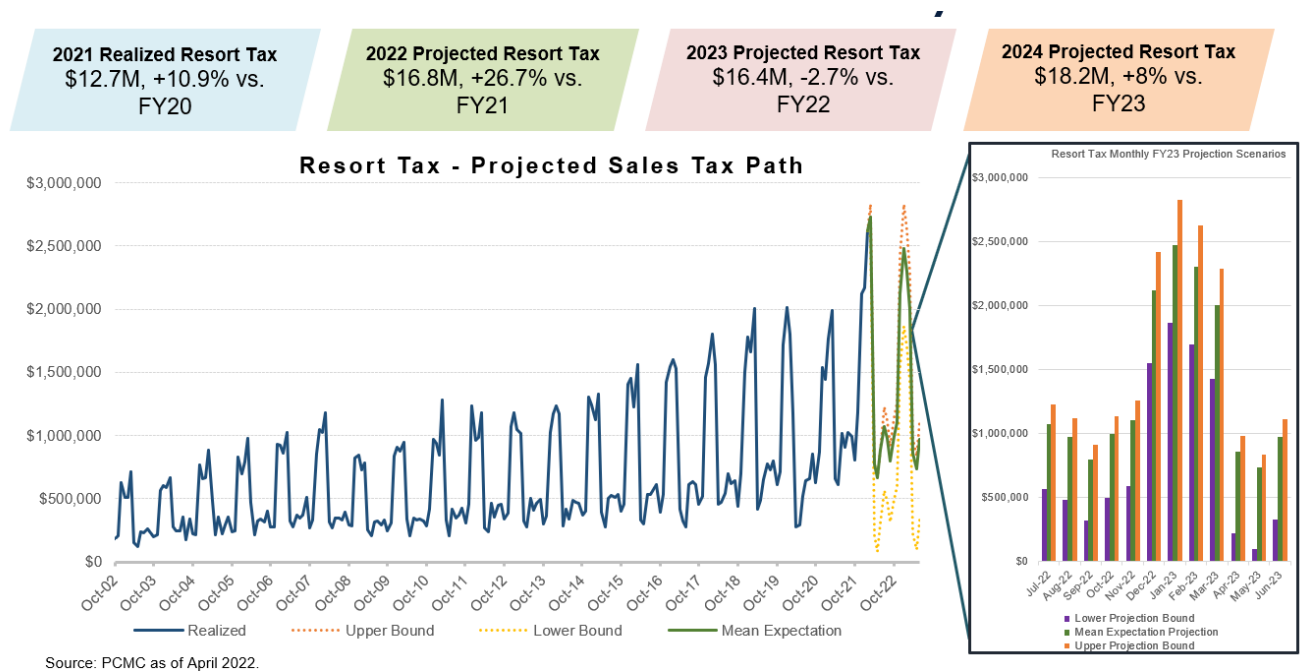
The FY23 operating budget reflects an increase over the FY22 Adjusted Budget, capturing an increase in the aggregate from the City's major operating funds: General, Water, and Transportation. The increase reinforces the City's desire to address the community's most critical needs, inflationary cost increases, and commitment to retaining and recruiting employees. The proposed budget is supported by historic sales tax revenues and an increase to some user fees. Operating budget changes from across all funds and details on departmental requests and committee recommendations will be discussed and provided on May 26.

Expenditure Summary - All Funds								
	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD Actuals FY 2022	Original Budget FY 2022	Adjusted Budget FY 2022	Original Budget FY 2023
Personnel	\$36,532,398	\$39,163,872	\$40,019,168	\$36,565,560	\$32,794,144	\$41,804,336	\$42,909,145	\$49,661,137
Mat, Suppls, Services	\$17,825,325	\$19,683,793	\$20,850,156	\$29,470,146	\$15,823,698	\$22,707,279	\$23,262,138	\$26,886,028
Capital Outlay	\$402,605	\$624,690	\$435,427	\$429,591	\$385,655	\$526,685	\$551,685	\$1,139,514
Contingency	\$75,437	\$67,018	\$362,218	\$172,741	\$24,600	\$300,000	\$300,000	\$300,000
TOTAL	\$ 54,835,765	\$ 59,539,372	\$ 61,666,969	\$ 66,638,038	\$49,028,097	\$ 65,338,300	\$ 67,022,968	\$ 77,986,679
Capital	\$60,601,638	\$87,511,154	\$47,829,798	\$61,354,362	\$33,313,784	\$76,218,620	\$244,708,799	\$68,714,154
Debt Service	\$16,216,948	\$16,853,649	\$24,538,521	\$19,373,212	\$19,888,420	\$22,059,324	\$22,059,324	\$22,059,324
Interfund Transfer	\$47,750,191	\$79,846,401	\$24,617,678	\$19,689,126	\$16,988,400	\$19,247,789	\$22,698,090	\$19,358,332
Ending Balance	\$83,191,254	\$117,717,331	\$130,691,480	\$152,780,088		\$78,014,234	\$105,701,537	
TOTAL	\$207,760,031	\$301,928,535	\$227,677,477	\$253,196,788	\$70,190,604	\$195,539,967	\$395,167,750	\$110,131,810
COMBINED TOTAL	\$262,595,797	\$354,413,192	\$272,249,775	\$126,310,250		\$234,710,852	\$358,763,309	\$257,723,796

Table B01 - Major Object All Funds

General Fund Revenues

Staff projects an increase of \$4.5M in General Fund sales tax for FY22—from \$13.3M to \$17.8M. While winter visitation remained robust, the unique post-pandemic trend in Park City is the growth of shoulder season and non-winter visitation. This trend is visible by the volume of visitors through the City's Main Street business district. While winter visitation reached near-record highs, growth in the summer, spring and fall caused the calendar year 2021 to see the most visitors we have on record.

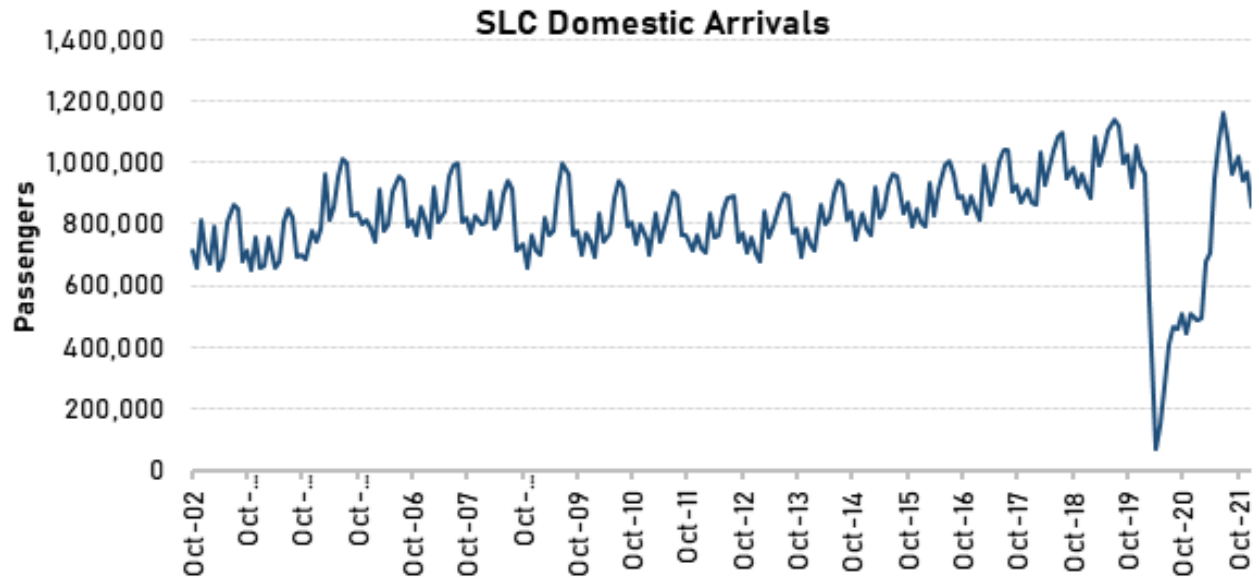


Sales Tax Path

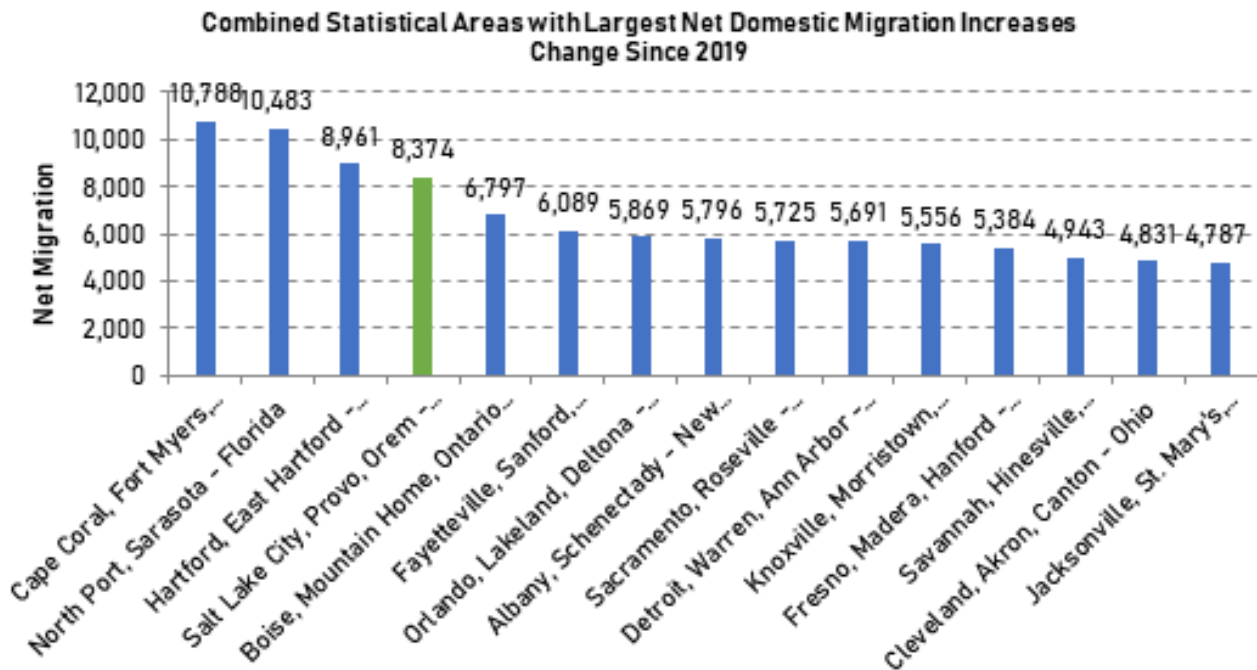
Park City is on a new revenue trajectory with respect to sales taxes, closing FY22 up +26.7% vs. FY21, a previous record sales tax year. The table above demonstrates the projected increase for different funding categories. The increases allow Park City to increase what it can mitigate and accomplish in FY23 and into the future. The FY23 sales tax revenue budget is slightly lower than FY22, as staff projects a slight softening of the global economy and some additional economic volatility. However, the City must take strategic advantage of the new sales tax trajectory and deploy resources to meet community demands.

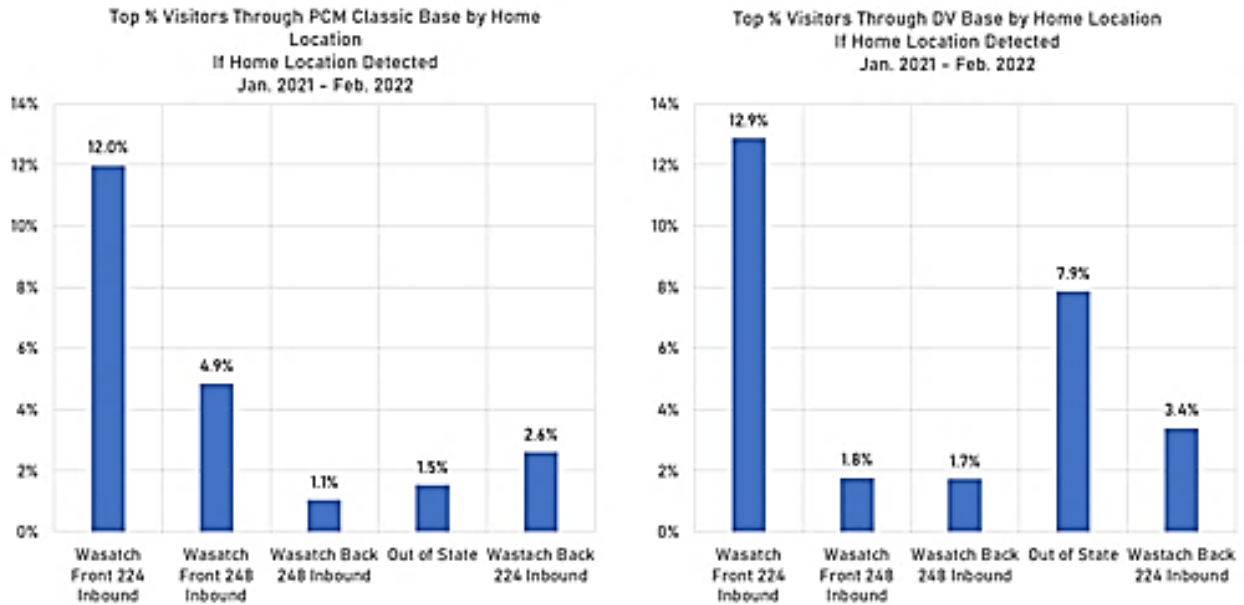
Moving into a post-COVID world, Park City continued to benefit from a recovering national economy and a booming regional economy.

Acceleration in air passengers saw a robust return to travel through the early spring of 2022. Indeed, Salt Lake City International Airport domestic arrivals surpassed pre-pandemic highs at the beginning of Park City's FY22 while winter travel lined up with pre-pandemic trends.



As the national travel picture improved, the State of Utah fared even better. The Wasatch Front registered as the fourth-highest metropolitan area in the United States receiving net migration increases since 2019. This growth was a boon for the State. However, impacts were felt in communities like Park City as drive-traffic demand for skiing increased through Park City's winter 2022.





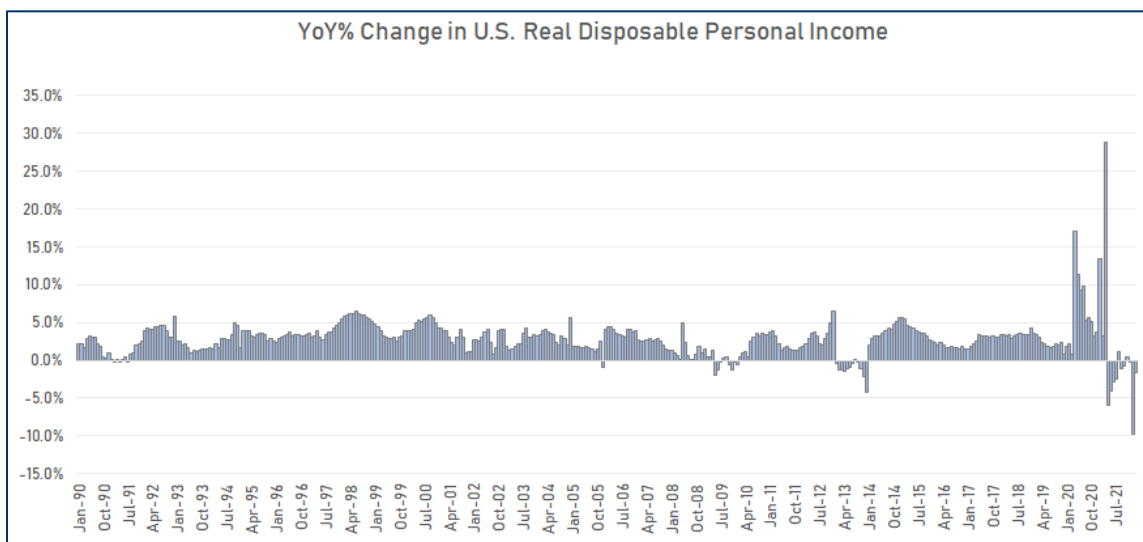
While winter visitation remained robust, the unique post-pandemic trend in Park City is the growth of shoulder season demand and non-winter visitation. This trend is made visible by the volume of visitors through the City's Main Street business district. While winter visitation reached near-record highs, growth in the summer, spring and fall is what caused calendar year 2021 to see the most visitors through the district on record.

Main Street Visitors						
Calendar Year		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
	2017	1,483,161	665,538	993,336	853,676	3,995,711
	2018	1,573,286	640,188	1,030,691	845,928	4,090,093
	2019	1,618,275	663,881	992,946	875,761	4,150,863
	2020	1,273,540	262,389	906,242	846,605	3,288,776
	2021	1,391,936	793,237	1,139,918	981,176	4,306,267
	2022	1,594,725				

Main Street Visitors, YoY % Change						
Calendar Year		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
	2018	6%	-4%	4%	-1%	2%
	2019	3%	4%	-4%	4%	1%
	2020	-21%	-60%	-9%	-3%	-21%
	2021	9%	202%	26%	16%	31%
	2022	15%				

These patterns have caused more persistent demand for services on a year-round basis than previously seen in the City's history. At the same time, inflationary trends have also increased the cost of providing staffing and support city-wide.

On the national front, the effects of inflation are eroding the buying power of American workers and Park City, and real growth concerns are beginning to manifest in household earnings and markets. Average U.S. households are increasingly deploying income once used for discretionary purposes into essentials to make ends meet. With an eye toward caution, we believe FY23 will remain robust in revenues, almost similar to FY22, with a minor reduction of -2.7%, as record revenue growth tapers off in the near term.



In addition, we forecast long-term revenues and operating, capital, and debt service expenses for the General Fund. The analysis below illustrates the potential impacts of financial decisions on the City's short and long-term financial health. The figures help set the funding limits for both the operating and capital budget related to the General Fund and General Fund capital transfer.

Revenue Projection Detail

Park City Municipal Corporation receives multiple forms of tax, fee and service generated revenue in its general fund every year. Of these, sales taxes are the most directly exposed to consumer discretionary spending and are therefore subject to the most uncertainty.

Starting in fiscal year 2021, the City's budget team assembled a sales tax model based on machine learning techniques and more than 70 data sources. On upside momentum in many of these indicators, the budget team projects an adjusted increase for sales tax revenues in FY22 of 26.7% relative to original budgets for FY22. However, in FY23 we project a minor slowing of sales growth in sales taxes in with a projection of -2.7% relative to final adjusted budgets for FY22.

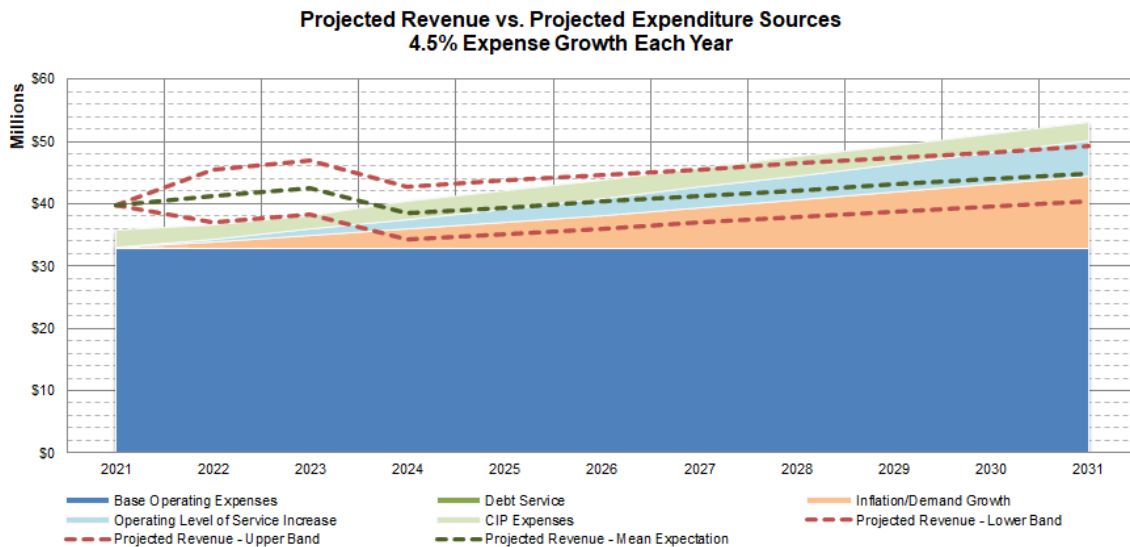
Further details on projection assumptions by individual revenue stream are listed below:

- *Current Revenue Projection Estimates Assume:*
 - **Property Tax:** Property taxes assume a preservation of base

- revenue of \$12.1M from FY21. From this base we project incremental new growth of approximately \$600k.
- **Sales Tax:** Based on PCMC's statistical sales tax model.
 - **Franchise Tax:** Modeled as a log transformed function of time, this model was selected as we assume tapering demand for telecommunications services as new demand and new telecom services may hit saturation points.
 - **Licenses:** Assumes linear trend growth in-line with historical averages.
 - **BP&E Fees:** Assumes linear trend growth in-line with historical averages.
 - **Recreation:** Assumes linear trend growth in-line with historical averages.
 - **Other Revenue:** Assumes linear trend growth in-line with historical averages.
 - **Ice:** Assumes linear trend growth in-line with historical averages.
 - **Interfund Transfers:** Assumes growth of 4% from FY 2021.
 - **Intergovernmental Revenues:** Assumes linear trend growth in-line with historical averages
 - Under these revenue assumptions we arrive at an \$4.5M increase in revenues in FY23, relative to the FY22 adjusted budget.

CITY'S LONG TERM BUDGET STRATEGIES

Each year, the budget department works with the City Manager to establish revenue and expense projections based on long-range historical trends. As the economic environment of a resort economy ebbs and flows, the long-term budget outlook is intended to act as a long-range measure and reference for future financial decisions. As the City moves forward, revenue growth is evaluated in the contexts of the historical trends and will help form updated projections each year which will guide the City in the subsequent budget process.



While utilizing near-term, high-frequency, projections is a critical part of the City's budget process, staff also generates long-term projections for revenue combined with hypothetical scenarios of expense growth. Recent revenue growth has been exceptional due to a boom in sales tax revenues. Yet, staff uses knowledge of past growth rates to project future long-term revenue trends. The chart above illustrates a range of potential future scenarios where hypothetical expense growth of 4.5% per-year has the potential to cross over revenue growth should sales tax revenue growth taper back to historical trends.

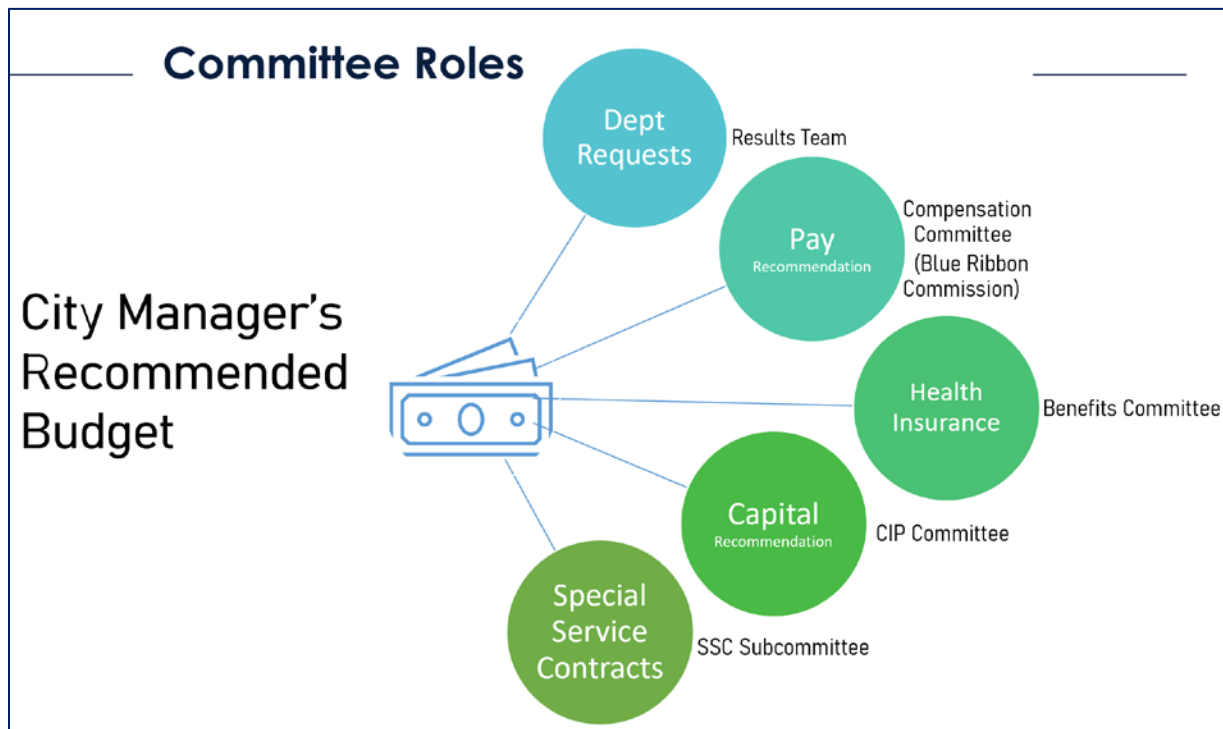
Any long-term future projection is subject to a high amount of uncertainty. Yet, this tool remains a benefit when considering possible future states of the world and how to manage variable outcomes. Since FY20, staff has managed the City budgeting process in a dynamic way, finding capabilities to institute expense controls when necessary and adding resources when possible. Staff anticipates that the future economic outlook for the City is one of a positive trend. Still, dynamic management of expenses is a tool that must always be available to the City Manager and Council as we travel a path of variability in a post-COVID world.

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

- A. Budget draws upon Council input and long-term staff revenue and expense projections as a guide
 - Priority-driven operating budget based upon Council's Critical and Top Priorities,

goals, objectives, and desired outcomes

- B. 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
- C. All operating and capital budget requests should be considered during the budget process
- D. Any General Fund budget surplus can be flexibly deployed for personnel, operating and/or for capital projects



Budget Recommendations to City Manager by Committee

Health, Dental, & Life Insurance Costs

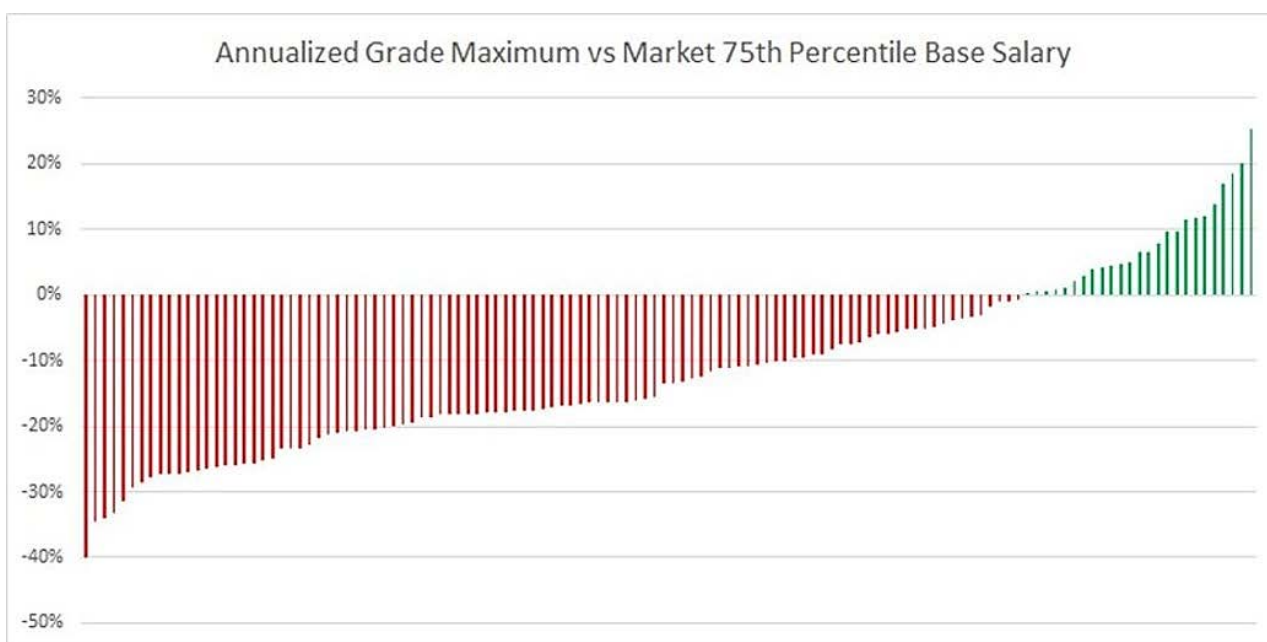
The City maintains a health and dental insurance plan through Regence Blue Cross Blue Shield of Utah. Each year, Regence examines the City's "use" of the plan and its total costs to Regence, and then determines the price for the following year. Our FY23 Health Insurance premiums have a minimal increase of 2.62%.

Pay Plan

Historically, the City has collected salary information on select jobs from a sample of cities in Utah every two years, then averaged salaries from the top seven to use as a benchmark when determining salary ranges and job types. In “off” years, a 2% market adjustment was applied.

As the City struggled with retention and recruiting and long vacancies in key positions, it became clear that a renovation of our pay philosophies and processes were necessary. The City reestablished the internal Compensation Committee and formed an external Blue-Ribbon committee, comprised of resident Park City Human Resource experts, to help guide the process of moving toward a more modern, market-based pay plan which utilizes third-party salary data to determine salary ranges and pay grades based on a current market analysis of comparable positions and salaries. Salary ranges are based on specific jobs as opposed to job types.

As you can see from the chart, the compensation analysis revealed that most City jobs were below the 75th percentile of market pay.



For the FY22 budget, the City began phasing in the new pay plan which brought salary ranges up to the 75th percentile of 2020 market rates. In response to accelerated inflation (10.6% in the Mountain West since last wage adjustment), historically low unemployment rates and serious wage competition both in the public and private sector, the Compensation Committee and Blue-Ribbon Committee proposed a 10.33% increase to bring salary ranges to 2022 levels, which received overwhelming support from City Council.

The City is also developing a long-term staffing strategy that includes a comprehensive review of all benefits, workplace culture and policies, performance management, and professional development.

FY23 Pay Plan	
Fund	FY23 Request
011 GENERAL FUND	\$ 2,513,970
051 WATER FUND	\$ 392,143
052 STORM WATER FUND	\$ 68,293
055 GOLF COURSE FUND	\$ 98,152
057 TRANSPORTATION & PARKING FUND	\$ 1,002,061
058 PARKING FUND	\$ 98,660
062 FLEET SERVICES FUND	\$ 57,440
Grand Total	\$ 4,230,719

Pay for Performance

Employees are eligible to receive up to 5% of their base pay as a performance-based pay. This is a critical step in our ability to compete and retain quality and high-performing employees in an increasingly competitive labor market.

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. For FY23, URS will remain budgeted at FY22 levels.

FY23 Discretionary Requests

Dept	Total Request	CM Recommendation	Notes
Legal	\$ 65,000	\$ 25,000	
Human Resources	\$ 635,000	\$ 268,400	
Finance	\$ 27,000	\$ 27,000	
IT	\$ 982,000	\$ 789,100	
Public Works (Bldg. Maint, Streets, Parks)	\$ 447,000	\$ 478,500	Traffic mitigation items added to this budget
MARC/Rec/Tennis	\$ 276,600	\$ 209,378	
Ice	\$ 27,250	\$ 20,400	
Community Engagement	\$ 87,800	\$ 13,000	
Env Regulatory	\$ 35,000	\$ 35,000	
Sustainability	\$ 35,000	\$ 25,000	
Police	\$ 1,266,000	\$ 561,000	Request included traffic items that were funded in other depts
Economy	\$ 863,000	\$ 14,000	Request included traffic items that

				were funded in other depts
				Traffic mitigation items added to this budget
Emergency Management	\$	-	\$	294,400
Engineering	\$	164,595	\$	115,000
Planning	\$	625,300	\$	165,300
Building	\$	144,850	\$	144,850
Library	\$	99,500	\$	14,500
Trails	\$	129,000	\$	107,000
Housing	\$	15,500	\$	165,500
				Housing FTE added by CM
Parking	\$	103,000	\$	230,000
				Parking Officer and Vehicle added for traffic mitigation by CM
Transpo Ops	\$	857,000	\$	875,000
				Additional funds added for Micro Transit
Transpo Planning	\$	85,000	\$	85,000
Water	\$	1,200,000	\$	1,200,000
Golf	\$	55,500	\$	55,500
Total	\$	8,225,895	\$	5,917,828

CITY'S MAJOR OPERATING BUDGET ITEMS

Major General Fund Expenses

The FY23 City Manager's Recommended Budget is a targeted and strategic deployment of resources that invests heavily in four themes and at the same time advances our ability to enhance core services and increase operational capacity and productivity.

The table demonstrates the breakdown between the major categories of operating enhancements: capital projects, employee pay plan and compensation, and health insurance.

FY23 Expenses	Amount	Notes
Pay Plan	\$2,500,000	Maintains personnel compensation based upon surging inflation costs of over 10% and ensures PCMC meets its 75 th percentile commitments. Last year's strategic investments in employee compensation were arguably the most important action taken by PCMC. As many businesses suffered high attrition rates and even cut services, PCMC consistently met current service levels due to adequate staffing.
Health Insurance	\$150,000	Health insurance premiums maintain commitment to provide quality healthcare. The recommendation is to cover the one-time increase and not pass it off to our employees.
Ops Increases	\$3,550,314	Considerable inflationary cost increases (supplies, equipment, contracts, and new positions, etc.) and targeted expansion of specific services allow managers to continue to deliver high levels of service.
Capital	\$3,400,000	General Fund capital expenses deployed on key projects for community benefit, including walkability initiatives, recreation, complete streets, and X, Y and Z
	\$9,600,314	

FY23 Sources	Amount	Notes
Revenue Capacity	\$4,142,704	Total projected revenue for FY23
Repurpose Capital Projects	\$955,467	Capital project closeout
Fee Increases	\$500,000	Increase in fees for services
General Fund Transfer	\$3,400,000	Transfer from General Fund to Capital Fund
Resort Funding	\$280,000	Resort funding for enhanced traffic mitigation
	\$9,278,171	

The Budget Department projects \$4.1M in new revenue for FY23, which includes sales tax revenue, fee increases, and closing out several completed capital project budgets. This strategy helps Council deploy resources faster and more strategically to meet new community demands in FY23. We also anticipated continuing to receive \$280k/year from the resorts to pay for enhanced

traffic mitigation and public safety services. Lastly, the \$3.4M represents the General Fund Transfer to the Capital fund, which moves revenues from the General Fund to Capital to pay for ongoing capital projects.

Major Operating Initiatives and Key Investments in Community Priorities

FY23 Expenses	Amount	Notes
Organizational Infrastructure	\$725,163	Budget increases to enhance our IT infrastructure, cybersecurity, 3Kings Water Treatment Plant, a new financial and accounting system for the municipality, and new investment in data collection to better respond to public input and requests for information, transparency, and level of service increases.
Resort Economy Mitigation	\$755,499	Enhanced traffic and resort economy impacts – expand Neighborhood Traffic Management Program, Traffic Coordinator position, intersection management and equipment, and monitoring and enforcement.
Neighborhood Reinvestment	\$796,742	Increased neighborhood patrols, code enforcement and equipment, fire inspection, and community and area planning efforts.
Workforce Support	\$267,905	Additional resources to enhance recruitment, retention, and quality benefits, employee assistance, and professional development programs (non-monetary benefits)
Core Services	\$1,005,005	Service increases related to existing Critical Community Priorities and existing service demands – Affordable Housing, Recreation, Customer service, and Street Projects.
Total	\$3,550,314	

Information Technology/ Organizational Infrastructure

Expanding the City’s critical IT support and infrastructure is at a crucial inflection point. Today’s flexible work environment, combined with an unprecedented demand for automation and data collection, requires a new municipal financial and accounting system and a host of new data science and cybersecurity tools to drive our decision-making and planning processes and protect municipal assets. Key personnel and new technology staff are requested (2 Junior Network Administrators). These positions will support the 3Kings Water Treatment Plant’s technology and core software and security systems throughout the City. The FY23 budget also includes department-level support for updating webpages, efficiency software and updated equipment for staff.

Resort Economy Mitigation

Enhanced traffic management is a major community priority. We have proposed new investments to multiple departments to enhance the Neighborhood Traffic Management Program – a Police Officer, two positions in Public Works (Streets), a Traffic Coordinator and a new Parking Officer to manage major intersections and neighborhoods during peak visitation. This investment alone is nearly \$1 million of the new sales tax revenues available to Council in FY23.

As our trail systems continue to experience high-usage, we have added two Trail Rangers to

oversee maintenance, manage trailhead parking and neighborhood impacts and ensure compliance with adopted conservation easements.

Neighborhood Reinvestment

Unprecedented demand continues to burden our Building, Planning, Engineering, Housing, and Resident Advocate departments. New investments include a new position in Engineering to assist residents and businesses and new municipal code software (noticing, outreach, ad hoc analysis, etc.). It also includes a new position in Affordable Housing in anticipation of more public-private partnerships and the collaborative project on Woodside with the Seniors. In addition, we propose a new Police Detective to respond to the rising investigative caseloads, demand for deeper community policing, and help with the increase in violent crimes.

As we continue to build upon our Sustainability programs, the FY23 budget includes investments in the new Sustainability Resource center at the library which provides unconventional circulating items such as sewing machines, outdoor games, tools and electronics. Environmental Sustainability will also kick-off their Curbside Composting pilot program this year.

Recruiting, Retention, and Workforce Support

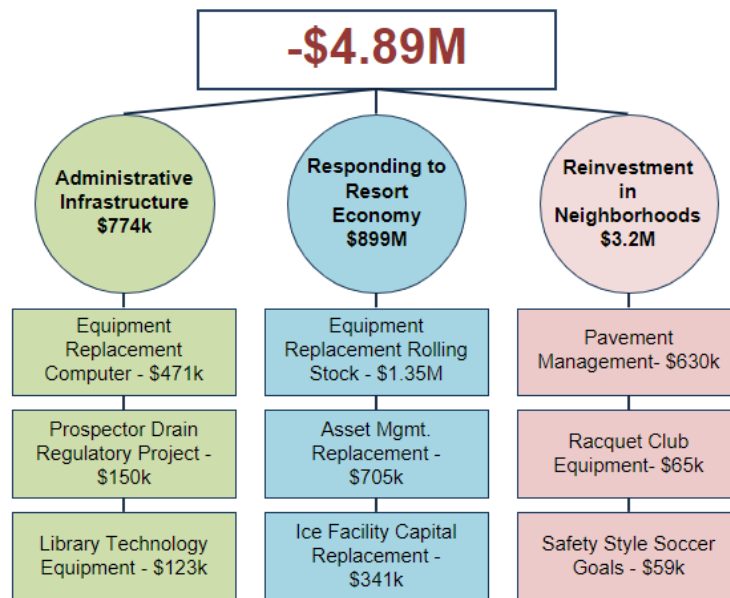
Unemployment continues to hover around 1% in Summit County (lowest in decades), turnover remains above 15%, and Jan-Mar 2022 saw six voluntary resignations to accept better-paying positions in other agencies or relocations due to the exceptionally high cost of living. Over the last year, HR has spent over approximately 6,000 hours hiring over 200 employees, with hundreds of hours devoted to onboarding and setting up benefits with various providers.

The City must improve its training, culture, and employee policies to reflect the current dynamic workforce needs and expectations of newly recruited employees. Thus, we propose 1.5 new HR positions to support our workforce. The new analyst position will focus on day-to-day departmental needs and supporting or leading benefits procurement and professional development programs. The Recruiter will focus on key recruitments and professionalizing our onboarding programs and platform. In addition, new investments are recommended in non-monetary employee programs, such as increasing education reimbursements, employee appreciation programs, instant bonuses for customer service, and wellness.

CAPITAL IMPROVEMENT PLAN (CIP)

Capital Changes

The capital project budget is spread throughout various Funds. The General Fund does not contain any capital budget but does contribute to the Capital Improvement Fund through an annual transfer of funds. For the FY23 Budget, we recommend an annual CIP transfer of \$3.4M. However, the recommended budget is set at \$4.9M, as several old capital projects were closed out. The yearly transfer to capital generally pays for important ongoing capital projects, such as equipment, asset management, and pavement program.



The rest of the capital budget is broken out through the different funds: Capital Improvement, Water, Transportation, and RDA. On June 6, we plan to review, in detail, all proposed changes to capital budgets. However, below is a list of notable projects included within the proposal:

- **Park Avenue Neighborhood Street Reconstruction** - \$750k, project has an expected total budget of ~\$5M over time. The FY23 budget contemplates \$750k for design and planning activities
- **Upper Main Street Intersection Improvements and Mitigation** - \$750k, project focuses on near-term capital improvements on Upper Main Street near Hillside Avenue
- **Homestake Road Complete Street, Pedestrian and Multi-Use Trail** - \$450k
- **Munchkin Roach Complete Street Extension, Multi-Use Trail, and Woodbine Road Connection Improvements** - \$450k
- **Arts & Culture District** - \$450k, to support planning and land use entitlement work
- **PC Transit Rolling Stock Replacement** – \$16.8M to replace and upgrade the municipal fleet over time. Primarily funded through Federal grants, including \$14.9M from Federal funding, and only \$2.6M matching funds from the City’s Transportation Fund
- **SR248/US40 Park and Ride Lot** - \$4.5M is budgeted in FY23 if Council approves this project. The Federal Funding is \$3.85M of the \$4.5M.
- **Park City’s Long Range Transportation Plan** - \$3.9M has been set aside in reserve to

begin the funding plan and process to move from planning to implementation

- **Snow Creek Crossing (SR-248 Tunnel)** - \$4.3M from the remaining 2013 Walkability Bond proceeds
- **Old Town Complete Streets** - \$200k to provide resources to resolve intermittent maintenance projects in Old Town due to tourism and visitation and demand from small business owners
- **Three Kings Water Treatment Plant** – \$20M from 2021 Water Revenue Bond to complete the City's Three Kings Water Treatment Plant in FY23. This remains the City's current single-largest capital initiative in FY23. It will modernize Park City's drinking water capabilities. By consolidating the amount of borrowing during a period of low-interest rates, PCMC saved approximately \$1.5M in gross cashflow savings by refunding (refinancing) past bond issuances. Additionally, these actions ensured that the Three Kings Water Treatment Plant is funded at record low interest rates.

Long-term Unfunded Capital Initiatives

While the City is building a robust capital budget plan for the next several years based on Council's goals and direction, the focus remains on core capital maintenance and medium-term infrastructure projects. Several capital project ideas percolate around the community but require a new funding source or strategy due to their magnitude. Some of the most talked-about project ideas are the following:

1. Arts & Culture District – Parking, Housing, Transportation and Transit, and Common Areas
2. Long-Range Transportation Capital Plan – a list of implementation projects tops out at over \$87M
 - a. Bus Rapid Transit
 - b. Regionally significant park and ride
 - c. Tunnels, aerial transit, etc.
 - d. Roadway acquisition and/or improvements
3. Relocation of the Rocky Mountain Power Substation
4. Soils Ordinance remediation and relocation
5. Affordable housing development expansion
6. Recreation facility expansion

If Council is interested in pursuing a major or transformational capital project not currently budgeted, a prioritization process will help us develop a creative financial strategy. For example, the City can raise considerable resources to finance projects through various methods. But even then, it would prove challenging to finance multiple projects on the list above at the same time. The most common financial tools for future consideration are:

1. Pay-as-You-Go: This method pays for capital projects with funds on hand or through saving up over time. We are already deploying this strategy.
2. General Obligation Debt: Property tax increase targeted toward specific projects. Requires voter approval in a general election. We have a successful history of deploying this strategy on large community issues.
3. Property Tax Increase: This tool has not been used to our knowledge due to the strength of the tourism economy and imbalance in favor of year-round residential property

owners.

4. Revenue Debt: Issue bonds paid back through ongoing revenues. Historically, we have used sales taxes but could source other areas, such as water revenues. Also, the City's debt capacity through sales taxes to issue bonds for new projects is considerable and untapped. Today, based upon a 20-year maturity, the City could conservatively bond upwards of \$60M. We could also evaluate our overly conservative bonding policy that goes even further than required by Utah Law.
5. Grants/Other Government Agencies: There are many grant opportunities for local governments from other government agencies. However, to fund large capital projects, the City has been most successful in securing grants for transportation projects. The City has a handful of current transportation capital projects set to be paid for partially with grant funding and is continuously applying for more, such as the monies we are awarded to replace vehicles and support the Quinn's Junction Park and Ride. We plan to continue our aggressive use of the tool.
6. Economic Development Tools: There are numerous economic development tools that the City could utilize. The most common are Community Reinvestment Agencies (CRA) or Public Improvement Districts (PID). Both tools leverage new property tax revenue generated from new development for capital investment in those areas or outside the project area. A more aggressive use of this tool may be recommended in the future.
7. Public-private Partnerships (P3s): Public-private partnerships involve collaboration between a government agency and a private-sector company to finance, build, and operate projects. These partnerships work well when private-sector incentives combine with public sector goals, and the private sector incurs much of the financial risk. We are likely to increase our use of this tool, given the rise in construction costs and workforce pressures.

A complete detailed CIP report is included in the City Manager's Recommended Budget Volume II.

The total proposed CIP budget (all funds combined, excluding carry forward) for the FY 2022 Budget is \$79.5 million. The proposed FY 2023 CIP budget is \$72.7 million. The General Fund transfer required to fund capital projects in FY2022 will be approximately \$4.1 million—the majority of which is dedicated to the maintenance of existing infrastructure. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management.

Changes between Tentative and Final Budget

Each year, during the budget process, the budget team makes final adjustments under the direction of the City Manager and the Council. These changes reflect the difference between the Final Budget and what Council adopted as part of the Tentative Budget. In most cases, these are technical adjustments that more accurately reflect the projected expenses within a capital project, interfund transfer, or debt transactions.

- **Library**

- o +\$25k for part-time personnel - As mentioned, the Library is experiencing unprecedented visitation and engagement levels as the community reconnects,

post-Covid, and we expand community offerings. Additional funding for part-time personnel will match the appropriate staffing levels necessary to continue to meet service levels. In FY22, the Library implemented a 3-year strategic plan that included increased outreach and programming in FY22, such as intergenerational and inclusion programs. Examples include initiatives such as becoming a [Kulture City](#) venue to serve people with invisible disabilities. The Library wants to continue new initiatives such as service hour evaluations, a diversity audit to ensure our collections and services are representative of our diverse community and issuing library cards for all Park City students.

- **Planning**

- +\$47k (includes all benefits) to reclass vacant Planner position to Senior Planner to support Council-driven special projects, such as a new General Plan and focused area plans. This is not a new position, instead a modest increase to an existing position to create the flexibility to recruit a more senior planning professional
- +\$38k for part-time personnel to continue supporting various Planning projects and initiatives currently in process. In the past, Planning used savings from vacant positions to cover these expenses. Yet now that Planning is nearly fully staffed and remains committed to our new team and retention, Planning requests permanent budgetary support.

- **Engineering**

- +\$5k for training opportunities related to traffic calming, active transportation methods, and project management to improve:
 - Understanding of design and implementation strategies to improve/address neighborhood traffic concerns.
 - Ensure staff has clear understanding of effective methods to monitor and deliver capital projects efficiently

- **Trails**

- +\$22k for a new Utility Vehicle for Trail Rangers who are now responsible to manage over 6,000 acres of city-owned open space that is absorbing impacts from the resort economy and neighborhood compatibility concerns.
- +\$40k placeholder for possible expansion of Bonanza Flat servicing as discussed on [May 26. No allocation will be made until a future Council discussion is held.](#)

- **Community Engagement**

- +\$10k for [NCS survey tool](#) as discussed on [April 28.](#)

- **Ice**

- +\$5,350 addition to cleaning and maintenance services to keep pace with inflationary increases. This was part of the original budget request but was not

reflected in the software program we utilize. We request approval of this item to ensure the Ice cleaning and maintenance budget supports existing levels of service.

Interfund Transfer (IFT) & Debt Adjustments

Interfund Transfers are resources we transfer between funds for a variety of reasons. For example, Administrative IFTs are used to reimburse support departments, such as Finance and IT, for services provided to other funds or functions of the municipality. We estimate IFT expenses at the beginning of the budget cycle and reevaluate regularly to maintain accuracy. In between presenting the Tentative and Final budget, we often have better information and data that allows us to budget IFTs more accurately.

- o Align Self Insurance/Risk Account with actual expenses +\$7,324 for insurance premium cost increases
- o Increase of +\$480k for the Administrative Interfund Transfer (Admin IFT) from other funds at the City into the General Fund based on calculated cost estimates
- o +\$75k increase to Workers Compensation Fund based on current costs
- o +\$2,450 transfer increase into Sales Tax Debt Service Fund from Capital Improvement Fund
- o +\$4,126 transfer increase into Sales Tax Debt Service Fund from Lower Park Ave RDA
- o Net increase of \$396,700 into the Fleet Fund from other funds at the City based on actual maintenance and fuel costs. This breaks out to be \$146,000 in maintenance charges and \$250,700 in fuel costs.

Technical Corrections

These are adjustments to correct database entries, clerical errors, and/or overall budgetary cleanup items. For example, concurrent with creating the FY23 Budget, we were also [updating](#) our budgeting software, [Board](#). While the update was seamless for the most part, there are a couple of items that require correction in the final database.

- **Personnel**
 - o Reallocate the Building Maintenance IV position that resides in Water and Building Maintenance (the correct allocations did not transfer over)
 - o Remove Digital Coordinator allocations from Economy and Sustainability (position allocated 100% in Community Engagement)
 - o Clean up duplicate positions that did not migrate to the new database correctly

Transportation Fund FY23

- o CP0536 Arts and Culture Exterior Bus Stops – Added \$1,620,000 to DOT line to reflect recent official UDOT grant award amount.
- o CP0536 Arts and Culture Exterior Bus Stops – Added \$1,080,000 to Transit Sales Tax line as placeholder for local match.

- o CP0025 Bus Shelters Design and Capital Improve – Added \$420,000 to DOT line to reflect recent official UDOT grant award amount.
- o CP0025 Bus Shelters Design and Capital Improve – Added \$280,000 to Transit Sales Tax line as placeholder for local match.

FY24

- o CP0540 Snow Creek Tunnel – Increased DOT line to \$3,517,830 to reflect official UDOT grant award amount.
- o CP0540 Snow Creek Tunnel – Decreased Transportation Fund Beginning Balance line to \$2,306,410 to ensure that total project budget does not exceed \$13,000,000.

Water Fund

FY23

- o CP0040 Water Dept Infrastructure Improvement – Reduced Water Service Fee line by -\$3,454,863 and added \$3,954,863 to 2021 Water Revenue Bonds line to reallocate planned budget to 2021 Water Revenue Bonds.

Lower Park Avenue RDA

FY23

- o CP0264 Security Projects – Added \$40,000 to LPA RDA line in new request.

Grants

- o Environmental Sustainability EPA grant for reusable to-go container - \$11,750 (received in FY22, rollover remaining funds for FY23)
- o Recreation RAP Grant for Prospector Park playground enhancements - \$136,096 (received in FY22, rollover remaining funds for FY23)
- o Recreation RAP Grant for Turf Replacement - \$715,000
- o Lifeguard Shack - \$1,000
- o Trails RAP Grant for Master Plan Rail Trail - \$500,000
- o Trails RAP Grant for Master Plan Clark Ranch - \$20,911
- o JAG Grant for Police body cams - \$4,976 (received in FY22, rolling over funds for FY23 due to supply issues)

FUTURE ISSUES

There are several overarching issues that could result in significant budgetary impacts over the next several years. Some of the issues would be the result of factors beyond our control, such as rising health insurance and labor costs, a further economic downturn, and changes to the existing tax and revenue structure by the State Legislature. On the other hand, several challenges could be the direct result of a deliberate and focused effort on behalf of the organization to achieve specific organizational goals. For example:

- **Housing:** efforts to provide a robust and sustainable middle income, attainable, and affordable housing program within City limits remains a formidable challenge in our high performing resort community. The result of our economic success and exceptional quality of life is a prohibitively high cost of living. Though several new workforce housing programs and initiatives are underway, each project comes with considerable costs, public investment, and in most cases, years to develop;
- **Transportation:** planning and mitigation efforts to better address traffic and congestion via local and regional transit, integrated City/County transportation planning, and forward looking capital infrastructure projects are well underway and gaining community momentum. Though public investments in transportation infrastructure and transit are, perhaps, the most formidable future budgetary issue we face, the community is clearly supportive of improving the way residents and visitors move around town. Fortunately, two new sales taxes were passed in 2016 that are helping with immediate infusion of new monies and projects, such as the pedestrian tunnel on Highway 248, paid parking in Old Town, Electric Express busses, and the new Quinn's Park and Ride;
- **Employee Compensation:** Inflation is at historic highs and unemployment is at historic lows, which is causing serious wage competition both in the public and private sector, Turnover remains above 15%, and Jan-Mar 2022 saw six voluntary resignations to accept better-paying positions in other agencies or relocations due to the exceptionally high cost of living. Last year's strategic investments in employee compensation were arguably the most important action taken by PCMC during the budget. As many businesses suffered high attrition rates and even cut services, PCMC consistently met current service levels due to adequate staffing;
- **Infrastructure and Development:** public and private projects, such as additional resort development (DV & PCMR), Lower Park Avenue, Arts & Culture District, and affordable housing projects will continue to present both opportunities and challenges for PCMC. Additional development will increase tax revenues, but it will also increase the demand and scope for complex and expensive public services (inspections, planning, engineering, streets, water, public safety, transit, etc., etc.);
- **Economic/Inflation:** the economic recovery has resulted in increased costs in contractual, construction, and ongoing maintenance costs. Recent PCMC capital projects initiated and advertised by City staff typically come in over initial budgets and have created project budget

shortfalls. Staff continues to work to better define and estimate capital projects costs in an increasingly expensive and competitive construction market. General operating expenses are going up across the board for contracting services, equipment, and supplies;

- **Environmental:** given Park City's legacy as a mining town, environmental mitigation remains an area of significant budgetary concern. Despite this, staff has made considerable progress to improve our relationship with Federal and State regulators and our approach to improving sustainability measures. We anticipate our proactive approach will mitigate some, but not all, of our future environmental liabilities. A good example can be found in our successful efforts to meet the Federal water standards on the Spiro Tunnel and at the same time reduce our long-term financial exposure.
- **Property Tax:** while researching a 50 state property tax comparison across the 53 largest cities in the US, Salt Lake City was consistently amongst the lower in the nation, ranking between 41st and 50th of the 53 cities analyzed. Perhaps more interesting, Park City's tax rate is approximately only one-half of the property tax rate of Salt Lake City. Despite this, staff is not recommending a property tax increase this year.

In addition, actions from the State Legislature will 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 remain ongoing and formidable. Thus, the City will continue its efforts to retain a coordinated and strong legislative apparatus to ensure proactive measures are implemented. For example, the City was successful this year preventing a change to the State's sales tax redistribution formula, which would have likely created budgetary shortfalls as the tax moved away from point of sale and towards population.

BUDGET CALENDAR

May 12

Work Session

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

Regular Meeting

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

May 26

Work Session

Operating Budget Overview
[Public Input on the Tentative Budget](#)

June 9

Work Session

Capital Projects Budget Review
[Public Input on the Tentative Budget](#)

June 16

Work Session

Miscellaneous Budget Items
City Fee Resolution Recommendations
Budget Policies
Outstanding Budget Issues
City Council Compensation
[Public Input on the Tentative Budget](#)

June 23

Work Session

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

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

BUDGET SUMMARIES

Expenditure Summary by Fund and Major Object (FY 2022 Original Budget)

Description	Personnel FY 2022	Mat, Supplies, Services FY 2022	Capital FY 2022	Debt Service FY 2022	Contingency FY 2022	Sub - Total FY 2022	Interfund Transfer FY 2022	Ending Balance FY 2022	Total FY 2022
Park City Municipal Corporation									
011 GENERAL FUND	\$27,192,538	\$10,613,271	\$422,985	\$0	\$300,000	\$38,528,794	\$6,834,736	\$17,491,953	\$62,855,483
012 QUINNS RECREATION COMPLEX	\$996,071	\$379,800	\$1,000	\$0	\$0	\$1,376,871	\$0	\$-6,084,994	\$-4,708,123
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$35,773	\$0	\$0	\$35,773	\$0	\$0	\$35,773
022 DRUG CONFISCATIONS	\$0	\$0	\$26,189	\$0	\$0	\$26,189	\$0	\$0	\$26,189
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$148,794,725	\$0	\$0	\$148,794,725	\$4,174,626	\$16,947,931	\$169,917,282
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$3,921,944	\$0	\$0	\$3,921,944	\$0	\$330,150	\$4,252,094
051 WATER FUND	\$3,730,132	\$4,109,243	\$95,130,136	\$5,577,420	\$0	\$108,546,932	\$1,806,679	\$726,622	\$111,080,233
052 STORM WATER FUND	\$698,062	\$291,444	\$1,725,688	\$0	\$0	\$2,715,194	\$141,598	\$1,038,551	\$3,895,343
055 GOLF COURSE FUND	\$915,363	\$729,075	\$383,000	\$0	\$0	\$2,027,438	\$150,777	\$742,380	\$2,920,595
057 TRANSPORTATION & PARKING FUND	\$7,387,382	\$1,915,272	\$38,790,043	\$0	\$0	\$48,092,696	\$3,396,502	\$966,182	\$52,455,380
058 PARKING FUND	\$926,073	\$706,500	\$192,721	\$0	\$0	\$1,825,294	\$9,750	\$782,220	\$2,617,264
062 FLEET SERVICES FUND	\$1,073,522	\$1,853,155	\$0	\$0	\$0	\$2,926,677	\$0	\$1,195,482	\$4,122,159
064 SELF INSURANCE FUND	\$0	\$1,555,328	\$0	\$0	\$0	\$1,555,328	\$0	\$1,350,137	\$2,905,465
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,273,977	\$33,246,193
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,674,814	\$11,184,502
Total Park City Municipal Corporation	\$42,919,144	\$22,153,088	\$289,424,203	\$22,059,324	\$300,000	\$376,855,759	\$16,514,668	\$63,435,405	\$456,805,833
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,300	\$0	\$0	\$0	\$682,300	\$3,092,532	\$1,538,319	\$5,313,151
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,251,470	\$2,406,470
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$2,606,144	\$0	\$0	\$2,606,144	\$2,787,590	\$703,605	\$6,097,339
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$427,971	\$0	\$0	\$427,971	\$0	\$1,163,361	\$1,591,332
Total Park City Redevelopment Agency	\$0	\$1,137,300	\$3,034,115	\$0	\$0	\$4,171,415	\$6,580,122	\$4,656,755	\$15,408,292
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$42,919,144	\$23,290,388	\$292,458,319	\$22,059,324	\$300,000	\$381,027,175	\$23,094,790	\$68,543,474	\$472,665,439

Expenditure Summary by Fund and Major Object (FY 2023 Budget)

Description	Personnel FY 2023	Mat, Supplies, Services FY 2023	Capital FY 2023	Debt Service FY 2023	Contingency FY 2023	Sub - Total FY 2023	Interfund Transfer FY 2023	Ending Balance FY 2023	Total FY 2023
Park City Municipal Corporation									
011 GENERAL FUND	\$31,142,035	\$12,671,077	\$726,689	\$0	\$300,000	\$44,839,801	\$3,439,780	\$13,408,275	\$61,687,857
012 QUINNS RECREATION COMPLEX	\$1,142,784	\$406,029	\$1,000	\$0	\$0	\$1,549,813	\$0	\$-6,673,040	\$-5,123,227
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 DRUG CONFISCATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$20,500,712	\$0	\$0	\$20,500,712	\$4,177,076	\$10,659,751	\$35,337,539
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,851,062	\$0	\$0	\$1,851,062	\$0	\$64,688	\$1,915,750
051 WATER FUND	\$4,487,041	\$5,231,887	\$32,185,962	\$5,577,420	\$0	\$47,482,310	\$2,057,241	\$11,067,345	\$60,606,896
052 STORM WATER FUND	\$714,043	\$310,376	\$371,500	\$0	\$0	\$1,395,919	\$157,377	\$1,485,255	\$3,038,551
055 GOLF COURSE FUND	\$1,013,633	\$652,909	\$114,565	\$0	\$0	\$1,781,107	\$168,102	\$222,320	\$2,171,528
057 TRANSPORTATION & PARKING FUND	\$9,453,294	\$2,548,074	\$18,022,449	\$0	\$0	\$30,023,817	\$3,592,743	\$2,801,158	\$36,417,719
058 PARKING FUND	\$1,144,087	\$752,500	\$201,000	\$0	\$0	\$2,097,587	\$9,750	\$1,278,247	\$3,385,584
062 FLEET SERVICES FUND	\$1,154,672	\$1,845,050	\$6,205	\$0	\$0	\$3,005,927	\$0	\$934,955	\$3,940,882
064 SELF INSURANCE FUND	\$0	\$1,562,452	\$0	\$0	\$0	\$1,562,452	\$0	\$1,831,678	\$3,394,130
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,270,552	\$33,242,768
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,714,180	\$11,223,868
Total Park City Municipal Corporation	\$50,251,589	\$25,980,354	\$73,981,144	\$22,059,324	\$300,000	\$172,572,411	\$13,602,070	\$65,065,364	\$251,239,846
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,623	\$0	\$0	\$0	\$682,623	\$3,092,532	\$2,015,164	\$5,790,319
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,372,789	\$2,527,789
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$295,000	\$0	\$0	\$295,000	\$2,791,715	\$709,422	\$3,796,137
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,863,361	\$1,863,361
Total Park City Redevelopment Agency	\$0	\$1,137,623	\$295,000	\$0	\$0	\$1,432,623	\$6,584,247	\$5,960,736	\$13,977,606
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$50,251,589	\$27,117,977	\$74,276,144	\$22,059,324	\$300,000	\$174,005,035	\$20,186,317	\$71,477,414	\$265,668,766

Change in Fund Balance

Fund	Actuals FY 2021	Budget FY 2022	Adjusted FY 2022	\$ Var FY 2022	% Var FY 2022	Budget FY 2023	\$ Var FY 2023	% Var FY 2023
Park City Municipal Corporation								
011 GENERAL FUND	\$19,222,320	\$12,134,585	\$17,491,953	\$5,357,368	31%	\$13,408,275	(\$4,083,678)	-30%
012 QUINNS RECREATION COMPLEX	(\$5,621,751)	(\$6,139,275)	(\$6,084,994)	\$54,281	-1%	(\$6,673,040)	(\$588,046)	9%
021 POLICE SPECIAL REVENUE FUND	\$35,773	\$0	\$0	\$0	0%	\$0	\$0	0%
022 DRUG CONFISCATIONS	\$23,168	\$0	\$0	\$0	0%	\$0	\$0	0%
031 CAPITAL IMPROVEMENT FUND	\$66,506,424	\$27,326,315	\$16,947,931	(\$10,378,384)	-61%	\$10,659,751	(\$6,288,180)	-59%
038 EQUIPMENT REPLACEMENT CIP	\$2,666,494	\$313,515	\$330,150	\$16,635	5%	\$64,688	(\$265,462)	-410%
051 WATER FUND	\$11,227,874	\$1,087,844	\$726,622	(\$361,222)	-50%	\$11,067,345	\$10,340,723	93%
052 STORM WATER FUND	\$1,895,343	\$237,354	\$1,038,551	\$801,197	77%	\$1,485,255	\$446,704	30%
055 GOLF COURSE FUND	\$1,532,345	\$438,113	\$742,380	\$304,267	41%	\$222,320	(\$520,060)	-234%
057 TRANSPORTATION & PARKING FUND	\$18,471,244	\$6,622,049	\$966,182	(\$5,655,867)	-585%	\$2,801,158	\$1,834,976	66%
058 PARKING FUND	\$13,900	\$2,151,717	\$782,220	(\$1,369,497)	-175%	\$1,278,247	\$496,027	39%
062 FLEET SERVICES FUND	\$1,376,759	\$115,705	\$1,195,482	\$1,079,777	90%	\$934,955	(\$260,527)	-28%
064 SELF INSURANCE FUND	\$972,015	\$934,764	\$1,350,137	\$415,373	31%	\$1,831,678	\$481,541	26%
070 SALES TAX REV BOND - DEBT SVS FUND	\$26,283,977	\$26,113,690	\$26,273,977	\$160,287	1%	\$26,270,552	(\$3,425)	0%
071 DEBT SERVICE FUND	\$1,635,448	\$1,720,007	\$1,674,814	(\$45,193)	-3%	\$1,714,180	\$39,366	2%
Total Park City Municipal Corporation	\$146,241,333	\$73,056,383	\$63,435,405	(\$9,620,978)	-15%	\$65,065,364	\$1,629,959	3%
Park City Redevelopment Agency							0	
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$1,061,151	\$1,947,197	\$1,538,319	(\$408,878)	-27%	\$2,015,164	\$476,845	24%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$1,130,151	\$933,449	\$1,251,470	\$318,021	25%	\$1,372,789	\$121,319	9%
033 REDEVELOPMENT AGENCY-LOWER PRK	\$3,004,807	\$467,447	\$703,605	\$236,158	34%	\$709,422	\$5,817	1%
034 REDEVELOPMENT AGENCY-MAIN ST	\$891,332	\$1,160,567	\$1,163,361	\$2,794	0%	\$1,863,361	\$700,000	38%
Total Park City Redevelopment Agency	\$6,087,441	\$4,508,660	\$4,656,755	\$148,095	3%	\$5,960,736	\$1,303,981	22%
Municipal Building Authority								
035 BUILDING AUTHORITY	\$451,314	\$449,191	\$451,314	\$2,123	0%	\$451,314	\$0	0%
Total Municipal Building Authority	\$451,314	\$449,191	\$451,314	\$2,123	0%	\$451,314	\$0	0%

All Funds Combined

Revenue	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Original FY 2022	Adjusted FY 2022	Original FY 2023	\$ Variance
RESOURCES								
Property Taxes	\$21,368,077	\$25,486,395	\$28,380,276	\$27,483,339	\$27,430,335	\$27,430,335	\$27,976,782	\$546,447
Sales Tax	\$29,273,042	\$30,409,928	\$33,614,011	\$40,505,253	\$32,326,725	\$45,056,487	\$41,341,803	(\$3,714,684)
Franchise Tax	\$3,230,881	\$3,161,759	\$3,253,431	\$2,973,733	\$3,261,596	\$3,261,596	\$3,297,706	\$36,110
Licenses	\$1,395,163	\$1,315,865	\$1,213,639	\$1,241,095	\$1,437,989	\$1,437,989	\$1,481,984	\$43,995
Planning Building & Engineering Fees	\$5,820,662	\$7,513,747	\$5,005,364	\$5,233,412	\$5,157,166	\$5,157,166	\$5,553,671	\$396,505
Special Event Fees	\$178,413	\$178,672	\$8,081	\$224,224	\$115,681	\$115,681	\$101,319	(\$14,362)
Federal Revenue	\$3,969,044	\$5,698,041	\$11,071,350	\$5,759,788	\$20,638,912	\$15,638,912	\$22,261,621	\$6,622,709
State Revenue	\$518,845	\$818,625	\$527,368	\$655,196	\$440,577	\$443,598	\$443,115	(\$483)
County/SP District Revenue	\$705,240	\$3,888,378	\$1,171,385	\$1,915,080	\$474,143	\$1,607,941	\$484,943	(\$1,122,998)
Water Charges for Services	\$20,092,203	\$19,944,310	\$22,597,344	\$20,196,372	\$21,819,145	\$21,819,145	\$22,392,268	\$573,123
Transit Charges for Services	\$7,425,047	\$5,286,336	\$2,455,909	\$4,066,606	\$6,080,819	\$7,580,819	\$83,243	(\$7,497,576)
Cemetery Charges for Services	\$18,816	\$22,922	\$19,787	\$26,731	\$80,182	\$80,182	\$70,098	(\$10,084)
Recreation	\$3,348,293	\$3,294,003	\$4,241,522	\$4,016,341	\$3,267,017	\$3,267,017	\$3,730,265	\$463,248
Ice	\$828,397	\$691,828	\$634,725	\$777,081	\$907,421	\$907,421	\$955,233	\$47,812
Other Service Revenue	\$45,786	\$59,527	\$54,964	\$46,129	\$56,768	\$56,768	\$56,768	\$0
Library Fees	\$20,198	\$14,357	\$13,483	\$15,482			\$13,691	\$13,691
Fines & Forfeitures	\$2,611,357	\$1,934,534	\$1,075,883	\$2,151,185	\$2,603,364	\$2,603,364	\$2,603,364	\$0
Misc. Revenues	\$4,078,297	\$8,426,163	\$3,620,970	\$832,931	\$15,946,624	\$48,853,068	\$2,025,086	(\$46,827,982)
Interfund Transactions (Admin)	\$6,821,583	\$6,898,975	\$6,495,085	\$6,172,810	\$6,882,441	\$7,279,141	\$7,814,395	\$535,254
Interfund Transactions (CIP/Debt)	\$73,024,818	\$17,718,703	\$13,194,041	\$12,365,340	\$12,365,348	\$15,815,649	\$12,371,923	(\$3,443,726)
Special Revenues & Resources	\$1,059,990	\$1,000,912	\$8,106,934	\$1,789,497	\$691,988	\$1,196,517	\$1,476,517	\$280,000
Bond Proceeds	\$85,387,786	\$10,768,465			\$40,190,000	\$110,276,554	\$40,589,496	(\$69,687,058)
Beginning Balance	\$83,191,254	\$117,332,085	\$130,306,234	\$152,780,088	\$58,704,025	\$152,780,088	\$68,543,474	(\$84,236,614)
TOTAL	\$354,413,190	\$271,864,529	\$277,061,784	\$291,227,712	\$260,878,266	\$472,665,437	\$265,668,765	

Resources and Requirements

Resources & Requirements - All Funds Combined									
Description	2021 Actuals	2022 Actuals	2022 Original Budget	2022 Adjusted Budget	Change - 22 Orig to 22 Adj \$ Increase (Reduction)	%	2023 Budget	Change - 22 Adj to 23 \$ Increase	%
RESOURCES (Revenues)				RESOURCES (Revenues)					
Sales Tax	\$ 27,473,268	\$ 40,505,253	\$ 32,326,725	\$ 45,056,487	\$ 12,729,762	39%	\$ 41,341,803	\$ (3,714,684)	-8%
Planning Building & Engineering Fees	\$ 4,985,753	\$ 5,233,412	\$ 5,157,166	\$ 5,157,166	\$ -	0%	\$ 5,553,671	\$ 396,505	8%
Charges for Services	\$ 20,727,717	\$ 24,289,709	\$ 27,980,146	\$ 29,480,146	\$ 1,500,000	5%	\$ 22,545,609	\$ (6,934,537)	-24%
Intergovernmental Revenue	\$ 6,830,059	\$ 8,330,064	\$ 21,553,632	\$ 17,690,451	\$ (3,863,181)	-18%	\$ 23,189,679	\$ 5,499,228	31%
Franchise Tax	\$ 2,887,069	\$ 2,973,733	\$ 3,261,596	\$ 3,261,596	\$ -	0%	\$ 3,297,706	\$ 36,110	1%
Property Taxes	\$ 27,988,278	\$ 27,483,339	\$ 27,430,335	\$ 27,430,355	\$ 20	0%	\$ 27,976,782	\$ 546,427	2%
General Government	\$ 563,123	\$ 777,081	\$ 907,421	\$ 907,421	\$ -	0%	\$ 955,233	\$ 47,812	5%
Other Revenues	\$ 13,445,609	\$ 10,316,884	\$ 24,119,431	\$ 57,530,404	\$ 33,410,973	139%	\$ 11,475,303	\$ (46,055,101)	-80%
TOTAL	\$ 104,900,876	\$ 119,909,475	\$ 142,736,452	\$ 186,514,026	\$ 43,777,574	31%	\$ 136,335,786	\$ (50,178,240)	-27%
REQUIREMENTS (Expenditures By Function)				REQUIREMENTS (Expenditures By Function)					
Executive	\$ 12,359,050	\$ 20,434,743	\$ 19,507,139	\$ 23,474,321	\$ 3,967,182	20%	\$ 25,226,392	\$ 1,752,071	7%
Police	\$ 6,172,116	\$ 7,102,148	\$ 7,030,376	\$ 7,380,358	\$ 349,982	5%	\$ 8,335,988	\$ 955,630	13%
Public Works	\$ 25,521,679	\$ 32,205,396	\$ 30,278,381	\$ 35,927,865	\$ 5,649,484	19%	\$ 36,437,928	\$ 510,063	1%
Library & Recreation	\$ 5,318,291	\$ 6,767,174	\$ 6,499,126	\$ 6,966,036	\$ 466,910	7%	\$ 7,491,860	\$ 525,824	8%
Non-Departmental	\$ 2,337,218	\$ 1,421,835	\$ 6,878	\$ 2,005,220	\$ 1,998,342	29054%	\$ 195,172	\$ (1,810,048)	-90%
Special Service Contracts	\$ 360,000	\$ 540,900	\$ 733,500	\$ 733,500	\$ -	0%	\$ 733,500	\$ -	0%
Contingency	\$ 172,741	\$ 32,425	\$ 400,000	\$ 400,000	\$ -	0%	\$ 400,000	\$ -	0%
Capital Outlay	\$ 90,302	\$ 92,907	\$ 37,900	\$ 37,900	\$ -	0%	\$ 38,085	\$ 185	0%
TOTAL	\$ 52,331,397	\$ 68,597,528	\$ 64,493,300	\$ 76,925,200	\$ 12,431,900	19%	\$ 78,858,925	\$ 1,933,725	3%
REQUIREMENTS (Expenditures by Type)				REQUIREMENTS (Expenditures by Type)					
Personnel	\$ 35,099,282	\$ 40,387,011	\$ 41,804,336	\$ 42,917,660	\$ 1,113,324	3%	\$ 50,251,589	\$ 7,333,929	17%
Materials, Supplies & Services	\$ 20,109,256	\$ 19,012,455	\$ 22,707,279	\$ 23,291,872	\$ 584,593	3%	\$ 27,117,977	\$ 3,826,105	16%
Contingency	\$ 172,741	\$ 24,600	\$ 300,000	\$ 300,000	\$ -	0%	\$ 300,000	\$ -	0%
Capital Outlay	\$ 406,961	\$ 429,279	\$ 526,685	\$ 665,189	\$ 138,504	26%	\$ 1,189,360	\$ 524,171	79%
TOTAL	\$ 55,788,240	\$ 59,853,345	\$ 65,338,300	\$ 67,174,721	\$ 1,836,421	3%	\$ 78,858,926	\$ 11,684,205	17%
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS	\$ 49,112,636	\$ 60,056,130	\$ 77,398,152	\$ 119,339,305	\$ 41,941,153	54%	\$ 57,476,860	\$ (61,862,445)	-52%
OTHER FINANCING SOURCES (Uses)				OTHER FINANCING SOURCES (Uses)					
Bond Proceeds	\$ -		\$ 40,190,000	\$ 110,276,554	\$ 70,086,554	174%	\$ 40,589,496	\$ (69,687,058)	-63%
Debt Service	\$ (16,034,769)	\$ (556,893)	\$ (22,059,325)	\$ (22,059,325)	\$ -	0%	\$ (22,059,325)	\$ -	0%
Interfund Transfers In	\$ 16,413,233	\$ 18,532,800	\$ 19,247,789	\$ 23,094,790	\$ 3,847,001	20%	\$ 20,186,317	\$ (2,908,473)	-13%
Interfund Transfers Out	\$ (16,413,233)	\$ (18,532,800)	\$ (19,247,789)	\$ (23,094,790)	\$ (3,847,001)	20%	\$ (20,186,317)	\$ 2,908,473	-13%
Capital Improvement Projects	\$ (61,354,362)	\$ (41,625,822)	\$ (76,218,620)	\$ (291,793,129)	\$ (215,574,509)	283%	\$ (73,086,784)	\$ 218,706,345	-75%
TOTAL	\$ (77,389,131)	\$ (42,182,715)	\$ (58,087,945)	\$ (203,575,900)	\$ (145,487,955)	250%	\$ (54,556,613)	\$ 149,019,287	-73%
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS AND OTHER SOURCES (Uses)	\$ (28,276,495)	\$ 17,873,415	\$ 19,310,207	\$ (84,236,595)	\$ (103,546,802)	-536%	\$ 112,033,473	\$ 196,270,068	-233%
Beginning Balance	\$ 130,306,234	\$ 152,780,088	\$ 58,704,025	\$ 152,780,088	\$ 94,076,063	160%	\$ 68,543,474	\$ (84,236,614)	-55%
Ending Balance	\$ 152,780,088		\$ 78,014,234	\$ 68,543,474	\$ (9,470,760)	-12%	\$ 71,077,414	\$ 2,533,940	4%

Property and sales taxes are the most significant sources of City revenue, representing an anticipated 49 percent share in FY23 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 FY23.

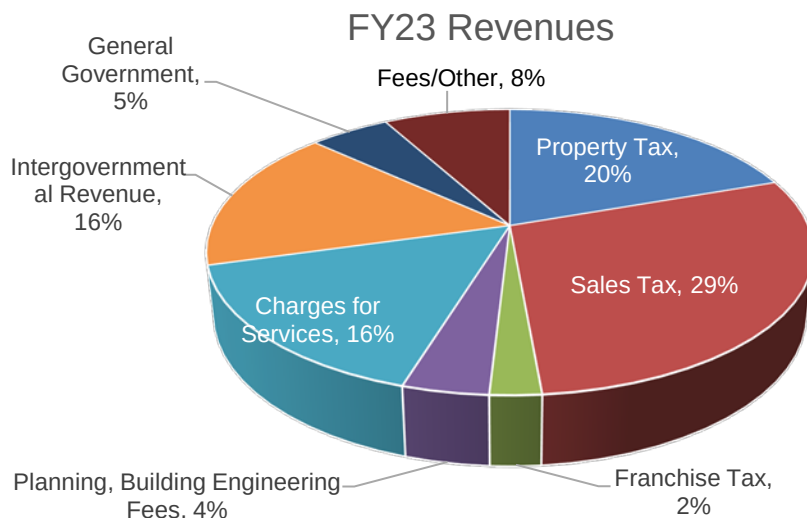


Figure R1 – Budgeted Revenue by Source

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 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 2013.

Tax Rate		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	General Levy	0.001431	0.001385	0.001248	0.001362	0.001304	0.001237	0.001202	0.001107	0.001104
	Debt Levy	0.000766	0.000746	0.000819	0.000610	0.000545	0.000822	0.000732	0.001018	0.000944
	Total:	0.002197	0.002131	0.002067	0.001972	0.001849	0.002059	0.001934	0.002125	0.002047

Tax Collected		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	General	\$ 8,932,263	\$8,316,882	\$8,345,094	\$10,259,270	\$9,798,051	\$9,657,976	\$9,883,951	\$10,092,652	\$11,106,091
	Debt	\$4,565,873	\$5,070,714	\$5,309,592	\$4,223,453	\$4,199,308	\$6,416,184	\$6,021,374	\$9,279,385	\$9,494,281
	RDA									
	Increment	\$3,426,688	\$3,466,508	\$3,412,675	\$3,659,365	\$3,508,274	\$3,507,298	\$3,780,987	\$4,491,787	\$3,743,197
	Fee-In-Lieu	\$204,935	\$231,126	\$233,031	\$238,897	\$207,000	\$222,833	\$271,962	\$272,291	\$161,598
	Delinq/Interest	\$886,736	\$731,016	\$690,480	\$595,086	\$614,696	\$751,535	\$831,134	\$0	\$969,274
Total:		\$18,016,495	\$17,816,246	\$17,990,871	\$18,976,071	\$18,327,329	\$20,555,826	\$20,789,408	\$24,136,115	\$25,474,441

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 8.7 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/non-profit 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 combination of machine learning and linear trend models. Sales tax revenue is projected to rise for FY22 on the back of recovery from COVID-19 impacts. Figure R3 shows actual sales tax amounts along with the forecasted amounts for FY 2021 and 2022. The shift upwards in FY 2014 relates to the Additional Resort Communities Sales Tax.

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.

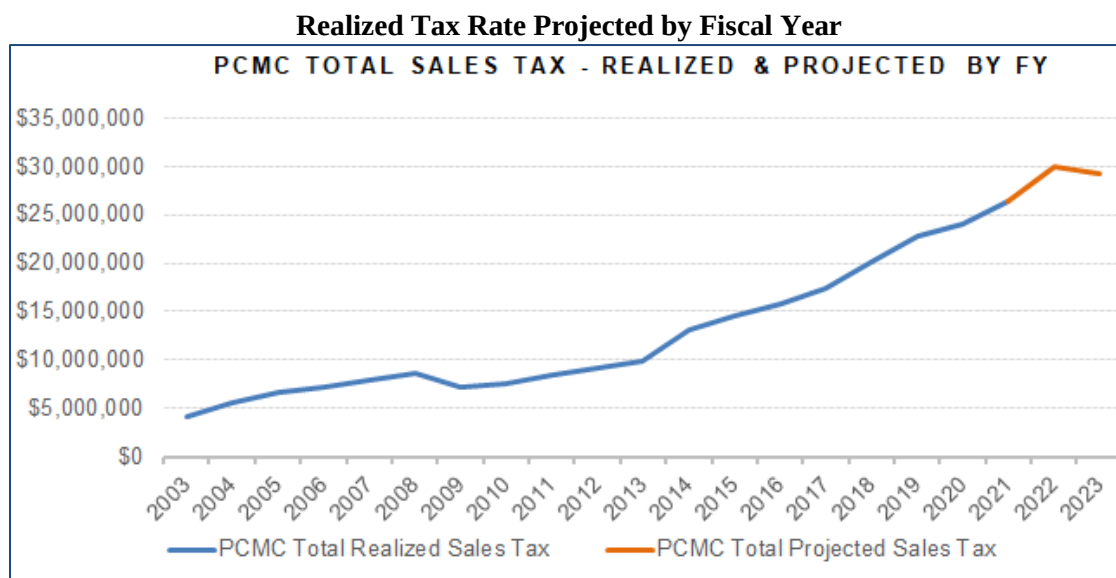


Figure R3- Sales Tax Actuals and Projections

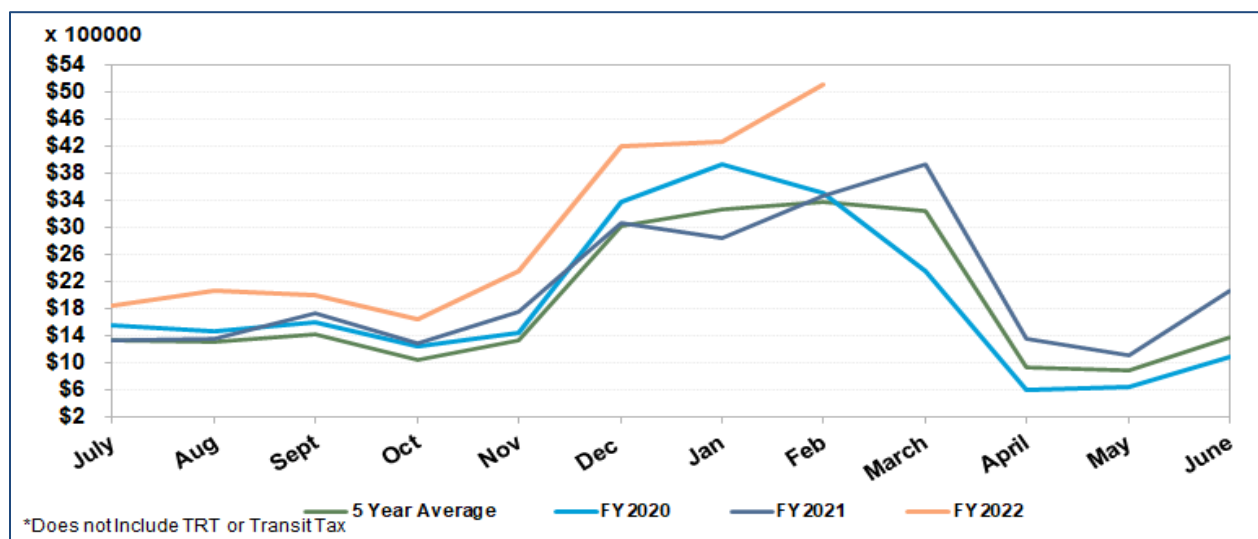


Figure R4 – Sales Tax for FY 2022 (Compared to a Five-year Average and FY 2021)

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.

Sales Tax Rates

Sales and Use Taxes		Effective July 1, 2019	Current
State of Utah			
	General Sales & Use Tax	4.85%	4.85%
Summit County			
	County Option Sales Tax	0.25%	0.25%
	Recreation, Arts, and Parks Tax	0.10%	0.10%
	Transportation Tax	0.25%	0.25%
	Mass Transit Tax	0.25%	0.25%
	Transportation Infrastructure Tax	0.25%	0.25%
	Transit Capital Expenses	0.20%	0.20%
Park City			
	Local Option Sales Tax	1.00%	1.00%
	Resort City Sales Tax	1.60%	1.60%
	Mass Transit Tax	0.30%	0.30%
Total Park City “Base”		9.05%	9.05%

Other Taxes

Countywide Restaurant Tax	1.00%	1.00%
Countywide Motor Vehicle Rental Tax	2.50%	2.50%
Countywide Transient Room Tax	3.00%	3.00%
Statewide Transient Room Tax	0.32%	0.32%
Park City Transient Room Tax	1.00%	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.

As an example, figure R6 shows the percentage of the sales tax revenue that Park City contributes to the statewide pool. In the winter months Park City’s contribution to the statewide funds grow significantly. This equates to a proportionally sizable loss of revenue that the city otherwise would receive if the local option sales tax collections were based on point of sale alone.

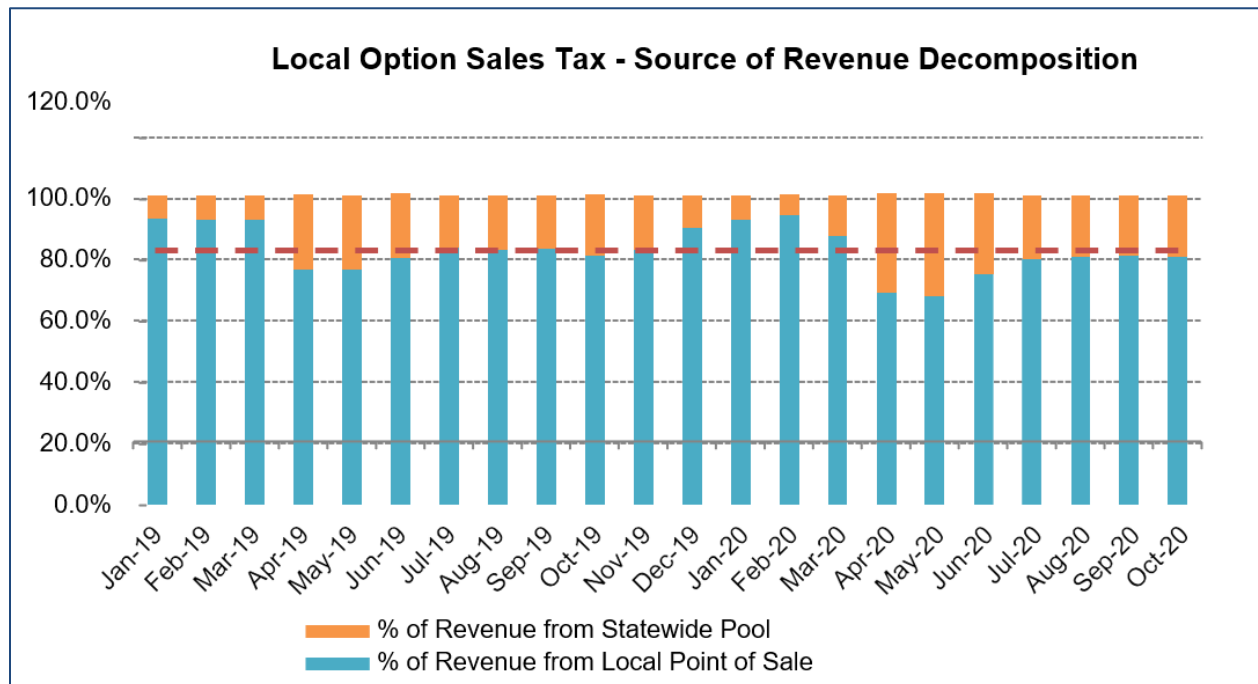


Figure R6 – Local Option Tax Distribution

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.

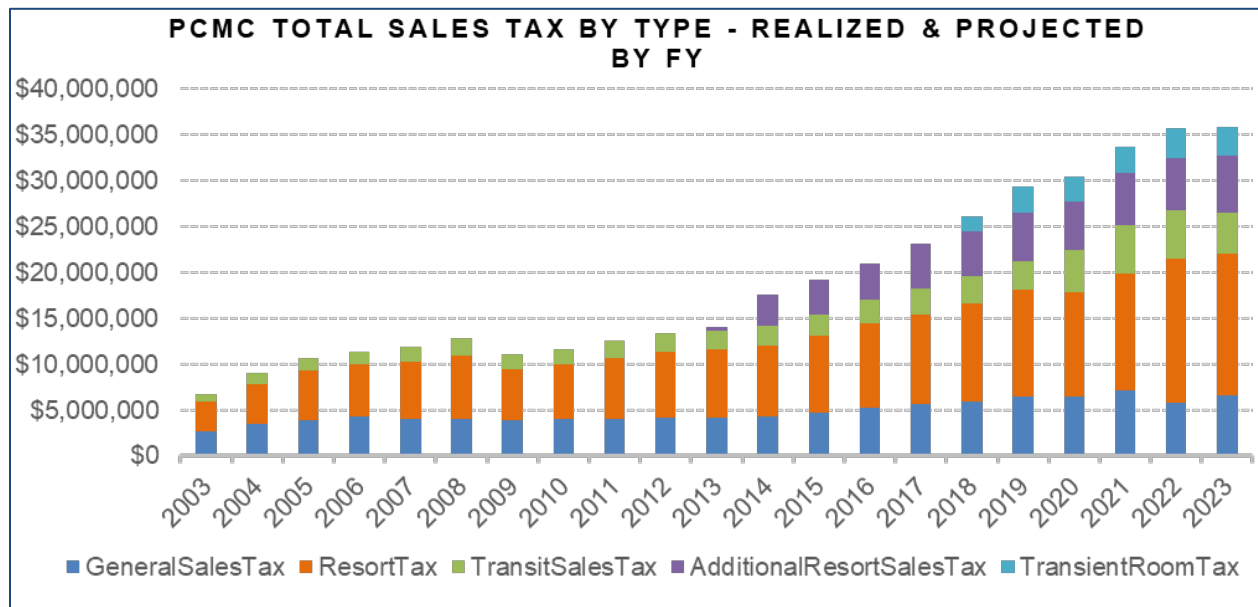


Figure R7 – Sales Taxes Breakdown

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 FY22 Budget. Figure R6 shows a projected breakdown of other revenue by type and amount.

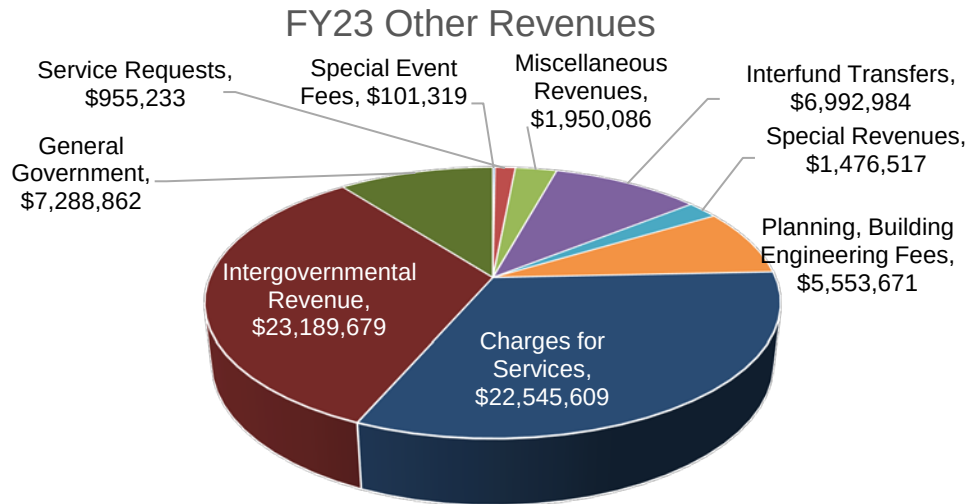


Figure R8 – Other Revenue Breakdown

The City has fees associated with business licenses, recreation, water, planning, engineering, and building services.

Misc. revenues are made up of interest earnings, sale of assets, rental income, amongst other random revenues.

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.

Impact Fees

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. Figure R7 details Impact Fees:

FY23 Projected Impact Fees

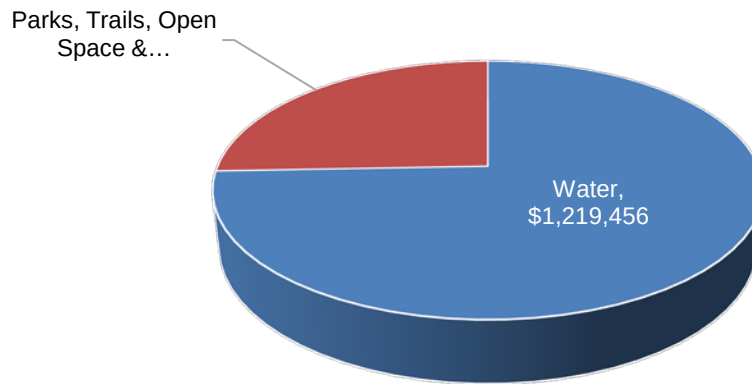


Figure R9 – Impact Fees Breakdown

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 Golf course uses and fees remain relatively consistent year to year.

Grants

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

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 2019 Treasure Hill Bond the City's GO debt rating was confirmed by S&P and Fitch at AA+ and by Moody's at Aaa, this is the highest rating available by the rating agencies.

In 2020, an additional GO debt issuance was confirmed again by S&P and Fitch at AA+ and by Moody's at Aaa. Additionally, Park City's 2020 Water Revenue Bond was rated AA by S&P and Aa2. In 2021, additional due diligence guidance by Fitch confirmed their past ratings of AA+. 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 2020 was 0.90 percent or approximately one-half 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.

The FY22 Adjusted Budget reflects a 2.6% increase from the FY22 Original Budget (capital excluded). The Adjusted Budget reflects the current fiscal year's budget ending June 30, accounting for increases and decreases over the Original FY22 Budget. Most increases were adopted as part of the December 2021 budget adjustment. Increases include critical pay adjustments for positions that the City was struggling to fill and restoration of the Senior Environmental Project Manager and Transportation Director. As the end of FY22 approaches, we tightly monitor the adjusted budget to ensure changes are captured in the Final Budget adoption on June 23.

Expenditure Summary - All Funds								
	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD Actuals FY 2022	Original Budget FY 2022	Adjusted Budget FY 2022	Original Budget FY 2023
Personnel	\$36,532,398	\$39,163,872	\$40,019,168	\$36,565,560	\$32,794,144	\$41,804,336	\$42,909,145	\$49,661,137
Mat, Suppls, Services	\$17,825,325	\$19,683,793	\$20,850,156	\$29,470,146	\$15,823,698	\$22,707,279	\$23,262,138	\$26,886,028
Capital Outlay	\$402,605	\$624,690	\$435,427	\$429,591	\$385,655	\$526,685	\$551,685	\$1,139,514
Contingency	\$75,437	\$67,018	\$362,218	\$172,741	\$24,600	\$300,000	\$300,000	\$300,000
TOTAL	\$ 54,835,765	\$ 59,539,372	\$ 61,666,969	\$ 66,638,038	\$49,028,097	\$ 65,338,300	\$ 67,022,968	\$ 77,986,679
Capital	\$60,601,638	\$87,511,154	\$47,829,798	\$61,354,362	\$33,313,784	\$76,218,620	\$244,708,799	\$68,714,154
Debt Service	\$16,216,948	\$16,853,649	\$24,538,521	\$19,373,212	\$19,888,420	\$22,059,324	\$22,059,324	\$22,059,324
Interfund Transfer	\$47,750,191	\$79,846,401	\$24,617,678	\$19,689,126	\$16,988,400	\$19,247,789	\$22,698,090	\$19,358,332
Ending Balance	\$83,191,254	\$117,717,331	\$130,691,480	\$152,780,088		\$78,014,234	\$105,701,537	
TOTAL	\$207,760,031	\$301,928,535	\$227,677,477	\$253,196,788	\$70,190,604	\$ 195,539,967	\$ 395,167,750	\$ 110,131,810
COMBINED TOTAL	\$262,595,797	\$354,413,192	\$272,249,775	\$126,310,250		\$ 234,710,852	\$ 358,763,309	\$ 257,723,796

Table E1 – Expenditure Summary by Major Object (All Funds Combined)

The FY23 operating budget reflects an increase over the FY22 Adjusted Budget, capturing an increase in the aggregate from the City's major operating funds: General, Water, and Transportation. The increase reinforces the City's desire to address the community's most critical needs, inflationary cost increases, and commitment to retaining and recruiting employees. The proposed budget is supported by a historic rise in sales tax revenues.

OPERATING BUDGET

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

FY23 OPERATIONAL BUDGET REQUESTS BY DEPARTMENT

Legal - \$25,000

The Legal team has requested additional resources for environmental regulatory related issues.

Human Resources - \$268,400

Human Resources is currently developing a long-term staffing plan which includes new HR staff, robust recruitment programs and updating our benefits package to remain competitive and ensure current and future employees have effective, accessible benefits and opportunities for professional development. Over the last year, the HR department has spent over 6,000 hours hiring 206 employees. Many more hours are then devoted to onboarding employees and setting up benefits with the various providers within the PCMC system. The FY23 budget reflects a full-time recruiter and additional resources for a part-time staffer to focus on day-to-day departmental needs and supporting or leading benefits procurement and professional development programs. Significant resources have also been added to our tuition reimbursement and employee wellness program. In order to align with our compensation philosophies, support has also been added for compensation software and payroll system training.

Finance - \$27,000

Audit expenses are increasing due to new procedures related to CARES funding. The Finance team needs two new laptops to replace outdated equipment, as well as a request to increase bank fees related to increased payments from residents via credit card.

IT - \$789,100

Expanding our IT staff is necessary to meet the current demand and continue progressing on our City goals and priorities. The FY23 personnel request includes two network administrators to support the 3Kings Water Treatment Plant's technology and core software and security systems throughout the City.

The unprecedented demand for automation, up-to-the-minute data collection, machine learning and artificial intelligence requires significant investments in our Technology Infrastructure including an updated, integrated ERP/Financial system and new Data Science tools that allow us to continue using data to drive our decision making and planning processes in the City.

Network security needs and concerns have grown and require investments to ensure the safeguarding of our systems, information and productivity.

Community Engagement - \$13,000

Community Engagement requested additional funds to expand support for community events, such as Catch up With Council and Mayor Nann in the Neighborhood. Expenses for mailings, notices, community events and our printed quarterly newsletter have also increased.

Library - \$14,500

As we continue to build upon our Sustainability programs, the FY23 budget includes investments in the new Sustainability Resource center at the library which provides unconventional circulating items such as sewing machines, outdoor games, tools and electronics. Funds were added to cover increased expenses due to inflation in other areas of the Library such as printing, supplies, materials and marketing.

Economy - \$14,000

Utility vehicle needed to transport supplies during events.

Environmental Sustainability - \$25,000

Funds added to launch our pilot Curbside Composting program in FY23. Grant funds are also being pursued to support and expand this program.

Police - \$561,000

As part of our \$1M investment in traffic mitigation, a new Police Officer is being added to the Police Department to support traffic services on peak ski and event days. A new Detective was requested in response to the rising investigative caseload, demand for deeper community policing and help with the increase in violent crimes. In order to remain a competitive and desirable department, funds were also added to continue the Take Home Car Program in the Police Department. This allows Officers to drive their patrol car home, a major benefit to the City to ensure prompt response times and mobilization in emergency situations, at no additional cost to the Officer.

Trails and Open Space - \$107,000

Over the last few years, PCMC has added almost 1700 acres of open space to manage and maintain, which represents a 28% increase. Additionally, over the last three years, PCMC has constructed three new trailheads and fifteen miles of trails. Trails and Parks visitation continues to grow, and additional resources are required to maintain trails, enforce parking, open space and trails regulations and minimize neighborhood trailhead impacts. Two new FTE's have been added to the budget along with an increase to contract services to support increased seasonal maintenance on the Rail Trail.

Emergency Management - \$294,000

As part of our \$1M investment in traffic mitigation, a Traffic Coordinator position has been requested to lead a team comprised of police, streets, transit, events, parking and communications to manage and mitigate traffic on peak days. In addition, we have added significant resources to Contract Services to use cross-departmentally to support additional boots on the ground, whether that be contract Special Event Officer, Street Maintenance staff, Parking, etc.

Engineering - \$115,000

New investments include a new Analyst/Office Assistant position in Engineering to assist residents and businesses and new software to assist in ad hoc analysis and simplified code access.

Environmental Regulatory – \$35,000

A Regulatory Manager was added to this department mid-year, FY22. The increase for FY23 adds resources to contract services to continue our responsible environmental stewardship.

Affordable Housing - \$165,000

We have added a new position in Affordable Housing in anticipation of more public-private partnerships and the collaborative project on Woodside with the Seniors. The repairs and maintenance line has also been increased to cover minor expenses and repairs of City-owned units.

Building - \$145,000 (requests are offset by increased revenue)

The Building Department has been leasing or borrowing cars for day-to-day operations for several years. Due to the increased demand for inspections, compliance and community presence, vehicles are critical for staff to continue delivering high levels of service.

Planning - \$165,300

After discussing and getting approval from Council, funds were added for a General Plan update. An RFP will go out after the first of the year. Rather than add additional staff, a small amount was added to contract services to mitigate the high demand we are experiencing in the Planning Department. Funds were also added to upgrade the software that provides our mandatory public notices.

Recreation (requests are offset by increased revenue)**MARC - \$183,078**

The FY23 budget includes funds to increase two part-time Pickleball coaches to full-time in order to meet demand, as well as a reclass for a full-time front desk associate to reduce turnover and allow the MARC to provide a consistent, high-level of service to patrons. Funds were also restored to training/conferences (reduced during COVID-19) to ensure there are enough funds for credentialed staff to attend trainings to keep certifications current. Computer Equipment and Software was also increased to meet increase in demand and replace outdated tech equipment. Due to inflation and new service demand levels, funds were also added to facility equipment, bank charges and supplies, such as pool chemicals.

Tennis - \$25,000

Pro-shop sales continue to increase, causing the need for more inventory. Freight fees have increased substantially this year as well.

Recreation - \$1,300

Small increase for equipment and funds for Umpires

Ice - \$20,400

Ice introduced a new outdoor skating rink last year, which was very successful and utilized by residents and visitors alike. An Outdoor Ice Technician is being requested in FY23 to continue the program and dedicate staff to this area. Replacement computers are also included in the budget, along with an increase in supplies due to inflation.

Public Works**Streets - \$227,000**

As part of our \$1M investment in traffic mitigation, two Streets III positions have been added to work with Police, Transit, Parking and Events to manage peak day traffic impacts. Funds were allocated for an upcoming striping and street sign project as well.

Building Maintenance – \$216,500

Two new positions and a vehicle were requested from Building Maintenance to support increased demand and the new 3Kings Water Treatment Plant. Additional funds added to supplies and contract services to cover inflationary increases.

Parks - \$35,000

Increase in seasonal staff as usage continues to surge in parks and open spaces. Small increase in supplies to offset inflationary increases.

Water - \$1.2M

The bulk of this increase is related to the new 3Kings Water Treatment Plant for chemicals, testing, equipment, vehicles, technology, and services. Due to Park City's water system complexity, staff maintains a wide variety of infrastructure including tanks, pump stations, pressure reducing valves, and water treatment facilities in addition to the standard infrastructure such as pipelines and fire hydrants. Unplanned work such as emergency water breaks, active leaks, and other system failures require contractors to fill the workforce gap. In addition, the City does not own the heavy equipment that is often required to complete the excavation associated with simultaneous projects. Specialized skill sets are also needed for our electrical, telemetry, and SCADA systems.

Additional cost is attributable to inflation and our increased focus on asset management with the goal of reducing water breaks and water loss. This includes materials and services to repair failing water infrastructure and water leak detection efforts. To help locate leaks additional metering and pressure monitoring infrastructure continues to be added. In addition, field surveys have been successful in identifying leaks that otherwise were not visible. This effort has increased the need for material purchases to support metering, pressure monitoring, and a higher volume of repairs.

All FY23 expenses were forecasted at the beginning of the 3Kings Water Treatment project with costs included in the Water Fund financial model.

Golf - \$55,500

The golf course continues to see a record-breaking number of visits. An increase in inventory for the pro-shop is necessary to keep up with demand. Funds were also added to contract services and supplies/materials lines to cover increases due to inflation.

Transportation Operations - \$875,000

Three FTE's were added to the Transportation Operations budget to support efficiency-technology and manage staff. As we continue to face transportation challenges, \$500k was added to contract services to fund the Micro transit pilot program. Funds were also added for training,

supplies and uniform replacement.

Transportation Planning - \$85,000

Added funding to continue our Transit to Trails program and support a new Trail Ranger (split with the Trails department) to enforce parking regulations, provide customer service, set up informational signage and support ongoing projects.

Parking - \$230,000

Reclass Parking Officers and Analysts to better reflect the work they do, and the skill set necessary to provide a high level of service across multiple departments. As part of our \$1M traffic mitigation plan, an additional Parking Officer and vehicle were added. Funds were also added to support updated software at payment stations throughout the City.

PERSONNEL

Health, Dental, & Life 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. The increase for FY23 is 2.62%.

Personnel Changes

Personnel is accounted for using a full-time equivalent (FTE) measure, where 1 FTE indicates the equivalent of a full-time (FT) 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 (PT) non-benefited or seasonal employee might account for a fraction of an FTE.

Fund	Fund Name	FY 2022(Adj)	FY23	Change
11	General Fund	241.44	258.01	16.57
51	Water Fund	32.21	32.96	0.75
55	Golf Fund	16.65	16.65	
57	Transportation Fund	86.25	89.75	3.50
58	Parking Fund	11.70	12.70	1.00
62	Fleet Services Fund	9.97	9.97	
52	Storm Water Fund	5.90	5.90	
	TOTAL	404.12	425.94	21.82

Personnel Changes by Fund

FY23 New Personnel Requests	
Fund	FY23 Request
011 GENERAL FUND	\$ 1,899,803
051 WATER FUND	\$ 91,500
057 TRANSPORTATION & PARKING FU	\$ 384,518
058 PARKING FUND	\$ 101,000
Grand Total	\$ 2,476,821

Department	FTE's FY 22	Adjusted FY 22	Change FY 22	FTE's FY 23	Change FY 23	Contract FY23	Contract CHG FY 22
CITY MANAGER	7.12	7.12	0.00	7.12	0.00		
CITY ATTORNEY	8.90	8.90	0.00	8.90	0.00		
BUDGET, DEBT & GRANTS	4.00	4.00	0.00	4.00	0.00		
HUMAN RESOURCES	4.68	4.68	0.00	5.68	1.00	1.75	0.50
FINANCE	7.00	7.00	0.00	7.00	0.00		
TECHNICAL & CUSTOMER SERVICES	9.35	9.35	0.00	11.35	2.00		
BLDG MAINT ADM	7.25	7.25	0.00	8.50	1.25		
MARC	15.39	15.39	0.00	15.89	0.50		
TENNIS	3.56	3.56	0.00	3.81	0.25	6.00	
MCPOLIN BARN	0.38	0.38	0.00	0.38	0.00		
ICE FACILITY	8.43	8.43	0.00	9.74	1.31	0.00	-1.00
FIELDS	2.45	2.45	0.00	2.45	0.00		
RECREATION PROGRAMS	9.89	9.89	0.00	10.29	0.40		
COMMUNITY ENGAGEMENT	4.55	4.55	0.00	4.00	-0.55	0.25	
ECONOMY	5.70	5.70	0.00	6.00	0.30	0.13	
ENVIRONMENTAL REGULATORY	0.00	1.00	1.00	1.00	0.00		
ENVIRONMENTAL SUSTAINABILITY	2.95	2.95	0.00	2.95	0.00	0.50	
EMERGENCY MANAGEMENT	1.00	1.00	0.00	2.00	1.00	0.50	
ARTS & CULTURE	1.00	1.00	0.00	1.00	0.00	1.00	
TRAILS	2.55	2.55	0.00	4.05	1.50		
SOCIAL EQUITY	0.50	0.50	0.00	0.50	0.00		
POLICE	45.53	45.53	0.00	47.53	2.00		
DRUG EDUCATION	0.20	0.20	0.00	0.20	0.00		
STATE LIQUOR ENFORCEMENT	1.30	1.30	0.00	1.30	0.00		
COMMUNICATION CENTER			0.00		0.00		
AFFORDABLE HOUSING	3.00	3.00	0.00	4.00	1.00		
ENGINEERING	4.75	4.75	0.00	5.75	1.00		
PLANNING DEPT.	10.00	10.00	0.00	10.90	0.90		
BUILDING DEPT.	19.00	19.00	0.00	19.00	0.00		
PARKS & CEMETERY	18.70	18.70	0.00	18.81	0.11		
STREET MAINTENANCE	17.81	17.81	0.00	19.81	2.00	0.25	
WATER OPERATIONS	32.21	32.21	0.00	32.96	0.75	0.75	
STORM WATER OPER	5.90	5.90	0.00	5.90	0.00		
FLEET SERVICES DEPT	9.97	9.97	0.00	9.97	0.00		
TRANSPORTATION OPER	83.00	83.00	0.00	86.00	3.00	1.25	
TRANSPORTATION PLANNING	3.25	3.25	0.00	3.75	0.50		
PARKING	11.20	11.70	0.50	12.70	1.00		
LIBRARY	13.50	13.50	0.00	14.10	0.60		
GOLF MAINTENANCE	8.53	8.53	0.00	8.53	0.00		
GOLF PRO SHOP	8.12	8.12	0.00	8.12	0.00		
TOTAL	402.62	404.12	1.50	425.94	21.82	12.38	-0.25

Personnel Changes by Department

MATERIALS, SUPPLIES, AND SERVICES

The table below displays changes to materials, supplies, and services by Fund over the FY22 Adjusted Budget. In FY23, the main increases are for software, contract services, supplies, utilities, and bank fees, mainly due to inflationary cost increases occurring across the U.S. Many of the Organizational Infrastructure requests are located here.

Total Materials, Supplies and Services by Fund	
Fund	FY23 Request
011 GENERAL FUND	\$ 1,834,064
051 WATER FUND	\$ 1,196,858
055 GOLF COURSE FUND	\$ 55,500
057 TRANSPORTATION & PARKING FUND	\$ 575,890
058 PARKING FUND	\$ 82,000
Grand Total	\$ 3,744,312

CAPITAL BUDGET

Sources of Capital Project Increases

For fiscal year 2022 and fiscal year 2023 capital budgets, most project increases will be funded by improved sales tax revenues that are distributed to the capital fund via a general fund transfer.

In FY23 project managers largely targeted core recurring and new maintenance expenses to the ability to apply for new funding.

With this in mind, With this in mind, the Budget and Executive Teams focused our energy on the annual City Council Retreat and subsequent work sessions and discussions to ascertain the new Mayor and City Council's priorities, areas of strategic focus, and underlying intent. From these meetings, we developed three budgetary themes for FY23 that drove our capital decision making process:

1. **Resort Economy Mitigation** – Enhance traffic, special event, law and code enforcement, and overall municipal response to the growth in the resort economy;
2. **Neighborhood Reinvestments** – Refocus investments in residential areas - safety, complete streets, parking, HOA outreach, parks and playgrounds, and area planning;
3. **Organizational Infrastructure** – Meet professional obligation to modernize administration tools – technology and software systems, data collection and utilization, financial and accounting system, and purchasing policy; and

CRITERIA FOR INCREASE

A. Source of Revenue

- Projects that are funded by grants or bonds that are tied directly to a project were excluded from consideration

B. CIP Process Score

- Projects were ranked from lowest to highest CIP process score (lowest = least critical, highest = more critical)

C. Project Status

- Projects that are complete with any remaining balance are available for deferral

D. Manager Feedback

- Feedback from managers provides context on project priority

E. CIP Committee Analysis

- In addition to the quantitative and qualitative metrics cited above, the staff formed CIP committee pursued a project-by-project discussion and rationalization of project requests. The committee also looked at each project through the lens of essential criticality to City core services.

Capital Fund Fiscal Year 2022

The chart below comprises Capital Fund projects with proposed increases for FY22.

Project	Carry Forward	2022 Base	2022 Newly Requested
CP0001 Planning/Capital Analysis	\$53,177	\$0	\$15,000
CP0013 Affordable Housing Program	\$739,230	\$0	\$11,196,029
CP0019 Library Development & Donations	\$31,583	\$0	\$11,518
CP0041 Trails Master Plan Implementation	\$60,755	\$315,000	\$593,602
CP0092 Open Space Improvements	\$300,906	\$300,000	\$100,000
CP0100 Neighborhood Parks	\$265,874	\$0	\$75,000
CP0142 Racquet Club Program Equipment Replacement	\$217,383	\$65,000	\$150,000
CP0177 China Bridge Improvements & Equipment	\$38,740	\$0	\$10,950
CP0191 Walkability Maintenance	\$44,122	\$71,825	\$31,325
CP0270 Downtown Enhancements Phase II	\$152,130	\$327,104	\$293,706
CP0280 Aquatics Equipment Replacement	\$13,531	\$25,000	\$400,000
CP0292 Cemetery Improvements	\$17,423	\$47,014	\$123,000
CP0309 Woodside Phase I	\$418,505	\$0	\$10,000
CP0323 Dog Park Improvements	\$15,000	\$5,000	\$15,000
CP0351 Artificial Turf Replacement Quinn's	\$0	\$625,000	\$90,000

CP0358 Homestake Housing	\$0	\$0	\$3,000,000
CP0361 Land Acquisition/Banking Program	\$0	\$274,845	\$2,775,000
CP0364 Master Plan for Recreation Amenities	\$5,000	\$0	\$100,000
CP0412 PC MARC Tennis Court Resurface	\$42,500	\$30,000	\$100,000
CP0420 Enhanced Bus Stops at Fresh Market and P	\$0	\$0	\$250,000
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$0	\$0	\$2,179
CP0475 Wildfire Risk Mitigation and Mapping	\$0	\$0	\$250,000
CP0524 MARC Lifeguard Shack	\$0	\$0	\$5,000
CP0525 MARC Cement Pad/Patio	\$0	\$0	\$30,000
CP0530 Splash Pad	\$0	\$0	\$275,000
CP0531 Prospector Park Improvements	\$0	\$0	\$473,327
CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$0	\$268,107
CP0553 Main St. Roadway Diet	\$0	\$0	\$350,000
CP0556 Upper Main Street Intersection Improve	\$0	\$0	\$1,461,562
CP0560 Forestry Plan	\$0	\$0	\$100,000

Capital Fund Fiscal Year 2023

In FY23, staff recommends newly requested increases in the projects indicated below. Notable increases include additional budget to place Ice Arena maintenance on more stable footing, additional fire mitigation efforts in the City's open space and field replacement and enhancement at Quinn's junction, which will be funded by Impact Fee transfer. While not included in the FY22 provisional budget, the City maintains the capability to implement a financial plan to build the proposed Arts & Culture District in Bonanza Park. Staff remain prepared to deploy this financial strategy into a final or future adjusted budget should Council direct this action.

Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested
CP0092 Open Space Improvements	\$300,906	\$300,000	\$100,000	\$300,000	\$85,000
CP0150 Ice Facility Capital Replacement	\$888,601	\$682,000	(\$144,130)	\$132,000	\$341,000
CP0163 Quinn's Fields Phase III	\$0	\$0	\$0	\$0	\$600,000
CP0429 Arts and Culture District	\$6,529,896	\$0	(\$6,203,663)	\$0	\$450,000
CP0454 Prospector Sq. Rail Trail Connector	\$0	\$0	\$0	\$0	\$40,000
CP0455 Olympic Park Pathway Connector	\$0	\$0	\$0	\$0	\$113,000
CP0456 PC Heights Pathway	\$0	\$0	\$0	\$0	\$65,000
CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$0	\$0	\$1,000,000
CP0535 Santy Chairs Replacement	\$0	\$0	\$0	\$27,000	\$23,000
CP0556 Upper Main Street Intersection Improve	\$0	\$0	\$1,461,562	\$0	\$750,000
CP0557 Lite Deed Program	\$0	\$0	\$0	\$0	\$1,000,000

CP0566 Clark Ranch Housing	\$0	\$0	\$0	\$0	\$3,000,000
CP0567 Safety Style Soccer Goals	\$0	\$0	\$0	\$0	\$59,000
CP0568 Gate for Mine bench and Judge Tunnel	\$0	\$0	\$0	\$0	\$15,000

Water Fund FY22 and FY23

The City's Water department continues on its existing capital plan with the construction of its Three Kings Water Treatment Plan at the forefront of its efforts. Staff expects that water fund to continue its plan to bond for further proceeds for the project in FY23.

Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	Score	Manager
CP0007 Tunnel Maintenance	\$2,749,968	\$274,750	\$0	\$281,619	\$2,500,000	39	McAfee
CP0010 Water Department Service Equipment	\$77,647	\$80,000	\$0	\$80,000	\$120,000	33	McAfee
CP0040 Water Dept Infrastructure Improvement	\$415,848	\$2,395,250	\$1,641	\$3,454,863	\$0	40	McAfee
CP0075 Equipment Replacement - Computer	\$53,921	\$21,232	\$0	\$21,232	\$117,000	30	McAfee
CP0178 Rockport Water, Pipeline, and Storage	\$169,876	\$1,458,700	\$2,622,096	\$1,458,700	(\$184,130)	36	McAfee
CP0240 Quinn's Water Treatment Plant	\$186,378	\$0	\$118,807	\$0	\$0	32	McAfee
CP0275 Smart Irrigation Controllers	\$4,353	\$0	\$0	\$0	\$0	38	McAfee
CP0276 Water Quality Study	\$54,269	\$350,000	\$11,359	\$350,000	\$0	33	McAfee
CP0301 Scada and Telemetry System Replacement	\$0	\$0	\$0	\$0	\$1,000,000	24	McAfee
CP0303 Empire Tank Replacement	\$0	\$0	\$1,807,165	\$0	\$0	29	McAfee
CP0304 Quinn's Water Treatment Plant Asset Repl	\$691,424	\$220,500	\$0	\$231,525	\$0	29	McAfee
CP0312 Fleet Management Software	\$17,307	\$0	\$0	\$0	\$0	38	McAfee
CP0325 Network & Security Enhancements	\$0	\$0	\$0	\$0	\$85,000	27	McAfee
CP0330 Spiro/Judge Pre-treatment	\$0	\$0	\$2,500	\$0	\$0	39	McAfee
CP0341 Regional Interconnect	\$186,244	\$0	\$0	\$0	\$0	26	McAfee
CP0342 Meter Replacement	\$149,488	\$150,000	\$0	\$150,000	\$0	26	McAfee
CP0343 Park meadows Well	\$2,678,908	\$0	\$0	\$0	\$0	26	McAfee
CP0344 PRV Improvements for Fire Flow Storage	\$0	\$805,000	\$0	\$0	\$0	26	McAfee
CP0347 Queen Esther Drive	\$0	\$669,143	\$0	\$0	\$0	35	McAfee

CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$0	\$1,110,000	\$1,275,750	\$0	\$0	39	McAfee
CP0372 Regionalization Fee	\$200,000	\$200,000	\$0	\$200,000	\$0	30	McAfee
CP0389 MIW Treatment	\$38,219,228	\$28,200,000	\$0	\$10,600,000	\$9,494,153	31	McAfee
CP0390 QJWTP Treatment Upgrades	\$2,839,109	\$0	\$0	\$0	\$0	43	McAfee
CP0391 QJWTP Capacity Upgrades	\$0	\$0	\$710	\$0	\$0	29	McAfee
CP0392 Distribution Zoning Meters	\$0	\$0	\$13,055	\$0	\$0	32	McAfee
CP0393 Energy Projects	\$318,944	\$200,000	\$0	\$200,000	\$0	24	McAfee
CP0415 Mobile Control	\$13,000	\$0	\$0	\$0	\$0	42	McAfee
CP0416 Windows 10 Client Licenses	\$1,480	\$0	\$0	\$0	\$0	44	McAfee
CP0418 JSSD Interconnection Improvements	\$146,686	\$0	\$0	\$0	\$0	30	McAfee
CP0442 MIW Offsite Improvements	\$6,494,153	\$0	(\$9,494,153)	\$0	\$0	39	McAfee
CP0443 West Neck Tank	\$1,398,914	\$1,250,000	\$0	\$1,250,000	\$0	51	McAfee
		2022 Base + New	\$33,028,889	2023 Base + New	\$31,409,962		

Transportation Fund FY22 and FY23

The Transportation fund continues to evolve as Park City focuses its transportation operations on the core of Park City. The most significant large capital project proposed for the 5Y transportation plan is the Snow Creek Crossing project, designed to improve walkability within the City from the Snow Creek area to the Bonanza and Iron Horse District. However, this project is not anticipated to need any material expenses until FY24 as staff continues the planning and design process in FY23. Transportation Fund capital projects are listed below.

Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	Score	Manager
CP0002 Information System Enhancement/Upgrades	\$0	\$0	\$110	\$0	\$0	39	Robertson
CP0009 Transit Rolling Stock Replacement	\$0	\$14,468,523	\$2,369,341	\$0	\$0	33	Fjelsted
CP0025 Bus Shelters Design and Capital Improve	\$0	\$167,053	(\$49,999)	\$0	\$0	42	Collins
CP0075 Equipment Replacement - Computer	\$48,064	\$16,172	\$0	\$16,172	\$0	30	Robertson
CP0108 Flagstaff Transit Transfer Fees	\$2,015,006	\$0	\$1,943,586	\$0	\$0	33	Knotts
CP0118 Transit GIS/AVL System	\$100,000	\$0	\$517,465	\$0	\$0	44	Collins
CP0137 Transit Expansion	\$0	\$0	\$22,507	\$0	\$0	47	Fjelsted
CP0171 Upgrade OH Door Rollers	\$33,267	\$6,000	\$0	\$0	\$0	38	Dayley
CP0244 Transit Contribution to County	\$0	\$1,000,000	\$1,072,668	\$0	\$0	32	Fjelsted
CP0289 Ironhorse Transit Facility Asset Managem	\$0	\$0	(\$180,000)	\$0	\$0	36	Collins

CP0312 Fleet Management Software	\$250,212	\$0	\$0	\$0	\$0	38	Dayley
CP0313 Transportation Plans and Studies	\$417,867	\$0	\$0	\$0	\$0	38	Collins
CP0316 Transit Facility Capital Renewal Account	\$1,951,467	\$230,000	\$0	\$230,000	\$0	38	Collins
CP0363 Traffic Management Cameras	\$0	\$0	\$38,458	\$0	\$0	42	Knotts
CP0369 Paid Parking Infrastructure for Main St.	\$0	\$0	\$477,716	\$0	\$0	27	Knotts
CP0382 Transit Onboard Security Cameras	\$98,684	\$0	(\$48,684)	\$0	\$0	29	Collins
CP0388 Parking Deck Coating Replacement	\$161,000	\$55,000	(\$87,721)	\$55,000	(\$55,000)	30	Knotts
CP0403 Kimball Junction Transit Center	\$0	\$0	\$482,240	\$0	\$0	32	Knotts
CP0411 SR 248/US 40 Park and Ride Lot	\$127,643	\$0	\$4,513,665	\$300,000	\$0	26	Collins
CP0415 Mobile Control	\$9,750	\$0	\$0	\$0	\$0	42	Robertson
CP0416 Windows 10 Client Licenses	\$5,500	\$0	\$0	\$0	\$0	44	Robertson
CP0419 VMS Signs	\$26,903	\$0	(\$21,152)	\$0	\$0	30	Collins
CP0420 Enhanced Bus Stops at Fresh Market and P	\$139,957	\$0	\$1,456,131	\$0	\$0	33	Collins
CP0426 Electric Bus Charger at Kimball Junction	\$0	\$0	\$269,014	\$0	\$0	47	Fjelsted
CP0428 Electric Bus Charging Station at Old Tow	\$0	\$0	\$317,393	\$0	\$0	47	Knotts
CP0432 Office 2016 Licenses	\$4,620	\$0	\$0	\$0	\$0	42	Robertson
CP0434 GIS GeoEvent Server License	\$13,000	\$0	\$0	\$0	\$0	23	Robertson
CP0438 Remodel for Transit Driver Housing	\$333,895	\$0	(\$359,451)	\$0	\$0	54	Fjelsted
CP0439 Bonanza Drive Multi-Modal and Street Imp	\$0	\$300,000	\$0	\$0	\$0	41	Collins
CP0440 Bike Share Improvements	\$125,000	\$60,000	(\$84,939)	\$0	\$0	39	Knotts
CP0441 Transportation Demand Management Program	\$63,990	\$70,000	(\$59,246)	\$70,000	\$0	26	Collins
CP0460 Bus lift	\$0	\$0	\$59,000	\$0	\$0	48	Dayley
CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$0	\$0	\$5,348,554	38	Collins
CP0466 Scheduling Software	\$1,500	\$0	\$68,500	\$0	\$0	32	Collins
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$0	\$0	\$0	\$300,000	\$0	39	Collins
CP0536 Arts and Culture Exterior Bus Stops	\$0	\$0	(\$330,000)	\$0	\$0	21	Collins
CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$0	\$0	\$0	\$0	29	Collins
CP0541 SR248/ Bonanza Pedestrian Crossing Improvements	\$0	\$0	\$0	\$0	\$0	24	Collins
CP0543 Bonanza and Prospector Pedestrian Crossing_Bridge or Tunnel	\$0	\$0	\$0	\$0	\$0	24	Collins
CP0546 Old Town Complete Street Improvements	\$0	\$0	\$0	\$0	\$300,000	24	Collins
CP0547 Iron Horse Complete Street Improvements	\$0	\$0	\$0	\$0	\$0	21	Collins

CP0549 Electric Bus Charging Infrastructure	\$0	\$0	(\$1,296,000)	\$0	\$0	21	Collins
CP0550 Active Transportation Master Plan	\$0	\$0	\$95,000	\$0	\$65,000	21	Collins
CP0552 TDM Capital Improvement Projects	\$0	\$0	(\$280,000)	\$0	\$180,000	27	Collins
CP0554 Emerging Tech in Transit	\$0	\$0	\$0	\$0	\$130,000	29	Collins
CP0555 Mcpolin and Meadows Bus Stop Improvement	\$0	\$0	\$0	\$0	\$87,000	27	Collins
CP0562 Emergency Response Trailer	\$0	\$0	\$0	\$0	\$100,000	5	Collins
CP0563 Zero Emissions Transportation Transition	\$0	\$0	\$0	\$0	\$130,000	38	Collins
CP0564 Transportation Data Reporting	\$0	\$0	\$0	\$0	\$60,000	38	Collins
CP0565 Park City Parking Needs Assessment	\$0	\$0	\$0	\$0	\$120,000	38	Collins
CP0569 Replace vehicle wash	\$0	\$0	\$175,000	\$0	\$175,000	38	Collins
CP0570 Replace fuel pump system	\$0	\$0	\$0	\$0	\$0	38	Collins
CP0571 Long Range Transportation Capital Plan	\$0	\$0	\$0	\$0	\$3,870,762	38	Collins
CP0572 SR-248 Park and Ride Service	\$0	\$0	\$0	\$0	\$3,000,000	38	Collins
		2022 Base + New	\$26,694,734	2023 Base + New	\$14,482,488		

Park City Transportation continues to aggressively pursue state and federal funding opportunities and has been successful in securing funding for a Short-Range Transit Plan and for the Active Transportation Master Plan. Additionally, Park City has been awarded a significant amount of federal grant funding to procure new electric buses and charging infrastructure.

Lower Park Avenue RDA

Projects in the Lower Park Avenue RDA (LPARDA) have undergone no increase or decrease in the FY23 budget. The predominant use of revenues from the LPARDA continues to be debt service on the City's 2019 sales tax revenue bond, which serves to fund the City's existing housing initiatives. Current balances for housing from the 2019 sales tax revenue bond continue to stand at \$22 million at the start of FY23.

Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	Score	Manager
CP0003 Old Town Stairs	\$300,000	\$150,000	\$0	\$150,000	\$0	32	Twombly
CP0005 City Park Improvements	\$642,248	\$100,000	\$0	\$100,000	\$0	38	Fisher
CP0013 Affordable Housing Program	\$25,886	\$0	\$0	\$0	\$0	35	Glidden
CP0020 City-wide Signs Phase I	\$7,156	\$0	\$0	\$0	\$0	30	Weidenha mer
CP0036 Traffic Calming	\$39,845	\$0	\$0	\$0	\$0	44	Robertson, J.
CP0089 Public Art	\$42,749	\$0	\$0	\$0	\$0	53	Everitt
CP0167 Skate Park Repairs	\$14,749	\$5,000	\$0	\$5,000	\$0	38	Fisher
CP0308 Library Remodel	\$449	\$0	\$0	\$0	\$0	32	Twombly
CP0311 Senior Community Center	\$991,390	\$0	\$0	\$0	\$0	38	Weidenha mer
CP0362 Woodside Phase II	\$2,208	\$0	\$0	\$0	\$0	42	Glidden
CP0386 Recreation Building in City Park	\$241,383	\$0	\$0	\$0	\$0	29	Fisher
CP0406 Central Park	\$1,364	\$0	\$784	\$0	\$0	36	Glidden
CP0545 Mobility as a Service Curb Side Improvements	\$0	\$0	\$0	\$0	\$0	24	Collins
CP0546 Old Town Complete Street Improvements	\$0	\$0	\$0	\$0	\$0	24	Collins
		2022 Base + New	\$255,784	2023 Base + New	\$255,000		

This year's the City Manager's Recommended Budget continues to have an emphasis on funding affordable housing projects, transportation and transit projects and City infrastructure which have been identified by Council as a critical priorities. A complete detailed CIP report is included in the City Manager's Recommended Budget Volume II.

The total proposed CIP budget (all funds, excluding carry forward) for the FY 2022 Budget is \$79.5 million. The proposed FY 2023 CIP budget is \$72.7 million. The General Fund transfer required to fund capital projects in FY2022 will be approximately \$4.1 million—the majority of which is dedicated to the maintenance of existing infrastructure. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management.

MAJOR PROJECTS

Housing Plan

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.

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 outlined 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 could be issued as needed to cover the next project in the current pipeline, Woodside phase II, Homestake property and the arts and culture district.

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. With the 2019 STR bonds all available RDA funds have been leveraged for the planned housing projects. The City continues to explore the idea of a Housing Authority Rental Model which could be used on the arts and culture projects.

Water Maintenance Buildings

Due to explosive growth in Park City and increasing Federal and State regulations, additional land and financial capital has been 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 are expanding our physical operational space and provide the tools, resources, and basic administrative needs for staff at all levels.

Transit and Transportation Projects

Transit and transportation initiatives continue to be a critical priority for City Council.. In November 2016, the community passed two sales tax initiatives (.25% transportation & .25% transit). Many transportation projects will require funding from FTA grants and County contributions from the new sales tax sources to move forward.

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.

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.

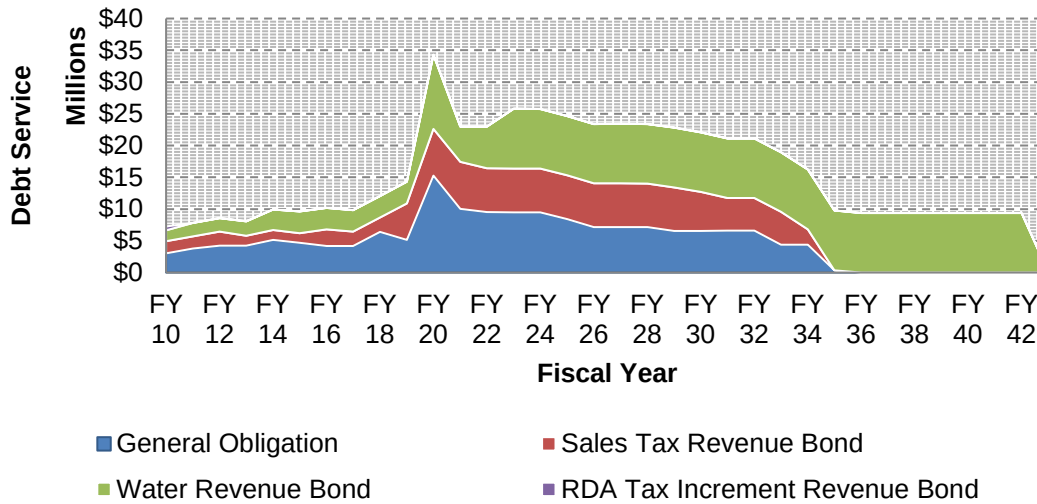
SR 248 Corridor and Safety Improvement Project

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.

DEBT SERVICE

Park City has various bond issuances outstanding. The debt service to be paid on these bonds is as detailed in Figure E21. The Utah State code 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.

Annual Debt Service (by Type)



E21 - Long Term Debt

Funding sources for debt service payments in FY 2023 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.

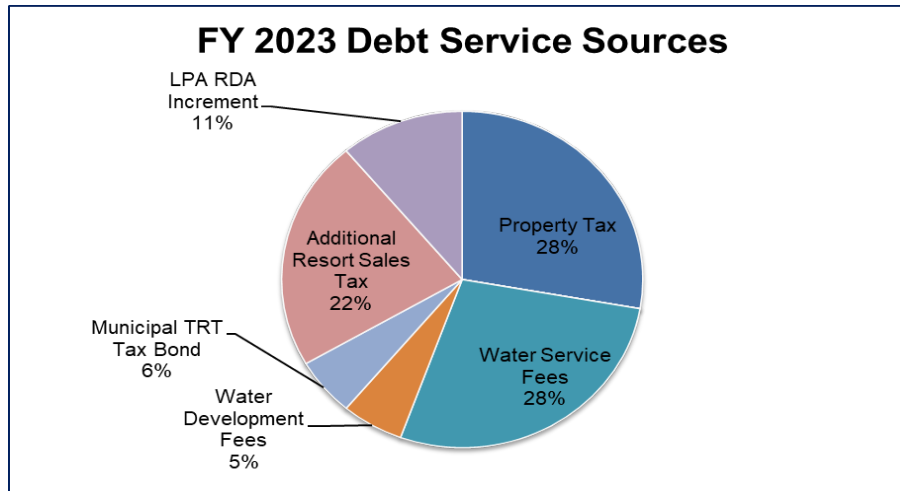


Figure E22 – Debt Funding Sources

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.

Funding sources for debt service payments in FY 2023 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.

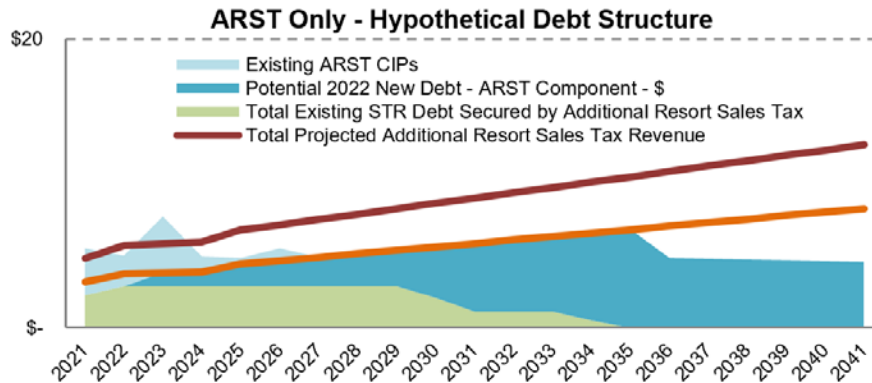
Perhaps the most significant measure related to debt service is the amount of debt that is secured by a non-dedicated revenue source. As previously discussed, the majority of the City's debt service is paid for with dedicated revenue such as water fees, property tax, or property tax increment, all of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

While the City is building a robust capital budget plan for the next several years based on Council's goals and direction, the focus remains on core capital maintenance and medium-term infrastructure projects.

Several capital project ideas percolate around the community but require a new funding source or strategy due to their magnitude. If Council is interested in pursuing a new major transformational capital project not currently budgeted, a prioritization process will help us develop a creative financial strategy. For example, the City can raise considerable resources to finance projects through various methods.

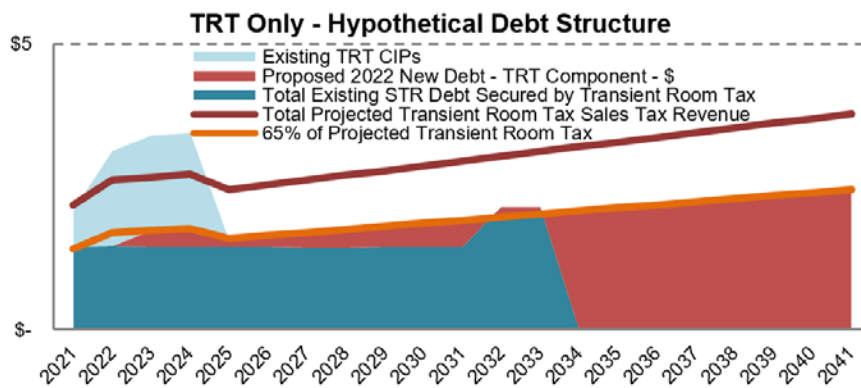
Staff currently projects that a 20-year bond against Additional Resort Sales Tax could support approximately \$43M in bond proceeds. Staff also projects that a 20-year bond against Transient Room Tax could support approximately \$18M in bond proceeds

ARST Proceed Potential



**~\$45-50M over 20 yrs
@ 65% of Gross Revenue**

TRT Proceed Potential

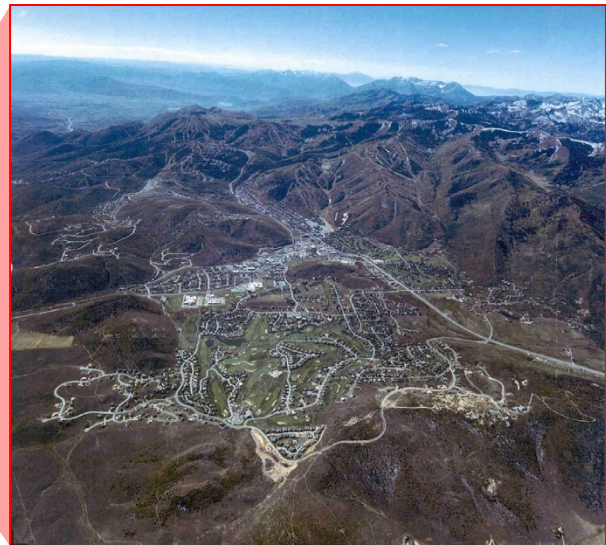
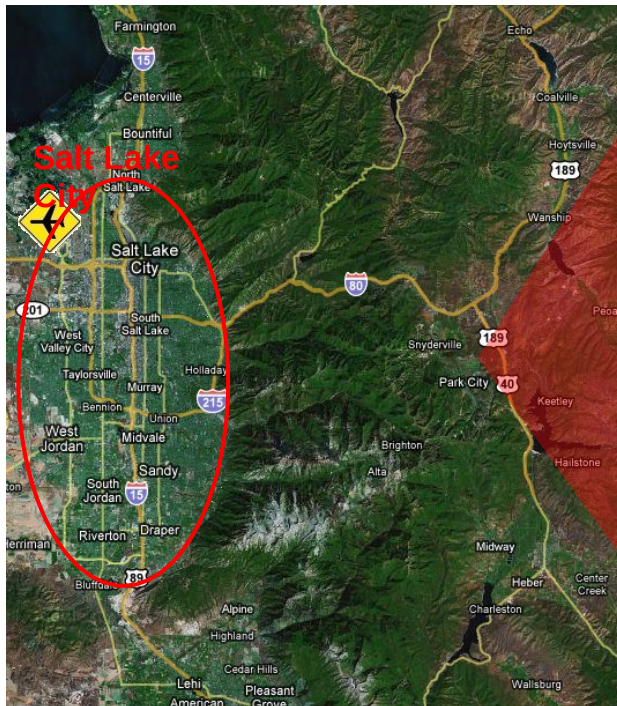


**~\$13-20M over 20 yrs
@ 65-75% of Gross Revenue**

ABOUT PARK CITY

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 North America.

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. In February 2009, Deer Valley hosted the first World Cup Skier Cross competition ever held in North America. Deer Valley Resort and Park City Mountain resort jointly hosted the FIS Freestyle World Championship event for the 1st time in February of 2019.

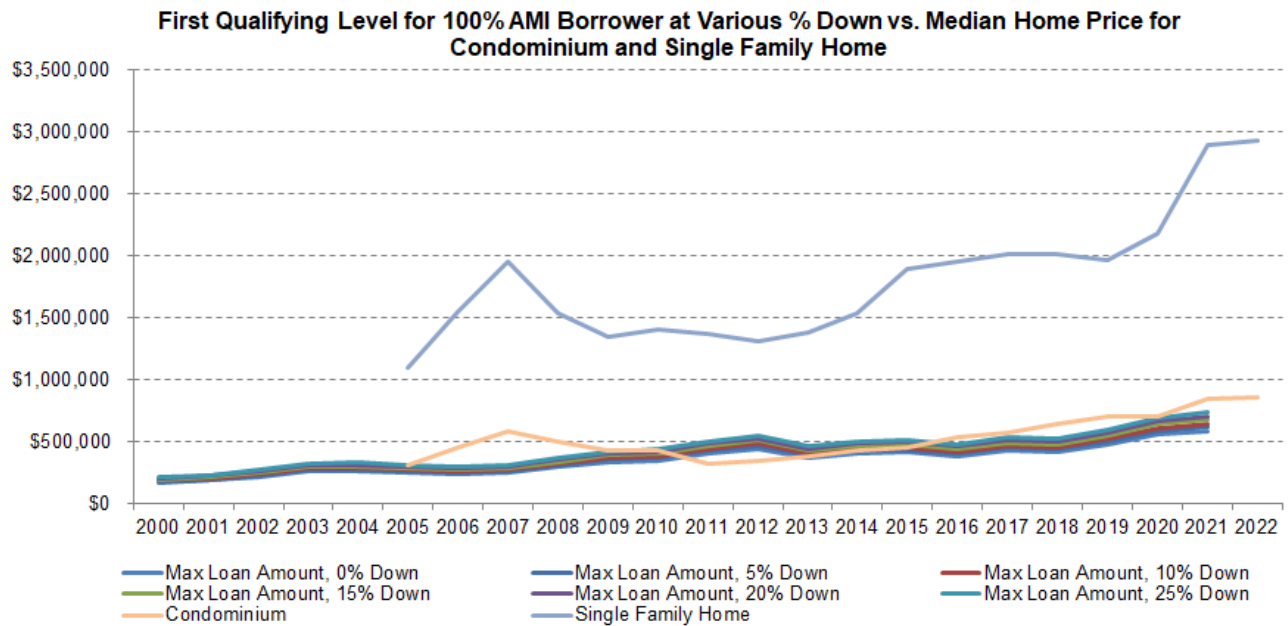
PARK CITY ECONOMY

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. 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 2019 the City hosted the Triple Crown Girls Fastpitch Softball World Series for the 16th 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.

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 \$160 million in 2017. Building activity over the last decade has averaged \$121.5 million per year. 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 Zillow and Realtor.com indicate a continued rise in median home prices in Park City over the pandemic and the course of the last several years. The median single-family home within city limits has risen to nearly \$3 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 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+. In 2017 Standards & Poor’s and Fitch confirmed the General Obligation bond rating of AA+. Moody’s upgraded the city’s rating to Aaa (the highest rating available).

In 2020, ratings agencies reaffirmed these ratings on Park City’s 2020 General Obligation bond with ratings of AA+, AA+ and Aaa from S&P, Moody’s and Fitch respectively. In addition, the City’s 2020 Water Revenue Bond was rated AA by S&P and Aa2 by Moody’s as bonds related to enterprise funds traditionally carry marginally lower ratings relative to general obligations. Most recently, Fitch reaffirmed Park City’s AA+ rating with a stable outlook during routine due diligence in winter 2021.

Park City has seen substantial growth in revenue in recent years prior to COVID, exceeding pre-recession revenues. We believe diversification of resort activities, promoting additional special events and sound financial policies have all aided in ensuring a thriving economy and will continue to do so in years to come.

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 sales from 2003 to 2021 with projections for 2022 and 2023.

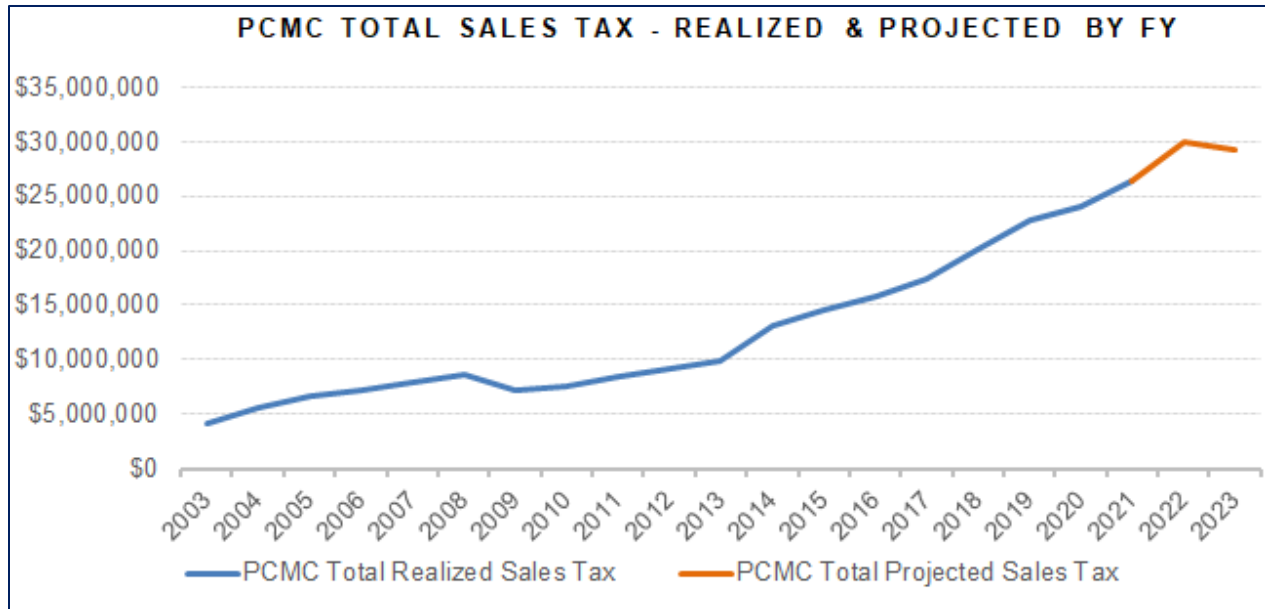


Figure EO2 – Total Estimated Sales

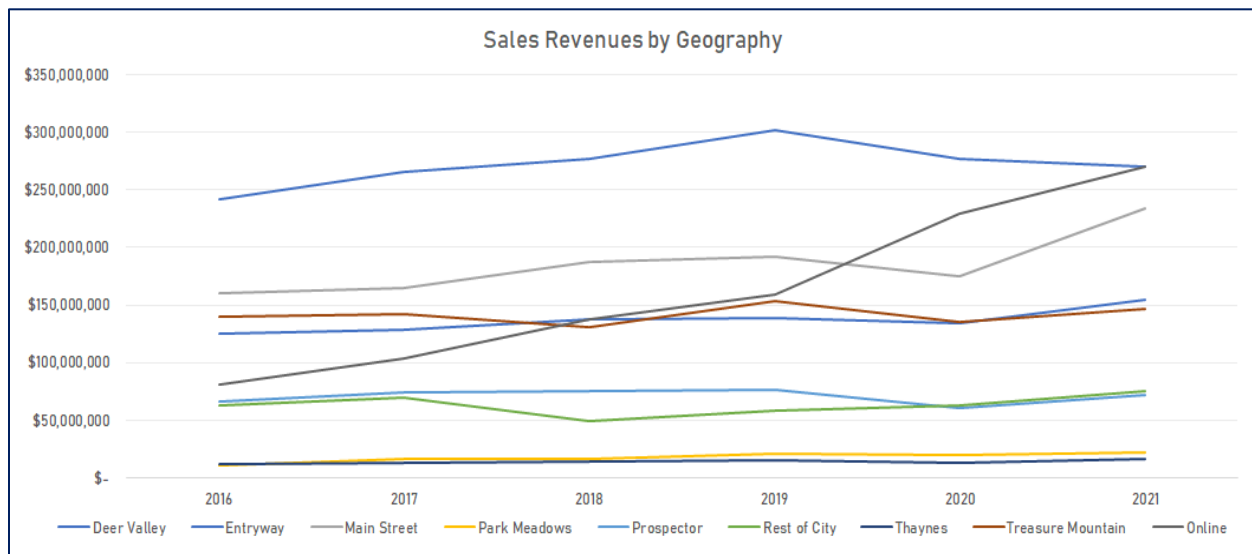


Figure EO3 – Estimated Sales by Geography

Figure EO3 shows the sales trends by industry from 2016 to 2021. Online sales and online lodging have experienced the greatest change in recent years and were accelerated by trends associated with COVID. Because Park City's economy relies heavily on the ski industry and tourism, sales tax revenues are extremely seasonal. This is visible in the City's historical and projected Resort Tax revenue.

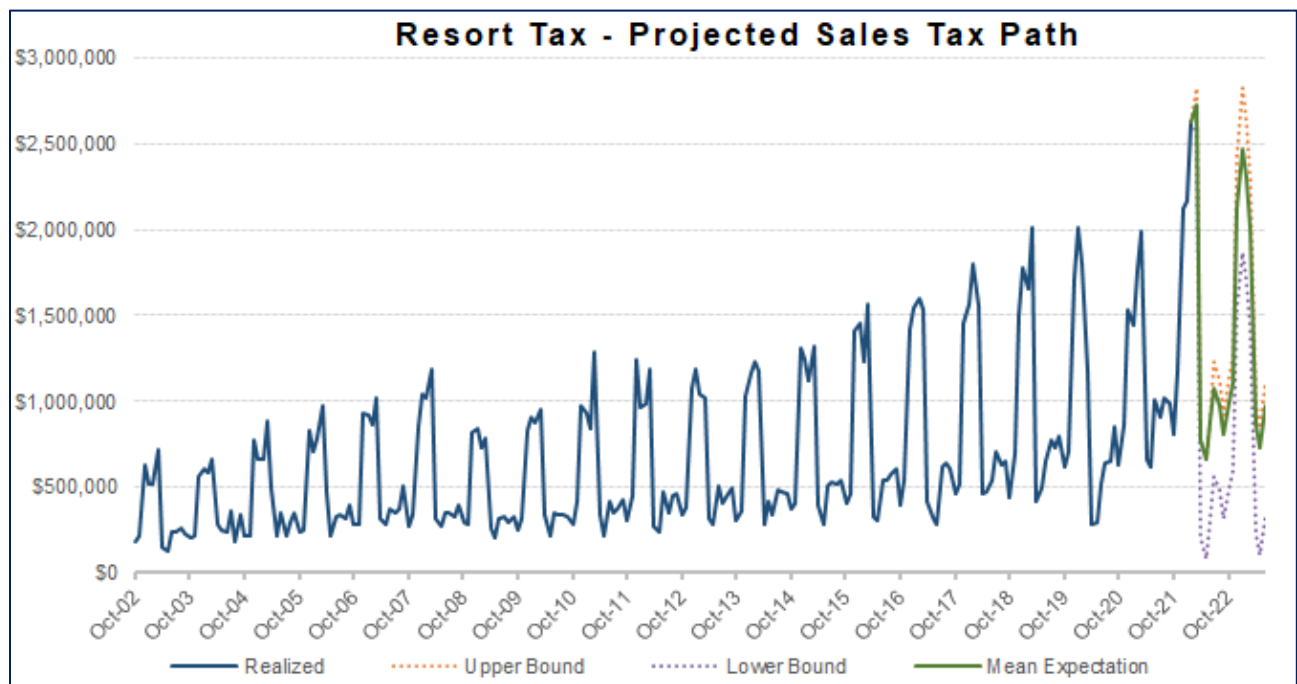


Figure EO4 – PCMC Resort Tax

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.

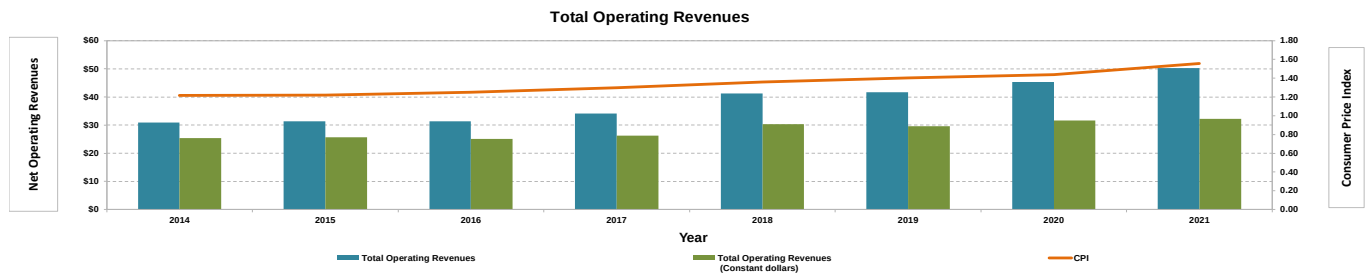
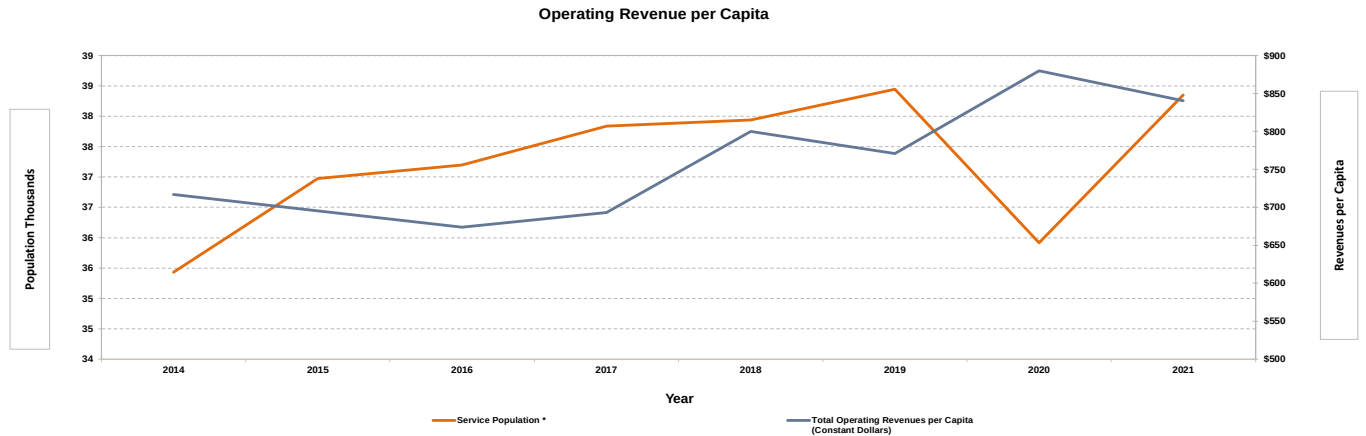
Types of Financial Indicators

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 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

Revenues per Capita								
Revenues per Capita are total operating revenues per capita (service population*)								
Description	2014	2015	2016	2017	2018	2019	2020	2021
Total Operating Revenues	\$30,875,204	\$31,332,319	\$31,365,120	\$34,097,383	\$41,247,895	\$41,631,529	\$45,390,431	\$50,218,696
CPI	1.22	1.22	1.25	1.30	1.36	1.41	1.44	1.56
Total Operating Revenues (Constant dollars)	\$25,395,161	\$25,711,752	\$25,072,022	\$26,236,324	\$30,340,545	\$29,630,911	\$31,597,035	\$32,230,176
Service Population *	35,430	36,973	37,196	37,840	37,937	38,445	35,914	38,350
Total Operating Revenues per Capita (Constant Dollars)	\$716.77	\$695.42	\$674.05	\$693.34	\$799.76	\$770.74	\$879.79	\$840.42



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, CAFR FY21 pg. 53. (General + Debt Service (Sales Tax Revenue and Refunding) + Debt Service (Park City General Obligation).)

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

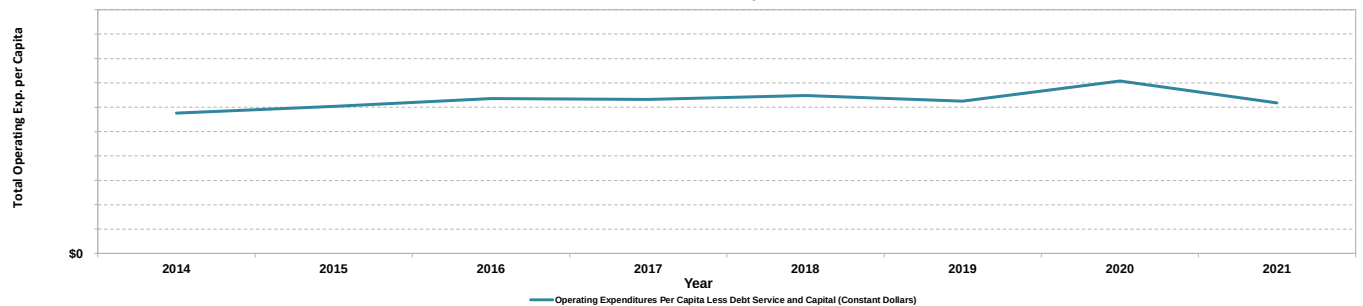
* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors.

Expenditures per Capita for Governmental Funds

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

Description	2014	2015	2016	2017	2018	2019	2020	2021
Debt Service*	\$6,961,205	\$20,119,341	\$6,906,832	\$6,620,964	\$11,675,569	\$11,180,053	\$15,562,353	\$16,955,488
Capital Outlay	\$13,923,767	\$26,614,261	\$11,953,996	\$51,844,299	\$39,052,752	\$70,133,504	\$17,207,904	\$6,901,426
Operating Expenditures Less Debt Service and Capital	\$24,776,540	\$27,227,178	\$29,608,099	\$31,116,111	\$33,385,328	\$33,718,124	\$36,533,702	\$36,901,057
Total Operating Expenditures	\$45,661,512	\$73,960,780	\$48,468,927	\$89,581,374	\$84,113,649	\$115,031,681	\$69,303,959	\$60,757,971
CPI	1.22	1.22	1.25	1.30	1.36	1.41	1.44	1.56
Total Operating Expenditures (Constant Dollars)	\$37,557,046	\$60,693,280	\$38,744,120	\$68,928,632	\$61,871,132	\$81,872,888	\$48,243,640	\$38,994,244
Operating Expenditures Less Debt Service and Capital (Constant Dollars)	\$20,378,950	\$22,343,014	\$23,667,529	\$23,942,376	\$24,557,109	\$23,998,608	\$25,431,718	\$23,682,964
Service Population**	35,430	36,973	37,196	37,840	37,937	38,445	35,914	38,350
Net Operating Expenditures per capita (Constant Dollars)	\$1,060	\$1,642	\$1,042	\$1,822	\$1,631	\$2,130	\$1,343	\$1,017
Operating Expenditures Per Capita Less Debt Service and Capital (Constant Dollars)	\$575	\$604	\$636	\$633	\$647	\$624	\$708	\$618

Constant Dollar Operating Expense per Capita Less Debt Service and Capital



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 marginally 2019. The increase is mostly attributed to increased operating expenditures and the retirement of principal debt service payments.

Source

*Debt Service includes Principal retirement, interest and bond issuance costs ACFR FY21, Schedule 4

Total Operating Expenditures ACFR FY21, Schedule 4

CPI - Bureau of Labor Statistics www.bls.gov

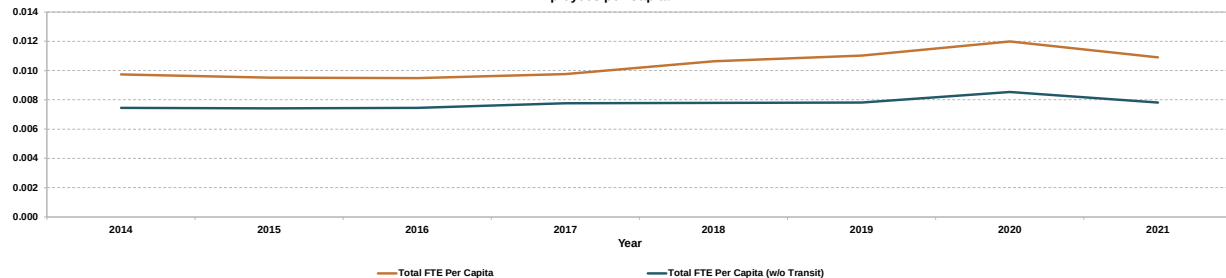
** Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors

Employees per Capita

Municipal employees per capita (service population*)

Description	2014	2015	2016	2017	2018	2019	2020	2021	% growth over 5 yrs
# FTE (Full-time equivalents)	345.12	351.76	353.06	369.15	403.05	424.2	430.8	418.17	3.75%
# FTE (w/o Transit)	264.32	274.56	277.46	293.45	295.25	300.4	306.2	299.57	1.46%
Service Population*	35,430	36,973	37,196	37,840	37,937	38,445	35,914	38,350	1.09%
Number of Municipal Employees per Capita	0.014	0.015	0.015	0.016	0.017	0.017	0.018	0.000	-100.00%
Total FTE Per Capita	0.010	0.010	0.009	0.010	0.011	0.011	0.012	0.011	2.63%
Total FTE Per Capita (w/o Transit)	0.007	0.007	0.007	0.008	0.008	0.008	0.009	0.008	0.37%

Employees per Capita



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

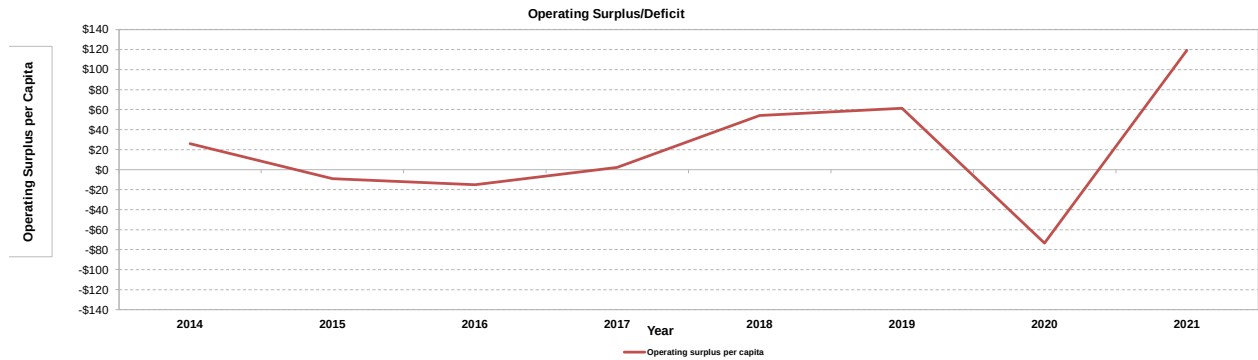
Number of Employees - CAFR - Schedule 22, ACFR FY21 Table 16, 2005-06 from Human Resources Department.

FTE counts - FY17 Staffing Summary 4-120 and past Budget Documents, FY20 from Schedule 22 in FY21 ACFR

Population - Census Bureau, www.census.gov

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

Operating (Deficit) or Surplus								
Operating deficit or surplus as a percentage of operating revenues								
Description	2014	2015	2016	2017	2018	2019	2020	2021
Operating deficit or surplus	\$918,471	-\$331,642	-\$561,351	\$89,848	\$2,049,806	\$2,363,097	-\$2,637,073	\$4,578,658
Net fund operating revenue	\$30,875,204	\$31,332,319	\$31,365,120	\$34,097,383	\$41,247,895	\$41,631,529	\$45,390,431	\$50,218,696
General fund operating surplus (deficit) as % of net fund operating revenues	3%	-1%	-2%	0%	5%	6%	-6%	9%
Service Population*	35,430	36,973	37,196	37,840	37,937	38,445	35,914	38,350
Operating surplus per capita	\$26	-\$9	-\$15	\$2	\$54	\$61	-\$73	\$119



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 2020 the City had a strong operating deficit due to impacts from the COVID-19 pandemic.

Source

General fund operating surplus/deficit - CAFR FY20 pg.30, Net Fund Operating Revenues - CAFR FY20 Table 2, CAFR FY20 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

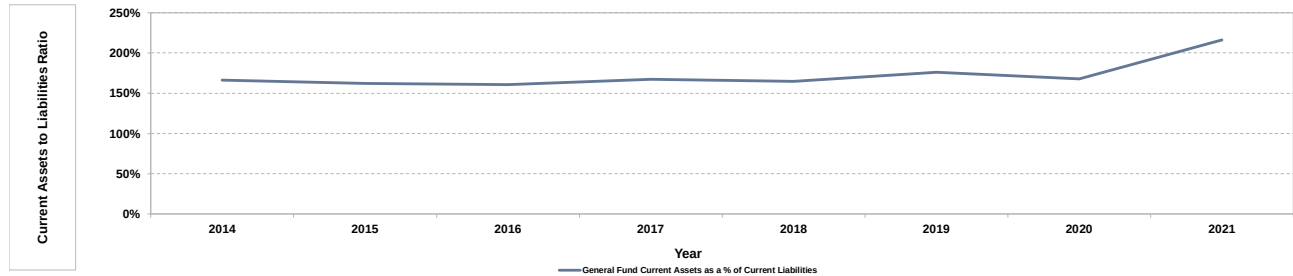
Liquidity & Long Term Debt

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

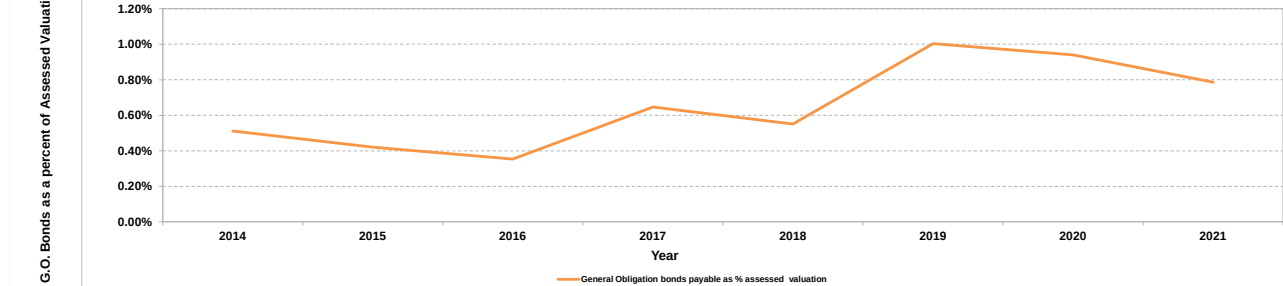
Long-Term debt is defined as total General Obligation bonds payable as a percentage of assessed valuation

Description	2014	2015	2016	2017	2018	2019	2020	2021
General Fund Cash and Short-term investments	\$16,821,758	\$17,916,425	\$18,041,243	\$18,742,379	\$20,119,863	\$21,611,287	\$19,695,507	\$25,599,042
General Fund Current Liabilities	\$10,104,640	\$11,033,031	\$11,212,929	\$11,185,428	\$12,194,473	\$12,266,581	\$11,736,104	\$11,843,767
General Fund Current Assets as a % of Current Liabilities	166%	162%	161%	168%	165%	176%	168%	216%
Description	2014	2015	2016	2017	2018	2019	2020	2021
Taxable valuation	\$6,452,721,298	\$6,941,915,614	\$7,340,175,350	\$7,807,573,354	\$8,222,920,302	\$9,117,120,545	\$9,549,363,012	\$10,540,026,000
Total Net Debt Applicable to Limit	\$33,018,370	\$29,298,159	\$26,009,111	\$50,485,922	\$45,273,366	\$91,632,655	\$89,738,177	\$82,962,508
General Obligation bonds payable as % assessed valuation	0.51%	0.42%	0.35%	0.65%	0.55%	1.01%	0.94%	0.79%

Ratio of Current Assets to Liabilities



Ratio of G.O. Bond Debt to Assessed Valuation



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 marginally in 2020 due to the issue of General Obligation (or voter approved) . 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.

Although it is apparent that the liquidity ratio has declined over the time period shown, it should be noted that the ratio is still significantly 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 2019 and it is well below the City policy of 2%.

Source

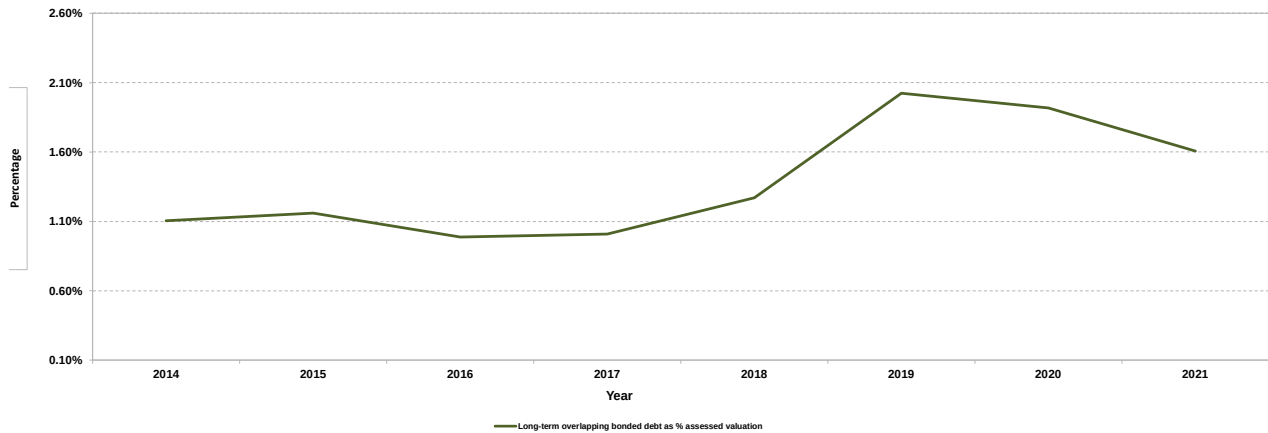
Current Assets - ACFR FY21 Governmental Funds Balance Sheet pg. 51,(General - Total). Current Liabilities - ACFR FY21 Governmental Funds Balance Sheet pg. 51, (General - Total Liabilities+Total deferred inflows of resources). Taxable Valuation - Utah State Tax Commission, Net Debt Applicable to Limit - ACFR FY21 Schedule 17.

Overlapping Debt

Long-term overlapping bonded debt is the annual debt service on
General Obligation Bonds as a percentage of the assessed valuation of the City

Description	2014	2015	2016	2017	2018	2019	2020	2021
Park City	\$43,483,691	\$53,726,049	\$48,402,692	\$71,201,315	\$97,277,199	\$170,237,745	\$163,127,760	\$150,909,318
State of Utah	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Summit County	\$7,884,955	\$6,687,905	\$5,455,700	\$4,769,510	\$5,362,250	\$12,509,395	\$11,452,520	\$10,574,535
Park City School District	\$4,015,550	\$2,045,505	\$0	\$0	\$0	\$0	\$0	\$0
Snyderville Basin Sewer District*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Weber Basin Water Conservancy District	\$15,962,133	\$18,006,761	\$18,536,308	\$2,723,951	\$1,861,668	\$1,704,395	\$1,590,281	\$1,476,899
Snyderville Basin Recreation District							\$3,047,006	\$2,817,606
Tax District							\$40,590	\$201,366
Wasatch County							\$3,722,276	\$3,424,281
Wasatch County School District								
Total Long-term overlapping bonded debt	\$71,346,329	\$80,466,220	\$72,394,700	\$78,694,776	\$104,501,117	\$184,451,535	\$182,980,433	\$169,404,005
Taxable valuation	\$6,452,721,298	\$6,941,915,614	\$7,340,175,350	\$7,807,573,354	\$8,222,920,302	\$9,117,120,545	\$9,549,363,012	\$10,540,026,000
Long-term overlapping bonded debt as % assessed valuation	1.11%	1.16%	0.99%	1.01%	1.27%	2.02%	1.92%	1.61%

Overlapping Debt as a Percent of Assessed Valuation



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.

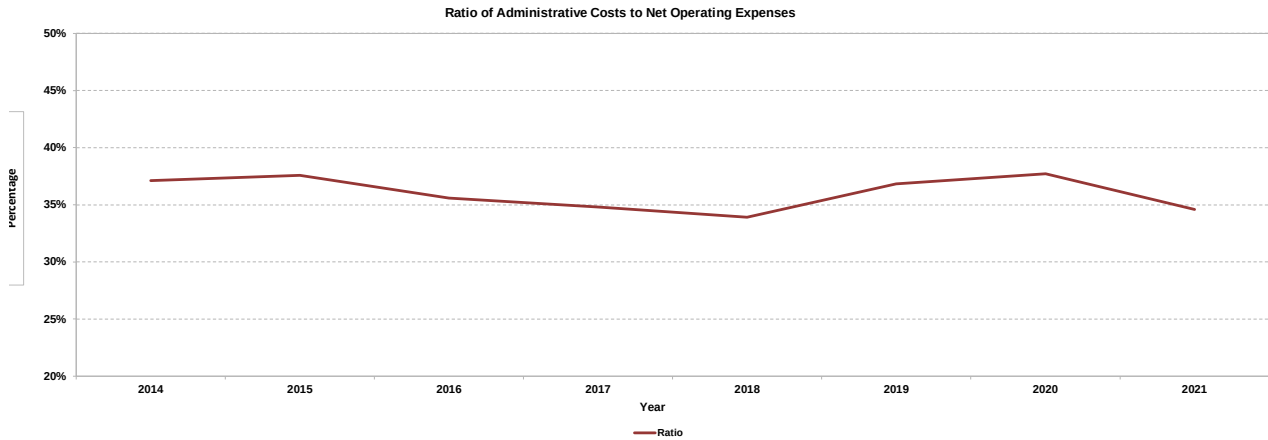
Source

Assessed valuation - Utah State Tax Commission
Long-term overlapping bonded debt - ACFR FY21 Schedule 16

Administrative Costs as a Percentage of Operating Expenditures Less Capital and Debt

Administrative Costs were evaluated from specific functions of the municipal government as a percentage of net operating expenses

Description	2014	2015	2016	2017	2018	2019	2020	2021
Administrative Costs	\$9,199,824	\$10,231,863	\$10,533,169	\$10,829,457	\$11,317,399	\$12,414,184	\$13,772,607	\$12,766,552
Operating Expenditures Less Debt Service and Capital	\$24,776,540	\$27,227,178	\$29,608,099	\$31,116,111	\$33,385,328	\$33,718,124	\$36,533,702	\$36,901,057
Ratio	37.1%	37.6%	35.6%	34.8%	33.9%	36.8%	37.7%	34.6%



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 2020 were 23% of net operating costs.

Source

Expenses by Fund in Board - General Government - General Fund
Total Operating Expenditures ACFR FY21, Schedule 4

Bond Ratings for Park City

Description	2014	2015	2016	2017	2018	2019	2020	2021
Moody's	Aa1	Aa2	Aa2	Aaa	Aaa	Aaa	Aaa	Aaa
S&P	AA+	AA+	AA+	AA+	AA+	AA+	AA+	AA+
Fitch	AA+	AA+	AA+	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. The city maintained Aaa ratings from Moody's for 2020 bonds and AA+ from Fitch as well as AA- from S&P for the 2019 Sales Revenue bond.

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

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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:
 - the output of program activities
 - the accomplishment of program objectives
 - 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. 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 prepare the budget on an annual basis and may consider a mid-year budget adjustment.

1. The emphasis of the budget process includes establishing expected levels of services, within designated funding levels, projected over the next fiscal year, with the focus on the budget.
2. Any budget requests that will be considered are ones that;
will come with revenue offsets;
 - a. are accompanied by expense reductions, or that;
 - b. are required by law; or
 - c. 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 (AS OF JUNE 23, 2022, THE GRANT PROGRAM IS UNDER REVIEW; APPLICATIONS WILL NOT BE ACCEPTED UNTIL FURTHER NOTICE)

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, and Energy.

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:

- 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 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 received 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 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:
 - 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).

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:
 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.
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 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.

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.
 - 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.
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.
3. **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

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.

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
8. Fixed rate corporate obligations that are rated “A” or higher
9. Other investments as permitted by the Money Management Act

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 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 annual 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.

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

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

1. Growth
 - a. Population
 - b. Resort
2. Inflation

3. Current service levels
 - c. Are they adequate?
 - d. 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:
 - 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:

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 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) 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.
 - 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 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
2. \$10,000.
3. Upgrades in technology or quality
4. Renovations, additions, or improvements that incorporate non-existing assets

PART IV - NEIGHBOURHOOD CIPREQUESTS 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
 - 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)
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.
 - 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 workload 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 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 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 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 review programs as part of the annual budget process.
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.

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.
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?

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 MAY 2020)

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:
 - Quantifiable goals and objectives.
 - Non-discrimination in providing programs or services.
 - Cooperation with existing related programs and community service.
 - Compliance with the City contract.
 - Federally recognized not-for-profit status.
- 2. Criterion 2:** Program Need and Specific City Benefit - The organization must have the following:
 - A clear demonstration of public benefit and provision of direct services to City residents.
 - 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 clear description of how public funds will be used and accounted for
 - Other funding sources that can be used to leverage resources.
 - A sound financial plan that demonstrates managerial and fiscal competence.
 - 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.

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) Regular Services – To be determined by Council discretion

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 and the Historic Preservation Grant Program based up on funds available from the various Redevelopment Agencies and the General Fund.

The category percentage allocation could vary from year-to-year, depending on Council discretion. In addition, 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: community art & culture, childhood education, medical treatment, emergency assistance, food pantry, housing outreach & education, and safe haven. To the extent possible, individual special services will be delineated in the budget.

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 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 one to four years, depending on the type of contract. 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 performance measures (quality and quantity) that the program has provided public services meeting its goals as delineated in the special 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 the given deadline 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.

Innovation Grants: City council intends to provide the community with a meaningful venue to deliver unique and innovative ideas focused on tackling the City's challenges. These solutions may focus on the Community Critical Priorities of energy, housing, transportation, and social equity, but may be related to any initiative the City deems worthwhile. Grants would provide an organization with seed money to create programs or start initiatives, but would not serve as a long-term funding solution for non-profits. Innovation grants will typically have distributions ranging from 1-3 years.

Deadlines: All proposals for Special Service Contracts must be received no later than the given deadline. 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 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.

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, the Main Street RDA, and the General Fund. The City Council hereby authorizes the Historic District Grant Program. The disbursement of the funds shall be administered pursuant to the Historic District Grant Program pursuant to applications and criteria established by the Planning Department, and awarded by the Planning Department except that City Council approval shall be required for disbursement amounts greater than \$25,000. In instances where another organization is involved, a contract delineating the services will be required. Projects involving city property or partnerships shall be limited to Category A. Repair funds, remaining end of fiscal year funds, or funds allocated via the General Fund through the separate Budgeting for Outcomes (BFO) annual process.

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 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.

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.
- 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

C. Contracts for grading, clearing, demolition or construction in excess of \$2,500 undertaken by the Community Redevelopment Agency.

- ### 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.
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 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.

- 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 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-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 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 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 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 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

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.

C. 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.

D. 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.

E. Funding Alternatives

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

F. 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 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.

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 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.

G. 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.
 - g. Diverters - physical obstructions in intersections which force motorists to turn from the traveled way onto an adjacent intersecting street thereby reducing volume.

3 Driver Perception/Psychology:

- a.** Landscaping - the most effective way to change the perception of a given street environment.
- b.** Crosswalks - can be used to alter the perception of a street corridor and at the same time enhance the pedestrian environment.
Flashing Warning Beacons - can be used to alter driver psychology.
Real-time Speed Display - used to inform drivers of actual speed they are traveling.
- c.** Increased Enforcement - additional enforcement of regulations either by law enforcement personnel or citizen volunteer groups.
- d.** Pavement Markings - used to guide motorists, delineate on-street parking areas or create the impression of a narrowed roadway, all in an effort to slow traffic speeds.

PART IV - SPECIAL EVENTS SERVICES

The City's role in supporting special events encompasses a wide range of services. Depending on the size and impact of a given special event the City may be required to provide:

- Police Services (Crowd, Traffic and Access control).
- Transit Services (Enhanced frequency or capacity).
- Parks Services (Field maintenance, Grounds maintenance, Trash).
- Streets Services (Street Sweeping, Electronic signage, Barricades).
- Parking Services (Special use of parking, Parking enforcement).
- Building Services (Inspections and Code enforcement).
- Special Events and Facilities Services (Facility leases).

Some of these services can be provided without incremental cost or loss of revenues. However, most special events services do have an impact on departmental budgets in the form of overtime labor, equipment, materials, or foregone revenue. The purpose of this policy is to ensure departments are properly funded to provide the special event support they are tasked with providing.

A. Procedures for Amending Departmental Budgets

For budgeting purposes special events can be categorized into two groups:

- 1.** Those events that are managed under multi-year contracts with the City
- 2.** Those year to year or one-time events whose size and scope do not justify long term contracts.

B. Events Managed Under Multi-Year Contracts

For these events, Departments shall request budget adjustments during the first budget process after these agreements are signed. These budget adjustments will be based upon 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. Non-spendable Fund Balance

The non-spendable 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 non-spendable 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 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.

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.

PART VI – Live Park City – Lite Deed Restriction Program

The City Council may appropriate funds dedicated to the purchase of deed restrictions for housing vitality and preservation within the City limits of Park City. The Live Park City housing program purchases deed restrictions that require owner occupancy or long-term rental of the property. The disbursement of funds will be administered by the City Manager and based on the recommendation of an Advisory Board created by City Council and following program criteria established by the Housing Department and adopted by City Council. The Advisory Board has the authority to award recommendations and to enter and negotiate individual deed restrictions, subject to approval by the City Manager provided the funds being provided is less than \$200,000. If the home funds in an application exceeds \$200,000, the authority to approve a deed restriction and delegate funds is subject to City Council approval.

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.

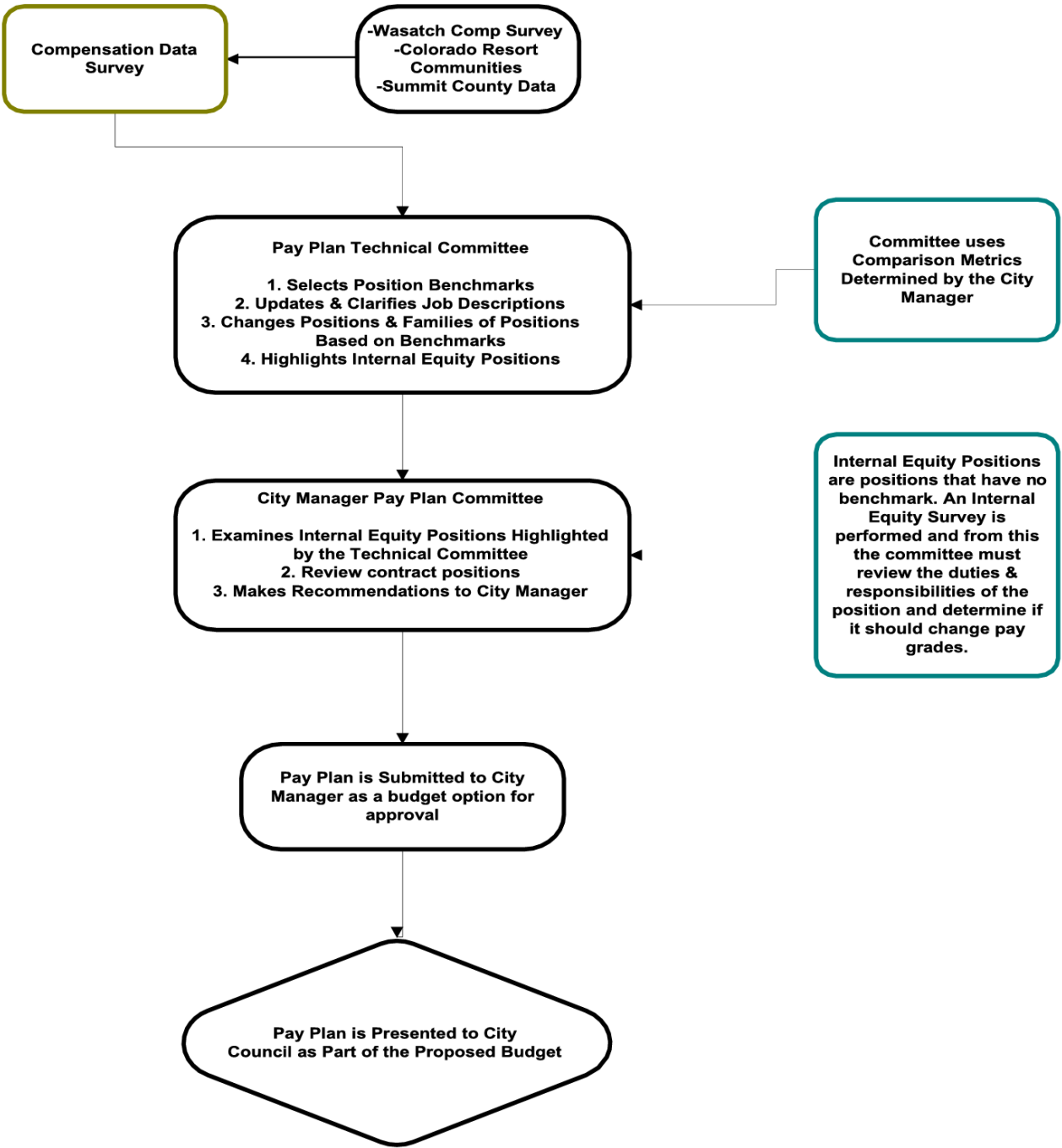
Included are the following:

- 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



PARK CITY MUNICIPAL'S FISCAL YEAR 2023 BUDGET



City Council Approved Budget: Volume II

FY22 & 23 Budget Summaries

Goal Summaries

Budgeting for Outcomes: Bid Sheets

Capital Projects Summaries

Budget Summary by Fund

Organizational Charts



VOLUME II: TECHNICAL DATA

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BUDGET SUMMARIES

Expenditure Summary by Fund and Major Object (FY 2022 Original Budget)

Description	Personnel FY 2022	Mat, Supplies, Services FY 2022	Capital FY 2022	Debt Service FY 2022	Contingency FY 2022	Sub - Total FY 2022	Interfund Transfer FY 2022	Ending Balance FY 2022	Total FY 2022
Park City Municipal Corporation									
011 GENERAL FUND	\$27,192,538	\$10,613,271	\$422,985	\$0	\$300,000	\$38,528,794	\$6,834,736	\$17,491,953	\$62,855,483
012 QUINNS RECREATION COMPLEX	\$996,071	\$379,800	\$1,000	\$0	\$0	\$1,376,871	\$0	\$-6,084,994	\$-4,708,123
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$35,773	\$0	\$0	\$35,773	\$0	\$0	\$35,773
022 DRUG CONFISCATIONS	\$0	\$0	\$26,189	\$0	\$0	\$26,189	\$0	\$0	\$26,189
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$148,794,725	\$0	\$0	\$148,794,725	\$4,174,626	\$16,947,931	\$169,917,282
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$3,921,944	\$0	\$0	\$3,921,944	\$0	\$330,150	\$4,252,094
051 WATER FUND	\$3,730,132	\$4,109,243	\$95,130,136	\$5,577,420	\$0	\$108,546,932	\$1,806,679	\$726,622	\$111,080,233
052 STORM WATER FUND	\$698,062	\$291,444	\$1,725,688	\$0	\$0	\$2,715,194	\$141,598	\$1,038,551	\$3,895,343
055 GOLF COURSE FUND	\$915,363	\$729,075	\$383,000	\$0	\$0	\$2,027,438	\$150,777	\$742,380	\$2,920,595
057 TRANSPORTATION & PARKING FUND	\$7,387,382	\$1,915,272	\$38,790,043	\$0	\$0	\$48,092,696	\$3,396,502	\$966,182	\$52,455,380
058 PARKING FUND	\$926,073	\$706,500	\$192,721	\$0	\$0	\$1,825,294	\$9,750	\$782,220	\$2,617,264
062 FLEET SERVICES FUND	\$1,073,522	\$1,853,155	\$0	\$0	\$0	\$2,926,677	\$0	\$1,195,482	\$4,122,159
064 SELF INSURANCE FUND	\$0	\$1,555,328	\$0	\$0	\$0	\$1,555,328	\$0	\$1,350,137	\$2,905,465
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,273,977	\$33,246,193
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,674,814	\$11,184,502
Total Park City Municipal Corporation	\$42,919,144	\$22,153,088	\$289,424,203	\$22,059,324	\$300,000	\$376,855,759	\$16,514,668	\$63,435,405	\$456,805,833
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,300	\$0	\$0	\$0	\$682,300	\$3,092,532	\$1,538,319	\$5,313,151
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,251,470	\$2,406,470
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$2,606,144	\$0	\$0	\$2,606,144	\$2,787,590	\$703,605	\$6,097,339
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$427,971	\$0	\$0	\$427,971	\$0	\$1,163,361	\$1,591,332
Total Park City Redevelopment Agency	\$0	\$1,137,300	\$3,034,115	\$0	\$0	\$4,171,415	\$6,580,122	\$4,656,755	\$15,408,292
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$42,919,144	\$23,290,388	\$292,458,319	\$22,059,324	\$300,000	\$381,027,175	\$23,094,790	\$68,543,474	\$472,665,439

Expenditure Summary by Fund and Major Object (FY 2023 Budget)

Description	Personnel FY 2023	Mat, Supplies, Services FY 2023	Capital FY 2023	Debt Service FY 2023	Contingency FY 2023	Sub - Total FY 2023	Interfund Transfer FY 2023	Ending Balance FY 2023	Total FY 2023
Park City Municipal Corporation									
011 GENERAL FUND	\$31,142,035	\$12,671,077	\$726,689	\$0	\$300,000	\$44,839,801	\$3,439,780	\$13,408,275	\$61,687,857
012 QUINNS RECREATION COMPLEX	\$1,142,784	\$406,029	\$1,000	\$0	\$0	\$1,549,813	\$0	\$-6,673,040	\$-5,123,227
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 DRUG CONFISCATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$20,500,712	\$0	\$0	\$20,500,712	\$4,177,076	\$10,659,751	\$35,337,539
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,851,062	\$0	\$0	\$1,851,062	\$0	\$64,688	\$1,915,750
051 WATER FUND	\$4,487,041	\$5,231,887	\$32,185,962	\$5,577,420	\$0	\$47,482,310	\$2,057,241	\$11,067,345	\$60,606,896
052 STORM WATER FUND	\$714,043	\$310,376	\$371,500	\$0	\$0	\$1,395,919	\$157,377	\$1,485,255	\$3,038,551
055 GOLF COURSE FUND	\$1,013,633	\$652,909	\$114,565	\$0	\$0	\$1,781,107	\$168,102	\$222,320	\$2,171,528
057 TRANSPORTATION & PARKING FUND	\$9,453,294	\$2,548,074	\$18,022,449	\$0	\$0	\$30,023,817	\$3,592,743	\$2,801,158	\$36,417,719
058 PARKING FUND	\$1,144,087	\$752,500	\$201,000	\$0	\$0	\$2,097,587	\$9,750	\$1,278,247	\$3,385,584
062 FLEET SERVICES FUND	\$1,154,672	\$1,845,050	\$6,205	\$0	\$0	\$3,005,927	\$0	\$934,955	\$3,940,882
064 SELF INSURANCE FUND	\$0	\$1,562,452	\$0	\$0	\$0	\$1,562,452	\$0	\$1,831,678	\$3,394,130
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,270,552	\$33,242,768
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,714,180	\$11,223,868
Total Park City Municipal Corporation	\$50,251,589	\$25,980,354	\$73,981,144	\$22,059,324	\$300,000	\$172,572,411	\$13,602,070	\$65,065,364	\$251,239,846
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,623	\$0	\$0	\$0	\$682,623	\$3,092,532	\$2,015,164	\$5,790,319
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,372,789	\$2,527,789
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$295,000	\$0	\$0	\$295,000	\$2,791,715	\$709,422	\$3,796,137
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,863,361	\$1,863,361
Total Park City Redevelopment Agency	\$0	\$1,137,623	\$295,000	\$0	\$0	\$1,432,623	\$6,584,247	\$5,960,736	\$13,977,606
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$50,251,589	\$27,117,977	\$74,276,144	\$22,059,324	\$300,000	\$174,005,035	\$20,186,317	\$71,477,414	\$265,668,766

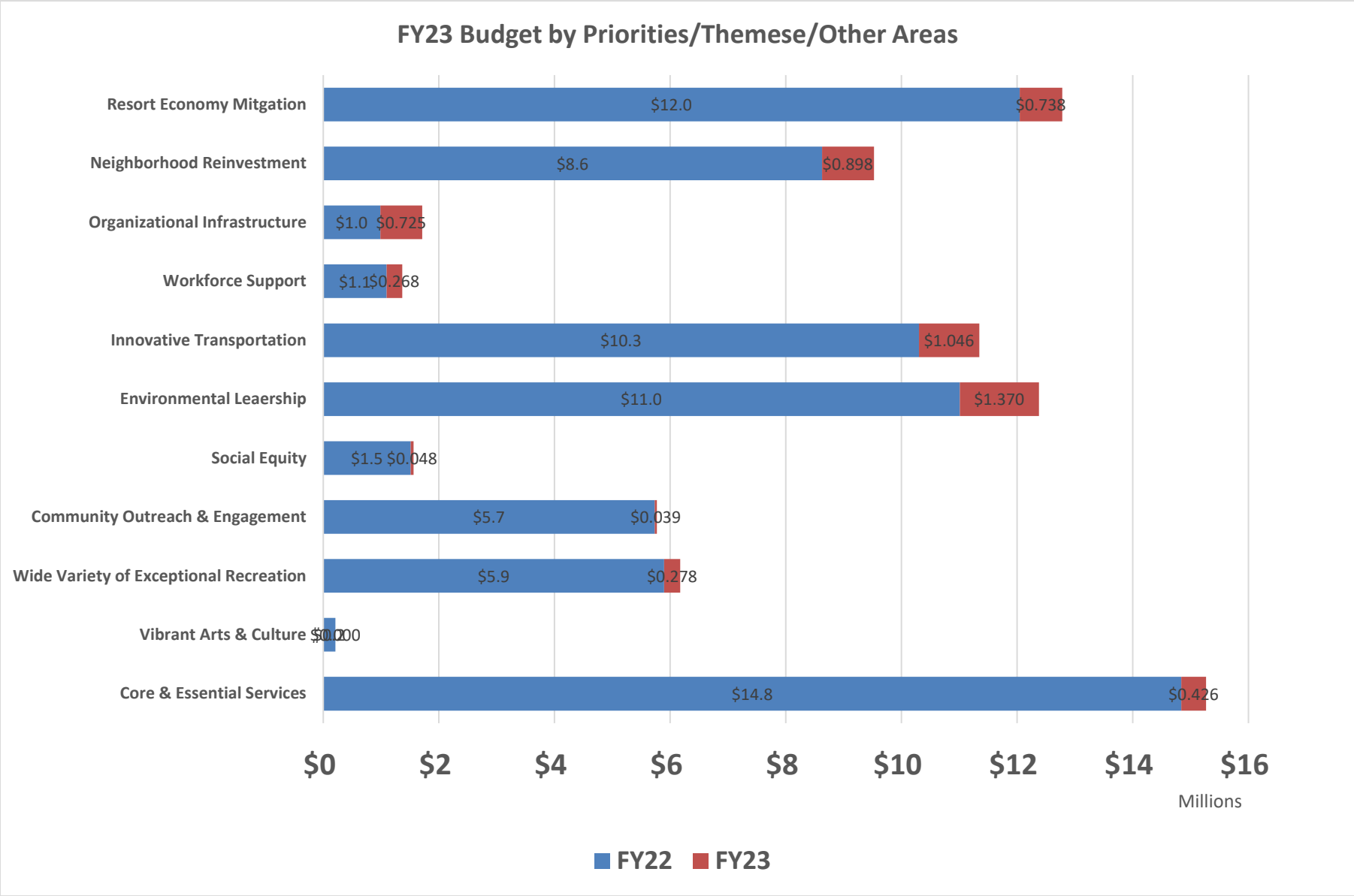
Change in Fund Balance

Fund	Actuals FY 2021	Budget FY 2022	Adjusted FY 2022	\$ Var FY 2022	% Var FY 2022	Budget FY 2023	\$ Var FY 2023	% Var FY 2023
Park City Municipal Corporation								
011 GENERAL FUND	\$19,222,320	\$12,134,585	\$17,491,953	\$5,357,368	31%	\$13,408,275	(\$4,083,678)	-30%
012 QUINNS RECREATION COMPLEX	(\$5,621,751)	(\$6,139,275)	(\$6,084,994)	\$54,281	-1%	(\$6,673,040)	(\$588,046)	9%
021 POLICE SPECIAL REVENUE FUND	\$35,773	\$0	\$0	\$0	0%	\$0	\$0	0%
022 DRUG CONFISCATIONS	\$23,168	\$0	\$0	\$0	0%	\$0	\$0	0%
031 CAPITAL IMPROVEMENT FUND	\$66,506,424	\$27,326,315	\$16,947,931	(\$10,378,384)	-61%	\$10,659,751	(\$6,288,180)	-59%
038 EQUIPMENT REPLACEMENT CIP	\$2,666,494	\$313,515	\$330,150	\$16,635	5%	\$64,688	(\$265,462)	-410%
051 WATER FUND	\$11,227,874	\$1,087,844	\$726,622	(\$361,222)	-50%	\$11,067,345	\$10,340,723	93%
052 STORM WATER FUND	\$1,895,343	\$237,354	\$1,038,551	\$801,197	77%	\$1,485,255	\$446,704	30%
055 GOLF COURSE FUND	\$1,532,345	\$438,113	\$742,380	\$304,267	41%	\$222,320	(\$520,060)	-234%
057 TRANSPORTATION & PARKING FUND	\$18,471,244	\$6,622,049	\$966,182	(\$5,655,867)	-585%	\$2,801,158	\$1,834,976	66%
058 PARKING FUND	\$13,900	\$2,151,717	\$782,220	(\$1,369,497)	-175%	\$1,278,247	\$496,027	39%
062 FLEET SERVICES FUND	\$1,376,759	\$115,705	\$1,195,482	\$1,079,777	90%	\$934,955	(\$260,527)	-28%
064 SELF INSURANCE FUND	\$972,015	\$934,764	\$1,350,137	\$415,373	31%	\$1,831,678	\$481,541	26%
070 SALES TAX REV BOND - DEBT SVS FUND	\$26,283,977	\$26,113,690	\$26,273,977	\$160,287	1%	\$26,270,552	(\$3,425)	0%
071 DEBT SERVICE FUND	\$1,635,448	\$1,720,007	\$1,674,814	(\$45,193)	-3%	\$1,714,180	\$39,366	2%
Total Park City Municipal Corporation	\$146,241,333	\$73,056,383	\$63,435,405	(\$9,620,978)	-15%	\$65,065,364	\$1,629,959	3%
Park City Redevelopment Agency							0	
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$1,061,151	\$1,947,197	\$1,538,319	(\$408,878)	-27%	\$2,015,164	\$476,845	24%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$1,130,151	\$933,449	\$1,251,470	\$318,021	25%	\$1,372,789	\$121,319	9%
033 REDEVELOPMENT AGENCY-LOWER PRK	\$3,004,807	\$467,447	\$703,605	\$236,158	34%	\$709,422	\$5,817	1%
034 REDEVELOPMENT AGENCY-MAIN ST	\$891,332	\$1,160,567	\$1,163,361	\$2,794	0%	\$1,863,361	\$700,000	38%
Total Park City Redevelopment Agency	\$6,087,441	\$4,508,660	\$4,656,755	\$148,095	3%	\$5,960,736	\$1,303,981	22%
Municipal Building Authority								
035 BUILDING AUTHORITY	\$451,314	\$449,191	\$451,314	\$2,123	0%	\$451,314	\$0	0%
Total Municipal Building Authority	\$451,314	\$449,191	\$451,314	\$2,123	0%	\$451,314	\$0	0%

All Funds Combined

Revenue	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Original FY 2022	Adjusted FY 2022	Original FY 2023	\$ Variance
RESOURCES								
Property Taxes	\$21,368,077	\$25,486,395	\$28,380,276	\$27,483,339	\$27,430,335	\$27,430,335	\$27,976,782	\$546,447
Sales Tax	\$29,273,042	\$30,409,928	\$33,614,011	\$40,505,253	\$32,326,725	\$45,056,487	\$41,341,803	(\$3,714,684)
Franchise Tax	\$3,230,881	\$3,161,759	\$3,253,431	\$2,973,733	\$3,261,596	\$3,261,596	\$3,297,706	\$36,110
Licenses	\$1,395,163	\$1,315,865	\$1,213,639	\$1,241,095	\$1,437,989	\$1,437,989	\$1,481,984	\$43,995
Planning Building & Engineering Fees	\$5,820,662	\$7,513,747	\$5,005,364	\$5,233,412	\$5,157,166	\$5,157,166	\$5,553,671	\$396,505
Special Event Fees	\$178,413	\$178,672	\$8,081	\$224,224	\$115,681	\$115,681	\$101,319	(\$14,362)
Federal Revenue	\$3,969,044	\$5,698,041	\$11,071,350	\$5,759,788	\$20,638,912	\$15,638,912	\$22,261,621	\$6,622,709
State Revenue	\$518,845	\$818,625	\$527,368	\$655,196	\$440,577	\$443,598	\$443,115	(\$483)
County/SP District Revenue	\$705,240	\$3,888,378	\$1,171,385	\$1,915,080	\$474,143	\$1,607,941	\$484,943	(\$1,122,998)
Water Charges for Services	\$20,092,203	\$19,944,310	\$22,597,344	\$20,196,372	\$21,819,145	\$21,819,145	\$22,392,268	\$573,123
Transit Charges for Services	\$7,425,047	\$5,286,336	\$2,455,909	\$4,066,606	\$6,080,819	\$7,580,819	\$83,243	(\$7,497,576)
Cemetery Charges for Services	\$18,816	\$22,922	\$19,787	\$26,731	\$80,182	\$80,182	\$70,098	(\$10,084)
Recreation	\$3,348,293	\$3,294,003	\$4,241,522	\$4,016,341	\$3,267,017	\$3,267,017	\$3,730,265	\$463,248
Ice	\$828,397	\$691,828	\$634,725	\$777,081	\$907,421	\$907,421	\$955,233	\$47,812
Other Service Revenue	\$45,786	\$59,527	\$54,964	\$46,129	\$56,768	\$56,768	\$56,768	\$0
Library Fees	\$20,198	\$14,357	\$13,483	\$15,482			\$13,691	\$13,691
Fines & Forfeitures	\$2,611,357	\$1,934,534	\$1,075,883	\$2,151,185	\$2,603,364	\$2,603,364	\$2,603,364	\$0
Misc. Revenues	\$4,078,297	\$8,426,163	\$3,620,970	\$832,931	\$15,946,624	\$48,853,068	\$2,025,086	(\$46,827,982)
Interfund Transactions (Admin)	\$6,821,583	\$6,898,975	\$6,495,085	\$6,172,810	\$6,882,441	\$7,279,141	\$7,814,395	\$535,254
Interfund Transactions (CIP/Debt)	\$73,024,818	\$17,718,703	\$13,194,041	\$12,365,340	\$12,365,348	\$15,815,649	\$12,371,923	(\$3,443,726)
Special Revenues & Resources	\$1,059,990	\$1,000,912	\$8,106,934	\$1,789,497	\$691,988	\$1,196,517	\$1,476,517	\$280,000
Bond Proceeds	\$85,387,786	\$10,768,465			\$40,190,000	\$110,276,554	\$40,589,496	(\$69,687,058)
Beginning Balance	\$83,191,254	\$117,332,085	\$130,306,234	\$152,780,088	\$58,704,025	\$152,780,088	\$68,543,474	(\$84,236,614)
TOTAL	\$354,413,190	\$271,864,529	\$277,061,784	\$291,227,712	\$260,878,266	\$472,665,437	\$265,668,765	

GOAL SUMMARIES



Description:

<i>BLDG MAINT ADM</i>	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.
<i>ECONOMY</i>	The Special Events Department within the Economy Team oversees the management of all permitted Special Events. In addition to negotiating city services contracts, and facility rental, SE permits 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. Council's expectations for event mitigation, in particular for residents continues to increase dramatically
<i>POLICE</i>	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, however, these events do increase traffic. Recently, additional traffic mitigation plans have been implemented during some large-scale special events, and this is increasing the staff requirement for special events.
<i>PARKS & CEMETERY</i>	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.
<i>STREET MAINTENANCE</i>	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.
<i>TRANSPORTATION OPER</i>	Provides enhanced transit service required to serve large crowds during Park City's major events (i.e., Sundance and Arts Festival).
<i>PARKING</i>	Provides for enhanced parking management, enforcement levels, event material set up and tear down, during Sundance Film Festival, Kimball Arts Festival, 4th of July, Miners Day, Halloween, Pedestrianized Main Street, Etc, as well as assist Special Events whenever possible.

Council Goal:**023 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Varied & Multi-Seasonal Event Offerings</i>	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

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

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.

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BLDG MAINT ADM</i>	Personnel	\$154,215			
	Materials	\$31,200	\$31,200	\$31,200	\$31,250
	Total	\$185,415	\$31,200	\$31,200	\$31,250
<i>ECONOMY</i>	Personnel	\$502,795	\$334,254	\$334,254	\$369,561
	Materials	\$338,377	\$206,877	\$206,877	\$222,877
	Total	\$841,172	\$541,131	\$541,131	\$592,438
<i>FIELDS</i>	Personnel	\$39,717	\$39,717	\$39,717	\$43,014
	Materials	\$5,137	\$5,137	\$5,137	\$5,137
	Total	\$44,854	\$44,854	\$44,854	\$48,151
<i>PARKING</i>	Personnel				\$45,852
	Materials				\$18,000
	Total				\$63,852
<i>PARKS & CEMETERY</i>	Personnel	\$94,280	\$94,280	\$94,280	\$104,188
	Materials	\$87,973	\$87,973	\$87,973	\$88,952
	Total	\$182,253	\$182,253	\$182,253	\$193,140
<i>POLICE</i>	Personnel	\$1,535,617	\$1,404,266	\$1,337,410	\$1,416,793
	Materials	\$56,525	\$56,525	\$97,525	\$104,063
	Total	\$1,592,142	\$1,460,791	\$1,434,935	\$1,520,855
<i>STREET MAINTENANCE</i>	Personnel	\$156,889	\$156,889	\$318,509	\$375,338
	Materials	\$34,530	\$34,530	\$34,530	\$38,215
	Total	\$191,419	\$191,419	\$353,038	\$413,553
<i>SUNDANCE MITIGATION</i>	Materials	\$302,600	\$302,600	\$302,600	\$302,600
	Total	\$302,600	\$302,600	\$302,600	\$302,600
<i>TRANSPORTATION OPER</i>	Personnel	\$82,405	\$82,405	\$82,405	\$116,330
	Materials	\$41,798	\$39,798	\$39,798	\$352,355
	Total	\$122,203	\$122,203	\$122,203	\$468,686
Grand Total		\$3,462,058	\$2,876,451	\$3,012,214	\$3,634,525
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	14.7				
<i>Part Time</i>	3.6				
Total	18.3				

Level of Service

Special Events Same Level of Service

	Quartile	Score
Special Events	1	22.5

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.
PARKS & CEMETERY	Being in the Public Works Division, the Parks & Fields Department has a primary maintenance and assistance function in supporting Special Events. Working collaboratively with other agencies, departments and outside organizers has created efficiencies which allows for greater participant satisfaction and enhancing the overall experience that will propel us above the competing venues.
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	

<i>POLICE</i>	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.
<i>PARKS & CEMETERY</i>	The consequences of lowering the funding for this program include: Reduction in Park City being a "destination resort". There would also be a decrease in financial and cultural benefit to the community.
<i>TRANSPORTATION OPER</i>	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.
<i>PARKING</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Special Events ICE FACILITY</i>	Number of special events hosted by the Sports Complex	0%		0%	
<i>Special Events-PARKS</i>	Percent of events properly staffed and prepared for.	0%		0%	
<i>Special Events-STREET MAINTENANCE</i>	Percentage electronic signs are operational per event.	0%		0%	
<i>Special Events-STREET MAINTENANCE</i>	Percentage of barricades set up completed within 2 hours of event(s).	0%		0%	
<i>Special Events-TRANSPORTATION OPER</i>	1) Cost per passenger				
<i>Special Events-TRANSPORTATION OPER</i>	2) Passengers per year				
<i>Special Events-ECONOMY</i>	Number of event days				
<i>Special Events ICE FACILITY</i>	Number of special events hosted by the Sports Complex	0%		0%	
<i>Special Events-ECONOMY</i>	Percent of event organizers "satisfied" or better with Special Events.	0%		0%	
<i>Special Events-ECONOMY</i>	Number of event complaints annually				
<i>Special Events-PARKS</i>	Percent of events properly staffed and prepared for.	0%		100%	
<i>Special Events-STREET MAINTENANCE</i>	Percentage electronic signs are operational per event.	0%		100%	
<i>Special Events-STREET MAINTENANCE</i>	Percentage of barricades set up completed within 2 hours of event(s).	0%		100%	
<i>Special Events-TRANSPORTATION OPER</i>	1) Cost per passenger				
<i>Special Events-TRANSPORTATION OPER</i>	2) Passengers per year				
<i>Special Events-TRANSPORTATION OPER</i>	1) Cost per passenger				

Special Events-
TRANSPORTATION OPER

2) Passengers per year				

Description:

<i>CITY COUNCIL</i>	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.
<i>CITY MANAGER</i>	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.
<i>COMMUNITY ENGAGEMENT</i>	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.
<i>ECONOMY</i>	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 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Community Engagement</i>	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

Program experiencing a MODEST decrease in demand of 5% to 14%

Explanation

Council is interested in enhancing our engagement with the community. This is a Top Priority of Council.

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY COUNCIL</i>	Personnel	\$158,872	\$158,872	\$158,872	\$168,223
	Materials	\$37,525	\$37,525	\$37,525	\$37,525
	Total	\$196,397	\$196,397	\$196,397	\$205,748
<i>CITY MANAGER</i>	Personnel	\$314,449	\$314,449	\$315,540	\$352,771
	Materials	\$10,995	\$10,995	\$10,995	\$10,995
	Total	\$325,444	\$325,444	\$326,535	\$363,766
<i>COMMUNITY ENGAGEMENT</i>	Personnel	\$385,186	\$320,584	\$320,584	\$366,497
	Materials	\$148,000	\$85,000	\$75,000	\$85,000
	Total	\$533,186	\$405,584	\$395,584	\$451,497
<i>CONTINGENCY/COUNCIL</i>	Materials	\$50,000	\$50,000	\$50,000	\$50,000
	Total	\$50,000	\$50,000	\$50,000	\$50,000
<i>CONTINGENCY/GENERAL</i>	Materials	\$100,000	\$100,000	\$100,000	\$100,000
	Total	\$100,000	\$100,000	\$100,000	\$100,000
<i>ECONOMY</i>	Personnel	\$100,081	\$78,362	\$78,362	\$87,749
	Materials	\$5,956	\$5,956	\$5,956	\$5,956
	Total	\$106,037	\$84,318	\$84,318	\$93,705
<i>GRANTS/HISTORICAL SOCIETY</i>	Materials	\$25,000	\$25,000	\$25,000	\$25,000
	Total	\$25,000	\$25,000	\$25,000	\$25,000
<i>SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR</i>	Materials	\$8,500	\$8,500	\$8,500	\$8,500
	Total	\$8,500	\$8,500	\$8,500	\$8,500
Grand Total		\$1,344,564	\$1,195,243	\$1,186,334	\$1,298,215

FTEs **Budget FTEs**
FY 2023

<i>Full Time</i>	5.1
<i>Part Time</i>	.2
Total	5.3

Level of Service

Community Outreach and Citizen Engagement **Same Level of Service**

	Quartile	Score
<i>Community Outreach and Citizen Engagement</i>	1	21.5

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 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

<i>COMMUNITY ENGAGEMENT</i>	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

<i>CITY COUNCIL</i>	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.
<i>CITY MANAGER</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	Percent of respondents who indicated that they had attended a public meeting at least once in the last 12 months.	0%		0%	
<i>Community Outreach and Citizen Engagement-CITY MANAGER</i>	Percent of weeks that City Manager, or designee, is interviewed on KPCW regarding City Council meetings	0%		0%	
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	# of PSA/Press Releases/Social Media Postings				

<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	Percent of respondents who indicated that they had attended a public meeting at least once in the last 12 months.	0%		0%	
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	Percentage of NCS respondents that rated "opportunities to participate in community matters" as "good" or "excellent"	0%		0%	
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	# of PSA/Press Releases/Social Media Postings				
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	# of PSAs				
<i>Community Outreach and Citizen Engagement- ECONOMY</i>	Percent of formal complaints about capital projects that are responded to within 24 hours with a detailed description of the amended action.	0%		0%	
<i>Community Outreach and Citizen Engagement- ECONOMY</i>	Percent of customer satisfaction survey respondents, for Main St. projects, that felt communication was effective.	0%		0%	

Description:

<i>BUDGET, DEBT & GRANTS</i>	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
<i>ECONOMY</i>	Implementation of all aspects of the City's Economic Development Strategic Plan. Success is balancing resident quality of life and visitor quality of experience via economic and redevelopment through a sustainable tourism lens. Includes planning, operations, programs, refining policy-related and property negotiation discussions; implementation of capital projects and operating programs.

Council Goal:

055 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Resilient and Sustainable Economy</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$22,403	\$22,403	\$22,403	\$24,560
	Materials	\$16,450	\$16,450	\$16,450	\$16,450
	Total	\$38,853	\$38,853	\$38,853	\$41,010
<i>ECONOMY</i>	Personnel	\$324,968	\$384,659	\$384,659	\$429,812
	Materials	\$999,210	\$284,210	\$284,210	\$284,210
	Total	\$1,324,178	\$668,869	\$668,869	\$714,022
<i>LOWER PARK AVENUE RDA</i>	Materials	\$44,300	\$44,300	\$44,300	\$3,137,155

		Total	\$44,300	\$44,300	\$44,300	\$3,137,155
		Grand Total	\$1,407,331	\$752,023	\$752,023	\$3,892,187
FTEs	Budget FTEs					
	FY 2023					
Full Time	3.					
Part Time						
Total	3.					

Level of Service

Economic and Redevelopment **Same Level of Service**

	Quartile	Score
<i>Economic and Redevelopment</i>	2	17.5

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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Economic and Redevelopment- ECONOMY</i>	Average number of jobs created by Economic Development				

<i>Economic and Redevelopment- ECONOMY</i>	Percent of planned Economic Development High priority Strategies, actions steps and projects completed.	0%		0%	
<i>Economic and Redevelopment- ECONOMY</i>	Percent of National skier days that Park City Receives	0%		0%	
<i>Economic and Redevelopment- ECONOMY</i>	Percent of Utah skier days that Park City receives	0%		0%	
<i>Economic and Redevelopment- ECONOMY</i>	# Strategies/action steps/ projects of the Economic Development Plan developed and advanced.				
<i>Economic and Redevelopment ECONOMY</i>	Percent of planned Economic Development Low and Medium priority Strategies, actions steps and projects completed.	0%		0%	
<i>Economic and Redevelopment- ECONOMY</i>	Average number of jobs created by Economic Development				

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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 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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$13,871	\$13,871	\$13,871	\$15,677
	Total	\$13,871	\$13,871	\$13,871	\$15,677
Grand Total		\$13,871	\$13,871	\$13,871	\$15,677
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.1				
<i>Part Time</i>					
Total	.1				

Level of Service

Grant Administration **Same Level of Service**

	Quartile	Score
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

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

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 a individual departmental level. This could possibly result in failure of the City to comply with state or federal regulations.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Grant Administration- BUDGET, DEBT & GRANTS	Special Service Contract turnaround time (days between receiving performance measures and PO checks sent)			14	
Grant Administration- BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Grants Coordination 'satisfactory' or above	0%		100%	

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 Authentic Local Culture

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TECHNICAL & CUSTOMER SERVICES	Personnel	\$85,719	\$85,719	\$86,049	\$97,266
	Materials	\$58,875	\$58,875	\$58,875	\$58,825
	Total	\$144,594	\$144,594	\$144,924	\$156,091
Grand Total		\$144,594	\$144,594	\$144,924	\$156,091
FTEs	Budget FTEs FY 2023				
Full Time	.6				
Part Time					
Total	.6				

Level of Service

GIS Same Level of Service

Quartile	Score

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 provides program and program is currently being offered by other private businesses within City limits	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
GIS-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with GIS	0%		0%	

Description:

<i>PC MARC</i>	Currently we offer a wide variety of group fitness classes (yoga, spinning, TRX, weights etc.); We offer adult 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 first-aid/CPR classes year round.
<i>RECREATION PROGRAMS</i>	Currently we offer a wide range of adult programming that consist of various leagues, tournaments and classes

Council Goal:**112 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Wide Variety of Exceptional Recreation</i>	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, ect

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>PC MARC</i>	Personnel	\$275,736	\$267,873	\$267,873	\$298,039
	Materials	\$54,975	\$52,475	\$52,475	\$67,917
	Total	\$330,711	\$320,348	\$320,348	\$365,955
<i>RECREATION PROGRAMS</i>	Personnel	\$509,434	\$496,330	\$496,330	\$555,382
	Materials	\$11,200	\$11,200	\$11,200	\$11,200
	Total	\$520,634	\$507,530	\$507,530	\$566,582
Grand Total		\$851,345	\$827,878	\$827,878	\$932,538
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	5.2				
<i>Part Time</i>	5.				
Total	10.2				

Level of Service

Recreation Adult Programs Enhanced Level of Service

	Quartile	Score
Recreation Adult Programs	4	14.25

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

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 Basin Recreation in many areas. We make sure that we don't offer the same program at the same time or the same 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 MARC	We would remain status quo and not be able to fully utilize the PC MARC as the community desires.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Recreation Adult Programs-REC PROGRAMS	Participants who would recommend adult programs, services, or leagues to a friend.				
Recreation Adult Programs-CITY RECREATION	Percentage of survey respondents who rate adult programs/tournaments as "good" or better.				
Recreation Adult Programs-REC PROGRAMS	Increase the revenue in each adult program from one year to the next.				
Recreation Adult Programs-REC PROGRAMS	Participants who would recommend adult programs, services, or leagues to a friend.			90	

<i>Recreation Adult Programs-CITY RECREATION</i>	Percentage of survey respondents who rate adult programs/tournaments as "good" or better.			90	
<i>Recreation Adult Programs-REC PROGRAMS</i>	Increase the revenue in each adult program from one year to the next.			25	
<i>Recreation Adult Programs-REC PROGRAMS</i>	Participants who would recommend adult programs, services, or leagues to a friend.				
<i>Recreation Adult Programs-CITY RECREATION</i>	Percentage of survey respondents who rate adult programs/tournaments as "good" or better.				
<i>Recreation Adult Programs-REC PROGRAMS</i>	Increase the revenue in each adult program from one year to the next.				

Description:

ECONOMY	Back country trail maintenance services are provided through a professional service agreement with Mountain Tr4ails Foundation. The 5 year agreement is due to expire in December 2020. The current budget allocation of \$25,000 anticipates services provided to the trail system of 2015. Since 2015, the following additions to open space and trails have been realized. 1. 1500 acres of open space 2. 23 additional miles of trails (single track/back country) 3. Increase 17K of winter trails 4. 20% increase in labor costs 5. 15% increase in machine costs 6. 2\$/mile trail construction cost. Staff anticipates SSC funding associated with MTF winter grooming to offset this request. Staff finds that funding associated with this service and a subsequent contract with MTF (in comparison with related services and budgets at Snyderville Basin Special Service District) saves PCMC over \$300,000 annually. Additionally funding is also off set with MTF adopt a trails programs and joint grant related projects.

Council Goal:**045 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Abundant, Preserved and Publicly-Accessible Open Space</i>	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

Program Experiencing a MODEST increase in demand of 5% to 14%

Explanation**Section 2: Proposed Amount / FTEs****Expenditures**

Dept Req	RT Rec	CM Rec	Council
FY 2023	FY 2023	FY 2023	FY 2023

<i>ECONOMY</i>	Personnel	\$55,139	\$40,645	\$18,077	\$20,146
	Materials	\$29,353	\$29,353	\$29,353	\$223
	Total	\$84,492	\$69,998	\$47,430	\$20,369
<i>SPEC. SRVC. CONTRT/TRAILS MANAGEMENT</i>	Materials	\$15,000	\$15,000	\$15,000	\$15,000
	Total	\$15,000	\$15,000	\$15,000	\$15,000
Grand Total		\$99,492	\$84,998	\$62,430	\$35,369

FTEs	Budget FTEs
	FY 2023
<i>Full Time</i>	.2
<i>Part Time</i>	.5
Total	.7

Level of Service

Trails (Backcountry) Same Level of Service

	Quartile	Score
<i>Trails (Backcountry)</i>	4	14

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 not within City limits	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

<i>ECONOMY</i>	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

<i>ECONOMY</i>	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

Actual	Actual	Target	Target

		FY 2021	FY 2022	FY 2023	FY 2024
<i>Trails (Backcountry)- ECONOMY</i>	Average daily use of trails in Round Valley (summer)				
<i>Trails (Backcountry)- ECONOMY</i>	Average daily use of trails in Round Valley (winter)				

Description:

<i>PC MARC</i>	The PC MARC is a 80,000 sq ft facility that has an indoor track, 4 indoor tennis courts, bouldering wall, weight & cardio are, group fitness studios, gymnasium, child care & pro shop. Outside it has 7 tennis courts, 4 pickleball courts a lap pool, hot tub and leisure pool.
<i>FIELDS</i>	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.
<i>RECREATION PROGRAMS</i>	The Recreation Department runs a wide range of youth & adult programs, leagues, tournaments and camps year round.
<i>PARKS & CEMETERY</i>	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 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Wide Variety of Exceptional Recreation</i>	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

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>FIELDS</i>	Personnel	\$75,356	\$75,356	\$75,356	\$81,647
	Materials	\$22,790	\$22,790	\$22,790	\$22,790
	Total	\$98,146	\$98,146	\$98,146	\$104,437
<i>PARKS & CEMETERY</i>	Personnel	\$582,326	\$554,261	\$554,261	\$610,016
	Materials	\$141,898	\$141,898	\$141,898	\$148,464
	Total	\$724,224	\$696,158	\$696,158	\$758,480

PC MARC	Personnel	\$47,235	\$47,235	\$47,235	\$53,208
	Materials	\$10,053	\$3,253	\$3,253	\$3,839
	Total	\$57,288	\$50,488	\$50,488	\$57,048
Grand Total		\$879,658	\$844,793	\$844,793	\$919,965

FTEs **Budget FTEs**
FY 2023

Full Time	4.4
Part Time	3.9

Total 8.3

Level of Service

Parks, Turf & Athletic Fields Same Level of Service

	Quartile	Score
Parks, Turf & Athletic Fields	4	14

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

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 Western Summit County 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Parks, Turf & Athletic Fields-PARKS & CEMETERY</i>	Percentage of acres mowed as per mowing schedule	0%		0%	
<i>Parks, Turf & Athletic Fields-PARKS & CEMETERY</i>	Percent of mowing contracted versus in house	0%		0%	

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 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Wide Variety of Exceptional Recreation</i>	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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
FIELDS	Personnel	\$21,976	\$21,976	\$21,976	\$23,809
	Materials	\$1,185	\$1,185	\$1,185	\$1,185
	Total	\$23,161	\$23,161	\$23,161	\$24,994
PARKS & CEMETERY	Personnel	\$104,704	\$101,897	\$101,897	\$111,812
	Materials	\$52,200	\$32,200	\$32,200	\$33,179
	Total	\$156,903	\$134,097	\$134,097	\$144,991
Grand Total		\$180,064	\$157,258	\$157,258	\$169,985

FTEs **Budget FTEs**
FY 2023

<i>Full Time</i>	1.
<i>Part Time</i>	.4
Total	1.4

Level of Service

Park Amenities & Infrastructure Same Level of Service

	Quartile	Score
<i>Park Amenities & Infrastructure</i>	4	14

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Park Amenities & Infrastructure PARKS & CEMETERY</i>	Percentage of playgrounds/BMX park/Skate park (i.e. park amenities) checked daily-summer months	0%		100%	

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 2019. 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, management of the Historic Preservation Board, etc.

Council Goal:**116 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Historic Preservation</i>	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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PLANNING DEPT.	Personnel	\$239,983	\$195,645	\$196,581	\$220,909
	Materials	\$212,596	\$164,146	\$114,146	\$114,146
	Total	\$452,579	\$359,791	\$310,727	\$335,055
Grand Total		\$452,579	\$359,791	\$310,727	\$335,055
FTEs	Budget FTEs FY 2023				
Full Time	1.8				
Part Time					
Total	1.8				

Level of Service

Historic District Design Review Same Level of Service

	Quartile	Score
Historic District Design Review	4	14

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

PLANNING DEPT.	The assigning of a single Planner/Architect to lead these efforts has proven extremely beneficial and efficient. As coordinator of all things "historic" in the Department, the result has been improved timing for applications, improved consistency, improved design efforts, and improved tracking of all historic projects/activity.

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:

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:

098 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
GOLF MAINTENANCE	Personnel	\$489,296	\$489,296	\$489,296	\$542,003
	Materials	\$231,730	\$231,730	\$231,730	\$393,791
	Total	\$721,026	\$721,026	\$721,026	\$935,794
Grand Total		\$721,026	\$721,026	\$721,026	\$935,794
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.5				
<i>Part Time</i>	7.				
Total	8.5				

Level of Service

Golf Maintenance Same Level of Service

	Quartile	Score
<i>Golf Maintenance</i>	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

<i>GOLF MAINTENANCE</i>	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

<i>GOLF MAINTENANCE</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of scheduled restroom cleanings completed.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of mowing completed per schedule	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of irrigation mainlines repaired within 72 hours.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percentage of Trees Pruned per Season	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of scheduled restroom cleanings completed.	0%		0%	

<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of mowing completed per schedule	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of irrigation mainlines repaired within 72 hours.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percentage of Trees Pruned per Season	0%		0%	

Description:

<i>RECREATION PROGRAMS</i>	The department currently offers a wide variety of youth recreation programs. These include such activities as aquatics, soccer league, variety of camps, clinics, enrichment classes, skateboarding, dirt jump clinics etc.

Council Goal:

109 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Wide Variety of Exceptional Recreation</i>	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 programming 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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>PC MARC</i>	Personnel	\$236,960	\$221,436	\$221,436	\$245,881
	Materials	\$83,214	\$80,714	\$80,714	\$104,559
	Total	\$320,174	\$302,150	\$302,150	\$350,440
<i>RECREATION PROGRAMS</i>	Personnel	\$361,755	\$348,651	\$348,651	\$390,588
	Materials	\$65,870	\$65,870	\$65,870	\$65,870
	Total	\$427,625	\$414,521	\$414,521	\$456,458
Grand Total		\$747,799	\$716,671	\$716,671	\$806,898
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	3.4				
<i>Part Time</i>	7.2				
Total	10.6				

Level of Service

Recreation Youth Programs Enhanced Level of Service

	Quartile	Score
Recreation Youth Programs	4	13.75

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 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

PC MARC	We collaborate closely with many community partners to provide cost effective programing. 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	0%		0%	
Recreation Youth Programs-CITY RECREATION	Percentage of survey respondents who rate the program/tournament as "good" or better annually	0%		0%	
Recreation Youth Programs-REC PROGRAMS	Percentage of youth programs registration that occurs on line annually	0%		0%	
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	0%		90%	
Recreation Youth Programs-CITY RECREATION	Percentage of survey respondents who rate the program/tournament as "good" or better annually	0%		90%	
Recreation Youth Programs-REC PROGRAMS	Percentage of youth programs registration that occurs on line annually	0%		50%	
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	0%		0%	

<i>Recreation Youth Programs-CITY RECREATION</i>	Percentage of survey respondents who rate the program/tournament as "good" or better annually	0%		0%	
<i>Recreation Youth Programs-REC PROGRAMS</i>	Percentage of youth programs registration that occurs on line annually	0%		0%	

Description:

PC MARC	Currently the PC MARC is open 109.5 hours a week and provides a wide range of services to the community. The facility continues to increase revenue each year by adding programming and the sale of passes.. 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 Authentic Local Culture

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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PC MARC	Personnel	\$374,800	\$369,558	\$369,558	\$404,831
	Materials	\$294,728	\$287,628	\$287,628	\$303,136
	Total	\$669,528	\$657,186	\$657,186	\$707,967
Grand Total		\$669,528	\$657,186	\$657,186	\$707,967
FTEs Budget FTEs FY 2023					
Full Time	3.				
Part Time	2.				
Total	5.				

Level of Service

Rec Center Operations Enhanced Level of Service

Quartile Score

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 MARC	Operations would be reduced likely reducing the hours the facility is open.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	0%		0%	
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		0%	
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	0%		0%	
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	0%		0%	
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	0%		0%	
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	0%		70%	
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		90%	
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	0%		10%	
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	0%		90%	
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	0%		90%	

<i>Rec Center Operations-CITY RECREATION</i>	Total Recreation Cost Recovery	0%		0%	
<i>Rec Center Operations-CITY RECREATION</i>	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		0%	
<i>Rec Center Operation-CITY RECREATION</i>	Percent increase in revenue for pass sales.	0%		0%	
<i>Rec Center Operations- CITY RECREATION</i>	Percent of participants who rate fitness equipment as "good" or better	0%		0%	

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:

075 Authentic Local Culture

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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
FIELDS	Personnel	\$1,039	\$1,039	\$1,039	\$1,123
	Materials	\$400	\$400	\$400	\$400
	Total	\$1,439	\$1,439	\$1,439	\$1,523
PARKS & CEMETERY	Personnel	\$198,315	\$198,315	\$198,315	\$215,343
	Materials	\$139,732	\$139,732	\$139,732	\$141,100
	Total	\$338,047	\$338,047	\$338,047	\$356,443
Grand Total		\$339,486	\$339,486	\$339,486	\$357,966

**FTEs Budget FTEs
FY 2023**

Full Time	1.7
Part Time	
Total	1.7

Level of Service

Flowers/Holiday Lighting/Beautification Same Level of Service

	Quartile	Score
<i>Flowers/Holiday Lighting/Beautification</i>	4	13

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 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

<i>PARKS & CEMETERY</i>	Innovation: The Parks/Fields Department has been able to reduce power consumption by 85% due to the conversion of LED 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

<i>PARKS & CEMETERY</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Flowers/Holiday Lighting/Beautification- PARKS & CEMETERY</i>	Number of hanging baskets and planters displayed during season				
<i>Flowers/Holiday Lighting/Beautification- PARKS & CEMETERY</i>	Number of trees planted or replaced per season				

Description:

TENNIS	Currently 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 several regional and local events. League play is very active with over 250 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:

117 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Wide Variety of Exceptional Recreation</i>	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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TENNIS	Personnel	\$336,525	\$336,525	\$336,525	\$369,512
	Materials	\$68,933	\$68,933	\$68,933	\$68,933
	Total	\$405,458	\$405,458	\$405,458	\$438,445
Grand Total		\$405,458	\$405,458	\$405,458	\$438,445
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.8				
<i>Part Time</i>	1.1				
Total	2.9				

Level of Service

Tennis Operations Same Level of Service

	Quartile	Score
<i>Tennis Operations</i>	4	13

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

<i>TENNIS</i>	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

<i>TENNIS</i>	Lower level of service to the community and visitors. Less clinics and leagues.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Tennis Operations-TENNIS</i>	Percentage of tennis court hours booked during hours of operation	0%		0%	
<i>Tennis Operations-TENNIS</i>	Percent of participants who would recommend tennis facilities to a friend.	0%		0%	
<i>Tennis Operations-TENNIS</i>	Percentage of tennis court hours booked during hours of operation	0%		65%	
<i>Tennis Operations-TENNIS</i>	Percent of participants who would recommend tennis facilities to a friend.	0%		90%	
<i>Tennis Operations-TENNIS</i>	Percentage of tennis court hours booked during hours of operation	0%		0%	
<i>Tennis Operations-TENNIS</i>	Percent of participants who would recommend tennis facilities to a friend.	0%		0%	

Description:

<i>PC MARC</i>	The Recreation Department programs and keeps records for the facility. We are also a resource for those researching family history. Currently staff is available 7 days a week for cemetery emergencies. We will begin selling cremation spots in the spring with the opening of the cremation garden.
<i>PARKS & CEMETERY</i>	The Parks Department is responsible for the maintenance and upkeep of the cemetery including interment services. Items include turf maintenance, mowing, irrigation, tree & shrub maintenance, grave opening & closing, leveling sunken graves and monuments.

Council Goal:**106 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Citizen Wellbeing</i>	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**

Program experiencing NO change in demand

Explanation

Cemetery is completing a cremation garden which will open cremation spots for the community

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>PARKS & CEMETERY</i>	Personnel	\$70,755	\$70,755	\$70,755	\$78,894
	Materials	\$26,965	\$26,965	\$26,965	\$28,212
	Total	\$97,720	\$97,720	\$97,720	\$107,105
<i>PC MARC</i>	Personnel	\$21,657	\$21,657	\$21,657	\$24,257
	Materials	\$2,000	\$2,000	\$2,000	\$2,000
	Total	\$23,657	\$23,657	\$23,657	\$26,257
Grand Total		\$121,376	\$121,376	\$121,376	\$133,362
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.8				
<i>Part Time</i>					
Total	.8				

Level of Service

Cemetery Same Level of Service

	Quartile	Score
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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Cemetery-PARKS & CEMETERY	Percent of internments completed on time.	0%		100%	

Description:

TENNIS Currently 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. All 11 tennis courts have now been lined for U10 tennis. Pickleball has 4 outdoor courts & we have lined 3 bubble courts for pickleball.

Council Goal:

120 Authentic Local Culture

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. 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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TENNIS	Personnel	\$484,221	\$484,221	\$484,221	\$491,364
	Materials	\$8,834	\$8,834	\$8,834	\$8,834
	Total	\$493,055	\$493,055	\$493,055	\$500,198
Grand Total		\$493,055	\$493,055	\$493,055	\$500,198
FTEs Budget FTEs FY 2023					
<i>Full Time</i>	.5				
<i>Part Time</i>	.2				
Total	.7				

Level of Service

Tennis Programs Same Level of Service

	Quartile	Score
<i>Tennis Programs</i>	4	12.75

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 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 programing and lessons resulting in lower customer satisfaction with tennis.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Tennis Programs-TENNIS	Junior Survey: Percentage of patrons (parents) that rate the program "good" or better.	0%		0%	
Tennis Programs-TENNIS	Adult Survey: Percentage of patrons that rate the program "good" or better.	0%		0%	
Tennis Programs-TENNIS	Percentage of patrons who would recommend tennis programs/tournaments to a friend.	0%		0%	
Tennis Programs-TENNIS	Junior Survey: Percentage of patrons (parents) that rate the program "good" or better.	0%		0%	
Tennis Programs-TENNIS	Adult Survey: Percentage of patrons that rate the program "good" or better.	0%		0%	
Tennis Programs-TENNIS	Percentage of patrons who would recommend tennis programs/tournaments to a friend.	0%		90%	
Tennis Programs-TENNIS	Junior Survey: Percentage of patrons (parents) that rate the program "good" or better.	0%		0%	
Tennis Programs-TENNIS	Adult Survey: Percentage of patrons that rate the program "good" or better.	0%		0%	
Tennis Programs-TENNIS	Percentage of patrons who would recommend tennis programs/tournaments to a friend.	0%		0%	

Description:

<i>MCPOLIN BARN</i>	The McPolin Farm is a public facility owned and operated by Park City Municipal Corporation. The Farm serves the community by hosting educational programs and a variety of events for the community and facilitates access at no fee or a reasonable fee. The Farm aims to balance the use of the facility among the ENTIRE community while being flexible and responding to changing needs of community, as well as preserve the historic and sentimental integrity of the Farm as open space and protect Farm from overuse. 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 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Varied & Multi-Seasonal Event Offerings</i>	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 NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>MCPOLIN BARN</i>	Personnel	\$40,458	\$40,458	\$40,458	\$50,725
	Materials	\$16,200	\$16,200	\$16,200	\$16,200
	Total	\$56,658	\$56,658	\$56,658	\$66,925
Grand Total		\$56,658	\$56,658	\$56,658	\$66,925
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>					

Part Time

Total

Level of Service

McPolin Farm **Same Level of Service**

	Quartile	Score
McPolin Farm	4	12.5

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

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

<i>MCPOLIN BARN</i>	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. 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.

Section 5: Consequences of Funding Proposal at Lower Level

<i>MCPOLIN BARN</i>	Not funding the current LOS 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. Mission Statement: The McPolin 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.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
McPolin Farm-CITY MANAGER	Percent of events sold out.	0%		0%	
McPolin Farm-CITY MANAGER	Percent of events sold out.	0%		0%	

Description:

<i>ICE FACILITY</i>	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. Local Clubs include Ice Miners (youth hockey), PC High School Hockey, Utah High School Hockey, Predators (women's hockey), Park City Pioneers, Figure Skating Club of Park City, Park City Speed Skating Club, Park City Curling Club and National Ability Center (sled hockey). Private Rentals includes all other ice contracts some of which include one-time activities hosted by companies or individuals (both local and visiting) who wish to rent the ice privately. The most common private rental activities are curling, ice hockey and broomball. Third party hockey camps are another private rental which provides programming to the local (and visiting) hockey community. This program also includes the retail program that includes custom skate sales and as well as convenience items such as laces, tape, skating tights and skate guards.

Council Goal:**141 Authentic Local Culture****Desired Outcome:****Criteria for Meeting Desired Outcome**

*Wide Variety of
Exceptional
Recreation*

Section 1: Scope**Change in Demand**

Program Experiencing a NO change in demand

Explanation

No change to this program for FY 23. We are expecting to return to pre-pandemic rental revenue in FY 23. Ice continues to be prioritized for ice arena programming and local clubs. Private rentals continue to be available, however the demand exceeds availa

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>ICE FACILITY</i>	Personnel	\$60,183	\$60,183	\$60,183	\$65,974
	Materials	\$22,757	\$22,757	\$22,757	\$22,757

	Total	\$82,940	\$82,940	\$82,940	\$88,731
	Grand Total	\$82,940	\$82,940	\$82,940	\$88,731
FTEs	Budget FTEs				
	FY 2023				
Full Time	.5				
Part Time	.1				
Total	.6				

Level of Service

Ice Rental **Same Level of Service**

	Quartile	Score
Ice Rental	4	12.25

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves a **SOME** portion 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

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY	The Program Coordinator works closely with all User Groups and private rentals to maintain an efficient ice schedule that mitigates underutilized ice. In FY 17 we adjusted the day in which the ice schedule is finalized in order to accommodate more private rental requests. The date changed from the 15th to the 20th. The Program Coordinator has been very motivated to promote private rentals during underutilized ice. He often acts as an instructor or an ice operator to ensure the rental happens.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY	This program accounts for a significant amount of the facility's revenue and provides ice for all User Groups to host programming. User Group participants make up a considerable amount of the facility's usage. Limiting private rentals would limit desired access for locals and visitors who desire to use the facility for a private function. There is significant revenue off set for all ice rentals so funding this program at a lower level is not advisable.

Section 6: Performance Measures

Actual Actual Target Target

		FY 2021	FY 2022	FY 2023	FY 2024
<i>Ice Programs-ICE FACILITY</i>	Number of hours of ice rented by User Groups at other facilities (due to lack of availability in Park City)			92	
<i>Ice Programs-ICE FACILITY</i>	Percentage of User Group participants that are satisfied with the facility			92	

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 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

Vibrant Arts & Culture

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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
ECONOMY	Personnel	\$44,696			
	Materials	\$500			
	Total	\$45,196			
PUBLIC ART	Materials	\$7,000	\$7,000	\$7,000	\$7,000
	Total	\$7,000	\$7,000	\$7,000	\$7,000
Grand Total		\$52,196	\$7,000	\$7,000	\$7,000
FTEs Budget FTEs FY 2023					
<i>Full Time</i>					
<i>Part Time</i>					
Total					

Level of Service

Public Art Enhanced Level of Service

	Quartile	Score
<i>Public Art</i>	4	12

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

PUBLIC ART	City-owned public art would fall apart.

Section 6: Performance Measures

Description:

<i>BUSINESS IMPROVEMENT DISTRICT</i>	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 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome	
<i>Resilient and Sustainable Economy</i>	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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUSINESS IMPROVEMENT DISTRICT</i>	Materials	\$64,419	\$64,419	\$64,419	\$64,419
	Total	\$64,419	\$64,419	\$64,419	\$64,419
<i>ECONOMY</i>	Personnel	\$40,131			
	Materials	\$30,000			
	Total	\$70,131			
Grand Total		\$134,550	\$64,419	\$64,419	\$64,419
<i>FTEs</i>	<i>Budget FTEs FY 2023</i>				
<i>Full Time</i>					
<i>Part Time</i>					
<i>Total</i>					

Level of Service

Business Improvement District Same Level of Service

	Quartile	Score
<i>Business Improvement District</i>	4	12

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

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

Section 4: Cost Savings / Innovation / Collaboration

<i>BUSINESS IMPROVEMENT DISTRICT</i>	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

<i>BUSINESS IMPROVEMENT DISTRICT</i>	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:**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. This program supports maintenance to City owned open space property.

Council Goal:**101 Authentic Local Culture****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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
FIELDS	Personnel	\$23,015	\$23,015	\$23,015	\$24,932
	Materials	\$4,257	\$4,257	\$4,257	\$4,257
	Total	\$27,272	\$27,272	\$27,272	\$29,189
PARKS & CEMETERY	Personnel	\$97,565	\$94,758	\$94,758	\$104,057
	Materials	\$42,286	\$42,286	\$42,286	\$43,197
	Total	\$139,850	\$137,044	\$137,044	\$147,255
Grand Total		\$167,122	\$164,315	\$164,315	\$176,444

**FTEs Budget FTEs
FY 2023**

<i>Full Time</i>	.9
<i>Part Time</i>	.4
Total	1.3

Level of Service

Trash Clean-Up Same Level of Service

	Quartile	Score
Trash Clean-Up	4	11.5

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 & CEMETERY

The consequences of lowering the funding for this program include: less preventative maintenance impacting the look, feel and cleanliness of Park City. A reduction in funding may also affect the overall recycling program.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Trash Clean-Up-PARKS & CEMETERY	Percentage of trash containers checked daily (during summer season)	0%		90%	

Description:

<i>MAIN STREET RDA</i>	Annually, the City will allocate funding 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.

Council Goal:

121 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

Resilient and Sustainable Economy

Section 1: Scope

Change in Demand

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

Explanation

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

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>ECONOMIC DEVELOPMENT GRANT</i>	Materials	\$10,000	\$10,000	\$10,000	\$10,000
	Total	\$10,000	\$10,000	\$10,000	\$10,000
<i>ECONOMY</i>	Personnel	\$8,026			
	Materials	\$500			
	Total	\$8,526			
<i>LOWER PARK AVENUE RDA</i>	Materials	\$20,000	\$20,000	\$20,000	\$20,000
	Total	\$20,000	\$20,000	\$20,000	\$20,000
<i>MAIN STREET RDA</i>	Materials	\$20,000	\$20,000	\$20,000	\$20,000
	Total	\$20,000	\$20,000	\$20,000	\$20,000
Grand Total		\$58,526	\$50,000	\$50,000	\$50,000
FTEs	Budget FTEs				
	FY 2023				
<i>Full Time</i>					
<i>Part Time</i>					

Total

Level of Service

Economic Development Grant Enhanced Level of Service

	Quartile	Score
<i>Economic Development Grant</i>	4	11.5

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves a **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

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

<i>MAIN STREET RDA</i>	One of the Grant Criteria, per Utah State Code requires ability to achieve direct or indirect economic/tax benefit = to or greater than City's contribution.

Section 5: Consequences of Funding Proposal at Lower Level

<i>MAIN STREET RDA</i>	We would be able to keep the current grant program going but at a lower level, which would result in two possible or blended outcomes: 1) reduction in overall # grants awarded (fully fund the \$20k to one or two applicants) = less economic retention & diversification; or 2) reduced funding to each grant recipient (meaning split the monies between applicants) = less bang for the buck and less ability to actually move the needle = less Econ diversification.

Section 6: Performance Measures

Description:

ICE FACILITY	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 are also important aspects of each program. The adult hockey league currently has three levels (Bronze, Silver and Open Gold). Leagues are offered year round and league size changes each season based on interest and available ice. PC Ice Arena has recently been the second largest leagues in the state. Public sessions help create interest for ice sports which feed our programs and User Groups. Public sessions also serve as an activity for visitors. 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. A thoughtfully organized ice schedule is critical to meeting the needs of User Groups, athletes and recreational users, as best we can with limited ice availability. Many of the facility's events are facilitated by User Groups including multiple hockey tournaments, figure skating shows, test sessions and competitions and speed skating races. The facility also hosts a holiday cross- ice hockey tournament, Try Hockey For Free, and other special programming to share this amenity with the community and attract new skaters. Following a successful pilot program in FY 22, the facility will continue to support three outdoor ice sheets at City Park on the tennis courts.

Council Goal:**104 Authentic Local Culture****Desired Outcome:**

Criteria for Meeting Desired Outcome	
Wide Variety of Exceptional Recreation	The rink strives to provide quality programming at an affordable cost to the participants.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a NO change in demand	Participation in Academy classes and the adult hockey leagues fluctuate season to season and maintain healthy levels year over year. Over the past few years, various factors contribute to declining revenue for public ice programs including increased ice r

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>ICE FACILITY</i>	Personnel	\$429,105	\$429,105	\$429,105	\$468,992
	Materials	\$115,693	\$114,193	\$114,193	\$114,193
	Total	\$544,798	\$543,298	\$543,298	\$583,185
Grand Total		\$544,798	\$543,298	\$543,298	\$583,185
FTEs Budget FTEs FY 2023					
<i>Full Time</i>	3.2				
<i>Part Time</i>	1.3				
Total	4.5				

Level of Service

Ice Programs Same Level of Service

	Quartile	Score
<i>Ice Programs</i>	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

<i>ICE FACILITY</i>	Cost Saving: Full time staff are cross trained to be able to open and run the front desk and resurface the ice. Support during busy public sessions and events are often provided by full time staff. Full time staff can leave desk work to help during a rush or assist with a patron who needs more attention. During the week, this allows staff to provide great customer service without having an additional part time staff on the desk. The Front Desk is closed during more adult league games. Although this is not our desired level of service we continue to look for ways to meet the needs of patrons during this time. Score keepers are now assisting patrons between games to leave or pick up skates (for sharpening). 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. Collaboration: Staff has worked closely with user groups to create an efficient ice schedule for youth based user groups and rink run programs, maximizing ice utility in the afternoon and early evening. The efficiencies allow for adult based user groups and rink run programs such as the Adult Hockey Leagues to begin and end earlier in the evening, allowing for leagues to grow by adding games later into the evening.

In FY 15 off ice ballet classes moved to a new location at the PC MARC. Staff agreed that pre-registrations revenue would go to the Ice Arena and drop in revenue would go to the MARC. This allowed the Ice Arena to keep the program and provides a new revenue source for the MARC. The Ice Arena pays for the cost of the instructor. The collaboration allowed the program to support developing athletes for which the floors at the ice arena were not sufficient for their improving skills.

Innovation:

Staff continues to creatively increase participation and ice utilization in our programs. During the Late Fall session of Hockey Academy, part of the ice was underutilized during the class. Staff opened the available ice up a Cheap Skate, making the only afternoon public skating session and giving an opportunity for beginner skaters who needed ice for private lessons.

Staff continues to creatively increase participation and ice utilization in our programs. New facility software is providing a better customer experience for all patrons.

Section 5: Consequences of Funding Proposal at Lower Level

<i>ICE FACILITY</i>	If funding levels are below what is currently provided, the Ice Arena may have to limit the capacity of programs and/or eliminate certain programs due to lack of staff resources. Funding at a lower level will result in lower-quality instruction and the loss of participants due to dissatisfaction with the quality of instruction and lack of skill development. A reduction in class offerings would impact revenues as well as result in slower growth for user groups (the youth hockey organization, figure skating club and speed skating club) that depend on rink run programs (Skating & Hockey Academy) to attract and develop skaters, stimulate interest in ice sports and create participants for their programs/clubs.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Ice Youth Programs-ICE FACILITY</i>	Percent of Participants satisfied with Off-Ice Training Classes	89%		92%	
<i>Ice Programs-ICE FACILITY</i>	Number of hours rented for private rentals (does not include user groups)			126	
<i>Ice Programs-ICE FACILITY</i>	Number of hours rented by User Groups			1313	
<i>Ice Programs-ICE FACILITY</i>	Percentage of patrons that are Park City Residents				
<i>Ice Programs-ICE FACILITY</i>	Percentage of patrons that reside within Snyderville Basin Special Recreation District	28			
<i>Ice Programs-ICE FACILITY</i>	Percent of Participants satisfied with Skating Academy			92	
<i>Ice Programs-ICE FACILITY</i>	Percentage of Participants satisfied with Hockey Academy			92	
<i>Ice Programs-ICE FACILITY</i>	Percentage of ice scheduled (based on 6 am - midnight/18 hour date)			90	
<i>Ice Programs-ICE FACILITY</i>	Percentage of usable ice time being used for programming that is open to the general public, versus time rented for private groups.	0%		0%	

<i>Ice Programs-ICE FACILITY</i>	Total number of teams/players in Adult Hockey Leagues.			60	
<i>Ice Programs-ICE FACILITY</i>	Cost Recovery of Adult Hockey Leagues	0%		100%	
<i>Ice Programs-ICE FACILITY</i>	Percentage of Adult hockey League participants who are satisfied or very satisfied with the league.	83%		92%	
<i>Ice Programs-ICE FACILITY</i>	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.	84%		92%	
<i>Ice Programs-ICE FACILITY</i>	Percentage of patrons that are Park City Residents	11%		0%	
<i>Ice Programs-ICE FACILITY</i>	Percentage of overall time on ice maintenance	0%		0%	
<i>Ice Programs-ICE FACILITY</i>	Percentage of patrons satisfied with community ice events	0%		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 Authentic Local Culture****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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
GOLF PRO SHOP	Personnel	\$250,235	\$250,235	\$250,235	\$275,700
	Materials	\$146,140	\$146,140	\$146,140	\$167,912
	Total	\$396,375	\$396,375	\$396,375	\$443,612
Grand Total		\$396,375	\$396,375	\$396,375	\$443,612
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.				
<i>Part Time</i>	4.2				
Total	5.2				

Level of Service

Golf Management Operations **Same Level of Service**

	Quartile	Score
<i>Golf Management Operations</i>	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

<i>GOLF PRO SHOP</i>	Cost Savings: The course utilizes volunteers to staff customer service positions at the golf course, which saves in personnel expenses.

Section 5: Consequences of Funding Proposal at Lower Level

<i>GOLF PRO SHOP</i>	Decreased level of service, which could impact customer service and player retention. Infrastructure capital expenses could be jeopardized.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Golf Management Operations-GOLF OPERATIONS</i>	Percentage change in net revenues from previous year (Fiscal Year including depreciation)	0%		0%	
<i>Golf Management Operations-GOLF OPERATIONS</i>	Percentage change in net revenues from previous year (Fiscal Year including depreciation)	0%		0%	

Description:

TENNIS	The PC MARC currently hosts several tournaments on the local and sectional level. Tournament happen for both youth & adult at various levels of play.

Council Goal:

096 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Wide Variety of Exceptional Recreation</i>	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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TENNIS	Personnel	\$36,589	\$36,589	\$36,589	\$39,854
	Materials	\$8,933	\$8,933	\$8,933	\$8,933
	Total	\$45,522	\$45,522	\$45,522	\$48,787
Grand Total		\$45,522	\$45,522	\$45,522	\$48,787
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.3				
<i>Part Time</i>					
Total	.3				

Level of Service

Tennis Tournaments Same Level of Service

	Quartile	Score
<i>Tennis Tournaments</i>	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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Tennis Tournaments- TENNIS	Percent of participants who rate the tournament as "good" or better.	0%		0%	
Tennis Tournaments- TENNIS	Percent of participants who rate the tournament as "good" or better.	0%		90%	
Tennis Tournaments- TENNIS	Percent of participants who rate the tournament as "good" or better.	0%		0%	

Description:

TENNIS	The 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 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Wide Variety of Exceptional Recreation</i>	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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TENNIS	Materials	\$86,250	\$86,250	\$86,250	\$86,250
	Total	\$86,250	\$86,250	\$86,250	\$86,250
	Grand Total	\$86,250	\$86,250	\$86,250	\$86,250
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>					
<i>Part Time</i>					
Total					

Level of Service

Pro Shop Same Level of Service

	Quartile	Score
<i>Pro Shop</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Pro Shop-TENNIS</i>	Average daily sales annually				
<i>Pro Shop-TENNIS</i>	Number of racquets strung annually.				
<i>Pro Shop-TENNIS</i>	Average daily sales annually			400	
<i>Pro Shop-TENNIS</i>	Number of racquets strung annually.			1200	
<i>Pro Shop-TENNIS</i>	Average daily sales annually				
<i>Pro Shop-TENNIS</i>	Number of racquets strung annually.				

Description:

PC MARC	We run ads in the Park Record and submit sports briefs along with recording commercials and submit PSA's to KPCW. We put out a Recreation Newsletter as needed to all patrons that have given us their email. We also update the website as needed and use social media to promote programs and facilities.

Council Goal:

129 Authentic Local Culture

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PC MARC	Personnel	\$5,543	\$5,543	\$5,543	\$6,246
	Materials	\$18,530	\$18,530	\$18,530	\$24,395
	Total	\$24,073	\$24,073	\$24,073	\$30,640
Grand Total		\$24,073	\$24,073	\$24,073	\$30,640
FTEs	Budget FTEs FY 2023				
Full Time					
Part Time					
Total					

Level of Service

Marketing Reduced Level of Service

	Quartile	Score
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 MARC	We utilize free services from KPCW & Park Record. The department writes and records all of its own radio ads and creates newsletters and flyers 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 an \$8,635 savings.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC	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 through surveys is one of the top ways residents learn about programs.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	0%		0%	
Marketing-CITY RECREATION	Number of Recreation Social Media followers.				
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	0%		45%	
Marketing-CITY RECREATION	Number of Recreation Social Media followers.			6000	
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	0%		0%	
Marketing-CITY RECREATION	Number of Recreation Social Media followers.				

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 Authentic Local Culture****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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
HISTORICAL INCENTIVE GRANT	Materials	\$127,136	\$127,136	\$127,136	\$127,136
	Total	\$127,136	\$127,136	\$127,136	\$127,136
Grand Total		\$127,136	\$127,136	\$127,136	\$127,136

FTEs	Budget FTEs
	FY 2023
<i>Full Time</i>	
<i>Part Time</i>	
Total	

Level of Service

Historical Incentive Grant Enhanced Level of Service

	Quartile	Score
<i>Historical Incentive Grant</i>	4	10

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	Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

<i>HISTORICAL INCENTIVE GRANT</i>	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

<i>HISTORICAL INCENTIVE GRANT</i>	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:

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 Authentic Local Culture

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PC MARC	Personnel	\$7,795	\$7,795	\$7,795	\$8,716
	Materials	\$300	\$300	\$300	\$300
	Total	\$8,095	\$8,095	\$8,095	\$9,016
Grand Total		\$8,095	\$8,095	\$8,095	\$9,016
FTEs Budget FTEs FY 2023					
Full Time	.1				
Part Time					
Total	.1				

Level of Service

Childcare Same Level of Service

	Quartile	Score
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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Childcare-CITY RECREATION	Percentage of respondents who would recommend childcare services to a friend.	0%		0%	
Childcare-CITY RECREATION	Percentage of respondents who rate the childcare service as "good" or better.	0%		0%	
Childcare-CITY RECREATION	Percentage of respondents who would recommend childcare services to a friend.	0%		90%	
Childcare-CITY RECREATION	Percentage of respondents who rate the childcare service as "good" or better.	0%		90%	
Childcare-CITY RECREATION	Percentage of respondents who would recommend childcare services to a friend.	0%		0%	
Childcare-CITY RECREATION	Percentage of respondents who rate the childcare service as "good" or better.	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 Environmental Leadership****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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
WATER OPERATIONS	Personnel	\$1,688,155	\$1,688,155	\$1,688,155	\$1,969,120
	Materials	\$1,737,501	\$1,737,501	\$1,737,501	\$2,127,092
	Total	\$3,425,657	\$3,425,657	\$3,425,657	\$4,096,212

		Grand Total	\$3,425,657	\$3,425,657	\$3,425,657	\$4,096,212
FTEs	Budget FTEs					
	FY 2023					
<i>Full Time</i>	11.9					
<i>Part Time</i>	2.4					
Total	14.3					

Level of Service

Water Quality **Enhanced Level of Service**

	Quartile	Score
<i>Water Quality</i>	1	25.5

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 poorer water quality and the possibility of not meeting EPA and DDW mandated water quality regulations. Consumer confidence would likely dip as well.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Water Quality-WATER OPERATIONS</i>	Compliance with State/EPA water quality requirements				

<i>Water Quality-WATER OPERATIONS</i>	Percent of citizens rating the quality of drinking water as "good" or "excellent."	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:

003 Environmental Leadership

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.

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
STORM WATER OPER	Personnel	\$645,750	\$645,750	\$645,750	\$714,043
	Materials	\$292,944	\$292,944	\$292,944	\$443,003
	Total	\$938,694	\$938,694	\$938,694	\$1,157,046
WATER OPERATIONS	Personnel	\$(40,283)	\$(40,283)	\$(40,283)	\$(40,283)
	Total	\$(40,283)	\$(40,283)	\$(40,283)	\$(40,283)
Grand Total		\$898,411	\$898,411	\$898,411	\$1,116,763
FTEs	Budget FTEs FY 2023				
Full Time	6.9				
Part Time					
Total	6.9				

Level of Service

Storm Water Utility Enhanced Level of Service

Quartile Score

Storm Water Utility	1	25.5

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program Benefits/Serves the ENTIRE of the 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 Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE	N/A
WATER OPERATIONS	N/A

Section 5: Consequences of Funding Proposal at Lower Level

STREET MAINTENANCE	Additional waste and dirt will enter the waterways that run through Park City. This will negatively impact aquatic wildlife and the natural environment.
WATER OPERATIONS	Park City is obligated to obtain a permit under the Clean Water Act to operate our storm water system. Funding at a lower level will increase the chances that we will not meet the terms of the permit opening the City up to substantial penalties under the Clean Water Act.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Storm Water-WATER OPERATIONS	Annually submit the Utah Pollutant Discharge Elimination System Storm Water Program MS4 Report form to the state	No		No	
Storm Water-WATER OPERATIONS	Annually submit the Utah Pollutant Discharge Elimination System Storm Water Program MS4 Report form to the state	No		No	
Storm Water-WATER OPERATIONS	Annually submit the Utah Pollutant Discharge Elimination System Storm Water Program MS4 Report form to the state	No		No	

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:**004 Environmental Leadership****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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
WATER OPERATIONS	Personnel	\$1,487,237	\$1,487,237	\$1,487,237	\$1,626,037
	Materials	\$2,962,141	\$2,962,141	\$2,962,141	\$3,351,497
	Total	\$4,449,378	\$4,449,378	\$4,449,378	\$4,977,534
Grand Total		\$4,449,378	\$4,449,378	\$4,449,378	\$4,977,534
FTEs	Budget FTEs FY 2023				
Full Time	13.				
Part Time					
Total	13.				

Level of Service

Distribution and Maintenance Enhanced Level of Service

	Quartile	Score
<i>Distribution and Maintenance</i>	1	25.5

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

The Department is investigating new technologies that we hope will bring new efficiencies to the way we operate, and we have been 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 have been sharing resources with neighboring utilities on problem solving, and look to expand that into operator training this year.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS

A reduced level of service would directly impact preventative maintenance schedules and emergency response. This would result in 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Distribution and Maintenance- WATER OPERATIONS</i>	Percent of mainlines valves and hydrants exercised annually.	0%		0%	
<i>Distribution and Maintenance- WATER OPERATIONS</i>	Annual - Percentage of PRV / regulator checks completed in the first week of each month.	0%		0%	
<i>Distribution and Maintenance- WATER OPERATIONS</i>	Number of work related accidents per year.				
<i>Distribution and Maintenance- WATER OPERATIONS</i>	Annual lost work time hours directly related to work related accidents.				
<i>Distribution and Maintenance- WATER OPERATIONS</i>	Annually - Percentage of water operators certified in distribution and treatment.	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:

005 Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>High Quality & Sustainable Water Resources</i>	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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
WATER OPERATIONS	Personnel	\$233,230	\$233,230	\$233,230	\$258,663
	Materials	\$163,321	\$163,321	\$163,321	\$463,859
	Total	\$396,551	\$396,551	\$396,551	\$722,522
Grand Total		\$396,551	\$396,551	\$396,551	\$722,522
FTEs	Budget FTEs FY 2023				
Full Time	2.1				
Part Time					

Total 2.1

Level of Service

Service Orders Same Level of Service

	Quartile	Score
Service Orders	1	25.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Service Orders-WATER OPERATIONS</i>	Percent of service orders resolved within 30 days.	0%		0%	
<i>Service Orders-WATER OPERATIONS</i>	Annual Percentage of leaks addressed within 38 days.	0%		0%	

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 Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: 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.
Congestion Reduction,
Local and Regional

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
POLICE	Personnel	\$1,801,627	\$1,490,628	\$1,423,772	\$1,506,412
	Materials	\$189,663	\$46,163	\$73,163	\$90,234
	Total	\$1,991,290	\$1,536,791	\$1,496,935	\$1,596,645
Grand Total		\$1,991,290	\$1,536,791	\$1,496,935	\$1,596,645
FTEs Budget FTEs FY 2023					
Full Time	7.9				
Part Time	3.2				
Total	11.1				

Level of Service

Traffic Enforcement Enhanced Level of Service

	Quartile	Score
Traffic Enforcement	1	24

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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Traffic Enforcement- POLICE	Total number of citations issued				
Traffic Enforcement- POLICE	Total number of traffic stops conducted				
Traffic Enforcement- POLICE	Total number of directed traffic enforcement incidents initiated				
Traffic Enforcement- POLICE	Total number of speed trailers deployed				
Traffic Enforcement- POLICE	Total number of school zone enforcement incidents initiated				

Description:

<i>TRANSPORTATION OPER</i>	This program provides transit service throughout Park City and Summit County year-round. It ensures mobility choices for residents, employees, visitors and others. This ensures the Park City transit network is operated in a manner that creates an effective and efficient system.
<i>TRANSPORTATION PLANNING</i>	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 Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	The Transportation department plays a critical role in pursuing City Council's goal of an effective Transportation 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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TRANSPORTATION OPER</i>	Personnel	\$455,061	\$455,061	\$348,434	\$391,114
	Materials	\$336,237	\$54,250	\$54,250	\$364,116
	Total	\$577,684	\$509,311	\$402,684	\$755,230
<i>TRANSPORTATION PLANNING</i>	Personnel	\$513,233	\$513,233	\$555,240	\$608,321
	Materials	\$424,572	\$424,572	\$469,572	\$469,572
	Total	\$937,805	\$937,805	\$1,024,812	\$1,077,893
Grand Total		\$1,515,489	\$1,447,116	\$1,427,496	\$1,833,123
FTEs	Budget FTEs FY 2023				
Full Time	7.5				
Part Time					

Total 7.5

Level of Service

Transportation Management Enhanced Level of Service

	Quartile	Score
Transportation Management	1	23.5

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 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

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.
TRANSPORTATION PLANNING	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.
TRANSPORTATION PLANNING	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

Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024

Transportation Management- TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%		0%	
Transportation Management- TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%		0%	

Description:

**ENVIRONMENTAL
SUSTAINABILITY**

These proposed budget increases are to get PC closer to our critical priorities of renewable electricity (\$35k for renewable filing) and carbon neutral (\$20k open space improvement, \$25k city of trees, and \$25k for decarbonization)

Council Goal:

053 Environmental Leadership

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
ENVIRONMENTAL SUSTAINABILITY	Personnel	\$366,891	\$366,891	\$366,891	\$392,205
	Materials	\$140,450	\$130,450	\$130,450	\$142,200
	Total	\$507,341	\$497,341	\$497,341	\$534,405
SPEC. SRVC. CONTRT/WASTE/RECYCLING MGMT	Materials	\$50,000	\$50,000	\$50,000	\$50,000
	Total	\$50,000	\$50,000	\$50,000	\$50,000
Grand Total		\$557,341	\$547,341	\$547,341	\$584,405
FTEs	Budget FTEs FY 2023				
Full Time	2.				
Part Time	.8				
Total	2.8				

Level of Service

Carbon Reduction Enhanced Level of Service

	Quartile	Score
Carbon Reduction	1	22.75

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 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

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	Our cost savings this past year have been significant. The largest expected savings in more than \$80k at the the mine bench from energy upgrades and closure of leaking lines

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 lower levels: 100Renewable: Staff will trim other programs to make this work. These dollars are required to participate in the program. OpenSpace: this will slow our progress of improving our open space's sequestration, and will result in reduced or no grant funding from other partners. CityOfTrees: I will work with Exec to see how we can pull off the program with limited funding Decarb: Reduction may not allow city to overcome start-up costs of home energy rating score program.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Carbon Reduction- ENVIRONMENTAL SUSTAINABILITY</i>	City's carbon emission (in tons)				
<i>Carbon Reduction- ENVIRONMENTAL SUSTAINABILITY</i>	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				
<i>Carbon Reduction- ENVIRONMENTAL SUSTAINABILITY</i>	Percent Reduction in Municipal Electricity Use - 'Actual' Column Reflects kWh Consumed - Values Are Based on Calendar Year				
<i>Carbon Reduction- ENVIRONMENTAL SUSTAINABILITY</i>	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**

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:

013 Environmental Leadership

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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
WATER OPERATIONS	Personnel	\$204,039	\$204,039	\$204,039	\$225,102
	Materials	\$398,438	\$398,438	\$398,438	\$398,438
	Total	\$602,477	\$602,477	\$602,477	\$623,540
Grand Total		\$602,477	\$602,477	\$602,477	\$623,540

**FTEs Budget FTEs
FY 2023**

<i>Full Time</i>	2.2
<i>Part Time</i>	
Total	2.2

Level of Service

Water Billing Enhanced Level of Service

	Quartile	Score
Water Billing	1	22

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Water Billing-WATER OPERATIONS	Annual Percentage of Stuck Meter Service Orders completed within 38 days.	0%		0%	
Water Billing-WATER OPERATIONS	Annual Percentage of Cut Wire Service Orders completed within 38 days.	0%		0%	
Water Billing-WATER OPERATIONS	Annual Percentage of Stuck Meter Service Orders completed within 38 days.	0%		0%	
Water Billing-WATER OPERATIONS	Annual Percentage of Cut Wire Service Orders completed within 38 days.	0%		0%	

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 Environmental Leadership****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Conservation of Natural Resources</i>	1) Fiscally and legally sound 2) Adjust quickly to changing environment 3) Preservation of city assets

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

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
CITY ATTORNEY	Personnel	\$143,742	\$143,742	\$144,114	\$161,459
	Materials	\$4,906	\$4,906	\$4,906	\$4,906
	Total	\$148,648	\$148,648	\$149,020	\$166,365
Grand Total		\$148,648	\$148,648	\$149,020	\$166,365
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.				
<i>Part Time</i>	.1				
Total	1.1				

Level of Service

Water Rights/Water Projects Same Level of Service

	Quartile	Score
Water Rights/Water Projects	1	21.25

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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
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)	No		No	
Water Rights/Water Projects-CITY ATTORNEY'S OFFICE	Percent of water meetings attended by attorney.	0%		0%	
Water Rights/Water Projects-CITY ATTORNEY'S OFFICE	Percent of Deputy City Attorney's time spent on water issues and projects.	0%		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:

012 Environmental Leadership

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
WATER OPERATIONS	Personnel	\$86,762	\$86,762	\$86,762	\$96,114
	Materials	\$65,910	\$65,910	\$65,910	\$366,577
	Total	\$152,672	\$152,672	\$152,672	\$462,691
Grand Total		\$152,672	\$152,672	\$152,672	\$462,691
FTEs	Budget FTEs FY 2023				
Full Time	.6				
Part Time					
Total	.6				

Level of Service

Conservation Same Level of Service

	Quartile	Score
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 2050 and continue to be a sustainable water system, we must continue to pursue water conservation.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Conservation-WATER OPERATIONS	Number of water audits conducted annually.				
Conservation-WATER OPERATIONS	Water usage recorded in acre feet per year				

Description:

<i>CITY ATTORNEY</i>	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.
<i>ENVIRONMENTAL SUSTAINABILITY</i>	This budget includes all items related to environmental regulatory work related to Legacy Mine soils.

Council Goal:**016 Environmental Leadership****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Environmental Health</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY ATTORNEY</i>	Personnel	\$94,590	\$94,590	\$94,842	\$105,668
	Materials	\$1,074	\$1,074	\$26,074	\$26,074
	Total	\$95,664	\$95,664	\$120,916	\$131,742
<i>ENVIRONMENTAL REGULATORY</i>	Personnel	\$176,447	\$176,447	\$176,447	\$198,659
	Materials	\$100,000	\$100,000	\$100,000	\$135,000
	Total	\$276,447	\$276,447	\$276,447	\$333,659
<i>ENVIRONMENTAL SUSTAINABILITY</i>	Personnel	\$32,036	\$32,036	\$32,036	\$36,069
	Materials	\$8,350	\$8,350	\$8,350	\$8,350

WATER OPERATIONS	Total	\$40,386	\$40,386	\$40,386	\$44,419
	Personnel	\$(16,255)	\$(16,255)	\$(16,255)	\$(12,775)
	Materials				\$307,836
	Total	\$(16,255)	\$(16,255)	\$(16,255)	\$295,061
Grand Total		\$396,243	\$396,243	\$421,495	\$804,881

FTEs	Budget FTEs
	FY 2023
Full Time	2.6
Part Time	.1
Total	2.7

Level of Service

Environmental Regulatory/EPA Same Level of Service

	Quartile	Score
Environmental Regulatory/EPA	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 other private businesses not within City limits

Mandated

Program is required by Federal, 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

Actual Actual Target Target

		FY 2021	FY 2022	FY 2023	FY 2024
<i>Environmental Regulatory/EPA-CITY ATTORNEY'S OFFICE</i>	Meet and confer with all applicable City Staff and contracted service providers on EPA issues and received correspondence.				
<i>ENVIRONMENTAL REGULATORY/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Compliance with Prospector Drain AOC schedule.	No		No	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Percent of monthly BioCell water sample testing completed.	0%		0%	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Number of citizens and business owners request for support in reviewing or obtaining certificates of compliance (Soil Ordinance)				
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.				
<i>ENVIRONMENTAL REGULATORY/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Compliance with Prospector Drain AOC schedule.	No		No	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Percent of monthly BioCell water sample testing completed.	0%		0%	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Number of citizens and business owners request for support in reviewing or obtaining certificates of compliance (Soil Ordinance)				
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.				
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Continued progress on Prospector Drain EE/CA	No		No	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	# of Phase I ESA's completed on all property transactions				

Description:

<i>COMMUNITY ENGAGEMENT</i>	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.
<i>ECONOMY</i>	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:

015 Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Open Space Acquisition</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>COMMUNITY ENGAGEMENT</i>	Personnel	\$15,977	\$18,951	\$18,951	\$23,244
	Total	\$15,977	\$18,951	\$18,951	\$23,244

<i>ECONOMY</i>	Personnel	\$99,582	\$38,011	\$15,443	\$17,211
	Materials	\$1,108	\$1,108	\$1,108	\$1,108
	Total	\$100,690	\$39,119	\$16,551	\$18,319
Grand Total		\$116,666	\$58,070	\$35,502	\$41,563

FTEs Budget FTEs
FY 2023

<i>Full Time</i>	.6
<i>Part Time</i>	.5

Total 1.1

Level of Service

Open Space Same Level of Service

	Quartile	Score
<i>Open Space</i>	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

<i>COMMUNITY ENGAGEMENT</i>	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.
<i>ECONOMY</i>	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

<i>COMMUNITY ENGAGEMENT</i>	A key consequence of reducing funding is the loss of administrative support including packets and minutes for COSAC.
<i>ECONOMY</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Open Space- ECONOMY</i>	Number of citations with Summit County weed ordinance.				
<i>Open Space- ECONOMY</i>	Number of acres of recreation open space per resident.				
<i>Open Space- ECONOMY</i>	Number of public inquiries per city noxious weed program on open space	0%		0%	
<i>Open Space- ECONOMY</i>	Total acres of City-owned open space.				

Description:

<i>ENGINEERING</i>	Review and sign off on planning documents, building permits, engineering permits and other projects generated by the Building/Planning/Engineering Team.
<i>PLANNING DEPT.</i>	The Planning Department reviews planning applications for conformance with the GENERAL PLAN and the LAND MANAGEMENT CODE. This includes management of: - Land Management Code updates, revisions, and amendments - Planning Commission, - Historic Preservation Board - and Board of Adjustment - National Register of - Historic Districts - Design Guidelines for the Historic District - and Historic Sites - Historic Sites Inventory 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.
<i>BUILDING DEPT.</i>	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 Environmental Leadership****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Safe Community</i>	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.

Change in Demand

Explanation

Program Experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUILDING DEPT.</i>	Personnel	\$493,091	\$495,647	\$476,573	\$457,266
	Materials	\$9,325	\$9,325	\$9,325	\$9,325
	Total	\$502,416	\$504,972	\$485,898	\$466,591
<i>ENGINEERING</i>	Personnel	\$139,336	\$76,306	\$139,988	\$153,276
	Materials	\$37,349	\$35,939	\$35,939	\$35,939
	Total	\$176,685	\$112,245	\$175,927	\$189,215
<i>PLANNING DEPT.</i>	Personnel	\$411,799	\$308,342	\$309,806	\$371,207
	Materials	\$22,482	\$22,357	\$22,357	\$22,357
	Total	\$433,713	\$330,699	\$332,163	\$393,564
Grand Total		\$1,112,814	\$947,916	\$993,988	\$1,049,370
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	7.1				
<i>Part Time</i>					
Total	7.1				

Level of Service

Plan/Application Review **Same Level of Service**

	Quartile	Score
<i>Plan/Application Review</i>	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

<i>ENGINEERING</i>	No budget request submitted for plan/application review program.
<i>PLANNING DEPT.</i>	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.
<i>BUILDING DEPT.</i>	No budget requests for the plan/application review program.

Section 5: Consequences of Funding Proposal at Lower Level

<i>ENGINEERING</i>	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. Staff did not have resources available this year to do a OTIS project, thus delaying a program which Council wanted completed sooner than later.
<i>PLANNING DEPT.</i>	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.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Plan/Application Review-ENGINEERING</i>	Percent of ROW permits processed within 2 days.	0%		0%	
<i>Plan/ Application Review-ENGINEERING</i>	Percent of building plans reviewed within 3 weeks	0%		0%	
<i>Plan/ Application Review-ENGINEERING</i>	Percent of staff reports reviewed within 1 week.	0%		0%	
<i>Plan/Application Review-PLANNING DEPT.</i>	Overall reduction of turnaround time on Planning applications and review process.				
<i>Plan/Application Review-BUILDING DEPT.</i>	Percent of applications with a ten-day turnaround for first reviews.	0%		0%	
<i>Plan/Application Review-BUILDING</i>	Percent of plans examiners pursuing ongoing training each year	0%		0%	

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:

098 Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
GOLF MAINTENANCE	Personnel	\$489,296	\$489,296	\$489,296	\$542,003
	Materials	\$231,730	\$231,730	\$231,730	\$393,791
	Total	\$721,026	\$721,026	\$721,026	\$935,794
Grand Total		\$721,026	\$721,026	\$721,026	\$935,794
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.5				
<i>Part Time</i>	7.				
Total	8.5				

Level of Service

Golf Maintenance Same Level of Service

	Quartile	Score
<i>Golf Maintenance</i>	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

<i>GOLF MAINTENANCE</i>	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

<i>GOLF MAINTENANCE</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of scheduled restroom cleanings completed.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of mowing completed per schedule	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of irrigation mainlines repaired within 72 hours.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percentage of Trees Pruned per Season	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of scheduled restroom cleanings completed.	0%		0%	

<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of mowing completed per schedule	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of irrigation mainlines repaired within 72 hours.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percentage of Trees Pruned per Season	0%		0%	

Description:

PC MARC	Currently the PC MARC is open 109.5 hours a week and provides a wide range of services to the community. The facility continues to increase revenue each year by adding programming and the sale of passes.. 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 Environmental Leadership

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%	

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PC MARC	Personnel	\$374,800	\$369,558	\$369,558	\$404,831
	Materials	\$294,728	\$287,628	\$287,628	\$303,136
	Total	\$669,528	\$657,186	\$657,186	\$707,967
Grand Total		\$669,528	\$657,186	\$657,186	\$707,967
FTEs Budget FTEs FY 2023					
Full Time	3.				
Part Time	2.				
Total	5.				

Level of Service	
Rec Center Operations	Enhanced Level of Service
	Quartile Score

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 MARC	Operations would be reduced likely reducing the hours the facility is open.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	0%		0%	
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		0%	
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	0%		0%	
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	0%		0%	
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	0%		0%	
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	0%		70%	
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		90%	
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	0%		10%	
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	0%		90%	
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	0%		90%	

<i>Rec Center Operations-CITY RECREATION</i>	Total Recreation Cost Recovery	0%		0%	
<i>Rec Center Operations-CITY RECREATION</i>	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		0%	
<i>Rec Center Operation-CITY RECREATION</i>	Percent increase in revenue for pass sales.	0%		0%	
<i>Rec Center Operations- CITY RECREATION</i>	Percent of participants who rate fitness equipment as "good" or better	0%		0%	

Description:

<i>PLANNING DEPT.</i>	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, Affordable Housing, etc. Currently the Planning Department assesses the LMC on a on-going basis and rewrites sections to address issues as they arise.

Council Goal:

126 Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Safe Community</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>COMM DEVELOP ADMIN</i>	Materials	\$28,331	\$28,331	\$28,331	\$28,331
	Total	\$28,331	\$28,331	\$28,331	\$28,331
<i>PLANNING DEPT.</i>	Personnel	\$225,181	\$177,887	\$178,643	\$225,300
	Materials	\$20,367	\$20,367	\$20,367	\$20,367
	Total	\$245,548	\$198,254	\$199,010	\$245,667
Grand Total		\$273,879	\$226,585	\$227,341	\$273,998
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.1				
<i>Part Time</i>					
Total	1.1				

Level of Service

Code Amendments Same Level of Service

	Quartile	Score
Code Amendments	4	13

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:

ICE FACILITY This program is the backbone for keeping the ice rink functioning and includes refrigeration, plumbing, HVAC and all of the other systems and equipment that are critical to the facility. It also includes all of the preventative maintenance to reduce the potential of a loss of ice and to maximize the efficiency of the operation and lifespan of equipment. This program also includes the supplies and resource for maintaining a clean and safe building. Within each component we strive for improve efficiency and reduce consumption of natural and financial resources.

In FY 22, The City introduced three outdoor ice sheets at City Park. City Park CIP funded the capital expense for the rink kits. The outdoor ice is operated by the Ice department.

Council Goal:

108 Environmental Leadership

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

We anticipate an increase in operations as we expect the conditions of the pandemic to improve and consequently the increase in programming, hours of operations and visitor numbers.

Utilization of the facility has returned to pre-pandemic levels. Additi

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
ICE FACILITY	Personnel	\$327,534	\$327,534	\$327,534	\$358,495
	Materials	\$184,540	\$179,190	\$179,190	\$197,819
	Total	\$512,074	\$506,724	\$506,724	\$556,314
Grand Total		\$512,074	\$506,724	\$506,724	\$556,314
FTEs	Budget FTEs				

FY 2023	
Full Time	2.
Part Time	1.4
Total	3.4

Level of Service

Operations **Same Level of Service**

	Quartile	Score
Operations	4	10.75

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	Staff continues to seek operational savings, particular by means that also enhance efficiencies and lower the facility's carbon footprint. In 2018, an energy audit was completed that makes recommendations that increase efficiencies, reduces the consumption of natural resources and creates financial savings. Cost savings also include cross training of Ice Management Team staff to be able to operate the front desk and resurface ice.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY	Funding the option at a lower level will result in lower levels equipment and facility maintenance which can lead to degradation of the ice quality and building safety. Additionally, the facility would have to limit hours of operations to stay within the part time budget. Limiting the hours of operation, would limit programing and ice rental which would limit revenues and the community's access to the facility. Additionally, funding at a lower level would provide even fewer resources to foster the City's net zero goal.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Retail-ICE FACILITY	Cost recovery for Retail	183		200	
Operations-ICE FACILITY	Gallons of water used annually (in thousands)				

Operations-ICE FACILITY	Value of employee wellness benefit				
Operations-ICE FACILITY	Metric tons of carbon used				
Ice Programs-ICE FACILITY	Operating subsidy amount per fiscal year. (Does not include capital expenditures)	261749			
Operations-ICE FACILITY	Percentage of participants across all programs and activities who rate ice quality as good or excellent.	0%		92%	
Operations-ICE FACILITY	Percentage of guests who rate the facility as being clean and safe.	0%		92%	
Ice Programs ICE FACILITY	Cost recovery percentage of the Ice Arena.	71%		0%	
Operations-ICE FACILITY	Kilowatt Hours (kwh) of electricity used at the facility		584000		
Operations-ICE FACILITY	Decatherms (DTH) of natural gas used at the facility		1198082		
Operations-ICE FACILITY	Gallons of propane used at the facility	0%		0%	
Operations- ICE FACILITY	Number of days closed due to unanticipated maintenance needs	0.5			
Operations-ICE FACILITY	Percentage of participants across all programs and activities who rate ice quality as good or excellent.	0%		0%	
Operations-ICE FACILITY	Percentage of guests who rate the facility as being clean and safe.	0%		0%	

Description:

PC MARC	We run ads in the Park Record and submit sports briefs along with recording commercials and submit PSA's to KPCW. We put out a Recreation Newsletter as needed to all patrons that have given us their email. We also update the website as needed and use social media to promote programs and facilities.

Council Goal:

129 Environmental Leadership

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PC MARC	Personnel	\$5,543	\$5,543	\$5,543	\$6,246
	Materials	\$18,530	\$18,530	\$18,530	\$24,395
	Total	\$24,073	\$24,073	\$24,073	\$30,640
Grand Total		\$24,073	\$24,073	\$24,073	\$30,640
FTEs	Budget FTEs FY 2023				
Full Time					
Part Time					
Total					

Level of Service

Marketing Reduced Level of Service

	Quartile	Score
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 MARC	We utilize free services from KPCW & Park Record. The department writes and records all of its own radio ads and creates newsletters and flyers 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 an \$8,635 savings.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC	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 through surveys is one of the top ways residents learn about programs.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	0%		0%	
Marketing-CITY RECREATION	Number of Recreation Social Media followers.				
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	0%		45%	
Marketing-CITY RECREATION	Number of Recreation Social Media followers.			6000	
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	0%		0%	
Marketing-CITY RECREATION	Number of Recreation Social Media followers.				

Description:

COMM DEVELOP ADMIN	Affordable housing has become a critical issue in Park City. The Housing Department strives to provide housing options to create a diverse population that maintains vibrancy and builds community.

Council Goal:

007 Social Equity & Affordability

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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
COMM DEVELOP ADMIN	Personnel	\$415,221	\$415,221	\$568,600	\$634,797
	Materials	\$84,607	\$84,607	\$84,607	\$84,607
	Total	\$499,828	\$499,828	\$653,207	\$719,404
SPEC. SRVC. CONTRT/HOUSING RESOURCE	Materials	\$15,000	\$15,000	\$15,000	\$15,000
	Total	\$15,000	\$15,000	\$15,000	\$15,000
Grand Total		\$514,828	\$514,828	\$668,207	\$734,404

FTEs Budget FTEs
FY 2023

Full Time	3.6
Part Time	
Total	3.6

Level of Service

Housing Enhanced Level of Service

	Quartile	Score
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 are collaborating 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.

COMM DEVELOP ADMIN

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.

COMM DEVELOP ADMIN

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Housing-COMMUNITY DEVELOPMENT ADMIN</i>	Percent of deed-restricted affordable housing units compared to occupied/primary units	0%		0%	
<i>Housing-COMMUNITY DEVELOPMENT ADMIN</i>	Percent of deed restricted affordable housing units compared to total residential units.	0%		0%	
<i>Housing-COMMUNITY DEVELOPMENT ADMIN</i>	Number of units built to achieve Council's goal of 800 units by 2026 (starting in 2016)				

Description:

<i>TRANSPORTATION OPER</i>	This program provides transit service throughout Park City and Summit County year-round. It ensures mobility choices for residents, employees, visitors and others. This ensures the Park City transit network is operated in a manner that creates an effective and efficient system.
<i>TRANSPORTATION PLANNING</i>	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 Social Equity & Affordability

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	The Transportation department plays a critical role in pursuing City Council's goal of an effective Transportation 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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TRANSPORTATION OPER</i>	Personnel	\$455,061	\$455,061	\$348,434	\$391,114
	Materials	\$336,237	\$54,250	\$54,250	\$364,116
	Total	\$577,684	\$509,311	\$402,684	\$755,230
<i>TRANSPORTATION PLANNING</i>	Personnel	\$513,233	\$513,233	\$555,240	\$608,321
	Materials	\$424,572	\$424,572	\$469,572	\$469,572
	Total	\$937,805	\$937,805	\$1,024,812	\$1,077,893
Grand Total		\$1,515,489	\$1,447,116	\$1,427,496	\$1,833,123
FTEs	Budget FTEs FY 2023				
Full Time	7.5				
Part Time					

Total 7.5

Level of Service

Transportation Management Enhanced Level of Service

	Quartile	Score
Transportation Management	1	23.5

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 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

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.
TRANSPORTATION PLANNING	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.
TRANSPORTATION PLANNING	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

Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024

Transportation Management- TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%		0%	
Transportation Management- TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%		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 Social Equity & Affordability****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
FINANCE	Personnel	\$319,266	\$319,266	\$319,266	\$361,624
	Materials	\$79,404	\$79,404	\$79,404	\$79,404
	Total	\$398,670	\$398,670	\$398,670	\$441,028
Grand Total		\$398,670	\$398,670	\$398,670	\$441,028
FTEs	Budget FTEs FY 2023				
Full Time	2.4				
Part Time					
Total	2.4				

Level of Service

Accounting/Audit/Treasury Same Level of Service

	Quartile	Score
Accounting/Audit/Treasury	1	23.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Accounting/Audit/Treasury-FINANCE	Output: GFOA Certificate of Achievement for Excellence in Financial Reporting	No		Yes	
Accounting/Audit/Treasury-FINANCE	Output: Number of journal entries prepared and posted				
Accounting/Audit/Treasury-FINANCE	Output: Number of journal entries prepared and posted for Finance			47250	
Accounting/Audit/Treasury-FINANCE	Output: Number of bank statement transactions reconciled.			13400	
Accounting/Audit/Treasury-FINANCE	Output: Number of fixed asset additions and disposals entered in the Fixed Asset System.			300	
Accounting/Audit/Treasury-FINANCE	Output: Number of quarterly monitoring reports submitted to City Council.			4	
Accounting/Audit/Treasury-FINANCE	Outcome: Percent of semi-annual deposit and investment monitoring reports in compliance with the Utah Money Management Act.	0%		0%	

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Social Equity & Affordability****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$64,015	\$64,015	\$64,015	\$71,591
	Materials	\$2,750	\$2,750	\$2,750	\$2,750
	Total	\$66,765	\$66,765	\$66,765	\$74,341
Grand Total		\$66,765	\$66,765	\$66,765	\$74,341
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.2				
<i>Part Time</i>					
Total	1.2				

Level of Service

Debt Management Same Level of Service

	Quartile	Score
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 less 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Moody's), 1= Aa2, 2= Aa1, 3= Aaa			3	
Debt Management-BUDGET, DEBT & GRANTS	Percentage of bond issuances completed in time for project	0%		100%	
Debt Management-BUDGET, DEBT & GRANTS	At least \$5 million kept in reserve to keep bond rating? (0 =No, 1 =Yes)	No		Yes	
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (S & P) 2 = AA+			2	
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Fitch) 2= AA+			2	

Description:

<i>CITY COUNCIL</i>	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.
<i>CITY MANAGER</i>	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.
<i>COMMUNITY ENGAGEMENT</i>	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.
<i>ECONOMY</i>	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 Social Equity & Affordability****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Community Engagement</i>	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

Program experiencing a MODEST decrease in demand of 5% to 14%

Explanation

Council is interested in enhancing our engagement with the community. This is a Top Priority of Council.

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY COUNCIL</i>	Personnel	\$158,872	\$158,872	\$158,872	\$168,223
	Materials	\$37,525	\$37,525	\$37,525	\$37,525
	Total	\$196,397	\$196,397	\$196,397	\$205,748
<i>CITY MANAGER</i>	Personnel	\$314,449	\$314,449	\$315,540	\$352,771
	Materials	\$10,995	\$10,995	\$10,995	\$10,995
	Total	\$325,444	\$325,444	\$326,535	\$363,766
<i>COMMUNITY ENGAGEMENT</i>	Personnel	\$385,186	\$320,584	\$320,584	\$366,497
	Materials	\$148,000	\$85,000	\$75,000	\$85,000
	Total	\$533,186	\$405,584	\$395,584	\$451,497
<i>CONTINGENCY/COUNCIL</i>	Materials	\$50,000	\$50,000	\$50,000	\$50,000
	Total	\$50,000	\$50,000	\$50,000	\$50,000
<i>CONTINGENCY/GENERAL</i>	Materials	\$100,000	\$100,000	\$100,000	\$100,000
	Total	\$100,000	\$100,000	\$100,000	\$100,000
<i>ECONOMY</i>	Personnel	\$100,081	\$78,362	\$78,362	\$87,749
	Materials	\$5,956	\$5,956	\$5,956	\$5,956
	Total	\$106,037	\$84,318	\$84,318	\$93,705
<i>GRANTS/HISTORICAL SOCIETY</i>	Materials	\$25,000	\$25,000	\$25,000	\$25,000
	Total	\$25,000	\$25,000	\$25,000	\$25,000
<i>SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR</i>	Materials	\$8,500	\$8,500	\$8,500	\$8,500
	Total	\$8,500	\$8,500	\$8,500	\$8,500
Grand Total		\$1,344,564	\$1,195,243	\$1,186,334	\$1,298,215

FTEs **Budget FTEs**
FY 2023

<i>Full Time</i>	5.1
<i>Part Time</i>	.2
Total	5.3

Level of Service

Community Outreach and Citizen Engagement **Same Level of Service**

	Quartile	Score
<i>Community Outreach and Citizen Engagement</i>	1	21.5

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 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

<i>COMMUNITY ENGAGEMENT</i>	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

<i>CITY COUNCIL</i>	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.
<i>CITY MANAGER</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	Percent of respondents who indicated that they had attended a public meeting at least once in the last 12 months.	0%		0%	
<i>Community Outreach and Citizen Engagement-CITY MANAGER</i>	Percent of weeks that City Manager, or designee, is interviewed on KPCW regarding City Council meetings	0%		0%	
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	# of PSA/Press Releases/Social Media Postings				

<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	Percent of respondents who indicated that they had attended a public meeting at least once in the last 12 months.	0%		0%	
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	Percentage of NCS respondents that rated "opportunities to participate in community matters" as "good" or "excellent"	0%		0%	
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	# of PSA/Press Releases/Social Media Postings				
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	# of PSAs				
<i>Community Outreach and Citizen Engagement- ECONOMY</i>	Percent of formal complaints about capital projects that are responded to within 24 hours with a detailed description of the amended action.	0%		0%	
<i>Community Outreach and Citizen Engagement- ECONOMY</i>	Percent of customer satisfaction survey respondents, for Main St. projects, that felt communication was effective.	0%		0%	

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Social Equity & Affordability****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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 upmost 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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$94,033	\$94,033	\$94,033	\$104,479
	Materials	\$850	\$850	\$850	\$850
	Total	\$94,883	\$94,883	\$94,883	\$105,329
Grand Total		\$94,883	\$94,883	\$94,883	\$105,329
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.5				
<i>Part Time</i>					
Total	1.5				

Level of Service

Capital Budgeting **Same Level of Service**

	Quartile	Score
<i>Capital Budgeting</i>	2	20.75

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 provides program and program is currently being offered by other private businesses not within City limits	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

<i>BUDGET, DEBT & GRANTS</i>	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

<i>BUDGET, DEBT & GRANTS</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Capital Budgeting- BUDGET, DEBT & GRANTS</i>	Percent of months in which CIP budget monitoring was completed	0%		100%	
<i>Capital Budgeting- BUDGET, DEBT & GRANTS</i>	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Capital Project Monitoring 'satisfactory' or above	0%		100%	
<i>Capital Budgeting- BUDGET, DEBT & GRANTS</i>	Percentage of Internal Service Survey (ISS) respondents who rated the usefulness of Capital Project Monitoring 'satisfactory' or above	0%		100%	

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 Social Equity & Affordability****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Diverse Community Participation</i>	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**

Program Experiencing a **SIGNIFICANT** increase in demand of 15% to 24%

Explanation

Youth and Spanish service demands are experiencing a great deal of increase, which is good. Our outreach to the schools and to the Spanish-speaking population has been successful in bringing in more people. Our children's and youth' programs are full to b

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
LIBRARY	Personnel	\$353,714	\$315,589	\$316,609	\$351,501
	Materials	\$71,427	\$71,427	\$71,427	\$71,800
	Total	\$425,141	\$387,016	\$388,036	\$423,300
	Grand Total	\$425,141	\$387,016	\$388,036	\$423,300

FTEs	Budget FTEs
	FY 2023
<i>Full Time</i>	3.
<i>Part Time</i>	1.4
Total	4.4

Level of Service

Youth & Spanish Services **Same Level of Service**

	Quartile	Score
<i>Youth & Spanish Services</i>	2	20.5

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 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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Youth & Spanish Services-LIBRARY</i>	Number of people served by Youth and Spanish programs and outreach.			24000	

Youth & Spanish Services-LIBRARY	Checkout Rate of Children's Collection-Circulation per item			2	

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 Social Equity & Affordability****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

FTEs **Budget FTEs**
FY 2023

<i>Full Time</i>	
<i>Part Time</i>	
Total	

Level of Service

Senior Services **Same Level of Service**

Quartile **Score**

<i>Senior Services</i>	2	20.25

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 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

<i>COMMUNITY ENGAGEMENT</i>	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.
<i>COMM DEVELOP ADMIN</i>	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

<i>COMMUNITY ENGAGEMENT</i>	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.
<i>COMM DEVELOP ADMIN</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Senior Services- COMMUNITY ENGAGEMENT</i>	Percent of respondents who indicate that "knowing where to turn for information on services and benefits for seniors" is a problem.	0%		0%	
<i>Senior Services- COMMUNITY ENGAGEMENT</i>	1) Cost per passenger for Elderly/Seniors/Para-transit				
<i>Senior Services- COMMUNITY ENGAGEMENT</i>	2) Passengers per year for Elderly/Seniors/Para-transit				

Description:

<i>CITY MANAGER</i>	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.
<i>CITY ATTORNEY</i>	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 Social Equity & Affordability

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transparent Government</i>	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

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY ATTORNEY</i>	Personnel	\$375,151	\$375,151	\$376,087	\$419,892
	Materials	\$4,797	\$4,797	\$4,797	\$4,797
	Total	\$379,948	\$379,948	\$380,884	\$424,689
<i>CITY MANAGER</i>	Personnel	\$166,258	\$166,258	\$166,757	\$190,829
	Materials	\$9,797	\$9,797	\$9,797	\$9,797
	Total	\$176,055	\$176,055	\$176,554	\$200,626
Grand Total		\$556,003	\$556,003	\$557,438	\$625,315
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	2.7				
<i>Part Time</i>	.2				
Total	2.9				

Level of Service

Council & Board Support Same Level of Service

	Quartile	Score
Council & Board Support	2	19.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Council & Board Support- CITY MANAGER	Percent of NCS respondents whose overall confidence in Park City government is "good" or "excellent"	0%		0%	
Council & Board Support- CITY MANAGER	Percent of employees satisfied with the City Manager's office.	0%		0%	
Council & Board Support- CITY ATTORNEY'S OFFICE	Percent of staff reports reviewed within three days.	0%		0%	
Council & Board Support- CITY ATTORNEY'S OFFICE	Conduct annual training with all Boards, Commissions and Council in accordance with Master Training Calendar.				

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 Social Equity & Affordability****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Arts & Culture</i>	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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
LIBRARY	Personnel	\$315,323	\$315,323	\$316,577	\$351,949
	Materials	\$40,627	\$40,627	\$40,627	\$40,898
	Total	\$355,950	\$355,950	\$357,204	\$392,847
Grand Total		\$355,950	\$355,950	\$357,204	\$392,847
FTEs Budget FTEs FY 2023					
<i>Full Time</i>	2.7				
<i>Part Time</i>	.7				
Total	3.4				

Level of Service

Technical Services Enhanced Level of Service

	Quartile	Score
Technical Services	2	18.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Technical Services LIBRARY	Annual number of in-library wi-fi logins.			52000	
Technical Services-LIBRARY	Annual number of web hits.			200000	

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 Social Equity & Affordability****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**

Program Experiencing a MODEST increase in demand of 5% to 14%

Explanation

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.

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
LIBRARY	Personnel	\$282,952	\$282,952	\$284,170	\$315,939
	Materials	\$48,208	\$48,208	\$48,208	\$48,530
	Total	\$331,160	\$331,160	\$332,378	\$364,469
Grand Total		\$331,160	\$331,160	\$332,378	\$364,469
FTEs Budget FTEs FY 2023					
Full Time	2.6				
Part Time	.7				

Total 3.3

Level of Service

Circulation Services Same Level of Service

	Quartile	Score
<i>Circulation Services</i>	2	18.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Circulation Services-LIBRARY</i>	Annual visits per capita.			22	
<i>Circulation Services-LIBRARY</i>	Circulation per capita (annual measure only)			14.5	
<i>Circulation Services-LIBRARY</i>	Electric content use (number of log-ins)			15000	
<i>Circulation Services-LIBRARY</i>	Number of Registered Users			9700	
<i>Circulation Services-LIBRARY</i>	Total number of Spanish materials in collection				

Description:

POLICE	Community 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. We also have dedicated a sworn and a civilian employee to specifically focus on community outreach.

Council Goal:**056 Social Equity & Affordability****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Safe Community</i>	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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
POLICE	Personnel	\$1,030,240	\$1,000,298	\$1,000,598	\$1,048,668
	Materials	\$65,750	\$65,750	\$65,750	\$78,825
	Total	\$1,095,990	\$1,066,048	\$1,066,348	\$1,127,493
Grand Total		\$1,095,990	\$1,066,048	\$1,066,348	\$1,127,493
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	7.4				
<i>Part Time</i>					
Total	7.4				

Level of Service

Community Support Enhanced Level of Service

	Quartile	Score
Community Support	2	18.25

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 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

POLICE Joining 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

POLICE A 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Community Support-POLICE	100% of victims contacted within ten working days	0%		0%	
Community Support-POLICE	% of Operations Staff with viable Problem Oriented Policing projects	0%		0%	
Community Support-POLICE	Total number of Community meetings/contacts per year				
Community Support- POLICE	Number of events				
Community Support- POLICE	Number of hours spent on events				
Community Support- POLICE	Percent of respondents whose "overall feeling of safety in Park City" is "good" or "excellent" (National Citizens' Survey)	0%		0%	

<i>Community Support- POLICE</i>	Percent of respondents that feel "very safe" or "somewhat safe" in their neighborhood during the day (National Citizens' Survey)	0%		0%	
<i>Community Support- POLICE</i>	Percent of respondents that feel "very safe" or "somewhat safe" in Park City's downtown area during the day (National Citizens' Survey)	0%		0%	
<i>Community Support- POLICE</i>	Percent of respondents that rate Police Services as "good" or "excellent" (National Citizens' Survey)	0%		0%	
<i>Community Support- POLICE</i>	Percent of respondents that rate Crime Prevention as "good" or "excellent" (National Citizens' Survey)	0%		0%	

Description:

*SPEC. SRVC.
CNTRT./UNSPECIFIED*

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 Social Equity & Affordability

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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>SPEC. SRVC. CNTRT./UNSPECIFIED</i>	Materials	\$630,000	\$630,000	\$630,000	\$630,000
	Total	\$630,000	\$630,000	\$630,000	\$630,000
Grand Total		\$630,000	\$630,000	\$630,000	\$630,000
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>					
<i>Part Time</i>					

Total

Level of Service

Special Service Contracts **Same Level of Service**

	Quartile	Score
<i>Special Service Contracts</i>	3	17

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.
CNTRT./UNSPECIFIED*

Special Service Contracts are a collaboration with non-profits providing service to the community. It is anticipated that if these services were provided by the City and administered by city staff cost would be much higher.

Section 5: Consequences of Funding Proposal at Lower Level

*SPEC. SRVC.
CNTRT./UNSPECIFIED*

The Special Service Contract policy specifies that up to 1% of the operating budget may be awarded to organization. Funding at a lower level would result in less funding awarded to applicants.

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 Social Equity & Affordability

Desired Outcome:

Criteria for Meeting Desired Outcome

Mental Health

Section 1: Scope

Change in Demand

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

Explanation

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.

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
MENTAL HEALTH	Materials	\$60,000	\$60,000	\$60,000	\$120,000
	Total	\$60,000	\$60,000	\$60,000	\$120,000
Grand Total		\$60,000	\$60,000	\$60,000	\$120,000
FTEs	Budget FTEs FY 2023				
Full Time					
Part Time					
Total					

Level of Service

Mental Health Enhanced Level of Service

	Quartile	Score
<i>Mental Health</i>	3	16

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

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

<i>MENTAL HEALTH</i>	Mental health is a regional issue and is owned by Summit County. The City is working together with the County and other regional partners to get this program running.

Section 5: Consequences of Funding Proposal at Lower Level

<i>MENTAL HEALTH</i>	Summit County Mental Health Coordinator position would probably not continue to be funded.

Section 6: Performance Measures

Description:

<i>CITY MANAGER</i>	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 Social Equity & Affordability

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Regional Collaboration</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY MANAGER</i>	Personnel	\$88,507	\$88,507	\$88,749	\$101,860
	Materials	\$9,673	\$9,673	\$9,673	\$9,673
	Total	\$98,180	\$98,180	\$98,422	\$111,533
Grand Total		\$98,180	\$98,180	\$98,422	\$111,533
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	.4				
<i>Part Time</i>					
<i>Total</i>	.4				

Level of Service

Legislative Liaison Same Level of Service

	Quartile	Score
<i>Legislative Liaison</i>	3	15.5

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 madate 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Legislative Liaison-CITY MANAGER</i>	Number of legislative updates given to Council.				

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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Fiscally and Legally Sound</i>	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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
CITY ATTORNEY	Personnel	\$232,318	\$232,318	\$233,188	\$280,188
	Materials	\$30,969	\$30,969	\$30,969	\$30,969
	Total	\$263,287	\$263,287	\$264,157	\$311,157
Grand Total		\$263,287	\$263,287	\$264,157	\$311,157
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.5				
<i>Part Time</i>	.5				
Total	2.				

Level of Service

Prosecution Same Level of Service

	Quartile	Score
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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Prosecution-CITY ATTORNEY'S OFFICE	Filing and Disposition by Prosecutor (number of misdemeanor cases)				
Prosecution-CITY ATTORNEY'S OFFICE	Percent of requests for information/charges screening completed within 7 days.	0%		0%	

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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: 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.
Congestion Reduction,
Local and Regional

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
POLICE	Personnel	\$1,801,627	\$1,490,628	\$1,423,772	\$1,506,412
	Materials	\$189,663	\$46,163	\$73,163	\$90,234
	Total	\$1,991,290	\$1,536,791	\$1,496,935	\$1,596,645
Grand Total		\$1,991,290	\$1,536,791	\$1,496,935	\$1,596,645
FTEs	Budget FTEs FY 2023				
Full Time	7.9				
Part Time	3.2				
Total	11.1				

Level of Service

Traffic Enforcement Enhanced Level of Service

	Quartile	Score
Traffic Enforcement	1	24

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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Traffic Enforcement-POLICE	Total number of citations issued				
Traffic Enforcement-POLICE	Total number of traffic stops conducted				
Traffic Enforcement-POLICE	Total number of directed traffic enforcement incidents initiated				
Traffic Enforcement-POLICE	Total number of speed trailers deployed				
Traffic Enforcement-POLICE	Total number of school zone enforcement incidents initiated				

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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
FINANCE	Personnel	\$319,266	\$319,266	\$319,266	\$361,624
	Materials	\$79,404	\$79,404	\$79,404	\$79,404
	Total	\$398,670	\$398,670	\$398,670	\$441,028
Grand Total		\$398,670	\$398,670	\$398,670	\$441,028
FTEs	Budget FTEs FY 2023				
Full Time	2.4				
Part Time					
Total	2.4				

Level of Service

Accounting/Audit/Treasury Same Level of Service

	Quartile	Score
Accounting/Audit/Treasury	1	23.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Accounting/Audit/Treasury-FINANCE	Output: GFOA Certificate of Achievement for Excellence in Financial Reporting	No		Yes	
Accounting/Audit/Treasury-FINANCE	Output: Number of journal entries prepared and posted				
Accounting/Audit/Treasury-FINANCE	Output: Number of journal entries prepared and posted for Finance			47250	
Accounting/Audit/Treasury-FINANCE	Output: Number of bank statement transactions reconciled.			13400	
Accounting/Audit/Treasury-FINANCE	Output: Number of fixed asset additions and disposals entered in the Fixed Asset System.			300	
Accounting/Audit/Treasury-FINANCE	Output: Number of quarterly monitoring reports submitted to City Council.			4	
Accounting/Audit/Treasury-FINANCE	Outcome: Percent of semi-annual deposit and investment monitoring reports in compliance with the Utah Money Management Act.	0%		0%	

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 Core or Essential Services

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
CITY MANAGER	Personnel	\$155,965	\$155,965	\$156,580	\$177,296
	Materials	\$3,793	\$3,793	\$3,793	\$3,793
	Total	\$159,758	\$159,758	\$160,373	\$181,089
Grand Total		\$159,758	\$159,758	\$160,373	\$181,089
FTEs	Budget FTEs FY 2023				
Full Time	1.1				
Part Time					
Total	1.1				

Level of Service

City Recorder Enhanced Level of Service

	Quartile	Score
City Recorder	1	23.5

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

There are no cost savings. Because good succession planning unusual in any organization, our efforts to ensure consistency in the high level of service provided by the Executive Team could be viewed as innovative.

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER

Our ability to prepare for succession will be severely limited.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
City Recorder-CITY MANAGER	Epackets & website postings by EOD Monday and packets distributed by end of day Monday.	0%		0%	
City Recorder-CITY MANAGER	Two week turn around for Council minutes	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 Core or Essential Services****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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
STATE LIQUOR ENFORCEMENT	Personnel	\$54,243	\$54,243	\$54,243	\$59,750
	Materials	\$10,000	\$10,000	\$10,000	\$10,000
	Total	\$64,243	\$64,243	\$64,243	\$69,750
Grand Total		\$64,243	\$64,243	\$64,243	\$69,750
FTEs	Budget FTEs FY 2023				
Full Time					
Part Time	1.3				
Total	1.3				

Level of Service

State Liquor Enforcement Same Level of Service

Quartile	Score

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 provides program and program is currently being offered by another governmental, non-profit or civic agency	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STATE LIQUOR ENFORCEMENT	The 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 ENFORCEMENT	These 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
State Liquor Enforcement-STATE LIQUOR ENFORCEMENT	Total DUI arrests				

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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Safe Community</i>	Overall, patrol operations are essential to providing a safe community and are prepared for and respond to emergencies.

Section 1: Scope

Change in Demand

Program Experiencing a MODEST increase in demand of 5% to 14%

Explanation

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, dome

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>POLICE</i>	Personnel	\$2,694,108	\$2,604,284	\$2,604,284	\$2,681,147
	Materials	\$397,156	\$397,156	\$397,156	\$490,642
	Total	\$3,085,764	\$3,001,440	\$3,001,440	\$3,171,789
Grand Total		\$3,085,764	\$3,001,440	\$3,001,440	\$3,171,789
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	15.4				
<i>Part Time</i>					
Total	15.4				

Level of Service

Patrol Operations Enhanced Level of Service

	Quartile	Score
Patrol Operations	1	23.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Patrol Operations- POLICE	% of calls responded to within 15 minutes	0%		0%	
Patrol Operations- POLICE	Total number of directed foot and bike patrol incidents initiated by officers assigned sectors				

Description:

<i>TRANSPORTATION OPER</i>	This program provides transit service throughout Park City and Summit County year-round. It ensures mobility choices for residents, employees, visitors and others. This ensures the Park City transit network is operated in a manner that creates an effective and efficient system.
<i>TRANSPORTATION PLANNING</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	The Transportation department plays a critical role in pursuing City Council's goal of an effective Transportation 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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TRANSPORTATION OPER</i>	Personnel	\$455,061	\$455,061	\$348,434	\$391,114
	Materials	\$336,237	\$54,250	\$54,250	\$364,116
	Total	\$577,684	\$509,311	\$402,684	\$755,230
<i>TRANSPORTATION PLANNING</i>	Personnel	\$513,233	\$513,233	\$555,240	\$608,321
	Materials	\$424,572	\$424,572	\$469,572	\$469,572
	Total	\$937,805	\$937,805	\$1,024,812	\$1,077,893
Grand Total		\$1,515,489	\$1,447,116	\$1,427,496	\$1,833,123
FTEs	Budget FTEs FY 2023				
Full Time	7.5				
Part Time					

Total 7.5

Level of Service

Transportation Management Enhanced Level of Service

	Quartile	Score
Transportation Management	1	23.5

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 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

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.
TRANSPORTATION PLANNING	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.
TRANSPORTATION PLANNING	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

Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024

Transportation Management- TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%		0%	
Transportation Management- TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%		0%	

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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Safe Community</i>	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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
BUILDING DEPT.	Personnel	\$479,991	\$481,875	\$511,309	\$514,519
	Materials	\$87,907	\$87,907	\$87,907	\$92,067
	Total	\$567,898	\$569,782	\$599,216	\$606,586
Grand Total		\$567,898	\$569,782	\$599,216	\$606,586
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	4.1				
<i>Part Time</i>					
Total	4.1				

Level of Service

Fire Safety Enhanced Level of Service

	Quartile	Score
Fire Safety	1	22.75

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Fire Safety- BUILDING DEPT.	Percent of fire inspectors pursuing ongoing training each year	0%		0%	
Fire Safety- BUILDING DEPT.	Percent of fire inspectors conducting outreach regarding code concerns or changes	0%		0%	
Fire Safety- BUILDING DEPT.	Percent of fire incidents that fire inspectors respond to within 24 hrs	0%		0%	

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 Core or Essential Services

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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TECHNICAL & CUSTOMER SERVICES	Personnel	\$103,605	\$103,605	\$104,070	\$113,571
	Materials	\$93,834	\$80,334	\$93,834	\$93,834
	Total	\$189,766	\$183,939	\$197,904	\$207,405
Grand Total		\$189,766	\$183,939	\$197,904	\$207,405
FTEs	Budget FTEs FY 2023				
Full Time	.8				
Part Time	.2				
Total	1.				

Level of Service

Website Same Level of Service

	Quartile	Score
Website	1	22.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Website-TECHNICAL & CUSTOMER SERVICES	Annual Website trainings offered to department liaisons				
Website-TECHNICAL & CUSTOMER SERVICES	Percent of problem work-orders resolution with 4 hour response time	0%		0%	

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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 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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$236,705	\$236,705	\$236,705	\$258,944
	Materials	\$23,800	\$23,800	\$23,800	\$23,800
	Total	\$260,505	\$260,505	\$260,505	\$282,744
<i>FINANCE</i>	Personnel	\$10,131	\$10,131	\$10,131	\$11,476
	Materials	\$2,992	\$2,992	\$2,992	\$2,992
	Total	\$13,123	\$13,123	\$13,123	\$14,468
Grand Total		\$273,627	\$273,627	\$273,627	\$297,212
FTEs	Budget FTEs FY 2023				

Full Time	.9
Part Time	
Total	.9

Level of Service

Budget Preparation, Coordination, and Monitoring **Same Level of Service**

	Quartile	Score
Budget Preparation, Coordination, and Monitoring	1	22.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	GFOA Distinguished Budget Presentation Award received (0 =No, 1 =Yes)	No		Yes	
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Budget Document completed/distributed before end of 1st quarter (# of days before end of quarter)			60	

<i>Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS</i>	Percent of Internal Service Survey (ISS) respondents who rated the quality of Budget Monitoring as "satisfactory" or above	0%		100%	
<i>Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS</i>	Percent of Internal Service Survey (ISS) respondents who rated the quality of Budget Preparation as "satisfactory" or above	0%		100%	

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 Core or Essential Services****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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
BUDGET, DEBT & GRANTS	Personnel	\$64,015	\$64,015	\$64,015	\$71,591
	Materials	\$2,750	\$2,750	\$2,750	\$2,750
	Total	\$66,765	\$66,765	\$66,765	\$74,341
Grand Total		\$66,765	\$66,765	\$66,765	\$74,341
FTEs	Budget FTEs FY 2023				
Full Time	1.2				
Part Time					
Total	1.2				

Level of Service

Debt Management Same Level of Service

	Quartile	Score
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 less 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Moody's), 1= Aa2, 2= Aa1, 3= Aaa			3	
Debt Management-BUDGET, DEBT & GRANTS	Percentage of bond issuances completed in time for project	0%		100%	
Debt Management-BUDGET, DEBT & GRANTS	At least \$5 million kept in reserve to keep bond rating? (0 =No, 1 =Yes)	No		Yes	
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (S & P) 2 = AA+			2	
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Fitch) 2= AA+			2	

Description:

<i>TECHNICAL & CUSTOMER SERVICES</i>	Network Support manages network infrastructure and security across multiple locations, providing phone, data, and wireless access services. Support includes datacenter operations and backup system support. This program also implements and supports technology projects.

Council Goal:

044 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

Technology expansion and adoption of new services tend to increase network demands. However, cybersecurity controls and expectations represent the most significant operational development.

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TECHNICAL & CUSTOMER SERVICES</i>	Personnel	\$321,442	\$321,442	\$350,326	\$387,925
	Materials	\$144,469	\$110,869	\$144,469	\$144,419
	Total	\$465,911	\$432,311	\$494,795	\$532,344
Grand Total		\$465,911	\$432,311	\$494,795	\$532,344
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.3				
<i>Part Time</i>					
Total	1.3				

Level of Service

Network Support Same Level of Service

	Quartile	Score
Network Support	1	22.25

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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Network Support-TECHNICAL & CUSTOMER SERVICES	Percent of network available for use or log in	0%		0%	
Network Support-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with network support	0%		0%	

Description:

ELECTIONS This includes all materials necessary to conduct an election as well as costs for election judges.

Council Goal:

002 Core or Essential Services

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

Program Experiencing a MODEST increase in demand of 5% to 14%

Explanation

This is the off-year for elections, so the demand for this program is significantly less.

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
CITY MANAGER	Personnel	\$11,746	\$11,746	\$11,806	\$13,210
	Materials	\$8,656	\$8,656	\$8,656	\$8,656
	Total	\$20,402	\$20,402	\$20,462	\$21,866
ELECTIONS	Materials	\$13,000	\$13,000	\$13,000	\$13,000
	Total	\$13,000	\$13,000	\$13,000	\$13,000
Grand Total		\$33,402	\$33,402	\$33,462	\$34,866
FTEs		Budget FTEs FY 2023			
Full Time		.1			
Part Time					
Total		.1			

Level of Service

Elections Enhanced Level of Service

	Quartile	Score
Elections	1	22

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Elections-CITY MANAGER</i>	Deadline was met for noticing the election.	No		No	
<i>Elections-CITY MANAGER</i>	Election results were delivered to the County within the specified timeline.	No		No	
<i>Elections-CITY MANAGER</i>	Deadline was met for noticing the election.	No		No	
<i>Elections-CITY MANAGER</i>	Election results were delivered to the County within the specified timeline.	No		No	

Description:

<i>EMERGENCY MANAGEMENT</i>	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
<i>EMERGENCY CONTINGENCY</i>	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. In FY21, this amount was changed to \$500,000 to assist with response and community recovery efforts associated with the City's response to COVID-19.

Council Goal:**026 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Safe Community</i>	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**

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

Explanation

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, i

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>EMERGENCY CONTINGENCY</i>	Materials	\$100,000	\$100,000	\$100,000	\$100,000
	Total	\$100,000	\$100,000	\$100,000	\$100,000
<i>EMERGENCY MANAGEMENT</i>	Personnel	\$150,094	\$150,094	\$284,681	\$314,320
	Materials	\$117,500	\$117,500	\$267,500	\$267,500

<i>POLICE</i>	Total	\$267,594	\$267,594	\$552,181	\$581,820
	Personnel	\$71,764	\$71,764	\$71,764	\$74,594
	Total	\$71,764	\$71,764	\$71,764	\$74,594
Grand Total		\$439,359	\$439,359	\$723,945	\$756,415

FTEs Budget FTEs
FY 2023

<i>Full Time</i>	1.7
<i>Part Time</i>	

Total 1.7

Level of Service

Emergency Management Same Level of Service

	Quartile	Score
<i>Emergency Management</i>	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

EMERGENCY
CONTINGENCY

respond to emergencies and disasters. At some levels we would lose some of our response capabilities all together..

Funding at a lower level will reduce our financial readiness for emergencies and disasters.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Emergency Management- EMERGENCY MANAGEMENT</i>	Number of Community Preparedness outreach items (print, radio, newspaper, web, presentations etc.)				
<i>Emergency Management- EMERGENCY MANAGEMENT</i>	Federal & State National Incident Management System (NIMS) Compliance - NIMSCAST				
<i>Emergency Management- EMERGENCY MANAGEMENT</i>	Number of Required NIMS & ICS courses completed by city staff			600	

Description:

<i>TRANSPORTATION OPER</i>	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 5:53 am to 2:10 am 7 days a week.

Council Goal:

028 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TRANSPORTATION OPER</i>	Personnel	\$4,007,790	\$4,007,790	\$4,007,850	\$4,750,656
	Materials	\$1,813,041	\$1,813,041	\$1,813,041	\$2,194,282
	Total	\$5,820,831	\$5,820,831	\$5,820,891	\$6,944,938
Grand Total		\$5,820,831	\$5,820,831	\$5,820,891	\$6,944,938
<i>FTEs</i>	<i>Budget FTEs FY 2023</i>				
<i>Full Time</i>	39.8				
<i>Part Time</i>	3.9				
<i>Total</i>	43.7				

Level of Service

Winter Service Enhanced Level of Service

	Quartile	Score
<i>Winter Service</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Winter Service-TRANSPORTATION OPER	Total passengers during Winter Season				
Winter Service-TRANSPORTATION OPER	4) Passengers per route mile. - Winter Service				
Winter Service-TRANSPORTATION OPER	3) Cost per passenger - Winter Service				
Winter Service-TRANSPORTATION OPER	Total passengers during Winter Season				
Winter Service-TRANSPORTATION OPER	4) Passengers per route mile. - Winter Service				
Winter Service-TRANSPORTATION OPER	3) Cost per passenger - Winter Service				

Description:

<i>TRANSPORTATION OPER</i>	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 6:45 am to 12:05 am, 7 days a week. The Trolley operates from 10am to 10pm 7 days a week. Current LOS also includes year round PC-SLC Connect service.

Council Goal:

027 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TRANSPORTATION OPER</i>	Personnel	\$2,890,083	\$2,890,083	\$2,890,136	\$3,431,434
	Materials	\$1,071,223	\$902,490	\$902,490	\$1,258,617
	Total	\$3,867,144	\$3,792,573	\$3,792,626	\$4,690,050
Grand Total		\$3,867,144	\$3,792,573	\$3,792,626	\$4,690,050
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	29.1				
<i>Part Time</i>	2.8				
Total	31.9				

Level of Service

Summer Service Enhanced Level of Service

Quartile	Score

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Summer Service-TRANSPORTATION OPER	Total passengers during Summer Season				
Summer Service-TRANSPORTATION OPER	4) Passengers per route mile. - Summer Service				
Summer Service-TRANSPORTATION OPER	3) Cost per passenger - Summer Service				
Summer Service-TRANSPORTATION OPER	Total passengers during Summer Season				
Summer Service-TRANSPORTATION OPER	4) Passengers per route mile. - Summer Service				
Summer Service-TRANSPORTATION OPER	3) Cost per passenger - Summer Service				

Description:

FINANCE	As 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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
FINANCE	Personnel	\$132,211	\$132,211	\$132,211	\$149,582
	Materials	\$114,898	\$114,898	\$114,898	\$114,898
	Total	\$247,109	\$247,109	\$247,109	\$264,480
Grand Total		\$247,109	\$247,109	\$247,109	\$264,480
FTEs Budget FTEs FY 2023					
<i>Full Time</i>	1.3				
<i>Part Time</i>					
Total	1.3				

Level of Service

Business Licenses Same Level of Service

Quartile Score

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Business Licenses- FINANCE	Output: Number of business licenses processed.			5100	

Description:

<i>CITY COUNCIL</i>	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.
<i>CITY MANAGER</i>	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.
<i>COMMUNITY ENGAGEMENT</i>	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.
<i>ECONOMY</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Community Engagement</i>	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

Program experiencing a MODEST decrease in demand of 5% to 14%

Explanation

Council is interested in enhancing our engagement with the community. This is a Top Priority of Council.

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY COUNCIL</i>	Personnel	\$158,872	\$158,872	\$158,872	\$168,223
	Materials	\$37,525	\$37,525	\$37,525	\$37,525
	Total	\$196,397	\$196,397	\$196,397	\$205,748
<i>CITY MANAGER</i>	Personnel	\$314,449	\$314,449	\$315,540	\$352,771
	Materials	\$10,995	\$10,995	\$10,995	\$10,995
	Total	\$325,444	\$325,444	\$326,535	\$363,766
<i>COMMUNITY ENGAGEMENT</i>	Personnel	\$385,186	\$320,584	\$320,584	\$366,497
	Materials	\$148,000	\$85,000	\$75,000	\$85,000
	Total	\$533,186	\$405,584	\$395,584	\$451,497
<i>CONTINGENCY/COUNCIL</i>	Materials	\$50,000	\$50,000	\$50,000	\$50,000
	Total	\$50,000	\$50,000	\$50,000	\$50,000
<i>CONTINGENCY/GENERAL</i>	Materials	\$100,000	\$100,000	\$100,000	\$100,000
	Total	\$100,000	\$100,000	\$100,000	\$100,000
<i>ECONOMY</i>	Personnel	\$100,081	\$78,362	\$78,362	\$87,749
	Materials	\$5,956	\$5,956	\$5,956	\$5,956
	Total	\$106,037	\$84,318	\$84,318	\$93,705
<i>GRANTS/HISTORICAL SOCIETY</i>	Materials	\$25,000	\$25,000	\$25,000	\$25,000
	Total	\$25,000	\$25,000	\$25,000	\$25,000
<i>SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR</i>	Materials	\$8,500	\$8,500	\$8,500	\$8,500
	Total	\$8,500	\$8,500	\$8,500	\$8,500
Grand Total		\$1,344,564	\$1,195,243	\$1,186,334	\$1,298,215

FTEs **Budget FTEs**
FY 2023

<i>Full Time</i>	5.1
<i>Part Time</i>	.2
Total	5.3

Level of Service

Community Outreach and Citizen Engagement **Same Level of Service**

	Quartile	Score
<i>Community Outreach and Citizen Engagement</i>	1	21.5

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 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

<i>COMMUNITY ENGAGEMENT</i>	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

<i>CITY COUNCIL</i>	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.
<i>CITY MANAGER</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	Percent of respondents who indicated that they had attended a public meeting at least once in the last 12 months.	0%		0%	
<i>Community Outreach and Citizen Engagement-CITY MANAGER</i>	Percent of weeks that City Manager, or designee, is interviewed on KPCW regarding City Council meetings	0%		0%	
<i>Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT</i>	# of PSA/Press Releases/Social Media Postings				

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%	
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%	
Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT	# of PSA/Press Releases/Social Media Postings				
Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT	# of PSAs				
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.	0%		0%	
Community Outreach and Citizen Engagement- ECONOMY	Percent of customer satisfaction survey respondents, for Main St. projects, that felt communication was effective.	0%		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 Core or Essential Services

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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
FINANCE	Personnel	\$399,385	\$399,385	\$399,385	\$440,869
	Materials	\$40,456	\$40,456	\$40,456	\$40,456
	Total	\$439,841	\$439,841	\$439,841	\$481,325
Grand Total		\$439,841	\$439,841	\$439,841	\$481,325
FTEs Budget FTEs FY 2023					
Full Time	3.5				
Part Time					
Total	3.5				

Level of Service

Financial Services Same Level of Service

Quartile Score

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 provides program and program is currently being offered by other private businesses not within City limits	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Financial Services- FINANCE	Output: Number of checks processed.				
Financial Services- FINANCE	Output: Number of payments recorded and deposited in the bank.				
Financial Services- FINANCE	Output: Number of paychecks/bonus checks and direct deposits processed.				
Financial Services- FINANCE	Output: Number of line items processed.				
Financial Services- FINANCE	Output: Number of electronic payments recorded and deposited in the bank.				
Financial Services- FINANCE	Output: Number of electronic payments processed.				
Financial Services- FINANCE	Output: Number of payments recorded and deposited at the front desk.			21000	
Financial Services- FINANCE	Output: Number of A/P invoices processed			14350	
Financial Services- FINANCE	Output: Number of paychecks/bonus checks and direct deposits processed			14700	
Financial Services- FINANCE	Output: Number of electronic payments processed at front desk			40000	

Description:

COMM DEVELOP ADMIN ENGINEERING	Housing performs inspections of units that are becoming available for sale to ensure they meet the required standards for maximum re-sale value in accordance to the deed restrictions. This ensures that the units are maintained at a high level.
BUILDING DEPT.	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.
	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 Core or Essential Services****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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUILDING DEPT.</i>	Personnel	\$1,069,834	\$1,075,336	\$1,110,407	\$1,093,570
	Materials	\$116,006	\$116,006	\$116,006	\$132,646
	Total	\$1,185,840	\$1,191,342	\$1,226,413	\$1,226,216
<i>COMM DEVELOP ADMIN</i>	Materials	\$3,451	\$3,451	\$3,451	\$3,451
	Total	\$3,451	\$3,451	\$3,451	\$3,451
<i>ENGINEERING</i>	Personnel	\$157,573	\$136,563	\$158,338	\$174,067
	Materials	\$45,103	\$37,511	\$37,511	\$37,511
	Total	\$197,699	\$174,074	\$195,849	\$211,578
Grand Total		\$1,386,991	\$1,368,868	\$1,425,714	\$1,441,245

FTEs	Budget FTEs FY 2023
<i>Full Time</i>	9.9
<i>Part Time</i>	
Total	9.9

Level of Service

Inspections Same Level of Service

	Quartile	Score
<i>Inspections</i>	2	21

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

<i>ENGINEERING</i>	The cost for full time Public Improvement inspector is shifting 1/4 FTE cost from transit to engineering for FY15. For FY16, It is anticipated that 30% to 50% of the costs could be absorbed by a future Storm Water Utility.
<i>BUILDING DEPT.</i>	The Building Department is projected to collect revenue 64% above what was anticipated and budgeted. The Building Department's total budget increase requests are 9.7% in order to be sensitive to long term budgeting goals. The current office assistant position is budgeted for part time. We are proposing the position be funded as an FTR. With the increase in the demand of GRAMA requests and the increased permitting workload it is clear the part time position is not enough to keep up with the current workload. We are receiving an average of 250 GRAMA requests per year. GRAMA requests can be very time consuming and are coming in so frequently that our current staff is spending approx. 50% of their time filling the GRAMA requests. The additional allocations would be used to focus on GRAMA request so the other Analyst and Permit Technician positions can focus on the remaining job duties.

The Building Department previously had 3 FTR positions at the front counter and decreased that to 2.5 when revenues decreased several years ago.

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERING BUILDING DEPT.	Engineering does not have resources currently to keep up with demand and our workload. 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 licences 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Inspections- ENGINEERING</i>	Percent of ROW permit inspections provided within two working days of contractor contract.	0%		0%	
<i>Inspections- ENGINEERING</i>	Percent of water meter inspections completed within two working days.	0%		0%	
<i>Inspections- ENGINEERING</i>	Percent of PIMPS completed within two weeks.	0%		0%	
<i>Inspections- BUILDING DEPT.</i>	Percent of inspections completed within 24 hrs of request	0%		0%	
<i>Inspections- BUILDING DEPT.</i>	Percent of week's discussions that are conducted to brainstorm building codes and enforcement methods	0%		0%	
<i>Inspections- BUILDING DEPT.</i>	Percent of inspectors pursuing ongoing training each year	0%		0%	

Description:

ENGINEERING	Additional funds requested to 1.) provide required licensure training for professional staff and 2.) Hire consultants to assist in delivering the CIP program.

Council Goal:

068 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
ENGINEERING	Personnel	\$558,641	\$537,631	\$560,673	\$615,359
	Materials	\$112,845	\$111,270	\$66,270	\$71,270
	Total	\$671,486	\$648,901	\$626,943	\$686,629
Grand Total		\$671,486	\$648,901	\$626,943	\$686,629
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	3.7				
<i>Part Time</i>					
Total	3.7				

Level of Service

Engineering Project Management Enhanced Level of Service

	Quartile	Score
<i>Engineering Project Management</i>	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

<i>CITY ATTORNEY ENGINEERING</i>	Savings LEGAL
	The addition of AutoCAD Civil 3D software will allow Engineering Staff to perform design work and generate exhibits without the help of professional consultants. This will allow staff to prepare the necessary documents to bid small scale capital improvement projects in house. It will also allow Engineering Staff to better assist other departments by providing preliminary design and feasibility studys of desired roadways or utility alignments.

Section 5: Consequences of Funding Proposal at Lower Level

<i>CITY ATTORNEY ENGINEERING</i>	Consequences LEGAL
	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Engineering Project Management-ENGINEERING</i>	Percent of construction projects "Substantially" completed within a construction season.	0%		0%	
<i>Engineering Project Management-ENGINEERING</i>	Percent of public's construction concerns addressed within two weeks.	0%		0%	

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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 upmost 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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$94,033	\$94,033	\$94,033	\$104,479
	Materials	\$850	\$850	\$850	\$850
	Total	\$94,883	\$94,883	\$94,883	\$105,329
Grand Total		\$94,883	\$94,883	\$94,883	\$105,329
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.5				
<i>Part Time</i>					
Total	1.5				

Level of Service

Capital Budgeting **Same Level of Service**

	Quartile	Score
<i>Capital Budgeting</i>	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

<i>BUDGET, DEBT & GRANTS</i>	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

<i>BUDGET, DEBT & GRANTS</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Capital Budgeting- BUDGET, DEBT & GRANTS</i>	Percent of months in which CIP budget monitoring was completed	0%		100%	
<i>Capital Budgeting- BUDGET, DEBT & GRANTS</i>	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Capital Project Monitoring 'satisfactory' or above	0%		100%	
<i>Capital Budgeting- BUDGET, DEBT & GRANTS</i>	Percentage of Internal Service Survey (ISS) respondents who rated the usefulness of Capital Project Monitoring 'satisfactory' or above	0%		100%	

Description:**HUMAN
RESOURCES**

Benefits programs include health, dental, retirement, disability and life insurance offerings. The financial and emotional stability for employees made possible 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 Core or Essential Services****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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
HUMAN RESOURCES	Personnel	\$154,424	\$71,465	\$71,795	\$80,732
	Materials	\$70,355	\$16,330	\$16,330	\$16,330
	Total	\$224,779	\$87,795	\$88,125	\$97,062
Grand Total		\$224,779	\$87,795	\$88,125	\$97,062
FTEs	Budget FTEs FY 2023				
Full Time	.6				
Part Time					
Total	.6				

Level of Service

Benefit Design/Administration **Same Level of Service**

	Quartile	Score
<i>Benefit Design/Administration</i>	2	20.75

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	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

<i>HUMAN RESOURCES</i>	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

<i>HUMAN RESOURCES</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Benefits Design/Administration- HUMAN RESOURCES</i>	Percent of increase to benefit dollar costs compared to national average.	0%		5%	
<i>Benefits Design/Administration- HUMAN RESOURCES</i>	Benefit-to-pay ratio for 40K salary.	0%		90%	
<i>Benefits Design/Administration- HUMAN RESOURCES</i>	Employer-to-Employee benefit ratio cost (compare to Wasatch Comp Group Data)	0%		26%	

Description:

<i>BLDG MAINT ADM</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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

Explanation

Program Experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BLDG MAINT ADM</i>	Personnel	\$485,142	\$169,630	\$169,675	\$189,020
	Materials	\$46,825	\$28,825	\$46,825	\$46,875
	Total	\$513,967	\$198,455	\$216,500	\$235,895
Grand Total		\$513,967	\$198,455	\$216,500	\$235,895
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	1.4				
<i>Part Time</i>					
Total	1.4				

Level of Service

Inspections and Contract Supervision Same Level of Service

	Quartile	Score
<i>Inspections and Contract Supervision</i>	2	20.5

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 provides program and program is currently being offered by other private businesses not within City limits	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

<i>BLDG MAINT ADM</i>	“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

<i>BLDG MAINT ADM</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Inspections and Contract Supervision- BLDG MAINT ADM</i>	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%	
<i>Inspections and Contract Supervision- BLDG MAINT ADM</i>	Percentage of alarm and fire protection systems inspected in City buildings yearly.	0%		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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Diverse Community Participation</i>	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**

Program Experiencing a **SIGNIFICANT** increase in demand of 15% to 24%

Explanation

Youth and Spanish service demands are experiencing a great deal of increase, which is good. Our outreach to the schools and to the Spanish-speaking population has been successful in bringing in more people. Our children's and youth' programs are full to b

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
LIBRARY	Personnel	\$353,714	\$315,589	\$316,609	\$351,501
	Materials	\$71,427	\$71,427	\$71,427	\$71,800
	Total	\$425,141	\$387,016	\$388,036	\$423,300
	Grand Total	\$425,141	\$387,016	\$388,036	\$423,300

FTEs	Budget FTEs
	FY 2023
<i>Full Time</i>	3.
<i>Part Time</i>	1.4
Total	4.4

Level of Service

Youth & Spanish Services **Same Level of Service**

	Quartile	Score
<i>Youth & Spanish Services</i>	2	20.5

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 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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Youth & Spanish Services-LIBRARY</i>	Number of people served by Youth and Spanish programs and outreach.			24000	

<i>Youth & Spanish Services-LIBRARY</i>	Checkout Rate of Children's Collection-Circulation per item			2	

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Fiscally and Legally Sound</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$29,099	\$29,099	\$29,099	\$32,331
	Materials	\$15,350	\$15,350	\$15,350	\$15,350
	Total	\$44,449	\$44,449	\$44,449	\$47,681
Grand Total		\$44,449	\$44,449	\$44,449	\$47,681
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	.2				
<i>Part Time</i>					
<i>Total</i>	.2				

Level of Service

Revenue/Resource Management Same Level of Service

	Quartile	Score
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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
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			30	
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%		100%	
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%		100%	

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 Core or Essential Services****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

FTEs **Budget FTEs**
FY 2023

Full Time	
Part Time	
Total	

Level of Service

Senior Services **Same Level of Service**

	Quartile	Score
Senior Services	2	20.25

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 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

<i>COMMUNITY ENGAGEMENT</i>	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.
<i>COMM DEVELOP ADMIN</i>	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

<i>COMMUNITY ENGAGEMENT</i>	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.
<i>COMM DEVELOP ADMIN</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Senior Services- COMMUNITY ENGAGEMENT</i>	Percent of respondents who indicate that "knowing where to turn for information on services and benefits for seniors" is a problem.	0%		0%	
<i>Senior Services- COMMUNITY ENGAGEMENT</i>	1) Cost per passenger for Elderly/Seniors/Para-transit				
<i>Senior Services- COMMUNITY ENGAGEMENT</i>	2) Passengers per year for Elderly/Seniors/Para-transit				

Description:

<i>FLEET SERVICES DEPT</i>	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 over 300 vehicles\equipment.

Council Goal:

057 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>FLEET SERVICES DEPT</i>	Personnel	\$1,081,364	\$1,081,364	\$1,081,364	\$1,154,672
	Materials	\$1,853,155	\$1,851,255	\$1,851,255	\$1,851,255
	Total	\$2,934,519	\$2,932,619	\$2,932,619	\$3,005,927
Grand Total		\$2,934,519	\$2,932,619	\$2,932,619	\$3,005,927
<i>FTEs</i>		Budget FTEs FY 2023			
<i>Full Time</i>	10.				
<i>Part Time</i>	.1				
Total	10.1				

Level of Service

Fleet Management & Maintenance Same Level of Service

	Quartile	Score
<i>Fleet Management & Maintenance</i>	2	20

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Fleet Management & Maintenance-FLEET SERVICES DEPT	Number of VEUs per mechanic (measured "vehicle equivalent units" to adjust for various equipment sizes).			40	
Fleet Management & Maintenance-FLEET SERVICES DEPT	Customer Satisfaction from Internal Service Survey: Percentage of ratings satisfactory or above.	0%		100%	
Fleet Management & Maintenance-FLEET SERVICES DEPT	Product Quality from Internal Service Survey: Percentage of ratings satisfactory or above.	0%		100%	
Fleet Management & Maintenance-FLEET SERVICES DEPT	Percentage of mechanic time spent servicing vehicles and equipment ("Wrench-turning" hours to total hours)	0%		76%	

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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
CITY ATTORNEY	Personnel	\$220,787	\$220,787	\$221,429	\$247,645
	Materials	\$28,583	\$28,583	\$28,583	\$28,583
	Total	\$249,370	\$249,370	\$250,012	\$276,228
Grand Total		\$249,370	\$249,370	\$250,012	\$276,228
FTEs Budget FTEs FY 2023					
<i>Full Time</i>	1.1				
<i>Part Time</i>	.1				
Total	1.2				

Level of Service

General Legal Support **Enhanced Level of Service**

	Quartile	Score
<i>General Legal Support</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
General Legal Support-CITY ATTORNEY'S OFFICE	Percent of staff inquiries addressed within 3 days.	0%		0%	

Description:

<i>BLDG MAINT ADM</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Well-Maintained Assets and Infrastructure</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BLDG MAINT ADM</i>	Personnel	\$233,323	\$233,323	\$233,353	\$259,619
	Materials	\$463,700	\$463,700	\$463,700	\$463,750
	Total	\$697,023	\$697,023	\$697,053	\$723,369
Grand Total		\$697,023	\$697,023	\$697,053	\$723,369

**FTEs Budget FTEs
FY 2023**

<i>Full Time</i>	2.
<i>Part Time</i>	
Total	2.

Level of Service

Janitorial Services Same Level of Service

	Quartile	Score
Janitorial Services	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 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, Environmental stewardship, service levels, and equipment availability that will decrease carbon footprint and equipment downtime through innovation. 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Janitorial Services-BLDG MAINT ADM	Percentage of City buildings cleaned based on weekly schedule.	0%		0%	

Description:

Council Goal:

047 Core or Essential Services

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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
BUILDING DEPT.	Personnel	\$291,103	\$292,561	\$303,575	\$290,288
	Materials	\$67,112	\$67,112	\$67,112	\$67,112
	Total	\$358,215	\$359,673	\$370,687	\$357,400
Grand Total		\$358,215	\$359,673	\$370,687	\$357,400
FTEs	Budget FTEs FY 2023				
Full Time	2.4				
Part Time					
Total	2.4				

Level of Service

Community Code Compliance Enhanced Level of Service

	Quartile	Score
Community Code Compliance	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 Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

<i>BUILDING DEPT.</i>	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

<i>BUILDING DEPT.</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Code Enforcement-BUILDING DEPT.</i>	Percent of investigations initiated within 24 hrs of complaint	0%		0%	
<i>Code Enforcement-BUILDING DEPT.</i>	Percent of complaints initiated by internal/proactive enforcement	0%		0%	
<i>Code Enforcement - BUILDING DEPT.</i>	Percent of code enforcement hours provided outside of regular business hours	0%		0%	
<i>Code Enforcement-BUILDING DEPT.</i>	Percent of code enforcement personnel conducting outreach regarding code concerns or changes	0%		0%	

Description:

CITY ATTORNEY	Legal Staff provides in-house capability for efficient case administration with outside legal counsel retained for conflict/specialty cases. 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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Fiscally and Legally Sound</i>	Fiscally and legally sound

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
CITY ATTORNEY	Personnel	\$158,939	\$158,939	\$159,413	\$189,509
	Materials	\$2,280	\$2,280	\$2,280	\$2,280
	Total	\$161,219	\$161,219	\$161,693	\$191,789
Grand Total		\$161,219	\$161,219	\$161,693	\$191,789
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.9				
<i>Part Time</i>	.1				
Total	1.				

Level of Service

Litigation Same Level of Service

Quartile	Score

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Litigation-CITY ATTORNEY'S OFFICE	Percent of court deadlines met without extensions.	0%		0%	
Litigation-CITY ATTORNEY'S OFFICE	Time dedicated to resolve city claims is at least approximately 20%; including consultations with outside counsel.	No		No	

Description:

<i>HUMAN RESOURCES</i>	Compliance with multiple agencies, regulations and laws including the federal government, Utah State government and local government. This program involves being aware of 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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Fiscally and Legally Sound</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>HUMAN RESOURCES</i>	Personnel	\$175,102	\$138,807	\$139,347	\$157,308
	Materials	\$22,570	\$20,695	\$20,695	\$20,695
	Total	\$197,672	\$159,502	\$160,042	\$178,003
Grand Total		\$197,672	\$159,502	\$160,042	\$178,003
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.				
<i>Part Time</i>	.1				
Total	1.1				

Level of Service

Local, State, and Federal Compliance Same Level of Service

	Quartile	Score
Local, State, and Federal Compliance	2	19.75

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 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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Local, State, and Federal Compliance-HUMAN RESOURCES	# of violation inquiries received annually (IRS, INS, OSHA, Labor Commission, DOL, WC)				

Description:

<i>CITY COUNCIL</i>	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.
<i>CITY MANAGER</i>	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.
<i>ENVIRONMENTAL SUSTAINABILITY</i>	The Regional Community Development Director represents the City on regional collaboration efforts.

Council Goal:

029 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transparent Government</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY COUNCIL</i>	Personnel	\$158,872	\$158,872	\$158,872	\$168,223

	Materials	\$33,075	\$33,075	\$33,075	\$33,075
	Total	\$191,947	\$191,947	\$191,947	\$201,298
CITY MANAGER	Personnel	\$163,339	\$163,339	\$163,801	\$187,133
	Materials	\$23,083	\$23,083	\$23,083	\$23,083
	Total	\$186,422	\$186,422	\$186,884	\$210,216
ENVIRONMENTAL SUSTAINABILITY	Materials	\$144,100	\$144,100	\$144,100	\$144,100
	Total	\$144,100	\$144,100	\$144,100	\$144,100
	Grand Total	\$522,470	\$522,470	\$522,931	\$555,613

FTEs	Budget FTEs
	FY 2023
Full Time	1.2
Part Time	
Total	1.2

Level of Service

Policy Creation & Implementation **Same Level of Service**

	Quartile	Score
Policy Creation & Implementation	2	19.5

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

ENVIRONMENTAL SUSTAINABILITY	team of professionals to assist with the creation of policies and also provide significant support at the state legislative level.
	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Policy Creation & Implementation- CITY COUNCIL</i>	Percent of Council saying that Policy framing is good or excellent.	0%		0%	
<i>Policy Creation and Implementation-CITY COUNCIL</i>	Percent of Council saying implementation is good or excellent.	0%		0%	
<i>Policy Creation & Implementation- CITY COUNCIL</i>	Percent of Council saying that Policy framing is good or excellent.	0%		0%	
<i>Policy Creation and Implementation-CITY COUNCIL</i>	Percent of Council saying implementation is good or excellent.	0%		0%	

Description:

<i>CITY MANAGER</i>	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.
<i>CITY ATTORNEY</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transparent Government</i>	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

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY ATTORNEY</i>	Personnel	\$375,151	\$375,151	\$376,087	\$419,892
	Materials	\$4,797	\$4,797	\$4,797	\$4,797
	Total	\$379,948	\$379,948	\$380,884	\$424,689
<i>CITY MANAGER</i>	Personnel	\$166,258	\$166,258	\$166,757	\$190,829
	Materials	\$9,797	\$9,797	\$9,797	\$9,797
	Total	\$176,055	\$176,055	\$176,554	\$200,626
Grand Total		\$556,003	\$556,003	\$557,438	\$625,315

FTEs **Budget FTEs**
FY 2023

<i>Full Time</i>	2.7
<i>Part Time</i>	.2
Total	2.9

Level of Service

Council & Board Support Same Level of Service

	Quartile	Score
<i>Council & Board Support</i>	2	19.5

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

<i>CITY MANAGER</i>	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

<i>CITY MANAGER</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Council & Board Support- CITY MANAGER</i>	Percent of NCS respondents whose overall confidence in Park City government is "good" or "excellent"	0%		0%	
<i>Council & Board Support- CITY MANAGER</i>	Percent of employees satisfied with the City Manager's office.	0%		0%	
<i>Council & Board Support- CITY ATTORNEY'S OFFICE</i>	Percent of staff reports reviewed within three days.	0%		0%	
<i>Council & Board Support- CITY ATTORNEY'S OFFICE</i>	Conduct annual training with all Boards, Commissions and Council in accordance with Master Training Calendar.				

Description:

<i>TECHNICAL & CUSTOMER SERVICES</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Well-Maintained Assets and Infrastructure</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TECHNICAL & CUSTOMER SERVICES</i>	Personnel	\$316,585	\$206,327	\$207,107	\$228,164
	Materials	\$583,807	\$133,807	\$563,807	\$563,757
	Total	\$900,392	\$340,134	\$770,914	\$791,921
Grand Total		\$900,392	\$340,134	\$770,914	\$791,921
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.9				
<i>Part Time</i>					
Total	1.9				

Level of Service

Systems Support Same Level of Service

	Quartile	Score
<i>Systems Support</i>	2	19.25

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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Systems Support-TECHNICAL & CUSTOMER SERVICES</i>	Percent of users satisfied or very satisfied with system support	0%		0%	
<i>Systems Support-TECHNICAL & CUSTOMER SERVICES</i>	Percent of systems / servers available for use or log in	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Safe Community</i>	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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
ABATEMENT	Materials	\$48,688	\$48,688	\$48,688	\$48,688
	Total	\$48,688	\$48,688	\$48,688	\$48,688
	Grand Total	\$48,688	\$48,688	\$48,688	\$48,688
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>					
<i>Part Time</i>					
Total					

Abatement Fund Enhanced Level of Service

	Quartile	Score
Abatement Fund	2	19

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

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:

<i>CITY ATTORNEY</i>	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.
<i>SELF INS & SEC BOND</i>	Also includes Safety Programs and Security Maintenance accounts.

Council Goal:

088 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Fiscally and Legally Sound</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY ATTORNEY</i>	Personnel	\$68,368	\$68,368	\$68,578	\$81,602
	Materials	\$1,339	\$1,339	\$1,339	\$1,339
	Total	\$69,707	\$69,707	\$69,917	\$82,941
<i>SELF INS & SEC BOND</i>	Materials	\$1,181,176	\$1,181,176	\$1,181,176	\$1,188,500
	Total	\$1,181,176	\$1,181,176	\$1,181,176	\$1,188,500
<i>WORKERS COMP</i>	Materials	\$280,952	\$280,952	\$280,952	\$280,952
	Total	\$280,952	\$280,952	\$280,952	\$280,952
Grand Total		\$1,531,835	\$1,531,835	\$1,532,045	\$1,552,393

FTEs	Budget FTEs
	FY 2023
<i>Full Time</i>	.4
<i>Part Time</i>	.1
Total	.5

Level of Service

Risk Management **Same Level of Service**

	Quartile	Score
<i>Risk Management</i>	2	19

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	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

<i>CITY ATTORNEY</i>	Provide training to all departments to keep any claims to a minimum.
<i>SELF INS & SEC BOND</i>	Safety and Security programs are a part of this program and often do joint interdepartmental innovation and collaboration while sharing costs.

Section 5: Consequences of Funding Proposal at Lower Level

<i>CITY ATTORNEY</i>	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.
<i>SELF INS & SEC BOND</i>	Mandatory safety programs and security measures may not meet requirements.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Risk Management-CITY ATTORNEY'S OFFICE</i>	Percent of incident claims investigated by staff.	0%		0%	
<i>Risk Management-CITY ATTORNEY'S OFFICE</i>	Percent of incident claims investigated by staff.	0%		0%	

Description:

CAPITAL	Capital funding goes towards maintenance and upkeep of parking facilities.
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 1200 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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	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

Program Experiencing a SUBSTANTIAL increase in demand of 25% or more

Explanation

With the implementation of the DLS program on Main st., enforcement is the key factor in ensuring consistency and success. Having available parking staff to work alongside Park City Police is essential to ensure proper function. Parking has also expanded

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PARKING	Personnel	\$991,803	\$991,803	\$1,036,498	\$1,181,010
	Materials	\$769,000	\$769,000	\$769,000	\$780,250
	Total	\$1,760,803	\$1,760,803	\$1,805,498	\$1,961,260
TRANSPORTATION OPER	Personnel		\$(55,820)	\$(55,820)	\$(52,755)

Materials	\$134,400	\$134,400	\$134,400	\$433,239
Total	\$78,580	\$78,580	\$78,580	\$380,484
Grand Total	\$1,839,383	\$1,839,383	\$1,884,078	\$2,341,744

FTEs **Budget FTEs**
FY 2023

Full Time	11.6
Part Time	1.
Total	12.6

Level of Service

Parking Management **Same Level of Service**

	Quartile	Score
Parking Management	2	19

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

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	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. From 1998 to 2013 Staff utilized contract services to meet enforcement staffing needs. These contract employees were managed in a hybrid approach that housed them in a City building and placed them under the direct management of the City's Parking & Fleet Manager. In order to increase customer service the City brought the operation in-house to enhance customer service primarily by paying competitive wages with the retail industry. As a result customer complaints have diminished greatly. As of 2019 Staff is confident additional resources requested will be needed to reach previous objectives as well as new Council goals which include the DLS program on Main st. This program is quite labor intensive and requires consistent enforcement collaboration with Police. As of 2020, Parking Services has reduced operating costs by 20% through enhanced technology in the China Bridge parking garage. Park City Police have also been equipped with ticket writing software that feeds in to the parking management database which collects and retains better evidences to ensure fair and informed adjudicative processes are kept. Parking has also gone "virtual" with many parking permits and passes to save on material cost and waste as well as improve customer resources and experience.

Section 5: Consequences of Funding Proposal at Lower Level

<i>TRANSPORTATION OPER</i>	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.
<i>PARKING</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of appeals to citations (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Appeals processing time in days (Dept: Parking)				
<i>Parking Management-TRANSPORTATION OPER</i>	Percentage of Vehicles in compliance (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of first-time violations to total violations (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Citation collection rate (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of appeals to citations (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Appeals processing time in days (Dept: Parking)				
<i>Parking Management-TRANSPORTATION OPER</i>	Percentage of Vehicles in compliance (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of first-time violations to total violations (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Citation collection rate (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of appeals to citations (Dept: Parking)	0%		0.5%	
<i>Parking Management-TRANSPORTATION OPER</i>	Appeals processing time in days (Dept: Parking)			26	
<i>Parking Management-TRANSPORTATION OPER</i>	Percentage of Vehicles in compliance (Dept: Parking)	0%		0.91%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of first-time violations to total violations (Dept: Parking)	0%		0.55%	
<i>Parking Management-TRANSPORTATION OPER</i>	Citation collection rate (Dept: Parking)	0%		0.89%	

Description:

<i>CITY ATTORNEY</i>	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.
<i>ENVIRONMENTAL SUSTAINABILITY</i>	This budget includes all items related to environmental regulatory work related to Legacy Mine soils.

Council Goal:

016 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Environmental Health</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY ATTORNEY</i>	Personnel	\$94,590	\$94,590	\$94,842	\$105,668
	Materials	\$1,074	\$1,074	\$26,074	\$26,074
	Total	\$95,664	\$95,664	\$120,916	\$131,742
<i>ENVIRONMENTAL REGULATORY</i>	Personnel	\$176,447	\$176,447	\$176,447	\$198,659
	Materials	\$100,000	\$100,000	\$100,000	\$135,000
	Total	\$276,447	\$276,447	\$276,447	\$333,659
<i>ENVIRONMENTAL SUSTAINABILITY</i>	Personnel	\$32,036	\$32,036	\$32,036	\$36,069
	Materials	\$8,350	\$8,350	\$8,350	\$8,350

WATER OPERATIONS	Total	\$40,386	\$40,386	\$40,386	\$44,419
	Personnel	\$(16,255)	\$(16,255)	\$(16,255)	\$(12,775)
	Materials				\$307,836
	Total	\$(16,255)	\$(16,255)	\$(16,255)	\$295,061
Grand Total		\$396,243	\$396,243	\$421,495	\$804,881

FTEs	Budget FTEs
	FY 2023
Full Time	2.6
Part Time	.1
Total	2.7

Level of Service

Environmental Regulatory/EPA Same Level of Service

	Quartile	Score
Environmental Regulatory/EPA	2	18.75

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 provides program and program is currently being offered by other private businesses not within City limits	Program is required by Federal, 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

Actual Actual Target Target

		FY 2021	FY 2022	FY 2023	FY 2024
<i>Environmental Regulatory/EPA-CITY ATTORNEY'S OFFICE</i>	Meet and confer with all applicable City Staff and contracted service providers on EPA issues and received correspondence.				
<i>ENVIRONMENTAL REGULATORY/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Compliance with Prospector Drain AOC schedule.	No		No	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Percent of monthly BioCell water sample testing completed.	0%		0%	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Number of citizens and business owners request for support in reviewing or obtaining certificates of compliance (Soil Ordinance)				
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.				
<i>ENVIRONMENTAL REGULATORY/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Compliance with Prospector Drain AOC schedule.	No		No	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Percent of monthly BioCell water sample testing completed.	0%		0%	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Number of citizens and business owners request for support in reviewing or obtaining certificates of compliance (Soil Ordinance)				
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.				
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	Continued progress on Prospector Drain EE/CA	No		No	
<i>Environmental Regulatory/EPA-ENVIRONMENTAL SUSTAINABILITY</i>	# of Phase I ESA's completed on all property transactions				

Description:

<i>CITY ATTORNEY</i>	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 Core or Essential Services

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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY ATTORNEY</i>	Personnel	\$77,425	\$77,425	\$77,647	\$89,213
	Materials	\$785	\$785	\$785	\$785
	Total	\$78,210	\$78,210	\$78,432	\$89,998
Grand Total		\$78,210	\$78,210	\$78,432	\$89,998
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	.5				
<i>Part Time</i>	.1				
<i>Total</i>	.6				

Level of Service

Employment Review Same Level of Service

	Quartile	Score
<i>Employment Review</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Employment Review- CITY ATTORNEY'S OFFICE	Percent of employee contracts reviewed within three days.	0%		0%	
Employment Review- CITY ATTORNEY'S OFFICE	Percent of legal questions from Human Resources and other departments answered within three days, unless extenuating circumstances	0%		0%	

Description:

<i>PLANNING DEPT.</i>	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.). Coordinates with Sustainability, Engineering, Housing, Transportation, Economic Development and Executive on interdepartment projects and initiatives.

Council Goal:

079 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Safe Community</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>COMM DEVELOP ADMIN</i>	Materials	\$75	\$75	\$75	\$75
	Total	\$75	\$75	\$75	\$75
<i>PLANNING DEPT.</i>	Personnel	\$181,709	\$152,150	\$152,852	\$178,877
	Materials	\$10,416	\$10,398	\$10,398	\$10,398
	Total	\$191,104	\$162,548	\$163,250	\$189,275
Grand Total		\$191,179	\$162,623	\$163,325	\$189,350
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.4				
<i>Part Time</i>					
Total	1.4				

Level of Service

Permitting / Current Planning Same Level of Service

	Quartile	Score
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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Permitting / Current Planning-PLANNING DEPT.	Number of Planning Applications received.				
Permitting / Current Planning-PLANNING DEPT.	Number of Building Permits received for review by Planning.				
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of Complete Application forms sent out to applicants within 72 hours of project assignment.				
Permitting / Current Planning-PLANNING DEPT.	Plan check turnaround time is checked daily. 90% of initial plan reviews are completed within 2 weeks.				
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of Action Letters issued within 5 working days of final Action				
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of project comment letters issued within 5 working days of staff review/Commission meetings.				

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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome**Gold Medal
Performance
Organization**

Competitive pay helps employees feel engaged in their jobs and with the City's organization, enabling them to focus on what 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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
HUMAN RESOURCES	Personnel	\$132,212	\$109,398	\$109,950	\$122,256
	Materials	\$57,690	\$46,690	\$46,690	\$46,690
	Total	\$189,902	\$156,088	\$156,640	\$168,946
Grand Total		\$189,902	\$156,088	\$156,640	\$168,946
FTEs	Budget FTEs FY 2023				
Full Time	.9				
Part Time	.1				
Total	1.				

Level of Service

Pay Plan Design/Administration Same Level of Service

	Quartile	Score
<i>Pay Plan Design/Administration</i>	2	18.75

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 provides program and program is currently being offered by other private businesses not within City limits	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

<i>HUMAN RESOURCES</i>	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

<i>HUMAN RESOURCES</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Pay Plan Design/Administration-HUMAN RESOURCES</i>	Total number of job classifications.			153	
<i>Pay Plan Design/Administration-HUMAN RESOURCES</i>	Percent of applicant pool qualified for the posted position.	0%		25%	
<i>Pay Plan Design/Administration-HUMAN RESOURCES</i>	Percent of city-wide turnover.	0%		12%	

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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Arts & Culture</i>	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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
LIBRARY	Personnel	\$315,323	\$315,323	\$316,577	\$351,949
	Materials	\$40,627	\$40,627	\$40,627	\$40,898
	Total	\$355,950	\$355,950	\$357,204	\$392,847
Grand Total		\$355,950	\$355,950	\$357,204	\$392,847
FTEs Budget FTEs FY 2023					
<i>Full Time</i>	2.7				
<i>Part Time</i>	.7				
Total	3.4				

Level of Service

Technical Services Enhanced Level of Service

	Quartile	Score
Technical Services	2	18.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Technical Services LIBRARY	Annual number of in-library wi-fi logins.			52000	
Technical Services-LIBRARY	Annual number of web hits.			200000	

Description:

<i>CITY MANAGER</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Gold Medal Performance Organization</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY MANAGER</i>	Personnel	\$210,950	\$210,950	\$211,636	\$241,504
	Materials	\$33,303	\$33,303	\$28,303	\$28,303
	Total	\$244,253	\$244,253	\$239,939	\$269,807
Grand Total		\$244,253	\$244,253	\$239,939	\$269,807
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	1.2				
<i>Part Time</i>	.2				
Total	1.4				

Level of Service

Staff Support Reduced Level of Service

Quartile	Score

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 Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

CITY
MANAGER

While lower salaries are not a specific goal, it is likely that the people hired to eventually fill the roles of a retiring City Recorder will start at a salary lower than the people currently in those roles. The City benefits greatly from the experience of the current City Recorder and Executive supporting staff 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Staff Support-CITY MANAGER	Percentage (%) of staff reports completed by Thursdays at 5 PM.	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 Core or Essential Services****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**

Program Experiencing a MODEST increase in demand of 5% to 14%

Explanation

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.

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
LIBRARY	Personnel	\$282,952	\$282,952	\$284,170	\$315,939
	Materials	\$48,208	\$48,208	\$48,208	\$48,530
	Total	\$331,160	\$331,160	\$332,378	\$364,469
Grand Total		\$331,160	\$331,160	\$332,378	\$364,469
FTEs Budget FTEs FY 2023					
Full Time	2.6				
Part Time	.7				

Total 3.3

Level of Service

Circulation Services Same Level of Service

	Quartile	Score
<i>Circulation Services</i>	2	18.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Circulation Services-LIBRARY</i>	Annual visits per capita.			22	
<i>Circulation Services-LIBRARY</i>	Circulation per capita (annual measure only)			14.5	
<i>Circulation Services-LIBRARY</i>	Electric content use (number of log-ins)			15000	
<i>Circulation Services-LIBRARY</i>	Number of Registered Users			9700	
<i>Circulation Services-LIBRARY</i>	Total number of Spanish materials in collection				

Description:**TECHNICAL &
CUSTOMER
SERVICES**

Software subscriptions and maintenance contracts represent a common trend in the IT industry to utilize services and minimize risks. Contracts ensure that we have an updated and viable infrastructure and provide support for issues. Examples of covered subscriptions include enterprise software, and Office365.

Council Goal:**083 Core or Essential Services****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% Use of subscription softwares services or SaaS.

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TECHNICAL & CUSTOMER SERVICES	Personnel	\$55,050	\$55,050	\$55,290	\$60,804
	Materials	\$428,540	\$292,540	\$393,940	\$393,940
	Total	\$483,590	\$347,590	\$449,230	\$454,744
Grand Total		\$483,590	\$347,590	\$449,230	\$454,744
FTEs	Budget FTEs FY 2023				
Full Time	.4				
Part Time					
Total	.4				

Level of Service

Software Maintenance/Upgrades **Same Level of Service**

	Quartile	Score
Software Maintenance/Upgrades	2	18.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Software Maintenance/Upgrades- TECHNICAL & CUSTOMER SERVICES	Percent of maintenance contracts on critical systems	0%		0%	
Software Maintenance/Upgrades- TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Software Maintenance / Upgrades	0%		0%	

Description:

POLICE	Community 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. We also have dedicated a sworn and a civilian employee to specifically focus on community outreach.

Council Goal:**056 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Safe Community</i>	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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
POLICE	Personnel	\$1,030,240	\$1,000,298	\$1,000,598	\$1,048,668
	Materials	\$65,750	\$65,750	\$65,750	\$78,825
	Total	\$1,095,990	\$1,066,048	\$1,066,348	\$1,127,493
Grand Total		\$1,095,990	\$1,066,048	\$1,066,348	\$1,127,493
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	7.4				
<i>Part Time</i>					
Total	7.4				

Level of Service

Community Support Enhanced Level of Service

	Quartile	Score
Community Support	2	18.25

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 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

POLICE Joining 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

POLICE A 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Community Support-POLICE	100% of victims contacted within ten working days	0%		0%	
Community Support-POLICE	% of Operations Staff with viable Problem Oriented Policing projects	0%		0%	
Community Support-POLICE	Total number of Community meetings/contacts per year				
Community Support- POLICE	Number of events				
Community Support- POLICE	Number of hours spent on events				
Community Support- POLICE	Percent of respondents whose "overall feeling of safety in Park City" is "good" or "excellent" (National Citizens' Survey)	0%		0%	

<i>Community Support- POLICE</i>	Percent of respondents that feel "very safe" or "somewhat safe" in their neighborhood during the day (National Citizens' Survey)	0%		0%	
<i>Community Support- POLICE</i>	Percent of respondents that feel "very safe" or "somewhat safe" in Park City's downtown area during the day (National Citizens' Survey)	0%		0%	
<i>Community Support- POLICE</i>	Percent of respondents that rate Police Services as "good" or "excellent" (National Citizens' Survey)	0%		0%	
<i>Community Support- POLICE</i>	Percent of respondents that rate Crime Prevention as "good" or "excellent" (National Citizens' Survey)	0%		0%	

Description:

<i>TECHNICAL & CUSTOMER SERVICES</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TECHNICAL & CUSTOMER SERVICES</i>	Personnel	\$36,364	\$36,364	\$36,514	\$40,453
	Materials	\$91,400	\$91,400	\$91,400	\$91,400
	Total	\$127,764	\$127,764	\$127,914	\$131,853
Grand Total		\$127,764	\$127,764	\$127,914	\$131,853
<i>FTEs</i>	<i>Budget FTEs FY 2023</i>				
<i>Full Time</i>	.3				
<i>Part Time</i>					
<i>Total</i>	.3				

Level of Service

IT Utilities Same Level of Service

	Quartile	Score
IT Utilities	2	18

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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of phone coverage Monday - Friday (8 a.m. to 5 p.m.)	0%		0%	
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of physical coverage Monday - Friday (8 a.m. to 5 p.m.)	0%		0%	
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Front Desk	0%		0%	

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 Core or Essential Services

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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
COMMUNITY ENGAGEMENT	Personnel	\$198,030	\$207,493	\$207,493	\$236,863
	Total	\$198,030	\$207,493	\$207,493	\$236,863
Grand Total		\$198,030	\$207,493	\$207,493	\$236,863
<i>FTEs</i>	<i>Budget FTEs FY 2023</i>				
Full Time	.6				
Part Time					
Total	.6				

Level of Service

Emergency Communications Same Level of Service

	Quartile	Score
Emergency Communications	2	17.75

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 provides program and program is currently being offered by other private businesses not within City limits	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Emergency Communications- COMMUNITY ENGAGEMENT	Percent of households who have stocked supplies in preparation for an emergency within the last 12 months (National Citizen's Survey)- NCS data collected every 2 years	0%		0%	
Emergency Communications- COMMUNITY ENGAGEMENT	Percent of respondents who rate the City's emergency preparedness services as "good" or "excellent" (National Citizen's Survey)- NCS data collected every 2 years	0%		0%	
Emergency Communications- COMMUNITY ENGAGEMENT	Percent of households who have stocked supplies in preparation for an emergency within the last 12 months (National Citizen's Survey)- NCS data collected every 2 years	0%		0%	
Emergency Communications-	Percent of respondents who rate the City's emergency preparedness services as "good" or	0%		0%	

COMMUNITY ENGAGEMENT	"excellent" (National Citizen's Survey)- NCS data collected every 2 years				

Description:

<i>BLDG MAINT ADM</i>	The Building Maintenance Department provides a variety of services and preventative maintenance for this program. It requires that City building repairs and maintenance are performed throughout all City owned facilities to ensure preservation and longevity of building assets.

Council Goal:

064 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BLDG MAINT ADM</i>	Personnel	\$546,805	\$546,805	\$546,865	\$608,307
	Materials	\$209,825	\$146,825	\$209,825	\$209,875
	Total	\$756,630	\$693,630	\$756,690	\$818,182
<i>MARSAC-SWEDE CONDO HOA</i>	Materials	\$13,000	\$13,000	\$13,000	\$13,000
	Total	\$13,000	\$13,000	\$13,000	\$13,000
Grand Total		\$769,630	\$706,630	\$769,690	\$831,182
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	4.7				
<i>Part Time</i>					
Total	4.7				

Level of Service

Building Repairs and Maintenance Same Level of Service

	Quartile	Score
<i>Building Repairs and Maintenance</i>	2	17.75

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 provides program and program is currently being offered by other private businesses not within City limits	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

<i>BLDG MAINT ADM</i>	"Cost Savings": The Building Maintenance Department through the building repairs and maintenance program is able to extend useable life of facilities reducing overall costs. "Innovation": The Building Maintenance Department continually looks for creative ways to extend the life of building components through preventative maintenance. Industry trends are to move towards "greener" technologies.

Section 5: Consequences of Funding Proposal at Lower Level

<i>BLDG MAINT ADM</i>	The consequences of lowering the funding for this program include: Reduction in usable life due to dilapidation and aging infrastructure, and reduced safety and reliability of building components. There would also be an increase in citizen and building occupant complaints due to established expectations.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Building Repairs and Maintenance - BLDG MAINT ADM</i>	Percent of building repairs made within 30 days of receiving a complaint or request for service.	0%		0%	
<i>Building Repairs and Maintenance- BLDG MAINT ADM</i>	Percentage of all city buildings inspected weekly.	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 Core or Essential Services

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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
HUMAN RESOURCES	Personnel	\$204,481	\$165,075	\$165,993	\$182,130
	Materials	\$150,830	\$120,830	\$120,830	\$120,830
	Total	\$355,311	\$285,905	\$286,823	\$302,960
Grand Total		\$355,311	\$285,905	\$286,823	\$302,960
FTEs	Budget FTEs FY 2023				
Full Time	.8				
Part Time	.3				
Total	1.1				

Level of Service

Recruitment Same Level of Service

Quartile Score

Recruitment	2	17.75

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

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Recruitment-HUMAN RESOURCES	Total number of recruitments- FTR			40	
Recruitment-HUMAN RESOURCES	Total number of recruitments-Other			65	
Recruitment-HUMAN RESOURCES	Average time to fill external positions.	0%		67%	

Description:

<i>ENGINEERING</i>	Review and sign off on planning documents, building permits, engineering permits and other projects generated by the Building/Planning/Engineering Team.
<i>PLANNING DEPT.</i>	The Planning Department reviews planning applications for conformance with the GENERAL PLAN and the LAND MANAGEMENT CODE. This includes management of: - Land Management Code updates, revisions, and amendments - Planning Commission, - Historic Preservation Board - and Board of Adjustment - National Register of - Historic Districts - Design Guidelines for the Historic District - and Historic Sites - Historic Sites Inventory 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.
<i>BUILDING DEPT.</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Safe Community</i>	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.

Change in Demand

Explanation

Program Experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUILDING DEPT.</i>	Personnel	\$493,091	\$495,647	\$476,573	\$457,266
	Materials	\$9,325	\$9,325	\$9,325	\$9,325
	Total	\$502,416	\$504,972	\$485,898	\$466,591
<i>ENGINEERING</i>	Personnel	\$139,336	\$76,306	\$139,988	\$153,276
	Materials	\$37,349	\$35,939	\$35,939	\$35,939
	Total	\$176,685	\$112,245	\$175,927	\$189,215
<i>PLANNING DEPT.</i>	Personnel	\$411,799	\$308,342	\$309,806	\$371,207
	Materials	\$22,482	\$22,357	\$22,357	\$22,357
	Total	\$433,713	\$330,699	\$332,163	\$393,564
Grand Total		\$1,112,814	\$947,916	\$993,988	\$1,049,370
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	7.1				
<i>Part Time</i>					
Total	7.1				

Level of Service

Plan/Application Review Same Level of Service

	Quartile	Score
<i>Plan/Application Review</i>	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

<i>ENGINEERING</i>	No budget request submitted for plan/application review program.
<i>PLANNING DEPT.</i>	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.
<i>BUILDING DEPT.</i>	No budget requests for the plan/application review program.

Section 5: Consequences of Funding Proposal at Lower Level

<i>ENGINEERING</i>	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. Staff did not have resources available this year to do a OTIS project, thus delaying a program which Council wanted completed sooner than later.
<i>PLANNING DEPT.</i>	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.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Plan/Application Review-ENGINEERING</i>	Percent of ROW permits processed within 2 days.	0%		0%	
<i>Plan/ Application Review-ENGINEERING</i>	Percent of building plans reviewed within 3 weeks	0%		0%	
<i>Plan/ Application Review-ENGINEERING</i>	Percent of staff reports reviewed within 1 week.	0%		0%	
<i>Plan/Application Review-PLANNING DEPT.</i>	Overall reduction of turnaround time on Planning applications and review process.				
<i>Plan/Application Review-BUILDING DEPT.</i>	Percent of applications with a ten-day turnaround for first reviews.	0%		0%	
<i>Plan/Application Review-BUILDING</i>	Percent of plans examiners pursuing ongoing training each year	0%		0%	

Description:

<i>TECHNICAL & CUSTOMER SERVICES</i>	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.
<i>COMMUNICATION CENTER</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Transparent Government</i>	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

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TECHNICAL & CUSTOMER SERVICES</i>	Personnel	\$47,826	\$47,826	\$48,006	\$53,344

Materials	\$11,675	\$11,675	\$11,675	\$11,625
Total	\$59,501	\$59,501	\$59,681	\$64,969
Grand Total	\$59,501	\$59,501	\$59,681	\$64,969

FTEs	Budget FTEs
	FY 2023
Full Time	.3
Part Time	
Total	.3

Level of Service

Records Management **Same Level of Service**

	Quartile	Score
Records Management	3	17

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 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

	Actual	Actual	Target	Target
	FY	FY	FY	FY
	2021	2022	2023	2024

<i>Records Management- TECHNICAL & CUSTOMER SERVICES</i>	Percent of users satisfied or very satisfied with Records Management	0%		0%	
<i>Records Management- TECHNICAL & CUSTOMER SERVICES</i>	Average time in hours to fulfill records request				
<i>Records Management- TECHNICAL & CUSTOMER SERVICES</i>	Annual Records / GRAMA trainings held				
<i>Records Management- TECHNICAL & CUSTOMER SERVICES</i>	Percent of Departments compliant in records / GRAMA maintenance	0%		0%	
<i>Records Management-POLICE</i>	100% of report requests met within ten days	0%		0%	
<i>Records Management-POLICE</i>	100% of state required forms submitted within the 10 day time frame required by state statute.	0%		0%	
<i>Records Management-POLICE</i>	100% of report requests met within ten days	0%		0%	
<i>Records Management-POLICE</i>	100% of state required forms submitted within the 10 day time frame required by state statute.	0%		0%	

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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Regional Collaboration</i>	Reciprocal Borrowing helps to meet desired outcomes by allowing broader access to the library for all 5-18 year olds in the area (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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>LIBRARY</i>	Personnel	\$17,797	\$17,797	\$17,869	\$19,919
	Materials	\$10,127	\$10,127	\$10,127	\$10,178
	Total	\$27,924	\$27,924	\$27,996	\$30,097
Grand Total		\$27,924	\$27,924	\$27,996	\$30,097
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.2				
<i>Part Time</i>	.1				
Total	.3				

Level of Service

Reciprocal Borrowing Same Level of Service

	Quartile	Score
<i>Reciprocal Borrowing</i>	3	17

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Reciprocal Borrowing- LIBRARY</i>	Number of Reciprocal Borrowing Cards issued annually.			270	
<i>Reciprocal Borrowing- LIBRARY</i>	Number of checkouts by Reciprocal Borrowing Card holders annually.			12500	

Description:

<i>SELF INS & SEC BOND</i>	There are two additional Programs managed by the Emergency Manager - those being Building Security and Safety. In conjunction with the Building Security Committee, the Security Program manages all of the city's security cameras and systems, electronic access control (EAC), security audits, security upgrades to city buildings and security training for all city employees. The Citywide Safety Program includes management of all aspects of occupational safety, from staff training and awareness, program oversight, incident review, Safety Data Sheet management, workspace inspections, management of outside agency audits and inspections, etc.
<i>EMERGENCY MANAGEMENT</i>	As part of City's emergency operations center (EOC) management, this 'evergreen' fund is designed to add or upgrade aging equipment necessary to manage and support responses to a large-scale incident.

Council Goal:

105 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Safe Community</i>	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

Program experiencing NO change in demand

Explanation

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 add

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>SELF INS & SEC BOND</i>	Materials	\$93,000	\$93,000	\$93,000	\$93,000
	Total	\$93,000	\$93,000	\$93,000	\$93,000
	Grand Total	\$93,000	\$93,000	\$93,000	\$93,000

<i>FTEs</i>	Budget FTEs
	FY 2023
<i>Full Time</i>	
<i>Part Time</i>	
Total	

Level of Service

Safety and Security **Same Level of Service**

	Quartile	Score
<i>Safety and Security</i>	3	17

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	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

<i>SELF INS & SEC BOND</i>	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

<i>SELF INS & SEC BOND</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Safety and Security-EMERGENCY MANAGEMENT</i>	OSHA Compliance - Training	0%		0%	

<i>Safety and Security-EMERGENCY MANAGEMENT</i>	Workplace Audits				
<i>Safety and Security-EMERGENCY MANAGEMENT</i>	Digital Camera Placement	0%		0%	
<i>Safety and Security-EMERGENCY MANAGEMENT</i>	Electronic Access Control Buildings				

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Transparent Government</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$56,277	\$56,277	\$56,277	\$62,084
	Total	\$56,277	\$56,277	\$56,277	\$62,084
Grand Total		\$56,277	\$56,277	\$56,277	\$62,084
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.6				
<i>Part Time</i>					
Total	.6				

Level of Service

Analysis Resource Same Level of Service

	Quartile	Score
Analysis Resource	3	16.75

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Analysis Resource- BUDGET, DEBT & GRANTS	Percent of City Departments satisfied with analysis (based on Internal Service Survey)	0%		0%	
Analysis Resource- BUDGET, DEBT & GRANTS	Percent of City departments satisfied with turnaround time (based on Internal Service Survey)	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%		100%	
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%		100%	

Description:

<i>CITY ATTORNEY</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Fiscally and Legally Sound</i>	Fiscally and legally sound

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY ATTORNEY</i>	Personnel	\$77,425	\$77,425	\$77,647	\$89,213
	Materials	\$917	\$917	\$917	\$917
	Total	\$78,342	\$78,342	\$78,564	\$90,130
Grand Total		\$78,342	\$78,342	\$78,564	\$90,130

<i>FTEs</i>	Budget FTEs FY 2023
<i>Full Time</i>	.5
<i>Part Time</i>	.1
Total	.6

Level of Service

Contracts/Grants Same Level of Service

	Quartile	Score
<i>Contracts/Grants</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Contracts/Grants-CITY ATTORNEY'S OFFICE	Percent of contracts reviewed within 7 days.	0%		0%	

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transparent Government</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$38,072	\$38,072	\$38,072	\$41,636
	Total	\$38,072	\$38,072	\$38,072	\$41,636
	Grand Total	\$38,072	\$38,072	\$38,072	\$41,636
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	.2				
<i>Part Time</i>					
Total	.2				

Level of Service

Strategic Planning Enhanced Level of Service

	Quartile	Score
<i>Strategic Planning</i>	3	16.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Strategic Planning-BUDGET	Percent of Internal Service Survey (ISS) respondents who rated the quality of Strategic Planning as "satisfactory" or above	0%		100%	
Strategic Planning-BUDGET	All Business Plans updated by Sept. 1 (0 =No, 1 =Yes)	No		No	
Strategic Planning-BUDGET	All Biennial Plans updated before Council Retreat (0 =No, 1 =Yes)	No		No	
Strategic Planning-BUDGET	# of Quarters where the Quarterly Goals Report is presented to Council	No		No	

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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Vibrant Arts & Culture</i>	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 Libra

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>LIBRARY</i>	Personnel	\$209,922	\$171,797	\$172,553	\$191,537
	Materials	\$143,288	\$143,288	\$143,288	\$143,966
	Total	\$353,210	\$315,085	\$315,841	\$335,503
Grand Total		\$353,210	\$315,085	\$315,841	\$335,503
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.3				
<i>Part Time</i>	.1				
Total	1.4				

Level of Service

Adult Services Same Level of Service

	Quartile	Score
Adult Services	3	16.5

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Adult Services- LIBRARY	Number of people served by Adult programs and outreach annually.			5500	
Adult Services- LIBRARY	Collection Size-Items (books, tapes, CD's, etc.) per capita			22	

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 Core or Essential Services****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 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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
BUDGET, DEBT & GRANTS	Personnel	\$13,871	\$13,871	\$13,871	\$15,677
	Total	\$13,871	\$13,871	\$13,871	\$15,677
Grand Total		\$13,871	\$13,871	\$13,871	\$15,677
FTEs	Budget FTEs FY 2023				
Full Time	.1				
Part Time					
Total	.1				

Level of Service

Grant Administration **Same Level of Service**

	Quartile	Score
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

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

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 a individual departmental level. This could possibly result in failure of the City to comply with state or federal regulations.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Grant Administration- BUDGET, DEBT & GRANTS	Special Service Contract turnaround time (days between receiving performance measures and PO checks sent)			14	
Grant Administration- BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Grants Coordination 'satisfactory' or above	0%		100%	

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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Safe Community</i>	The School Resource Officer is essential in providing the close working relationship that has been developed with the schools in the City. 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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
POLICE	Personnel	\$286,673	\$286,673	\$286,673	\$294,194
	Materials	\$5,546	\$5,546	\$5,546	\$11,103
	Total	\$292,219	\$292,219	\$292,219	\$305,297
Grand Total		\$292,219	\$292,219	\$292,219	\$305,297
FTEs Budget FTEs FY 2023					
<i>Full Time</i>	1.4				
<i>Part Time</i>					
Total	1.4				

Level of Service

Youth Services Officer Same Level of Service

Quartile	Score

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

Section 4: Cost Savings / Innovation / Collaboration

<i>POLICE</i>	The 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

<i>POLICE</i>	Funding at a lower level would not allow us to have a full time officer in this position.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Youth Services Officer- POLICE</i>	Total number of students processed for truancy				

Description:

<i>PLANNING DEPT.</i>	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 expecting to begin the updating process to the General Plan document for completion in 2024. Growing development pressures in different areas of the City have created a need for neighborhood or small area planning to compliment the General Plan and to achieve community specific goals and objectives. In addition, necessary updates to the LMC ensure Council and community priorities are implemented.

Council Goal:**065 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Distinctive Sense of Place</i>	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****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>PLANNING DEPT.</i>	Personnel	\$149,168	\$134,388	\$135,006	\$151,467
	Materials	\$187,260	\$123,069	\$123,069	\$123,069
	Total	\$336,428	\$257,457	\$258,075	\$274,536
Grand Total		\$336,428	\$257,457	\$258,075	\$274,536
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	1.5				
<i>Part Time</i>					
Total	1.5				

Level of Service

Long Range Planning Same Level of Service

	Quartile	Score
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.	The Planning Department completed the Area Plan documents in-house, thus saving hundreds of thousands of dollars in consulting fees. The same is proposed for pending plans, including LOPA, BOPA, FBC, and PROSQUA.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT.	A reduction in funding would delay the completion of the proposed Area Plans and cause the City to be in a position behind the development curve - hurting the future viability of the City as well as the character of the City.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Long Range Planning- PLANNING DEPT.	Percentage of staff time dedicated to long-range planning each week.	0%		50%	

Description:

<i>CITY MANAGER</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Regional Collaboration</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CITY MANAGER</i>	Personnel	\$88,507	\$88,507	\$88,749	\$101,860
	Materials	\$9,673	\$9,673	\$9,673	\$9,673
	Total	\$98,180	\$98,180	\$98,422	\$111,533
Grand Total		\$98,180	\$98,180	\$98,422	\$111,533
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	.4				
<i>Part Time</i>					
<i>Total</i>	.4				

Level of Service

Legislative Liaison Same Level of Service

	Quartile	Score
<i>Legislative Liaison</i>	3	15.5

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 madate 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Legislative Liaison-CITY MANAGER	Number of legislative updates given to Council.				

Description:

TECHNICAL & CUSTOMER SERVICES	IT helpdesk supports employees with a broad range of technologies to ensure operational business continuity. This portfolio includes system controls, software, computers, network, and phones. Equipment lifecycle management and IT projects are also essential parts of the program.

Council Goal:

070 Core or Essential Services

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

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

Helpdesk statistics show reduction in demand, this is explained by the adoption of new security technologies that has minimized computer rebuilds; adoption of ADP; and changes to dispatch operations. However, 2018 represents a small respite of demand sinc

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TECHNICAL & CUSTOMER SERVICES	Personnel	\$548,559	\$525,848	\$638,941	\$695,303
	Materials	\$34,150	\$34,150	\$34,150	\$33,850
	Total	\$582,709	\$559,998	\$673,091	\$729,153
Grand Total		\$582,709	\$559,998	\$673,091	\$729,153
FTEs	Budget FTEs FY 2023				
Full Time	3.8				
Part Time	.7				
Total	4.5				

Level of Service

Support/Help Desk Same Level of Service

Quartile Score

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	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Support/Help Desk-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Support / Helpdesk	0%		0%	
Support/Help Desk-TECHNICAL & CUSTOMER SERVICES	Percent of problem resolution with 4 hour response time	0%		0%	

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 Core or Essential Services

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
DRUG EDUCATION	Personnel	\$30,060	\$30,060	\$30,060	\$30,814
	Materials	\$5,000	\$5,000	\$5,000	\$5,000
	Total	\$35,060	\$35,060	\$35,060	\$35,814
Grand Total		\$35,060	\$35,060	\$35,060	\$35,814
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.2				
<i>Part Time</i>					
Total	.2				

Level of Service

DARE/Drug Education **Same Level of Service**

	Quartile	Score
DARE/Drug Education	3	15.25

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 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

<i>DRUG EDUCATION</i>	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

<i>DRUG EDUCATION</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>DARE/Drug Education-DRUG EDUCATION</i>	Total number of students completing DARE program				

Description:

<i>BLDG MAINT ADM</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BLDG MAINT ADM</i>	Personnel	\$16,465	\$16,465	\$16,480	\$18,472
	Materials	\$166,400	\$166,400	\$166,400	\$185,692
	Total	\$182,865	\$182,865	\$182,880	\$204,164
Grand Total		\$182,865	\$182,865	\$182,880	\$204,164

<i>FTEs</i>	Budget FTEs FY 2023
<i>Full Time</i>	.1
<i>Part Time</i>	
Total	.1

Level of Service

Utilities Same Level of Service

	Quartile	Score
<i>Utilities</i>	3	15

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Utilities-BLDG MAINT ADM	Perf Meas for Utilities - Building Maint.				

Description:

<i>PLANNING DEPT.</i>	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 greatly benefits Park City residents, contractors, architects, developers and other land-use professionals as well as providing general planning/information assistance for PCMC personnel.

Council Goal:**127 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Responsive Customer Service</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>PLANNING DEPT.</i>	Personnel	\$285,660	\$256,101	\$257,325	\$289,104
	Materials	\$9,850	\$9,850	\$9,850	\$9,850
	Total	\$295,210	\$265,951	\$267,175	\$298,954
Grand Total		\$295,210	\$265,951	\$267,175	\$298,954
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	1.4				
<i>Part Time</i>					
Total	1.4				

Level of Service

Planning Customer Service Same Level of Service

	Quartile	Score
Planning Customer Service	3	15

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.

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Planning Customer Service- PLANNING	Percent of POC inquiries addressed within 24 hours.	0%		0%	
Planning Customer Service- PLANNING DEPT.	Percent customer satisfaction on comment cards.	0%		0%	

Description:

<i>ICE FACILITY</i>	The department has a number of initiatives to help promote Customer Engagement. When funding is available, staff participates in industry specific trainings and conferences as well as City wide trainings. Continued training and understanding of the industry allows us to maintain a knowledgeable and experienced staff. Employees solicit feedback formally through surveys and communications by patrons as well as informally by having a presence in the building, hosting meetings and BBQ's and participating in programs. Employees, and their families, are encouraged to participate in Ice Arena programing. This allows them to experience the facility and programs as a patron, engage with other patrons on a personal level and identify opportunities for new programs or ways to improve operations.

Council Goal:**146 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

*Gold Medal
Performance
Organization*

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

Program Experiencing a **NO** change in demand

Section 2: Proposed Amount / FTEs

<i>FTEs</i>	Budget FTEs FY 2023
<i>Full Time</i>	
<i>Part Time</i>	
Total	

Level of Service

Customer Engagement **Same Level of Service**

	Quartile	Score
<i>Customer Engagement</i>	3	15

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves a SOME portion 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

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY The facility has a unique team structure for private instruction, requiring those who team privately to also teach Academy Classes. This ensures knowledgeable and experienced coaching staff.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY Funding this program at a lower level will affect the quality of the customer experience.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Retail-ICE FACILITY</i>	Percent of respondents satisfied with Skate Service.	90%		92%	
<i>Operations-ICE FACILITY</i>	Number of City Employees using wellness benefit at Ice				
<i>Customer Engagement- ICE FACILITY</i>	Percentage of respondents satisfied with customer service	90%		90%	

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:

142 Core or Essential Services

Desired Outcome:

	Criteria for Meeting Desired Outcome
Gold Medal Performance Organization	

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a NO change in demand	

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
ICE FACILITY	Materials	\$9,060	\$9,060	\$9,060	\$9,060
	Total	\$9,060	\$9,060	\$9,060	\$9,060
Grand Total		\$9,060	\$9,060	\$9,060	\$9,060
FTEs	Budget FTEs FY 2023				
Full Time					
Part Time					
Total					

Level of Service

Valued & Engaged Staff Same Level of Service

	Quartile	Score
Valued & Engaged Staff	4	14.25

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves a 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

<i>ICE FACILITY</i>	In addition to sending staff to attend industry conferences and trainings, the General Manager is also working with regional ice arenas in the Salt Lake Valley to build relationships between facilities to promote idea sharing and cooperation. In FY 18, four members from the Ice Management Team traveled to the Los Angeles area on rink tour (designed after the "City Tour" model). Both full time operators are Certified Ice Technicians from Serving the American Rinks (a national agency providing support and training to the ice rink industry.)

Section 5: Consequences of Funding Proposal at Lower Level

<i>ICE FACILITY</i>	Funding this program at a lower level could result in lower employee satisfaction which could result in greater turnover and a difficult time filling positions. Such an outcome would likely result in a degradation of the facility and lower customer satisfaction.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Valued & Engaged Staff-ICE FACILITY</i>	Percentage of employees satisfied with training and educational opportunities supported by facility	0%		0%	
<i>Valued & Engaged Staff-ICE FACILITY</i>	Percentage of employees who feel they are being supported in achieving their personal and professional goals	0%		0%	
<i>Valued & Engaged Staff-ICE FACILITY</i>	Percentage of staff who feel appreciated				
<i>Valued & Engaged Staff-ICE FACILITY</i>	Percentage of employees that feel they have the appropriate tools and resources to succeed				

Description:

<i>SWEDE ALLEY PARKING STRUCT.</i>	Maintain structural integrity, fire suppression system and lighting at China Bridge and Gateway parking structures. A challenge to the goal of this program is maintaining an aging infrastructure. Gateway is jointly owned with Gateway.

Council Goal:

111 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome	
<i>Well-Maintained Assets and Infrastructure</i>	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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>SWEDE ALLEY PARKING STRUCT.</i>	Materials	\$45,600	\$45,600	\$45,600	\$45,600
	Total	\$45,600	\$45,600	\$45,600	\$45,600
Grand Total		\$45,600	\$45,600	\$45,600	\$45,600
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>					
<i>Part Time</i>					
Total					

Level of Service

Swede Alley Parking Structure Same Level of Service

	Quartile	Score
<i>Swede Alley Parking Structure</i>	4	14.25

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 Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

<i>SWEDE ALLEY PARKING STRUCT.</i>	“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 5: Consequences of Funding Proposal at Lower Level

<i>SWEDE ALLEY PARKING STRUCT.</i>	The consequences of lowering the funding for this program include: Reduction in routine maintenance, less preventative maintenance, and reduced cleanliness. There would also be an increase in citizen and user complaints due to established community expectations.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Swede Alley Parking Structure-FLEET</i>	Percentage of structural surveys conducted every 3 years.				
<i>Swede Alley Parking Structure-FLEET</i>	Percentage of monthly inspections conducted on lighting systems				

Description:

**COMMUNICATION
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 Core or Essential Services

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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>COMMUNICATION CENTER</i>	Materials	\$695,000	\$695,000	\$695,000	\$695,000
	Total	\$695,000	\$695,000	\$695,000	\$695,000
Grand Total		\$695,000	\$695,000	\$695,000	\$695,000
<i>FTEs</i>	Budget FTEs FY 2023				

Full Time	
Part Time	
Total	

Level of Service

Dispatch **Same Level of Service**

	Quartile	Score
Dispatch	4	14

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Dispatch-POLICE	Average response time (minutes)				
Dispatch-POLICE	Average number of calls per day				
Dispatch-POLICE	100% of calls dispatched within fifteen minutes of receipt to officers.	0%		0%	
Dispatch-POLICE	Number of calls for service received annually by dispatch				

<i>Dispatch-POLICE</i>	Average number of calls per day				
<i>Dispatch-POLICE</i>	100% of calls dispatched within fifteen minutes of receipt to officers.	0%		0%	
<i>Dispatch-POLICE</i>	Number of calls for service received annually by dispatch				

Description:

<i>DENTAL SELF FUNDING</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Fiscally and Legally Sound</i>	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	Explanation
Program Experiencing a NO change in demand	Demand for Dental Care is relatively stable.

Section 2: Proposed Amount / FTEs

<i>FTEs</i>	Budget FTEs FY 2023
<i>Full Time</i>	
<i>Part Time</i>	
Total	

Level of Service

Dental Self-Funding Enhanced Level of Service

	Quartile	Score
<i>Dental Self-Funding</i>	4	14

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 provides program and program is currently being offered by other	Program is required by Code, ordinance, resolution or policy OR to

private businesses not within City
limits

fulfill franchise or contractual
agreement

Section 4: Cost Savings / Innovation / Collaboration

*DENTAL SELF
FUNDING*

This program saves money over the previous method that was used for Dental coverage. Initially this program saves the city \$50,000

Section 5: Consequences of Funding Proposal at Lower Level

*DENTAL SELF
FUNDING*

If this program is funded at a lower level, there wouldn't be enough money to pay for dental claims and alternative solutions would need to be found for paying for dental coverage.

Section 6: Performance Measures

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:

098 Core or Essential Services

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
GOLF MAINTENANCE	Personnel	\$489,296	\$489,296	\$489,296	\$542,003
	Materials	\$231,730	\$231,730	\$231,730	\$393,791
	Total	\$721,026	\$721,026	\$721,026	\$935,794
Grand Total		\$721,026	\$721,026	\$721,026	\$935,794
FTEs	Budget FTEs FY 2023				
Full Time	1.5				
Part Time	7.				
Total	8.5				

Level of Service

Golf Maintenance Same Level of Service

	Quartile	Score
<i>Golf Maintenance</i>	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

<i>GOLF MAINTENANCE</i>	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

<i>GOLF MAINTENANCE</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of scheduled restroom cleanings completed.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of mowing completed per schedule	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of irrigation mainlines repaired within 72 hours.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percentage of Trees Pruned per Season	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of scheduled restroom cleanings completed.	0%		0%	

<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of mowing completed per schedule	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percent of irrigation mainlines repaired within 72 hours.	0%		0%	
<i>Golf Maintenance-GOLF MAINTENANCE</i>	Percentage of Trees Pruned per Season	0%		0%	

Description:

RECREATION PROGRAMS	The department currently offers a wide variety of youth recreation programs. These include such activities as aquatics, soccer league, variety of camps, clinics, enrichment classes, skateboarding, dirt jump clinics etc.

Council Goal:

109 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Wide Variety of Exceptional Recreation</i>	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 programming 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%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>PC MARC</i>	Personnel	\$236,960	\$221,436	\$221,436	\$245,881
	Materials	\$83,214	\$80,714	\$80,714	\$104,559
	Total	\$320,174	\$302,150	\$302,150	\$350,440
<i>RECREATION PROGRAMS</i>	Personnel	\$361,755	\$348,651	\$348,651	\$390,588
	Materials	\$65,870	\$65,870	\$65,870	\$65,870
	Total	\$427,625	\$414,521	\$414,521	\$456,458
Grand Total		\$747,799	\$716,671	\$716,671	\$806,898
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	3.4				
<i>Part Time</i>	7.2				
Total	10.6				

Level of Service

Recreation Youth Programs Enhanced Level of Service

	Quartile	Score
Recreation Youth Programs	4	13.75

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 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

PC MARC	We collaborate closely with many community partners to provide cost effective programing. 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	0%		0%	
Recreation Youth Programs-CITY RECREATION	Percentage of survey respondents who rate the program/tournament as "good" or better annually	0%		0%	
Recreation Youth Programs-REC PROGRAMS	Percentage of youth programs registration that occurs on line annually	0%		0%	
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	0%		90%	
Recreation Youth Programs-CITY RECREATION	Percentage of survey respondents who rate the program/tournament as "good" or better annually	0%		90%	
Recreation Youth Programs-REC PROGRAMS	Percentage of youth programs registration that occurs on line annually	0%		50%	
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	0%		0%	

<i>Recreation Youth Programs-CITY RECREATION</i>	Percentage of survey respondents who rate the program/tournament as "good" or better annually	0%		0%	
<i>Recreation Youth Programs-REC PROGRAMS</i>	Percentage of youth programs registration that occurs on line annually	0%		0%	

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 Core or Essential Services

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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
HUMAN RESOURCES	Personnel	\$138,109	\$137,525	\$178,398	\$184,644
	Materials	\$221,590	\$82,290	\$102,290	\$102,290
	Total	\$359,115	\$219,815	\$280,688	\$286,934
Grand Total		\$359,115	\$219,815	\$280,688	\$286,934
FTEs	Budget FTEs FY 2023				
Full Time	.5				
Part Time					
Total	.5				

Level of Service

Valuing Employees Same Level of Service

	Quartile	Score
Valuing Employees	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	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Valuing Employees- HUMAN RESOURCES	Education hours completed annually (hours eligible for tuition reimbursement)			176	
Valuing Employees- HUMAN RESOURCES	Employee training hours completed annually.			275	
Valuing Employees- HUMAN RESOURCES	Percent of employees who rated the performance review process as "good" or "excellent."	0%		95%	

Description:

<i>BUDGET, DEBT & GRANTS</i>	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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Gold Medal Performance Organization</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>BUDGET, DEBT & GRANTS</i>	Personnel	\$60,182	\$60,182	\$60,182	\$65,915
	Total	\$60,182	\$60,182	\$60,182	\$65,915
Grand Total		\$60,182	\$60,182	\$60,182	\$65,915
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.6				
<i>Part Time</i>					
Total	.6				

Level of Service

Performance Measures and Benchmarking Same Level of Service

	Quartile	Score
<i>Performance Measures and Benchmarking</i>	4	13.5

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 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

<i>BUDGET, DEBT & GRANTS</i>	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

<i>BUDGET, DEBT & GRANTS</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Performance Measures and Benchmarking-BUDGET</i>	Percent of BFO programs with corresponding performance measures	0%		100%	
<i>Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS</i>	Number of Communities participating in benchmarking group (CAST/ICMA)				
<i>Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS</i>	Percent of Internal Service Survey (ISS) respondents who rate the usefulness of the Performance Measurement program as "satisfactory" or above	0%		100%	
<i>Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS</i>	Percent of Internal Service Survey (ISS) respondents who rated the quality of the Performance Measurement program as "satisfactory" or above	0%		100%	

Description:

PC MARC	Currently the PC MARC is open 109.5 hours a week and provides a wide range of services to the community. The facility continues to increase revenue each year by adding programming and the sale of passes.. 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 Core or Essential Services

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%	

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PC MARC	Personnel	\$374,800	\$369,558	\$369,558	\$404,831
	Materials	\$294,728	\$287,628	\$287,628	\$303,136
	Total	\$669,528	\$657,186	\$657,186	\$707,967
Grand Total		\$669,528	\$657,186	\$657,186	\$707,967
FTEs Budget FTEs FY 2023					
Full Time	3.				
Part Time	2.				
Total	5.				

Level of Service	
Rec Center Operations	Enhanced Level of Service
	Quartile Score

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 MARC	Operations would be reduced likely reducing the hours the facility is open.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	0%		0%	
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		0%	
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	0%		0%	
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	0%		0%	
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	0%		0%	
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	0%		70%	
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		90%	
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	0%		10%	
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	0%		90%	
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	0%		90%	

<i>Rec Center Operations-CITY RECREATION</i>	Total Recreation Cost Recovery	0%		0%	
<i>Rec Center Operations-CITY RECREATION</i>	Percent of participants whose overall satisfaction with the PC Marc is good or better.	0%		0%	
<i>Rec Center Operation-CITY RECREATION</i>	Percent increase in revenue for pass sales.	0%		0%	
<i>Rec Center Operations- CITY RECREATION</i>	Percent of participants who rate fitness equipment as "good" or better	0%		0%	

Description:

<i>PLANNING DEPT.</i>	This is tied to the Planning Department's INTRA-DEPARTMENTAL efforts. This area includes a wide range of planning activities such as Sundance coordination, Special Events, water/landscape ordinance, small wireless facilities, Main Street infrastructure planning, Zoning analysis, Nightly Rental analysis, TZO work, assistance with property acquisition/disposition, National Register analysis, etc.

Council Goal:

130 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Distinctive Sense of Place</i>	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

Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>PLANNING DEPT.</i>	Personnel	\$91,646	\$65,043	\$65,343	\$78,394
	Materials	\$9,588	\$9,188	\$9,188	\$9,188
	Total	\$101,234	\$74,231	\$74,531	\$87,582
Grand Total		\$101,234	\$74,231	\$74,531	\$87,582
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	.5				
<i>Part Time</i>					
<i>Total</i>	.5				

Level of Service

Special Planning Projects - Inter-Dept Same Level of Service

	Quartile	Score
<i>Special Planning Projects - Inter-Dept</i>	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

<i>PLANNING DEPT.</i>	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

<i>PLANNING DEPT.</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Special Planning Projects - Inter-Dept-PLANNING DEPT.</i>	Number of projects that include heavy collaboration with other departments				

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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Regional Collaboration</i>	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****Explanation**

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
CITY MANAGER	Personnel	\$68,192	\$68,192	\$68,513	\$82,761
	Total	\$68,192	\$68,192	\$68,513	\$82,761
LEADERSHIP	Personnel	\$70,070	\$70,070	\$70,070	\$70,070
	Materials	\$50,000	\$50,000	\$50,000	\$50,000
	Total	\$120,070	\$120,070	\$120,070	\$120,070
Grand Total		\$188,262	\$188,262	\$188,583	\$202,831
FTEs	Budget FTEs				
	FY 2023				
<i>Full Time</i>	.8				

Part Time

Total .8

Level of Service

Leadership Park City **Enhanced Level of Service**

	Quartile	Score
Leadership Park City	4	11.5

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 another governmental, non-profit or civic 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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Leadership Park City-CITY MANAGER	Dollars raised through community donations.				
Leadership Park City-CITY MANAGER	Number of applications to program.				

<i>Leadership Park City-CITY MANAGER</i>	Dollars raised through community donations.				
<i>Leadership Park City-CITY MANAGER</i>	Number of applications to program.				

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 Core or Essential Services****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Wide Variety of Exceptional Recreation</i>	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****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
GOLF PRO SHOP	Personnel	\$42,418	\$42,418	\$42,418	\$47,807
	Materials	\$10,410	\$10,410	\$10,410	\$32,182
	Total	\$52,828	\$52,828	\$52,828	\$79,989
Grand Total		\$52,828	\$52,828	\$52,828	\$79,989
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	.4				
<i>Part Time</i>	.2				
Total	.6				

Level of Service

Golf Shop Programs **Same Level of Service**

	Quartile	Score
<i>Golf Shop Programs</i>	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

<i>GOLF PRO SHOP</i>	Instructors use existing staff to help with Jr. clinics and leagues, thereby keeping staffing to a minimum.

Section 5: Consequences of Funding Proposal at Lower Level

<i>GOLF PRO SHOP</i>	Golf programs have always rated highly in our needs surveys. Decreasing instruction decreases participants, which could cause future impacts.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Golf Shop Programs-GOLF OPERATIONS</i>	Percentage of lessons above average to excellent	0%		0%	
<i>Golf Shop Programs-GOLF OPERATIONS</i>	Percentage of lessons above average to excellent	0%		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 Core or Essential Services

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		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
GOLF PRO SHOP	Personnel	\$250,235	\$250,235	\$250,235	\$275,700
	Materials	\$146,140	\$146,140	\$146,140	\$167,912
	Total	\$396,375	\$396,375	\$396,375	\$443,612
Grand Total		\$396,375	\$396,375	\$396,375	\$443,612
FTEs	Budget FTEs FY 2023				
Full Time	1.				
Part Time	4.2				
Total	5.2				

Level of Service

Golf Management Operations Same Level of Service

	Quartile	Score
<i>Golf Management Operations</i>	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

<i>GOLF PRO SHOP</i>	Cost Savings: The course utilizes volunteers to staff customer service positions at the golf course, which saves in personnel expenses.

Section 5: Consequences of Funding Proposal at Lower Level

<i>GOLF PRO SHOP</i>	Decreased level of service, which could impact customer service and player retention. Infrastructure capital expenses could be jeopardized.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Golf Management Operations-GOLF OPERATIONS</i>	Percentage change in net revenues from previous year (Fiscal Year including depreciation)	0%		0%	
<i>Golf Management Operations-GOLF OPERATIONS</i>	Percentage change in net revenues from previous year (Fiscal Year including depreciation)	0%		0%	

Description:

ICE FACILITY	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 are also important aspects of each program. The adult hockey league currently has three levels (Bronze, Silver and Open Gold). Leagues are offered year round and league size changes each season based on interest and available ice. PC Ice Arena has recently been the second largest leagues in the state. Public sessions help create interest for ice sports which feed our programs and User Groups. Public sessions also serve as an activity for visitors. 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. A thoughtfully organized ice schedule is critical to meeting the needs of User Groups, athletes and recreational users, as best we can with limited ice availability. Many of the facility's events are facilitated by User Groups including multiple hockey tournaments, figure skating shows, test sessions and competitions and speed skating races. The facility also hosts a holiday cross- ice hockey tournament, Try Hockey For Free, and other special programming to share this amenity with the community and attract new skaters. Following a successful pilot program in FY 22, the facility will continue to support three outdoor ice sheets at City Park on the tennis courts.

Council Goal:**104 Core or Essential Services****Desired Outcome:**

Criteria for Meeting Desired Outcome	
<i>Wide Variety of Exceptional Recreation</i>	The rink strives to provide quality programming at an affordable cost to the participants.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a NO change in demand	Participation in Academy classes and the adult hockey leagues fluctuate season to season and maintain healthy levels year over year. Over the past few years, various factors contribute to declining revenue for public ice programs including increased ice r

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>ICE FACILITY</i>	Personnel	\$429,105	\$429,105	\$429,105	\$468,992
	Materials	\$115,693	\$114,193	\$114,193	\$114,193
	Total	\$544,798	\$543,298	\$543,298	\$583,185
Grand Total		\$544,798	\$543,298	\$543,298	\$583,185
FTEs Budget FTEs FY 2023					
<i>Full Time</i>	3.2				
<i>Part Time</i>	1.3				
Total	4.5				

Level of Service

Ice Programs Same Level of Service

	Quartile	Score
<i>Ice Programs</i>	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

<i>ICE FACILITY</i>	Cost Saving: Full time staff are cross trained to be able to open and run the front desk and resurface the ice. Support during busy public sessions and events are often provided by full time staff. Full time staff can leave desk work to help during a rush or assist with a patron who needs more attention. During the week, this allows staff to provide great customer service without having an additional part time staff on the desk. The Front Desk is closed during more adult league games. Although this is not our desired level of service we continue to look for ways to meet the needs of patrons during this time. Score keepers are now assisting patrons between games to leave or pick up skates (for sharpening). 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. Collaboration: Staff has worked closely with user groups to create an efficient ice schedule for youth based user groups and rink run programs, maximizing ice utility in the afternoon and early evening. The efficiencies allow for adult based user groups and rink run programs such as the Adult Hockey Leagues to begin and end earlier in the evening, allowing for leagues to grow by adding games later into the evening.

In FY 15 off ice ballet classes moved to a new location at the PC MARC. Staff agreed that pre-registrations revenue would go to the Ice Arena and drop in revenue would go to the MARC. This allowed the Ice Arena to keep the program and provides a new revenue source for the MARC. The Ice Arena pays for the cost of the instructor. The collaboration allowed the program to support developing athletes for which the floors at the ice arena were not sufficient for their improving skills.

Innovation:

Staff continues to creatively increase participation and ice utilization in our programs. During the Late Fall session of Hockey Academy, part of the ice was underutilized during the class. Staff opened the available ice up a Cheap Skate, making the only afternoon public skating session and giving an opportunity for beginner skaters who needed ice for private lessons.

Staff continues to creatively increase participation and ice utilization in our programs. New facility software is providing a better customer experience for all patrons.

Section 5: Consequences of Funding Proposal at Lower Level

<i>ICE FACILITY</i>	If funding levels are below what is currently provided, the Ice Arena may have to limit the capacity of programs and/or eliminate certain programs due to lack of staff resources. Funding at a lower level will result in lower-quality instruction and the loss of participants due to dissatisfaction with the quality of instruction and lack of skill development. A reduction in class offerings would impact revenues as well as result in slower growth for user groups (the youth hockey organization, figure skating club and speed skating club) that depend on rink run programs (Skating & Hockey Academy) to attract and develop skaters, stimulate interest in ice sports and create participants for their programs/clubs.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Ice Youth Programs-ICE FACILITY</i>	Percent of Participants satisfied with Off-Ice Training Classes	89%		92%	
<i>Ice Programs-ICE FACILITY</i>	Number of hours rented for private rentals (does not include user groups)			126	
<i>Ice Programs-ICE FACILITY</i>	Number of hours rented by User Groups			1313	
<i>Ice Programs-ICE FACILITY</i>	Percentage of patrons that are Park City Residents				
<i>Ice Programs-ICE FACILITY</i>	Percentage of patrons that reside within Snyderville Basin Special Recreation District	28			
<i>Ice Programs-ICE FACILITY</i>	Percent of Participants satisfied with Skating Academy			92	
<i>Ice Programs-ICE FACILITY</i>	Percentage of Participants satisfied with Hockey Academy			92	
<i>Ice Programs-ICE FACILITY</i>	Percentage of ice scheduled (based on 6 am - midnight/18 hour date)			90	
<i>Ice Programs-ICE FACILITY</i>	Percentage of usable ice time being used for programming that is open to the general public, versus time rented for private groups.	0%		0%	

<i>Ice Programs-ICE FACILITY</i>	Total number of teams/players in Adult Hockey Leagues.			60	
<i>Ice Programs-ICE FACILITY</i>	Cost Recovery of Adult Hockey Leagues	0%		100%	
<i>Ice Programs-ICE FACILITY</i>	Percentage of Adult hockey League participants who are satisfied or very satisfied with the league.	83%		92%	
<i>Ice Programs-ICE FACILITY</i>	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.	84%		92%	
<i>Ice Programs-ICE FACILITY</i>	Percentage of patrons that are Park City Residents	11%		0%	
<i>Ice Programs-ICE FACILITY</i>	Percentage of overall time on ice maintenance	0%		0%	
<i>Ice Programs-ICE FACILITY</i>	Percentage of patrons satisfied with community ice events	0%		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 Core or Essential Services

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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
HUMAN RESOURCES	Personnel	\$83,626	\$75,330	\$75,648	\$85,194
	Materials	\$18,565	\$17,765	\$17,765	\$17,765
	Total	\$102,191	\$93,095	\$93,413	\$102,959
Grand Total		\$102,191	\$93,095	\$93,413	\$102,959
FTEs	Budget FTEs FY 2023				
Full Time	.6				
Part Time	.1				
Total	.7				

Level of Service

Performance Management Same Level of Service

	Quartile	Score
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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Performance Management- HUMAN RESOURCES	Medical leave usage per 1000 hours.	0%		6%	
Performance Management- HUMAN RESOURCES	Percentage of staff in supervisory roles.	0%		35%	
Performance Management- HUMAN RESOURCES	Percentage of HR staff hours used for refilling positions annually.	0%		25%	
Performance Management- HUMAN RESOURCES	Number of grievances filed annually.				

Description:

<i>GOLF PRO SHOP</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Wide Variety of Exceptional Recreation</i>	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 MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>GOLF PRO SHOP</i>	Personnel	\$89,062	\$89,062	\$89,062	\$99,930
	Materials	\$173,200	\$173,200	\$173,200	\$195,632
	Total	\$262,262	\$262,262	\$262,262	\$295,561
Grand Total		\$262,262	\$262,262	\$262,262	\$295,561
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	.9				
<i>Part Time</i>	.1				
Total	1.				

Level of Service

Retail Operations Same Level of Service

	Quartile	Score
<i>Retail Operations</i>	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

<i>GOLF PRO SHOP</i>	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.

Section 5: Consequences of Funding Proposal at Lower Level

<i>GOLF PRO SHOP</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Retail Operations- GOLF OPERATIONS</i>	Achieve a return on investment of 25-40%. (Fiscal Year)	0%		0%	
<i>Retail Operations GOLF OPERATIONS</i>	Return on investment (End of Season)	0%		0%	
<i>Retail Operations- GOLF OPERATIONS</i>	Gross retail revenue per customer by rounds played to be within national average for municipal courses (\$3-\$6) (seasonal)	0%		0%	
<i>Retail Operations- GOLF OPERATIONS</i>	Achieve a return on investment of 25-40%. (Fiscal Year)	0%		0%	
<i>Retail Operations GOLF OPERATIONS</i>	Return on investment (End of Season)	0%		0%	
<i>Retail Operations- GOLF OPERATIONS</i>	Gross retail revenue per customer by rounds played to be within national average for municipal courses (\$3-\$6) (seasonal)	0%		0%	

Description:

ICE FACILITY This program is the backbone for keeping the ice rink functioning and includes refrigeration, plumbing, HVAC and all of the other systems and equipment that are critical to the facility. It also includes all of the preventative maintenance to reduce the potential of a loss of ice and to maximize the efficiency of the operation and lifespan of equipment. This program also includes the supplies and resource for maintaining a clean and safe building. Within each component we strive for improve efficiency and reduce consumption of natural and financial resources.

In FY 22, The City introduced three outdoor ice sheets at City Park. City Park CIP funded the capital expense for the rink kits. The outdoor ice is operated by the Ice department.

Council Goal:

108 Core or Essential Services

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

We anticipate an increase in operations as we expect the conditions of the pandemic to improve and consequently the increase in programming, hours of operations and visitor numbers.

Utilization of the facility has returned to pre-pandemic levels. Additi

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
ICE FACILITY	Personnel	\$327,534	\$327,534	\$327,534	\$358,495
	Materials	\$184,540	\$179,190	\$179,190	\$197,819
	Total	\$512,074	\$506,724	\$506,724	\$556,314
Grand Total		\$512,074	\$506,724	\$506,724	\$556,314
FTEs	Budget FTEs				

FY 2023

<i>Full Time</i>	2.
<i>Part Time</i>	1.4
Total	3.4

Level of Service

Operations **Same Level of Service**

	Quartile	Score
<i>Operations</i>	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

<i>ICE FACILITY</i>	Staff continues to seek operational savings, particular by means that also enhance efficiencies and lower the facility's carbon footprint. In 2018, an energy audit was completed that makes recommendations that increase efficiencies, reduces the consumption of natural resources and creates financial savings. Cost savings also include cross training of Ice Management Team staff to be able to operate the front desk and resurface ice.

Section 5: Consequences of Funding Proposal at Lower Level

<i>ICE FACILITY</i>	Funding the option at a lower level will result in lower levels equipment and facility maintenance which can lead to degradation of the ice quality and building safety. Additionally, the facility would have to limit hours of operations to stay within the part time budget. Limiting the hours of operation, would limit programing and ice rental which would limit revenues and the community's access to the facility. Additionally, funding at a lower level would provide even fewer resources to foster the City's net zero goal.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Retail-ICE FACILITY</i>	Cost recovery for Retail	183		200	
<i>Operations-ICE FACILITY</i>	Gallons of water used annually (in thousands)				

Operations-ICE FACILITY	Value of employee wellness benefit				
Operations-ICE FACILITY	Metric tons of carbon used				
Ice Programs-ICE FACILITY	Operating subsidy amount per fiscal year. (Does not include capital expenditures)	261749			
Operations-ICE FACILITY	Percentage of participants across all programs and activities who rate ice quality as good or excellent.	0%		92%	
Operations-ICE FACILITY	Percentage of guests who rate the facility as being clean and safe.	0%		92%	
Ice Programs ICE FACILITY	Cost recovery percentage of the Ice Arena.	71%		0%	
Operations-ICE FACILITY	Kilowatt Hours (kwh) of electricity used at the facility		584000		
Operations-ICE FACILITY	Decatherms (DTH) of natural gas used at the facility		1198082		
Operations-ICE FACILITY	Gallons of propane used at the facility	0%		0%	
Operations- ICE FACILITY	Number of days closed due to unanticipated maintenance needs	0.5			
Operations-ICE FACILITY	Percentage of participants across all programs and activities who rate ice quality as good or excellent.	0%		0%	
Operations-ICE FACILITY	Percentage of guests who rate the facility as being clean and safe.	0%		0%	

Description:

GOLF PRO SHOP This program will administer the Food and Beverage Concessions at the Golf Course.

Council Goal:

119 Core or Essential Services

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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>GOLF PRO SHOP</i>	Personnel	\$44,352	\$44,352	\$44,352	\$48,193
	Materials	\$33,500	\$33,500	\$33,500	\$33,500
	Total	\$77,852	\$77,852	\$77,852	\$81,693
Grand Total		\$77,852	\$77,852	\$77,852	\$81,693
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	1.1				
<i>Part Time</i>	.2				
<i>Total</i>	1.3				

Level of Service

Concessions Same Level of Service

	Quartile	Score
<i>Concessions</i>	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

<i>GOLF PRO SHOP</i>	To minimize any food loss we primarily stock items that are prepackaged and have a long shelf life. Perishables are purchased day of and in small quantities. 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 as well as customer retention. 2. The golf course is an enterprise fund. Our revenues fund all of our expenditures. This operation increased our net revenues in the 2014 golf season over \$21,000.00.

Section 5: Consequences of Funding Proposal at Lower Level

<i>GOLF PRO SHOP</i>	Previously the food and beverage was contracted out and the golf course received \$600 per month (4 months, \$2,400.00 per season) from our concessionaire. We could go back to this practice but feel the level of service to our customers would not be up to our standards and the potential of losing company tournaments and the revenues generated from them would have a significant impact to our bottom line.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Concessions-GOLF OPERATIONS</i>	Percent of customers surveyed (Both online and on the course) that rate cart service as "good" or "excellent"	0%		0%	
<i>Concessions-GOLF OPERATIONS</i>	Net concessions profits				
<i>Concessions-GOLF OPERATIONS</i>	Percent of customers surveyed (Both online and on the course) that rate cart service as "good" or "excellent"	0%		0%	
<i>Concessions-GOLF OPERATIONS</i>	Net concessions profits				

Description:

<i>HUMAN RESOURCES</i>	Employee training and development take many forms to help staff realize employment goals, better perform at new/changing functions, and assist managers in managing staff. Also assists with compliance and other measures.
<i>LEAD TRAINING</i>	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 helps tackle this issue and prepare leaders in the public sector.

Council Goal:

086 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Gold Medal Performance Organization</i>	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.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MODEST decrease in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>LEAD TRAINING</i>	Materials	\$10,000	\$10,000	\$10,000	\$10,000
	Total	\$10,000	\$10,000	\$10,000	\$10,000
Grand Total		\$10,000	\$10,000	\$10,000	\$10,000
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>					
<i>Part Time</i>					
Total					

Level of Service

LEAD Enhanced Level of Service

	Quartile	Score
LEAD	4	10

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:

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 Core or Essential Services

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

FTEs	Budget FTEs
	FY 2023
Full Time	
Part Time	
Total	

Level of Service

Venture Fund Same Level of Service

	Quartile	Score
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 madate exists

Section 4: Cost Savings / Innovation / Collaboration

VENTURE FUND	Innovation results from the availability of the Venture Fund. Without the flexibility to take on unanticipated projects, government cannot be nimble.

Section 5: Consequences of Funding Proposal at Lower Level

VENTURE FUND	A decrease in the funding in the Venture Fund would simply reduce our ability to respond to Council requests for mid-year items with costs associated.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Percent of budget used to fund unplanned Council directives-CITY MANAGER</i>	Number of Unplanned Council Directives funded.				
<i>Percent of Budget used to fund additional employee trainings-CITY MANAGER</i>	Number Additional Employee Trainings funded.				
<i>Percent of budget used to fund unplanned Council directives-CITY MANAGER</i>	Number of Unplanned Council Directives funded.				
<i>Percent of Budget used to fund additional employee trainings-CITY MANAGER</i>	Number Additional Employee Trainings funded.				

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 Core or Essential Services****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

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
HUMAN RESOURCES	Personnel	\$36,224	\$18,595	\$18,697	\$20,642
	Materials	\$20,000	\$20,000	\$20,000	\$20,000
	Total	\$56,224	\$38,595	\$38,697	\$40,642
Grand Total		\$56,224	\$38,595	\$38,697	\$40,642
FTEs	Budget FTEs FY 2023				
Full Time	.2				
Part Time	.1				
Total	.3				

Level of Service

Short-Term Citywide Personnel Same Level of Service

Quartile Score

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:

<i>SPECIAL MEETINGS</i>	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 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Engaged, capable workforce</i>	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

<i>FTEs</i>	Budget FTEs FY 2023
<i>Full Time</i>	
<i>Part Time</i>	
Total	

Level of Service

Special Meetings Same Level of Service

	Quartile	Score
<i>Special Meetings</i>	4	5.5

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 madate exists

Section 4: Cost Savings / Innovation / Collaboration

SPECIAL MEETINGS Staff has used the most cost effective catering available.

Section 5: Consequences of Funding Proposal at Lower Level

SPECIAL MEETINGS We would likely first reduce costs for meetings that are staff-only, such as Employee Recognition Lunches. Not funding this item would also reduce the City's ability to host other communities who visit from within the US and abroad.

Section 6: Performance Measures

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Number of Luncheons-CITY MANAGER</i>	Number of City Manager Staff Recognition Luncheons held annually				
<i>Number of Luncheons-CITY MANAGER</i>	Number of City Manager Staff Recognition Luncheons held annually				

Description:

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

Council Goal:

048 Transportation Innovation

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%	

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
TRANSPORTATION OPER	Personnel	\$158,679	\$158,679	\$158,686	\$208,195
	Materials	\$782,448	\$782,448	\$882,448	\$1,195,511
	Total	\$941,127	\$941,127	\$1,041,134	\$1,403,707
Grand Total		\$941,127	\$941,127	\$1,041,134	\$1,403,707
FTEs	Budget FTEs FY 2023				
Full Time	2.6				
Part Time	.2				
Total	2.8				

Level of Service

Park City Mobility Enhanced Level of Service

	Quartile	Score
Park City Mobility	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 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

<i>TRANSPORTATION OPER</i>	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

<i>TRANSPORTATION OPER</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Park City Mobility-TRANSPORTATION OPER</i>	Cost per passenger on Park City Mobility				
<i>Park City Mobility-TRANSPORTATION OPER</i>	Passenger per mile on Park City Mobility				
<i>Park City Mobility-TRANSPORTATION OPER</i>	Total annual passengers on Park City Mobility				
<i>Park City Mobility-TRANSPORTATION OPER</i>	Cost per passenger on Park City Mobility				
<i>Park City Mobility-TRANSPORTATION OPER</i>	Passenger per mile on Park City Mobility				
<i>Park City Mobility-TRANSPORTATION OPER</i>	Total annual passengers on Park City Mobility				

Description:

<i>TRANSPORTATION OPER</i>	This program provides transit service throughout Park City and Summit County year-round. It ensures mobility choices for residents, employees, visitors and others. This ensures the Park City transit network is operated in a manner that creates an effective and efficient system.
<i>TRANSPORTATION PLANNING</i>	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 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	The Transportation department plays a critical role in pursuing City Council's goal of an effective Transportation 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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TRANSPORTATION OPER</i>	Personnel	\$455,061	\$455,061	\$348,434	\$391,114
	Materials	\$336,237	\$54,250	\$54,250	\$364,116
	Total	\$577,684	\$509,311	\$402,684	\$755,230
<i>TRANSPORTATION PLANNING</i>	Personnel	\$513,233	\$513,233	\$555,240	\$608,321
	Materials	\$424,572	\$424,572	\$469,572	\$469,572
	Total	\$937,805	\$937,805	\$1,024,812	\$1,077,893
Grand Total		\$1,515,489	\$1,447,116	\$1,427,496	\$1,833,123
FTEs	Budget FTEs				
	FY 2023				
<i>Full Time</i>	7.5				
<i>Part Time</i>					

Total 7.5

Level of Service

Transportation Management Enhanced Level of Service

	Quartile	Score
Transportation Management	1	23.5

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 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

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.
TRANSPORTATION PLANNING	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.
TRANSPORTATION PLANNING	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

Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024

Transportation Management- TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%		0%	
Transportation Management- TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%		0%	

Description:

<i>STREET LIGHTS/SIGN</i>	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:

006 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>STREET LIGHTS/SIGN</i>	Materials	\$191,800	\$191,800	\$191,800	\$191,800
	Total	\$191,800	\$191,800	\$191,800	\$191,800
<i>STREET MAINTENANCE</i>	Personnel	\$150,118	\$150,118	\$150,874	\$163,345
	Materials	\$41,299	\$41,299	\$41,299	\$49,352
	Total	\$191,417	\$191,417	\$192,173	\$212,697
Grand Total		\$383,217	\$383,217	\$383,973	\$404,497
FTEs	Budget FTEs FY 2023				

Full Time	1.5
Part Time	.2
Total	1.7

Level of Service

Street Lights & Signs **Same Level of Service**

	Quartile	Score
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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Street Lights & Signs- STREET MAINTENANCE	Percentage of city street lights operating.	0%		98%	

<i>Street Lights & Signs- STREET MAINTENANCE</i>	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%		100%	
<i>Street Lights & Signs- STREET MAINTENANCE</i>	Percentage of traffic control devices repaired within 30 days.	0%		100%	
<i>Street Lights & Signs- STREET MAINTENANCE</i>	Percentage of signs inspected per year.	0%		100%	
<i>Street Lights & Signs- STREET MAINTENANCE</i>	Percentage of city street lights operating.	0%		98%	
<i>Street Lights & Signs- STREET MAINTENANCE</i>	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%		100%	
<i>Street Lights & Signs- STREET MAINTENANCE</i>	Percentage of traffic control devices repaired within 30 days.	0%		100%	
<i>Street Lights & Signs- STREET MAINTENANCE</i>	Percentage of signs inspected per year.	0%		100%	

Description:

<i>BLDG MAINT ADM</i>	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.
<i>ECONOMY</i>	The Special Events Department within the Economy Team oversees the management of all permitted Special Events. In addition to negotiating city services contracts, and facility rental, SE permits 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. Council's expectations for event mitigation, in particular for residents continues to increase dramatically
<i>POLICE</i>	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, however, these events do increase traffic. Recently, additional traffic mitigation plans have been implemented during some large-scale special events, and this is increasing the staff requirement for special events.
<i>PARKS & CEMETERY</i>	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.
<i>STREET MAINTENANCE</i>	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.
<i>TRANSPORTATION OPER</i>	Provides enhanced transit service required to serve large crowds during Park City's major events (i.e., Sundance and Arts Festival).
<i>PARKING</i>	Provides for enhanced parking management, enforcement levels, event material set up and tear down, during Sundance Film Festival, Kimball Arts Festival, 4th of July, Miners Day, Halloween, Pedestrianized Main Street, Etc, as well as assist Special Events whenever possible.

Council Goal:**023 Transportation Innovation****Desired Outcome:****Criteria for Meeting Desired Outcome**

<i>Varied & Multi-Seasonal Event Offerings</i>	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

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

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.

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
BLDG MAINT ADM	Personnel	\$154,215			
	Materials	\$31,200	\$31,200	\$31,200	\$31,250
	Total	\$185,415	\$31,200	\$31,200	\$31,250
ECONOMY	Personnel	\$502,795	\$334,254	\$334,254	\$369,561
	Materials	\$338,377	\$206,877	\$206,877	\$222,877
	Total	\$841,172	\$541,131	\$541,131	\$592,438
FIELDS	Personnel	\$39,717	\$39,717	\$39,717	\$43,014
	Materials	\$5,137	\$5,137	\$5,137	\$5,137
	Total	\$44,854	\$44,854	\$44,854	\$48,151
PARKING	Personnel				\$45,852
	Materials				\$18,000
	Total				\$63,852
PARKS & CEMETERY	Personnel	\$94,280	\$94,280	\$94,280	\$104,188
	Materials	\$87,973	\$87,973	\$87,973	\$88,952
	Total	\$182,253	\$182,253	\$182,253	\$193,140
POLICE	Personnel	\$1,535,617	\$1,404,266	\$1,337,410	\$1,416,793
	Materials	\$56,525	\$56,525	\$97,525	\$104,063
	Total	\$1,592,142	\$1,460,791	\$1,434,935	\$1,520,855
STREET MAINTENANCE	Personnel	\$156,889	\$156,889	\$318,509	\$375,338
	Materials	\$34,530	\$34,530	\$34,530	\$38,215
	Total	\$191,419	\$191,419	\$353,038	\$413,553
SUNDANCE MITIGATION	Materials	\$302,600	\$302,600	\$302,600	\$302,600
	Total	\$302,600	\$302,600	\$302,600	\$302,600
TRANSPORTATION OPER	Personnel	\$82,405	\$82,405	\$82,405	\$116,330
	Materials	\$41,798	\$39,798	\$39,798	\$352,355
	Total	\$122,203	\$122,203	\$122,203	\$468,686
Grand Total		\$3,462,058	\$2,876,451	\$3,012,214	\$3,634,525
FTEs	Budget FTEs FY 2023				
Full Time	14.7				
Part Time	3.6				
Total	18.3				

Level of Service

Special Events Same Level of Service

	Quartile	Score
Special Events	1	22.5

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.
PARKS & CEMETERY	Being in the Public Works Division, the Parks & Fields Department has a primary maintenance and assistance function in supporting Special Events. Working collaboratively with other agencies, departments and outside organizers has created efficiencies which allows for greater participant satisfaction and enhancing the overall experience that will propel us above the competing venues.
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	

<i>POLICE</i>	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.
<i>PARKS & CEMETERY</i>	The consequences of lowering the funding for this program include: Reduction in Park City being a "destination resort". There would also be a decrease in financial and cultural benefit to the community.
<i>TRANSPORTATION OPER</i>	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.
<i>PARKING</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Special Events ICE FACILITY</i>	Number of special events hosted by the Sports Complex	0%		0%	
<i>Special Events-PARKS</i>	Percent of events properly staffed and prepared for.	0%		0%	
<i>Special Events-STREET MAINTENANCE</i>	Percentage electronic signs are operational per event.	0%		0%	
<i>Special Events-STREET MAINTENANCE</i>	Percentage of barricades set up completed within 2 hours of event(s).	0%		0%	
<i>Special Events-TRANSPORTATION OPER</i>	1) Cost per passenger				
<i>Special Events-TRANSPORTATION OPER</i>	2) Passengers per year				
<i>Special Events-ECONOMY</i>	Number of event days				
<i>Special Events ICE FACILITY</i>	Number of special events hosted by the Sports Complex	0%		0%	
<i>Special Events-ECONOMY</i>	Percent of event organizers "satisfied" or better with Special Events.	0%		0%	
<i>Special Events-ECONOMY</i>	Number of event complaints annually				
<i>Special Events-PARKS</i>	Percent of events properly staffed and prepared for.	0%		100%	
<i>Special Events-STREET MAINTENANCE</i>	Percentage electronic signs are operational per event.	0%		100%	
<i>Special Events-STREET MAINTENANCE</i>	Percentage of barricades set up completed within 2 hours of event(s).	0%		100%	
<i>Special Events-TRANSPORTATION OPER</i>	1) Cost per passenger				
<i>Special Events-TRANSPORTATION OPER</i>	2) Passengers per year				
<i>Special Events-TRANSPORTATION OPER</i>	1) Cost per passenger				

Special Events-
TRANSPORTATION OPER

2) Passengers per year				

Description:

<i>TRANSPORTATION OPER</i>	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 5:53 am to 2:10 am 7 days a week.

Council Goal:

028 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TRANSPORTATION OPER</i>	Personnel	\$4,007,790	\$4,007,790	\$4,007,850	\$4,750,656
	Materials	\$1,813,041	\$1,813,041	\$1,813,041	\$2,194,282
	Total	\$5,820,831	\$5,820,831	\$5,820,891	\$6,944,938
Grand Total		\$5,820,831	\$5,820,831	\$5,820,891	\$6,944,938
<i>FTEs</i>	<i>Budget FTEs FY 2023</i>				
<i>Full Time</i>	39.8				
<i>Part Time</i>	3.9				
<i>Total</i>	43.7				

Level of Service

Winter Service Enhanced Level of Service

	Quartile	Score
<i>Winter Service</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Winter Service-TRANSPORTATION OPER	Total passengers during Winter Season				
Winter Service-TRANSPORTATION OPER	4) Passengers per route mile. - Winter Service				
Winter Service-TRANSPORTATION OPER	3) Cost per passenger - Winter Service				
Winter Service-TRANSPORTATION OPER	Total passengers during Winter Season				
Winter Service-TRANSPORTATION OPER	4) Passengers per route mile. - Winter Service				
Winter Service-TRANSPORTATION OPER	3) Cost per passenger - Winter Service				

Description:

<i>TRANSPORTATION OPER</i>	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 6:45 am to 12:05 am, 7 days a week. The Trolley operates from 10am to 10pm 7 days a week. Current LOS also includes year round PC-SLC Connect service.

Council Goal:

027 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	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%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>TRANSPORTATION OPER</i>	Personnel	\$2,890,083	\$2,890,083	\$2,890,136	\$3,431,434
	Materials	\$1,071,223	\$902,490	\$902,490	\$1,258,617
	Total	\$3,867,144	\$3,792,573	\$3,792,626	\$4,690,050
Grand Total		\$3,867,144	\$3,792,573	\$3,792,626	\$4,690,050
<i>FTEs</i>	Budget FTEs FY 2023				
<i>Full Time</i>	29.1				
<i>Part Time</i>	2.8				
<i>Total</i>	31.9				

Level of Service

Summer Service Enhanced Level of Service

Quartile	Score

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Summer Service-TRANSPORTATION OPER	Total passengers during Summer Season				
Summer Service-TRANSPORTATION OPER	4) Passengers per route mile. - Summer Service				
Summer Service-TRANSPORTATION OPER	3) Cost per passenger - Summer Service				
Summer Service-TRANSPORTATION OPER	Total passengers during Summer Season				
Summer Service-TRANSPORTATION OPER	4) Passengers per route mile. - Summer Service				
Summer Service-TRANSPORTATION OPER	3) Cost per passenger - Summer Service				

Description:

<i>STREET MAINTENANCE</i>	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, 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. Funding for PC Heights

Council Goal:

043 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>CONTINGENCY/SNOW REMOVAL</i>	Materials	\$50,000	\$50,000	\$50,000	\$50,000
	Total	\$50,000	\$50,000	\$50,000	\$50,000
<i>STREET MAINTENANCE</i>	Personnel	\$892,091	\$892,091	\$896,759	\$973,400
	Materials	\$398,909	\$398,909	\$398,909	\$479,717
	Total	\$1,291,000	\$1,291,000	\$1,295,668	\$1,453,117
Grand Total		\$1,341,000	\$1,341,000	\$1,345,668	\$1,503,117
FTEs	Budget FTEs FY 2023				
<i>Full Time</i>	8.8				
<i>Part Time</i>	1.1				

Total 9.9

Level of Service

Winter Snow Operations Same Level of Service

	Quartile	Score
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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Winter Snow Operations-STREET MAINTENANCE	Percentage of roads plowed within 16 hours after a storm.	0%		100%	

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 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
STREET MAINTENANCE	Personnel	\$175,418	\$175,418	\$176,291	\$190,236
	Materials	\$97,889	\$97,889	\$97,889	\$115,907
	Total	\$273,307	\$273,307	\$274,180	\$306,143
Grand Total		\$273,307	\$273,307	\$274,180	\$306,143

FTEs **Budget FTEs**
FY 2023

<i>Full Time</i>	1.6
<i>Part Time</i>	.3
Total	1.9

Level of Service

Clean-up and Storm Drain Same Level of Service

	Quartile	Score
Clean-up and Storm Drain	2	20

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Clean-up and Control-STREET MAINTENANCE	Percentage of residential streets swept every 30 days from April 15 to Nov 15.	0%		100%	
Clean-up and Control-STREET MAINTENANCE	Percentage of flood control devices inspected weekly from April 15 to June 15.	0%		50%	
Clean-up and Control-STREET MAINTENANCE	Percentage of storm drain boxes cleaned annually.	0%		20%	

Description:

CAPITAL	Capital funding goes towards maintenance and upkeep of parking facilities.
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 1200 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 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Transportation: Congestion Reduction, Local and Regional</i>	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

Program Experiencing a SUBSTANTIAL increase in demand of 25% or more

Explanation

With the implementation of the DLS program on Main st., enforcement is the key factor in ensuring consistency and success. Having available parking staff to work alongside Park City Police is essential to ensure proper function. Parking has also expanded

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
PARKING	Personnel	\$991,803	\$991,803	\$1,036,498	\$1,181,010
	Materials	\$769,000	\$769,000	\$769,000	\$780,250
	Total	\$1,760,803	\$1,760,803	\$1,805,498	\$1,961,260
TRANSPORTATION OPER	Personnel		\$(55,820)	\$(55,820)	\$(52,755)

Materials	\$134,400	\$134,400	\$134,400	\$433,239
Total	\$78,580	\$78,580	\$78,580	\$380,484
Grand Total	\$1,839,383	\$1,839,383	\$1,884,078	\$2,341,744

FTEs **Budget FTEs**
FY 2023

Full Time	11.6
Part Time	1.
Total	12.6

Level of Service

Parking Management **Same Level of Service**

	Quartile	Score
Parking Management	2	19

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

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

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.

From 1998 to 2013 Staff utilized contract services to meet enforcement staffing needs. These contract employees were managed in a hybrid approach that housed them in a City building and placed them under the direct management of the City's Parking & Fleet Manager. In order to increase customer service the City brought the operation in-house to enhance customer service primarily by paying competitive wages with the retail industry. As a result customer complaints have diminished greatly.

As of 2019 Staff is confident additional resources requested will be needed to reach previous objectives as well as new Council goals which include the DLS program on Main st. This program is quite labor intensive and requires consistent enforcement collaboration with Police.

As of 2020, Parking Services has reduced operating costs by 20% through enhanced technology in the China Bridge parking garage. Park City Police have also been equipped with ticket writing software that feeds in to the parking management database which collects and retains better evidences to ensure fair and informed adjudicative processes are kept. Parking has also gone "virtual" with many parking permits and passes to save on material cost and waste as well as improve customer resources and experience.

Section 5: Consequences of Funding Proposal at Lower Level

<i>TRANSPORTATION OPER</i>	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.
<i>PARKING</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of appeals to citations (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Appeals processing time in days (Dept: Parking)				
<i>Parking Management-TRANSPORTATION OPER</i>	Percentage of Vehicles in compliance (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of first-time violations to total violations (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Citation collection rate (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of appeals to citations (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Appeals processing time in days (Dept: Parking)				
<i>Parking Management-TRANSPORTATION OPER</i>	Percentage of Vehicles in compliance (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of first-time violations to total violations (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Citation collection rate (Dept: Parking)	0%		0%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of appeals to citations (Dept: Parking)	0%		0.5%	
<i>Parking Management-TRANSPORTATION OPER</i>	Appeals processing time in days (Dept: Parking)			26	
<i>Parking Management-TRANSPORTATION OPER</i>	Percentage of Vehicles in compliance (Dept: Parking)	0%		0.91%	
<i>Parking Management-TRANSPORTATION OPER</i>	Ratio of first-time violations to total violations (Dept: Parking)	0%		0.55%	
<i>Parking Management-TRANSPORTATION OPER</i>	Citation collection rate (Dept: Parking)	0%		0.89%	

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:

058 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Well-Maintained Assets and Infrastructure</i>	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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
STREET MAINTENANCE	Personnel	\$348,784	\$348,784	\$350,542	\$376,342
	Materials	\$291,960	\$291,960	\$291,960	\$312,981
	Total	\$640,744	\$640,744	\$642,502	\$689,323
Grand Total		\$640,744	\$640,744	\$642,502	\$689,323

FTEs **Budget FTEs**
FY 2023

<i>Full Time</i>	3.2
<i>Part Time</i>	.3
Total	3.5

Level of Service

Street & Sidewalk Maintenance Same Level of Service

	Quartile	Score
Street & Sidewalk Maintenance	2	19

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

<i>STREET MAINTENANCE</i>	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

<i>STREET MAINTENANCE</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Street & Sidewalk Maintenance- <i>STREET MAINTENANCE</i>	Percentage of potholes filled within 72 hours of receiving a complaint or service request.	0%		100%	
Street & Sidewalk Maintenance- <i>STREET MAINTENANCE</i>	Tons of asphalt overlay applied to City streets.			5000	
Street & Sidewalk Maintenance- <i>STREET MAINTENANCE</i>	Square yards of slurry seal applied to City Streets			70000	

Street & Sidewalk Maintenance-
STREET MAINTENANCE

Tons of crack seal applied to City streets			30	

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 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:**052 Transportation Innovation****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 public in providing a safe community that is walkable & bike-able, supporting a world class resort destination.

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

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
FIELDS	Personnel	\$69,044	\$69,044	\$69,044	\$74,797
	Materials	\$29,431	\$29,431	\$29,431	\$29,431
	Total	\$98,475	\$98,475	\$98,475	\$104,228
PARKS & CEMETERY	Personnel	\$520,319	\$497,867	\$497,867	\$548,388
	Materials	\$121,229	\$111,230	\$111,230	\$113,661
	Total	\$641,548	\$609,096	\$609,096	\$662,049
Grand Total		\$740,023	\$707,571	\$707,571	\$766,277
FTEs	Budget FTEs FY 2023				
Full Time	3.7				
Part Time	3.1				

Total 6.8

Level of Service

Parks & Sidewalk Snow Removal Same Level of Service

	Quartile	Score
<i>Parks & Sidewalk Snow Removal</i>	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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>City Facility Snow Removal-PARKS & CEMETERY</i>	Percentage of Sidewalks and stairs cleared of ice and snow within the next scheduled work shift.	0%		0%	
<i>Parks & Sidewalk Snow Removal- PARKS & CEMETERY</i>	Percentage of sidewalks and stairs cleared of ice and snow within the next scheduled work shift (following the end of the storm)			100	

Description:

<i>ECONOMY</i>	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:

040 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Abundant, Preserved and Publicly- Accessible Open Space</i>	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

Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

<i>Expenditures</i>		Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
<i>ECONOMY</i>	Personnel	\$214,318	\$37,570	\$37,570	\$42,030
	Materials	\$851	\$851	\$851	\$851
	Total	\$215,169	\$38,421	\$38,421	\$42,881
	Grand Total	\$215,169	\$38,421	\$38,421	\$42,881
<i>FTEs</i>		Budget FTEs FY 2023			
<i>Full Time</i>	1.6				
<i>Part Time</i>					
Total	1.6				

Level of Service

Urban Trails and Walkability Same Level of Service

	Quartile	Score
Urban Trails and Walkability	3	16

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
Urban Trails and Walkability- ECONOMY	Average daily users Poison Creek Pathway				
Urban Trails and Walkability- ECONOMY	Average daily users Comstock Pathway				
Urban Trails and Walkability- ECONOMY	Average daily users McLeod Creek Pathway				

Description:

STREET MAINTENANCE Remove graffiti in a timely manner.

Council Goal:

110 Transportation Innovation

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 FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023
STREET MAINTENANCE	Personnel	\$5,672	\$5,672	\$5,703	\$6,202
	Materials	\$29,211	\$29,211	\$29,211	\$34,125
	Total	\$34,883	\$34,883	\$34,914	\$40,327
Grand Total		\$34,883	\$34,883	\$34,914	\$40,327

FTEs	Budget FTEs FY 2023
Full Time	.1
Part Time	
Total	.1

Level of Service

Graffiti Removal Same Level of Service

	Quartile	Score
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

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*

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

		Actual FY 2021	Actual FY 2022	Target FY 2023	Target FY 2024
<i>Graffiti Removal-STREET MAINTENANCE</i>	Percentage of graffiti removed from public property within one week of receiving a complaint or service request.	0%		100%	

Description:

ECONOMY	Back country trail maintenance services are provided through a professional service agreement with Mountain Tr4ails Foundation. The 5 year agreement is due to expire in December 2020. The current budget allocation of \$25,000 anticipates services provided to the trail system of 2015. Since 2015, the following additions to open space and trails have been realized. 1. 1500 acres of open space 2. 23 additional miles of trails (single track/back country) 3. Increase 17K of winter trails 4. 20% increase in labor costs 5. 15% increase in machine costs 6. 2\$/mile trail construction cost. Staff anticipates SSC funding associated with MTF winter grooming to offset this request. Staff finds that funding associated with this service and a subsequent contract with MTF (in comparison with related services and budgets at Snyderville Basin Special Service District) saves PCMC over \$300,000 annually. Additionally funding is also off set with MTF adopt a trails programs and joint grant related projects.

Council Goal:

045 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

<i>Abundant, Preserved and Publicly-Accessible Open Space</i>	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

Dept Req FY 2023	RT Rec FY 2023	CM Rec FY 2023	Council FY 2023

<i>ECONOMY</i>	Personnel	\$55,139	\$40,645	\$18,077	\$20,146
	Materials	\$29,353	\$29,353	\$29,353	\$223
	Total	\$84,492	\$69,998	\$47,430	\$20,369
<i>SPEC. SRVC. CONTRT/TRAILS MANAGEMENT</i>	Materials	\$15,000	\$15,000	\$15,000	\$15,000
	Total	\$15,000	\$15,000	\$15,000	\$15,000
Grand Total		\$99,492	\$84,998	\$62,430	\$35,369

FTEs	Budget FTEs
	FY 2023
<i>Full Time</i>	.2
<i>Part Time</i>	.5
Total	.7

Level of Service

Trails (Backcountry) Same Level of Service

	Quartile	Score
<i>Trails (Backcountry)</i>	4	14

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 not within City limits	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

<i>ECONOMY</i>	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

<i>ECONOMY</i>	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

Actual	Actual	Target	Target

		FY 2021	FY 2022	FY 2023	FY 2024
<i>Trails (Backcountry)- ECONOMY</i>	Average daily use of trails in Round Valley (summer)				
<i>Trails (Backcountry)- ECONOMY</i>	Average daily use of trails in Round Valley (winter)				

Description:

Council Goal:

XXXX Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Explanation

Section 2: Proposed Amount / FTEs

FTEs	Budget FTEs
	FY 2023
Full Time	
Part Time	
Total	

Level of Service

Other Budget Items

	Quartile	Score
Other Budget Items	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

CAPITAL PROJECTS SUMMARY

CP0001 Plannng/Capital Analysis

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0001	Recommended	Briggs	\$53,177			Engaged & Effective Government & Citizenry

Description	Comments
Annual analysis of General Impact Fees to determine/justify formula, collection, use. Including GASB 34 planning and implementation.	Not rec due to other funding.

CP0002 Information System Enhancement/Upgrades

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0002	Recommended	Robertson	\$2,578			Engaged & Effective Government & Citizenry

Description	Comments
Funding of computer expenditures and major upgrades as technology is available. Technological advancements that solve a City need are funded from here. Past examples include web page design and implementation, security systems, document imaging, telephony enhancements, etc.	

CP0003 Old Town Stairs

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0003	Recommended	Twombly	\$584,253			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.													
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027	
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$21,276											
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE		\$150,000		\$150,000									
TOTAL		\$171,276		\$150,000									

CP0005 City Park Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals	
CP0005	Recommended	Fisher	\$878,266	\$23,459		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.												

FUTURE FUNDING		Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031400 CIP FUND * IMP FEE-OPEN SPACE					\$(50,000)								
033468 LOWER PARK RDA * CONT TO RDA DEBT			\$100,000		\$100,000		\$100,000						
TOTAL			\$100,000		\$50,000		\$100,000						

CP0006 Pavement Managment Implementation

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0006	Recommended	Dayley	\$882,114	\$688,858		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031452 CIP Fund * CLASS "C" ROAD		\$410,000		\$410,000		\$410,000				\$410,000		
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$630,000		\$630,000		\$630,000				\$630,000		
TOTAL		\$1,040,000		\$1,040,000		\$1,040,000				\$1,040,000		

CP0007 Tunnel Maintenance

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0007	Recommended	McAfee	\$2,404,409	\$673,165		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$274,750		\$281,619		\$292,884				\$304,599		
TOTAL		\$274,750		\$281,619		\$292,884				\$304,599		

CP0009 Transit Rolling Stock Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0009	Recommended	Fjelsted	\$(155,287)	\$7,244		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057458 Transit Fund * FEDERAL GRANTS		\$11,890,000										
057479 Transit Fund * TRANSIT SALES TAX		\$2,578,523										
TOTAL		\$14,468,523										

CP0010 Water Department Service Equipment

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0010	Recommended	McAfee	\$47,227	\$67,062	\$43,357	Preserving & Enhancing the Natural Environment

Description	Comments

Replacement of vehicles and other water department service equipment that is on the timed depreciation schedule.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$80,000		\$80,000		\$83,200				\$86,528		
TOTAL		\$80,000		\$80,000		\$83,200				\$86,528		

CP0013 Affordable Housing Program

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0013	Recommended	Glidden	\$(103,589)			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.

CP0014 McPolin Farm

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0014	Recommended	Stockdale	\$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.

CP0017 ADA Implementation

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0017	Recommended	Robertson, J.	\$85,523			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.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND				\$5,000		\$5,000						
TOTAL				\$5,000		\$5,000						

CP0019 Library Development & Donations

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0019	Recommended	Juarez	\$(709)	\$8,662		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.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031474 CIP Fund * STATE CONTRIBUTION	\$6,138	\$6,138										
TOTAL	\$6,138	\$6,138										

CP0020 City-wide Signs Phase I

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0020	Recommended	Weidenhamer	\$19,088	\$8,068		Thriving Mountain Town

Description					Comments								
Funded in FY02 - Continue to coordinate and install way-finding and directional signs throughout the City.													
FUTURE FUNDING		Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND			\$40,513										
TOTAL			\$40,513										

CP0025 Bus Shelters Design and Capital Improve

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals							
CP0025	Recommended	Collins				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.													
FUTURE FUNDING		Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX			\$17,053										
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX			\$150,000										
TOTAL			\$167,053										

CP0028 5 Year CIP Funding

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals							
CP0028	Recommended	Briggs	\$5,073,395			Engaged & Effective Government & Citizenry							

Description					Comments								
This account is for identified unfunded projects.													

CP0036 Traffic Calming

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0036	Recommended	Robertson, J.	\$109,451	\$5,200		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$20,000		\$10,000		\$10,000						
TOTAL		\$20,000		\$10,000		\$10,000						

CP0040 Water Dept Infrastructure Improvement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0040	Recommended	McAfee	\$904,509	\$501,948		Preserving & Enhancing the Natural Environment

Description	Comments

General asset replacement for existing infrastructure including such assets as pipelines, pump stations, valve vaults, etc.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$2,395,250		\$3,454,863		\$3,496,538				\$1,776,879		
TOTAL		\$2,395,250		\$3,454,863		\$3,496,538				\$1,776,879		

CP0041 Trails Master Plan Implementation

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0041	Recommended	Twombly	\$53,589	\$18,869		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.													
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027	
031400 CIP FUND * IMP FEE-OPEN SPACE	\$72,691	\$92,691		\$20,000		\$20,000							
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$295,000		\$50,000		\$50,000							
TOTAL	\$72,691	\$387,691		\$70,000		\$70,000							

CP0046 Golf Course Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals							
CP0046	Recommended	Fonnesbeck	\$5,910			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.													
FUTURE FUNDING	Adjusted	Total FY	Adjusted	Total FY	Adjusted	Total FY	Adjusted	Total FY	Adjusted	Total FY	Adjusted	Total FY	
	FY 2022	2022	FY 2023	2023	FY 2024	2024	FY 2025	2025	FY 2026	2026	FY 2027	2027	
055459 Golf Fund * GOLF FEES		\$12,000		\$12,000		\$12,000				\$12,000			
TOTAL		\$12,000		\$12,000		\$12,000				\$12,000			

CP0074 Equipment Replacement - Rolling Stock

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals							
CP0074	Recommended	Dayley	\$1,487,727	\$267,810	\$1,188,772	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. A correction to the vehicle replacement fund is needed to get it back on track. The short fall can be attributed to the following: • Tier 4 final diesel engines cost \$50,000 more • Police vehicles need \$24,000 of equipment that was never budgeted. • Street plows require plow, salter and hydro's costing \$110,000 ea that was not budgeted for. As we begin moving toward an Electric Fleet we are seeing higher purchasing prices. This may yet further warrant increases.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
038476 EQUIP REPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		\$1,250,000		\$1,300,000		\$1,450,000				\$1,450,000		
TOTAL		\$1,250,000		\$1,300,000		\$1,450,000				\$1,450,000		

CP0075 Equipment Replacement - Computer

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0075	Recommended	Robertson	\$513,070	\$165,900	\$166,451	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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		\$320,600		\$446,062		\$320,600						
051481 Water Fund * WATER SERVICE FEES		\$21,232		\$21,232		\$21,232						
055459 Golf Fund * GOLF FEES		\$2,560		\$2,560		\$2,560						
057479 Transit Fund * TRANSIT SALES TAX		\$16,172		\$16,172		\$16,172						
TOTAL		\$360,564		\$486,026		\$360,564						

CP0081 OTIS Water Pipeline Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0081	Recommended	McAfee	\$300,000			Preserving & Enhancing the Natural Environment

Description	Comments
Water Replacement as part of the OTIS road projects	

CP0089 Public Art

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0089	Recommended	Everitt	\$289,768	\$5,000		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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$50,000										
TOTAL		\$50,000										

CP0090 Friends of the Farm

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0090	Recommended	Stockdale	\$21,895			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.	

CP0091 Golf Maintenance Equipment Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0091	Recommended	Robinson	\$337,800	\$13,985		Thriving Mountain Town

Description	Comments
This fund is used for golf course maintenance equipment replacement.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
055459 Golf Fund * GOLF FEES		\$98,000		\$98,000		\$98,000				\$98,000		
TOTAL		\$98,000		\$98,000		\$98,000				\$98,000		

CP0092 Open Space Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0092	Recommended	Deters	\$129,884	\$221,853	\$6,774	Preserving & Enhancing the Natural Environment

Description	Comments
This fund provides for maintenance, improvements, and acquisition of Park City's Open Space.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031466 CIP Fund * OTHER CONTRIBUTIONS		\$300,000		\$300,000		\$300,000						
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$100,000		\$100,000		\$100,000						
TOTAL		\$400,000		\$400,000		\$400,000						

CP0100 Neighborhood Parks

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0100	Recommended	Twombly	\$259,767	\$2,315		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, Prospector, and Old Town.	

CP0108 Flagstaff Transit Transfer Fees

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0108	Recommended	Knotts	\$2,007,468		\$7,538	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.	

CP0115 Public Works Complex Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0115	Recommended	Knotts	\$(31,784)			Thriving Mountain Town

Description	Comments
This project can be closed. This project will provide for additional office space & furnishings required to house streets/transit/fleet personnel.	

CP0118 Transit GIS/AVL System

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0118	Recommended	Collins	\$(17,465)			Thriving Mountain Town

Description	Comments
CAD/AVL systems to provide real time information to passengers and managers to better manage the transit system. Also provides funding for run cutting software, new signs and general intelligent systems infrastructure.	

CP0128 Quinn's Ice/Fields Phase II

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0128	Recommended	Twombly	\$36,805			Preserving & Enhancing the Natural Environment

Description	Comments
Additional development of outdoor playing fields and support facilities	

CP0137 Transit Expansion

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0137	Recommended	Fjelsted	\$(22,506)			Thriving Mountain Town

Description	Comments
These funds are dedicated to purchasing new busses for expanded transit service.	

CP0141 Boothill Transmission Line

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0141	Recommended	McAfee	\$28,107			Preserving & Enhancing the Natural Environment

Description	Comments

This project is complete and should be deleted.

CP0142 Racquet Club Program Equipment Replaceme

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0142	Recommended	Fisher	\$218,998	\$48,003	\$15,383	Thriving Mountain Town

Description	Comments

For ongoing replacement of fitness equipment.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$65,000		\$65,000		\$65,000						
TOTAL		\$65,000		\$65,000		\$65,000						

CP0146 Asset Management/Replacement Program

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0146	Recommended	Dayley	\$438,096	\$200,283	\$3,637	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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$552,709		\$704,760		\$1,105,418				\$750,000		
TOTAL		\$552,709		\$704,760		\$1,105,418				\$750,000		

CP0150 Ice Facility Capital Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0150	Recommended	Angevine	\$761,262	\$172,871	\$54,467	Thriving Mountain Town

Description	Comments
For ongoing capital replacement at Quinn's Ice Facility. Funding provided by City and Basin per interlocal agreement.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$341,000		\$66,000		\$66,000				\$66,000		
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION		\$341,000		\$66,000		\$66,000				\$66,000		
TOTAL		\$682,000		\$132,000		\$132,000				\$132,000		

CP0152 Parking Equipment Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0152	Recommended	Knotts	\$76,402			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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX		\$125,000		\$125,000		\$125,000						
TOTAL		\$125,000		\$125,000		\$125,000						

CP0157 OTIS Phase III(a)

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0157	Recommended	Robertson, J.	\$3,697,533	\$54,949		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		\$150,000										
TOTAL		\$150,000										

CP0160 Ice Facility Capital Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0160	Recommended	Angevine	\$(47,512)			Thriving Mountain Town

Description	Comments

For various projects related to the Ice Facility as outlined in the Strategic Plan.

CP0167 Skate Park Repairs

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0167	Recommended	Fisher	\$9,749	\$10,000		Preserving & Enhancing the Natural Environment

Description	Comments
Re-paint fence and re-caulk the concrete joints.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
033450 Lower Park RDA * BEGINNING BALANCE		\$5,000		\$5,000		\$5,000				\$30,000		
TOTAL		\$5,000		\$5,000		\$5,000				\$30,000		

CP0171 Upgrade OH Door Rollers

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0171	Recommended	Dayley	\$39,267			Thriving Mountain Town

Description	Comments
Maintenance Equipment & Parts for Old Bus Barn Doors	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX		\$6,000										
TOTAL		\$6,000										

CP0177 China Bridge Improvements & Equipment

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0177	Recommended	Knotts	\$(10,950)			Thriving Mountain Town

Description	Comments
Stairwell Old CB; Fire Sprinkler Upgrade OLD CB; Snow Chute	

CP0178 Rockport Water, Pipeline, and Storage

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0178	Recommended	McAfee	\$(2,566,268)	\$936,145		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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$1,458,700		\$1,458,700		\$1,498,200				\$1,391,306		
TOTAL		\$1,458,700		\$1,458,700		\$1,498,200				\$1,391,306		

CP0186 Energy Efficiency Study -City Facilities

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0186	Recommended	Cartin	\$22,305			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.	

CP0191 Walkability Maintenance

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0191	Recommended	Dayley	\$22,096	\$62,526		Preserving & Enhancing the Natural Environment

Description	Comments

This funding is provided for the purpose of ongoing maintenance of completed Walkability Projects.

We have added 24.33 miles of pathway. This funding will pay for the ongoing maintenance of these existing and new paths

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$71,825		\$71,825		\$78,825				\$78,825		
TOTAL		\$71,825		\$71,825		\$78,825				\$78,825		

CP0203 China Bridge Event Parking

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0203	Recommended	Knotts	\$2,702,014			Thriving Mountain Town

Description	Comments

This project will provide additional parking and event mitigations for Park City.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031489 CIP FUND * GARAGE REVENUE		\$340,000		\$340,000		\$340,000						
TOTAL		\$340,000		\$340,000		\$340,000						

CP0217 Emergency Management Program

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0217	Recommended	Daniels	\$(13,604)	\$14,265		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND				\$15,000		\$15,000				\$15,000		
TOTAL				\$15,000		\$15,000				\$15,000		

CP0226 Walkability Implementation

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0226	Recommended	Everitt	\$14,454	\$30,076		Preserving & Enhancing the Natural Environment

Description	Comments

This project funds varying projects related to the Walkability Community program. The projects to be completed with this funding will be as outlined by the Walkability Steering and CIP committees and as approved by City Council during the 2007 Budget Process

This was cp0190 in the FY2009 budget

CP0236 Triangle Property Environmental Remediat

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0236	Recommended	Robertson, J.				Preserving & Enhancing the Natural Environment

Description	Comments
Cost associated with the assessment and closure of the property through the Utah Voluntary Clean-up program.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND				\$99,779								
TOTAL				\$99,779								

CP0240 Quinn's Water Treatment Plant

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0240	Recommended	McAfee	\$(305,185)			Preserving & Enhancing the Natural Environment

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

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0244	Recommended	Fjelsted	\$(1,664,862)			Thriving Mountain Town

Description	Comments
Close this project. City contributions will be deducted from quarterly invoices moving forward.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX		\$1,000,000										
TOTAL		\$1,000,000										

CP0248 Middle Silver Creek Watershed

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0248	Recommended	Robertson, J.	\$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	

CP0250 Irrigation Controller Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0250	Recommended	Dayley	\$(4,506)			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.	

CP0251 Electronic Record Archiving

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0251	Recommended	Robertson	\$(117,480)	\$44,199		Engaged & Effective Government & Citizenry

Description	Comments

The City has utilized an existing low-cost electronics archive server for meeting storage and retention requirements. However, better integration is required for the existing system and improved search and sharing capabilities is also needed--potentially for public facing data. These funds would go towards a new product purchase or addressing upgrades to our existing platform.

CP0256 Storm Water Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0256	Recommended	McAfee	\$749,506	\$30,440		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
052530 STORM WATER FUND * STORM WATER SERVICE FEE		\$300,000		\$300,000		\$300,000				\$315,000		
TOTAL		\$300,000		\$300,000		\$300,000				\$315,000		

CP0264 Security Projects

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0264	Recommended	Daniels	\$(51,421)	\$21,833		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.	

CP0266 Prospector Drain - Regulatory Project

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0266	Recommended	Robertson, J.	\$(6,975)			Preserving & Enhancing the Natural Environment

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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031473 CIP Fund * SALE OF ASSETS		\$856,712		\$856,712								
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$(3,463)		\$150,000		\$150,000						
TOTAL		\$853,249		\$1,006,712		\$150,000						

CP0267 Soil Repository

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0267	Recommended	Robertson, J.	\$4,013,136	\$23,448	\$31,519	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.	

CP0269 Environmental Revolving Loan Fund

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0269	Recommended	Cartin	\$60,802	\$(1,920)		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.	

CP0270 Downtown Enhancements Phase II

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0270	Recommended	Weidenhamer	\$(343,299)	\$ 710		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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		\$327,104		\$327,104		\$327,104				\$327,104		
TOTAL		\$327,104		\$327,104		\$327,104				\$327,104		

CP0273 Landscape Water Checks

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0273	Recommended	McAfee	\$2,000			Preserving & Enhancing the Natural Environment

Description	Comments
sprinkler audits and improvement recomendations	

CP0276 Water Quality Study

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0276	Recommended	McAfee	\$(11,359)	\$315,628		Preserving & Enhancing the Natural Environment

Description	Comments
This is for various water quality related studies and activities such as pipe cleaning, monitoring equipment installation, studies, and research opportunities.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$350,000		\$350,000		\$300,000				\$250,000		
TOTAL		\$350,000		\$350,000		\$300,000				\$250,000		

CP0277 Rockport Capital Facilities Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0277	Recommended	McAfee	\$63,728	\$17,676		Preserving & Enhancing the Natural Environment

Description	Comments

This is for asset replacement related to the diversion and pumping structures on the Rockport Reservoir

CP0280 Aquatics Equipment Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0280	Recommended	Fisher	\$1,843			Preserving & Enhancing the Natural Environment

Description	Comments

This fund is used to replace pool infrastructure such as boilers, pumps and filtration. We need to increase the annual contribution to \$25,000 yr. The current funding of \$15,000 per year has been insufficient to cover the costs.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$25,000		\$25,000		\$25,000						
TOTAL		\$25,000		\$25,000		\$25,000						

CP0289 Ironhorse Transit Facility Asset Managem

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0289	Recommended	Collins	\$180,000			Thriving Mountain Town

Description	Comments
This CIP will fund ongoing Capital Renewal needs for the City's expanded Ironhorse Transit facility. This fund will provide for roof, parking garage, HVAC, lifts and equipment capital renewal. Summit County contributes its proportional share.	

CP0292 Cemetery Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0292	Recommended	Fisher	\$13,399	\$4,024		Inclusive & Healthy Community

Description	Comments
City Council has approved moving forward with a cemetery master plan. The first phase is funded with existing budget which includes the development of a cremains garden around the gazebo. The second phase is to look at cemetery expansion up the hillside that could include expansion of full casket burial options.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND	\$48,000	\$95,014										
TOTAL	\$48,000	\$95,014										

CP0294 Spriggs Barn

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0294	Recommended	Dayley	\$5,000			Inclusive & Healthy Community

Description	Comments
This option will provide funding to stabilize the Spriggs Barn from further dilapidation and begin a long range plan for restoration.	

CP0301 Scada and Telemetry System Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0301	Recommended	McAfee	\$10,000			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.	

CP0303 Empire Tank Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0303	Recommended	McAfee	\$(1,807,165)			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.	

CP0304 Quinn's Water Treatment Plant Asset Repl

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0304	Recommended	McAfee	\$911,924			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.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$220,500		\$231,525		\$238,471				\$245,625		
TOTAL		\$220,500		\$231,525		\$238,471				\$245,625		

CP0306 Open Space Acquisition

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0306	Recommended	Briggs	\$(3,550,530)			Preserving & Enhancing the Natural Environment

Description						Comments
City Council pledged \$15 million as part of the Additional Resort Sales Tax. Funds were allocated or planned in three phases as a mixture of cash and debt. Phases were to be adjusted as necessary to match actual land acquisition needs. Phase I, \$4.5 M. FY2014; Phase II, \$5.5 M. FY2015; Phase III, \$5 M. FY2017.						

CP0308 Library Remodel

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0308	Recommended	Twombly	\$ 449			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.	

CP0309 Woodside Phase I

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0309	Recommended	Glidden	\$(1,861,359)	\$2,212		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.	

CP0311 Senior Community Center

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0311	Recommended	Weidenhamer	\$991,390			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.	

CP0312 Fleet Management Software

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0312	Recommended	Dayley	\$307,964	\$12,876		Engaged & Effective Government & Citizenry

Description	Comments
Procurement and implementation of fleet management software to replace Lucy 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.	

CP0313 Transportation Plans and Studies

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0313	Recommended	Collins	\$368,082	\$49,785		Thriving Mountain Town

Description	Comments
This project is being used for planning evaluation for specific active transportation projects, intersection evaluation and the Long Range Transportation Master Plan, Park City Forward.	

CP0316 Transit Facility Capital Renewal Account

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0316	Recommended	Collins	\$1,975,546	\$25,921		Thriving Mountain Town

Description					Comments							
This project will serve as a reserve account for capital assets owned and operated by park city transit. Annual contributions will ensure critical buildings will have a local funding source as they require renewal. Level of funds assume federal transit admin. grants are available when required. Funds will be used for Major capital items such as roofing, paint, siding, cameras, etc.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX		\$230,000		\$230,000		\$230,000				\$230,000		
TOTAL		\$230,000		\$230,000		\$230,000				\$230,000		

CP0318 Bonanza Park/RMP Substation Mitigation

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0318	Recommended	Everitt	\$1,012,753	\$(54,185)		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.												

CP0323 Dog Park Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0323	Recommended	Fisher	\$20,000			Inclusive & Healthy Community

Description					Comments							
Looking to create a more attractive dog park at the Park City Sports Complex. This project may include additional shade, terrain, variations and obstacle course as well as landscape enhancements.												

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031400 CIP FUND * IMP FEE-OPEN SPACE	\$15,000	\$20,000		\$5,000		\$5,000						
TOTAL	\$15,000	\$20,000		\$5,000		\$5,000						

CP0324 Recreation Software

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
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.

CP0325 Network & Security Enhancements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0325	Recommended	Robertson	\$33,187			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.

CP0326 Website Remodel

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0326	Recommended	Robertson	\$12,378			Engaged & Effective Government & Citizenry

Description	Comments
The City website is in need of an upgrade. While visual enhancements will be a function of this project, the key changes will include improved mobile capabilities, content management and incorporation of new technologies. As of January 2014, IT has met with department website publishers to identify needs and wants with project kick-off in April/May.	

CP0329 Main Street Infrastructure Asset Managem

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0329	Recommended	Dayley	\$117,211	\$3,837		Thriving Mountain Town

Description	Comments
This Funding is dedicated for replacement and maintenance to the Main Street Improvement program	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		\$100,000		\$100,000		\$599,310				\$100,000		
TOTAL		\$100,000		\$100,000		\$599,310				\$100,000		

CP0330 Spiro/Judge Pre-treatment

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0330	Recommended	McAfee	\$(2,500)			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	

CP0332 Library Technology Equipment Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0332	Recommended	Robertson	\$17,222			Engaged & Effective Government & Citizenry

Description	Comments

***THIS REQUEST IS BEING COSIDERED FOR BEING COMBINED WITH THE COMPUTER REPLACMENT 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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND				\$123,104		\$24,387						
TOTAL				\$123,104		\$24,387						

CP0333 Engineering Survey Monument Re-establish

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0333	Recommended	Robertson, J.	\$35,000			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.

CP0334 Repair of Historic Wall/Foundation

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0334	Recommended	Robertson, J.	\$113,254			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.	

CP0335 Engineering Small Projects Fund

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0335	Recommended	Robertson, J.				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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$12,000										
TOTAL		\$12,000										

CP0336 Prospector Avenue Reconstruction

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0336	Recommended	Robertson, J.	\$(177,652)	\$64,561		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.	

CP0340 Fleet Shop Equipment Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0340	Recommended	Dayley	\$33,928	\$4,130		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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		\$15,000		\$15,000		\$15,000				\$15,000		
TOTAL		\$15,000		\$15,000		\$15,000				\$15,000		

CP0341 Regional Interconnect

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0341	Recommended	McAfee	\$176,963			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.	

CP0342 Meter Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0342	Recommended	McAfee	\$159,344	\$99,251		Preserving & Enhancing the Natural Environment

Description	Comments

This is the meter and laterals asset management program

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$150,000		\$150,000		\$150,000				\$50,000		
TOTAL		\$150,000		\$150,000		\$150,000				\$50,000		

CP0343 Park meadows Well

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0343	Recommended	McAfee	\$8,104			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.

CP0344 PRV Improvements for Fire Flow Storage

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051543 WATER FUND * 2020 WATER REVENUE BONDS		\$805,000										
TOTAL		\$805,000										

CP0347 Queen Esther Drive

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals						
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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051451 Water Fund * BOND PROCEEDS		\$669,143										
TOTAL		\$669,143										

CP0351 Artificial Turf Replacement Quinn's

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals						
CP0351	Recommended	Dayley				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.
We would like to move the replacement of this project to FY22

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$625,000										
TOTAL		\$625,000										

CP0352 Parks Irrigation System Efficiency Imp

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0352	Recommended	Dayley	\$76,412	\$2,305		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$30,000		\$30,000		\$30,000				\$30,000		
TOTAL		\$30,000		\$30,000		\$30,000				\$30,000		

CP0353 Remote snow storage site improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0353	Recommended	Dayley	\$74,898			Thriving Mountain Town

Description	Comments

Site improvements are necessary to ensure proper BMP's are established and create better usage of property.

CP0354 Streets and Water Maintenance Building

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0354	Recommended	McAfee	\$100,269			Engaged & Effective Government & Citizenry

Description	Comments
Parks relocation to Iron Horse, Water Distribution relocation to Quinns WTP. Includes administration space at Iron Horse for Parks, Building Maintenance, and Streets. Quinns WTP includes administrative space for water distribution and a new material storage building similar in size and type of the existing storage building at Quinns WTP.	

CP0358 Homestake Housing

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0358	Recommended	Glidden	\$70,213,674	\$15,840	\$8,800	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.	

CP0361 Land Acquisition/Banking Program

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0361	Recommended	Glidden	\$(1)			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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		\$274,845										
TOTAL		\$274,845										

CP0362 Woodside Phase II

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0362	Recommended	Glidden	\$36,208,970	\$6,584	\$ 168	Inclusive & Healthy Community

Description	Comments

This an acquisition/rehabilitation/resale program targeted to older neighborhoods in Park City that are being targeted for tear down/redevelopment and pushing prices beyond even middle income residents. This is designed as a pilot program to promote reinvestment by the private sector and develop new funding sources and mechanisms for homeownership. There is currently on property under negotiation.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031539 CIP FUND * 2019 SALES TAX BONDS		\$8,100,000		\$1,300,000								
TOTAL		\$8,100,000		\$1,300,000								

CP0363 Traffic Management Cameras

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0363	Recommended	Knotts	\$(38,458)			Engaged & Effective Government & Citizenry

Description	Comments

Real time visual monitoring of developing traffic conditions will enable the City to respond more effectively to traffic events.

CP0364 Master Plan for Recreation Amenities

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0364	Recommended	Fisher	\$4,999			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.	

CP0369 Paid Parking Infrastructure for Main St.

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0369	Recommended	Knotts	\$(477,716)			Thriving Mountain Town

Description	Comments
Paid Parking Infrastructure for Main Street Area - Gates, technology, signage, other improvements	

CP0371 C1 - Quinns WTP to Boothill - Phase 1

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0371	Recommended	McAfee	\$(846,235)	\$625,358		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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$1,110,000										
TOTAL		\$1,110,000										

CP0372 Regionalization Fee

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0372	Recommended	McAfee	\$200,000	\$200,000		Preserving & Enhancing the Natural Environment

Description	Comments

This is a contractual obligation associated with the Western Summit County Project

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$200,000		\$200,000		\$200,000				\$200,000		
TOTAL		\$200,000		\$200,000		\$200,000				\$200,000		

CP0375 LED Streets Lights Phase I

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0375	Recommended	Dayley	\$6,917			Preserving & Enhancing the Natural Environment

Description	Comments

Awarded as part of the innovation grant challenge.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031450 CIP Fund * BEGINNING BALANCE		\$50,000										
TOTAL		\$50,000										

CP0378 Legal Software for Electronic Document M

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0378	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description					Comments							
During the past two years, legal staff has researched a few software storage companies to fit the needs of the department with eliminating hard files that can be effortlessly converted over to an efficient paperless system (electronically). The Legal Staff has decided to begin converting over with the Prosecution Program first and is anticipating moving in the same direction at a later time for all civil litigation files and project files.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$35,000										
TOTAL		\$35,000										

CP0382 Transit Onboard Security Cameras

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0382	Recommended	Collins	\$98,684			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.	

CP0383 Transit Onboard Wi-Fi

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0383	Recommended	Collins	\$44,000			Engaged & Effective Government & Citizenry

Description	Comments
Transit Onboard Wi-Fi to enhance transit user experience	

CP0385 Park Avenue Reconstruction

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0385	Recommended	Robertson, J.	\$3,674,509	\$14,789		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		\$747,100		\$2,250,000								
TOTAL		\$747,100		\$2,250,000								

CP0386 Recreation Building in City Park

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0386	Recommended	Fisher	\$241,383			Thriving Mountain Town

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 and a senior center. The current recreation building needs to be replaced with a larger more functional space that will meet the needs of day camp, seniors & other community needs. The facility has progressed to schematic design and the last direction from Council was for \$7.9 million project.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT										\$4,200,000		
TOTAL										\$4,200,000		

CP0388 Parking Deck Coating Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0388	Recommended	Knotts	\$32,721			Thriving Mountain Town

Description	Comments
Replace Deck Coating Iron Horse Bus Garage	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX		\$55,000		\$55,000								
TOTAL		\$55,000		\$55,000								

CP0389 MIW Treatment

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0389	Recommended	McAfee	\$26,400,202	\$13,909,520	\$129,358	Preserving & Enhancing the Natural Environment

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.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$28,200,000		\$10,600,000								
TOTAL		\$28,200,000		\$10,600,000								

CP0390 QJWTP Treatment Upgrades

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0390	Recommended	McAfee	\$624,005	\$106,920		Preserving & Enhancing the Natural Environment

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.	

CP0391 QJWTP Capacity Upgrades

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0391	Recommended	McAfee	\$(710)			Engaged & Effective Government & Citizenry

Description	Comments
As water demand exceeds existing treatment capacity, Quinns WTP will need to be expanded.	

CP0392 Distribution Zoning Meters

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0392	Recommended	McAfee	\$(8,358)			Preserving & Enhancing the Natural Environment

Description	Comments
This project will help us locate and correct water leaks in the City's distribution system.	

CP0393 Energy Projects

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0393	Recommended	McAfee	\$478,766	\$24,257	\$6,050	Preserving & Enhancing the Natural Environment

Description	Comments
Council adopted a goals of net zero. This budget is to pay for projects that will move us towards that goal.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051531 WATER FUND * ENERGY SERVICE FEE		\$200,000		\$200,000		\$200,000				\$200,000		
TOTAL		\$200,000		\$200,000		\$200,000				\$200,000		

CP0396 Park Ave SD

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0396	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
Storm water replacement in Park Avenue	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
052530 STORM WATER FUND * STORM WATER SERVICE FEE		\$750,000										
TOTAL		\$750,000										

CP0397 Vehicle and Equipment Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0397	Recommended	McAfee	\$210,000			Engaged & Effective Government & Citizenry

Description	Comments
Replacement for storm water equipment and vehicles.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031499 CIP FUND * ADDITIONAL RESORT SALES TAX						\$160,000						
052530 STORM WATER FUND * STORM WATER SERVICE FEE		\$70,000		\$70,000						\$72,100		
TOTAL		\$70,000		\$70,000		\$160,000				\$72,100		

CP0401 Downtown Projects Plazas

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0401	Recommended	Twombly	\$(716,807)			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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		\$60,605										
TOTAL		\$60,605										

CP0402 Additional Downtown Projects

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0402	Recommended	Twombly				Thriving Mountain Town

Description	Comments

These are miscellaneous projects beyond the larger plazas (Cp0460) and the sidewalk projects (Cp0270). They include restrooms at China Bridge, the conversion of 4th and 5th Street, Schreuers Walkway, and Swede sidewalks.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		\$500,000		\$1,200,000								
TOTAL		\$500,000		\$1,200,000								

CP0403 Kimball Junction Transit Center

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0403	Recommended	Knotts	\$(482,240)			Thriving Mountain Town

Description	Comments

CP0405 Golf Building

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0405	Recommended	McAfee	\$696,784	\$17,832		Engaged & Effective Government & Citizenry

Description	Comments

CP0406 Central Park

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0406	Recommended	Glidden	\$(784)			Inclusive & Healthy Community

Description	Comments

CP0407 Bonanza Flats Open Space

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0407	Recommended	Briggs	\$(546,183)			Preserving & Enhancing the Natural Environment

Description	Comments
Purchase of Bonanza Flats Property	

CP0411 SR 248/US 40 Park and Ride Lot

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0411	Recommended	Collins	\$11,972	\$115,670		Thriving Mountain Town

Description	Comments
Plan, design, and construct an additional park and ride lot adjacent to SR 248 and/or US 40 as recommend by the City/County Blue Ribbon Commission on Remote Parking. This request is a request is to fund the development of 2 alternatives through preliminary engineering (30%) and environmental.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057458 Transit Fund * FEDERAL GRANTS						\$2,000,000						
057479 Transit Fund * TRANSIT SALES TAX				\$300,000								
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX						\$400,000						
TOTAL				\$300,000		\$2,400,000						

CP0412 PC MARC Tennis Court Resurface

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0412	Recommended	Fisher	\$39,135	\$3,365		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	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$30,000		\$30,000								
TOTAL		\$30,000		\$30,000								

CP0415 Mobile Control

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0415	Recommended	Robertson	\$20,588	\$9,312		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.

CP0416 Windows 10 Client Licenses

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0416	Recommended	Robertson	\$13,480			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.

CP0417 Swede Sidewalks

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0417	Recommended	Twombly	\$(50,000)			Thriving Mountain Town

Description	Comments

Construct sidewalks in Swede Alley and other parking and pedestrian enhancements

CP0418 JSSD Interconnection Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0418	Recommended	McAfee	\$146,686			Preserving & Enhancing the Natural Environment

Description	Comments

CP0419 VMS Signs

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0419	Recommended	Collins	\$21,152			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

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057483 TRANSIT FUND * THIRD QUARTER		\$60,000		\$60,000								
COUNTY TAX												
TOTAL		\$60,000		\$60,000								

CP0420 Enhanced Bus Stops at Fresh Market and P

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0420	Recommended	Collins	\$94,340	\$26,485		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.	

CP0426 Electric Bus Charger at Kimball Junction

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0426	Recommended	Fjelsted	\$(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.	

CP0427 Main Street Bollards Phase I

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0427	Recommended	Twombly	\$11,718			Engaged & Effective Government & Citizenry

Description	Comments
Security Bollards installment on Lower Main St. Will provide Security and Public Safety during special events on lower Main St. This project installs protective barriers at all vehicle entry points onto lower Main Street in order to protect the public against inadvertent or intentional vehicle entry during special events. The project costs cover removable bollards, receptacles and installation	

CP0428 Electric Bus Charging Station at Old Tow

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0428	Recommended	Knotts	\$(317,394)	\$3,552		Thriving Mountain Town

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.

CP0429 Arts and Culture District

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0429	Recommended	Everitt	\$6,242,055	\$101,594		Inclusive & Healthy Community

Description	Comments

CP0430 Treasure Hill & Armstrong

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0430	Recommended	Briggs	\$1,433,701	\$64,217		Inclusive & Healthy Community

Description	Comments

Purchase of Treasure Hill Property as Open Space

CP0431 Bubble Repair

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0431	Recommended	Fisher	\$(102,428)			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.

CP0432 Office 2016 Licenses

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0432	Recommended	Robertson	\$106,708	\$14,400		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.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$116,488										
TOTAL		\$116,488										

CP0434 GIS GeoEvent Server License

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0434	Recommended	Robertson	\$18,000			Engaged & Effective Government & Citizenry

Description	Comments

Allows GIS platform to consume real-time big data feeds such as transit AVL, Parking, UDOT, Waze, Blynscsy, Twitter, for example, to create a single information map dashboard and facilitate analysis.

CP0435 GIS Satellite Imagery Multi-Spectral

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0435	Recommended	Robertson	\$6,000			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.

CP0438 Remodel for Transit Driver Housing

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0438	Recommended	Fjelsted	\$359,451	\$(25,556)		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.

CP0439 Bonanza Drive Multi-Modal and Street Imp

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0439	Recommended	Collins	\$29,000			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 repositing of the median islands to accomodate a dedicated transit lane and improve transit, pedestrian, and bicycle improvements to increase safety, improve transit ontime performance and reliability, and create a better better pedestrian experience including aesthetic improvements to reflect the Arts and Culture District vision

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX		\$300,000										
TOTAL		\$300,000										

CP0440 Bike Share Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0440	Recommended	Knotts	\$84,939			Thriving Mountain Town

Description	Comments
This is for adding supporting infrastructure, access improvements and new stations to the highly successful regional e-bike share program. Funds requested are to provide a new station at the Quinn's Junction Park and Ride.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX		\$60,000										
TOTAL		\$60,000										

CP0441 Transportation Demand Management Program

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0441	Recommended	Collins	\$48,941	\$15,049		Thriving Mountain Town

Description	Comments
This project is an effort to expand on the City's internal Transportation Demand Mangement 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 transportaiton travel	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX		\$70,000		\$70,000		\$70,000				\$70,000		
TOTAL		\$70,000		\$70,000		\$70,000				\$70,000		

CP0442 MIW Offsite Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0442	Recommended	McAfee	\$9,494,153			Preserving & Enhancing the Natural Environment

Description	Comments

CP0443 West Neck Tank

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0443	Recommended	McAfee	\$1,398,914			Preserving & Enhancing the Natural Environment

Description	Comments

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
051481 Water Fund * WATER SERVICE FEES		\$1,250,000		\$1,250,000								
TOTAL		\$1,250,000		\$1,250,000								

CP0444 SR 248 New Tunnel

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0444	Recommended	Collins	\$1,484,895	\$ 261		Preserving & Enhancing the Natural Environment

Description	Comments

CP0445 Add Uphill Marsac Gate Above Chambers Av

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0445	Recommended	Robertson, J.	\$50,000			Engaged & Effective Government & Citizenry

Description	Comments

The existing gates on Marsac have been closed numerous times over the last few years. This request is to add another gate southbound just south of Chambers Street so cars can turn around onto Chambers street instead of drivind 1/2 mile up to the existing gates. this project would also add a gate just north of Guardsman Connection so the Police no longer need to direct traffic when the gates are closed.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$50,000										
TOTAL		\$50,000										

CP0446 Loader

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0446	Recommended	Dayley	\$300,000			Engaged & Effective Government & Citizenry

Description	Comments

PC Heights has now reached 50% build out. With this milestone, the city is now obligated to provide maintenance. The maintenance program includes signs, pavement maintenance, and snow removal services.

A request for an additional winter time staff to operate the equipment is being requested as part of this budget as well.

Due to the amount of wind drifts and narrow streets we are selecting a Cat 950M loader equipped with a severe duty folding V blade to accomplish snow removal in the most efficient way possible.

The 950 loader is the best piece of equipment to plow Richardson Flat road and is capable of removing snow at the Richardson Flat Park and Ride.

The loader will also be utilized in other parts of town during snow plowing hauling and widening efforts.

CP0447 EV Chargers

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0447	Recommended	Cartin	\$369,858	\$1,609		Preserving & Enhancing the Natural Environment

Description	Comments

CP0449 Roadside Trailhead Signage 2019

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0449	Recommended	Twombly	\$2,411			Preserving & Enhancing the Natural Environment

Description	Comments

CP0450 Prospector Square/Rail Trail 2019

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0450	Recommended	Twombly	\$31,000			Preserving & Enhancing the Natural Environment

Description	Comments

CP0451 Round Valley Trail 2019

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0451	Recommended	Twombly	\$10,000			Preserving & Enhancing the Natural Environment

Description	Comments

CP0453 Old Town Access and Circulation Plan

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0453	Recommended	Collins	\$30,000			Thriving Mountain Town

Description	Comments

Circulation improvements, curbspace management and traffic calming measures throughout Old Town.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
034450 Main St RDA * BEGINNING BALANCE		\$30,000										
057479 Transit Fund * TRANSIT SALES TAX				\$130,000								
TOTAL		\$30,000		\$130,000								

CP0454 Prospector Sq. Rail Trail Connector

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0454	Recommended	Robertson, J.	\$(900)	\$ 900		Thriving Mountain Town

Description	Comments

CP0460 Bus lift

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0460	Recommended	Dayley	\$50,000			Preserving & Enhancing the Natural Environment

Description	Comments
Portable lift that raises busses for service and repairs	

CP0465 SR-248 Corridor and Safety Improvement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0465	Recommended	Collins				Preserving & Enhancing the Natural Environment

Description	Comments

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057455 TRANSIT FUND * DOT						\$200,000						
TOTAL						\$200,000						

CP0466 Scheduling Software

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0466	Recommended	Collins	\$1,500			Thriving Mountain Town

Description	Comments

CP0469 Deer Valley Drive Bicycle and Pedestrian

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0469	Recommended	Collins	\$(2,179)			Thriving Mountain Town

Description					Comments							
This project proposes to design and construct bicycle/pedestrian facilities along DVD from Bonanza Drive to Marsac Ave.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX		\$200,000										
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX				\$300,000								
TOTAL		\$200,000		\$300,000								

CP0478 Pathways along Silver King, Three Kings and Thaynes

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals							
CP0478	Recommended	Robertson, J.				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.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031474 CIP Fund * STATE CONTRIBUTION										\$960,000		
TOTAL										\$960,000		

CP0483 LED Upgrade Quinn's Fields

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals							
CP0483	Recommended	Fisher	\$(233,101)	\$333,101		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 with install is \$600,000. Budget has a \$50,000 contingency. This is for both fields at PCSC. Estimated reduction of energy & maintenance costs by 50 to 85% over typical 1500w HID equipment.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$500,000										
TOTAL		\$500,000										

CP0524 MARC Lifeguard Shack

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals						
CP0524	Recommended	Shaw				Inclusive & Healthy Community						

Description					Comments							
Summit County RAP Tax Grant award for \$5000 for an additional lifeguard shack adjacent to the PC MARC lap pool.												
FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031469 CIP FUND * RAP TAX		\$5,000										
TOTAL		\$5,000										

CP0525 MARC Cement Pad/Patio

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals						
CP0525	Recommended	Shaw	\$(30,000)	\$30,000		Inclusive & Healthy Community						

Description					Comments								
Grant funds received to install a 50' x 60' cement pad/patio located on the northeast side of the PC MARC. This would connect with current cement walkways to allow for a diverse use of a concrete surface for facility users and serve as a multi-use playing surface with the adjacent neighborhood park.													
FUTURE FUNDING		Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031469 CIP FUND * RAP TAX			\$30,000										
TOTAL			\$30,000										

CP0526 MARC Leisure Pool Water Feature

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals							
CP0526	Recommended	Shaw				Inclusive & Healthy Community							

Description					Comments								
Replacement of the aging and failing water feature currently in the leisure pool. The PC MARC leisure pool was built in 2003 and completed with the current ARC feature. Over the past 3 years, the ARC functionality as an interactive play feature has failed.													
FUTURE FUNDING		Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND			\$53,000										
TOTAL			\$53,000										

CP0527 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals							
CP0527	Recommended	Robertson, J.				Thriving Mountain Town							

Description					Comments								
Project will reconstruct Homestake roadway and utilities. Project will install multiuse trail. Walkability funds will be used for this work.													

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031451 CIP Fund * BOND PROCEEDS		\$345,905		\$783,836								
031532 CIP FUND * 2017 SALES TAX BONDS		\$132,218		\$1,052,523								
TOTAL		\$478,123		\$1,836,359								

CP0528 MUNCHKIN EXTN/MULTI TRAIL & WOODBINE IMP

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0528	Recommended	Robertson, J.				Thriving Mountain Town

Description	Comments
Proejct will extend Munchkin to Homestake and reconstruct both Woodbine and Munchkin. Project will also install a multi use trail. Walkability funds will be used for the trail work	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031451 CIP Fund * BOND PROCEEDS				\$238,282		\$620,953						
031475 CIP FUND * TRANSFER FROM GENERAL FUND						\$131,616						
031528 CIP FUND * 2015 SALES TAX BONDS				\$108,842		\$122,807						
031532 CIP FUND * 2017 SALES TAX BONDS						\$636,325						
TOTAL				\$347,124		\$1,511,701						

CP0529 Downtown Active Transportation

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0529	Recommended	Twombly				Thriving Mountain Town

Description	Comments
Pedestrian and bicycle ("active transportation) improvements including; sidewalks, pathways, bicycle landes, bulb-outs, and other improvements in the Downtown area.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND		\$400,000										
TOTAL		\$400,000										

CP0530 Splash Pad

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals						
CP0530	Recommended	Shaw				Inclusive & Healthy Community						

Description	Comments
Splash pad located at City Park adjacent to Miners Hospital.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031400 CIP FUND * IMP FEE-OPEN SPACE		\$275,000										
TOTAL		\$275,000										

CP0531 Prospector Park Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals						
CP0531	Recommended	Shaw				Inclusive & Healthy Community						

Description	Comments
Increase and update the amenities in the neighborhood park.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031400 CIP FUND * IMP FEE-OPEN SPACE	\$198,489	\$363,489										
TOTAL	\$198,489	\$363,489										

CP0535 Santy Chairs Replacement

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0535	Recommended	Twombly				Engaged & Effective Government & Citizenry

Description	Comments

The Santy Auditorium seats are over 16 years old and are in need of replacement. The theater is mostly used by Park City Film Series, then less so by the City, other non-profits, and other rentals. However, The theater is used intensively during the Sundance Film Festival each year. The funding will be split equally between the City, Sundance and the Film Series.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031466 CIP Fund * OTHER CONTRIBUTIONS				\$27,000		\$27,000						
031475 CIP FUND * TRANSFER FROM GENERAL FUND				\$13,000		\$13,000						
TOTAL				\$40,000		\$40,000						

CP0536 Arts and Culture Exterior Bus Stops

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0536	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

Design and construction of two bus stops and active transportation amenities. One stop will be on the northbound side of Bonanza and the other westbound SR248

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX				\$1,750,000								
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX		\$330,000		\$420,000								
TOTAL		\$330,000		\$2,170,000								

CP0537 Park City Base Area Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0537	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

CP0538 Deer Valley Drive Complete Streets and Transit Access Project

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0538	Recommended	Collins				Inclusive & Healthy Community

Description	Comments

Improvements to advance transit only facilities (SR224/Deer Valley dr), transit priority access to the DV transit hub, improve the DV transit hub, improved sidewalks, pathways and bike lane connections.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057455 TRANSIT FUND * DOT										\$2,100,000		
057479 Transit Fund * TRANSIT SALES TAX										\$900,000		
057482 Transit Fund * REGIONAL TRANSIT REVENUE										\$300,000		
TOTAL										\$3,300,000		

CP0539 Empire Ave, Park Ave, SR224 Intersection and Street Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0539	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

Provide improved transit access through Empire/Park/SR224 intersection and Empire improvements.
Cost estimate is approximate.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND										\$500,000		
057455 TRANSIT FUND * DOT										\$2,000,000		
057479 Transit Fund * TRANSIT SALES TAX						\$300,000						
TOTAL						\$300,000				\$2,500,000		

CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0540	Recommended	Collins				Thriving Mountain Town

Description	Comments
Park City Municipal is focused on developing a cohesive pedestrian network to improve safety, protect the natural environment, expand multimodal transportation choices and maintain a high quality of life for those who live, work and play in the community. Park City Municipal seeks funding to supplement a pedestrian and bicycle tunnel underneath SR248 at Snow Creek Drive. This project completes a gap in the highly utilized network, provides a safe crossing and enhances the connection to the Arts and Culture District.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX						\$1,200,000						
057482 Transit Fund * REGIONAL TRANSIT REVENUE				\$300,000		\$2,700,000				\$2,000,000		
TOTAL				\$300,000		\$3,900,000				\$2,000,000		

CP0541 SR248/ Bonanza Pedestrian Crossing Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0541	Recommended	Collins				Inclusive & Healthy Community

Description	Comments

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX										\$300,000		
TOTAL										\$300,000		

CP0543 Bonanza and Prospector Pedestrian Crossing Bridge or Tunnel

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0543	Recommended	Collins				Thriving Mountain Town

Description	Comments

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX										\$300,000		
TOTAL										\$300,000		

CP0544 Bonanza/Iron Horse/Rail Trail Intersection Pedestrian Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0544	Recommended	Collins				Inclusive & Healthy Community

Description	Comments

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057479 Transit Fund * TRANSIT SALES TAX										\$300,000		
TOTAL										\$300,000		

CP0545 Mobility as a Service Curb Side Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0545	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

This project has two parts, development of curbside management practices for high turnover parking practices and management of the curb for transit like microtransit or more nimble vehicles.

Implement flexible curbside parking zones in high demand areas that prioritize efficient passenger and commercial loading. Evaluate and establish formal pick-up/ drop off zones to manage curbside loading in high demand areas. Project elements should include: variable management based on season, day of week, and/or time of day; business owner collaboration and engagement; ride hail and taxi company coordination; lodging shuttles; parking management coordination.

CP0546 Old Town Complete Street Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0546	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
033450 Lower Park RDA * BEGINNING BALANCE						\$200,000				\$200,000		
034450 Main St RDA * BEGINNING BALANCE				\$200,000		\$200,000				\$200,000		
057479 Transit Fund * TRANSIT SALES TAX				\$100,000								
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX				\$200,000		\$200,000				\$200,000		
TOTAL				\$500,000		\$600,000				\$600,000		

CP0547 Iron Horse Complete Street Improvements

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0547	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

This project is seeking funds to develop Iron Horse as a Complete Street in accordance with the City's Complete Street Policy. This includes adding sidewalks and improving several crossings in the area that will facilitate safe pedestrian access to and from the surrounding destinations. Improvements include adding sidewalks and crosswalks, creating a crossing to connect to a new multi-use pathway connection, and creating safe business accesses and connecting pathways to the Rail Trail.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031475 CIP FUND * TRANSFER FROM GENERAL FUND										\$660,000		
057455 TRANSIT FUND * DOT										\$1,540,000		
057479 Transit Fund * TRANSIT SALES TAX						\$300,000						
TOTAL						\$300,000				\$2,200,000		

CP0549 Electric Bus Charging Infrastructure

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0549	Recommended	Collins				Thriving Mountain Town

Description	Comments

Electric chargers and supporting electric infrastructure are critical elements to ensuring the transit fleet is capable of becoming 100% electric net zero and can still meet transit routes and service demands.

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057458 Transit Fund * FEDERAL GRANTS		\$1,080,000										
057479 Transit Fund * TRANSIT SALES TAX		\$216,000										
TOTAL		\$1,296,000										

CP0550 Active Transportation Master Plan

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0550	Recommended	Collins	\$(5,514)	\$5,514		Engaged & Effective Government & Citizenry

Description	Comments
The development of this plan will build on the City's Walkable and Bikeable Neighborhoods Study, Trails Master Plan and establish new projects and a path forward for active transportation within Park City.	

CP0551 Short Range Transit Plan

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0551	Recommended	Collins	\$(64,043)	\$28,978	\$32,380	Engaged & Effective Government & Citizenry

Description	Comments

CP0552 TDM Capital Improvement Projects

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0552	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments
As part of the TDM program, the City will build a selection of low cost, quick to imple,emt capital improvement projects throughout the City that will cause modal shifts and support multimodal travel.	

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX		\$280,000		\$180,000		\$180,000				\$180,000		
TOTAL		\$280,000		\$180,000		\$180,000				\$180,000		

CP0553 Main St. Roadway Diet

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0553	Recommended	Robertson, J.				Thriving Mountain Town

Description	Comments

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031451 CIP Fund * BOND PROCEEDS	\$350,000	\$350,000										
034450 Main St RDA * BEGINNING BALANCE	\$(350,000)											
TOTAL		\$350,000										

CP0554 Emerging Tech in Transit

	Priority	Manager	Available Balance	YTD Expenses	Encumbrances	Council Goals
CP0554	Recommended	Collins				Thriving Mountain Town

Description	Comments

FUTURE FUNDING	Adjusted FY 2022	Total FY 2022	Adjusted FY 2023	Total FY 2023	Adjusted FY 2024	Total FY 2024	Adjusted FY 2025	Total FY 2025	Adjusted FY 2026	Total FY 2026	Adjusted FY 2027	Total FY 2027
031474 CIP Fund * STATE CONTRIBUTION	\$80,000	\$80,000										
057455 TRANSIT FUND * DOT		\$80,000										
057479 Transit Fund * TRANSIT SALES TAX	\$40,000	\$80,000										
TOTAL	\$120,000	\$240,000										

GENERAL FUND – Budget Summary

011 GENERAL FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Property Taxes	\$11,318,264	\$13,008,978	\$12,976,555	\$12,392,328	\$12,392,328	\$12,938,775
	Sales Tax	\$7,410,281	\$14,116,007	\$19,730,679	\$13,333,686	\$17,888,071	\$16,433,542
	Franchise Tax	\$3,161,759	\$3,253,431	\$3,322,404	\$3,261,596	\$3,261,596	\$3,297,706
	Licenses	\$368,301	\$305,854	\$335,232	\$484,692	\$484,692	\$500,088
	Planning Building & Engineering Fees	\$5,280,540	\$3,048,639	\$4,137,987	\$3,565,757	\$3,565,757	\$3,914,520
	Special Event Fees	\$138,297	\$8,081	\$217,029	\$115,681	\$115,681	\$101,319
	Federal Revenue	\$23,510	\$38,392	\$41,366	\$54,318	\$54,318	\$48,362
	State Revenue	\$63,016	\$57,285	\$70,614	\$76,471	\$76,471	\$68,086
	County/SP District Revenue	\$0	\$24,635	\$0	\$24,515	\$24,515	\$21,827
	Cemetery Charges for Services	\$22,922	\$19,787	\$27,621	\$80,182	\$80,182	\$70,098
	Recreation	\$1,798,650	\$2,318,635	\$2,713,257	\$1,936,634	\$1,936,634	\$2,359,858
	Ice	\$0	\$0	\$(6,058)	\$0	\$0	\$0
	Other Service Revenue	\$59,527	\$54,964	\$57,542	\$56,768	\$56,768	\$56,768
	Library Fees	\$14,357	\$13,483	\$16,811	\$0	\$0	\$13,691

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Misc. Revenues	\$1,120,851	\$378,988	\$222,807	\$235,330	\$235,330	\$205,733
	Interfund Transactions (Admin)	\$2,724,847	\$2,724,847	\$2,235,300	\$2,950,291	\$2,950,291	\$3,375,002
	Special Revenues & Resources	\$325,352	\$3,221,455	\$568,265	\$6,000	\$510,529	\$790,529
	Total Revenues	\$33,830,473	\$42,593,461	\$46,667,410	\$38,574,249	\$43,633,163	\$44,195,904
<u>Other</u>	Beginning Balance	\$13,995,937	\$12,987,123	\$19,222,320	\$14,053,298	\$19,222,320	\$17,491,953
	Total Other	\$13,995,937	\$12,987,123	\$19,222,320	\$14,053,298	\$19,222,320	\$17,491,953
	Grand Total	\$47,826,410	\$55,580,584	\$65,889,730	\$52,627,547	\$62,855,483	\$61,687,857

011 GENERAL FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>ot Available</u>	Available	\$0	\$0	\$159	\$0	\$0	\$0
	Total ot Available	\$0	\$0	\$159	\$0	\$0	\$0
<u>Depts</u>	Personnel	\$22,540,913	\$22,501,381	\$25,417,199	\$26,421,544	\$27,191,054	\$31,142,035
	Mat, Suppls, Services	\$8,744,923	\$10,515,541	\$8,705,148	\$10,340,190	\$10,614,755	\$12,671,077
	Capital	\$293,810	\$287,752	\$305,489	\$346,443	\$422,985	\$726,689

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Other</u>	Contingency	\$362,218	\$172,741	\$24,600	\$300,000	\$300,000	\$300,000
	Total Depts	\$31,941,863	\$33,477,416	\$34,452,436	\$37,408,177	\$38,528,794	\$44,839,801
	Interfund Transfer	\$2,897,423	\$2,880,849	\$3,084,780	\$3,084,785	\$6,834,736	\$3,439,780
	Ending Balance	\$12,987,123	\$19,222,320	\$0	\$12,134,585	\$17,491,953	\$13,408,275
	Total Other	\$15,884,546	\$22,103,169	\$3,084,780	\$15,219,370	\$24,326,689	\$16,848,055
Grand Total		\$47,826,409	\$55,580,585	\$37,537,375	\$52,627,547	\$62,855,483	\$61,687,857

011 GENERAL FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Property Taxes</u>	011-31111 PROP TAX GENERAL	\$11,089,329	\$11,310,139	\$11,589,385	\$11,506,091	\$11,506,091	\$11,874,858
	011-31121 DEL AND PRIOR YEAR	\$(96,801)	\$1,372,420	\$1,121,961	\$750,000	\$750,000	\$767,082
	011-31122 INTEREST DEL PRO TX	\$53,446	\$33,417	\$22,920	\$25,000	\$25,000	\$23,613
	011-31123 FEE-IN-LIEU	\$272,291	\$293,002	\$242,288	\$111,237	\$111,237	\$273,222
	Total Property Taxes	\$11,318,264	\$13,008,978	\$12,976,555	\$12,392,328	\$12,392,328	\$12,938,775
<u>Sales Tax</u>	011-31211 GENERAL SALES TAX	\$6,389,540	\$7,161,106	\$8,232,238	\$5,743,677	\$7,774,779	\$7,078,984
	011-31213 RESORT TAX	\$1,020,741	\$6,954,901	\$11,498,441	\$7,590,009	\$10,113,292	\$9,354,558

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Sales Tax	\$7,410,281	\$14,116,007	\$19,730,679	\$13,333,686	\$17,888,071	\$16,433,542
<u>Franchise Tax</u>	011-31311 FRAN TAX - ELEC	\$1,586,646	\$1,668,408	\$1,756,617	\$1,592,705	\$1,592,705	\$1,609,075
	011-31312 FRAN TAX - GAS	\$744,407	\$782,179	\$876,909	\$808,853	\$808,853	\$817,166
	011-31313 FRAN TAX - PHONE	\$175,578	\$148,203	\$120,945	\$232,142	\$232,142	\$234,527
	011-31314 FRAN TAX - CABLE TV	\$326,711	\$324,919	\$307,145	\$315,229	\$315,229	\$318,469
	011-31315 FRAN TAX - SEWERS	\$328,417	\$329,722	\$260,788	\$312,667	\$312,667	\$318,469
	Total Franchise Tax	\$3,161,759	\$3,253,431	\$3,322,404	\$3,261,596	\$3,261,596	\$3,297,706
<u>Licenses</u>	011-32122 HOMEOWNER'S REG	\$1,100	\$1,200	\$1,300	\$1,461	\$1,461	\$1,507
	011-32131 LIQUOR LICENSES	\$22,286	\$16,750	\$18,850	\$32,107	\$32,107	\$33,127
	011-32135 FESTIVAL FACILITATION FEE	\$188,106	\$166,193	\$179,810	\$222,052	\$222,052	\$229,106
	011-32136 BUSINESS LICENSE ENHANCED ENFORCEMENT	\$15,209	\$7,430	\$8,911	\$26,770	\$26,770	\$27,620
	011-32138 BUSINESS LICENSE ADMINISTRATION FEE	\$99,333	\$38,041	\$48,470	\$110,239	\$110,239	\$113,740
	011-32139 NIGHTLY RENTAL ADMINISTRATIVE FEE	\$42,267	\$76,240	\$77,892	\$92,063	\$92,063	\$94,988
	Total Licenses	\$368,301	\$305,854	\$335,232	\$484,692	\$484,692	\$500,088
<u>Planning Building & Engineering Fees</u>	011-32210 CREDIT CARD SERVICE FEES	\$2,934	\$0	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	011-32212 PLANNING APPLICATION	\$260,500	\$96,470	\$304,926	\$195,865	\$195,865	\$242,191
	011-32214 ANNEXATION FEE	\$0	\$0	\$10,000	\$2,053	\$2,053	\$2,539
	011-32311 BUILDING PERMITS	\$2,721,151	\$1,533,352	\$2,052,316	\$1,626,083	\$1,626,083	\$1,763,379
	011-32315 GRADING & EXCAVATING	\$14,666	\$20,165	\$23,957	\$14,404	\$14,404	\$17,811
	011-32316 DEMOLITION PERMITS	\$2,235	\$0	\$0	\$18,389	\$18,389	\$22,738
	011-32317 SIGN PERMITS	\$5,653	\$3,257	\$3,595	\$9,541	\$9,541	\$11,797
	011-32319 ACE FEES	\$7,957	\$12,417	\$12,032	\$3,113	\$3,113	\$3,849
	011-32320 FIRE FEE/ISSUANCE FEE	\$23,418	\$8,567	\$29,924	\$51,988	\$51,988	\$64,284
	011-32321 PLAN CHECK FEES	\$1,691,726	\$954,877	\$1,312,224	\$1,098,626	\$1,098,626	\$1,111,169
	011-32322 APPEALS - BUILDING	\$0	\$0	\$(19,120)	\$78	\$78	\$97
	011-32323 SUB PERMIT VALUATION BASED FEES	\$470,809	\$327,711	\$382,988	\$465,736	\$465,736	\$575,892
	011-32325 SOIL SAMPLE FEE	\$0	\$0	\$0	\$1	\$1	\$1
	011-32326 BUSINESS LICENSE INSPECTION FEE	\$34,630	\$5,250	\$6,134	\$0	\$0	\$0
	011-32391 MISC REIMBURSEABLES	\$0	\$0	\$10	\$0	\$0	\$0
	011-32411 CONSTRUCTION INSPECTIONS	\$29,997	\$56,873	\$0	\$17,379	\$17,379	\$21,489
	011-32414 ENGINEERING FEES	\$12,800	\$30,400	\$19,000	\$32,696	\$32,696	\$40,429
	011-32416 LAND MANAGEMENT DESIGN REV FEE	\$2,065	\$(700)	\$0	\$29,805	\$29,805	\$36,855

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Planning Building & Engineering Fees	\$5,280,540	\$3,048,639	\$4,137,987	\$3,565,757	\$3,565,757	\$3,914,520
<u>Special Event Fees</u>	011-32611 SPECIAL EVENTS	\$(1,000)	\$3,000	\$27,998	\$8,514	\$8,514	\$7,444
	011-32630 SPECIAL EVENTS APPLICATION FEES	\$10,171	\$512	\$4,962	\$0	\$0	\$0
	011-32631 SPECIAL EVENT FACILITY RENTAL	\$24,000	\$0	\$494	\$23,965	\$23,965	\$20,951
	011-32632 PUBLIC SAFETY SPECIAL EVENT REVENUE	\$71,983	\$0	\$130,228	\$68,823	\$68,823	\$60,167
	011-32633 PUBLIC WORKS SPECIAL EVENT FEES	\$995	\$0	\$2,000	\$1,111	\$1,111	\$971
	011-32634 PARKS SPECIAL EVENT REVENUE	\$5,184	\$548	\$14,129	\$1,482	\$1,482	\$1,482
	011-32635 RECREATION SPECIAL EVENT FEES	\$20,898	\$1,890	\$20,758	\$0	\$0	\$0
	011-32636 BUILDING DEPARTMENT SPECIAL EVENT FEES	\$515	\$0	\$83	\$342	\$342	\$299
	011-32637 BUILDING MAINTENANCE SPECIAL EVENT FEES	\$0	\$0	\$3,658	\$0	\$0	\$0
	011-32638 SPECIAL EVENT EQUIPMENT RENTAL	\$0	\$0	\$8,680	\$739	\$739	\$646
	011-32640 SPECIAL EVENT TRAIL FEES	\$5,552	\$2,132	\$4,040	\$10,705	\$10,705	\$9,359
	Total Special Event Fees	\$138,297	\$8,081	\$217,029	\$115,681	\$115,681	\$101,319

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Federal Revenue</u>	011-33110 FEDERAL GRANTS	\$23,510	\$38,392	\$41,366	\$54,318	\$54,318	\$48,362
	Total Federal Revenue	\$23,510	\$38,392	\$41,366	\$54,318	\$54,318	\$48,362
<u>State Revenue</u>	011-33252 STATE CONTRIBUTION	\$6,990	\$0	\$4,500	\$12,144	\$12,144	\$10,812
	011-33272 STATE LIQUOR	\$56,026	\$57,285	\$66,114	\$64,327	\$64,327	\$57,274
	Total State Revenue	\$63,016	\$57,285	\$70,614	\$76,471	\$76,471	\$68,086
<u>County/SP District Revenue</u>	011-33311 COUNTY CONTRIBUTION	\$0	\$4,635	\$0	\$0	\$0	\$0
	011-33313 RESTAURANT TAX GRANT	\$0	\$20,000	\$0	\$24,515	\$24,515	\$21,827
	Total County/SP District Revenue	\$0	\$24,635	\$0	\$24,515	\$24,515	\$21,827
<u>Cemetery Charges for Services</u>	011-34411 CEMETERY BURIAL	\$11,140	\$11,325	\$22,323	\$16,970	\$16,970	\$14,836
	011-34412 CEMETERY LOTS	\$7,400	\$2,400	\$600	\$58,591	\$58,591	\$51,222
	011-34510 Police Charges	\$4,382	\$4,817	\$4,368	\$4,621	\$4,621	\$4,040
	011-34511 RESORT POLICE SERVICE	\$0	\$1,245	\$330	\$0	\$0	\$0
	Total Cemetery Charges for Services	\$22,922	\$19,787	\$27,621	\$80,182	\$80,182	\$70,098

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Recreation</u>	011-34609 FACILITY RENTAL FEE	\$17,025	\$7,861	\$6,640	\$8,019	\$8,019	\$9,771
	011-34610 FACILITY USAGE FEE	\$567,349	\$570,141	\$842,403	\$628,960	\$628,960	\$766,410
	011-34611 CAMPS	\$238,607	\$279,702	\$324,053	\$211,286	\$211,286	\$257,460
	011-34612 CLASSES	\$44,036	\$53,729	\$49,825	\$36,825	\$36,825	\$44,872
	011-34613 CHILD CARE	\$4,233	\$(32)	\$893	\$4,993	\$4,993	\$6,084
	011-34622 LEAGUES ADULT	\$36,095	\$38,908	\$41,049	\$51,563	\$51,563	\$62,831
	011-34624 WESTERN SUMMIT YOUTH	\$380	\$17,105	\$16,934	\$19,672	\$19,672	\$23,971
	011-34626 FITNESS CENTER SENIOR PROGRAMS	\$11,389	\$5,614	\$13,288	\$19,078	\$19,078	\$23,247
	011-34629 TENNIS LEAGUE FEES	\$24,544	\$43,935	\$23,595	\$29,651	\$29,651	\$36,131
	011-34631 PARK RESERVATION	\$10,015	\$22,438	\$20,953	\$15,452	\$15,452	\$18,829
	011-34641 TENNIS COURT FEES	\$150,873	\$221,907	\$193,240	\$175,111	\$175,111	\$213,379
	011-34642 PICKLEBALL	\$27,269	\$49,745	\$71,706	\$17,783	\$17,783	\$21,669
	011-34643 Y. CAMPS/CLINICS	\$150	\$12,775	\$38,875	\$0	\$0	\$0
	011-34644 SWIM FEES	\$29,339	\$86,617	\$68,539	\$61,163	\$61,163	\$74,530
	011-34646 TOURNAMENT FEES	\$2,129	\$6,789	\$1,560	\$9,061	\$9,061	\$11,041
	011-34647 TENNIS LESSONS	\$541,980	\$732,245	\$807,687	\$544,317	\$544,317	\$663,269
	011-34648 AEROBICS	\$10,536	\$6,022	\$636	\$2,068	\$2,068	\$2,520
	011-34649 FEE REDUCTION DISCOUNTS	\$(13,162)	\$(17,850)	\$(1,363)	\$0	\$0	\$0
	011-34651 EQUIPMENT RENTAL	\$217	\$37,771	\$42,503	\$48,776	\$48,776	\$59,435
	011-34653 LOCKER RENTAL	\$303	\$422	\$2,130	\$985	\$985	\$1,200
	011-34694 RETAIL SALES	\$92,018	\$132,718	\$131,284	\$41,487	\$41,487	\$50,554

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	011-34696 VENDING COMMISSION	\$1,735	\$8,292	\$10,762	\$4,683	\$4,683	\$5,707
	011-34697 SPECIAL EVENT - MH	\$92	\$0	\$0	\$1,984	\$1,984	\$2,418
	011-34698 PARTY ROOM	\$1,497	\$1,780	\$6,066	\$3,717	\$3,717	\$4,530
	Total Recreation	\$1,798,650	\$2,318,635	\$2,713,257	\$1,936,634	\$1,936,634	\$2,359,858
<u>Ice</u>	011-34727 EMPLOYEE WELLNESS	\$0	\$0	\$(6,058)	\$0	\$0	\$0
	Total Ice	\$0	\$0	\$(6,058)	\$0	\$0	\$0
<u>Other Service Revenue</u>	011-34917 REIMBURSED COURT FEE	\$59,527	\$54,964	\$57,542	\$56,768	\$56,768	\$56,768
	Total Other Service Revenue	\$59,527	\$54,964	\$57,542	\$56,768	\$56,768	\$56,768
<u>Library Fees</u>	011-35211 LIBRARY FINES & FEE	\$14,357	\$13,483	\$16,811	\$0	\$0	\$13,691
	Total Library Fees	\$14,357	\$13,483	\$16,811	\$0	\$0	\$13,691
<u>Misc. Revenues</u>	011-36111 INTEREST EARNINGS	\$400,236	\$95,601	\$0	\$103,495	\$103,495	\$90,479
	011-36150 BUSINESS IMPROVEMENT DISTRICT	\$71,685	\$51,273	\$50,344	\$35,005	\$35,005	\$30,602
	011-36210 RENTAL INCOME	\$77,989	\$85,857	\$105,276	\$43,845	\$43,845	\$38,331
	011-36216 FIXED RENT - CARL WINTER'S	\$6,851	\$194	\$17,650	\$12,869	\$12,869	\$11,250

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Interfund Transactions (Admin)</u>	011-36220 AFFORDABLE HOUSING RENT	\$37,432	\$71,547	\$45,355	\$19,505	\$19,505	\$17,052
	011-36310 SALE OF ASSETS	\$13,892	\$0	\$0	\$2,473	\$2,473	\$2,162
	011-36321 SALE OF PUBLIC DOCUMENTS	\$6,286	\$2,358	\$1,870	\$1,464	\$1,464	\$1,280
	011-36911 OTHER MISCELLANEOUS	\$39,450	\$33,613	\$2,629	\$16,674	\$16,674	\$14,577
	011-36916 BONANZA PARK EAST RENT	\$331,249	\$4,439	\$0	\$0	\$0	\$0
	011-36917 BONANZA PARK EAST KAC RENT	\$135,960	\$34,240	\$0	\$0	\$0	\$0
	011-36922 CASH OVER/SHORT-RACQ CL	\$(178)	\$(132)	\$(317)	\$0	\$0	\$0
	Total Misc. Revenues	\$1,120,851	\$378,988	\$222,807	\$235,330	\$235,330	\$205,733
	011-38161 ADM CHG FR WATER	\$826,405	\$826,405	\$894,168	\$894,170	\$894,170	\$1,117,713
	011-38162 ADM CHG FR GOLF	\$106,045	\$106,045	\$114,744	\$114,740	\$114,740	\$131,951
	011-38163 ADM CHG FR TRANSP	\$977,397	\$977,397	\$1,118,184	\$1,118,181	\$1,118,181	\$1,285,908
	011-38165 ADM CHG FR STORM WATER	\$100,000	\$100,000	\$108,204	\$108,200	\$108,200	\$124,430
	011-38168 UTILITIES TRANSFER IN	\$715,000	\$715,000	\$0	\$715,000	\$715,000	\$715,000
	Total Interfund Transactions (Admin)	\$2,724,847	\$2,724,847	\$2,235,300	\$2,950,291	\$2,950,291	\$3,375,002

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Special Revenues & Resources</u>	011-39110 DONATIONS	\$7,935	\$3,500	\$1,000	\$0	\$0	\$0
	011-39111 CARES ACT FUNDS	\$250,198	\$3,183,055	\$0	\$0	\$0	\$0
	011-39112 ARPA FUNDS	\$0	\$0	\$504,529	\$0	\$504,529	\$504,529
	011-39140 SUMMIT LEADERSHIP	\$21,774	\$0	\$25,836	\$6,000	\$6,000	\$6,000
	011-39142 LEADERSHIP 101	\$2,395	\$0	\$0	\$0	\$0	\$0
	011-39143 LEADERSHIP FUNDRAISING	\$43,050	\$34,900	\$36,900	\$0	\$0	\$0
	Total Special Revenues & Resources	\$325,352	\$3,221,455	\$568,265	\$6,000	\$510,529	\$790,529
<u>Beginning Balance</u>	011-39990 BEGINNING BALANCE	\$13,995,937	\$12,987,123	\$19,222,320	\$14,053,298	\$19,222,320	\$17,491,953
	Total Beginning Balance	\$13,995,937	\$12,987,123	\$19,222,320	\$14,053,298	\$19,222,320	\$17,491,953
Grand Total		\$47,826,410	\$55,580,584	\$65,889,730	\$52,627,547	\$62,855,483	\$61,687,857

011 GENERAL FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40011 CITY COUNCIL</u>	Personnel	\$308,833	\$318,664	\$310,178	\$317,745	\$317,745	\$336,446
	Mat, Suppls, Services	\$67,656	\$80,575	\$124,516	\$70,600	\$70,600	\$70,600
	Total 40011 CITY COUNCIL	\$376,489	\$399,238	\$434,695	\$388,345	\$388,345	\$407,046

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40021 CITY MANAGER</u>	Personnel	\$912,984	\$1,020,274	\$1,134,324	\$1,178,626	\$1,220,169	\$1,347,364
	Mat, Suppls, Services	\$192,233	\$154,124	\$236,009	\$94,300	\$94,300	\$94,300
	Total 40021 CITY MANAGER	\$1,105,218	\$1,174,398	\$1,370,333	\$1,272,926	\$1,314,469	\$1,441,664
<u>40023 ELECTIONS</u>	Mat, Suppls, Services	\$21,960	\$79	\$1,665	\$13,000	\$13,000	\$13,000
	Total 40023 ELECTIONS	\$21,960	\$79	\$1,665	\$13,000	\$13,000	\$13,000
<u>40031 CITY ATTORNEY</u>	Personnel	\$1,056,672	\$1,079,072	\$1,273,158	\$1,447,812	\$1,368,712	\$1,664,388
	Mat, Suppls, Services	\$95,968	\$43,335	\$39,363	\$65,050	\$71,050	\$90,050
	Capital	\$0	\$751	\$12,616	\$10,600	\$10,600	\$10,600
	Total 40031 CITY ATTORNEY	\$1,152,640	\$1,123,158	\$1,325,137	\$1,523,462	\$1,450,362	\$1,765,038
<u>40034 BUDGET, DEBT & GRANTS</u>	Personnel	\$443,039	\$469,974	\$518,187	\$607,934	\$549,467	\$677,217
	Mat, Suppls, Services	\$58,354	\$13,762	\$52,420	\$59,200	\$59,200	\$59,200
	Total 40034 BUDGET, DEBT & GRANTS	\$501,393	\$483,736	\$570,607	\$667,134	\$608,667	\$736,417
<u>40062 HUMAN RESOURCES</u>	Personnel	\$519,112	\$485,424	\$558,608	\$612,887	\$629,910	\$832,906
	Mat, Suppls, Services	\$203,418	\$115,026	\$332,703	\$174,750	\$224,750	\$344,750

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40072 FINANCE</u>	Capital	\$0	\$0	\$1,564	\$0	\$0	\$3,000
	Total 40062 HUMAN RESOURCES	\$722,530	\$600,450	\$892,875	\$787,637	\$854,660	\$1,180,656
	Personnel	\$662,726	\$666,611	\$807,020	\$785,178	\$796,822	\$963,551
	Mat, Suppls, Services	\$82,995	\$107,586	\$181,032	\$210,750	\$230,750	\$237,750
	Total 40072 FINANCE	\$745,721	\$774,198	\$988,051	\$995,928	\$1,027,572	\$1,201,301
<u>40082 TECHNICAL & CUSTOMER SERVICES</u>	Personnel	\$1,018,070	\$1,015,217	\$1,100,095	\$1,224,552	\$1,145,838	\$1,676,831
	Mat, Suppls, Services	\$760,095	\$826,206	\$902,014	\$763,000	\$823,000	\$1,361,500
	Capital	\$9,829	\$56,264	\$31,117	\$28,900	\$28,900	\$28,900
	Interfund Transfer	\$1,000	\$1,750	\$1,752	\$1,750	\$1,250	\$1,250
	Total 40082 TECHNICAL & CUSTOMER SERVICES	\$1,788,994	\$1,899,437	\$2,034,978	\$2,018,202	\$1,998,988	\$3,068,481
<u>40091 BLDG MAINT ADM</u>	Personnel	\$725,976	\$644,115	\$724,660	\$828,808	\$740,833	\$1,075,418
	Mat, Suppls, Services	\$752,520	\$748,323	\$792,396	\$737,950	\$818,450	\$882,692
	Capital	\$27,361	\$0	\$0	\$0	\$0	\$36,000
	Interfund Transfer	\$14,000	\$18,500	\$18,492	\$18,500	\$18,750	\$18,750

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40091 BLDG MAINT ADM	\$1,519,857	\$1,410,938	\$1,535,548	\$1,585,258	\$1,578,033	\$2,012,860
<u>40092 PC MARC</u>	Personnel	\$970,123	\$887,190	\$966,941	\$914,582	\$968,263	\$1,041,177
	Mat, Suppls, Services	\$341,546	\$357,031	\$472,808	\$354,022	\$357,022	\$475,346
	Capital	\$10,852	\$2,083	\$17,933	\$8,300	\$8,300	\$22,700
	Interfund Transfer	\$7,500	\$5,500	\$5,496	\$5,500	\$8,100	\$8,100
	Total 40092 PC MARC	\$1,330,020	\$1,251,804	\$1,463,178	\$1,282,404	\$1,341,685	\$1,547,323
<u>40093 TENNIS</u>	Personnel	\$799,202	\$796,833	\$825,410	\$840,509	\$833,659	\$900,730
	Mat, Suppls, Services	\$113,228	\$140,925	\$133,811	\$151,050	\$148,050	\$172,950
	Capital	\$523	\$452	\$352	\$0	\$0	\$0
	Total 40093 TENNIS	\$912,953	\$938,210	\$959,573	\$991,559	\$981,709	\$1,073,680
<u>40094 MCPOLIN BARN</u>	Personnel	\$26,554	\$27,013	\$18,481	\$40,458	\$37,648	\$50,725
	Mat, Suppls, Services	\$13,759	\$16,318	\$16,342	\$15,200	\$15,200	\$15,200
	Capital	\$483	\$0	\$0	\$1,000	\$1,000	\$1,000
	Total 40094 MCPOLIN BARN	\$40,797	\$43,331	\$34,823	\$56,658	\$53,848	\$66,925
<u>40098 RECREATION PROGRAMS</u>	t Available	\$0	\$0	\$159	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40100 COMMUNITY ENGAGEMENT</u>	Personnel	\$587,909	\$688,207	\$804,117	\$804,802	\$801,090	\$945,970
	Mat, Suppls, Services	\$49,357	\$49,844	\$35,516	\$76,070	\$76,070	\$77,070
	Total 40098 RECREATION PROGRAMS	\$637,266	\$738,051	\$839,792	\$880,872	\$877,160	\$1,023,040
	Personnel	\$271,400	\$412,119	\$535,654	\$581,600	\$554,243	\$626,604
	Mat, Suppls, Services	\$68,756	\$41,842	\$58,276	\$58,200	\$58,200	\$83,000
	Capital	\$0	\$1,852	\$86	\$2,000	\$2,000	\$2,000
	Total 40100 COMMUNITY ENGAGEMENT	\$340,156	\$455,814	\$594,016	\$641,800	\$614,443	\$711,604
<u>40101 ECONOMY</u>	Personnel	\$821,265	\$808,221	\$1,068,435	\$1,127,380	\$1,085,924	\$966,508
	Mat, Suppls, Services	\$140,434	\$97,195	\$268,141	\$498,325	\$498,325	\$498,325
	Capital	\$638	\$7,785	\$54,211	\$30,030	\$30,030	\$16,900
	Total 40101 ECONOMY	\$962,338	\$913,201	\$1,390,788	\$1,655,735	\$1,614,279	\$1,481,733
<u>40102 ENVIRONMENTAL REGULATORY</u>	Personnel	\$0	\$0	\$5,099	\$0	\$215,492	\$198,659
	Mat, Suppls, Services	\$0	\$19,730	\$37,504	\$100,000	\$100,000	\$135,000
	Total 40102 ENVIRONMENTAL REGULATORY	\$0	\$19,730	\$42,603	\$100,000	\$315,492	\$333,659

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40104 ENVIRONMENTAL SUSTAINABILITY</u>	Personnel	\$352,890	\$297,344	\$367,347	\$398,927	\$386,217	\$428,274
	Mat, Suppls, Services	\$262,340	\$51,174	\$136,558	\$257,900	\$266,150	\$294,650
	Capital	\$0	\$0	\$1,910	\$0	\$0	\$0
	Total 40104 ENVIRONMENTAL SUSTAINABILITY	\$615,230	\$348,518	\$505,815	\$656,827	\$652,367	\$722,924
<u>40111 INSURANCE & SECURITY BONDS</u>	Interfund Transfer	\$777,096	\$823,716	\$924,684	\$924,685	\$924,685	\$980,030
	Total 40111 INSURANCE & SECURITY BONDS	\$777,096	\$823,716	\$924,684	\$924,685	\$924,685	\$980,030
<u>40118 LEAD TRAINING</u>	Mat, Suppls, Services	\$15,282	\$2,341	\$1,045	\$10,000	\$10,000	\$10,000
	Total 40118 LEAD TRAINING	\$15,282	\$2,341	\$1,045	\$10,000	\$10,000	\$10,000
<u>40122 SPEC. SRVC. CNTRT/HIST SOC MUS</u>	Mat, Suppls, Services	\$0	\$65,000	\$20,000	\$0	\$0	\$0
	Total 40122 SPEC. SRVC. CNTRT/HIST SOC MUS	\$0	\$65,000	\$20,000	\$0	\$0	\$0
<u>40126 TRANSFER TO SALES TAX BOND DSF</u>	Interfund Transfer	\$162,477	\$22,495	\$0	\$0	\$0	\$0
	Total 40126 TRANSFER TO SALES TAX BOND DSF	\$162,477	\$22,495	\$0	\$0	\$0	\$0
<u>40135 SPEC. SRVC. CNTRT./UNSPECIFIED</u>	Mat, Suppls, Services	\$533,708	\$250,000	\$495,900	\$630,000	\$630,000	\$630,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40135 SPEC. SRVC. CNTRT./UNSPECIFIED	\$533,708	\$250,000	\$495,900	\$630,000	\$630,000	\$630,000
<u>40136 LEADERSHIP</u>	Personnel	\$70,453	\$70,292	\$68,051	\$70,070	\$70,070	\$70,070
	Mat, Suppls, Services	\$41,699	\$13,113	\$39,982	\$50,000	\$50,000	\$50,000
	Total 40136 LEADERSHIP	\$112,153	\$83,405	\$108,032	\$120,070	\$120,070	\$120,070
<u>40137 GRANTS/HISTORICAL SOCIETY</u>	Mat, Suppls, Services	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000
	Total 40137 GRANTS/HISTORICAL SOCIETY	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000
<u>40144 CARES ACT EXPENDITURES</u>	Mat, Suppls, Services	\$0	\$2,200,000	\$0	\$0	\$0	\$504,529
	Total 40144 CARES ACT EXPENDITURES	\$0	\$2,200,000	\$0	\$0	\$0	\$504,529
<u>40146 VACANCY FACTOR</u>	Personnel	\$0	\$0	\$0	\$(1,883,464)	\$0	\$(2,356,547)
	Total 40146 VACANCY FACTOR	\$0	\$0	\$0	\$(1,883,464)	\$0	\$(2,356,547)
<u>40148 EMERGENCY MANAGEMENT</u>	Personnel	\$109,772	\$109,389	\$115,628	\$187,216	\$141,782	\$314,320
	Mat, Suppls, Services	\$31,140	\$26,801	\$28,025	\$42,500	\$42,500	\$192,500
	Capital	\$41,780	\$37,785	\$17,928	\$75,000	\$75,000	\$75,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40148 EMERGENCY MANAGEMENT	\$182,692	\$173,975	\$161,581	\$304,716	\$259,282	\$581,820
<u>40149 ARTS & CULTURE</u>	Personnel	\$174,249	\$29,403	\$65,137	\$148,156	\$152,722	\$159,015
	Mat, Suppls, Services	\$654,160	\$49,264	\$152,089	\$34,000	\$34,000	\$34,000
	Total 40149 ARTS & CULTURE	\$828,409	\$78,667	\$217,226	\$182,156	\$186,722	\$193,015
<u>40150 TRAILS O&M</u>	Mat, Suppls, Services	\$0	\$0	\$0	\$100,000	\$101,484	\$147,000
	Total 40150 TRAILS O&M	\$0	\$0	\$0	\$100,000	\$101,484	\$628,935
<u>40151 SOCIAL EQUITY</u>	Personnel	\$33,756	\$30,914	\$8,487	\$48,206	\$48,206	\$53,838
	Mat, Suppls, Services	\$28,074	\$37,581	\$4,746	\$106,479	\$106,479	\$106,479
	Total 40151 SOCIAL EQUITY	\$61,830	\$68,496	\$13,233	\$154,685	\$154,685	\$160,317
<u>40221 POLICE</u>	Personnel	\$5,500,634	\$5,501,740	\$6,043,809	\$5,940,440	\$6,205,823	\$7,021,808
	Mat, Suppls, Services	\$247,367	\$226,292	\$234,851	\$257,070	\$257,070	\$261,070
	Capital	\$110,890	\$104,537	\$85,026	\$115,570	\$137,347	\$252,546
	Interfund Transfer	\$80,250	\$130,500	\$130,500	\$130,500	\$261,250	\$261,250
	Total 40221 POLICE	\$5,939,141	\$5,963,069	\$6,494,186	\$6,443,580	\$6,861,490	\$7,796,674

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40222 DRUG EDUCATION</u>	Personnel	\$28,514	\$28,811	\$31,813	\$28,053	\$28,913	\$30,814
	Mat, Suppls, Services	\$4,556	\$4,901	\$0	\$5,000	\$5,000	\$5,000
	Total 40222 DRUG EDUCATION	\$33,070	\$33,712	\$31,813	\$33,053	\$33,913	\$35,814
<u>40223 STATE LIQUOR ENFORCEMENT</u>	Personnel	\$77,250	\$49,082	\$25,001	\$54,243	\$54,243	\$59,750
	Mat, Suppls, Services	\$0	\$8,568	\$0	\$10,000	\$10,000	\$10,000
	Total 40223 STATE LIQUOR ENFORCEMENT	\$77,250	\$57,650	\$25,001	\$64,243	\$64,243	\$69,750
<u>40231 COMMUNICATION CENTER</u>	Mat, Suppls, Services	\$949,065	\$643,626	\$683,297	\$620,000	\$620,000	\$695,000
	Total 40231 COMMUNICATION CENTER	\$949,065	\$643,626	\$683,297	\$620,000	\$620,000	\$695,000
<u>40240 SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR</u>	Mat, Suppls, Services	\$0	\$0	\$0	\$8,500	\$8,500	\$8,500
	Total 40240 SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR	\$0	\$0	\$0	\$8,500	\$8,500	\$8,500
<u>40241 SPEC. SRVC. CONTRT/TRAILS MANAGEMENT</u>	Mat, Suppls, Services	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40241 SPEC. SRVC. CONTRT/TRAILS MANAGEMENT	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000
<u>40242 SPEC. SRVC. CONTRT/WASTE/RECYCLI NG MGMT</u>	Mat, Suppls, Services	\$0	\$50,000	\$40,000	\$50,000	\$50,000	\$50,000
	Total 40242 SPEC. SRVC. CONTRT/WASTE/RECYCLI NG MGMT	\$0	\$50,000	\$40,000	\$50,000	\$50,000	\$50,000
<u>40243 SPEC. SRVC. CONTRT/HOUSING RESOURCE</u>	Mat, Suppls, Services	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000
	Total 40243 SPEC. SRVC. CONTRT/HOUSING RESOURCE	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000
<u>40244 SPEC. SRVC CONTRT/LEGAL MEDIATION</u>	Mat, Suppls, Services	\$0	\$7,500	\$15,000	\$15,000	\$15,000	\$15,000
	Total 40244 SPEC. SRVC CONTRT/LEGAL MEDIATION	\$0	\$7,500	\$15,000	\$15,000	\$15,000	\$15,000
<u>40311 COMM DEVELOP ADMIN</u>	Personnel	\$517,545	\$273,217	\$238,906	\$415,221	\$409,343	\$634,797
	Mat, Suppls, Services	\$29,968	\$31,512	\$75,958	\$79,915	\$100,507	\$116,015
	Capital	\$0	\$0	\$0	\$450	\$450	\$450

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40311 COMM DEVELOP ADMIN	\$547,514	\$304,729	\$314,864	\$495,586	\$510,300	\$751,261
<u>40313 ENGINEERING</u>	Personnel	\$245,030	\$444,709	\$593,199	\$736,253	\$644,256	\$942,702
	Mat, Suppls, Services	\$279,689	\$118,018	\$158,772	\$128,925	\$131,425	\$144,520
	Capital	\$0	\$298	\$0	\$200	\$200	\$200
	Total 40313 ENGINEERING	\$524,719	\$563,025	\$751,971	\$865,378	\$775,881	\$1,087,422
<u>40342 PLANNING DEPT.</u>	Personnel	\$900,264	\$905,982	\$1,125,495	\$1,202,576	\$1,142,577	\$1,515,258
	Mat, Suppls, Services	\$95,765	\$121,474	\$115,789	\$139,993	\$139,993	\$305,375
	Capital	\$634	\$553	\$0	\$4,000	\$4,000	\$4,000
	Total 40342 PLANNING DEPT.	\$996,663	\$1,028,009	\$1,241,284	\$1,346,569	\$1,286,570	\$1,824,633
<u>40352 BUILDING DEPT.</u>	Personnel	\$1,533,385	\$1,513,544	\$1,729,289	\$2,222,271	\$1,971,749	\$2,355,643
	Mat, Suppls, Services	\$104,929	\$55,089	\$70,584	\$109,400	\$109,400	\$114,250
	Capital	\$41,337	\$1,858	\$4,175	\$12,100	\$12,100	\$152,100
	Interfund Transfer	\$12,250	\$14,000	\$14,004	\$14,000	\$34,800	\$34,800
	Total 40352 BUILDING DEPT.	\$1,691,901	\$1,584,491	\$1,818,052	\$2,357,771	\$2,128,049	\$2,656,793

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40412 PARKS & CEMETERY</u>	Personnel	\$1,491,292	\$1,453,596	\$1,418,267	\$1,582,182	\$1,567,655	\$1,772,698
	Mat, Suppls, Services	\$384,993	\$415,651	\$403,094	\$448,738	\$448,738	\$453,971
	Capital	\$5,835	\$8,425	\$12,608	\$12,793	\$12,793	\$17,793
	Interfund Transfer	\$74,750	\$115,750	\$115,752	\$115,750	\$125,000	\$125,000
	Total 40412 PARKS & CEMETERY	\$1,956,869	\$1,993,422	\$1,949,721	\$2,159,463	\$2,154,186	\$2,369,462
<u>40421 STREET MAINTENANCE</u>	Personnel	\$1,311,073	\$1,393,650	\$1,671,146	\$1,841,776	\$1,793,803	\$2,084,864
	Mat, Suppls, Services	\$403,947	\$428,134	\$488,940	\$621,297	\$621,297	\$621,297
	Capital	\$2,756	\$0	\$711	\$1,000	\$1,000	\$9,000
	Interfund Transfer	\$457,500	\$263,500	\$263,508	\$263,500	\$400,000	\$400,000
	Total 40421 STREET MAINTENANCE	\$2,175,276	\$2,085,284	\$2,424,306	\$2,727,573	\$2,816,100	\$3,115,161
<u>40423 STREET LIGHTS/SIGN</u>	Mat, Suppls, Services	\$61,750	\$118,411	\$96,315	\$118,800	\$121,800	\$136,800
	Capital	\$29,255	\$48,653	\$22,000	\$30,000	\$55,000	\$55,000
	Total 40423 STREET LIGHTS/SIGN	\$91,005	\$167,064	\$118,316	\$148,800	\$176,800	\$191,800
<u>40424 SWEDE ALLEY PARKING STRUCT.</u>	Mat, Suppls, Services	\$38,982	\$37,364	\$33,602	\$41,100	\$41,100	\$41,100

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40551 LIBRARY</u>	Capital	\$1,754	\$0	\$0	\$4,500	\$4,500	\$4,500
	Total 40424 SWEDE ALLEY PARKING STRUCT.	\$40,736	\$37,364	\$33,602	\$45,600	\$45,600	\$45,600
	Personnel	\$1,070,939	\$1,080,772	\$1,265,257	\$1,266,542	\$1,307,877	\$1,440,301
	Mat, Suppls, Services	\$271,150	\$258,942	\$279,303	\$291,263	\$313,502	\$330,446
	Capital	\$9,884	\$16,456	\$43,252	\$10,000	\$39,765	\$13,000
	Total 40551 LIBRARY	\$1,351,973	\$1,356,170	\$1,587,812	\$1,567,805	\$1,661,144	\$1,783,747
<u>40621 RDA - OPERATIONS</u>	Mat, Suppls, Services	\$0	\$1,262,266	\$1,275,166	\$1,300,000	\$1,300,000	\$1,300,000
	Total 40621 RDA - OPERATIONS	\$0	\$1,262,266	\$1,275,166	\$1,300,000	\$1,300,000	\$1,300,000
<u>40700 LUMP MERIT</u>	Personnel	\$0	\$0	\$0	\$850,000	\$0	\$850,000
	Total 40700 LUMP MERIT	\$0	\$0	\$0	\$850,000	\$0	\$850,000
<u>40821 TRANS TO OTHER FUND</u>	Interfund Transfer	\$1,310,600	\$1,485,138	\$1,610,592	\$1,610,600	\$5,060,901	\$1,610,600
	Total 40821 TRANS TO OTHER FUND	\$1,310,600	\$1,485,138	\$1,610,592	\$1,610,600	\$5,060,901	\$1,610,600
<u>40981 CONTINGENCY/GENERAL</u>	Mat, Suppls, Services	\$59,000	\$0	\$7,825	\$100,000	\$100,000	\$100,000
	Contingency	\$10,000	\$0	\$0	\$100,000	\$100,000	\$100,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40981 CONTINGENCY/GENERAL	\$69,000	\$0	\$7,825	\$200,000	\$200,000	\$200,000
<u>40985 CONTINGENCY/SNOW REMOVAL</u>	Contingency	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000
	Total 40985 CONTINGENCY/SNOW REMOVAL	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000
<u>40986 CONTINGENCY/COUNCIL</u>	Contingency	\$299,795	\$918	\$24,600	\$50,000	\$50,000	\$50,000
	Total 40986 CONTINGENCY/COUNCIL	\$299,795	\$918	\$24,600	\$50,000	\$50,000	\$50,000
<u>40990 EMERGENCY CONTINGENCY</u>	Contingency	\$52,422	\$171,824	\$0	\$100,000	\$100,000	\$100,000
	Total 40990 EMERGENCY CONTINGENCY	\$52,422	\$171,824	\$0	\$100,000	\$100,000	\$100,000
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$12,987,123	\$19,222,320	\$0	\$12,134,585	\$17,491,953	\$13,408,275
	Total 40999 END BAL SUR(DEF)	\$12,987,123	\$19,222,320	\$0	\$12,134,585	\$17,491,953	\$13,408,275
<u>42170 DESTINATION TOURISM</u>	Mat, Suppls, Services	\$64,743	\$25,044	\$17,678	\$0	\$0	\$0
	Total 42170 DESTINATION TOURISM	\$64,743	\$25,044	\$17,678	\$0	\$0	\$0
<u>42180 SUNDANCE MITIGATION</u>	Mat, Suppls, Services	\$309,234	\$310,829	\$0	\$302,600	\$302,600	\$302,600

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 42180 SUNDANCE MITIGATION	\$309,234	\$310,829	\$0	\$302,600	\$302,600	\$302,600
<u>42181 ECONOMIC DEVELOPMENT GRANT</u>	Mat, Suppls, Services	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000
	Total 42181 ECONOMIC DEVELOPMENT GRANT	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000
<u>42182 PUBLIC ART</u>	Mat, Suppls, Services	\$2,800	\$500	\$0	\$7,000	\$7,000	\$7,000
	Total 42182 PUBLIC ART	\$2,800	\$500	\$0	\$7,000	\$7,000	\$7,000
<u>42183 MENTAL HEALTH</u>	Mat, Suppls, Services	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$120,000
	Total 42183 MENTAL HEALTH	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$120,000
<u>42190 MARSAC-SWEDE CONDO HOA</u>	Mat, Suppls, Services	\$14,400	\$11,160	\$15,600	\$13,000	\$13,000	\$13,000
	Total 42190 MARSAC- SWEDE CONDO HOA	\$14,400	\$11,160	\$15,600	\$13,000	\$13,000	\$13,000
<u>42200 RDA OPERATING EXPENDITURE</u>	Mat, Suppls, Services	\$80	\$275	\$120	\$0	\$0	\$0
	Total 42200 RDA OPERATING EXPENDITURE	\$80	\$275	\$120	\$0	\$0	\$0
<u>42305 ABATEMENT</u>	Mat, Suppls, Services	\$0	\$0	\$0	\$48,688	\$48,688	\$48,688
	Total 42305 ABATEMENT	\$0	\$0	\$0	\$48,688	\$48,688	\$48,688

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>42310 HISTORICAL INCENTIVE GRANT</u>	Mat, Suppls, Services	\$47,136	\$47,136	\$10,050	\$47,136	\$47,136	\$47,136
	Total 42310 HISTORICAL INCENTIVE GRANT	\$47,136	\$47,136	\$10,050	\$47,136	\$47,136	\$47,136
<u>43010 BUSINESS IMPROVEMENT DISTRICT</u>	Mat, Suppls, Services	\$71,685	\$50,673	\$50,344	\$64,419	\$64,419	\$64,419
	Total 43010 BUSINESS IMPROVEMENT DISTRICT	\$71,685	\$50,673	\$50,344	\$64,419	\$64,419	\$64,419
<u>43015 UTILITIES EXPENDITURE</u>	Mat, Suppls, Services	\$715,000	\$715,000	\$0	\$715,000	\$715,000	\$715,000
	Total 43015 UTILITIES EXPENDITURE	\$715,000	\$715,000	\$0	\$715,000	\$715,000	\$715,000
Grand Total		\$47,826,40 9	\$55,580,58 5	\$37,537,37 5	\$52,627,54 7	\$62,855,48 3	\$61,687,85 7

QUINNS RECREATION COMPLEX – Budget Summary

012 QUINNS RECREATION COMPLEX – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	County/SP District Revenue	\$0	\$10,300	\$0	\$0	\$0	\$0
	Recreation	\$1,753	\$638	\$2,570	\$4,957	\$4,957	\$5,218
	Ice	\$691,828	\$634,725	\$867,251	\$907,421	\$907,421	\$955,233
	Misc. Revenues	\$3,651	\$127	\$354	\$1,250	\$1,250	\$1,316
	Special Revenues & Resources	\$3,500	\$5,000	\$0	\$0	\$0	\$0
	Total Revenues	\$700,731	\$650,790	\$870,175	\$913,628	\$913,628	\$961,767
<u>Other</u>	Beginning Balance	\$(4,803,352)	\$(5,138,717)	\$(5,621,751)	\$(5,727,889)	\$(5,621,751)	\$(6,084,994)
	Total Other	\$(4,803,352)	\$(5,138,717)	\$(5,621,751)	\$(5,727,889)	\$(5,621,751)	\$(6,084,994)
	Grand Total	\$(4,102,621)	\$(4,487,927)	\$(4,751,576)	\$(4,814,261)	\$(4,708,123)	\$(5,123,227)

012 QUINNS RECREATION COMPLEX – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$764,304	\$826,807	\$979,414	\$944,214	\$996,071	\$1,142,784

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Mat, Suppls, Services	\$271,792	\$307,017	\$326,181	\$379,800	\$379,800	\$406,029
	Capital	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000
	Total Depts	\$1,036,096	\$1,133,824	\$1,305,596	\$1,325,014	\$1,376,871	\$1,549,813
<u>Other</u>	Ending Balance	\$(5,138,717)	\$(5,621,751)	\$0	\$(6,139,275)	\$(6,084,994)	\$(6,673,040)
	Total Other	\$(5,138,717)	\$(5,621,751)	\$0	\$(6,139,275)	\$(6,084,994)	\$(6,673,040)
	Grand Total	\$(4,102,621)	\$(4,487,927)	\$1,305,596	\$(4,814,261)	\$(4,708,123)	\$(5,123,227)

012 QUINNS RECREATION COMPLEX – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>County/SP District Revenue</u>	012-33312 RECR, ARTS&PARK- RAP TAX GRANT	\$0	\$10,300	\$0	\$0	\$0	\$0
	Total County/SP District Revenue	\$0	\$10,300	\$0	\$0	\$0	\$0
<u>Recreation</u>	012-34696 VENDING COMMISSION	\$1,753	\$638	\$2,570	\$4,957	\$4,957	\$5,218
	Total Recreation	\$1,753	\$638	\$2,570	\$4,957	\$4,957	\$5,218
<u>Ice</u>	012-34727 EMPLOYEE WELLNESS	\$(676)	\$(2,653)	\$(2,955)	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	012-34728 EQUIP/LOCKER/SKATE RENTAL	\$31,289	\$14,906	\$38,566	\$34,330	\$34,330	\$36,139
	012-34729 ROOM RENTAL	\$6,012	\$2,160	\$4,849	\$6,186	\$6,186	\$6,512
	012-34730 ICE RENTAL	\$62,912	\$67,444	\$96,886	\$236,817	\$236,817	\$249,294
	012-34731 LEAGUES	\$123,391	\$70,630	\$145,716	\$187,494	\$187,494	\$197,373
	012-34732 LEARN TO PLAY HOCKEY	\$10,981	\$14,858	\$24,067	\$33,165	\$33,165	\$34,913
	012-34733 DROP-IN HOCKEY	\$32,401	\$43,274	\$46,410	\$49,973	\$49,973	\$52,606
	012-34734 DROP-IN SPEEDSKATING	\$17,805	\$12,912	\$11,407	\$13,553	\$13,553	\$14,267
	012-34735 RETAIL SALES	\$23,698	\$24,914	\$30,837	\$42,606	\$42,606	\$44,851
	012-34736 SKATE SERVICES	\$9,182	\$10,213	\$13,726	\$14,303	\$14,303	\$15,057
	012-34737 ADVERTISING	\$10,340	\$6,502	\$10,800	\$35,362	\$35,362	\$37,225
	012-34738 SEASON PASSES	\$2,467	\$2,097	\$175	\$1,383	\$1,383	\$1,456
	012-34740 PRIVATE LESSONS	\$3,026	\$1,045	\$9,622	\$6,579	\$6,579	\$6,926
	012-34764 FREESTYLE	\$84,027	\$78,907	\$76,328	\$82,444	\$82,444	\$86,788
	012-34765 CLASSES	\$53,150	\$50,601	\$86,366	\$80,527	\$80,527	\$84,770
	012-34766 34766	\$0	\$0	\$621	\$0	\$0	\$0
	012-34769 DROP-IN PROGRAMS	\$35,712	\$48,774	\$50,512	\$79,619	\$79,619	\$83,814
	012-34770 FIELDS RENTAL	\$4,945	\$(9)	\$3,819	\$3,080	\$3,080	\$3,242
	012-34786 ICE RENTAL (SALES TAX EXEMPT)	\$181,168	\$188,150	\$219,500	\$0	\$0	\$0
	Total Ice	\$691,828	\$634,725	\$867,251	\$907,421	\$907,421	\$955,233
<u>Misc. Revenues</u>	012-36911 OTHER MISCELLANEOUS	\$3,713	\$0	\$0	\$1,250	\$1,250	\$1,316
	012-36921 CASH OVER/SHORT	\$(62)	\$127	\$354	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Special Revenues & Resources</u>	Total Misc. Revenues	\$3,651	\$127	\$354	\$1,250	\$1,250	\$1,316
	012-39110 DONATIONS	\$3,500	\$5,000	\$0	\$0	\$0	\$0
	Total Special Revenues & Resources	\$3,500	\$5,000	\$0	\$0	\$0	\$0
<u>Beginning Balance</u>	012-39990 BEGINNING BALANCE	\$(4,803,352)	\$(5,138,717)	\$(5,621,751)	\$(5,727,889)	\$(5,621,751)	\$(6,084,994)
	Total Beginning Balance	\$(4,803,352)	\$(5,138,717)	\$(5,621,751)	\$(5,727,889)	\$(5,621,751)	\$(6,084,994)
Grand Total		\$(4,102,621)	\$(4,487,927)	\$(4,751,576)	\$(4,814,261)	\$(4,708,123)	\$(5,123,227)

012 QUINNS RECREATION COMPLEX – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40095 ICE FACILITY</u>	Personnel	\$650,213	\$656,874	\$779,138	\$714,068	\$767,850	\$893,461
	Mat, Suppls, Services	\$230,895	\$245,365	\$275,832	\$316,600	\$316,600	\$342,829
	Capital	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000
	Total 40095 ICE FACILITY	\$881,107	\$902,239	\$1,054,970	\$1,031,668	\$1,085,450	\$1,237,290
<u>40096 FIELDS</u>	Personnel	\$114,091	\$169,934	\$200,277	\$230,146	\$228,221	\$249,323

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Mat, Suppls, Services	\$40,898	\$61,652	\$50,349	\$63,200	\$63,200	\$63,200
	Total 40096 FIELDS	\$154,989	\$231,586	\$250,626	\$293,346	\$291,421	\$312,523
<u>40999 END BAL</u>	Ending Balance	\$(5,138,717)	\$(5,621,751)	\$0	\$(6,139,275)	\$(6,084,994)	\$(6,673,040)
<u>SUR(DEF)</u>	Total 40999 END BAL SUR(DEF)	\$(5,138,717)	\$(5,621,751)	\$0	\$(6,139,275)	\$(6,084,994)	\$(6,673,040)
	Grand Total	\$(4,102,621)	\$(4,487,927)	\$1,305,596	\$(4,814,261)	\$(4,708,123)	\$(5,123,227)

POLICE SPECIAL REVENUE FUND – Budget Summary

021 POLICE SPECIAL REVENUE FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Other</u>	Beginning Balance	\$35,773	\$35,773	\$35,773	\$0	\$35,773	\$0
	Total Other	\$35,773	\$35,773	\$35,773	\$0	\$35,773	\$0
	Grand Total	\$35,773	\$35,773	\$35,773	\$0	\$35,773	\$0

021 POLICE SPECIAL REVENUE FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Capital	\$0	\$0	\$0	\$0	\$35,773	\$0
	Total Depts	\$0	\$0	\$0	\$0	\$35,773	\$0
<u>Other</u>	Ending Balance	\$35,773	\$35,773	\$0	\$0	\$0	\$0
	Total Other	\$35,773	\$35,773	\$0	\$0	\$0	\$0
	Grand Total	\$35,773	\$35,773	\$0	\$0	\$35,773	\$0

021 POLICE SPECIAL REVENUE FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Beginning Balance</u>	021-39990 BEGINNING BALANCE	\$35,773	\$35,773	\$35,773	\$0	\$35,773	\$0
	Total Beginning Balance	\$35,773	\$35,773	\$35,773	\$0	\$35,773	\$0
Grand Total		\$35,773	\$35,773	\$35,773	\$0	\$35,773	\$0

021 POLICE SPECIAL REVENUE FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$35,773	\$35,773	\$0	\$0	\$0	\$0
	Total 40999 END BAL SUR(DEF)	\$35,773	\$35,773	\$0	\$0	\$0	\$0
<u>41001 POLICE SPECIAL REVENUE FUND</u>	Capital	\$0	\$0	\$0	\$0	\$35,773	\$0
	Total 41001 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$35,773	\$0
Grand Total		\$35,773	\$35,773	\$0	\$0	\$35,773	\$0

DRUG CONFISCATIONS – Budget Summary

022 DRUG CONFISCATIONS – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	State Revenue	\$0	\$0	\$3,021	\$0	\$3,021	\$0
	Total Revenues	\$0	\$0	\$3,021	\$0	\$3,021	\$0
<u>Other</u>	Beginning Balance	\$23,168	\$23,168	\$23,168	\$0	\$23,168	\$0
	Total Other	\$23,168	\$23,168	\$23,168	\$0	\$23,168	\$0
Grand Total		\$23,168	\$23,168	\$26,189	\$0	\$26,189	\$0

022 DRUG CONFISCATIONS – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Capital	\$0	\$0	\$3,021	\$0	\$26,189	\$0
	Total Depts	\$0	\$0	\$3,021	\$0	\$26,189	\$0
<u>Other</u>	Ending Balance	\$23,168	\$23,168	\$0	\$0	\$0	\$0
	Total Other	\$23,168	\$23,168	\$0	\$0	\$0	\$0
Grand Total		\$23,168	\$23,168	\$3,021	\$0	\$26,189	\$0

022 DRUG CONFISCATIONS – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>State Revenue</u>	022-33271 EQUITABLE SHARING	\$0	\$0	\$3,021	\$0	\$3,021	\$0
	Total State Revenue	\$0	\$0	\$3,021	\$0	\$3,021	\$0
<u>Beginning Balance</u>	022-39990 BEGINNING BALANCE	\$23,168	\$23,168	\$23,168	\$0	\$23,168	\$0
	Total Beginning Balance	\$23,168	\$23,168	\$23,168	\$0	\$23,168	\$0
Grand Total		\$23,168	\$23,168	\$26,189	\$0	\$26,189	\$0

022 DRUG CONFISCATIONS – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$23,168	\$23,168	\$0	\$0	\$0	\$0
	Total 40999 END BAL SUR(DEF)	\$23,168	\$23,168	\$0	\$0	\$0	\$0
<u>41001 POLICE SPECIAL REVENUE FUND</u>	Capital	\$0	\$0	\$3,021	\$0	\$26,189	\$0
	Total 41001 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$3,021	\$0	\$26,189	\$0
Grand Total		\$23,168	\$23,168	\$3,021	\$0	\$26,189	\$0

LOWER PARK AVE RDA SPECIAL REVENUE FUND – Budget Summary

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Property Taxes	\$3,590,918	\$3,753,919	\$3,916,627	\$4,252,000	\$4,252,000	\$4,252,000
	Misc. Revenues	\$45,321	\$6,064	\$0	\$0	\$0	\$0
	Total Revenues	\$3,636,239	\$3,759,984	\$3,916,627	\$4,252,000	\$4,252,000	\$4,252,000
<u>Other</u>	Beginning Balance	\$1,604,087	\$1,044,819	\$1,061,151	\$1,480,029	\$1,061,151	\$1,538,319
	Total Other	\$1,604,087	\$1,044,819	\$1,061,151	\$1,480,029	\$1,061,151	\$1,538,319
Grand Total		\$5,240,326	\$4,804,803	\$4,977,778	\$5,732,029	\$5,313,151	\$5,790,319

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$23,545	\$4,230	\$0	\$0	\$0	\$0
	Mat, Suppls, Services	\$579,430	\$646,889	\$609,693	\$692,300	\$682,300	\$682,623
	Total Depts	\$602,975	\$651,119	\$609,693	\$692,300	\$682,300	\$682,623
<u>Other</u>	Interfund Transfer	\$3,592,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Ending Balance	\$1,044,819	\$1,061,151	\$0	\$1,947,197	\$1,538,319	\$2,015,164
	Total Other	\$4,637,351	\$4,153,683	\$3,092,532	\$5,039,729	\$4,630,851	\$5,107,696
	Grand Total	\$5,240,326	\$4,804,802	\$3,702,225	\$5,732,029	\$5,313,151	\$5,790,319

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Property Taxes</u>	023-31113 PROP TAX INCREMENT RDA	\$825,911	\$863,401	\$900,824	\$1,000,000	\$1,000,000	\$1,000,000
	023-31121 DEL AND PRIOR YEAR	\$0	\$0	\$0	\$52,000	\$52,000	\$52,000
	023-31125 CONTRIBUTION FROM OTHER GOVERNMENT	\$2,765,007	\$2,890,518	\$3,015,803	\$3,200,000	\$3,200,000	\$3,200,000
	Total Property Taxes	\$3,590,918	\$3,753,919	\$3,916,627	\$4,252,000	\$4,252,000	\$4,252,000
<u>Misc. Revenues</u>	023-36111 INTEREST EARNINGS	\$45,321	\$6,064	\$0	\$0	\$0	\$0
	Total Misc. Revenues	\$45,321	\$6,064	\$0	\$0	\$0	\$0
<u>Beginning Balance</u>	023-39990 BEGINNING BALANCE	\$1,604,087	\$1,044,819	\$1,061,151	\$1,480,029	\$1,061,151	\$1,538,319
	Total Beginning Balance	\$1,604,087	\$1,044,819	\$1,061,151	\$1,480,029	\$1,061,151	\$1,538,319
	Grand Total	\$5,240,326	\$4,804,803	\$4,977,778	\$5,732,029	\$5,313,151	\$5,790,319

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40624 RDA MITIGATION</u>	Mat, Suppls, Services	\$541,725	\$574,884	\$591,168	\$568,000	\$568,000	\$568,000
	Total 40624 RDA MITIGATION	\$541,725	\$574,884	\$591,168	\$568,000	\$568,000	\$568,000
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$1,044,819	\$1,061,151	\$0	\$1,947,197	\$1,538,319	\$2,015,164
	Total 40999 END BAL SUR(DEF)	\$1,044,819	\$1,061,151	\$0	\$1,947,197	\$1,538,319	\$2,015,164
<u>42310 HISTORICAL INCENTIVE GRANT</u>	Mat, Suppls, Services	\$0	\$25,409	\$11,800	\$50,000	\$50,000	\$50,000
	Total 42310 HISTORICAL INCENTIVE GRANT	\$0	\$25,409	\$11,800	\$50,000	\$50,000	\$50,000
<u>43328 LOWER PARK AVENUE RDA</u>	Personnel	\$23,545	\$4,230	\$0	\$0	\$0	\$0
	Mat, Suppls, Services	\$37,705	\$46,596	\$6,724	\$74,300	\$64,300	\$64,623
	Interfund Transfer	\$3,592,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532
	Total 43328 LOWER PARK AVENUE RDA	\$3,653,782	\$3,143,359	\$3,099,256	\$3,166,832	\$3,156,832	\$3,157,155
Grand Total		\$5,240,326	\$4,804,802	\$3,702,225	\$5,732,029	\$5,313,151	\$5,790,319

MAIN STREET RDA SPECIAL REVENUE FUND – Budget Summary

024 MAIN STREET RDA SPECIAL REVENUE FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Property Taxes	\$1,295,828	\$1,316,304	\$1,307,368	\$1,276,319	\$1,276,319	\$1,276,319
	Misc. Revenues	\$20,737	\$7,200	\$0	\$0	\$0	\$0
	Total Revenues	\$1,316,565	\$1,323,504	\$1,307,368	\$1,276,319	\$1,276,319	\$1,276,319
<u>Other</u>	Beginning Balance	\$904,151	\$1,272,130	\$1,130,151	\$812,130	\$1,130,151	\$1,251,470
	Total Other	\$904,151	\$1,272,130	\$1,130,151	\$812,130	\$1,130,151	\$1,251,470
Grand Total		\$2,220,716	\$2,595,634	\$2,437,519	\$2,088,449	\$2,406,470	\$2,527,789

024 MAIN STREET RDA SPECIAL REVENUE FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Mat, Suppls, Services	\$258,586	\$265,483	\$259,455	\$455,000	\$455,000	\$455,000
	Total Depts	\$258,586	\$265,483	\$259,455	\$455,000	\$455,000	\$455,000
<u>Other</u>	Interfund Transfer	\$690,000	\$1,200,000	\$699,996	\$700,000	\$700,000	\$700,000
	Ending Balance	\$1,272,130	\$1,130,151	\$0	\$933,449	\$1,251,470	\$1,372,789

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Other	\$1,962,130	\$2,330,151	\$699,996	\$1,633,449	\$1,951,470	\$2,072,789
	Grand Total	\$2,220,716	\$2,595,634	\$959,451	\$2,088,449	\$2,406,470	\$2,527,789

024 MAIN STREET RDA SPECIAL REVENUE FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Property Taxes</u>	024-31113 PROP TAX INCREMENT RDA	\$298,041	\$302,750	\$300,695	\$282,053	\$282,053	\$282,053
	024-31121 DEL AND PRIOR YEAR	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000
	024-31125 CONTRIBUTION FROM OTHER GOVERNMENT	\$997,788	\$1,013,554	\$1,006,673	\$944,266	\$944,266	\$944,266
	Total Property Taxes	\$1,295,828	\$1,316,304	\$1,307,368	\$1,276,319	\$1,276,319	\$1,276,319
<u>Misc. Revenues</u>	024-36111 INTEREST EARNINGS	\$20,737	\$7,200	\$0	\$0	\$0	\$0
	Total Misc. Revenues	\$20,737	\$7,200	\$0	\$0	\$0	\$0
<u>Beginning Balance</u>	024-39990 BEGINNING BALANCE	\$904,151	\$1,272,130	\$1,130,151	\$812,130	\$1,130,151	\$1,251,470
	Total Beginning Balance	\$904,151	\$1,272,130	\$1,130,151	\$812,130	\$1,130,151	\$1,251,470
	Grand Total	\$2,220,716	\$2,595,634	\$2,437,519	\$2,088,449	\$2,406,470	\$2,527,789

024 MAIN STREET RDA SPECIAL REVENUE FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40623 RDA MITIGATION - MAI</u>	Mat, Suppls, Services	\$226,363	\$239,580	\$239,455	\$405,000	\$405,000	\$405,000
	Total 40623 RDA MITIGATION - MAI	\$226,363	\$239,580	\$239,455	\$405,000	\$405,000	\$405,000
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$1,272,130	\$1,130,151	\$0	\$933,449	\$1,251,470	\$1,372,789
	Total 40999 END BAL SUR(DEF)	\$1,272,130	\$1,130,151	\$0	\$933,449	\$1,251,470	\$1,372,789
<u>42310 HISTORICAL INCENTIVE GRANT</u>	Mat, Suppls, Services	\$30,000	\$25,903	\$0	\$30,000	\$30,000	\$30,000
	Total 42310 HISTORICAL INCENTIVE GRANT	\$30,000	\$25,903	\$0	\$30,000	\$30,000	\$30,000
<u>43303 MAIN STREET RDA</u>	Mat, Suppls, Services	\$2,222	\$0	\$20,000	\$20,000	\$20,000	\$20,000
	Interfund Transfer	\$690,000	\$1,200,000	\$699,996	\$700,000	\$700,000	\$700,000
	Total 43303 MAIN STREET RDA	\$692,222	\$1,200,000	\$719,996	\$720,000	\$720,000	\$720,000
Grand Total		\$2,220,716	\$2,595,634	\$959,451	\$2,088,449	\$2,406,470	\$2,527,789

CAPITAL IMPROVEMENT FUND – Budget Summary

031 CAPITAL IMPROVEMENT FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Property Taxes	\$0	\$794,793	\$0	\$0	\$0	\$0
	Sales Tax	\$15,439,343	\$11,049,559	\$11,167,771	\$10,966,320	\$13,894,448	\$12,812,034
	Planning Building & Engineering Fees	\$456,053	\$386,843	\$285,385	\$407,471	\$407,471	\$419,695
	Federal Revenue	\$0	\$0	\$0	\$28,620	\$28,620	\$29,478
	State Revenue	\$755,610	\$400,083	\$581,561	\$364,106	\$364,106	\$375,029
	County/SP District Revenue	\$3,888,378	\$1,136,450	\$1,785,652	\$449,628	\$1,583,426	\$463,116
	Transit Charges for Services	\$0	\$0	\$0	\$3,500,000	\$3,500,000	\$0
	Misc. Revenues	\$5,481,743	\$1,958,745	\$40,377	\$14,867,587	\$47,699,031	\$893,355
	Interfund Transactions (CIP/Debt)	\$4,868,732	\$0	\$0	\$0	\$3,450,301	\$0
	Special Revenues & Resources	\$251,360	\$1,063,795	\$684,953	\$396,901	\$396,901	\$396,901
	Bond Proceeds	\$0	\$0	\$0	\$9,000,000	\$32,086,554	\$3,000,000
	Total Revenues	\$31,141,218	\$16,790,267	\$14,545,698	\$39,980,633	\$103,410,858	\$18,389,608
<u>Other</u>	Beginning Balance	\$47,522,284	\$59,750,463	\$66,506,424	\$8,076,937	\$66,506,424	\$16,947,931

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Other	\$47,522,284	\$59,750,463	\$66,506,424	\$8,076,937	\$66,506,424	\$16,947,931
	Grand Total	\$78,663,502	\$76,540,730	\$81,052,122	\$48,057,570	\$169,917,282	\$35,337,539

031 CAPITAL IMPROVEMENT FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$69,328	\$32,033	\$19,084	\$0	\$0	\$0
	Capital	\$15,161,592	\$6,413,019	\$4,178,114	\$16,556,629	\$148,794,725	\$20,500,712
	Total Depts	\$15,230,920	\$6,445,052	\$4,197,198	\$16,556,629	\$148,794,725	\$20,500,712
<u>Other</u>	Interfund Transfer	\$3,682,118	\$3,589,254	\$4,174,632	\$4,174,626	\$4,174,626	\$4,177,076
	Ending Balance	\$59,750,463	\$66,506,424	\$0	\$27,326,315	\$16,947,931	\$10,659,751
	Total Other	\$63,432,581	\$70,095,678	\$4,174,632	\$31,500,941	\$21,122,557	\$14,836,827
	Grand Total	\$78,663,501	\$76,540,730	\$8,371,830	\$48,057,570	\$169,917,282	\$35,337,539

031 CAPITAL IMPROVEMENT FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Property Taxes</u>	031-31124 FEE-IN-LIEU HOUSING	\$0	\$794,793	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Property Taxes	\$0	\$794,793	\$0	\$0	\$0	\$0
<u>Sales Tax</u>	031-31213 RESORT TAX	\$7,550,207	\$2,550,207	\$0	\$2,937,109	\$3,998,943	\$3,619,937
	031-31215 ADDITIONAL RESORT SALES TAX	\$5,196,467	\$5,757,601	\$6,968,525	\$5,767,485	\$7,129,332	\$6,404,558
	031-31216 TRANSIENT ROOM TAX	\$2,692,669	\$2,741,751	\$4,199,246	\$2,261,726	\$2,766,173	\$2,787,539
	Total Sales Tax	\$15,439,343	\$11,049,559	\$11,167,771	\$10,966,320	\$13,894,448	\$12,812,034
<u>Planning Building & Engineering Fees</u>	031-32361 IMPACT FEES	\$456,053	\$386,843	\$285,385	\$407,471	\$407,471	\$419,695
	Total Planning Building & Engineering Fees	\$456,053	\$386,843	\$285,385	\$407,471	\$407,471	\$419,695
<u>Federal Revenue</u>	031-33110 FEDERAL GRANTS	\$0	\$0	\$0	\$28,620	\$28,620	\$29,478
	Total Federal Revenue	\$0	\$0	\$0	\$28,620	\$28,620	\$29,478
<u>State Revenue</u>	031-33252 STATE CONTRIBUTION	\$218,417	\$25,364	\$94,657	\$11,817	\$11,817	\$12,171
	031-33261 CLASS C ROAD	\$537,192	\$374,719	\$486,904	\$352,289	\$352,289	\$362,858
	Total State Revenue	\$755,610	\$400,083	\$581,561	\$364,106	\$364,106	\$375,029

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>County/SP District Revenue</u>	031-33311 COUNTY CONTRIBUTION	\$3,757,378	\$758,206	\$160,544	\$39,188	\$39,188	\$40,363
	031-33312 RECR, ARTS&PARK-RAP TAX GRANT	\$82,000	\$378,244	\$1,625,108	\$410,440	\$1,544,238	\$422,753
	031-33313 RESTAURANT TAX GRANT	\$49,000	\$0	\$0	\$0	\$0	\$0
	Total County/SP District Revenue	\$3,888,378	\$1,136,450	\$1,785,652	\$449,628	\$1,583,426	\$463,116
<u>Transit Charges for Services</u>	031-34230 REGIONAL TRANSIT REVENUE	\$0	\$0	\$0	\$3,500,000	\$3,500,000	\$0
	Total Transit Charges for Services	\$0	\$0	\$0	\$3,500,000	\$3,500,000	\$0
<u>Misc. Revenues</u>	031-36111 INTEREST EARNINGS	\$958,192	\$328,998	\$29,222	\$705,341	\$705,341	\$726,501
	031-36210 RENTAL INCOME	\$60	\$5,648	\$4,948	\$2,510	\$2,510	\$2,585
	031-36309 SALE OF PROPERTY-AFFORDABLE HOUSING	\$1,069,246	\$1,616,209	\$0	\$0	\$0	\$0
	031-36310 SALE OF ASSETS	\$3,186,004	\$2,665	\$433	\$14,000,000	\$46,831,444	\$0
	031-36325 GARAGE REVENUE	\$113,087	\$0	\$0	\$151,099	\$151,099	\$155,632
	031-36911 OTHER MISCELLANEOUS	\$155,152	\$5,225	\$5,774	\$8,637	\$8,637	\$8,637

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Misc. Revenues	\$5,481,743	\$1,958,745	\$40,377	\$14,867,587	\$47,699,031	\$893,355
<u>Interfund Transactions (CIP/Debt)</u>	031-38213 GEN FUND TRANS TO FUND 31 CIP	\$0	\$0	\$0	\$0	\$3,450,301	\$0
	031-38271 TRANS FROM DEBT SERVICE FUND	\$4,868,732	\$0	\$0	\$0	\$0	\$0
	Total Interfund Transactions (CIP/Debt)	\$4,868,732	\$0	\$0	\$0	\$3,450,301	\$0
<u>Special Revenues & Resources</u>	031-39110 DONATIONS	\$111,310	\$0	\$0	\$0	\$0	\$0
	031-39126 OTHER CONTRIBUTIONS	\$135,382	\$1,018,846	\$676,373	\$396,901	\$396,901	\$396,901
	031-39129 LIBRARY FUNDRAISING DONATION	\$4,667	\$44,949	\$8,530	\$0	\$0	\$0
	031-39130 FRIENDS OF LIBRARY DONATION	\$0	\$0	\$50	\$0	\$0	\$0
	Total Special Revenues & Resources	\$251,360	\$1,063,795	\$684,953	\$396,901	\$396,901	\$396,901
<u>Bond Proceeds</u>	031-39220 BOND PROCEEDS	\$0	\$0	\$0	\$9,000,000	\$32,086,554	\$3,000,000
	Total Bond Proceeds	\$0	\$0	\$0	\$9,000,000	\$32,086,554	\$3,000,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Beginning Balance</u>	031-39990 BEGINNING BALANCE	\$47,522,284	\$59,750,463	\$66,506,424	\$8,076,937	\$66,506,424	\$16,947,931
	Total Beginning Balance	\$47,522,284	\$59,750,463	\$66,506,424	\$8,076,937	\$66,506,424	\$16,947,931
Grand Total		\$78,663,502	\$76,540,730	\$81,052,122	\$48,057,570	\$169,917,282	\$35,337,539

031 CAPITAL IMPROVEMENT FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40821 TRANS TO OTHER FUND</u>	Interfund Transfer	\$3,682,118	\$3,589,254	\$4,174,632	\$4,174,626	\$4,174,626	\$4,177,076
	Total 40821 TRANS TO OTHER FUND	\$3,682,118	\$3,589,254	\$4,174,632	\$4,174,626	\$4,174,626	\$4,177,076
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$59,750,463	\$66,506,424	\$0	\$27,326,315	\$16,947,931	\$10,659,751
	Total 40999 END BAL SUR(DEF)	\$59,750,463	\$66,506,424	\$0	\$27,326,315	\$16,947,931	\$10,659,751
<u>43300 FIVE YEAR CIP</u>	Capital	\$0	\$0	\$0	\$0	\$5,073,395	\$0
	Total 43300 FIVE YEAR CIP	\$0	\$0	\$0	\$0	\$5,073,395	\$0
<u>43301 ENGINEERING & PLANNING</u>	Capital	\$0	\$23,000	\$0	\$15,000	\$68,177	\$0
	Total 43301 ENGINEERING & PLANNING	\$0	\$23,000	\$0	\$15,000	\$68,177	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43302 INFORMATION SYSTEMS ENHANCEMENT</u>	Capital	\$0	\$0	\$0	\$0	\$2,688	\$120,000
	Total 43302 INFORMATION SYSTEMS ENHANCEMENT	\$0	\$0	\$0	\$0	\$2,688	\$120,000
<u>43308 CITY PARK</u>	Capital	\$0	\$5,514	\$20,459	\$140,235	\$150,000	\$(50,000)
	Total 43308 CITY PARK	\$0	\$5,514	\$20,459	\$140,235	\$150,000	\$(50,000)
<u>43311 PAVEMENT MANAGEMENT</u>	Capital	\$824,495	\$925,983	\$744,533	\$1,040,000	\$1,518,969	\$1,040,000
	Total 43311 PAVEMENT MANAGEMENT	\$824,495	\$925,983	\$744,533	\$1,040,000	\$1,518,969	\$1,040,000
<u>43320 AFFORDABLE HOUSING</u>	Capital	\$61,653	\$1,598	\$81,500	\$0	\$11,935,259	\$0
	Total 43320 AFFORDABLE HOUSING	\$61,653	\$1,598	\$81,500	\$0	\$11,935,259	\$0
<u>43324 MCPOLIN FARM PROPERTY MAINTENANCE</u>	Capital	\$0	\$0	\$0	\$0	\$2,280	\$0
	Total 43324 MCPOLIN FARM PROPERTY MAINTENANCE	\$0	\$0	\$0	\$0	\$2,280	\$0
<u>43329 ADA IMPLEMENTATION</u>	Capital	\$0	\$0	\$0	\$5,000	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43329 ADA IMPLEMENTATION	\$0	\$0	\$0	\$5,000	\$0	\$0
<u>43332 LIBRARY DONATION EXP</u>	Capital	\$10,851	\$13,978	\$13,781	\$0	\$68,529	\$0
	Total 43332 LIBRARY DONATION EXP	\$10,851	\$13,978	\$13,781	\$0	\$68,529	\$0
<u>43333 DIRECTIONAL SIGNAGE</u>	Capital	\$640	\$0	\$8,068	\$40,513	\$40,513	\$0
	Total 43333 DIRECTIONAL SIGNAGE	\$640	\$0	\$8,068	\$40,513	\$40,513	\$0
<u>43349 TRAFFIC CALMING</u>	Capital	\$489	\$19,466	\$40,699	\$20,000	\$84,806	\$150,000
	Total 43349 TRAFFIC CALMING	\$489	\$19,466	\$40,699	\$20,000	\$84,806	\$150,000
<u>43356 TRAILS MASTER PLAN IMPLEMENTATION</u>	Capital	\$171,997	\$109,818	\$146,395	\$548,543	\$969,357	\$70,000
	Total 43356 TRAILS MASTER PLAN IMPLEMENTATION	\$171,997	\$109,818	\$146,395	\$548,543	\$969,357	\$70,000
<u>43401 PUBLIC ART</u>	Capital	\$32,593	\$13,516	\$4,250	\$50,000	\$368,000	\$40,000
	Total 43401 PUBLIC ART	\$32,593	\$13,516	\$4,250	\$50,000	\$368,000	\$40,000
<u>43402 FRIENDS OF THE FARM</u>	Capital	\$1,478	\$0	\$0	\$0	\$21,895	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43402 FRIENDS OF THE FARM	\$1,478	\$0	\$0	\$0	\$21,895	\$0
<u>43404 OPEN SPACE IMPROVEMENTS</u>	Personnel	\$45,010	\$8,471	\$0	\$0	\$0	\$0
	Capital	\$538,529	\$360,340	\$352,074	\$400,000	\$700,906	\$385,000
	Total 43404 OPEN SPACE IMPROVEMENTS	\$583,538	\$368,811	\$352,074	\$400,000	\$700,906	\$385,000
<u>43411 NEIGHBORHOOD PARKS</u>	Capital	\$0	\$0	\$2,315	\$165,000	\$340,874	\$0
	Total 43411 NEIGHBORHOOD PARKS	\$0	\$0	\$2,315	\$165,000	\$340,874	\$0
<u>43456 QUINN'S ICE/FIELDS PHASE II</u>	Capital	\$0	\$0	\$0	\$0	\$36,805	\$0
	Total 43456 QUINN'S ICE/FIELDS PHASE II	\$0	\$0	\$0	\$0	\$36,805	\$0
<u>43472 RACQUET CLUB PROGRAM EQUIPMENT REPLACEME</u>	Capital	\$12,910	\$(1,464)	\$50,724	\$65,000	\$432,383	\$65,000
	Total 43472 RACQUET CLUB PROGRAM EQUIPMENT REPLACEME	\$12,910	\$(1,464)	\$50,724	\$65,000	\$432,383	\$65,000
<u>43478 ASSET MGNT/REPLACEMENT PROGRAM</u>	Capital	\$1,009,006	\$852,680	\$397,805	\$552,709	\$713,351	\$704,760

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43478 ASSET MGNT/REPLACEMENT PROGRAM	\$1,009,006	\$852,680	\$397,805	\$552,709	\$713,351	\$704,760
<u>43482 ICE FACILITY CAPITAL REPLACEMENT</u>	Capital	\$44,109	\$125,043	\$314,130	\$682,000	\$1,360,471	\$407,000
	Total 43482 ICE FACILITY CAPITAL REPLACEMENT	\$44,109	\$125,043	\$314,130	\$682,000	\$1,360,471	\$407,000
<u>43490 OTIS PHASE III(A)</u>	Capital	\$247	\$33,294	\$88,452	\$150,000	\$3,902,481	\$0
	Total 43490 OTIS PHASE III(A)	\$247	\$33,294	\$88,452	\$150,000	\$3,902,481	\$0
<u>43493 ICE FACILITY CAPITAL IMPROVEMENTS</u>	Capital	\$33	\$6,170	\$0	\$0	\$0	\$0
	Total 43493 ICE FACILITY CAPITAL IMPROVEMENTS	\$33	\$6,170	\$0	\$0	\$0	\$0
<u>43512 CHINA BRIDGE IMPROVEMENTS & EQUIPMENT</u>	Capital	\$10,950	\$0	\$0	\$0	\$49,690	\$0
	Total 43512 CHINA BRIDGE IMPROVEMENTS & EQUIPMENT	\$10,950	\$0	\$0	\$0	\$49,690	\$0
<u>43521 ENERGY EFFICIENCY STUDY ON CITY FACILITI</u>	Capital	\$0	\$0	\$0	\$0	\$22,305	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43521 ENERGY EFFICIENCY STUDY ON CITY FACILITI	\$0	\$0	\$0	\$0	\$22,305	\$0
<u>43526 WALKABILITY IMPLEMENTATION</u>	Capital	\$72,212	\$139,893	\$156,617	\$0	\$167,318	\$0
	Total 43526 WALKABILITY IMPLEMENTATION	\$72,212	\$139,893	\$156,617	\$0	\$167,318	\$0
<u>43529 WALKABILITY MAINTENANCE</u>	Capital	\$31,661	\$32,913	\$62,526	\$71,825	\$147,272	\$71,825
	Total 43529 WALKABILITY MAINTENANCE	\$31,661	\$32,913	\$62,526	\$71,825	\$147,272	\$71,825
<u>43535 CHINA BRIDGE GARAGE EVENT PARKING</u>	Capital	\$224,005	\$0	\$0	\$100,000	\$1,534,121	\$125,000
	Total 43535 CHINA BRIDGE GARAGE EVENT PARKING	\$224,005	\$0	\$0	\$100,000	\$1,534,121	\$125,000
<u>43542 EMERGENCY MANAGEMENT PROGRAM START UP</u>	Capital	\$847	\$32,116	\$16,136	\$0	\$16,147	\$15,000
	Total 43542 EMERGENCY MANAGEMENT PROGRAM START UP	\$847	\$32,116	\$16,136	\$0	\$16,147	\$15,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43577 IRRIGATION CONTROL REPLACEMENT</u>	Capital	\$0	\$18,262	\$0	\$0	\$20,000	\$0
	Total 43577 IRRIGATION CONTROL REPLACEMENT	\$0	\$18,262	\$0	\$0	\$20,000	\$0
<u>43578 ELECTRONIC RECORD ARCHIVING</u>	Capital	\$93,478	\$74,803	\$44,199	\$0	\$117,480	\$0
	Total 43578 ELECTRONIC RECORD ARCHIVING	\$93,478	\$74,803	\$44,199	\$0	\$117,480	\$0
<u>43581 MIDDLE SILVER CREEK</u>	Capital	\$0	\$0	\$0	\$0	\$234,297	\$0
	Total 43581 MIDDLE SILVER CREEK	\$0	\$0	\$0	\$0	\$234,297	\$0
<u>43589 STORM WATER IMPROVEMENTS</u>	Capital	\$179,546	\$0	\$0	\$0	\$7,546	\$0
	Total 43589 STORM WATER IMPROVEMENTS	\$179,546	\$0	\$0	\$0	\$7,546	\$0
<u>43598 SECURITY PROJECTS</u>	Capital	\$15,707	\$42,256	\$33,140	\$0	\$60,706	\$0
	Total 43598 SECURITY PROJECTS	\$15,707	\$42,256	\$33,140	\$0	\$60,706	\$0
<u>43601 SOILS REPOSITORY</u>	Personnel	\$0	\$0	\$7,724	\$0	\$0	\$0
	Capital	\$4,995	\$131,045	\$24,727	\$0	\$4,068,104	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43601 SOILS REPOSITORY	\$4,995	\$131,045	\$32,451	\$0	\$4,068,104	\$0
<u>43606 ENVIRONMENTAL REVOLVING LOAN FUND</u>	Capital	\$24,200	\$11,402	\$(1,920)	\$0	\$58,882	\$0
	Total 43606 ENVIRONMENTAL REVOLVING LOAN FUND	\$24,200	\$11,402	\$(1,920)	\$0	\$58,882	\$0
<u>43607 DT ENHANCEMENT PHASE 2</u>	Personnel	\$2,778	\$2,618	\$404	\$0	\$0	\$0
	Capital	\$37,528	\$5,550	\$710	\$327,104	\$772,940	\$327,104
	Total 43607 DT ENHANCEMENT PHASE 2	\$40,306	\$8,168	\$1,114	\$327,104	\$772,940	\$327,104
<u>43628 CEMETERY IMPROVEMENTS</u>	Capital	\$0	\$2,577	\$50,802	\$70,014	\$187,437	\$0
	Total 43628 CEMETERY IMPROVEMENTS	\$0	\$2,577	\$50,802	\$70,014	\$187,437	\$0
<u>43629 AQUATICS EQUIPMENT REPLACEMENT</u>	Capital	\$56,242	\$11,469	\$19,930	\$25,000	\$438,531	\$25,000
	Total 43629 AQUATICS EQUIPMENT REPLACEMENT	\$56,242	\$11,469	\$19,930	\$25,000	\$438,531	\$25,000
<u>43631 SPRIGGS BARN</u>	Capital	\$0	\$0	\$0	\$0	\$5,000	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43631 SPRIGGS BARN	\$0	\$0	\$0	\$0	\$5,000	\$0
<u>43643 OPEN SPACE ACQUISITION</u>	Capital	\$3,550,530	\$0	\$0	\$0	\$0	\$0
	Total 43643 OPEN SPACE ACQUISITION	\$3,550,530	\$0	\$0	\$0	\$0	\$0
<u>43645 PROSPECTOR DRAIN</u>	Capital	\$13,886	\$3,887	\$0	\$853,249	\$853,249	\$1,006,712
	Total 43645 PROSPECTOR DRAIN	\$13,886	\$3,887	\$0	\$853,249	\$853,249	\$1,006,712
<u>43652 FLEET MGMT SOFTWARE</u>	Capital	\$29,880	\$20,785	\$5,404	\$0	\$53,321	\$0
	Total 43652 FLEET MGMT SOFTWARE	\$29,880	\$20,785	\$5,404	\$0	\$53,321	\$0
<u>43657 BON PARK/RMP SUBSTATION RELOC/MIT</u>	Capital	\$60,736	\$0	\$(54,185)	\$0	\$958,568	\$0
	Total 43657 BON PARK/RMP SUBSTATION RELOC/MIT	\$60,736	\$0	\$(54,185)	\$0	\$958,568	\$0
<u>43661 DOG PARK IMPRVMT</u>	Capital	\$0	\$0	\$0	\$5,000	\$35,000	\$5,000
	Total 43661 DOG PARK IMPRVMT	\$0	\$0	\$0	\$5,000	\$35,000	\$5,000
<u>43662 NETWORK/SECURITY ENHANCE</u>	Capital	\$0	\$0	\$0	\$0	\$33,187	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43662 NETWORK/SECURITY ENHANCE	\$0	\$0	\$0	\$0	\$33,187	\$0
<u>43663 WEBSITE REMODEL</u>	Capital	\$0	\$0	\$0	\$0	\$12,378	\$0
	Total 43663 WEBSITE REMODEL	\$0	\$0	\$0	\$0	\$12,378	\$0
<u>43665 OLD TOWN STAIRS</u>	Capital	\$0	\$0	\$0	\$21,276	\$21,276	\$0
	Total 43665 OLD TOWN STAIRS	\$0	\$0	\$0	\$21,276	\$21,276	\$0
<u>43669 RECREATION SOFTWARE</u>	Capital	\$0	\$0	\$0	\$0	\$12,000	\$0
	Total 43669 RECREATION SOFTWARE	\$0	\$0	\$0	\$0	\$12,000	\$0
<u>43670 MS INFRASTRUCTURE MAINT</u>	Capital	\$38,202	\$71,943	\$10,615	\$100,000	\$121,047	\$100,000
	Total 43670 MS INFRASTRUCTURE MAINT	\$38,202	\$71,943	\$10,615	\$100,000	\$121,047	\$100,000
<u>43674 SURVEY MONUMENT RE- ESTABLISHMENT</u>	Capital	\$0	\$0	\$0	\$0	\$35,000	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43674 SURVEY MONUMENT RE- ESTABLISHMENT	\$0	\$0	\$0	\$0	\$35,000	\$0
<u>43675 HISTORIC WALL/HILLSIDE AVE</u>	Capital	\$0	\$212,946	\$0	\$0	\$113,254	\$0
	Total 43675 HISTORIC WALL/HILLSIDE AVE	\$0	\$212,946	\$0	\$0	\$113,254	\$0
<u>43676 ENGINEERING SMALL PROJECTS</u>	Capital	\$5,404	\$0	\$0	\$12,000	\$12,000	\$0
	Total 43676 ENGINEERING SMALL PROJECTS	\$5,404	\$0	\$0	\$12,000	\$12,000	\$0
<u>43677 PROSPECTOR AVE RECONSTRUCTION</u>	Capital	\$55,910	\$310,252	\$83,073	\$0	\$114,886	\$0
	Total 43677 PROSPECTOR AVE RECONSTRUCTION	\$55,910	\$310,252	\$83,073	\$0	\$114,886	\$0
<u>43681 LIBRARY TECH EQUIP REPLACEMENT</u>	Capital	\$22,534	\$0	\$0	\$0	\$0	\$123,104
	Total 43681 LIBRARY TECH EQUIP REPLACEMENT	\$22,534	\$0	\$0	\$0	\$0	\$123,104
<u>43688 REGIONAL INTERCONNECT</u>	Capital	\$0	\$0	\$0	\$50,000	\$100,000	\$0
	Total 43688 REGIONAL INTERCONNECT	\$0	\$0	\$0	\$50,000	\$100,000	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43697 ARTIFICIAL TURF REPLACEMENT QUINN'S</u>	Capital	\$0	\$0	\$0	\$625,000	\$715,000	\$0
	Total 43697 ARTIFICIAL TURF REPLACEMENT QUINN'S	\$0	\$0	\$0	\$625,000	\$715,000	\$0
<u>43698 PARKS IRRIGATION SYSTEM EFFICIENCY IMPRO</u>	Capital	\$35,206	\$4,487	\$19,985	\$30,000	\$83,717	\$30,000
	Total 43698 PARKS IRRIGATION SYSTEM EFFICIENCY IMPRO	\$35,206	\$4,487	\$19,985	\$30,000	\$83,717	\$30,000
<u>43699 REMOTE SNOW STORAGE SITE IMPROVEMENTS</u>	Capital	\$0	\$0	\$0	\$0	\$74,898	\$0
	Total 43699 REMOTE SNOW STORAGE SITE IMPROVEMENTS	\$0	\$0	\$0	\$0	\$74,898	\$0
<u>43700 STREETS AND WATER MAINTENANCE BUILDING</u>	Capital	\$1,656,803	\$540	\$0	\$0	\$100,269	\$0
	Total 43700 STREETS AND WATER MAINTENANCE BUILDING	\$1,656,803	\$540	\$0	\$0	\$100,269	\$0
<u>43706 HOMESTAKE HOUSING</u>	Capital	\$0	\$0	\$0	\$0	\$3,000,000	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43706 HOMESTAKE HOUSING	\$0	\$0	\$0	\$0	\$3,000,000	\$0
<u>43709 LAND ACQUISITION/BANKING PROGRAM</u>	Capital	\$0	\$0	\$0	\$274,845	\$3,049,845	\$0
	Total 43709 LAND ACQUISITION/BANKING PROGRAM	\$0	\$0	\$0	\$274,845	\$3,049,845	\$0
<u>43713 MASTER PLAN RECREATION AMENITIES</u>	Capital	\$0	\$0	\$3,502	\$0	\$105,000	\$0
	Total 43713 MASTER PLAN RECREATION AMENITIES	\$0	\$0	\$3,502	\$0	\$105,000	\$0
<u>43727 LED STREET LIGHTS PHASE 1</u>	Capital	\$0	\$0	\$0	\$50,000	\$56,917	\$0
	Total 43727 LED STREET LIGHTS PHASE 1	\$0	\$0	\$0	\$50,000	\$56,917	\$0
<u>43738 LEGAL SOFTWARE FOR ELECTRONIC DOCUMENT M</u>	Capital	\$0	\$0	\$0	\$35,000	\$35,000	\$0
	Total 43738 LEGAL SOFTWARE FOR ELECTRONIC DOCUMENT M	\$0	\$0	\$0	\$35,000	\$35,000	\$0
<u>43742 PARK AVE. RECONSTRUCTION</u>	Capital	\$0	\$53,602	\$54,696	\$747,100	\$4,436,398	\$746,580

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43742 PARK AVE. RECONSTRUCTION	\$0	\$53,602	\$54,696	\$747,100	\$4,436,398	\$746,580
<u>43758 GUARDRAIL ROYAL & DEER VALLEY DRIVE</u>	Capital	\$61,025	\$0	\$0	\$0	\$1	\$0
	Total 43758 GUARDRAIL ROYAL & DEER VALLEY DRIVE	\$61,025	\$0	\$0	\$0	\$1	\$0
<u>43759 DOWNTOWN PROJECTS PLAZAS</u>	Capital	\$15,675	\$0	\$0	\$60,605	\$839,902	\$0
	Total 43759 DOWNTOWN PROJECTS PLAZAS	\$15,675	\$0	\$0	\$60,605	\$839,902	\$0
<u>43760 ADDITIONAL DOWNTOWN PROJECTS</u>	Capital	\$0	\$0	\$0	\$500,000	\$500,000	\$1,200,000
	Total 43760 ADDITIONAL DOWNTOWN PROJECTS	\$0	\$0	\$0	\$500,000	\$500,000	\$1,200,000
<u>43771 PROSPECTOR AVENUE RECONSTRUCTION</u>	Capital	\$0	\$0	\$0	\$0	\$407,976	\$0
	Total 43771 PROSPECTOR AVENUE RECONSTRUCTION	\$0	\$0	\$0	\$0	\$407,976	\$0
<u>43782 PC MARC TENNIS COURT RESURFACE</u>	Capital	\$24,500	\$0	\$3,365	\$30,000	\$172,500	\$30,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43782 PC MARC TENNIS COURT RESURFACE	\$24,500	\$0	\$3,365	\$30,000	\$172,500	\$30,000
<u>43804 BONANZA FLATS</u>	Capital	\$980,261	\$29,447	\$(600)	\$0	\$5,768,760	\$0
	Total 43804 BONANZA FLATS	\$980,261	\$29,447	\$(600)	\$0	\$5,768,760	\$0
<u>43807 ENHANCED BUS STOPS AT FRESH MARKET AND P</u>	Capital	\$0	\$0	\$0	\$0	\$250,000	\$0
	Total 43807 ENHANCED BUS STOPS AT FRESH MARKET AND P	\$0	\$0	\$0	\$0	\$250,000	\$0
<u>43817 ARTS & CULTURE PROJECT</u>	Capital	\$512,834	\$2,170,707	\$221,383	\$0	\$326,233	\$450,000
	Total 43817 ARTS & CULTURE PROJECT	\$512,834	\$2,170,707	\$221,383	\$0	\$326,233	\$450,000
<u>43818 CENTRAL PARK CITY CONDOS</u>	Capital	\$0	\$0	\$0	\$0	\$10,000	\$0
	Total 43818 CENTRAL PARK CITY CONDOS	\$0	\$0	\$0	\$0	\$10,000	\$0
<u>43819 WOODSIDE PHASE I</u>	Personnel	\$7,861	\$7,855	\$1,213	\$0	\$0	\$0
	Capital	\$177,963	\$26,460	\$2,212	\$0	\$2,288,932	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43819 WOODSIDE PHASE I	\$185,825	\$34,315	\$3,425	\$0	\$2,288,932	\$0
<u>43820 TREASURE HILL</u>	Capital	\$37,692	\$475,876	\$146,063	\$0	\$8,692,994	\$0
	Total 43820 TREASURE HILL	\$37,692	\$475,876	\$146,063	\$0	\$8,692,994	\$0
<u>43835 GIS: GEOEVENT SERVER LICENSE</u>	Capital	\$0	\$0	\$0	\$0	\$5,000	\$0
	Total 43835 GIS: GEOEVENT SERVER LICENSE	\$0	\$0	\$0	\$0	\$5,000	\$0
<u>43838 OFFICE 2016 LICENSES</u>	Capital	\$0	\$0	\$14,400	\$116,488	\$232,976	\$0
	Total 43838 OFFICE 2016 LICENSES	\$0	\$0	\$14,400	\$116,488	\$232,976	\$0
<u>43841 BUBBLE REPAIR</u>	Capital	\$25,490	\$0	\$0	\$0	\$102,428	\$0
	Total 43841 BUBBLE REPAIR	\$25,490	\$0	\$0	\$0	\$102,428	\$0
<u>43844 WOODSIDE PHASE II</u>	Personnel	\$13,679	\$13,090	\$9,743	\$0	\$0	\$0
	Capital	\$286,009	\$84,368	\$78,094	\$8,100,000	\$75,246,008	\$0
	Total 43844 WOODSIDE PHASE II	\$299,688	\$97,458	\$87,837	\$8,100,000	\$75,246,008	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43845 GIS: SATELLITE IMAGERY MULTI- SPECTRAL</u>	Capital	\$0	\$0	\$0	\$0	\$6,000	\$0
	Total 43845 GIS: SATELLITE IMAGERY MULTI-SPECTRAL	\$0	\$0	\$0	\$0	\$6,000	\$0
<u>43846 SR 248 NEW TUNNEL</u>	Capital	\$3,608,687	\$(36,384)	\$19,058	\$0	\$9,817	\$0
	Total 43846 SR 248 NEW TUNNEL	\$3,608,687	\$(36,384)	\$19,058	\$0	\$9,817	\$0
<u>43850 LOADER</u>	Capital	\$301,879	\$0	\$0	\$0	\$0	\$0
	Total 43850 LOADER	\$301,879	\$0	\$0	\$0	\$0	\$0
<u>43851 EV CHARGERS</u>	Capital	\$163,040	\$(43,870)	\$5,167	\$0	\$371,467	\$0
	Total 43851 EV CHARGERS	\$163,040	\$(43,870)	\$5,167	\$0	\$371,467	\$0
<u>43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA</u>	Capital	\$237	\$1,942	\$0	\$0	\$2,179	\$0
	Total 43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA	\$237	\$1,942	\$0	\$0	\$2,179	\$0
<u>43854 ROADSIDE TRAILHEAD SIGNAGE</u>	Capital	\$10,991	\$0	\$0	\$0	\$2,411	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43854 ROADSIDE TRAILHEAD SIGNAGE	\$10,991	\$0	\$0	\$0	\$2,411	\$0
<u>43855 PROSPECTOR SQUARE/RAIL TRAIL</u>	Capital	\$0	\$34,810	\$0	\$0	\$31,000	\$0
	Total 43855 PROSPECTOR SQUARE/RAIL TRAIL	\$0	\$34,810	\$0	\$0	\$31,000	\$0
<u>43856 ROUND VALLEY TRAIL</u>	Capital	\$3,575	\$0	\$0	\$0	\$10,000	\$0
	Total 43856 ROUND VALLEY TRAIL	\$3,575	\$0	\$0	\$0	\$10,000	\$0
<u>43857 FOOT TRAIL - PHASE 1</u>	Capital	\$20,000	\$0	\$0	\$0	\$0	\$0
	Total 43857 FOOT TRAIL - PHASE 1	\$20,000	\$0	\$0	\$0	\$0	\$0
<u>43858 TRAIL COUNTERS GRANT PROJECT 2020</u>	Capital	\$2,245	\$0	\$0	\$0	\$0	\$0
	Total 43858 TRAIL COUNTERS GRANT PROJECT 2020	\$2,245	\$0	\$0	\$0	\$0	\$0
<u>43859 PROSPECTOR SQ. RAIL TRAIL CONNECTOR</u>	Capital	\$0	\$0	\$900	\$0	\$900	\$40,000
	Total 43859 PROSPECTOR SQ. RAIL TRAIL CONNECTOR	\$0	\$0	\$900	\$0	\$900	\$40,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43870 LED UPGRADE QUINN'S FIELDS</u>	Capital	\$0	\$0	\$593,685	\$0	\$0	\$0
	Total 43870 LED UPGRADE QUINN'S FIELDS	\$0	\$0	\$593,685	\$0	\$0	\$0
<u>43871 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL</u>	Capital	\$0	\$0	\$37,209	\$478,123	\$478,123	\$1,836,359
	Total 43871 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL	\$0	\$0	\$37,209	\$478,123	\$478,123	\$1,836,359
<u>43873 SNOW CREEK CROSSING SR - 248 TUNNEL IMP</u>	Capital	\$0	\$0	\$159,942	\$0	\$268,107	\$4,320,365
	Total 43873 SNOW CREEK CROSSING SR - 248 TUNNEL IMP	\$0	\$0	\$159,942	\$0	\$268,107	\$4,320,365
<u>43874 MAIN ST. ROADWAY DIET</u>	Capital	\$0	\$0	\$0	\$0	\$350,000	\$0
	Total 43874 MAIN ST. ROADWAY DIET	\$0	\$0	\$0	\$0	\$350,000	\$0
<u>43875 MARC CEMENT PAD/PATIO</u>	Capital	\$0	\$0	\$30,000	\$0	\$30,000	\$0
	Total 43875 MARC CEMENT PAD/PATIO	\$0	\$0	\$30,000	\$0	\$30,000	\$0
<u>43876 MARC LEISURE POOL WATER FEATURE</u>	Capital	\$0	\$0	\$22,548	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43876 MARC LEISURE POOL WATER FEATURE	\$0	\$0	\$22,548	\$0	\$0	\$0
<u>43878 SPLASH PAD</u>	Capital	\$0	\$0	\$0	\$0	\$275,000	\$0
	Total 43878 SPLASH PAD	\$0	\$0	\$0	\$0	\$275,000	\$0
<u>43879 PROSPECTOR PARK IMPROVEMENTS</u>	Capital	\$0	\$0	\$0	\$0	\$473,327	\$0
	Total 43879 PROSPECTOR PARK IMPROVEMENTS	\$0	\$0	\$0	\$0	\$473,327	\$0
<u>43880 MARC LIFEGUARD SHACK</u>	Capital	\$0	\$0	\$4,832	\$0	\$0	\$0
	Total 43880 MARC LIFEGUARD SHACK	\$0	\$0	\$4,832	\$0	\$0	\$0
<u>43881 UPPER MAIN ST INTERSECTION IMPROVEMENTS</u>	Capital	\$0	\$0	\$44,715	\$0	\$1,461,562	\$750,000
	Total 43881 UPPER MAIN ST INTERSECTION IMPROVEMENTS	\$0	\$0	\$44,715	\$0	\$1,461,562	\$750,000
<u>43882 WILDFIRE RISK AND MITIGATION MAPPING</u>	Capital	\$0	\$0	\$0	\$0	\$250,000	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43884 FORESTRY PLAN</u>	Total 43882 WILDFIRE RISK AND MITIGATION MAPPING	\$0	\$0	\$0	\$0	\$250,000	\$0
	Capital	\$0	\$0	\$0	\$0	\$100,000	\$0
	Total 43884 FORESTRY PLAN	\$0	\$0	\$0	\$0	\$100,000	\$0
Grand Total		\$78,663,501	\$76,540,730	\$8,371,830	\$48,057,571	\$169,917,281	\$28,970,637

REDEVELOPMENT AGENCY-LOWER PRK – Budget Summary

033 REDEVELOPMENT AGENCY-LOWER PRK – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Misc. Revenues	\$44,230	\$281,233	\$0	\$0	\$0	\$0
	Interfund Transactions (CIP/Debt)	\$3,592,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532
	Total Revenues	\$3,636,762	\$3,373,765	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532
<u>Other</u>	Beginning Balance	\$1,774,703	\$2,610,936	\$3,004,807	\$417,505	\$3,004,807	\$703,605
	Total Other	\$1,774,703	\$2,610,936	\$3,004,807	\$417,505	\$3,004,807	\$703,605
Grand Total		\$5,411,465	\$5,984,701	\$6,097,339	\$3,510,037	\$6,097,339	\$3,796,137

033 REDEVELOPMENT AGENCY-LOWER PRK – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$962	\$548	\$0	\$0	\$0	\$0
	Capital	\$29,851	\$199,006	\$42,989	\$255,000	\$2,606,144	\$295,000
	Total Depts	\$30,814	\$199,554	\$42,989	\$255,000	\$2,606,144	\$295,000
<u>Other</u>	Interfund Transfer	\$2,769,715	\$2,780,340	\$2,787,588	\$2,787,590	\$2,787,590	\$2,791,715

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Ending Balance	\$2,610,936	\$3,004,807	\$0	\$467,447	\$703,605	\$709,422
	Total Other	\$5,380,651	\$5,785,147	\$2,787,588	\$3,255,037	\$3,491,195	\$3,501,137
	Grand Total	\$5,411,465	\$5,984,701	\$2,830,577	\$3,510,037	\$6,097,339	\$3,796,137

033 REDEVELOPMENT AGENCY-LOWER PRK – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Misc. Revenues</u>	033-36111 INTEREST EARNINGS	\$44,230	\$13,067	\$0	\$0	\$0	\$0
	033-36310 SALE OF ASSETS	\$0	\$268,166	\$0	\$0	\$0	\$0
	Total Misc. Revenues	\$44,230	\$281,233	\$0	\$0	\$0	\$0
<u>Interfund Transactions (CIP/Debt)</u>	033-38275 TRANS FROM LPA RDA SRF	\$3,592,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532
	Total Interfund Transactions (CIP/Debt)	\$3,592,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532	\$3,092,532
<u>Beginning Balance</u>	033-39990 BEGINNING BALANCE	\$1,774,703	\$2,610,936	\$3,004,807	\$417,505	\$3,004,807	\$703,605
	Total Beginning Balance	\$1,774,703	\$2,610,936	\$3,004,807	\$417,505	\$3,004,807	\$703,605
	Grand Total	\$5,411,465	\$5,984,701	\$6,097,339	\$3,510,037	\$6,097,339	\$3,796,137

033 REDEVELOPMENT AGENCY-LOWER PRK – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40821 TRANS TO OTHER FUND</u>	Interfund Transfer	\$2,769,715	\$2,780,340	\$2,787,588	\$2,787,590	\$2,787,590	\$2,791,715
	Total 40821 TRANS TO OTHER FUND	\$2,769,715	\$2,780,340	\$2,787,588	\$2,787,590	\$2,787,590	\$2,791,715
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$2,610,936	\$3,004,807	\$0	\$467,447	\$703,605	\$709,422
	Total 40999 END BAL SUR(DEF)	\$2,610,936	\$3,004,807	\$0	\$467,447	\$703,605	\$709,422
<u>43309 CITY PARK IMPROVEMENTS</u>	Capital	\$9,978	\$0	\$5,759	\$100,000	\$742,248	\$100,000
	Total 43309 CITY PARK IMPROVEMENTS	\$9,978	\$0	\$5,759	\$100,000	\$742,248	\$100,000
<u>43322 AFFORDABLE HOUSING</u>	Capital	\$(9,862)	\$2,427	\$0	\$0	\$25,886	\$0
	Total 43322 AFFORDABLE HOUSING	\$(9,862)	\$2,427	\$0	\$0	\$25,886	\$0
<u>43351 TRAFFIC CALMING</u>	Capital	\$0	\$0	\$8,570	\$0	\$39,845	\$0
	Total 43351 TRAFFIC CALMING	\$0	\$0	\$8,570	\$0	\$39,845	\$0
<u>43502 SKATE PARK REPAIRS</u>	Capital	\$4,254	\$0	\$10,000	\$5,000	\$19,749	\$5,000
	Total 43502 SKATE PARK REPAIRS	\$4,254	\$0	\$10,000	\$5,000	\$19,749	\$5,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43585 CITY-WIDE SIGNS PHASE 1</u>	Capital	\$0	\$0	\$0	\$0	\$7,156	\$0
	Total 43585 CITY-WIDE SIGNS PHASE 1	\$0	\$0	\$0	\$0	\$7,156	\$0
<u>43598 SECURITY PROJECTS</u>	Capital	\$0	\$0	\$0	\$0	\$40,000	\$40,000
	Total 43598 SECURITY PROJECTS	\$0	\$0	\$0	\$0	\$40,000	\$40,000
<u>43599 CRESCENT TRAMWAY TRAIL</u>	Capital	\$3,486	\$193,858	\$0	\$0	\$0	\$0
	Total 43599 CRESCENT TRAMWAY TRAIL	\$3,486	\$193,858	\$0	\$0	\$0	\$0
<u>43646 LIBRARY REMODEL</u>	Capital	\$1,936	\$0	\$0	\$0	\$449	\$0
	Total 43646 LIBRARY REMODEL	\$1,936	\$0	\$0	\$0	\$449	\$0
<u>43647 WOODSIDE PHASE I</u>	Capital	\$3,656	\$1,114	\$0	\$0	\$932	\$0
	Total 43647 WOODSIDE PHASE I	\$3,656	\$1,114	\$0	\$0	\$932	\$0
<u>43649 SENIOR COMMUNITY CENTER</u>	Capital	\$8,610	\$0	\$0	\$0	\$991,390	\$0
	Total 43649 SENIOR COMMUNITY CENTER	\$8,610	\$0	\$0	\$0	\$991,390	\$0
<u>43679 OLD TOWN STAIRS</u>	Capital	\$0	\$0	\$13,660	\$150,000	\$450,000	\$150,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43679 OLD TOWN STAIRS	\$0	\$0	\$13,660	\$150,000	\$450,000	\$150,000
<u>43696 1450-60 PARK AVENUE</u>	Capital	\$(2,570)	\$0	\$0	\$0	\$0	\$0
	Total 43696 1450-60 PARK AVENUE	\$(2,570)	\$0	\$0	\$0	\$0	\$0
<u>43711 WOODSIDE PHASE II</u>	Capital	\$0	\$0	\$0	\$0	\$2,208	\$0
	Total 43711 WOODSIDE PHASE II	\$0	\$0	\$0	\$0	\$2,208	\$0
<u>43730 PUBLIC ART</u>	Capital	\$0	\$0	\$5,000	\$0	\$42,749	\$0
	Total 43730 PUBLIC ART	\$0	\$0	\$5,000	\$0	\$42,749	\$0
<u>43743 RECREATION BLDG. CITY PARK</u>	Personnel	\$962	\$548	\$0	\$0	\$0	\$0
	Capital	\$10,365	\$1,607	\$0	\$0	\$241,383	\$0
	Total 43743 RECREATION BLDG. CITY PARK	\$11,327	\$2,156	\$0	\$0	\$241,383	\$0
<u>43769 CENTRAL PARK</u>	Capital	\$0	\$0	\$0	\$0	\$2,148	\$0
	Total 43769 CENTRAL PARK	\$0	\$0	\$0	\$0	\$2,148	\$0
Grand Total		\$5,411,465	\$5,984,701	\$2,830,577	\$3,510,037	\$6,097,339	\$3,796,137

REDEVELOPMENT AGENCY-MAIN ST – Budget Summary

034 REDEVELOPMENT AGENCY-MAIN ST – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Misc. Revenues	\$14,714	\$2,794	\$0	\$0	\$0	\$0
	Interfund Transactions (CIP/Debt)	\$690,000	\$1,200,000	\$699,996	\$700,000	\$700,000	\$700,000
	Total Revenues	\$704,714	\$1,202,794	\$699,996	\$700,000	\$700,000	\$700,000
<u>Other</u>	Beginning Balance	\$835,780	\$735,315	\$891,332	\$490,567	\$891,332	\$1,163,361
	Total Other	\$835,780	\$735,315	\$891,332	\$490,567	\$891,332	\$1,163,361
Grand Total		\$1,540,494	\$1,938,109	\$1,591,328	\$1,190,567	\$1,591,332	\$1,863,361

034 REDEVELOPMENT AGENCY-MAIN ST – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Capital	\$173	\$0	\$0	\$30,000	\$427,971	\$0
	Total Depts	\$173	\$0	\$0	\$30,000	\$427,971	\$0
<u>Other</u>	Interfund Transfer	\$805,006	\$1,046,777	\$0	\$0	\$0	\$0
	Ending Balance	\$735,315	\$891,332	\$0	\$1,160,567	\$1,163,361	\$1,863,361

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Other	\$1,540,321	\$1,938,109	\$0	\$1,160,567	\$1,163,361	\$1,863,361
	Grand Total	\$1,540,494	\$1,938,109	\$0	\$1,190,567	\$1,591,332	\$1,863,361

034 REDEVELOPMENT AGENCY-MAIN ST – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Misc. Revenues</u>	034-36111 INTEREST EARNINGS	\$14,714	\$2,794	\$0	\$0	\$0	\$0
	Total Misc. Revenues	\$14,714	\$2,794	\$0	\$0	\$0	\$0
<u>Interfund Transactions (CIP/Debt)</u>	034-38277 TRANS FROM MAIN ST RDA SRF	\$690,000	\$1,200,000	\$699,996	\$700,000	\$700,000	\$700,000
	Total Interfund Transactions (CIP/Debt)	\$690,000	\$1,200,000	\$699,996	\$700,000	\$700,000	\$700,000
<u>Beginning Balance</u>	034-39990 BEGINNING BALANCE	\$835,780	\$735,315	\$891,332	\$490,567	\$891,332	\$1,163,361
	Total Beginning Balance	\$835,780	\$735,315	\$891,332	\$490,567	\$891,332	\$1,163,361
	Grand Total	\$1,540,494	\$1,938,109	\$1,591,328	\$1,190,567	\$1,591,332	\$1,863,361

034 REDEVELOPMENT AGENCY-MAIN ST – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40821 TRANS TO OTHER FUND</u>	Interfund Transfer	\$805,006	\$1,046,777	\$0	\$0	\$0	\$0
	Total 40821 TRANS TO OTHER FUND	\$805,006	\$1,046,777	\$0	\$0	\$0	\$0
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$735,315	\$891,332	\$0	\$1,160,567	\$1,163,361	\$1,863,361
	Total 40999 END BAL SUR(DEF)	\$735,315	\$891,332	\$0	\$1,160,567	\$1,163,361	\$1,863,361
<u>43306 OLD TOWN STAIRS</u>	Capital	\$173	\$0	\$0	\$0	\$284,253	\$0
	Total 43306 OLD TOWN STAIRS	\$173	\$0	\$0	\$0	\$284,253	\$0
<u>43586 CITY-WIDE SIGNS PHASE 1</u>	Capital	\$0	\$0	\$0	\$0	\$20,000	\$0
	Total 43586 CITY-WIDE SIGNS PHASE 1	\$0	\$0	\$0	\$0	\$20,000	\$0
<u>43814 MAIN STREET BOLLARDS PHASE I</u>	Capital	\$0	\$0	\$0	\$0	\$11,718	\$0
	Total 43814 MAIN STREET BOLLARDS PHASE I	\$0	\$0	\$0	\$0	\$11,718	\$0
<u>43815 PAVEMENT MANAGEMENT IMPLEMENTATION</u>	Capital	\$0	\$0	\$0	\$0	\$52,000	\$0
	Total 43815 PAVEMENT MANAGEMENT IMPLEMENTATION	\$0	\$0	\$0	\$0	\$52,000	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43848 OLD TOWN ACCESS & CIRCULATION PLAN</u>	Capital	\$0	\$0	\$0	\$30,000	\$60,000	\$0
	Total 43848 OLD TOWN ACCESS & CIRCULATION PLAN	\$0	\$0	\$0	\$30,000	\$60,000	\$0
	Grand Total	\$1,540,494	\$1,938,109	\$0	\$1,190,567	\$1,591,332	\$1,863,361

BUILDING AUTHORITY – Budget Summary

035 BUILDING AUTHORITY – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Misc. Revenues	\$8,275	\$2,123	\$0	\$0	\$0	\$0
	Total Revenues	\$8,275	\$2,123	\$0	\$0	\$0	\$0
<u>Other</u>	Beginning Balance	\$440,916	\$449,191	\$451,314	\$449,191	\$451,314	\$451,314
	Total Other	\$440,916	\$449,191	\$451,314	\$449,191	\$451,314	\$451,314
Grand Total		\$449,191	\$451,314	\$451,314	\$449,191	\$451,314	\$451,314

035 BUILDING AUTHORITY – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Other</u>	Ending Balance	\$449,191	\$451,314	\$0	\$449,191	\$451,314	\$451,314
	Total Other	\$449,191	\$451,314	\$0	\$449,191	\$451,314	\$451,314
Grand Total		\$449,191	\$451,314	\$0	\$449,191	\$451,314	\$451,314

035 BUILDING AUTHORITY – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Misc. Revenues</u>	035-36111 INTEREST EARNINGS	\$8,275	\$2,123	\$0	\$0	\$0	\$0
	Total Misc. Revenues	\$8,275	\$2,123	\$0	\$0	\$0	\$0
<u>Beginning Balance</u>	035-39990 BEGINNING BALANCE	\$440,916	\$449,191	\$451,314	\$449,191	\$451,314	\$451,314
	Total Beginning Balance	\$440,916	\$449,191	\$451,314	\$449,191	\$451,314	\$451,314
Grand Total		\$449,191	\$451,314	\$451,314	\$449,191	\$451,314	\$451,314

035 BUILDING AUTHORITY – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$449,191	\$451,314	\$0	\$449,191	\$451,314	\$451,314
	Total 40999 END BAL SUR(DEF)	\$449,191	\$451,314	\$0	\$449,191	\$451,314	\$451,314
Grand Total		\$449,191	\$451,314	\$0	\$449,191	\$451,314	\$451,314

EQUIPMENT REPLACEMENT CIP – Budget Summary

038 EQUIPMENT REPLACEMENT CIP – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Misc. Revenues	\$179,548	\$31,635	\$8,645	\$0	\$0	\$0
	Interfund Transactions (CIP/Debt)	\$1,285,600	\$1,460,138	\$1,585,596	\$1,585,600	\$1,585,600	\$1,585,600
	Total Revenues	\$1,465,148	\$1,491,773	\$1,594,241	\$1,585,600	\$1,585,600	\$1,585,600
<u>Other</u>	Beginning Balance	\$1,912,090	\$1,431,240	\$2,666,494	\$313,515	\$2,666,494	\$330,150
	Total Other	\$1,912,090	\$1,431,240	\$2,666,494	\$313,515	\$2,666,494	\$330,150
Grand Total		\$3,377,238	\$2,923,013	\$4,260,735	\$1,899,115	\$4,252,094	\$1,915,750

038 EQUIPMENT REPLACEMENT CIP – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Capital	\$1,945,998	\$256,519	\$1,830,789	\$1,585,600	\$3,921,944	\$1,851,062
	Total Depts	\$1,945,998	\$256,519	\$1,830,789	\$1,585,600	\$3,921,944	\$1,851,062
<u>Other</u>	Ending Balance	\$1,431,240	\$2,666,494	\$0	\$313,515	\$330,150	\$64,688
	Total Other	\$1,431,240	\$2,666,494	\$0	\$313,515	\$330,150	\$64,688

	Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
Grand Total	\$3,377,238	\$2,923,013	\$1,830,789	\$1,899,115	\$4,252,094	\$1,915,750

038 EQUIPMENT REPLACEMENT CIP – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Misc. Revenues</u>	038-36310 SALE OF ASSETS	\$179,548	\$31,635	\$8,645	\$0	\$0	\$0
	Total Misc. Revenues	\$179,548	\$31,635	\$8,645	\$0	\$0	\$0
<u>Interfund Transactions (CIP/Debt)</u>	038-38210 TRANS FR GEN FUND- EQUIP REPLAC	\$1,285,600	\$1,460,138	\$1,585,596	\$1,585,600	\$1,585,600	\$1,585,600
	Total Interfund Transactions (CIP/Debt)	\$1,285,600	\$1,460,138	\$1,585,596	\$1,585,600	\$1,585,600	\$1,585,600
<u>Beginning Balance</u>	038-39990 BEGINNING BALANCE	\$1,912,090	\$1,431,240	\$2,666,494	\$313,515	\$2,666,494	\$330,150
	Total Beginning Balance	\$1,912,090	\$1,431,240	\$2,666,494	\$313,515	\$2,666,494	\$330,150
Grand Total		\$3,377,238	\$2,923,013	\$4,260,735	\$1,899,115	\$4,252,094	\$1,915,750

038 EQUIPMENT REPLACEMENT CIP – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$1,431,240	\$2,666,494	\$0	\$313,515	\$330,150	\$64,688

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40999 END BAL SUR(DEF)	\$1,431,240	\$2,666,494	\$0	\$313,515	\$330,150	\$64,688
<u>43330 REPLACE ROLLING STOCK</u>	Capital	\$1,389,504	\$147,325	\$1,163,511	\$1,250,000	\$3,144,309	\$1,350,000
	Total 43330 REPLACE ROLLING STOCK	\$1,389,504	\$147,325	\$1,163,511	\$1,250,000	\$3,144,309	\$1,350,000
<u>43350 REPLACE COMPUTER</u>	Capital	\$477,047	\$97,574	\$656,758	\$320,600	\$724,577	\$471,062
	Total 43350 REPLACE COMPUTER	\$477,047	\$97,574	\$656,758	\$320,600	\$724,577	\$471,062
<u>43683 FLEET SHOP EQUIP REPLACEMENT</u>	Capital	\$79,447	\$11,620	\$10,520	\$15,000	\$38,058	\$15,000
	Total 43683 FLEET SHOP EQUIP REPLACEMENT	\$79,447	\$11,620	\$10,520	\$15,000	\$38,058	\$15,000
<u>43885 CITY AED REPLACEMENT & MAINTENANCE FUND</u>	Capital	\$0	\$0	\$0	\$0	\$15,000	\$15,000
	Total 43885 CITY AED REPLACEMENT & MAINTENANCE FUND	\$0	\$0	\$0	\$0	\$15,000	\$15,000
Grand Total		\$3,377,238	\$2,923,013	\$1,830,789	\$1,899,115	\$4,252,094	\$1,915,750

WATER FUND – Budget Summary

051 WATER FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Planning Building & Engineering Fees	\$1,777,154	\$1,569,883	\$1,260,513	\$1,183,938	\$1,183,938	\$1,219,456
	Federal Revenue	\$0	\$0	\$0	\$456,274	\$456,274	\$469,962
	Water Charges for Services	\$18,506,793	\$21,116,912	\$17,932,696	\$19,819,145	\$19,819,145	\$20,392,268
	Misc. Revenues	\$337,078	\$274,762	\$174,322	\$203,002	\$203,002	\$209,092
	Special Revenues & Resources	\$0	\$2,144,477	\$0	\$0	\$0	\$0
	Bond Proceeds	\$0	\$0	\$0	\$31,190,000	\$78,190,000	\$37,589,496
	Total Revenues	\$20,621,025	\$25,106,033	\$19,367,530	\$52,852,359	\$99,852,359	\$59,880,274
<u>Other</u>	Beginning Balance	\$8,601,446	\$11,194,924	\$11,227,874	\$861,624	\$11,227,874	\$726,622
	Total Other	\$8,601,446	\$11,194,924	\$11,227,874	\$861,624	\$11,227,874	\$726,622
Grand Total		\$29,222,471	\$36,300,957	\$30,595,404	\$53,713,983	\$111,080,233	\$60,606,896

051 WATER FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$3,204,546	\$2,837,432	\$3,572,458	\$3,709,472	\$3,730,132	\$4,487,041
	Mat, Suppls, Services	\$7,425,346	\$7,230,911	\$4,394,929	\$4,109,243	\$4,109,243	\$5,231,887
	Capital	\$3,905,707	\$10,810,108	\$34,752,533	\$37,422,575	\$95,130,136	\$32,100,962
	Debt Service	\$1,730,446	\$2,417,548	\$5,582,503	\$5,577,420	\$5,577,420	\$5,577,420
	Total Depts	\$16,266,044	\$23,295,998	\$48,302,422	\$50,818,710	\$108,546,932	\$47,397,310
<u>Other</u>	Interfund Transfer	\$1,761,502	\$1,777,085	\$1,092,432	\$1,807,429	\$1,806,679	\$2,057,241
	Ending Balance	\$11,194,924	\$11,227,874	\$0	\$1,087,844	\$726,622	\$11,067,345
	Total Other	\$12,956,426	\$13,004,959	\$1,092,432	\$2,895,273	\$2,533,301	\$13,124,586
Grand Total		\$29,222,470	\$36,300,957	\$49,394,854	\$53,713,983	\$111,080,233	\$60,521,896

051 WATER FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Planning Building & Engineering Fees</u>	051-32363 WATER IMPACT FEES	\$1,777,154	\$1,569,883	\$1,260,513	\$1,183,938	\$1,183,938	\$1,219,456
	Total Planning Building & Engineering Fees	\$1,777,154	\$1,569,883	\$1,260,513	\$1,183,938	\$1,183,938	\$1,219,456

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Federal Revenue</u>	051-33110 FEDERAL GRANTS	\$0	\$0	\$0	\$456,274	\$456,274	\$469,962
	Total Federal Revenue	\$0	\$0	\$0	\$456,274	\$456,274	\$469,962
<u>Water Charges for Services</u>	051-34111 WATER SERVICE FEES	\$17,713,704	\$20,285,069	\$16,678,584	\$19,044,152	\$19,044,152	\$19,615,476
	051-34112 LATE FEES WATER BIL	\$10,802	\$14,158	\$7,368	\$3,215	\$3,215	\$3,311
	051-34113 WATER METER RENTAL	\$0	\$0	\$0	\$25	\$25	\$26
	051-34114 REGIONAL WATER SERVICE FEES	\$0	\$0	\$962,373	\$0	\$0	\$0
	051-34115 WATER SERVICE FEES - SNOWMAKING	\$0	\$0	\$169,288	\$0	\$0	\$0
	051-34121 SALE OF METERS	\$64,690	\$98,978	\$111,971	\$53,776	\$53,776	\$55,389
	051-34123 RECONNECTION FEES	\$2,578	\$3,707	\$3,112	\$2,977	\$2,977	\$3,066
	051-34125 WATER GENERAL FUND	\$715,000	\$715,000	\$0	\$715,000	\$715,000	\$715,000
	051-34150 PCMC INTERNAL WATER BILLING REVENUE	\$19	\$0	\$0	\$0	\$0	\$0
	Total Water Charges for Services	\$18,506,793	\$21,116,912	\$17,932,696	\$19,819,145	\$19,819,145	\$20,392,268
<u>Misc. Revenues</u>	051-36111 INTEREST EARNINGS	\$15,750	\$55,707	\$0	\$12,076	\$12,076	\$12,438
	051-36112 INT EARN SPEC ACCTS	\$124,105	\$212,085	\$171,634	\$69,666	\$69,666	\$71,756
	051-36310 SALE OF ASSETS	\$5,452	\$6,650	\$0	\$6,172	\$6,172	\$6,357

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Special Revenues & Resources</u>	051-36911 OTHER MISCELLANEOUS	\$31,640	\$320	\$2,689	\$40,385	\$40,385	\$41,597
	051-36915 BUILD AMERICA BOND SUBSIDY	\$160,132	\$0	\$0	\$74,703	\$74,703	\$76,944
	Total Misc. Revenues	\$337,078	\$274,762	\$174,322	\$203,002	\$203,002	\$209,092
	051-39110 DONATIONS	\$0	\$2,144,477	\$0	\$0	\$0	\$0
	Total Special Revenues & Resources	\$0	\$2,144,477	\$0	\$0	\$0	\$0
<u>Bond Proceeds</u>	051-39220 BOND PROCEEDS	\$0	\$0	\$0	\$31,190,000	\$78,190,000	\$37,589,496
	Total Bond Proceeds	\$0	\$0	\$0	\$31,190,000	\$78,190,000	\$37,589,496
<u>Beginning Balance</u>	051-39990 BEGINNING BALANCE	\$8,601,446	\$11,194,924	\$11,227,874	\$861,624	\$11,227,874	\$726,622
	Total Beginning Balance	\$8,601,446	\$11,194,924	\$11,227,874	\$861,624	\$11,227,874	\$726,622
Grand Total		\$29,222,471	\$36,300,957	\$30,595,404	\$53,713,983	\$111,080,233	\$60,606,896

051 WATER FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40451 WATER OPERATIONS</u>	Personnel	\$3,096,304	\$3,026,512	\$3,540,083	\$3,709,472	\$3,730,132	\$4,487,041

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Mat, Suppls, Services	\$3,884,950	\$4,034,006	\$4,394,929	\$4,109,243	\$4,109,243	\$5,231,887
	Capital	\$7,449	\$11,742	\$27,891	\$38,000	\$38,000	\$276,000
	Interfund Transfer	\$1,600,405	\$1,604,405	\$957,168	\$1,672,170	\$1,671,420	\$1,894,963
	Total 40451 WATER OPERATIONS	\$8,589,108	\$8,676,665	\$8,920,071	\$9,528,885	\$9,548,795	\$11,889,891
<u>40452 WATER INSURANCE</u>	Interfund Transfer	\$161,097	\$172,680	\$135,264	\$135,259	\$135,259	\$162,278
	Total 40452 WATER INSURANCE	\$161,097	\$172,680	\$135,264	\$135,259	\$135,259	\$162,278
<u>40484 DEPRECIATION</u>	Mat, Suppls, Services	\$3,540,396	\$3,196,905	\$0	\$0	\$0	\$0
	Total 40484 DEPRECIATION	\$3,540,396	\$3,196,905	\$0	\$0	\$0	\$0
<u>40575 PENSION EXPENSE GASB 68</u>	Personnel	\$51,856	\$(233,124)	\$0	\$0	\$0	\$0
	Total 40575 PENSION EXPENSE GASB 68	\$51,856	\$(233,124)	\$0	\$0	\$0	\$0
<u>40740 2009A WATER BONDS-DEQ</u>	Debt Service	\$2,500	\$2,500	\$127,500	\$127,500	\$127,500	\$127,500
	Total 40740 2009A WATER BONDS-DEQ	\$2,500	\$2,500	\$127,500	\$127,500	\$127,500	\$127,500
<u>40741 2009B WATER REV & REFUNDING BONDS</u>	Debt Service	\$250	\$0	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40741 2009B WATER REV & REFUNDING BONDS	\$250	\$0	\$0	\$0	\$0	\$0
<u>40742 2009C WATER REVENUE BONDS</u>	Debt Service	\$490,859	\$0	\$0	\$0	\$0	\$0
	Total 40742 2009C WATER REVENUE BONDS	\$490,859	\$0	\$0	\$0	\$0	\$0
<u>40743 2010 WATER REVENUE BONDS</u>	Debt Service	\$153,090	\$0	\$0	\$0	\$0	\$0
	Total 40743 2010 WATER REVENUE BONDS	\$153,090	\$0	\$0	\$0	\$0	\$0
<u>40744 2012 WATER BONDS</u>	Debt Service	\$59,338	\$50,997	\$18,515	\$363,650	\$363,650	\$363,650
	Total 40744 2012 WATER BONDS	\$59,338	\$50,997	\$18,515	\$363,650	\$363,650	\$363,650
<u>40745 2012B WATER REVENUE BONDS</u>	Debt Service	\$118,318	\$118,389	\$56,976	\$126,813	\$126,813	\$126,813
	Total 40745 2012B WATER REVENUE BONDS	\$118,318	\$118,389	\$56,976	\$126,813	\$126,813	\$126,813
<u>40746 2013A WATER BONDS</u>	Debt Service	\$31,478	\$26,795	\$269,075	\$270,250	\$270,250	\$270,250
	Total 40746 2013A WATER BONDS	\$31,478	\$26,795	\$269,075	\$270,250	\$270,250	\$270,250

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40748 2014 WATER REVENUE BONDS</u>	Debt Service	\$117,393	\$117,464	\$128,541	\$136,238	\$136,238	\$136,238
	Total 40748 2014 WATER REVENUE BONDS	\$117,393	\$117,464	\$128,541	\$136,238	\$136,238	\$136,238
<u>40750 2020 WATER REVENUE BONDS</u>	Debt Service	\$685,613	\$1,959,492	\$4,450,569	\$4,552,969	\$4,552,969	\$4,552,969
	Total 40750 2020 WATER REVENUE BONDS	\$685,613	\$1,959,492	\$4,450,569	\$4,552,969	\$4,552,969	\$4,552,969
<u>40755 2021 WATER REVENUE BONDS</u>	Debt Service	\$0	\$0	\$559,368	\$0	\$0	\$0
	Total 40755 2021 WATER REVENUE BONDS	\$0	\$0	\$559,368	\$0	\$0	\$0
<u>40820 CONTRACTS PAYABLE</u>	Debt Service	\$29,345	\$57,386	\$(28,041)	\$0	\$0	\$0
	Total 40820 CONTRACTS PAYABLE	\$29,345	\$57,386	\$(28,041)	\$0	\$0	\$0
<u>40825 RIGHT TO USE ASSET</u>	Debt Service	\$42,262	\$84,525	\$0	\$0	\$0	\$0
	Total 40825 RIGHT TO USE ASSET	\$42,262	\$84,525	\$0	\$0	\$0	\$0
<u>40900 CAPITAL ASSET- PERIOD 13 ADJUSTMENT</u>	Capital	\$(23,238,930)	\$(41,546,785)	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT	\$(23,238,930)	\$(41,546,785)	\$0	\$0	\$0	\$0
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$11,194,924	\$11,227,874	\$0	\$1,087,844	\$726,622	\$11,067,345
	Total 40999 END BAL SUR(DEF)	\$11,194,924	\$11,227,874	\$0	\$1,087,844	\$726,622	\$11,067,345
<u>43312 TUNNEL IMPROVEMENTS</u>	Personnel	\$294	\$603	\$0	\$0	\$0	\$0
	Capital	\$305,508	\$3,815,094	\$843,815	\$274,750	\$3,389,402	\$2,781,619
	Total 43312 TUNNEL IMPROVEMENTS	\$305,802	\$3,815,696	\$843,815	\$274,750	\$3,389,402	\$2,781,619
<u>43317 WATER EQUIPMENT</u>	Capital	\$0	\$92,699	\$70,761	\$80,000	\$157,647	\$200,000
	Total 43317 WATER EQUIPMENT	\$0	\$92,699	\$70,761	\$80,000	\$157,647	\$200,000
<u>43340 MOTOR CHANGE OUT & REBUILD</u>	Capital	\$42,424	\$0	\$0	\$0	\$0	\$0
	Total 43340 MOTOR CHANGE OUT & REBUILD	\$42,424	\$0	\$0	\$0	\$0	\$0
<u>43417 OTIS WATER PIPELINE REPLACEMENT</u>	Capital	\$50,796	\$0	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43417 OTIS WATER PIPELINE REPLACEMENT	\$50,796	\$0	\$0	\$0	\$0	\$0
<u>43428 WATER DEPT INFRASTRUCTURE IMPROVEMENTS</u>	Personnel	\$56,091	\$43,440	\$32,374	\$0	\$0	\$0
	Capital	\$782,328	\$171,827	\$1,501,302	\$2,395,250	\$3,729,540	\$3,954,863
	Total 43428 WATER DEPT INFRASTRUCTURE IMPROVEMENTS	\$838,419	\$215,267	\$1,533,677	\$2,395,250	\$3,729,540	\$3,954,863
<u>43513 ROCKPORT WATER, PIPELINE AND STORAGE</u>	Capital	\$1,271,787	\$4,516,081	\$1,019,887	\$1,458,700	\$4,250,672	\$1,274,570
	Total 43513 ROCKPORT WATER, PIPELINE AND STORAGE	\$1,271,787	\$4,516,081	\$1,019,887	\$1,458,700	\$4,250,672	\$1,274,570
<u>43571 QUINNS WATER TREATMENT PLANT</u>	Capital	\$186,378	\$(186,378)	\$0	\$0	\$305,185	\$0
	Total 43571 QUINNS WATER TREATMENT PLANT	\$186,378	\$(186,378)	\$0	\$0	\$305,185	\$0
<u>43612 SMART IRRIGATION CONTROLLERS</u>	Capital	\$0	\$0	\$0	\$0	\$4,353	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43612 SMART IRRIGATION CONTROLLERS	\$0	\$0	\$0	\$0	\$4,353	\$0
<u>43613 WATER QUALITY STUDY</u>	Capital	\$86,076	\$0	\$315,628	\$350,000	\$415,628	\$350,000
	Total 43613 WATER QUALITY STUDY	\$86,076	\$0	\$315,628	\$350,000	\$415,628	\$350,000
<u>43614 ROCKPORT CAPITAL FACILITIES REPL</u>	Capital	\$125,828	\$54,866	\$17,676	\$0	\$0	\$0
	Total 43614 ROCKPORT CAPITAL FACILITIES REPL	\$125,828	\$54,866	\$17,676	\$0	\$0	\$0
<u>43640 EMPIRE TANK REPLACEMENT</u>	Capital	\$49,872	\$50,853	\$0	\$0	\$1,807,165	\$0
	Total 43640 EMPIRE TANK REPLACEMENT	\$49,872	\$50,853	\$0	\$0	\$1,807,165	\$0
<u>43641 QUINN'S WATER TREATMENT PLAN ASSET RPLC</u>	Capital	\$214,491	\$39,303	\$199,909	\$220,500	\$911,924	\$231,525
	Total 43641 QUINN'S WATER TREATMENT PLAN ASSET RPLC	\$214,491	\$39,303	\$199,909	\$220,500	\$911,924	\$231,525
<u>43651 FLEET MGMT SOFTWARE</u>	Capital	\$0	\$0	\$0	\$0	\$17,307	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43651 FLEET MGMT SOFTWARE	\$0	\$0	\$0	\$0	\$17,307	\$0
<u>43672 SPIRO/JUDGE PRE-TREATMENT</u>	Capital	\$0	\$0	\$0	\$0	\$2,500	\$0
	Total 43672 SPIRO/JUDGE PRE- TREATMENT	\$0	\$0	\$0	\$0	\$2,500	\$0
<u>43684 EQUIP REPLACEMENT - COMPUTER</u>	Capital	\$14,971	\$20,665	\$12,711	\$21,232	\$75,153	\$138,232
	Total 43684 EQUIP REPLACEMENT - COMPUTER	\$14,971	\$20,665	\$12,711	\$21,232	\$75,153	\$138,232
<u>43688 REGIONAL INTERCONNECT</u>	Capital	\$(172,939)	\$514,075	\$0	\$0	\$186,244	\$0
	Total 43688 REGIONAL INTERCONNECT	\$(172,939)	\$514,075	\$0	\$0	\$186,244	\$0
<u>43689 METER REPLACEMENT</u>	Capital	\$199,450	\$230,820	\$101,141	\$150,000	\$299,488	\$150,000
	Total 43689 METER REPLACEMENT	\$199,450	\$230,820	\$101,141	\$150,000	\$299,488	\$150,000
<u>43690 PARK MEADOWS WELL</u>	Capital	\$454	\$0	\$0	\$0	\$2,678,908	\$0
	Total 43690 PARK MEADOWS WELL	\$454	\$0	\$0	\$0	\$2,678,908	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43691 PRV IMPROVEMENTS FOR FIRE FLOW STORAGE A</u>	Capital	\$0	\$0	\$0	\$805,000	\$805,000	\$0
	Total 43691 PRV IMPROVEMENTS FOR FIRE FLOW STORAGE A	\$0	\$0	\$0	\$805,000	\$805,000	\$0
<u>43701 STREETS AND WATER MAINTENANCE BUILDING</u>	Capital	\$3,769	\$0	\$0	\$0	\$0	\$0
	Total 43701 STREETS AND WATER MAINTENANCE BUILDING	\$3,769	\$0	\$0	\$0	\$0	\$0
<u>43723 C1 QUINNS WTP TO BOOTHILL - PHASE 1</u>	Capital	\$3,232,172	\$4,142,695	\$844,051	\$1,110,000	\$2,385,750	\$0
	Total 43723 C1 QUINNS WTP TO BOOTHILL - PHASE 1	\$3,232,172	\$4,142,695	\$844,051	\$1,110,000	\$2,385,750	\$0
<u>43724 REGIONALIZATION FEE</u>	Capital	\$0	\$0	\$200,000	\$200,000	\$400,000	\$200,000
	Total 43724 REGIONALIZATION FEE	\$0	\$0	\$200,000	\$200,000	\$400,000	\$200,000
<u>43747 MIW TREATMENT</u>	Capital	\$12,012,858	\$36,420,185	\$29,388,850	\$28,200,000	\$66,419,228	\$20,094,153

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43747 MIW TREATMENT	\$12,012,858	\$36,420,185	\$29,388,850	\$28,200,000	\$66,419,228	\$20,094,153
<u>43748 QJWTP TREATMENT UPGRADES</u>	Capital	\$3,823,255	\$2,465,955	\$106,920	\$0	\$2,839,109	\$0
	Total 43748 QJWTP TREATMENT UPGRADES	\$3,823,255	\$2,465,955	\$106,920	\$0	\$2,839,109	\$0
<u>43749 QJWTP CAPACITY UPGRADES</u>	Capital	\$556,045	\$0	\$0	\$0	\$710	\$0
	Total 43749 QJWTP CAPACITY UPGRADES	\$556,045	\$0	\$0	\$0	\$710	\$0
<u>43750 DISTRIBUTION ZONING METERS</u>	Capital	\$112,260	\$0	\$4,697	\$0	\$13,055	\$0
	Total 43750 DISTRIBUTION ZONING METERS	\$112,260	\$0	\$4,697	\$0	\$13,055	\$0
<u>43751 ENERGY PROJECTS</u>	Capital	\$141,416	\$72,251	\$97,294	\$200,000	\$518,944	\$200,000
	Total 43751 ENERGY PROJECTS	\$141,416	\$72,251	\$97,294	\$200,000	\$518,944	\$200,000
<u>43752 QWTP ENERGY PROJECTS</u>	Capital	\$(36,778)	\$0	\$0	\$0	\$0	\$0
	Total 43752 QWTP ENERGY PROJECTS	\$(36,778)	\$0	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43766 GOLF BUILDING</u>	Capital	\$2,957,321	\$48,689	\$0	\$0	\$0	\$0
	Total 43766 GOLF BUILDING	\$2,957,321	\$48,689	\$0	\$0	\$0	\$0
<u>43794 MOBILE MANAGEMENT SERVER</u>	Capital	\$0	\$0	\$0	\$0	\$13,000	\$0
	Total 43794 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	\$0	\$13,000	\$0
<u>43799 WINDOWS 10 CLIENT LICENSES</u>	Capital	\$0	\$0	\$0	\$0	\$1,480	\$0
	Total 43799 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	\$0	\$1,480	\$0
<u>43805 JSSD INTERCONNECTION IMPROVEMENTS</u>	Capital	\$1,089,327	\$(124,530)	\$0	\$0	\$146,686	\$0
	Total 43805 JSSD INTERCONNECTION IMPROVEMENTS	\$1,089,327	\$(124,530)	\$0	\$0	\$146,686	\$0
<u>43822 QUEEN ESTHER DRIVE</u>	Capital	\$0	\$0	\$0	\$669,143	\$669,143	\$0
	Total 43822 QUEEN ESTHER DRIVE	\$0	\$0	\$0	\$669,143	\$669,143	\$0
<u>43826 WEST NECK TANK</u>	Capital	\$73,624	\$0	\$0	\$1,250,000	\$2,648,914	\$1,250,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43827 MIW OFFSITE IMPROVEMENTS</u>	Total 43826 WEST NECK TANK	\$73,624	\$0	\$0	\$1,250,000	\$2,648,914	\$1,250,000
	Capital	\$14,496	\$0	\$0	\$0	\$0	\$0
	Total 43827 MIW OFFSITE IMPROVEMENTS	\$14,496	\$0	\$0	\$0	\$0	\$0
Grand Total		\$29,222,470	\$36,300,957	\$49,394,854	\$53,713,984	\$111,080,232	\$59,521,896

STORM WATER FUND – Budget Summary

052 STORM WATER FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Water Charges for Services	\$1,437,517	\$1,480,432	\$1,604,802	\$2,000,000	\$2,000,000	\$2,000,000
	Misc. Revenues	\$21,372	\$5,930	\$0	\$0	\$0	\$0
	Special Revenues & Resources	\$0	\$403,356	\$0	\$0	\$0	\$0
	Total Revenues	\$1,458,889	\$1,889,718	\$1,604,802	\$2,000,000	\$2,000,000	\$2,000,000
<u>Other</u>	Beginning Balance	\$717,233	\$1,057,579	\$1,895,343	\$453,808	\$1,895,343	\$1,038,551
	Total Other	\$717,233	\$1,057,579	\$1,895,343	\$453,808	\$1,895,343	\$1,038,551
Grand Total		\$2,176,122	\$2,947,297	\$3,500,145	\$2,453,808	\$3,895,343	\$3,038,551

052 STORM WATER FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$662,375	\$584,096	\$762,333	\$668,062	\$698,062	\$714,043
	Mat, Suppls, Services	\$326,132	\$339,383	\$106,587	\$291,444	\$291,444	\$310,376
	Capital	\$2,492	\$700	\$31,912	\$1,121,500	\$1,725,688	\$371,500

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Depts	\$990,999	\$924,178	\$900,832	\$2,081,006	\$2,715,194	\$1,395,919
<u>Other</u>	Interfund Transfer	\$127,543	\$127,775	\$135,456	\$135,448	\$141,598	\$157,377
	Ending Balance	\$1,057,579	\$1,895,343	\$0	\$237,354	\$1,038,551	\$1,485,255
	Total Other	\$1,185,122	\$2,023,118	\$135,456	\$372,802	\$1,180,149	\$1,642,632
Grand Total		\$2,176,121	\$2,947,296	\$1,036,288	\$2,453,808	\$3,895,343	\$3,038,551

052 STORM WATER FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Water Charges for Services</u>	052-34175 STORM WATER FEES	\$1,436,696	\$1,479,615	\$1,604,317	\$2,000,000	\$2,000,000	\$2,000,000
	052-34176 LATE FEES STORM WATER	\$821	\$817	\$485	\$0	\$0	\$0
	Total Water Charges for Services	\$1,437,517	\$1,480,432	\$1,604,802	\$2,000,000	\$2,000,000	\$2,000,000
<u>Misc. Revenues</u>	052-36111 INTEREST EARNINGS	\$21,372	\$5,930	\$0	\$0	\$0	\$0
	Total Misc. Revenues	\$21,372	\$5,930	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Special Revenues & Resources</u>	052-39126 OTHER CONTRIBUTIONS	\$0	\$403,356	\$0	\$0	\$0	\$0
	Total Special Revenues & Resources	\$0	\$403,356	\$0	\$0	\$0	\$0
<u>Beginning Balance</u>	052-39990 BEGINNING BALANCE	\$717,233	\$1,057,579	\$1,895,343	\$453,808	\$1,895,343	\$1,038,551
	Total Beginning Balance	\$717,233	\$1,057,579	\$1,895,343	\$453,808	\$1,895,343	\$1,038,551
Grand Total		\$2,176,122	\$2,947,297	\$3,500,145	\$2,453,808	\$3,895,343	\$3,038,551

052 STORM WATER FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40455 STORM WATER OPER</u>	Personnel	\$837,955	\$646,693	\$762,333	\$668,062	\$698,062	\$714,043
	Mat, Suppls, Services	\$168,153	\$174,463	\$106,587	\$291,444	\$291,444	\$310,376
	Capital	\$0	\$0	\$1,472	\$1,500	\$1,500	\$1,500
	Interfund Transfer	\$127,543	\$127,775	\$135,456	\$135,448	\$141,598	\$157,377
	Total 40455 STORM WATER OPER	\$1,133,651	\$948,931	\$1,005,848	\$1,096,454	\$1,132,604	\$1,183,296
<u>40484 DEPRECIATION</u>	Mat, Suppls, Services	\$157,979	\$164,920	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40484 DEPRECIATION	\$157,979	\$164,920	\$0	\$0	\$0	\$0
<u>40575 PENSION EXPENSE</u> <u>GASB 68</u>	Personnel	\$(175,580)	\$(62,597)	\$0	\$0	\$0	\$0
	Total 40575 PENSION EXPENSE GASB 68	\$(175,580)	\$(62,597)	\$0	\$0	\$0	\$0
<u>40900 CAPITAL ASSET- PERIOD 13 ADJUSTMENT</u>	Capital	\$(158,516)	\$(250,529)	\$0	\$0	\$0	\$0
	Total 40900 CAPITAL ASSET- PERIOD 13 ADJUSTMENT	\$(158,516)	\$(250,529)	\$0	\$0	\$0	\$0
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$1,057,579	\$1,895,343	\$0	\$237,354	\$1,038,551	\$1,485,255
	Total 40999 END BAL SUR(DEF)	\$1,057,579	\$1,895,343	\$0	\$237,354	\$1,038,551	\$1,485,255
<u>43754 PARK AVE SD</u>	Capital	\$0	\$0	\$0	\$750,000	\$750,000	\$0
	Total 43754 PARK AVE SD	\$0	\$0	\$0	\$750,000	\$750,000	\$0
<u>43755 VEHICLE & EQUIP REPLACEMENT</u>	Capital	\$0	\$0	\$0	\$70,000	\$210,000	\$70,000
	Total 43755 VEHICLE & EQUIP REPLACEMENT	\$0	\$0	\$0	\$70,000	\$210,000	\$70,000
<u>43772 STORM WATER IMPROVEMENTS</u>	Capital	\$158,516	\$238,146	\$30,440	\$300,000	\$737,188	\$300,000
	Total 43772 STORM WATER IMPROVEMENTS	\$158,516	\$238,146	\$30,440	\$300,000	\$737,188	\$300,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43774 EQUIPMENT REPLACEMENT - COMPUTER</u>	Capital	\$2,492	\$0	\$0	\$0	\$0	\$0
	Total 43774 EQUIPMENT REPLACEMENT - COMPUTER	\$2,492	\$0	\$0	\$0	\$0	\$0
<u>43795 MOBILE MANAGEMENT SERVER</u>	Capital	\$0	\$0	\$0	\$0	\$6,500	\$0
	Total 43795 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	\$0	\$6,500	\$0
<u>43800 WINDOWS 10 CLIENT LICENSES</u>	Capital	\$0	\$0	\$0	\$0	\$5,500	\$0
	Total 43800 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	\$0	\$5,500	\$0
<u>45410 BUS LIFT</u>	Capital	\$0	\$13,083	\$0	\$0	\$15,000	\$0
	Total 45410 BUS LIFT	\$0	\$13,083	\$0	\$0	\$15,000	\$0
Grand Total		\$2,176,121	\$2,947,296	\$1,036,288	\$2,453,808	\$3,895,343	\$3,038,551

GOLF COURSE FUND – Budget Summary

055 GOLF COURSE FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Recreation	\$1,493,600	\$1,922,248	\$1,892,345	\$1,325,426	\$1,325,426	\$1,365,189
	Misc. Revenues	\$46,636	\$53,812	\$47,214	\$37,824	\$37,824	\$38,959
	Interfund Transactions (CIP/Debt)	\$25,000	\$25,000	\$24,996	\$25,000	\$25,000	\$25,000
	Total Revenues	\$1,565,237	\$2,001,060	\$1,964,555	\$1,388,250	\$1,388,250	\$1,429,148
<u>Other</u>	Beginning Balance	\$1,234,194	\$1,195,758	\$1,532,345	\$740,043	\$1,532,345	\$742,380
	Total Other	\$1,234,194	\$1,195,758	\$1,532,345	\$740,043	\$1,532,345	\$742,380
Grand Total		\$2,799,431	\$3,196,818	\$3,496,900	\$2,128,293	\$2,920,595	\$2,171,528

055 GOLF COURSE FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$760,815	\$805,972	\$808,382	\$915,363	\$915,363	\$1,013,633
	Mat, Suppls, Services	\$617,287	\$710,228	\$694,584	\$517,875	\$729,075	\$652,909
	Capital	\$89,759	\$13,583	\$18,609	\$114,565	\$383,000	\$114,565

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Other</u>	Debt Service	\$723	\$176	\$0	\$0	\$0	\$0
	Total Depts	\$1,468,583	\$1,529,960	\$1,521,575	\$1,547,803	\$2,027,438	\$1,781,107
	Interfund Transfer	\$135,090	\$134,513	\$142,380	\$142,377	\$150,777	\$168,102
	Ending Balance	\$1,195,758	\$1,532,345	\$0	\$438,113	\$742,380	\$222,320
	Total Other	\$1,330,848	\$1,666,858	\$142,380	\$580,490	\$893,157	\$390,422
Grand Total		\$2,799,431	\$3,196,818	\$1,663,955	\$2,128,293	\$2,920,595	\$2,171,528

055 GOLF COURSE FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Recreation</u>	055-34611 CAMPS	\$(174)	\$20,955	\$21,188	\$0	\$0	\$0
	055-34622 LEAGUES ADULT	\$2,800	\$8,880	\$4,770	\$0	\$0	\$0
	055-34661 GOLF FEES	\$901,711	\$1,119,293	\$1,073,544	\$778,955	\$778,955	\$802,324
	055-34662 CART FEES	\$249,795	\$320,298	\$306,220	\$212,643	\$212,643	\$219,022
	055-34663 PASS FEES	\$66,830	\$68,367	\$67,641	\$44,041	\$44,041	\$45,362
	055-34664 DRIVING RANGE FEES	\$14,186	\$67,360	\$73,384	\$47,254	\$47,254	\$48,671
	055-34665 PRO-SHOP RETAIL SALE	\$193,664	\$234,905	\$244,474	\$179,034	\$179,034	\$184,405
	055-34666 GOLF LESSONS	\$10,155	\$34,864	\$28,857	\$30,704	\$30,704	\$31,626
	055-34667 GOLF LESSON CLINICS	\$268	\$77	\$1,274	\$1,756	\$1,756	\$1,809

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	055-34668 TOURNAMENT ADMIN.	\$4,393	\$378	\$830	\$1,872	\$1,872	\$1,928
	055-34671 BEVERAGE CART RETAIL SALES	\$22,117	\$22,587	\$31,168	\$18,750	\$18,750	\$19,313
	055-34672 BEVERAGE CART BEER SALES	\$23,138	\$20,312	\$30,813	\$10,417	\$10,417	\$10,729
	055-34674 BEVERAGE CART TIPS	\$4,719	\$3,973	\$8,185	\$0	\$0	\$0
	Total Recreation	\$1,493,600	\$1,922,248	\$1,892,345	\$1,325,426	\$1,325,426	\$1,365,189
<u>Misc. Revenues</u>	055-36111 INTEREST EARNINGS	\$16,950	\$5,281	\$0	\$844	\$844	\$869
	055-36210 RENTAL INCOME	\$29,612	\$47,118	\$47,207	\$21,355	\$21,355	\$21,996
	055-36310 SALE OF ASSETS	\$0	\$1,330	\$0	\$0	\$0	\$0
	055-36911 OTHER MISCELLANEOUS	\$0	\$0	\$0	\$15,625	\$15,625	\$16,094
	055-36921 CASH OVER/SHORT	\$74	\$83	\$7	\$0	\$0	\$0
	Total Misc. Revenues	\$46,636	\$53,812	\$47,214	\$37,824	\$37,824	\$38,959
<u>Interfund Transactions (CIP/Debt)</u>	055-38211 TRANS FR GEN FUND	\$25,000	\$25,000	\$24,996	\$25,000	\$25,000	\$25,000
	Total Interfund Transactions (CIP/Debt)	\$25,000	\$25,000	\$24,996	\$25,000	\$25,000	\$25,000
<u>Beginning Balance</u>	055-39990 BEGINNING BALANCE	\$1,234,194	\$1,195,758	\$1,532,345	\$740,043	\$1,532,345	\$742,380

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Beginning Balance	\$1,234,194	\$1,195,758	\$1,532,345	\$740,043	\$1,532,345	\$742,380
	Grand Total	\$2,799,431	\$3,196,818	\$3,496,900	\$2,128,293	\$2,920,595	\$2,171,528

055 GOLF COURSE FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40484 DEPRECIATION</u>	Mat, Suppls, Services	\$212,864	\$214,432	\$0	\$0	\$0	\$0
	Total 40484 DEPRECIATION	\$212,864	\$214,432	\$0	\$0	\$0	\$0
<u>40564 GOLF MAINTENANCE</u>	Personnel	\$428,958	\$409,158	\$409,349	\$489,296	\$489,296	\$542,003
	Mat, Suppls, Services	\$162,985	\$170,843	\$156,136	\$194,625	\$194,625	\$290,659
	Capital	\$0	\$0	\$0	\$1,005	\$1,005	\$1,005
	Interfund Transfer	\$82,067	\$81,490	\$85,008	\$85,007	\$93,407	\$102,127
	Total 40564 GOLF MAINTENANCE	\$674,010	\$661,490	\$650,493	\$769,933	\$778,333	\$935,794
<u>40571 GOLF PRO SHOP</u>	Personnel	\$341,257	\$405,414	\$399,033	\$426,067	\$426,067	\$471,630
	Mat, Suppls, Services	\$241,438	\$324,954	\$538,447	\$323,250	\$534,450	\$362,250
	Capital	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000
	Debt Service	\$723	\$176	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Interfund Transfer	\$53,023	\$53,023	\$57,372	\$57,370	\$57,370	\$65,975
	Total 40571 GOLF PRO SHOP	\$636,441	\$783,567	\$994,853	\$807,687	\$1,018,887	\$900,855
<u>40575 PENSION EXPENSE</u> <u>GASB 68</u>	Personnel	\$(9,400)	\$(8,600)	\$0	\$0	\$0	\$0
	Total 40575 PENSION EXPENSE GASB 68	\$(9,400)	\$(8,600)	\$0	\$0	\$0	\$0
<u>40900 CAPITAL ASSET- PERIOD 13 ADJUSTMENT</u>	Capital	\$(120,920)	\$(37,732)	\$0	\$0	\$0	\$0
	Total 40900 CAPITAL ASSET- PERIOD 13 ADJUSTMENT	\$(120,920)	\$(37,732)	\$0	\$0	\$0	\$0
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$1,195,758	\$1,532,345	\$0	\$438,113	\$742,380	\$222,320
	Total 40999 END BAL SUR(DEF)	\$1,195,758	\$1,532,345	\$0	\$438,113	\$742,380	\$222,320
<u>43367 GOLF COURSE IMPROVEMENTS</u>	Capital	\$92,885	\$0	\$0	\$12,000	\$25,000	\$12,000
	Total 43367 GOLF COURSE IMPROVEMENTS	\$92,885	\$0	\$0	\$12,000	\$25,000	\$12,000
<u>43403 GOLF EQUIPMENT REPLACEMENT</u>	Capital	\$93,771	\$40,682	\$18,609	\$98,000	\$351,785	\$98,000
	Total 43403 GOLF EQUIPMENT REPLACEMENT	\$93,771	\$40,682	\$18,609	\$98,000	\$351,785	\$98,000
<u>43685 EQUIP REPLACEMENT - COMPUTER</u>	Capital	\$24,023	\$10,634	\$0	\$2,560	\$2,560	\$2,560

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43685 EQUIP REPLACEMENT - COMPUTER	\$24,023	\$10,634	\$0	\$2,560	\$2,560	\$2,560
<u>43796 MOBILE MANAGEMENT SERVER</u>	Capital	\$0	\$0	\$0	\$0	\$650	\$0
	Total 43796 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	\$0	\$650	\$0
<u>43801 WINDOWS 10 CLIENT LICENSES</u>	Capital	\$0	\$0	\$0	\$0	\$1,000	\$0
	Total 43801 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	\$0	\$1,000	\$0
	Grand Total	\$2,799,431	\$3,196,818	\$1,663,955	\$2,128,293	\$2,920,595	\$2,171,528

TRANSPORTATION & PARKING FUND – Budget Summary

057 TRANSPORTATION & PARKING FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Sales Tax	\$7,560,305	\$8,448,444	\$12,181,836	\$8,026,719	\$13,273,968	\$12,096,227
	Licenses	\$947,565	\$907,785	\$916,432	\$953,297	\$953,297	\$981,896
	Federal Revenue	\$5,674,532	\$11,032,958	\$5,718,423	\$20,099,700	\$15,099,700	\$21,713,819
	State Revenue	\$0	\$70,000	\$0	\$0	\$0	\$0
	County/SP District Revenue	\$0	\$0	\$129,427	\$0	\$0	\$0
	Transit Charges for Services	\$5,286,336	\$2,455,909	\$4,066,593	\$2,580,819	\$4,080,819	\$83,243
	Fines & Forfeitures	\$2,348	\$0	\$0	\$0	\$0	\$0
	Misc. Revenues	\$165,301	\$193,252	\$50,494	\$287,265	\$287,265	\$287,265
	Special Revenues & Resources	\$420,700	\$1,268,851	\$565,447	\$289,087	\$289,087	\$289,087
	Total Revenues	\$20,057,085	\$24,377,199	\$23,628,652	\$32,236,887	\$33,984,136	\$35,451,537
<u>Other</u>	Beginning Balance	\$13,034,167	\$11,187,402	\$18,471,244	\$6,035,444	\$18,471,244	\$966,182
	Total Other	\$13,034,167	\$11,187,402	\$18,471,244	\$6,035,444	\$18,471,244	\$966,182
	Grand Total	\$33,091,252	\$35,564,601	\$42,099,896	\$38,272,331	\$52,455,380	\$36,417,719

057 TRANSPORTATION & PARKING FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$10,107,952	\$7,502,976	\$7,047,249	\$7,241,515	\$7,387,382	\$9,453,294
	Mat, Suppls, Services	\$5,854,647	\$5,552,637	\$1,093,025	\$1,915,272	\$1,915,272	\$2,548,074
	Capital	\$2,661,234	\$994,243	\$907,504	\$19,186,993	\$38,731,043	\$18,022,449
	Total Depts	\$18,623,833	\$14,049,856	\$9,047,778	\$28,343,780	\$48,033,696	\$30,023,817
<u>Other</u>	Interfund Transfer	\$3,280,017	\$3,043,501	\$3,306,504	\$3,306,502	\$3,396,502	\$3,592,743
	Ending Balance	\$11,187,402	\$18,471,244	\$0	\$6,622,049	\$966,182	\$2,801,158
	Total Other	\$14,467,419	\$21,514,745	\$3,306,504	\$9,928,551	\$4,362,684	\$6,393,901
Grand Total		\$33,091,252	\$35,564,601	\$12,354,282	\$38,272,331	\$52,396,380	\$36,417,719

057 TRANSPORTATION & PARKING FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Sales Tax</u>	057-31212 TRANSIT SALES TAX	\$4,703,322	\$5,280,075	\$6,325,409	\$5,220,151	\$6,452,759	\$5,796,765
	057-31214 RESORT TAX TRANSPOR	\$2,856,983	\$3,168,369	\$3,832,814	\$2,806,568	\$3,821,209	\$3,459,047
	057-31217 ADDITIONAL MASS TRANSIT TAX	\$0	\$0	\$2,023,613	\$0	\$3,000,000	\$2,840,415

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Sales Tax	\$7,560,305	\$8,448,444	\$12,181,836	\$8,026,719	\$13,273,968	\$12,096,227
<u>Licenses</u>	057-32111 BUSINESS LICENSES	\$814,444	\$775,741	\$782,643	\$827,757	\$827,757	\$852,590
	057-32161 NIGHT RENT LIC FEE	\$133,120	\$132,045	\$133,789	\$125,540	\$125,540	\$129,306
	Total Licenses	\$947,565	\$907,785	\$916,432	\$953,297	\$953,297	\$981,896
<u>Federal Revenue</u>	057-33110 FEDERAL GRANTS	\$5,674,532	\$11,032,958	\$5,718,423	\$20,099,700	\$15,099,700	\$21,713,819
	Total Federal Revenue	\$5,674,532	\$11,032,958	\$5,718,423	\$20,099,700	\$15,099,700	\$21,713,819
<u>State Revenue</u>	057-33252 STATE CONTRIBUTION	\$0	\$70,000	\$0	\$0	\$0	\$0
	Total State Revenue	\$0	\$70,000	\$0	\$0	\$0	\$0
<u>County/SP District Revenue</u>	057-33311 COUNTY CONTRIBUTION	\$0	\$0	\$129,427	\$0	\$0	\$0
	Total County/SP District Revenue	\$0	\$0	\$129,427	\$0	\$0	\$0
<u>Transit Charges for Services</u>	057-34211 FARE REVENUE	\$18,495	\$1,735	\$2,045	\$31,403	\$31,403	\$32,345
	057-34221 BUS ADVERTISING	\$17,100	\$2,220	\$10,825	\$49,416	\$49,416	\$50,898

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	057-34230 REGIONAL TRANSIT REVENUE	\$5,250,741	\$2,451,954	\$4,053,723	\$2,500,000	\$4,000,000	\$0
	Total Transit Charges for Services	\$5,286,336	\$2,455,909	\$4,066,593	\$2,580,819	\$4,080,819	\$83,243
<u>Fines & Forfeitures</u>	057-35307 IN CAR METERS	\$(183)	\$0	\$0	\$0	\$0	\$0
	057-35309 TOKEN/VALIDATION REVENUE	\$(11)	\$0	\$0	\$0	\$0	\$0
	057-35310 METER REVENUE	\$2,541	\$0	\$0	\$0	\$0	\$0
	Total Fines & Forfeitures	\$2,348	\$0	\$0	\$0	\$0	\$0
<u>Misc. Revenues</u>	057-36111 INTEREST EARNINGS	\$47,960	\$42,607	\$0	\$140,941	\$140,941	\$140,941
	057-36210 RENTAL INCOME	\$111,457	\$124,313	\$50,494	\$101,355	\$101,355	\$101,355
	057-36310 SALE OF ASSETS	\$4,246	\$24,399	\$0	\$41,000	\$41,000	\$41,000
	057-36911 OTHER MISCELLANEOUS	\$1,639	\$1,933	\$0	\$3,969	\$3,969	\$3,969
	057-36921 CASH OVER/SHORT	\$(1)	\$0	\$0	\$0	\$0	\$0
	Total Misc. Revenues	\$165,301	\$193,252	\$50,494	\$287,265	\$287,265	\$287,265
<u>Special Revenues & Resources</u>	057-39110 DONATIONS	\$288,796	\$305,496	\$(26,851)	\$85,092	\$85,092	\$85,092
	057-39126 OTHER CONTRIBUTIONS	\$131,904	\$963,355	\$592,298	\$203,995	\$203,995	\$203,995

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Beginning Balance</u>	Total Special Revenues & Resources	\$420,700	\$1,268,851	\$565,447	\$289,087	\$289,087	\$289,087
	057-39990 BEGINNING BALANCE	\$13,034,167	\$11,187,402	\$18,471,244	\$6,035,444	\$18,471,244	\$966,182
	Total Beginning Balance	\$13,034,167	\$11,187,402	\$18,471,244	\$6,035,444	\$18,471,244	\$966,182
Grand Total		\$33,091,252	\$35,564,601	\$42,099,896	\$38,272,331	\$52,455,380	\$36,417,719

057 TRANSPORTATION & PARKING FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40481 TRANSPORTATION OPER</u>	Personnel	\$9,519,409	\$7,594,709	\$6,593,018	\$6,925,764	\$6,934,580	\$8,844,973
	Mat, Suppls, Services	\$2,239,372	\$2,092,057	\$943,274	\$1,477,800	\$1,477,800	\$2,065,417
	Capital	\$135,282	\$129,117	\$134,412	\$137,737	\$137,737	\$139,961
	Interfund Transfer	\$3,280,017	\$3,043,501	\$3,306,504	\$3,306,502	\$3,396,502	\$3,592,743
	Total 40481 TRANSPORTATION OPER	\$15,174,081	\$12,859,383	\$10,977,208	\$11,847,803	\$11,946,619	\$14,643,095
<u>40484 DEPRECIATION</u>	Mat, Suppls, Services	\$3,169,813	\$3,111,665	\$0	\$0	\$0	\$0
	Total 40484 DEPRECIATION	\$3,169,813	\$3,111,665	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40485</u> <u>TRANSPORTATION</u> <u>PLANNING</u>	Personnel	\$483,867	\$313,302	\$412,783	\$315,751	\$452,802	\$608,321
	Mat, Suppls, Services	\$445,462	\$348,915	\$149,751	\$424,572	\$424,572	\$469,572
	Capital	\$0	\$0	\$0	\$330,000	\$0	\$0
	Total 40485 TRANSPORTATION PLANNING	\$929,329	\$662,218	\$562,534	\$1,070,323	\$877,374	\$1,077,893
<u>40500 PARKING</u>	Personnel	\$(1,118)	\$0	\$0	\$0	\$0	\$0
	Total 40500 PARKING	\$(1,118)	\$0	\$0	\$0	\$0	\$0
<u>40575 PENSION</u> <u>EXPENSE GASB 68</u>	Personnel	\$86,870	\$(423,362)	\$0	\$0	\$0	\$0
	Total 40575 PENSION EXPENSE GASB 68	\$86,870	\$(423,362)	\$0	\$0	\$0	\$0
<u>40900 CAPITAL ASSET-</u> <u>PERIOD 13</u> <u>ADJUSTMENT</u>	Capital	\$(657,358)	\$(937,997)	\$0	\$0	\$0	\$0
	Total 40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT	\$(657,358)	\$(937,997)	\$0	\$0	\$0	\$0
<u>40999 END BAL</u> <u>SUR(DEF)</u>	Ending Balance	\$11,187,402	\$18,471,244	\$0	\$6,622,049	\$966,182	\$2,801,158
	Total 40999 END BAL SUR(DEF)	\$11,187,402	\$18,471,244	\$0	\$6,622,049	\$966,182	\$2,801,158

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43304 INFORMATION SYSTEMS ENHANCE/UPGRADES</u>	Capital	\$35,000	\$0	\$0	\$0	\$110	\$0
	Total 43304 INFORMATION SYSTEMS ENHANCE/UPGRADES	\$35,000	\$0	\$0	\$0	\$110	\$0
<u>43316 TRANSIT COACHES</u>	Capital	\$27,137	\$384,495	\$19,405	\$14,212,837	\$17,730,887	\$0
	Total 43316 TRANSIT COACHES	\$27,137	\$384,495	\$19,405	\$14,212,837	\$17,730,887	\$0
<u>43339 BUS SHELTERS</u>	Capital	\$83,396	\$24,076	\$10,005	\$167,053	\$118,105	\$700,000
	Total 43339 BUS SHELTERS	\$83,396	\$24,076	\$10,005	\$167,053	\$118,105	\$700,000
<u>43435 FLAGSTAFF TRANSFER FEE</u>	Capital	\$110,761	\$0	\$7,538	\$0	\$3,958,592	\$0
	Total 43435 FLAGSTAFF TRANSFER FEE	\$110,761	\$0	\$7,538	\$0	\$3,958,592	\$0
<u>43446 TRANSIT GIS/AVL SYSTEM</u>	Capital	\$0	\$0	\$0	\$0	\$617,465	\$0
	Total 43446 TRANSIT GIS/AVL SYSTEM	\$0	\$0	\$0	\$0	\$617,465	\$0
<u>43466 TRANSIT EXPANSION</u>	Capital	\$0	\$175,528	\$0	\$0	\$22,507	\$0
	Total 43466 TRANSIT EXPANSION	\$0	\$175,528	\$0	\$0	\$22,507	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43506 UPGRADE OH DOOR ROLLERS</u>	Capital	\$0	\$0	\$0	\$6,000	\$39,267	\$0
	Total 43506 UPGRADE OH DOOR ROLLERS	\$0	\$0	\$0	\$6,000	\$39,267	\$0
<u>43575 CITY TRANSIT CONTRIBUTION TO COUNTY</u>	Capital	\$2,141,961	\$659,324	\$0	\$1,192,194	\$2,072,668	\$0
	Total 43575 CITY TRANSIT CONTRIBUTION TO COUNTY	\$2,141,961	\$659,324	\$0	\$1,192,194	\$2,072,668	\$0
<u>43594 SHORT RANGE TRANSIT DEVELOPMENT PLAN</u>	Capital	\$0	\$2,685	\$109,995	\$0	\$0	\$0
	Total 43594 SHORT RANGE TRANSIT DEVELOPMENT PLAN	\$0	\$2,685	\$109,995	\$0	\$0	\$0
<u>43623 IRONHORSE SEASONAL HOUSING</u>	Mat, Suppls, Services	\$0	\$0	\$0	\$12,900	\$12,900	\$13,085
	Total 43623 IRONHORSE SEASONAL HOUSING	\$0	\$0	\$0	\$12,900	\$12,900	\$13,085
<u>43650 FLEET MGMT SOFTWARE</u>	Capital	\$25,260	\$13,703	\$12,452	\$0	\$250,212	\$0
	Total 43650 FLEET MGMT SOFTWARE	\$25,260	\$13,703	\$12,452	\$0	\$250,212	\$0
<u>43653 TRANS PLANS & STUDIES</u>	Personnel	\$55	\$0	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Capital	\$76,156	\$40,923	\$55,530	\$0	\$417,867	\$0
	Total 43653 TRANS PLANS & STUDIES	\$76,211	\$40,923	\$55,530	\$0	\$417,867	\$0
<u>43655 TRANSIT FAC CAP RENEWAL</u>	Capital	\$0	\$2,770	\$64,635	\$230,000	\$2,181,467	\$230,000
	Total 43655 TRANSIT FAC CAP RENEWAL	\$0	\$2,770	\$64,635	\$230,000	\$2,181,467	\$230,000
<u>43686 EQUIP REPLACEMENT - COMPUTER</u>	Capital	\$19,110	\$14,739	\$12,153	\$16,172	\$64,236	\$16,172
	Total 43686 EQUIP REPLACEMENT - COMPUTER	\$19,110	\$14,739	\$12,153	\$16,172	\$64,236	\$16,172
<u>43712 TRAFFIC MANAGEMENT CAMERAS</u>	Capital	\$0	\$0	\$0	\$0	\$38,458	\$0
	Total 43712 TRAFFIC MANAGEMENT CAMERAS	\$0	\$0	\$0	\$0	\$38,458	\$0
<u>43721 PAID PARKING INFRASTRUCTURE FOR MAIN STR</u>	Capital	\$0	\$0	\$0	\$0	\$477,716	\$0
	Total 43721 PAID PARKING INFRASTRUCTURE FOR MAIN STR	\$0	\$0	\$0	\$0	\$477,716	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43739 TRANSIT ONBOARD SECURITY CAMERAS</u>	Capital	\$0	\$1,316	\$0	\$0	\$50,000	\$0
	Total 43739 TRANSIT ONBOARD SECURITY CAMERAS	\$0	\$1,316	\$0	\$0	\$50,000	\$0
<u>43746 PARK. DECK COATING IRON HORSE BUS GARAGE</u>	Capital	\$0	\$0	\$0	\$55,000	\$128,279	\$0
	Total 43746 PARK. DECK COATING IRON HORSE BUS GARAGE	\$0	\$0	\$0	\$55,000	\$128,279	\$0
<u>43761 KIMBALL JUNCTION TRANSIT CENTER</u>	Capital	\$0	\$0	\$0	\$0	\$482,240	\$0
	Total 43761 KIMBALL JUNCTION TRANSIT CENTER	\$0	\$0	\$0	\$0	\$482,240	\$0
<u>43781 SR 248/US 40 PARK AND RIDE LOT</u>	Personnel	\$0	\$0	\$38,621	\$0	\$0	\$0
	Capital	\$46,004	\$277,358	\$161,792	\$1,800,000	\$4,641,308	\$300,000
	Total 43781 SR 248/US 40 PARK AND RIDE LOT	\$46,004	\$277,358	\$200,412	\$1,800,000	\$4,641,308	\$300,000
<u>43797 MOBILE MANAGEMENT SERVER</u>	Capital	\$0	\$0	\$9,312	\$0	\$9,750	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43797 MOBILE MANAGEMENT SERVER	\$0	\$0	\$9,312	\$0	\$9,750	\$0
<u>43802 WINDOWS 10 CLIENT LICENSES</u>	Capital	\$0	\$0	\$0	\$0	\$5,500	\$0
	Total 43802 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	\$0	\$5,500	\$0
<u>43806 VMS SIGNS</u>	Capital	\$20,751	\$33,097	\$0	\$60,000	\$5,751	\$0
	Total 43806 VMS SIGNS	\$20,751	\$33,097	\$0	\$60,000	\$5,751	\$0
<u>43807 ENHANCED BUS STOPS AT FRESH MARKET AND P</u>	Capital	\$6,643	\$19,131	\$103,806	\$0	\$2,096,088	\$0
	Total 43807 ENHANCED BUS STOPS AT FRESH MARKET AND P	\$6,643	\$19,131	\$103,806	\$0	\$2,096,088	\$0
<u>43812 ELECTRIC BUS CHARGER AT KIMBALL JUNCTION</u>	Capital	\$0	\$0	\$0	\$0	\$269,014	\$0
	Total 43812 ELECTRIC BUS CHARGER AT KIMBALL JUNCTION	\$0	\$0	\$0	\$0	\$269,014	\$0
<u>43813 ELECTIC BUS CHARGING STATION AT OLD TOWN</u>	Personnel	\$13,520	\$13,091	\$2,019	\$0	\$0	\$0
	Capital	\$29,979	\$28,858	\$3,552	\$0	\$317,393	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43813 ELECTIC BUS CHARGING STATION AT OLD TOWN	\$43,499	\$41,948	\$5,571	\$0	\$317,393	\$0
<u>43828 MARSAC EMPLOYEE TRANSP DEMAND MGMT & WEL</u>	Capital	\$31,042	\$45,499	\$28,650	\$70,000	\$74,744	\$70,000
	Total 43828 MARSAC EMPLOYEE TRANSP DEMAND MGMT & WEL	\$31,042	\$45,499	\$28,650	\$70,000	\$74,744	\$70,000
<u>43829 PHASE 2 BIKE SHARE IMPROVEMENTS</u>	Capital	\$140,061	\$0	\$0	\$60,000	\$100,061	\$0
	Total 43829 PHASE 2 BIKE SHARE IMPROVEMENTS	\$140,061	\$0	\$0	\$60,000	\$100,061	\$0
<u>43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP</u>	Capital	\$0	\$0	\$0	\$300,000	\$300,000	\$0
	Total 43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP	\$0	\$0	\$0	\$300,000	\$300,000	\$0
<u>43832 REMODEL FOR TRANSIT DRIVER HOUSING</u>	Personnel	\$5,348	\$5,236	\$808	\$0	\$0	\$0
	Capital	\$365,139	\$62,872	\$9,829	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43832 REMODEL FOR TRANSIT DRIVER HOUSING	\$370,487	\$68,108	\$10,637	\$0	\$0	\$0
<u>43836 GIS: GEOEVENT SERVER LICENSE</u>	Capital	\$0	\$0	\$0	\$0	\$13,000	\$0
	Total 43836 GIS: GEOEVENT SERVER LICENSE	\$0	\$0	\$0	\$0	\$13,000	\$0
<u>43840 OFFICE 2016 LICENSES</u>	Capital	\$0	\$0	\$0	\$0	\$4,620	\$0
	Total 43840 OFFICE 2016 LICENSES	\$0	\$0	\$0	\$0	\$4,620	\$0
<u>43847 SR 248 BRT</u>	Capital	\$0	\$0	\$88,751	\$0	\$0	\$5,348,554
	Total 43847 SR 248 BRT	\$0	\$0	\$88,751	\$0	\$0	\$5,348,554
<u>43848 OLD TOWN ACCESS & CIRCULATION PLAN</u>	Capital	\$24,911	\$0	\$0	\$0	\$0	\$0
	Total 43848 OLD TOWN ACCESS & CIRCULATION PLAN	\$24,911	\$0	\$0	\$0	\$0	\$0
<u>43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA</u>	Capital	\$0	\$0	\$0	\$200,000	\$0	\$300,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA	\$0	\$0	\$0	\$200,000	\$0	\$300,000
<u>43853 TRAFFIC DEMAND MANAGEMENT</u>	Capital	\$0	\$0	\$0	\$0	\$140,000	\$180,000
	Total 43853 TRAFFIC DEMAND MANAGEMENT	\$0	\$0	\$0	\$0	\$140,000	\$180,000
<u>43863 SCHEDULING SOFTWARE</u>	Capital	\$0	\$16,750	\$45,750	\$0	\$70,000	\$0
	Total 43863 SCHEDULING SOFTWARE	\$0	\$16,750	\$45,750	\$0	\$70,000	\$0
<u>43864 ELECTRIC BUS CHARGING INFRASTRUCTURE</u>	Capital	\$0	\$0	\$0	\$0	\$1,296,000	\$0
	Total 43864 ELECTRIC BUS CHARGING INFRASTRUCTURE	\$0	\$0	\$0	\$0	\$1,296,000	\$0
<u>43873 SNOW CREEK CROSSING SR - 248 TUNNEL IMP</u>	Capital	\$0	\$0	\$0	\$350,000	\$0	\$0
	Total 43873 SNOW CREEK CROSSING SR - 248 TUNNEL IMP	\$0	\$0	\$0	\$350,000	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>43877 ARTS AND CULTURE EXTERIOR BUS STOPS</u>	Capital	\$0	\$0	\$0	\$0	\$330,000	\$2,700,000
	Total 43877 ARTS AND CULTURE EXTERIOR BUS STOPS	\$0	\$0	\$0	\$0	\$330,000	\$2,700,000
<u>43883 REPLACE VEHICLE WASH</u>	Capital	\$0	\$0	\$0	\$0	\$175,000	\$175,000
	Total 43883 REPLACE VEHICLE WASH	\$0	\$0	\$0	\$0	\$175,000	\$175,000
<u>45409 ACTIVE TRANSPORTATION MASTER PLAN</u>	Capital	\$0	\$0	\$29,938	\$0	\$95,000	\$65,000
	Total 45409 ACTIVE TRANSPORTATION MASTER PLAN	\$0	\$0	\$29,938	\$0	\$95,000	\$65,000
Grand Total		\$33,091,252	\$35,564,601	\$12,354,282	\$38,272,331	\$52,396,379	\$28,619,957

PARKING FUND – Budget Summary

058 PARKING FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Special Event Fees	\$40,374	\$0	\$7,195	\$0	\$0	\$0
	Fines & Forfeitures	\$1,932,187	\$1,075,883	\$2,369,145	\$2,603,364	\$2,603,364	\$2,603,364
	Misc. Revenues	\$(24)	\$1	\$(40)	\$0	\$0	\$0
	Total Revenues	\$1,972,537	\$1,075,884	\$2,376,300	\$2,603,364	\$2,603,364	\$2,603,364
<u>Other</u>	Beginning Balance	\$(385,246)	\$118,216	\$13,900	\$1,282,502	\$13,900	\$782,220
	Total Other	\$(385,246)	\$118,216	\$13,900	\$1,282,502	\$13,900	\$782,220
Grand Total		\$1,587,291	\$1,194,100	\$2,390,200	\$3,885,866	\$2,617,264	\$3,385,584

058 PARKING FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$868,378	\$762,135	\$811,201	\$886,149	\$926,073	\$1,144,087
	Mat, Suppls, Services	\$592,697	\$365,586	\$485,316	\$706,500	\$706,500	\$752,500
	Capital	\$0	\$35,979	\$26,961	\$125,000	\$105,000	\$146,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Depts	\$1,461,075	\$1,163,700	\$1,323,478	\$1,717,649	\$1,737,573	\$2,042,587
<u>Other</u>	Interfund Transfer	\$8,000	\$16,500	\$16,500	\$16,500	\$9,750	\$9,750
	Ending Balance	\$118,216	\$13,900	\$0	\$2,151,717	\$782,220	\$1,278,247
	Total Other	\$126,216	\$30,400	\$16,500	\$2,168,217	\$791,970	\$1,287,997
	Grand Total	\$1,587,291	\$1,194,100	\$1,339,978	\$3,885,866	\$2,529,543	\$3,330,584

058 PARKING FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Special Event Fees</u>	058-32639 SPECIAL EVENT PARKING FEES	\$40,374	\$0	\$7,195	\$0	\$0	\$0
	Total Special Event Fees	\$40,374	\$0	\$7,195	\$0	\$0	\$0
<u>Fines & Forfeitures</u>	058-35300 CITY FINES	\$18,598	\$(15,450)	\$43,090	\$208,703	\$208,703	\$208,703
	058-35301 PARKING PERMITS	\$325,838	\$38,459	\$79,736	\$(195,858)	\$(195,858)	\$(195,858)
	058-35305 PARKING LOT RENTAL	\$115	\$0	\$0	\$0	\$0	\$0
	058-35307 IN CAR METERS	\$(118)	\$0	\$0	\$0	\$0	\$0
	058-35309 TOKEN/VALIDATION REVENUE	\$(60)	\$0	\$0	\$519	\$519	\$519
	058-35310 METER REVENUE	\$1,587,813	\$1,052,874	\$2,246,319	\$2,590,000	\$2,590,000	\$2,590,000

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Misc. Revenues</u>	Total Fines & Forfeitures	\$1,932,187	\$1,075,883	\$2,369,145	\$2,603,364	\$2,603,364	\$2,603,364
	058-36921 CASH OVER/SHORT	\$(24)	\$1	\$(40)	\$0	\$0	\$0
	Total Misc. Revenues	\$(24)	\$1	\$(40)	\$0	\$0	\$0
<u>Beginning Balance</u>	058-39990 BEGINNING BALANCE	\$(385,246)	\$118,216	\$13,900	\$1,282,502	\$13,900	\$782,220
	Total Beginning Balance	\$(385,246)	\$118,216	\$13,900	\$1,282,502	\$13,900	\$782,220
Grand Total		\$1,587,291	\$1,194,100	\$2,390,200	\$3,885,866	\$2,617,264	\$3,385,584

058 PARKING FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40500 PARKING</u>	Personnel	\$868,378	\$762,135	\$811,201	\$886,149	\$926,073	\$1,144,087
	Mat, Suppls, Services	\$592,697	\$365,586	\$485,316	\$706,500	\$706,500	\$752,500
	Capital	\$0	\$979	\$0	\$0	\$0	\$36,000
	Interfund Transfer	\$8,000	\$16,500	\$16,500	\$16,500	\$9,750	\$9,750
	Total 40500 PARKING	\$1,469,075	\$1,145,200	\$1,313,017	\$1,609,149	\$1,642,323	\$1,942,337
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$118,216	\$13,900	\$0	\$2,151,717	\$782,220	\$1,278,247

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total 40999 END BAL SUR(DEF)	\$118,216	\$13,900	\$0	\$2,151,717	\$782,220	\$1,278,247
<u>43484 PARKING METER REPLACEMENT</u>	Capital	\$0	\$0	\$26,961	\$125,000	\$70,000	\$70,000
	Total 43484 PARKING METER REPLACEMENT	\$0	\$0	\$26,961	\$125,000	\$70,000	\$70,000
<u>45410 BUS LIFT</u>	Capital	\$0	\$35,000	\$0	\$0	\$35,000	\$0
	Total 45410 BUS LIFT	\$0	\$35,000	\$0	\$0	\$35,000	\$0
Grand Total		\$1,587,291	\$1,194,100	\$1,339,978	\$3,885,866	\$2,529,543	\$3,290,584

FLEET SERVICES FUND – Budget Summary

062 FLEET SERVICES FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Interfund Transactions (Admin)	\$2,725,000	\$2,348,700	\$2,354,050	\$2,348,700	\$2,745,400	\$2,745,400
	Total Revenues	\$2,725,000	\$2,348,700	\$2,354,050	\$2,348,700	\$2,745,400	\$2,745,400
<u>Other</u>	Beginning Balance	\$1,210,535	\$1,138,620	\$1,376,759	\$638,176	\$1,376,759	\$1,195,482
	Total Other	\$1,210,535	\$1,138,620	\$1,376,759	\$638,176	\$1,376,759	\$1,195,482
Grand Total		\$3,935,535	\$3,487,320	\$3,730,809	\$2,986,876	\$4,122,159	\$3,940,882

062 FLEET SERVICES FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Personnel	\$1,016,050	\$707,950	\$969,704	\$1,018,016	\$1,073,522	\$1,154,672
	Mat, Suppls, Services	\$1,781,981	\$1,402,611	\$1,808,853	\$1,853,155	\$1,853,155	\$1,845,050
	Capital	\$(1,115)	\$0	\$0	\$0	\$0	\$6,205
	Total Depts	\$2,796,916	\$2,110,561	\$2,778,556	\$2,871,171	\$2,926,677	\$3,005,927
<u>Other</u>	Ending Balance	\$1,138,620	\$1,376,759	\$0	\$115,705	\$1,195,482	\$934,955

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Total Other	\$1,138,620	\$1,376,759	\$0	\$115,705	\$1,195,482	\$934,955
	Grand Total	\$3,935,536	\$3,487,320	\$2,778,556	\$2,986,876	\$4,122,159	\$3,940,882

062 FLEET SERVICES FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Interfund Transactions</u> <u>(Admin)</u>	062-38110 CENTRAL GARAGE CHG	\$1,860,000	\$1,681,000	\$1,680,996	\$1,681,000	\$1,827,000	\$1,827,000
	062-38111 FUEL SALES	\$865,000	\$667,700	\$667,704	\$667,700	\$918,400	\$918,400
	062-38115 CAR RELOCATION	\$0	\$0	\$5,350	\$0	\$0	\$0
	Total Interfund Transactions (Admin)	\$2,725,000	\$2,348,700	\$2,354,050	\$2,348,700	\$2,745,400	\$2,745,400
<u>Beginning Balance</u>	062-39990 BEGINNING BALANCE	\$1,210,535	\$1,138,620	\$1,376,759	\$638,176	\$1,376,759	\$1,195,482
	Total Beginning Balance	\$1,210,535	\$1,138,620	\$1,376,759	\$638,176	\$1,376,759	\$1,195,482
	Grand Total	\$3,935,535	\$3,487,320	\$3,730,809	\$2,986,876	\$4,122,159	\$3,940,882

062 FLEET SERVICES FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40471 FLEET SERVICES</u> <u>DEPT</u>	Personnel	\$1,008,908	\$945,570	\$969,704	\$1,018,016	\$1,073,522	\$1,154,672

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40575 PENSION EXPENSE</u> <u>GASB 68</u>	Mat, Suppls, Services	\$1,781,981	\$1,402,611	\$1,808,853	\$1,853,155	\$1,853,155	\$1,845,050
	Capital	\$(1,115)	\$0	\$0	\$0	\$0	\$6,205
	Total 40471 FLEET SERVICES DEPT	\$2,789,774	\$2,348,181	\$2,778,556	\$2,871,171	\$2,926,677	\$3,005,927
	Personnel	\$7,142	\$(237,620)	\$0	\$0	\$0	\$0
	Total 40575 PENSION EXPENSE GASB 68	\$7,142	\$(237,620)	\$0	\$0	\$0	\$0
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$1,138,620	\$1,376,759	\$0	\$115,705	\$1,195,482	\$934,955
	Total 40999 END BAL SUR(DEF)	\$1,138,620	\$1,376,759	\$0	\$115,705	\$1,195,482	\$934,955
Grand Total		\$3,935,536	\$3,487,320	\$2,778,556	\$2,986,876	\$4,122,159	\$3,940,882

SELF INSURANCE FUND – Budget Summary

064 SELF INSURANCE FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Misc. Revenues	\$275,000	\$275,000	\$275,004	\$275,000	\$350,000	\$350,000
	Interfund Transactions (Admin)	\$1,286,651	\$1,399,043	\$1,583,460	\$1,583,450	\$1,583,450	\$1,693,993
	Total Revenues	\$1,561,651	\$1,674,043	\$1,858,464	\$1,858,450	\$1,933,450	\$2,043,993
<u>Other</u>	Beginning Balance	\$1,348,568	\$1,431,831	\$972,015	\$522,814	\$972,015	\$1,350,137
	Total Other	\$1,348,568	\$1,431,831	\$972,015	\$522,814	\$972,015	\$1,350,137
Grand Total		\$2,910,219	\$3,105,874	\$2,830,479	\$2,381,264	\$2,905,465	\$3,394,130

064 SELF INSURANCE FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Mat, Suppls, Services	\$1,478,388	\$2,133,859	\$1,594,912	\$1,446,500	\$1,555,328	\$1,562,452
	Total Depts	\$1,478,388	\$2,133,859	\$1,594,912	\$1,446,500	\$1,555,328	\$1,562,452
<u>Other</u>	Ending Balance	\$1,431,831	\$972,015	\$0	\$934,764	\$1,350,137	\$1,831,678
	Total Other	\$1,431,831	\$972,015	\$0	\$934,764	\$1,350,137	\$1,831,678

	Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
Grand Total	\$2,910,219	\$3,105,874	\$1,594,912	\$2,381,264	\$2,905,465	\$3,394,130

064 SELF INSURANCE FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Misc. Revenues</u>	064-36991 FEE FOR WORKER'S COMP SELF-INS	\$275,000	\$275,000	\$275,004	\$275,000	\$350,000	\$350,000
	Total Misc. Revenues	\$275,000	\$275,000	\$275,004	\$275,000	\$350,000	\$350,000
<u>Interfund Transactions (Admin)</u>	064-38141 INS - GENERAL FUND	\$777,096	\$823,716	\$924,684	\$924,685	\$924,685	\$980,030
	064-38142 INS - GOLF	\$9,045	\$8,868	\$8,040	\$8,037	\$8,037	\$8,152
	064-38143 INS - WATER FUND	\$161,097	\$172,680	\$135,264	\$135,259	\$135,259	\$162,278
	064-38144 INS - TRANSPORTATION	\$331,620	\$386,104	\$508,320	\$508,321	\$508,321	\$536,835
	064-38146 38146	\$7,793	\$7,675	\$7,152	\$7,148	\$7,148	\$6,697
	Total Interfund Transactions (Admin)	\$1,286,651	\$1,399,043	\$1,583,460	\$1,583,450	\$1,583,450	\$1,693,993
<u>Beginning Balance</u>	064-39990 BEGINNING BALANCE	\$1,348,568	\$1,431,831	\$972,015	\$522,814	\$972,015	\$1,350,137
	Total Beginning Balance	\$1,348,568	\$1,431,831	\$972,015	\$522,814	\$972,015	\$1,350,137
Grand Total		\$2,910,219	\$3,105,874	\$2,830,479	\$2,381,264	\$2,905,465	\$3,394,130

064 SELF INSURANCE FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40132 SELF INS & SEC BOND</u>	Mat, Suppls, Services	\$1,154,523	\$1,809,210	\$1,125,011	\$1,171,500	\$1,274,376	\$1,281,500
	Total 40132 SELF INS & SEC BOND	\$1,154,523	\$1,809,210	\$1,125,011	\$1,171,500	\$1,274,376	\$1,281,500
<u>40139 WORKERS COMP</u>	Mat, Suppls, Services	\$(20,806)	\$60,922	\$171,328	\$275,000	\$280,952	\$280,952
	Total 40139 WORKERS COMP	\$(20,806)	\$60,922	\$171,328	\$275,000	\$280,952	\$280,952
<u>40141 DENTAL SELF FUNDING</u>	Mat, Suppls, Services	\$344,671	\$263,727	\$298,574	\$0	\$0	\$0
	Total 40141 DENTAL SELF FUNDING	\$344,671	\$263,727	\$298,574	\$0	\$0	\$0
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$1,431,831	\$972,015	\$0	\$934,764	\$1,350,137	\$1,831,678
	Total 40999 END BAL SUR(DEF)	\$1,431,831	\$972,015	\$0	\$934,764	\$1,350,137	\$1,831,678
Grand Total		\$2,910,219	\$3,105,874	\$1,594,912	\$2,381,264	\$2,905,465	\$3,394,130

SALES TAX REV BOND - DEBT SVS FUND – Budget Summary

070 SALES TAX REV BOND - DEBT SVS FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Misc. Revenues	\$614,894	\$148,094	\$120,998	\$0	\$0	\$0
	Interfund Transactions (Admin)	\$162,477	\$22,495	\$0	\$0	\$0	\$0
	Interfund Transactions (CIP/Debt)	\$7,256,839	\$7,416,371	\$6,962,220	\$6,962,216	\$6,962,216	\$6,968,791
	Total Revenues	\$8,034,210	\$7,586,960	\$7,083,218	\$6,962,216	\$6,962,216	\$6,968,791
<u>Other</u>	Beginning Balance	\$25,749,908	\$26,139,189	\$26,283,977	\$26,123,690	\$26,283,977	\$26,273,977
	Total Other	\$25,749,908	\$26,139,189	\$26,283,977	\$26,123,690	\$26,283,977	\$26,273,977
Grand Total		\$33,784,118	\$33,726,149	\$33,367,195	\$33,085,906	\$33,246,193	\$33,242,768

070 SALES TAX REV BOND - DEBT SVS FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Debt Service	\$7,427,890	\$7,442,172	\$6,962,915	\$6,972,216	\$6,972,216	\$6,972,216
	Total Depts	\$7,427,890	\$7,442,172	\$6,962,915	\$6,972,216	\$6,972,216	\$6,972,216
<u>Other</u>	Interfund Transfer	\$217,039	\$0	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Ending Balance	\$26,139,189	\$26,283,977	\$0	\$26,113,690	\$26,273,977	\$26,270,552
	Total Other	\$26,356,228	\$26,283,977	\$0	\$26,113,690	\$26,273,977	\$26,270,552
	Grand Total	\$33,784,118	\$33,726,149	\$6,962,915	\$33,085,906	\$33,246,193	\$33,242,768

070 SALES TAX REV BOND - DEBT SVS FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Misc. Revenues</u>	070-36112 INT EARN SPEC ACCTS	\$614,894	\$148,094	\$120,998	\$0	\$0	\$0
	Total Misc. Revenues	\$614,894	\$148,094	\$120,998	\$0	\$0	\$0
<u>Interfund Transactions (Admin)</u>	070-38131 CITY CONT. GENERAL	\$162,477	\$22,495	\$0	\$0	\$0	\$0
	Total Interfund Transactions (Admin)	\$162,477	\$22,495	\$0	\$0	\$0	\$0
<u>Interfund Transactions (CIP/Debt)</u>	070-38231 TRANSFER FROM CIP	\$3,682,118	\$3,589,254	\$4,174,632	\$4,174,626	\$4,174,626	\$4,177,076
	070-38234 TRANSFER IN FROM MAIN ST. RDA	\$805,006	\$1,046,777	\$0	\$0	\$0	\$0
	070-38236 TRANSFER FROM LPA RDA-FUND 33	\$2,769,715	\$2,780,340	\$2,787,588	\$2,787,590	\$2,787,590	\$2,791,715

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Beginning Balance</u>	Total Interfund Transactions (CIP/Debt)	\$7,256,839	\$7,416,371	\$6,962,220	\$6,962,216	\$6,962,216	\$6,968,791
	070-39990 BEGINNING BALANCE	\$25,749,908	\$26,139,189	\$26,283,977	\$26,123,690	\$26,283,977	\$26,273,977
	Total Beginning Balance	\$25,749,908	\$26,139,189	\$26,283,977	\$26,123,690	\$26,283,977	\$26,273,977
Grand Total		\$33,784,118	\$33,726,149	\$33,367,195	\$33,085,906	\$33,246,193	\$33,242,768

070 SALES TAX REV BOND - DEBT SVS FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40730 2017 SALES TAX REV BONDS</u>	Debt Service	\$2,772,103	\$2,773,674	\$2,772,403	\$2,774,528	\$2,774,528	\$2,774,528
	Interfund Transfer	\$202,191	\$0	\$0	\$0	\$0	\$0
	Total 40730 2017 SALES TAX REV BONDS	\$2,974,294	\$2,773,674	\$2,772,403	\$2,774,528	\$2,774,528	\$2,774,528
<u>40731 2019 SALES TAX REV BONDS</u>	Debt Service	\$2,398,500	\$2,409,196	\$2,416,125	\$2,418,250	\$2,418,250	\$2,418,250
	Total 40731 2019 SALES TAX REV BONDS	\$2,398,500	\$2,409,196	\$2,416,125	\$2,418,250	\$2,418,250	\$2,418,250
<u>40795 2014A SALES TAX REV & REF BONDS</u>	Debt Service	\$1,088,600	\$1,087,671	\$0	\$0	\$0	\$0
	Total 40795 2014A SALES TAX REV & REF BONDS	\$1,088,600	\$1,087,671	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40796 2014B SALES TAX REV BONDS</u>	Debt Service	\$166,213	\$166,284	\$772,388	\$774,913	\$774,913	\$774,913
	Total 40796 2014B SALES TAX REV BONDS	\$166,213	\$166,284	\$772,388	\$774,913	\$774,913	\$774,913
<u>40798 2015 SALES TAX REV BONDS</u>	Debt Service	\$1,002,475	\$1,005,346	\$1,002,000	\$1,004,525	\$1,004,525	\$1,004,525
	Interfund Transfer	\$14,848	\$0	\$0	\$0	\$0	\$0
	Total 40798 2015 SALES TAX REV BONDS	\$1,017,323	\$1,005,346	\$1,002,000	\$1,004,525	\$1,004,525	\$1,004,525
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$26,139,189	\$26,283,977	\$0	\$26,113,690	\$26,273,977	\$26,270,552
	Total 40999 END BAL SUR(DEF)	\$26,139,189	\$26,283,977	\$0	\$26,113,690	\$26,273,977	\$26,270,552
Grand Total		\$33,784,118	\$33,726,149	\$6,962,915	\$33,085,906	\$33,246,193	\$33,242,768

DEBT SERVICE FUND – Budget Summary

071 DEBT SERVICE FUND – Revenue Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Revenues</u>	Property Taxes	\$9,281,384	\$9,506,281	\$9,497,688	\$9,509,688	\$9,509,688	\$9,509,688
	Misc. Revenues	\$46,837	\$1,210	\$1,852	\$39,366	\$39,366	\$39,366
	Bond Proceeds	\$10,768,465	\$0	\$0	\$0	\$0	\$0
	Total Revenues	\$20,096,686	\$9,507,491	\$9,499,540	\$9,549,054	\$9,549,054	\$9,549,054
<u>Other</u>	Beginning Balance	\$1,575,743	\$1,641,274	\$1,635,448	\$1,680,641	\$1,635,448	\$1,674,814
	Total Other	\$1,575,743	\$1,641,274	\$1,635,448	\$1,680,641	\$1,635,448	\$1,674,814
Grand Total		\$21,672,429	\$11,148,765	\$11,134,988	\$11,229,695	\$11,184,502	\$11,223,868

071 DEBT SERVICE FUND – Expense Summary

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Depts</u>	Debt Service	\$15,379,463	\$9,513,316	\$9,501,188	\$9,509,688	\$9,509,688	\$9,509,688
	Total Depts	\$15,379,463	\$9,513,316	\$9,501,188	\$9,509,688	\$9,509,688	\$9,509,688
<u>Other</u>	Interfund Transfer	\$4,651,693	\$0	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
	Ending Balance	\$1,641,274	\$1,635,448	\$0	\$1,720,007	\$1,674,814	\$1,714,180
	Total Other	\$6,292,967	\$1,635,448	\$0	\$1,720,007	\$1,674,814	\$1,714,180
	Grand Total	\$21,672,430	\$11,148,764	\$9,501,188	\$11,229,695	\$11,184,502	\$11,223,868

071 DEBT SERVICE FUND – Revenue by Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Property Taxes</u>	071-31112 PROP TAX DEBT SERV	\$9,269,384	\$9,494,281	\$9,485,688	\$9,497,688	\$9,497,688	\$9,497,688
	071-31121 DEL AND PRIOR YEAR	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
	Total Property Taxes	\$9,281,384	\$9,506,281	\$9,497,688	\$9,509,688	\$9,509,688	\$9,509,688
<u>Misc. Revenues</u>	071-36112 INT EARN SPEC ACCTS	\$3,651	\$1,210	\$1,852	\$0	\$0	\$0
	071-36915 BUILD AMERICA BOND SUBSIDY	\$43,186	\$0	\$0	\$39,366	\$39,366	\$39,366
	Total Misc. Revenues	\$46,837	\$1,210	\$1,852	\$39,366	\$39,366	\$39,366
<u>Bond Proceeds</u>	071-39219 REFUNDING BONDS ISSUED	\$5,470,000	\$0	\$0	\$0	\$0	\$0
	071-39220 BOND PROCEEDS	\$4,000,000	\$0	\$0	\$0	\$0	\$0
	071-39221 BONDS-ORIGINAL ISSUE PREMIUM	\$1,298,465	\$0	\$0	\$0	\$0	\$0
	Total Bond Proceeds	\$10,768,465	\$0	\$0	\$0	\$0	\$0

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>Beginning Balance</u>	071-39990 BEGINNING BALANCE	\$1,575,743	\$1,641,274	\$1,635,448	\$1,680,641	\$1,635,448	\$1,674,814
	Total Beginning Balance	\$1,575,743	\$1,641,274	\$1,635,448	\$1,680,641	\$1,635,448	\$1,674,814
Grand Total		\$21,672,429	\$11,148,765	\$11,134,988	\$11,229,695	\$11,184,502	\$11,223,868

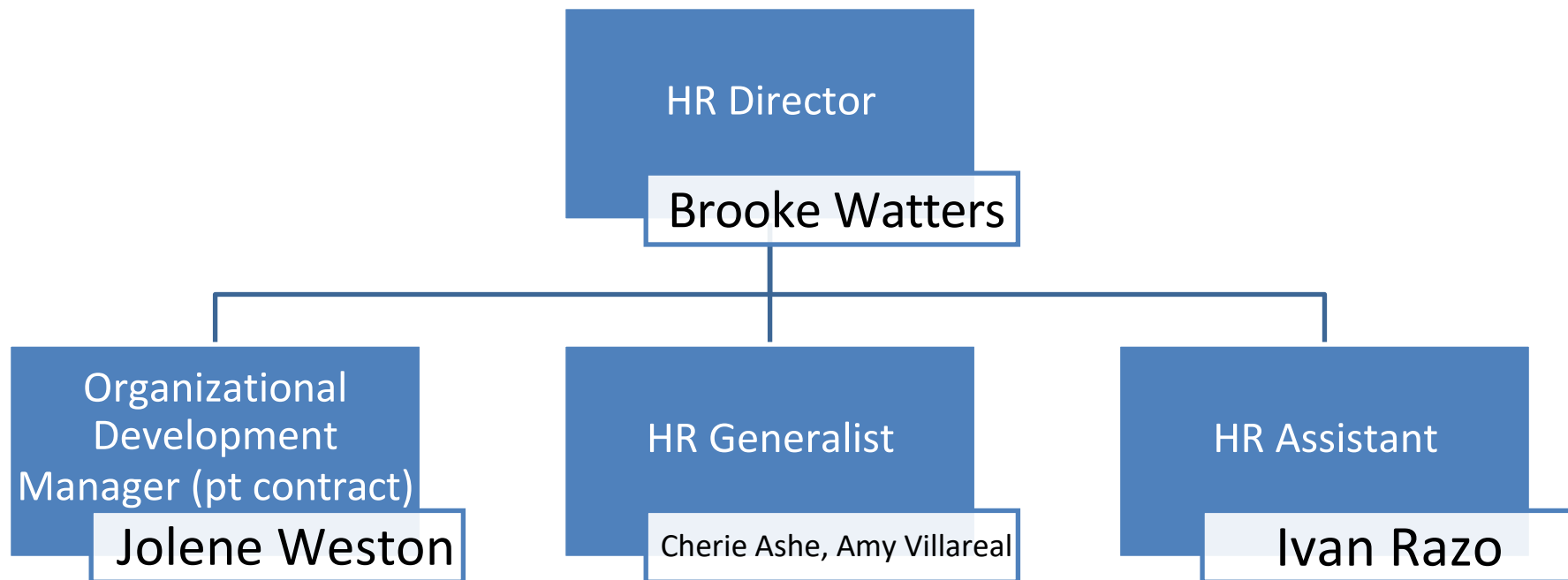
071 DEBT SERVICE FUND – Expenditures by Department and Type

		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40780 GO BONDS-2009 SERIES</u>	Debt Service	\$4,755,756	\$0	\$0	\$0	\$0	\$0
	Total 40780 GO BONDS- 2009 SERIES	\$4,755,756	\$0	\$0	\$0	\$0	\$0
<u>40788 GO BONDS- 2010B SERIES</u>	Debt Service	\$2,798,647	\$0	\$0	\$0	\$0	\$0
	Total 40788 GO BONDS- 2010B SERIES	\$2,798,647	\$0	\$0	\$0	\$0	\$0
<u>40793 GO BONDS- 2013A SERIES</u>	Debt Service	\$585,163	\$586,134	\$590,725	\$592,850	\$592,850	\$592,850
	Total 40793 GO BONDS- 2013A SERIES	\$585,163	\$586,134	\$590,725	\$592,850	\$592,850	\$592,850
<u>40797 2014 GO REFUNDING BONDS</u>	Debt Service	\$250	\$0	\$0	\$0	\$0	\$0
	Total 40797 2014 GO REFUNDING BONDS	\$250	\$0	\$0	\$0	\$0	\$0

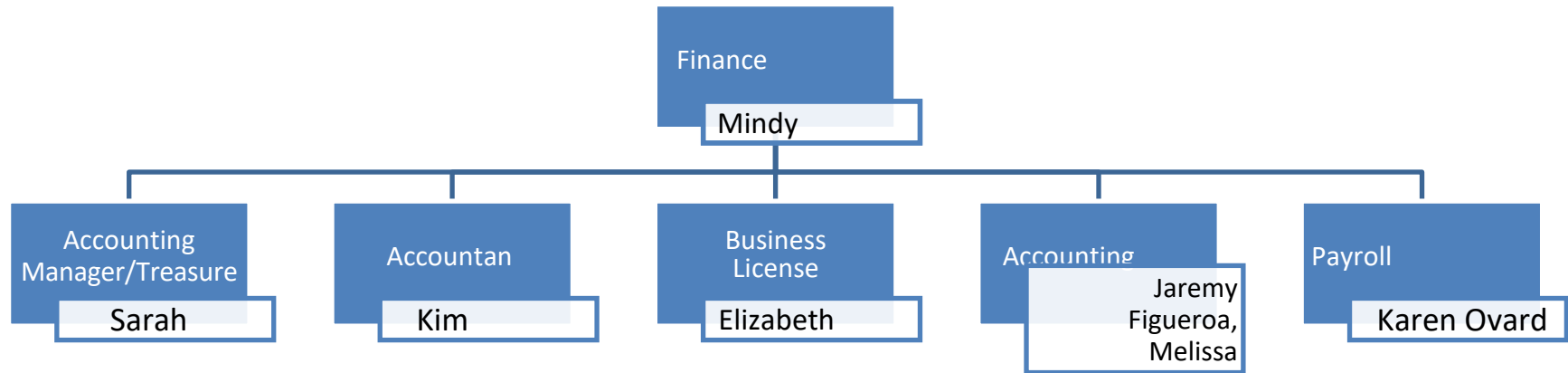
		Actuals FY 2020	Actuals FY 2021	YTD FY 2022	Original FY 2022	Adjusted FY 2022	Budget FY 2023
<u>40799 2017 GO BONDS OPEN SPACE</u>	Debt Service	\$2,246,100	\$2,229,421	\$2,214,725	\$2,217,350	\$2,217,350	\$2,217,350
	Total 40799 2017 GO BONDS OPEN SPACE	\$2,246,100	\$2,229,421	\$2,214,725	\$2,217,350	\$2,217,350	\$2,217,350
<u>40800 GO BONDS - 2019 SERIES</u>	Debt Service	\$4,875,521	\$4,877,721	\$4,887,525	\$4,890,150	\$4,890,150	\$4,890,150
	Total 40800 GO BONDS - 2019 SERIES	\$4,875,521	\$4,877,721	\$4,887,525	\$4,890,150	\$4,890,150	\$4,890,150
<u>40801 GO BONDS - 2020 SERIES</u>	Debt Service	\$118,027	\$1,820,040	\$1,808,213	\$1,809,338	\$1,809,338	\$1,809,338
	Interfund Transfer	\$4,651,693	\$0	\$0	\$0	\$0	\$0
	Total 40801 GO BONDS - 2020 SERIES	\$4,769,720	\$1,820,040	\$1,808,213	\$1,809,338	\$1,809,338	\$1,809,338
<u>40999 END BAL SUR(DEF)</u>	Ending Balance	\$1,641,274	\$1,635,448	\$0	\$1,720,007	\$1,674,814	\$1,714,180
	Total 40999 END BAL SUR(DEF)	\$1,641,274	\$1,635,448	\$0	\$1,720,007	\$1,674,814	\$1,714,180
Grand Total		\$21,672,430	\$11,148,764	\$9,501,188	\$11,229,695	\$11,184,502	\$11,223,868

ORGANIZATIONAL CHARTS

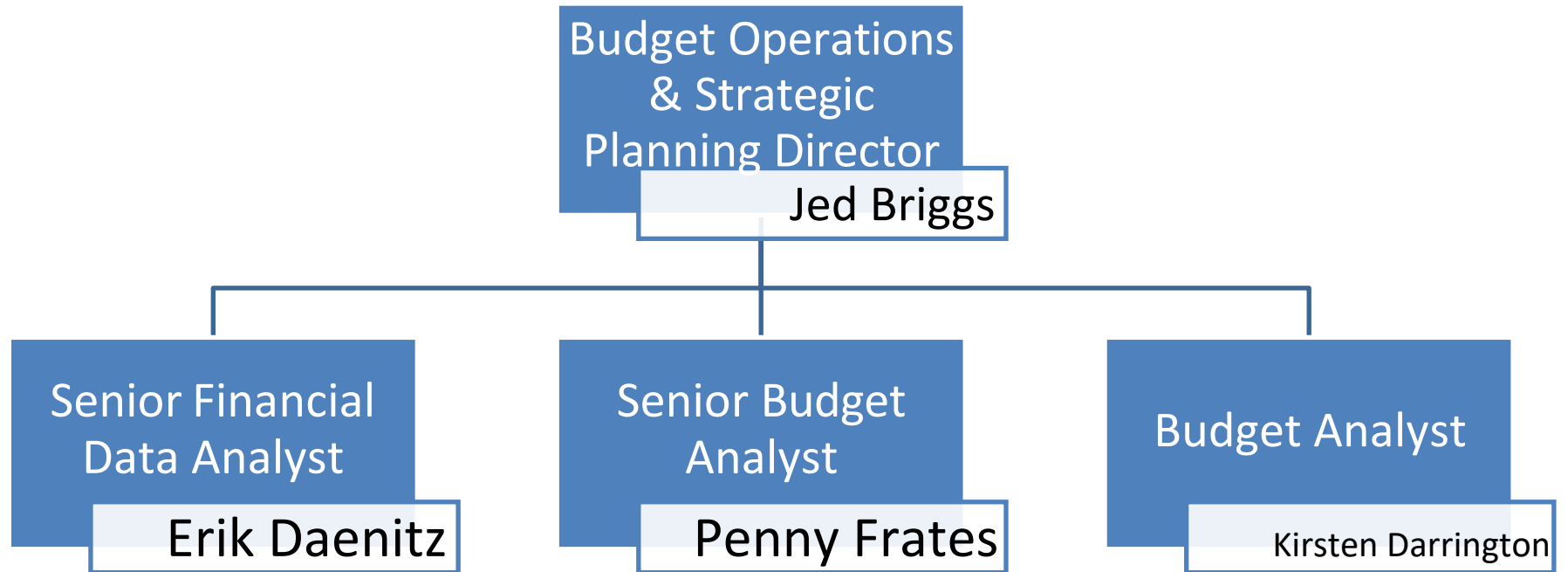
HR Department



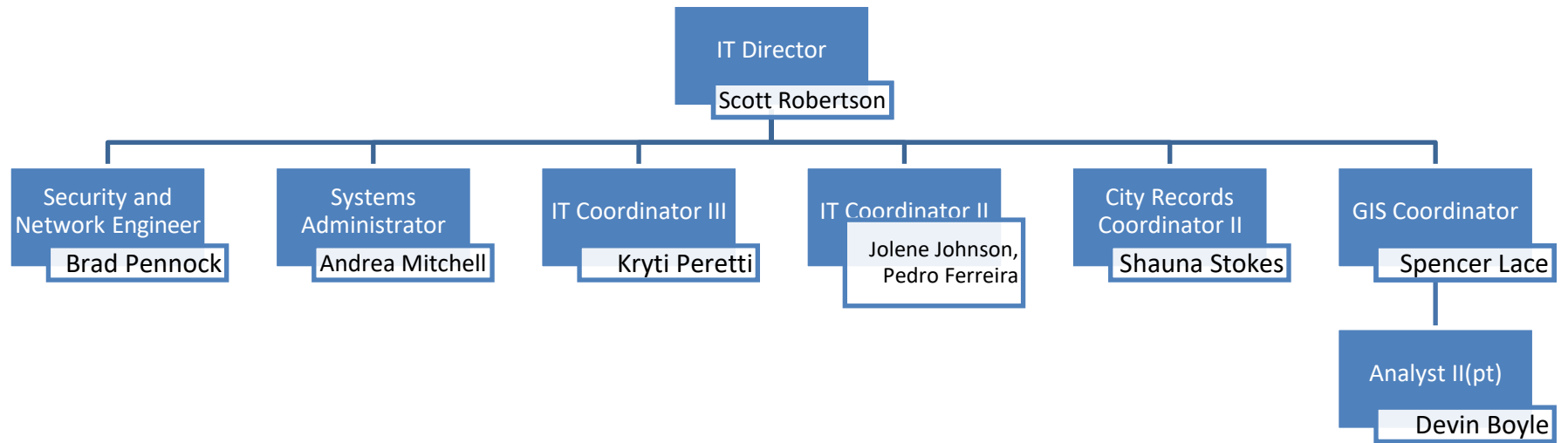
Finance Department



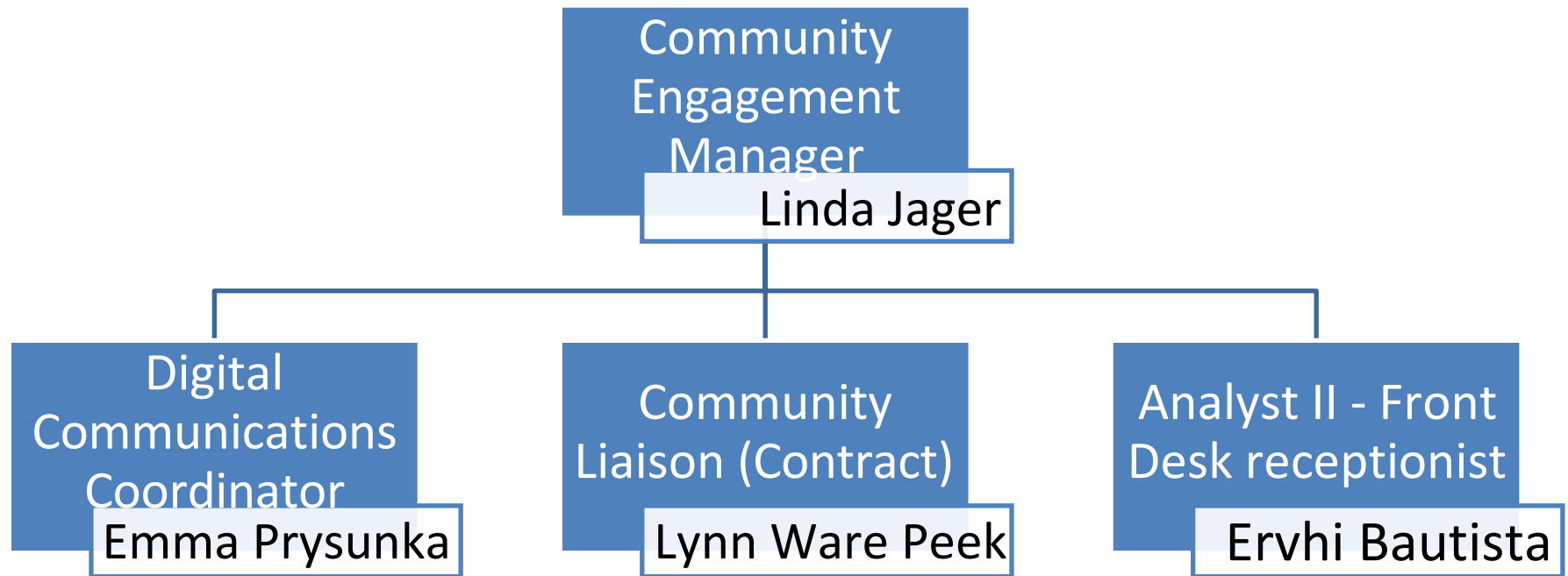
Budget Department



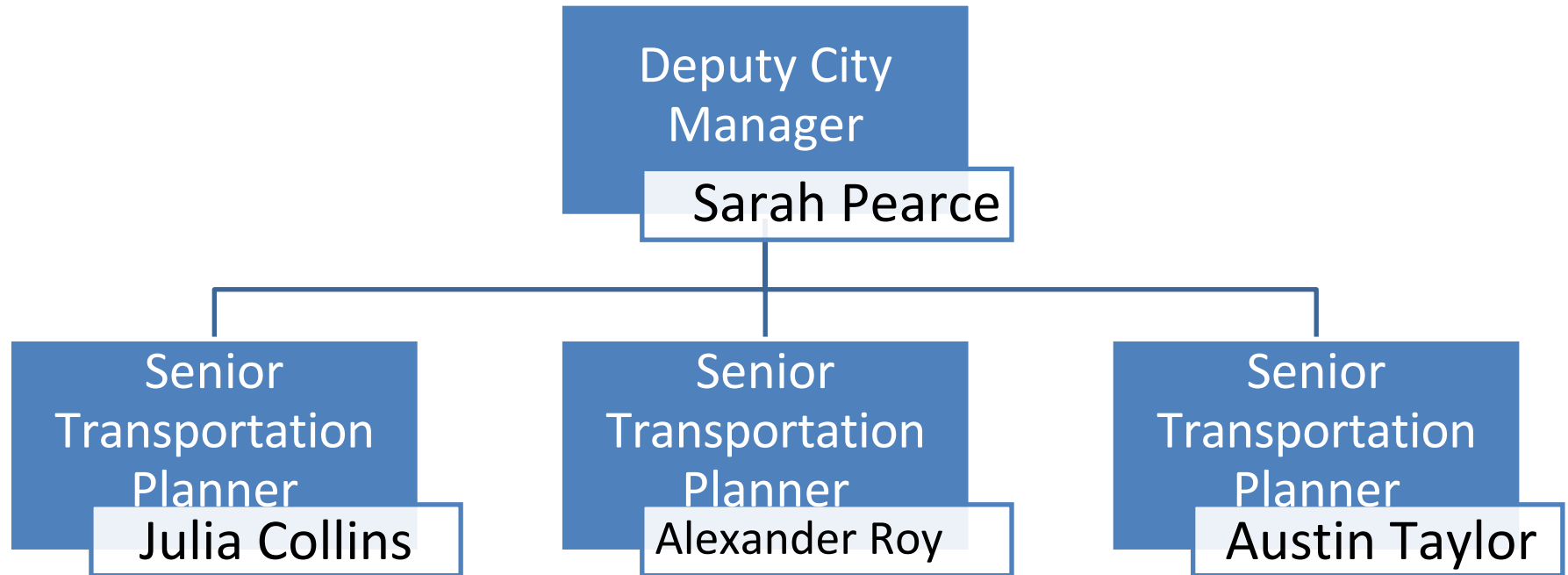
IT Department



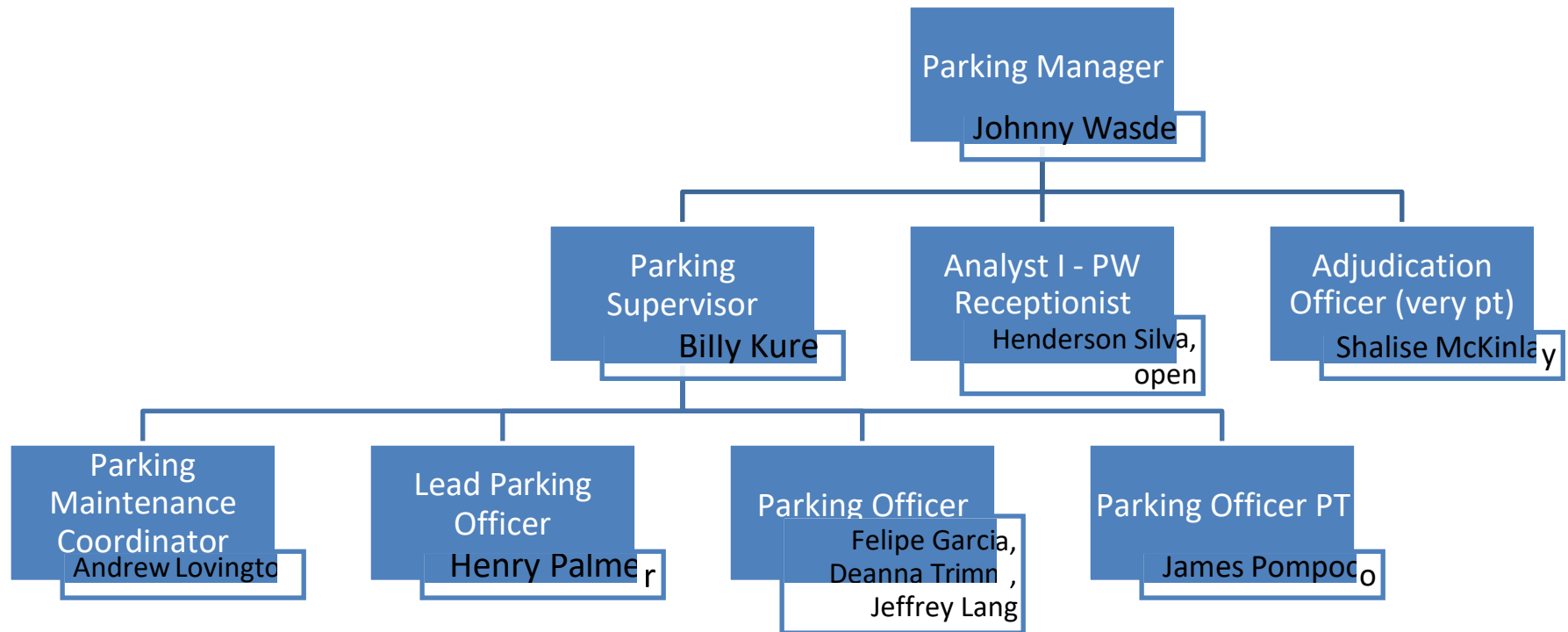
Community Department



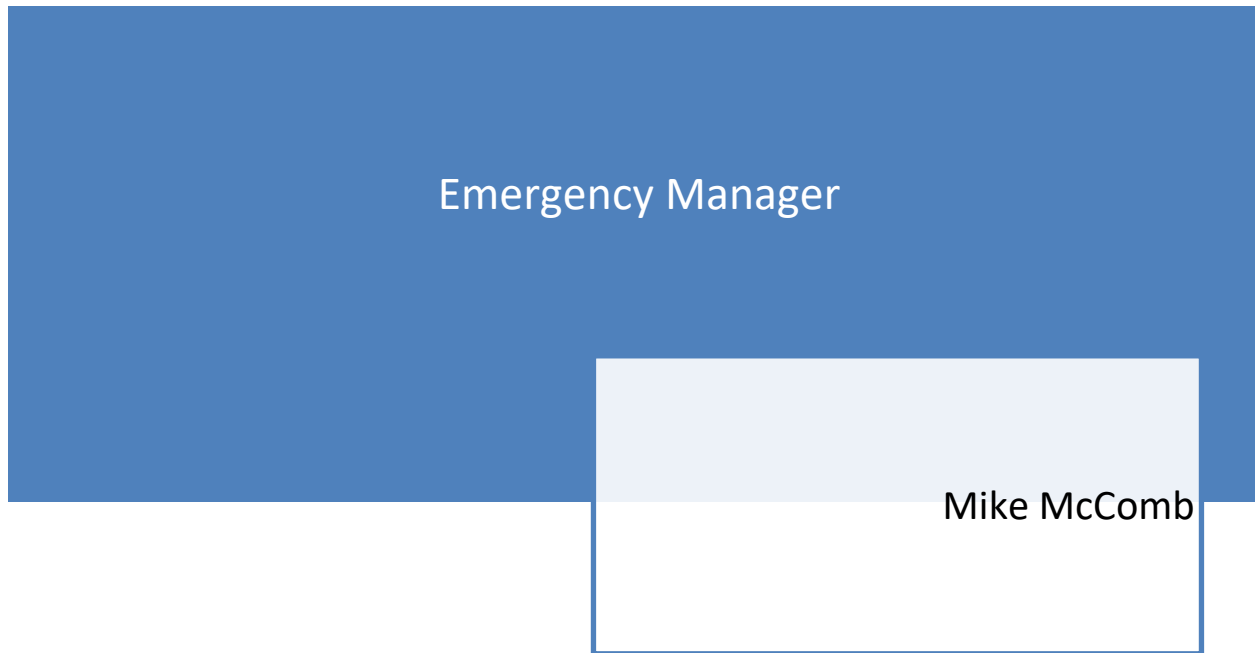
Transportation Planning Department



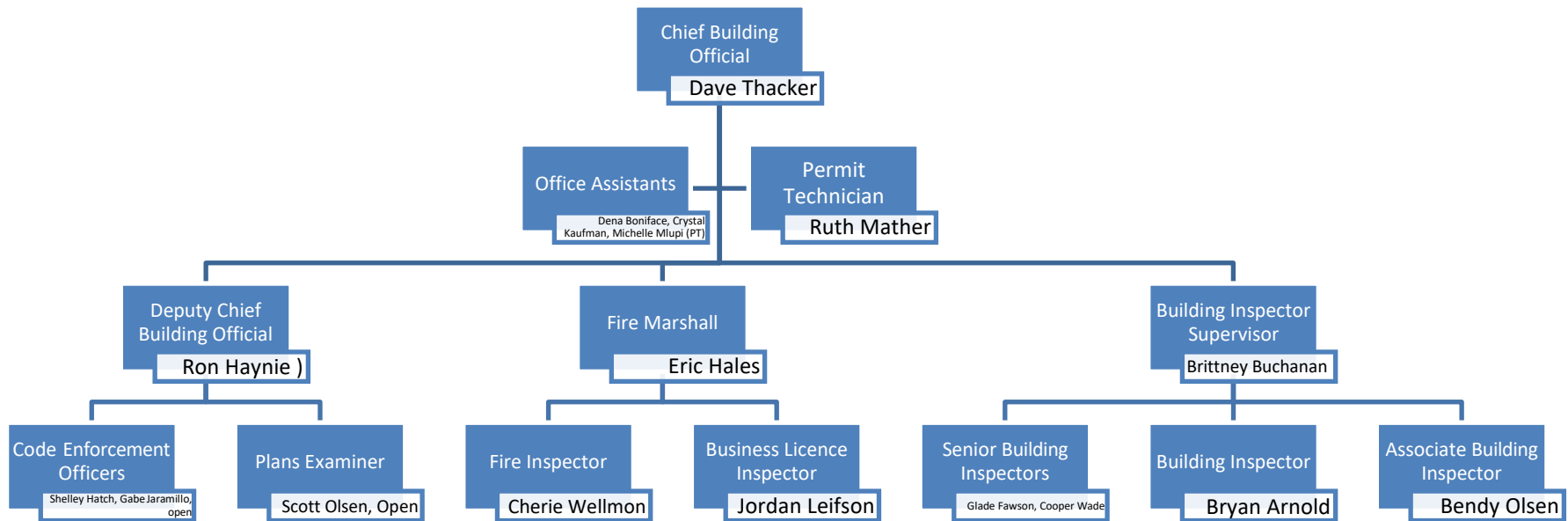
Parking Department



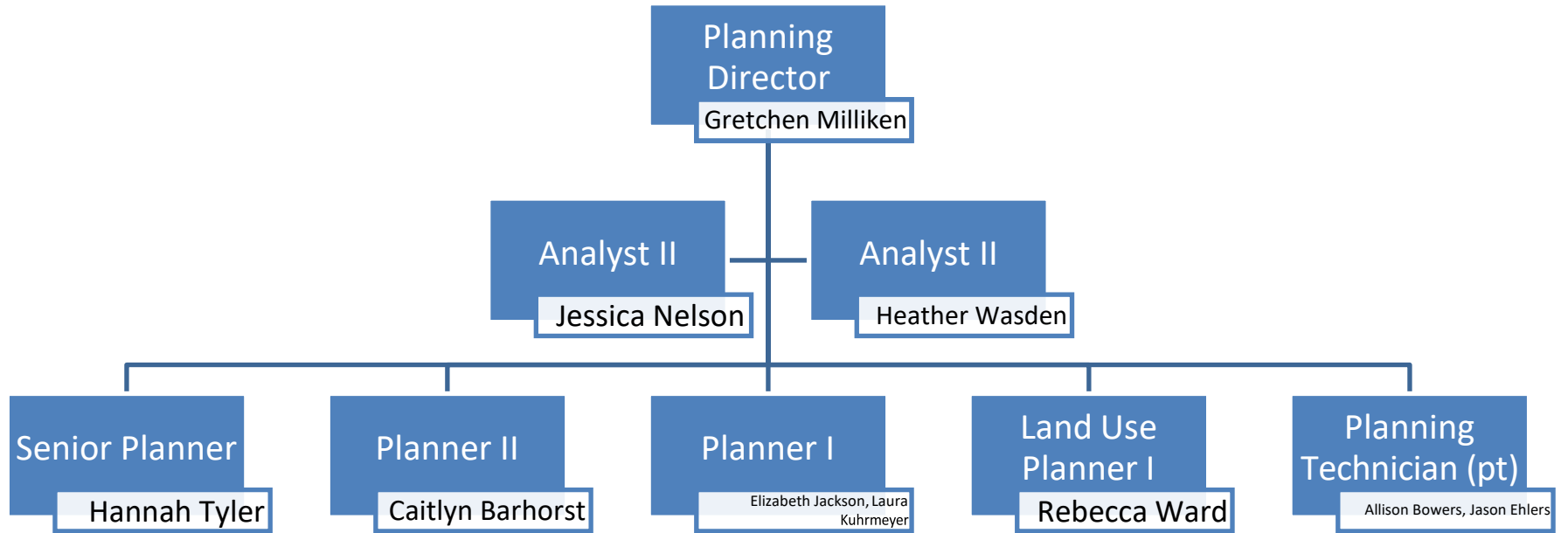
Emergency Management Department



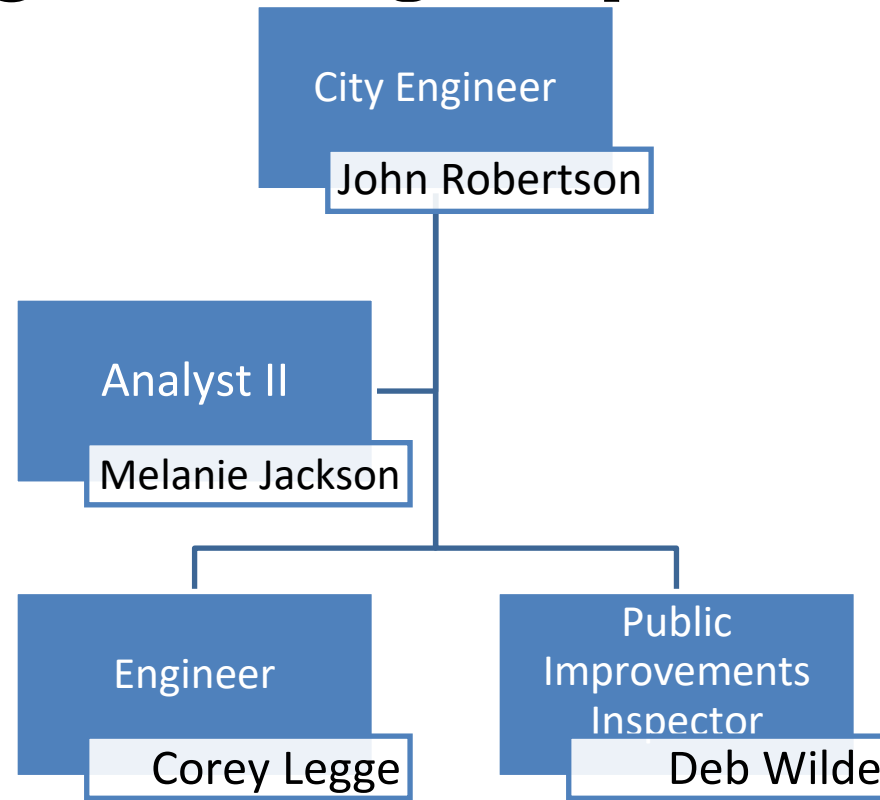
Building Department



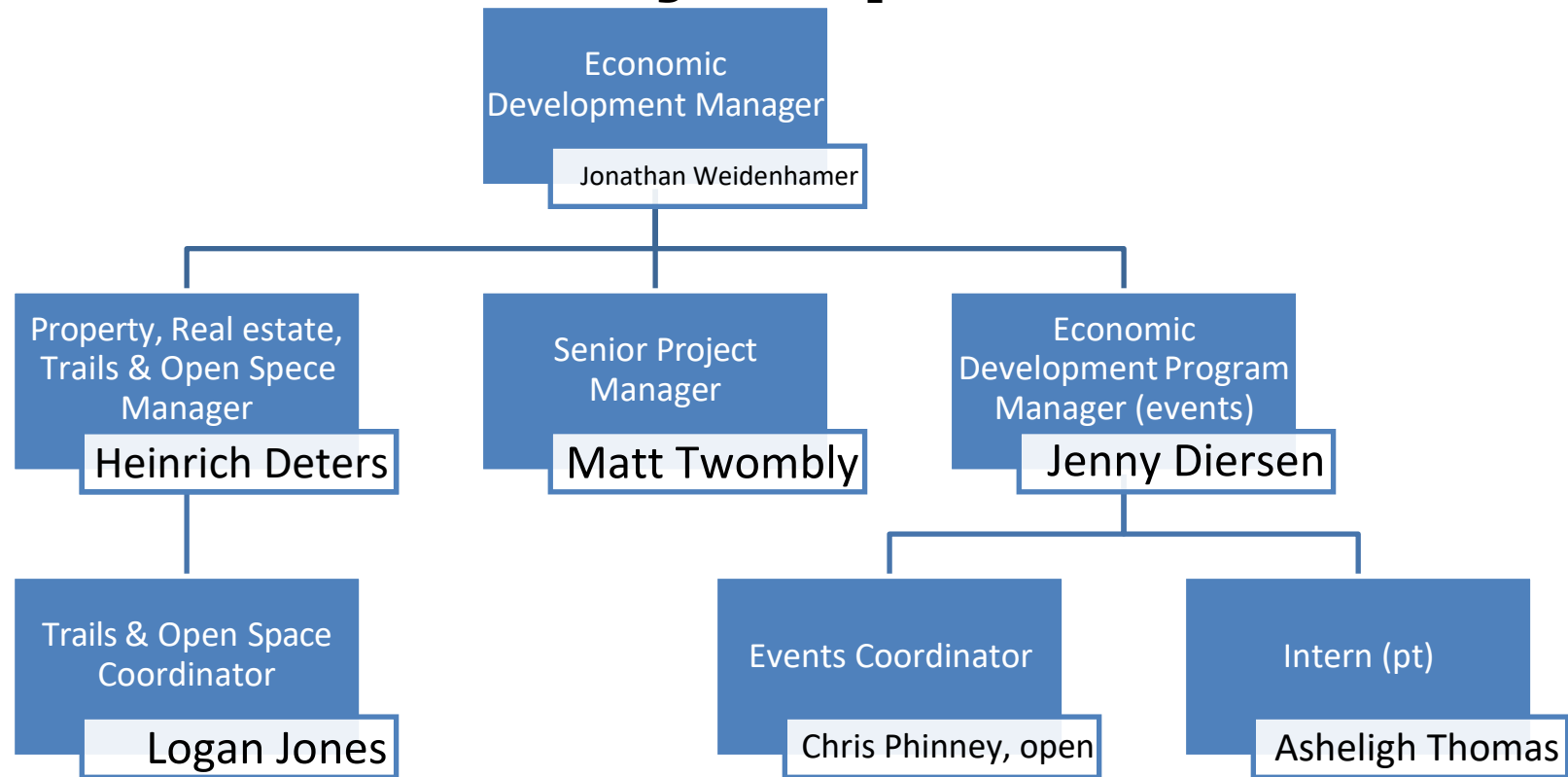
Planning Department



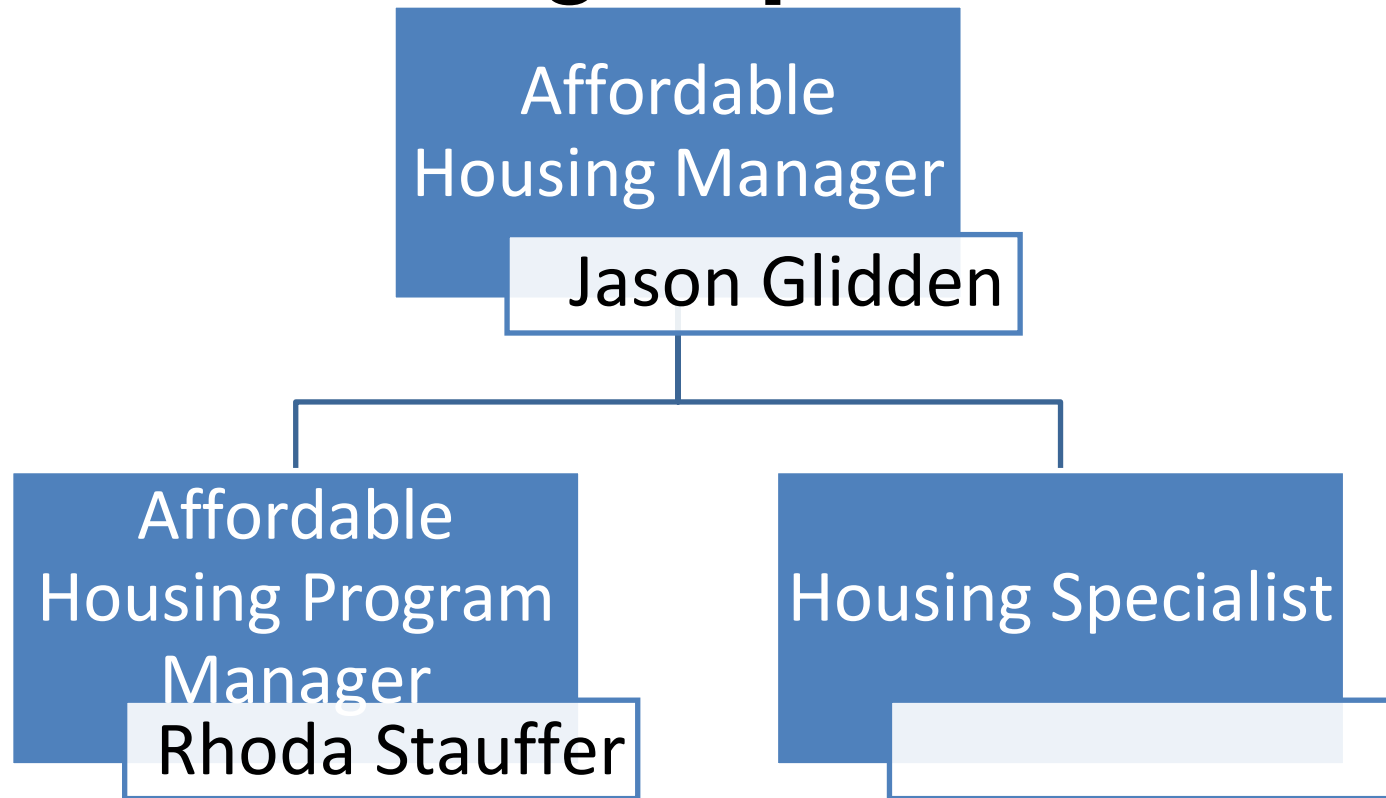
Engineering Department



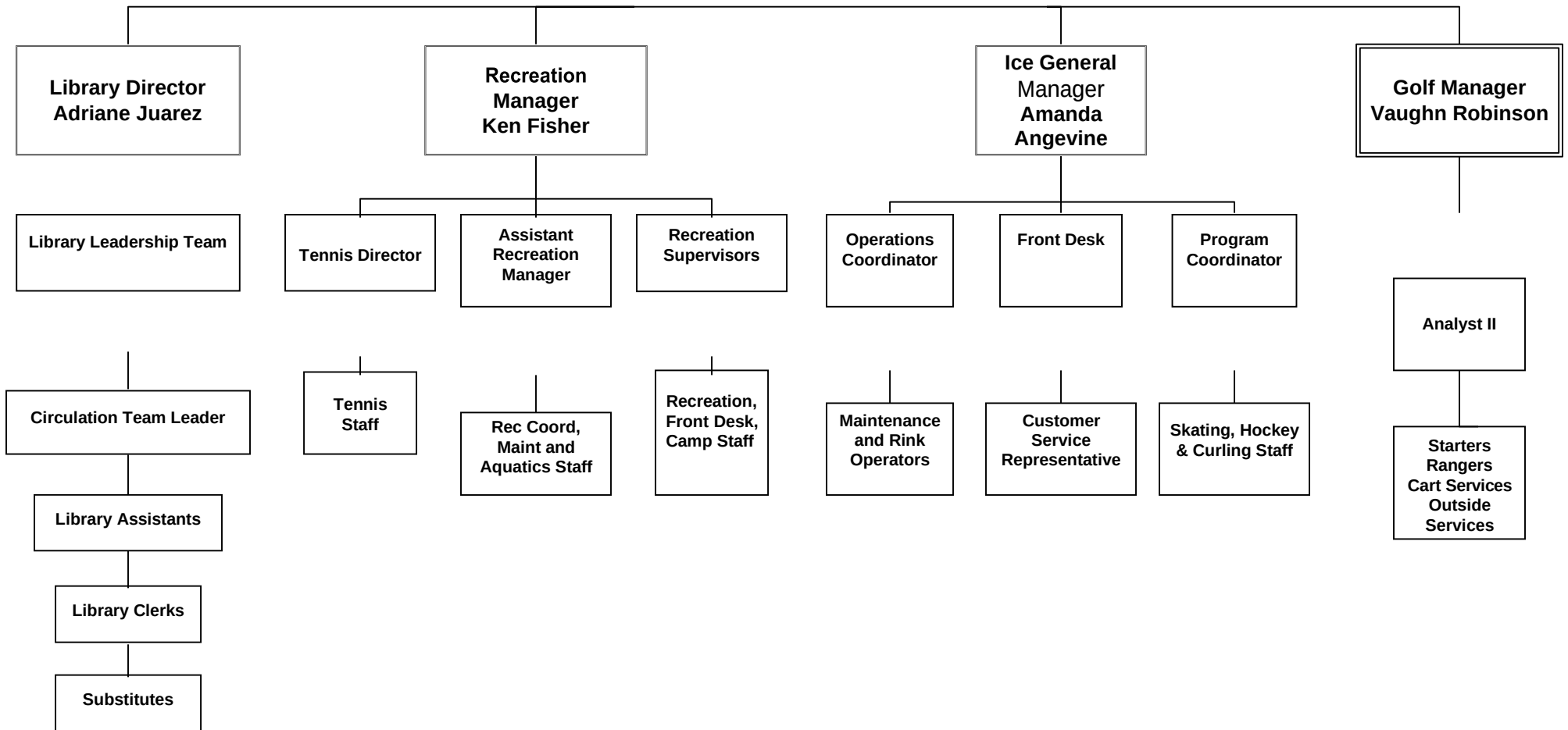
Economy Department



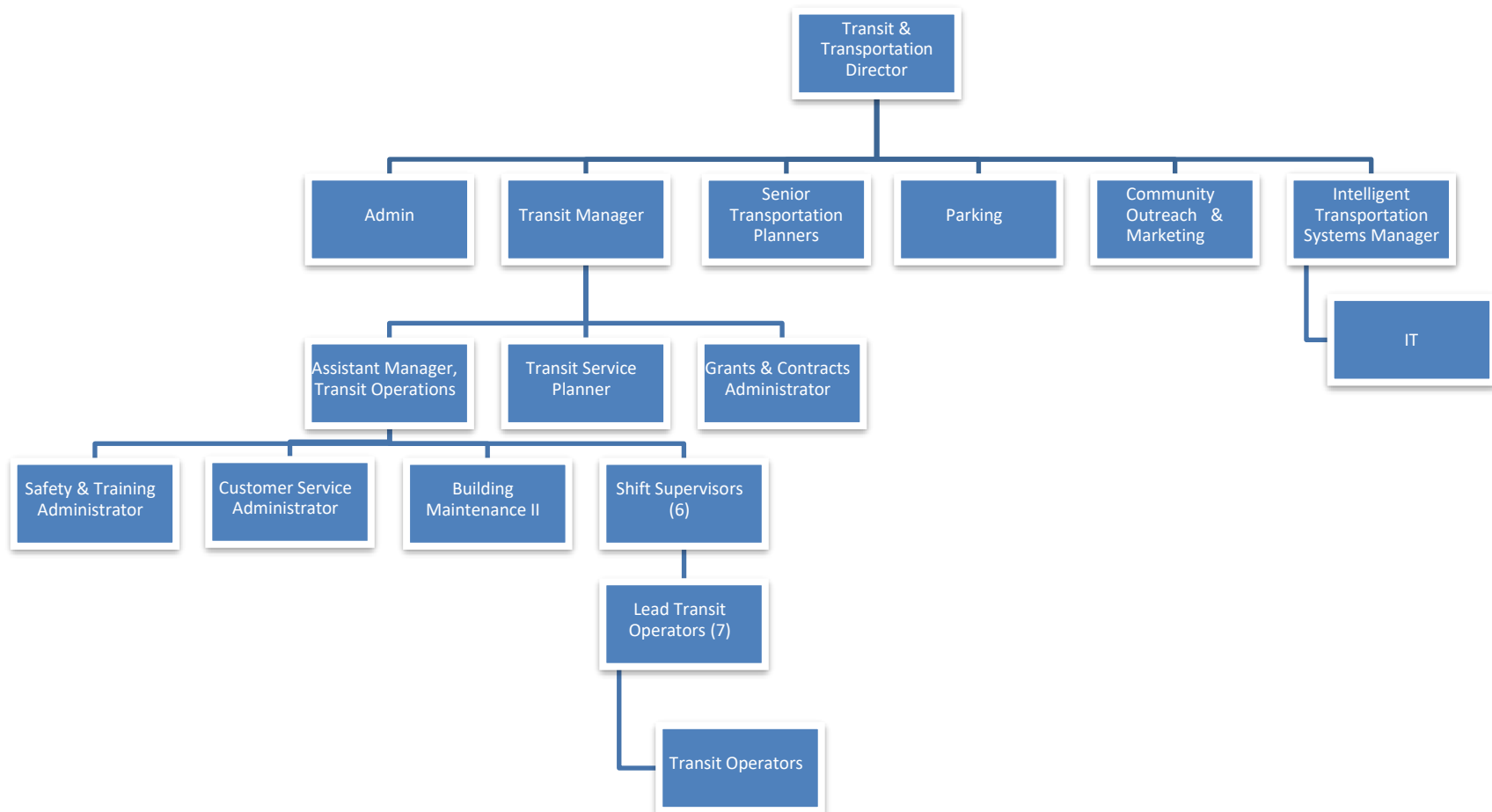
Housing Department



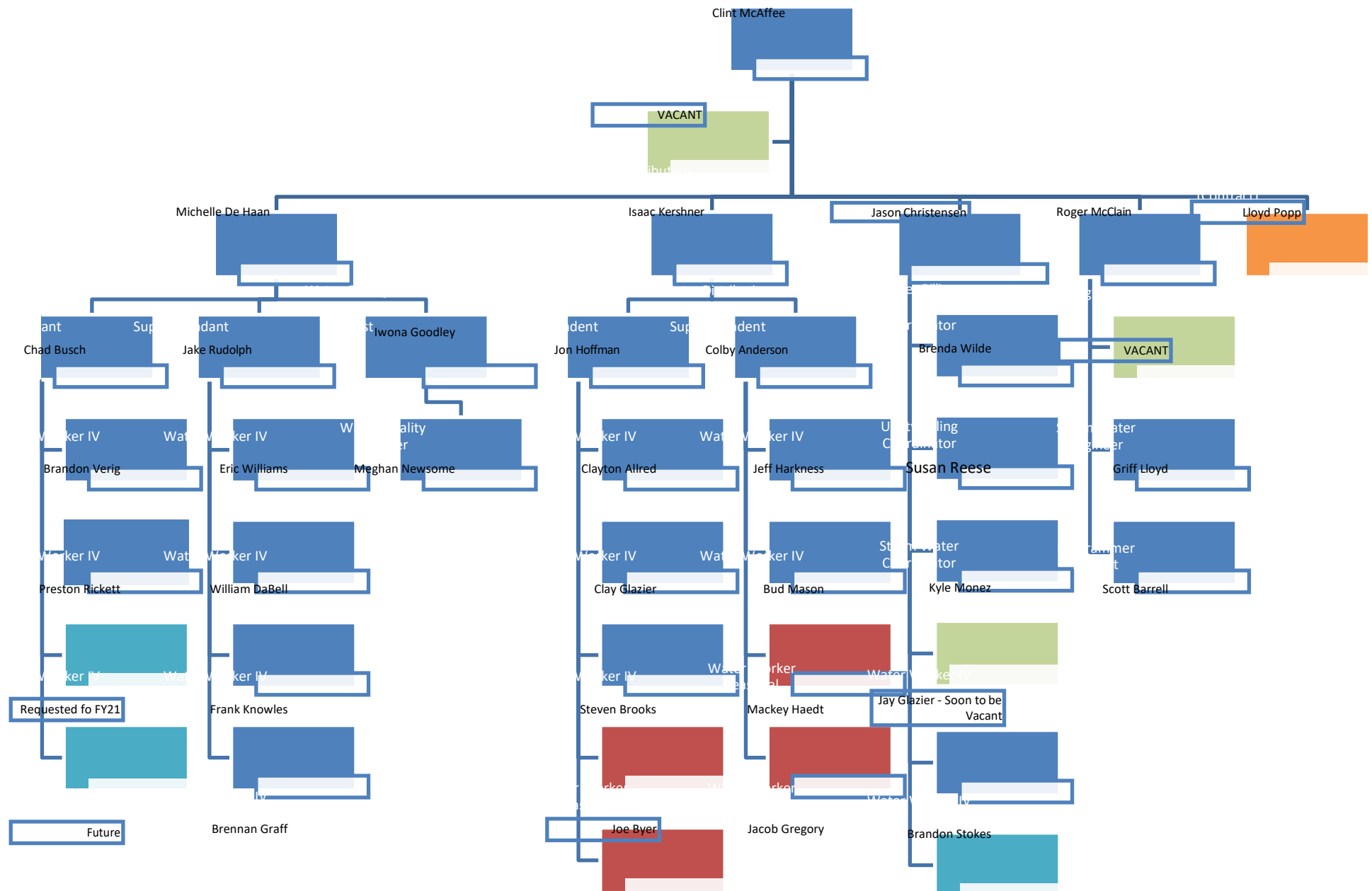
Library & Recreation



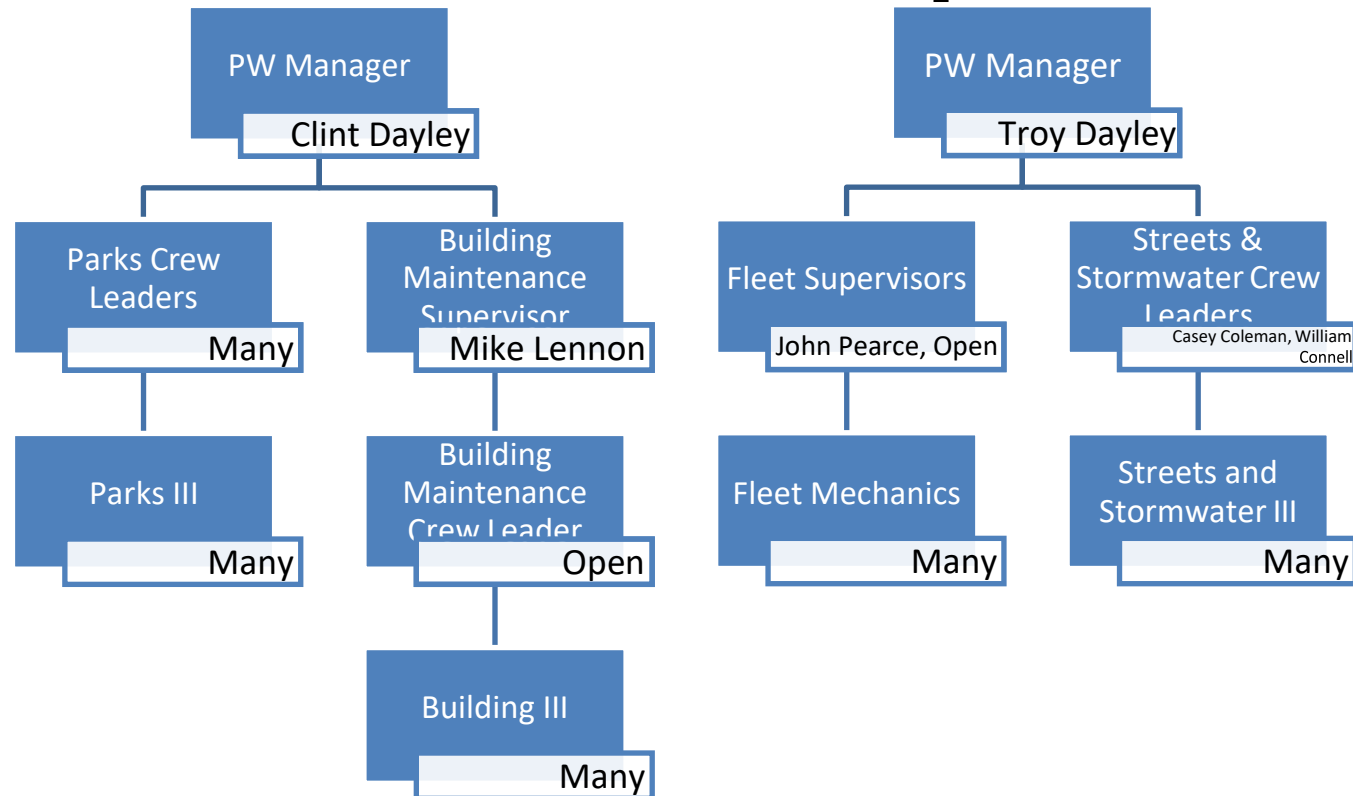
Transportation



Public Utilities Department – Jun 2020



Public Works Department



Public Safety Department

