PARK CITY MUNICIPAL'S

FISCAL YEAR 2020 BUDGET

Evolving and sustaining a complete community

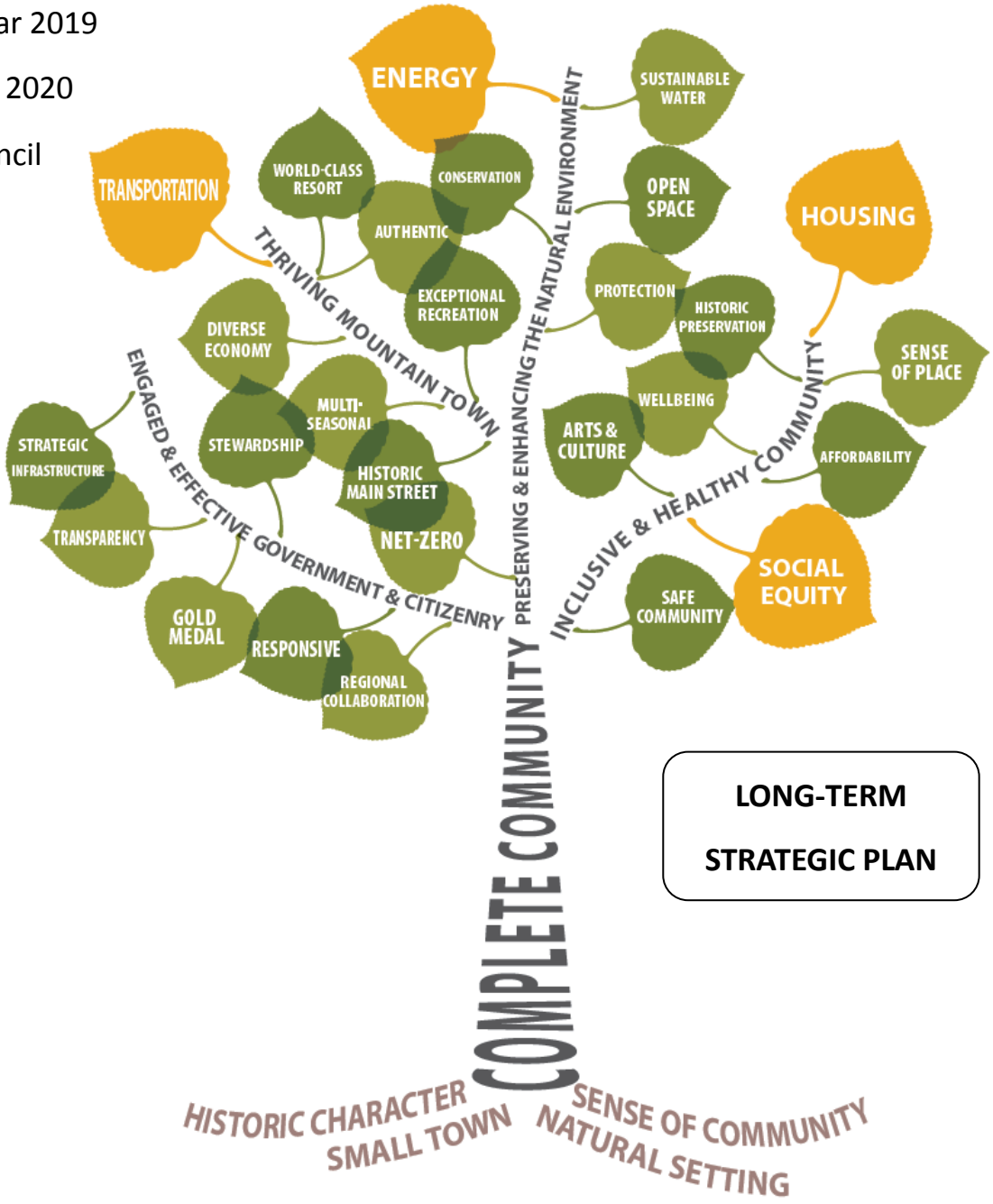
City Council Adopted Budget

Adjusted Budget Fiscal Year 2019

Annual Budget Fiscal Year 2020

Adopted by Park City Council

Volume I



LONG-TERM

STRATEGIC PLAN

Prepared by:

Diane Foster—City Manager

Jed Briggs—Budget Operations & Strategic Planning Manager

Nate Rockwood—Redevelopment & Capital Management Director

Todd Andersen—Budget & Performance Analyst

Josh Miller— Budget, Debt, & Grants Analyst

PARK CITY MUNICIPAL CORPORATION
445 Marsac Ave, P. O. Box 1480,
Park City, Utah 84060

MAYOR AND CITY COUNCIL
AS OF January 1, 2019

Mayor Andy Beerman
310 Park Avenue
PO Box 1570
Park City, Utah 84060
Phone: 435-731-8366
Email: andy@parkcity.org
Term 1/18 - 1/22

Tim Henney
PO Box 3927
Park City, Utah 84060
Phone: 435-640-4583
Email: tim.henney@parkcity.org
Term 1/18 – 1/22

Nann Worel
PO Box 1480
Park City, Utah 84060
Phone: 435-513-9955
Email: nann.worel@parkcity.org
Term 1/16 - 1/20

Steve Joyce
1776 Park Avenue, Suite 4-232
Park City, Utah 84060
Phone: 919-539-4401
Email: steve.joyce@parkcity.org
Term 1/18 – 1/22

Lynn Ware Peek
2844 Holiday Ranch Loop
Park City, Utah 84060
Phone: 435-640-3931
Email: lynn.ware-peek@parkcity.org
Term 1/18 - 1/20

Becca Gerber
44 Spaulding Ct.
Park City, Utah 84060
Phone: 801-557-5649
Email:becca.gerber@parkcity.org
Term 1/16 – 1/20

Diane Foster - City Manager
Mark Harrington - City Attorney
Jed Briggs - Budget Operations & Strategic Planning Manager
Nate Rockwood- Redevelopment & Capital Management Director

Park City Citizens

Mayor & City Council

City Manager & City Attorney Team

City Manager

City Attorney

Recreation, Ice, Golf and Library Team

Public Works & Police Team

Legal Team

Engineering, Planning & Building Team

HR, IT, Finance & Budget Team

Sustainability Team

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

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

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

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

VOLUME I: EXECUTIVE SUMMARY

Introduction

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

Budget Overview

Highlights of this year's most significant budget issues, a tentative schedule for Council consideration of those issues, and a high-level synopsis of the proposed budget.

Revenues

An in-depth discussion of the City's most significant revenue sources, including past and current figures, revenue projections, tax law, and other issues influencing the City's resources.

Expenses

An in-depth discussion of the City's expenses by type. This section considers historical trends in spending, issues influencing current expenditure levels, as well as future requirements.

Economic Outlook

General financial, demographic, and statistical data that paints a picture of the historical evolution and current standing of Park City's economy. Also included is a brief look at future issues facing Park City.

Policies & Objectives

Park City's policies addressing budget organization, revenue management, fees and rates, investments, capital financing and debt management, reserves, capital improvement management, human resource management, and public service contracts. These policies govern the stewardship of public funds.

Supplemental

Additional information related to this year's budget process. This information is intended to provide background information and facilitate discussion during the Budget Hearings.

CITY MANAGER MESSAGE

May 2, 2019

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

Pursuant to §10-6-109, Utah Code Annotated, the following budgets: Fiscal Year 2019 Adjusted Budget and Fiscal Year 2020 Budget have been prepared for Park City Municipal Corporation using budgetary practices and techniques recommended by the Governmental Accounting Standards Board (GASB) and the Governmental Finance Officers Association (GFOA). As required by State law, the proposed budget is balanced.

The proposed budget presented herein has been compiled with goals and objectives outlined by City Council during the 2019 City Council Retreat as guiding principles.

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

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

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

FY 2020 Results Team
Leader: Jed Briggs
Linda Jager
Angela Arreche
Mindy Finlinson
Kory Kersavage
Andrew Leatham
Casey Coleman
Dave Thacker

FY 2020 CIP Committee
Leader: Nate Rockwood
Troy Dayley
Ken Fisher
Rebecca Gillis
Alfred Knotts
Corey Legge
Scott Robertson
Matt Twombly
Jon Weidenhamer

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

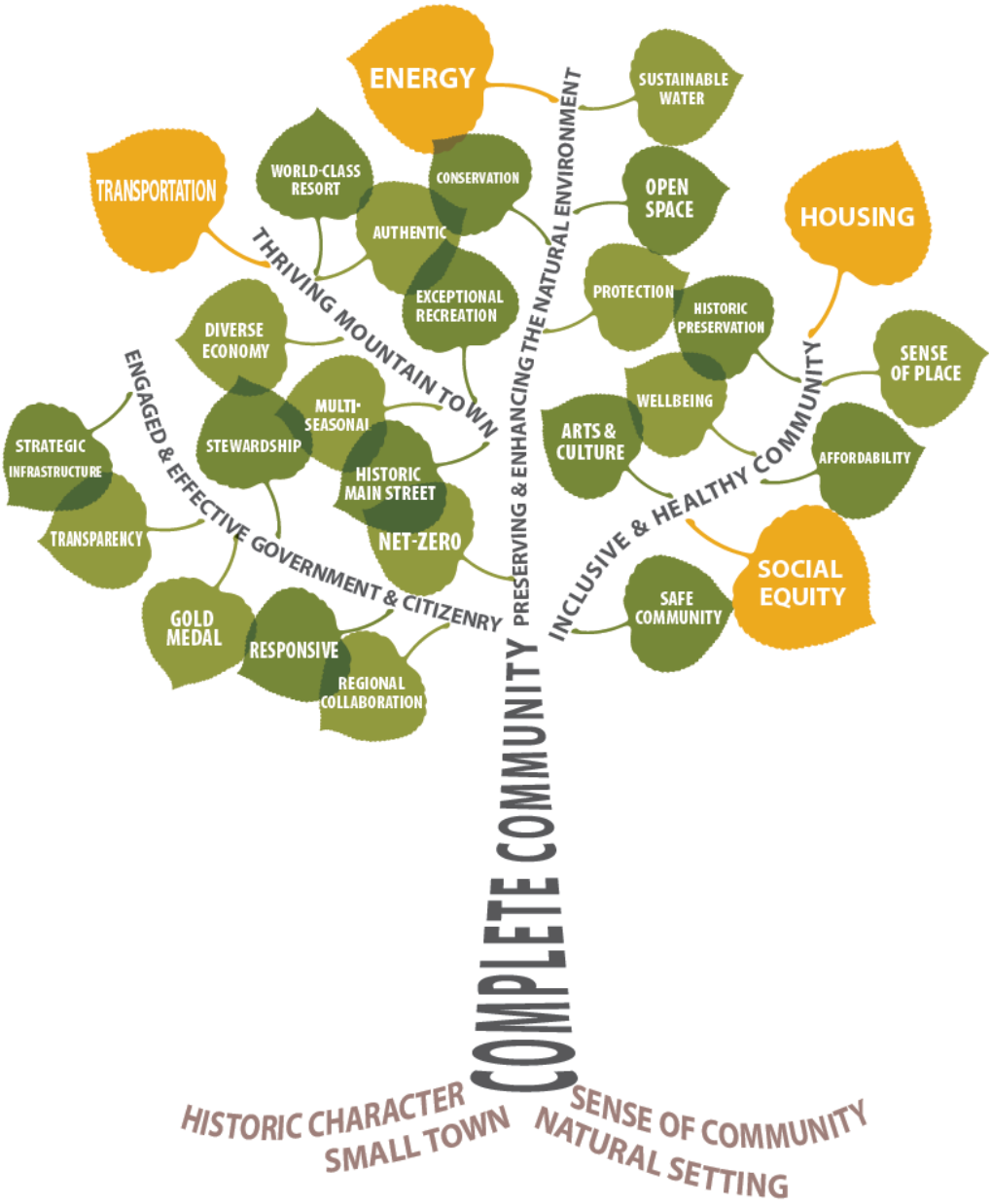
On behalf of the many staff members who contributed to the development of this budget, and with special thanks to Nate Rockwood and Jed Briggs, I present the City Manager Recommended Budget for FY 2020 to City Council, residents of Park City, and other interested stakeholders for your review.

Sincerely,

Diane Foster
City Manager
Park City Municipal Corporation

Park City Municipal's Long-term Strategic Plan

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



INTRODUCTION

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

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

Community Vision & Core Values

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

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

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

A Complete Community

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

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

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

Council's Strategic Goals

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

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

Thriving Mountain Town

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

Engaged & Effective Government & Citizenry

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

Preserving & Enhancing the Natural Environment

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

Inclusive & Healthy Community

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

Council's Priorities

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

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

Critical Priorities

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

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

Top Priorities

City Council would like to see significant progress on these:

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

Desired Outcomes

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

INTRODUCTION

Thriving Mountain Town

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

Engaged & Effective Government & Citizenry

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

Preserving and Enhancing the Natural Environment

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

Inclusive & Healthy Community

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

***Essential Desired Outcomes**

Key Performance Indicators

Similarly, the Key Performance Indicators are high-level measures that gauge effectiveness and allow Park City stakeholders to compare their performance to that of similar service providers

and monitor their efforts over time. Both the Desired Outcomes and Key Indicators are tied to the Budgeting for Outcomes process, which helps ensure that resources are allocated to the most effective efforts related to achieving the community's vision. The Key Indicators selected do not represent the totality of measures that could be used, rather they are those that will best communicate whether we are meeting the expectations set forth in the community visioning process.

From Plans to Action

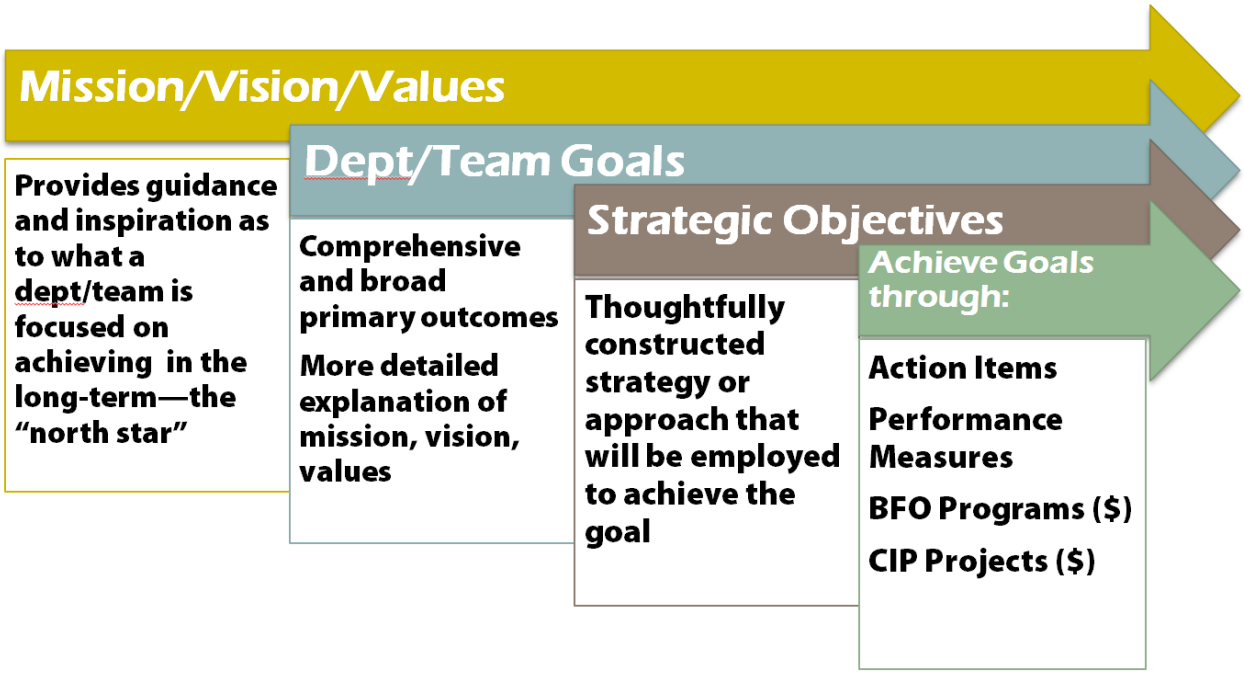
An integral piece of the strategic planning process is to ensure that the municipal government's operations and processes provide the appropriate environment for the City to succeed at achieving the Community's Vision. Simply producing a strategic planning document does not ensure success. That requires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

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

INTRODUCTION

Biennial Strategic Plan

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



FROM GOALS TO RESOURCE ALLOCATION

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

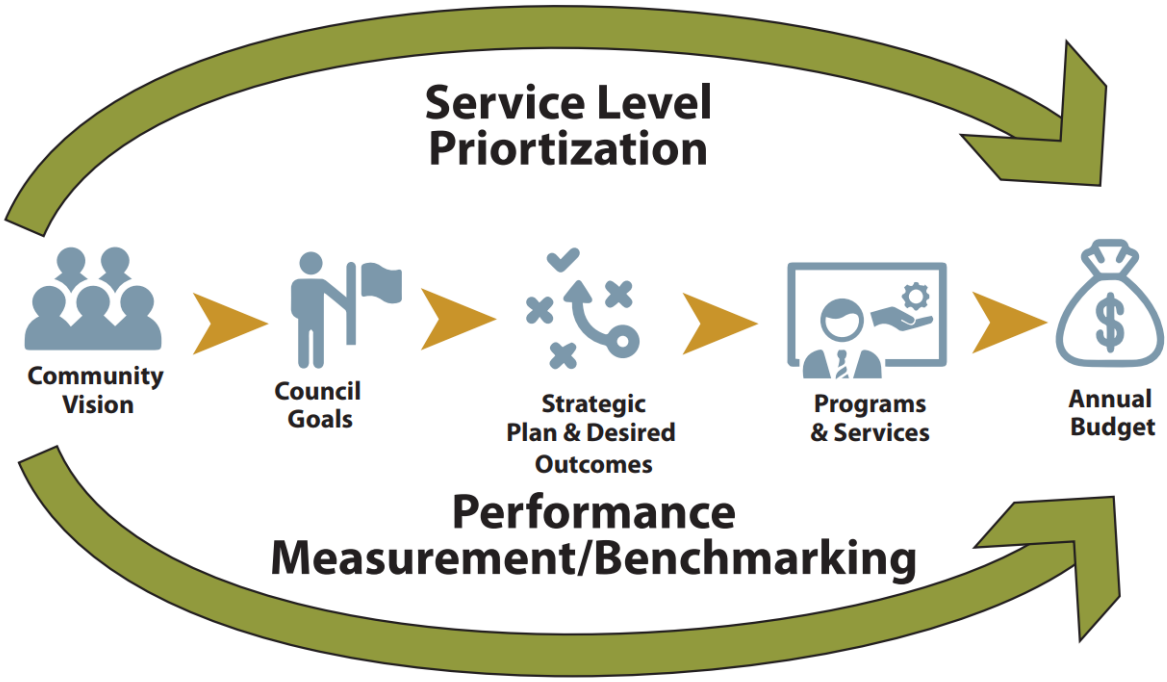
Budgeting for Outcomes (BFO)

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

INTRODUCTION

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

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



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

INTRODUCTION

Department Manager's Role

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

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

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

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

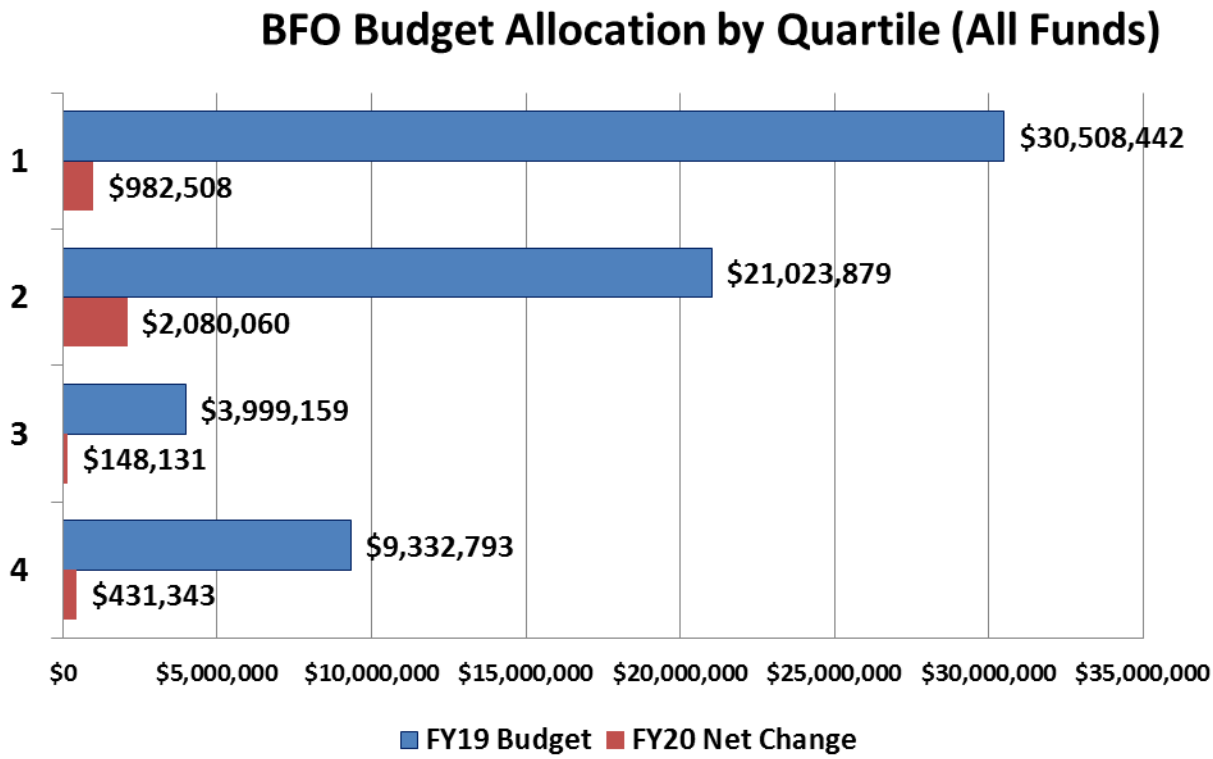
The Results Team

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

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

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

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



Allocation of Budgeted Resources by Quartile

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

Budget Constraints

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

Most cities start using BFO or a similar tool when experiencing significant decreases in revenues because it allows them the opportunity to cost out and prioritize all the cities services and decrease or cut the services that score low. With modest revenue increases projected and knowing that further cuts could result in a decrease to levels of service, the Results Team made the decision to recommend a budget that doesn't cut departmental budgets and increases only for items that score high and an immediate need was obvious. Albeit, there are still programs that scored high that are not included in the proposed FY20 budget, simply due to budget constraints.

Throughout the budget process Council will have many opportunities to consider service level reductions and corresponding program budget cuts as well as to consider program funding or program increases not recommended in the proposed FY20 budget.

BFO Summary

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

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

[1] Utah State Code Title 10-6-110 (2)

INTRODUCTION

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

Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Park City Municipal Corporation, Utah for its annual and biennial budgets of fiscal years 2019 and 2020.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan, and communication device. A portion of the Park City's Policies and Objectives were included in the GFOA Best Practices in Public Budgeting in the 2001 Edition Narratives and Illustrations on CD-ROM.

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

Government Finance Officers Association
203 North LaSalle Street, Suite 2700
Chicago, Illinois 60601-1210
312.977.9700 *fax:* 312.977.4806

July 11, 2019

The Honorable Andy Beerman
Mayor
Park City Municipal Corporation
445 Marsac Avenue
Park City, UT 84060

Dear Mayor Beerman:

We are pleased to notify you that Park City Municipal Corporation, Utah, has received the Distinguished Budget Presentation Award for the current budget from Government Finance Officers Association (GFOA). This award is the highest form of recognition in governmental budgeting and represents a significant achievement by your organization.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual(s) or department designated as being primarily responsible for its having achieved the award. This has been presented to:

Budget, Debt and Grants Department

We hope you will arrange for a formal public presentation of the award, and that appropriate publicity will be given to this notable achievement. A press release is enclosed for your use.

We appreciate your participation in GFOA's Budget Awards Program, and we sincerely hope that your example will encourage others to achieve and maintain excellence in governmental budgeting.

Sincerely,

Michele Mark Levine

Michele Mark Levine
Director, Technical Services Center

Enclosure

Washington, DC Office
Federal Liaison Center, 660 North Capitol Street, NW, Suite 410 • Washington, DC 20001 • 202.393.8020 *fax:* 202.393.0780
www.gfoa.org

This year's budget process is the second of a two-year budget cycle; budget discussions will focus on FY 2020. In the Budget Overview section, a few of the more significant issues to be discussed with City Council during the budget hearings in May and June are presented. For each of the budget hearings, Council will receive a staff report providing thorough details of all the issues that are expected to be discussed.

The FY 2019 Adjusted Budget reflects a 1.88% increase from the FY 2019 Original Budget, and an overall 9.7% increase from FY 2018 actual expenses *(excluding capital)*. The FY 2020 budget *(excluding capital)* is decreasing to $75.8 million, which is a 2.2% decrease from the FY 2019 Adjusted Budget.

Expenditure Summary by Major Object - All Funds

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Adj. Budget	FY 2020 Budget
Personnel	27,516,623	30,515,422	33,455,040	36,532,398	39,661,060	39,657,847	38,762,643
Materials, Supplies & Services	14,848,667	14,821,754	15,412,531	17,825,325	20,350,570	21,834,540	21,701,026
Capital Outlay	35,598,211	20,160,212	77,088,715	61,004,243	93,896,890	191,737,879	95,335,270
Debt Service	22,065,899	11,337,373	11,130,107	16,216,948	15,628,056	15,628,056	14,901,881
Contingency	85,647	27,881	116,958	75,437	440,000	390,000	440,000
Actual Budget	**$100,115,047**	**$76,862,641**	**$137,203,351**	**$131,654,351**	**$169,976,576**	**$269,248,322**	**$171,140,820**
Budget Excluding Capital	**$64,516,836**	**$56,702,429**	**$60,114,636**	**$70,650,108**	**$76,079,686**	**$77,510,443**	**$75,805,550**
Interfund Transfers	22,945,672	15,431,059	39,521,611	47,750,191	17,149,729	16,835,878	17,830,720
Ending Balance	83,622,487	81,763,532	83,017,228	83,191,254	144,707,268	46,413,639	52,315,086
Subtotal	**$106,568,159**	**$97,194,591**	**$122,538,839**	**$130,941,445**	**$161,856,997**	**$63,249,517**	**$70,145,806**
Grand Total	**$206,683,206**	**$174,057,232**	**$259,742,190**	**$262,595,796**	**$331,833,573**	**$332,497,839**	**$241,286,626**

Table B01 – Expenditure Summary by Major Object

FINANCIAL IMPACT ASSESSMENT REPORT (FIAR)

On May 3rd, as part of the budget hearings, the budget department presents the 2020 Financial Impact Assessment Report (FIAR).This FIAR report is organized to forecast revenues and operating, capital, and debt service expenses for the General Fund and related transfer to capital funds 031 and 038. The information contained in the report is intended to inform decision makers in the budget process by illustrating the potential impacts of current financial decisions on the financial health of the City in both the near and distant future. The figures presented in the FIAR help set the funding limits for both the operating and capital budget process as related to the general fund and general fund capital transfer.

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

Operating expense projections are shown using the service level associated with the 2019 Budget as the base year. The table below shows the FY 2018 service level projected over ten years using the 4.5% growth rate identified in the 2010 Service Level Assessment Committee (SLAC) update. The projected surpluses (or deficits) for each year are shown in the following graph.

Ten-year Financial Impact Forecast

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue	**$37,711**	**$38,279**	**$38,876**	**$40,188**	**$41,155**	**$42,136**	**$43,108**	**$44,097**	**$45,101**	**$46,101**
Op. Expenses (Base)	$32,659	$34,159	$34,159	$34,159	$34,159	$34,159	$34,159	$34,159	$34,159	$34,159
Inflationary Growth	$0	$0	$1,111	$2,260	$3,446	$4,673	$5,905	$7,142	$8,382	$9,624
Operating LOS Growth	$0	$0	$458	$924	$1,396	$1,876	$2,363	$2,858	$3,361	$3,872
CIP Expenses	$4,108	$3,639	$2,763	$2,873	$2,883	$3,453	$3,503	$3,553	$3,603	$3,653
Debt Service	$178	$178	$181	$182	$0	$0	$0	$0	$0	$0
Total Expenses	**$36,945**	**$37,976**	**$38,672**	**$40,397**	**$41,884**	**$44,161**	**$45,931**	**$47,712**	**$49,505**	**$51,308**
Rev/Exp	**$765**	**$303**	**$204**	**-$208**	**-$730**	**-$2,025**	**-$2,822**	**-$3,615**	**-$4,404**	**-$5,207**

**In Thousands (x1,000)*

Aggregate Surplus/(Shortfall) Over Ten-Years (2018 to 2027)	-$17,739,002

0.0%	-11.4%	-24.1%	4.0%	0.3%	19.8%	1.4%	

Table B02 – Ten-year Financial Impact Forecast

The FIAR projections are based on long-range historical trends. As the economic environment of a resort economy ebbs and flows, the FIAR is intended to act as a long-range measure and reference for future financial decisions. As the City moves forward, revenue growth will be added and evaluated in the contexts of the historical trends and will help form an updated FIAR projection in 2020 which will guide the City in the subsequent biennium budget process.

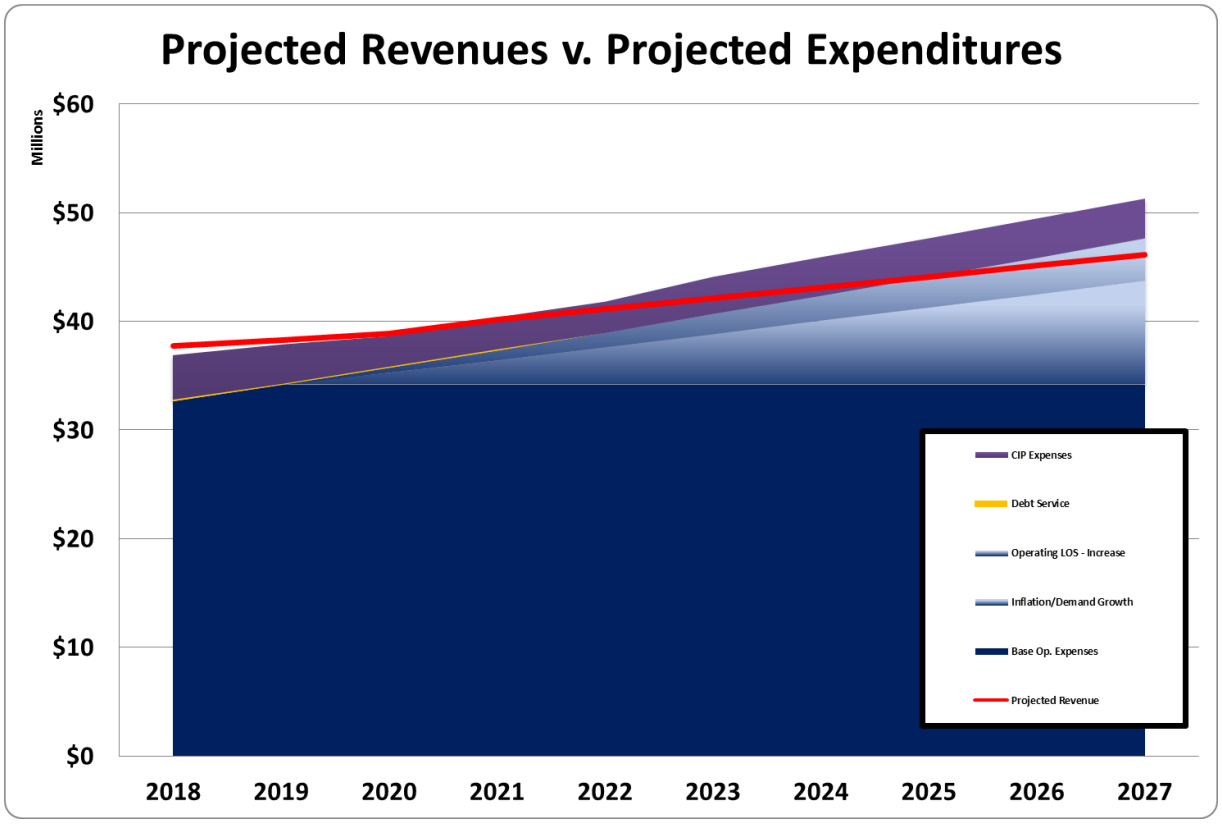


Figure B03 – Financial Impact Assessment Trends

For more detailed explanations of projection methodology and long-range financial planning, please consult the March 2019 FIAR document, a copy of which can be obtained from the Budget Department or at this website: http://www.parkcity.org/departments/budget-debt-grants

CITY'S LONG-TERM BUDGET STRATEGIES

This budget season will be the second year of the budget biennium (therefore this is the "off-year"). Between now and June we will be working on adjusting the FY 2019 Budget as well as developing the FY 2020 Budget and the 5-year Capital Improvement Plan.

While this year the will see a banner year for winter sales tax revenue, it is important to note that the budget process in built with economic ebbs and flows in mind. The City is at or near what appears to be an economic high point in the business cycle. While the budget department does not anticipate a major economic downturn in the next budget year or possible even in the timeframe of the current 5-year CIP, an economic downturn will eventually come, as it always has, following the nature business cycles. Therefore, the budget department works to maintain expenditure controls in strong economic years in order to avoid significant service and personnel cuts in times of economic challenges. While this strategy has proved prudent throughout the years, the City Council should also be cognizant of the extreme pressure that a successful resort economy in an extremely heated economic market both locally and nationally has on maintaining levels of service to the community. All costs have seen significant increases, which put a strain on the City in terms of construction costs, contracts for services and especially the City's ability to retain and recruit qualified high level employees. City Council should continue to pay particular attention to this area of concern and take adequate steps to assure the City is staffed appropriately. It this issue is not addressed in a timely way, the City will fall behind the curve and not be in a position to adjust to the current job market. This issue is already being felt by the City with recruitment and retention issues.

The City Manager's Recommended Budget is constructed drawing upon Council input and direction received during the Council Retreat in January/February/March, as well as Council input received during work sessions and study sessions throughout the year. During a Council work session (May 3), Council will be presented with the Financial Impact Assessment Report (FIAR) projection of the City's expenditures and revenues over the next ten years. In essence, the FY20 budget has to fit within the confines of the FIAR's projected expenditure increases (based off of a 10-year historical analysis of an average annual increase of Park City's expenditures), approved by Council. The funding level recommendation has to account for what could be considered "inflationary" increases like Pay Plan, life insurance, and retirement as well as more discretionary increases such as departmental requests and CIP enhancements.

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

1. Budget draws upon Council input from Council Retreat and FIAR projections as a guide
    - Priority-driven operating budget based upon Council's Critical and Top Priorities, goals, objectives, and desired outcomes
2. Two-year budget process with fewer budget requests coming in the "off-year"
3. The budget proposal is initially developed by several budget committees made up of cross-departmental staff:

- Committees include Results Team as well as CIP, Pay Plan, Benefit, and Fleet committees and any other ad hoc committees needed for unique circumstances
- Results Team will make recommendations by considering BFO score, department manager's request, established need, available resources, and performance measures

4. All operating and capital budget requests should be considered during the budget process
5. Any General Fund budget surplus should be used for capital projects

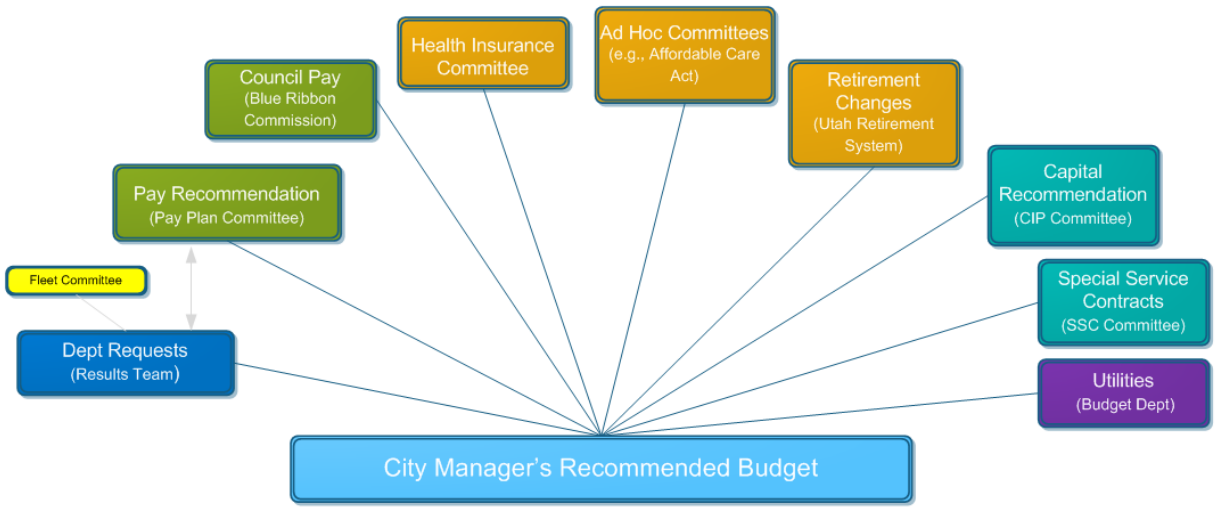


Figure B04 – Budget Recommendations to City Manager by Committee

MAJOR OPERATING BUDGET ITEMS

Budget Estimates	FY 20
Benefits Committee Recommendation	$56,560
Pay Plan Committee Recommendation	$330,863
Utilities	$12,560
Net Discretionary Increases	$574,675
Non-Discretionary Increases	$520,407
4.5% Increase over FY19 (Base) Total	$1,495,065

Figure B05 – Major Operating Items in General Fund

Health, Dental, & Life Insurance Costs (Benefits Committee Recommendation)

The City maintains a health and dental insurance plan through Regence Blue Cross Blue Shield of Utah. Each year, Regence examines the City's "use" of the plan and its total costs to Regence, and then determines the price for the following year. Miraculously, this year there will be no increase in the City's health insurance. After recommendations from the City's insurance broker, the City will be increasing its dental benefit maximum from $1,000 to $1,500. With this change, there is a recommended premium increase of 20.20% to current premiums. The cost increase will be $56,560. Finally, this year there will be no increase in the City's life insurance.

Pay Plan

The Pay Plan committee convenes every other year in the first year of a budget biennium to evaluate compensation benchmarks for the City's budgeted positions. This budget year is the second of the budget biennium, so the Pay Plan committee won't convene, and all of the pay grades in the city will instead by increased by 2% to account for inflationary growth. The total increase to the budget for this year's 2% increase will be $564,265.

Retirement Expense

All full-time Park City employees are part of the Utah Retirement System (URS) defined benefit program. The City is required by statute to contribute a certain percentage of employee pay toward the URS pool annually. During FY19, URS required an 18.47% contribution for general municipal employees (34.04% for sworn officers). For FY20, URS will not increase, and will remain the same as in FY19, 18.47% for general municipal employees (34.04% for sworn officers). This results in no increase in costs for Retirement for FY20.

Utility Increases

Four years ago, the Budget Department decided to centralize the budget monitoring of utilities for all funds. Over the last several years, utility budget increases were not being recommended, as they were difficult to predict. With wild swings in utility costs, it was decided to have the Budget Department incorporate these costs into our other predictive models. The Budget Department is predicting a need for an increase in utilities for FY 2020 of $12,560 in the General Fund.

Non-Discretionary Items (Technical Adjustments)

In addition, there is about $520K in technical adjustments in the General Fund that are recommended to be added to the FY20 budget. These include adjustments for personnel benefits like housing allowance, workers' compensation, disability benefits, etc. Budget Department always tries to budget for actuals and because these benefits are tied to individual employees, they need to be adjusted at times. There are also miscoding errors from the last budget cycle that need to cleaned up. Other technical adjustments include Inter-fund Transfers for administrative costs, Fleet costs, the City's Self-Insurance fund, and contingency. Some of these items are still being calculated and a placeholder has been put into the budget until we have a clear recommendation for the final budget.

Discretionary Operating Items (Results Team Recommendation)

The Results Team has to make tough decisions in order to fit their recommendation within the confines of the FIAR's projected expenditure increase, which also has to cover inflationary costs

like Pay Plan, health insurance, retirement, and any other non-departmental budget increases. On May 30, the Results Team will present their recommendations organized through the Biennial Strategic Plans. The recommended budget increase needed to be limited to around $574K in the General Fund. Of the $2.3 million in General Fund requests, the recommended General Fund net increase (once revenue and expenditure offsets are taken into account) is $574K. Below are some of the highlights. Staff will present more detail on the specific recommendations through the budget process.

Department	Request	Recommendation
City Manager	$42,991	$42,991
City Attorney	$75,000	$50,000
Budget, Debt & Grants	$112,554	$18,592
Human Resources	$35,164	$35,164
Social Equity	$53,521	$53,521
Finance	$11,875	$11,875
IT	$252,614	$84,300
Building Maintenance	$134,700	$119,700
PC MARC	$7,000	$7,000
Tennis	$5,000	$5,000
Recreation Programs	$5,230	$5,230
Ice Facility	$85,065	$52,927
Economy	$109,588	$78,665
Leadership	$5,000	$5,000
Police	$767,827	$157,107
Community Development	$17,120	$9,700
Engineering	$3,655	$2,155
Building Dept	$155,310	$127,938
Parks & Cemetery	$48,850	$10,908
Emergency Mgmt	$64,371	$10,000
Street Maintenance	$328,041	$121,692
	$2,320,476	$1,009,465
Expenditure & Revenue Offsets:		$433,646
Net Increase:		**$575,819**

CAPITAL IMPROVEMENT PLAN (CIP)

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

In the wake of last year's extensive reevaluation of all capital projects, related to the successful Treasure Hill open space acquisition (a capital evaluation process that went from February to September of 201), this year's capital process was intentionally abbreviated. The primary focus of the committee's evaluation process was to make sure currently funded projects had adequate budget (in light of continued rapid rises if construction costs) and to insure that ongoing capital funding, such as asphalt management, equipment replacement, building asset management funds, etc. were adequately adjusted to reflect anticipated costs in the current market.

While this year the will see a banner year for winter sales tax revenue, it is important to note that the budget process in built with economic ebbs and flows in mind. The City is at or near what appears to be an economic high point in the business cycle. While the budget department does not anticipate a major economic downturn in the next budget year or possible even in the timeframe of the current 5-year CIP, an economic downturn will eventually come, as it always has, following the nature business cycles. Therefore, the budget department works to maintain expenditure controls in strong economic years in order to avoid significant service and personnel cuts in times of economic challenges. While this strategy has proved prudent throughout the years, the City Council should also be cognizant of the extreme pressure that a successful resort economy in an extremely heated economic market both locally and nationally has on maintaining levels of service to the community. All costs have seen significant increases, which put a strain on the City in terms of construction costs, contracts for services and especially the City's ability to retain and recruit qualified high level employees.

With this in mind, the recommended budget has very few newly requested capital projects. Those requested and recommended are to maintain current levels of service and to address services levels to new development such as a snow loader to service the Park City Heights area, new affordable housing projects and the recently acquired arts and culture property and future arts and culture development.

It is recommended that City Council continue to keep General Fund Reserves at the top of the legally allowed limits and that the City continue to set funds aside for potential environmental liabilities. City Council should also be prudent with revenue surplus which may be needed on currently funded projects as construction cost continue to grow rapidly and appear to be outpacing sales tax revenue growth. All construction projects should be planned with larger than normal contingencies.

This year's the City Managers Recommended Budget continues to have an emphasis on funding affordable housing projects, transportation and transit projects and open space acquisitions which has been identified by Council as a critical priority. In addition, all projects were recently evaluated for the Treasure Hill open space acquisition.

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

At the time of prioritization, projections showed a general fund transfer to the CIP Fund of approximately $4.4 million in FY 2019, $3.0 million in FY 2020, $2.8 million in FY 2021, $2.8 million in FY 2022, $3.4 million in FY 2023 and $3.0 million in FY 2024. These figures include approximately $1.4 million to $1.6 million in transfers from the General Fund for equipment

replacement, per year. The recommendation in 2023 exceeds the available funding primarily due to the replacement cost of the artificial field at $600,000 which is recommended by the CIP committee despite a current shortage of anticipated funds.

The CIP Committee is currently not recommending cuts to the ongoing project amounts despite anticipated shortfalls in the available Transfer from General Fund starting in FY 2023. These projections are based on the long-range FIAR forecasts. Council and staff have agreed to continue to evaluate the 5-year CIP and FIAR each year and make recommended adjustments to revenue or expenditures as the future economic conditions and refined revenue forecasts require.

The total proposed CIP budget (all funds combined, excluding carry forward) for the FY 2019 Budget is $94.9 million. The proposed FY 2020 CIP budget is $59.7 million. The CIP includes significant debt financing including anticipated debt issuance in the Water Fund, Lower Park Redevelopment Area, Open Space General Obligation issuance and Sales Revenue in the Capital Fund (fund 031). The General Fund surplus required to fund capital projects in FY 2019 will be approximately $4.4 million—the majority of which is dedicated to completing current projects, ensuring the maintenance of existing infrastructure, or funding transferred for the purchase of Treasure Hill. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management and open space acquisition and potential environmental liabilities.

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

General Fund Transfer - Projects						
Project	2019	2020	2021	2022	2023	2024
CP0006 Pavement Managment Implementation	513,000	590,000	590,000	630,000	600,000	600,000
CP0430 Treasure Hill	700,000	-	-	-	-	-
CP0150 Ice Facility Capital Replacement	50,000	50,000	50,000	50,000	50,000	50,000
CP0020 City-wide Signs Phase I	35,000	-	-	-	-	-
CP0041 Trails Master Plan Implementation	50,000	50,000	50,000	50,000	50,000	50,000
CP0432 Office 2016 Licenses	67,480	-	-	-	-	-
CP0155 OTIS Phase II(a)	(29,686)	-	-	-	-	-
CP0075 Equipment Replacement - Computer	320,600	320,600	320,600	320,600	320,600	320,600
CP0036 Traffic Calming	10,000	10,000	10,000	10,000	10,000	10,000
CP0325 Network & Security Enhancements	57,500	-	-	-	-	-
CP0146 Asset Management/Replacement Program	552,709	552,709	552,709	552,709	552,709	552,709
CP0354 Streets and Water Maintenance Building	285,000	-	-	-	-	-
CP0434 GIS GeoEvent Server License	-	5,000	-	-	-	-
CP0061 Economic Development	(50,000)	(50,000)	-	-	-	-
CP0333 Engineering Survey Monument Re-establish	15,000	15,000	-	-	-	-
CP0074 Equipment Replacement - Rolling Stock	945,000	950,000	1,050,000	1,050,000	1,050,000	1,100,000
CP0191 Walkability Maintenance	40,500	40,500	40,500	40,500	40,500	40,500
CP0217 Emergency Management Program	15,000	-	-	-	-	-
CP0017 ADA Implementation	5,000	5,000	5,000	5,000	5,000	5,000
CP0352 Parks Irrigation System Efficiency Imp	25,000	25,000	25,000	25,000	25,000	25,000
CP0386 Recreation Building in City Park	300,000	-	-	-	-	-
CP0250 Irrigation Controller Replacement	4,417	-	-	-	-	-
CP0264 Security Projects	75,000	-	-	-	-	-
CP0412 PC MARC Tennis Court Resurface	37,000	-	30,000	-	-	-
CP0177 China Bridge Improvements & Equipment	49,690	-	-	-	-	-
CP0089 Public Art	100,000	-	-	-	-	-
CP0280 Aquatics Equipment Replacement	15,000	15,000	15,000	15,000	15,000	15,000
CP0367 Replacement of Data Backup System	160	-	-	-	-	-
CP0340 Fleet Shop Equipment Replacement	60,000	15,000	15,000	15,000	15,000	15,000
CP0435 GIS Satellite Imagery Multi-Spectral	6,000	-	-	-	-	-
CP0332 Library Technology Equipment Replacement	24,387	24,387	24,387	24,387	24,387	24,387
CP0142 Racquet Club Program Equipment Replaceme	65,000	65,000	65,000	65,000	65,000	65,000
CP0229 Dredge Prospector Pond	-	-	-	-	-	200,000
CP0351 Artificial Turf Replacement Quinn's	-	-	-	-	600,000	-
CP0431 Bubble Repair	15,000	-	-	-	-	-
000529 Loader	-	300,000	-	-	-	-
Total	4,358,757	2,983,196	2,843,196	2,853,196	3,423,196	3,073,196

Figure B06 – Recommended GF Transfer Projects

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

New Projects in CIP (All Funds)							
Project	Fund	2019	2020	2021	2022	2023	2024
000529 Loader	General Fund	-	300,000	-	-	-	-
Total		-	300,000	-	-	-	-

Figure B07 –New CIP Amounts Recommended

The following figure shows projects that were not recommended for funding in the 5-Year CIP. The majority of these projects were not requested in the current budget cycle but have been included as a list of previously requested but unfunded projects:

Projects - Not Recommended								
Project	Fund	Requested in Previous Years	2019	2020	2021	2022	2023	2024
000501 New storm drain inlet at 970 Little Kate	GF	39,000		-	-	-	-	-
000521 Deer Valley Drive Bicycle and Pedestrian Facility Improvement	Transit		-	-	-	-	782,000	-
000494 LED Upgrade Quinns Fields	GF	500,000	-	-	-	-	-	-
000477 Add Uphill Marsac Gate Above Chambers Avenue	GF		-	50,000	-	-	-	-
000512 Upper Main Street Bollard Project Phase II	GF	200,000	-	-	-	-	-	-
000500 Sidewalks along Silver King, Three Kings and Thaynes	GF		-	250,000	-	-	-	-
CP0163 Quinn's Fields Phase III	GF	350,000	-	-	-	-	-	-
000530 Old Town Access and Circulation Plan	Transit	200,000	-	-	-	-	-	-
Total		**1,289,000**	**-**	**300,000**	**-**	**-**	**782,000**	**-**

Figure B08 –New CIP Amounts Not Recommended

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

CHANGES BETWEEN TENTATIVE AND FINAL BUDGET

These represent additions or updates that were made between tentative budget adoption (May) and final budget adoption (June).

FY 2019 Adjusted Budget

- Police: Budget adjustments based off of grants received (revenue offsets):
  -Increased equipment line by $7,680 (bulletproof vests)
  -Increased equipment line by $48,524 (bodycams)
  -Increased equipment line by $7,500 (dash cams)
  -Increased training/equipment lines by $10,000 (anti-terrorism training/equipment)

  -Increased special event line by $23,857 offset with decrease in World Championship budget line created for event.

- Golf Pro Shop: Increased Misc. Contract Services line by $60,625, due to technical adjustment (software glitch/input error).

- Street Maintenance: $50k taken out of Snow Removal Contingency department, and transferred to Street Maintenance. Increased by $50,000 ($15k in Overtime, and $35k in Equipment). Zero-sum change.

- Parks & Cemetery: Increase in the Misc. Contract Services line by $170k due to technical adjustment (software glitch/input error).

- Library: Increased Library materials & books line by $1k, due to Summit County grant regarding Spike 150 Celebration (revenue offset).

- Ice Facility: $2,525 increase on Inventory Resale line, and $12k increase on Purchases/Retail Sale line item (revenue offset).

- PC Marc/Recreation Programs: Increased Materials/Supplies budget by $5,863 based off most current expense estimates.

- Engineering: Increased Engineering Service line item by $65k. This will be used to offset the cost for engineering inspections that are contracted out externally (revenue offset).

- Special Service Contracts budget increased by $60k based off of estimates.

- Fleet:
  -Increase of $393,369 of Materials and Supplies budget, based off most current expense estimates. Increases mainly due to increase in work orders, gas and diesel fuel costs, and transit parts, and supplies.

- Inter-fund Transfers (IFTs) - Budget changes for maintenance and fuel IFTs based off of most current estimates:

  Maintenance:
  -General Fund: $31,000 Decrease
  -Water Fund: $4,000 Decrease
  -Golf Fund: $5,000 Increase
  -Transit Fund: $184,000 Increase
  -Storm Water Fund: $16,000 Decrease

  Fuel: in FY19, there was an increase in gas & diesel fuel costs, with the Transit Fund seeing the largest increase in IFTs.
  -General Fund: $70,000 Increase
  -Water Fund: $1,000 Increase
  -Golf Fund: *No Change*
  -Transit Fund: $175,000 Increase
  -Storm Water Fund: *No Change*

- Debt IFTs:
  -Increase of $43,174,635 in Fund 70
  -Increase of $295,567 in Fund 71

FY 2020 Original Budget

- Corrected Overtime allocation mistakes for the following departments: Human Resources, PC MARC, Transit, and Parking (technical adjustments). $1,937 increase.

- Golf Pro Shop: Increased Misc. Contract Services line by $60,625, due to technical adjustment (software glitch/input error).

- Transportation Planning: Re-classed Associate Transportation Planner to Senior Transportation Planner. $24,543 Increase.

- Building Maintenance: Decreased Building Maintenance III contract position to use as an offset for the FTR Building Maintenance III. This offset changes the original position cost of $87,164 to $58,400 (decrease of $28,764).

- Parks & Cemetery: Increase in the Misc. Contract Services line by $170k due to technical adjustment (software glitch/input error).

- Changed Public Works Manager (Parks) and Public Works Manager (Street Maintenance) from grade E15 to E16 as part of the Public Works/Transit personnel changes.
  - Public Works Manager-Parks: $5,470 Increase
  - Public Works Manager- Streets: $5,527 Increase

BUDGET OVERVIEW

- Building Department: Moved three Code Enforcement Officers from grade N11 to N12. $12,550 total increase, paid for with revenue increases from building fees. This should help with turnover and hiring issues.

- PC Marc/Recreation Programs: Increased Materials/Supplies budget by $5,863 based off most current expense estimates.

- Engineering: Increased Engineering Service line item by $70k. This will be used to offset the cost for engineering inspections that are contracted out externally.

- Changed the percentage distribution of the Public Works Manager (Parks) position to 50% Parks, 25% Golf Maintenance, and 25% Building Maintenance. This position was previously 50% Parks, and 50% Golf Maintenance. The Golf Fund will save $38,821 in costs, which will be taken on by the General Fund.

- City Manager: added $5k to materials/supplies budget for Resident Advocate position ($5k) training and supplies. LEAD PC budget decreased by $5k for a zero-sum offset.

- FIS World Championship Budget:
    - $60k for World Cup special event expenses, although budget is not changing from FY19
    - Classification & Compensation Study of PCMC positions ($40k)

- General Fund Utilities: increased general fund utility line items by $1,900, based off most current expense estimates.

- Water: increased utility line items by $68k, based off most current expense estimates.

- Transit: More positions added/changed as a part of the Transit/Public Works re-organization. These were already addressed in a previous Council meeting, but were not part of the Tentative Budget.

    -Transportation HR: contract position that is moving from being completely funded by HR (100%), to being funded by two departments: 25% HR and 75% Transit. The split in funding sources will result in a $49,654 decrease to the General Fund, and $84,850 increase to the Transit Fund.
    -Mobility Data Analyst: position moving from Parking to Transit. $2,367 increase.
    -Senior Budget Analyst: will act, in part, as a budget liaison for Transit. $54,635 of the position cost will be transferred to the Transit Fund.
    -Transit Service Planner (Bus Driver IV): moving from grade N12 to N14.
    -Transit Manager: moving from grade E16 to E19.
    -Assistant Manager - Transit Operations: moving from grade E12 to E14.

- Special Events: Decrease Fourth of July event line from $25,000 to $12,500 based off of RAP tax grant amount.

- Self-insurance Fund - The Self-insurance Fund pays for the City's property, cyber, and general liability insurance as well as claims and safety costs. Increases this year are due to:

  -5-year average of GL claims increasing**:** The 5-year average (from 2015-2019) for General Liability claims has increased this year by $104,464.

  -Insurance Premiums Increase: Due to an increase of claims and pending claims in FY19, insurance premiums are increasing this year by $42,976.

  -Local Public Safety and Firefighter Surviving Trust Fund**:** Starting this FY, the costs associated with this fund ($37,620) have been added to the General Fund IFT increase. For more information on this trust fund, see below.

  The proposed increases for each fund are as follows:

  -General Fund: $139,793 Increase
  -Golf Fund: $1,238 Increase
  -Transit Fund: $42,736 Increase
  -Storm Water Fund: $1,083 Increase
  -Water Fund: $19,154 Increase

- Administrative Inter-fund Transfers (IFTs) - The General Fund provided administrative services for the Enterprise Funds (e.g., payroll, personnel, technology, etc.). The Admin IFT calculates what these services are going to cost next fiscal year, based off of budget increases and other variables. The proposed increases for each fund are as follows:

  -Water Fund: $26,184 Increase
  -Golf Fund: *No Change*
  -Transit Fund: *No Change*
  -Storm Water Fund: $25,000 Increase

- Fleet:
  -Increase of $393,369 of Materials and Supplies budget, based off most current expense estimates.

  -Inter-fund Transfers (IFTs) - Budget changes for maintenance and fuel IFTs based off of most current estimates:

Maintenance:
-General Fund: $31,000 Decrease
-Water Fund: $4,000 Decrease
-Golf Fund: $5,000 Increase
-Transit Fund: $211,000 Increase
-Storm Water Fund: $16,000 Decrease

Fuel:
-General Fund: $70,000 Increase
-Water Fund: $1,000 Increase
-Golf Fund: *No Change*
-Transit Fund: $174,000 Increase
-Storm Water Fund: *No Change*

- Debt IFTs:
  -Decrease of $5,000 in Fund 70
  -Increase of $171 in Fund 71

- Special Service Contracts budget increased by $90k based off of estimates.
  - In addition, the SSC subcommittee is recommending to increase the PC Summit County Arts Council amount from $19k to $30k. This will increase the total SSC amount to $432,127.

- Parking: New Parking Maintenance Coordinator position ($91,036), to support Parking Manager with parking operations, decrease of $60k in part-time budget.

- Parking Fund Creation: Parking will be separated from the Transit Fund in order to better track parking revenues and expenses. Parking will still be considered part of the Transit Fund still, but will have separate fund designation (058). This will be done in an effort to further delineate Transit and parking operation costs, as the Parking department is increasingly becoming more self-sufficient due to increased revenues.

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, an 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:

- **Labor Force (*This is a critical issue)*:** the past two years have proven to be, arguably, our most challenging yet in terms of workforce recruitment and retention. Given the current state of the Utah economy, we do not anticipate any relief in the short term. In particular, significant labor related challenges and shortages continue to persist in several important operational departments, such as Transit, Building, Public Works, and Administrative and Legal services. Without strategic and innovative approaches to present a more attractive compensation and benefits package for employees, the strong Wasatch Front economy and low unemployment rate will continue to present competitive challenges to PCMC for skilled employees that have equal or better opportunities closer to where they live.
- **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 Ecker Hill Park and Ride;
- **Health Insurance:** providing quality and affordable health insurance for PCMC employees remains a top organizational priority. Year over year premium increases, coupled with expanded Federal regulations, continue to make this organizational commitment difficult to maintain. It remains a high priority and is critical to workforce recruitment and retention strategies.
- **Infrastructure and Development:** public and private projects, such as additional resort development (DV & PCMR), Lower Park Avenue, Arts & Culture District, Woodside

Affordable Housing, etc., etc. 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 *(This is a Critical Issue)*:** 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;
- **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 2

Work Session

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

Regular Meeting

Public Hearing on the Tentative Budget

Adoption of the Tentative Budget

May 16

Work Session

- CIP Budgets
- RDA Budget

Regular Meeting

Public Hearing on the Tentative Budget

May 30

Work Session

Operating Expenditures
- Biennial Plan Team Presentations

Fee Changes

Regular Meeting

Public Hearing on the Tentative Budget

June 6

Work Session

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

Regular Meeting

- Public Hearing on the City Fee Schedule
- Adoption of the City Fee Schedule by Resolution
- Public Hearing on Council Compensation
- Adoption of Council Compensation Resolution

June 20

Work Session

- Presentation of the Final Budget
- Outstanding Budget Issues

Regular Meeting

- Public Hearing on the Final Budget
- Adoption of the Final Budget by Resolution

Redevelopment Agency Meeting

- Public Hearing on the RDA Budgets
- Adoption of the RDA Budgets by Resolution

Municipal Building Authority Meeting

- Public Hearing on the MBA Budget
- Adoption of the MBA Budget by Resolution

*** Schedules and topics subject to change**

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

Description	Personnel FY 2019	Mat, Supplies, Services FY 2019	Capital FY 2019	Debt Service FY 2019	Contingency FY 2019	Sub - Total FY 2019	Interfund Transfer FY 2019	Ending Balance FY 2019	Total FY 2019
Park City Municipal Corporation									
011 GENERAL FUND	$22,744,058	$8,695,359	$463,282	$0	$290,000	$32,192,699	$4,940,128	$13,683,962	$50,816,789
012 QUINNS RECREATION COMPLEX	$896,966	$370,340	$6,000	$0	$0	$1,273,306	$0	$-4,869,414	$-3,596,108
021 POLICE SPECIAL REVENUE FUND	$0	$0	$34,404	$0	$0	$34,404	$0	$0	$34,404
022 DRUG CONFISCATIONS	$0	$0	$80,123	$0	$0	$80,123	$0	$0	$80,123
031 CAPITAL IMPROVEMENT FUND	$0	$0	$129,850,622	$0	$0	$129,850,622	$2,752,762	$10,196,484	$142,799,868
038 EQUIPMENT REPLACEMENT CIP	$0	$0	$3,005,371	$0	$0	$3,005,371	$0	$59,075	$3,064,446
051 WATER FUND	$2,931,770	$3,729,138	$27,663,622	$4,517,579	$100,000	$38,942,109	$1,721,162	$4,502,009	$45,165,280
052 STORM WATER FUND	$691,725	$308,000	$47,850	$0	$0	$1,047,575	$88,000	$712,452	$1,848,027
055 GOLF COURSE FUND	$804,886	$508,435	$263,815	$32,377	$0	$1,609,513	$132,045	$1,064,829	$2,806,387
057 TRANSPORTATION & PARKING FUND	$10,512,959	$3,000,569	$24,882,766	$0	$0	$38,396,294	$3,389,280	$5,920,874	$47,706,448
062 FLEET SERVICES FUND	$1,019,743	$1,954,899	$0	$0	$0	$2,974,642	$0	$1,181,761	$4,156,403
064 SELF INSURANCE FUND	$0	$2,026,500	$0	$0	$0	$2,026,500	$0	$442,654	$2,469,154
070 SALES TAX REV BOND - DEBT SVS FUND	$0	$0	$0	$5,034,465	$0	$5,034,465	$0	$6,790,321	$11,824,786
071 DEBT SERVICE FUND	$0	$0	$0	$6,043,635	$0	$6,043,635	$0	$755,397	$6,799,032
Total Park City Municipal Corporation	**$39,602,107**	**$20,593,240**	**$186,297,854**	**$15,628,056**	**$390,000**	**$262,511,258**	**$13,023,377**	**$40,440,404**	**$315,975,039**
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	$55,740	$756,300	$0	$0	$0	$812,040	$1,547,125	$1,420,096	$3,779,261
024 MAIN STREET RDA SPECIAL REVENUE FUND	$0	$485,000	$0	$0	$0	$485,000	$752,000	$677,511	$1,914,511
033 REDEVELOPMENT AGENCY-LOWER PRK	$0	$0	$4,863,659	$0	$0	$4,863,659	$708,215	$3,001,276	$8,573,150
034 REDEVELOPMENT AGENCY-MAIN ST	$0	$0	$576,367	$0	$0	$576,367	$805,161	$444,435	$1,825,963
Total Park City Redevelopment Agency	**$55,740**	**$1,241,300**	**$5,440,025**	**$0**	**$0**	**$6,737,065**	**$3,812,501**	**$5,543,318**	**$16,092,884**
Municipal Building Authority									
035 BUILDING AUTHORITY	$0	$0	$0	$0	$0	$0	$0	$429,917	$429,917
Total Municipal Building Authority	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$429,917**	**$429,917**
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	**$39,657,847**	**$21,834,540**	**$191,737,879**	**$15,628,056**	**$390,000**	**$269,248,323**	**$16,835,878**	**$46,413,639**	**$332,497,840**

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

Description	Personnel FY 2020	Mat, Supplies, Services FY 2020	Capital FY 2020	Debt Service FY 2020	Contingency FY 2020	Sub - Total FY 2020	Interfund Transfer FY 2020	Ending Balance FY 2020	Total FY 2020
Park City Municipal Corporation									
011 GENERAL FUND	$22,821,686	$8,968,985	$428,078	$0	$340,000	$32,558,749	$5,329,441	$14,566,692	$52,454,882
012 QUINNS RECREATION COMPLEX	$782,161	$387,315	$6,000	$0	$0	$1,175,476	$0	$-5,172,890	$-3,997,414
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	$45,165,719	$0	$0	$45,165,719	$2,752,762	$180,752	$48,099,233
038 EQUIPMENT REPLACEMENT CIP	$0	$0	$1,285,600	$0	$0	$1,285,600	$0	$59,075	$1,344,675
051 WATER FUND	$3,232,237	$3,835,138	$40,376,046	$4,524,604	$100,000	$52,068,025	$1,766,502	$17,304,634	$71,139,161
052 STORM WATER FUND	$717,408	$308,000	$471,500	$0	$0	$1,496,908	$113,000	$352,544	$1,962,452
055 GOLF COURSE FUND	$659,456	$508,435	$126,565	$32,377	$0	$1,326,833	$141,090	$1,192,852	$2,660,775
057 TRANSPORTATION FUND	$8,552,726	$2,225,994	$4,114,762	$0	$0	$14,893,482	$3,432,017	$9,631,053	$27,956,552
058 PARKING FUND	$1,018,710	$741,500	$196,000			$1,956,210		$1,363,321	$3,319,531
062 FLEET SERVICES FUND	$951,992	$1,954,899	$0	$0	$0	$2,906,891	$0	$1,223,870	$4,130,761
064 SELF INSURANCE FUND	$0	$1,633,060	$0	$0	$0	$1,633,060	$0	$363,452	$1,996,512
070 SALES TAX REV BOND - DEBT SVS FUND	$0	$0	$0	$5,037,565	$0	$5,037,565	$0	$6,180,597	$11,218,162
071 DEBT SERVICE FUND	$0	$0	$0	$5,307,335	$0	$5,307,335	$0	$796,243	$6,103,578
Total Park City Municipal Corporation	**$38,736,375**	**$20,563,326**	**$92,170,270**	**$14,901,881**	**$440,000**	**$166,811,853**	**$13,534,812**	**$48,042,195**	**$228,388,860**
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	$32,668	$676,300	$0	$0	$0	$708,968	$2,092,532	$1,565,596	$4,367,096
024 MAIN STREET RDA SPECIAL REVENUE FUND	$0	$455,000	$0	$0	$0	$455,000	$690,000	$727,511	$1,872,511
033 REDEVELOPMENT AGENCY-LOWER PRK	$0	$0	$3,135,000	$0	$0	$3,135,000	$708,215	$1,250,593	$5,093,808
034 REDEVELOPMENT AGENCY-MAIN ST	$0	$0	$30,000	$0	$0	$30,000	$805,161	$299,274	$1,134,435
Total Park City Redevelopment Agency	**$32,668**	**$1,131,300**	**$3,165,000**	**$0**	**$0**	**$4,328,968**	**$4,295,908**	**$3,842,974**	**$12,467,850**
Municipal Building Authority									
035 BUILDING AUTHORITY	$0	$0	$0	$0	$0	$0	$0	$429,917	$429,917
Total Municipal Building Authority	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$429,917**	**$429,917**
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	**$38,769,043**	**$21,694,626**	**$95,335,270**	**$14,901,881**	**$440,000**	**$171,140,821**	**$17,830,720**	**$52,315,086**	**$241,286,627**

All Funds Combined

Revenue	Actual FY 2017	Actual FY 2018	Actual FY 2019	Original FY 2019	Adjusted FY 2019	Collection % FY 2019	Original FY 2020
RESOURCES							
Property Taxes	$18,467,398	$21,149,343	$21,306,265	$20,668,331	$21,056,145	100%	$20,640,872
Sales Tax	$23,107,148	$26,024,963	$26,418,661	$29,163,069	$30,282,941	84%	$30,699,780
Franchise Tax	$3,194,392	$3,147,847	$3,012,446	$3,322,000	$3,205,000	86%	$3,262,000
Licenses	$1,105,797	$1,387,755	$1,395,163	$1,339,959	$1,215,758	114%	$1,147,288
Planning Building & Engineering Fees	$3,549,703	$4,606,175	$$5,820,662	$4,197,000	$4,777,000	116%	$3,502,000
Special Event Fees	$103,168	$60,697	$165,828	$110,000	$381,000	43%	$264,000
Federal Revenue	$16,021,442	$2,733,886	$54,774	$5,903,251	$11,897,000	0%	$6,329,051
State Revenue	$612,935	$520,528	$$517,476	$455,000	$481,955	107%	$428,000
County/SP District Revenue	$687,316	$2,537,580	$172,240	$1,702,000	$1,701,000	40%	$1,602,000
Water Charges for Services	$18,173,294	$19,159,083	$20,115,564	$18,698,500	$19,821,984	95%	$20,559,129
Transit Charges for Services	$3,206,611	$6,247,276	$5,583,007	$6,186,031	$17,219,859	32%	$8,188,612
Cemetery Charges for Services	$31,018	$29,186	$18,816	$37,000	$382,000	4%	$138,000
Recreation	$3,372,897	$3,557,947	$3,381,865	$3,566,596	$3,636,596	73%	$3,669,596
Ice	$818,339	$833,126	$832,516	$886,000	$838,000	84%	$865,000
Other Service Revenue	$69,426	$57,470	$45,786	$92,000	$88,881	51%	$120,292
Library Fines & Fees	$32,249	$27,946	$20,198	$27,000	$18,000	95%	$18,000
Fines & Forfeitures	$1,077,415	$2,240,548	$2,590,730	$2,893,282	$2,893,282	79%	$3,055,080
Misc. Revenues*	$4,552,033	$8,809,064	$2,595,092	$8,975,213	$8,880,213	27%	$21,887,289
Interfund Transactions (Admin)	$5,816,802	$6,187,564	$6,821,583	$6,442,099	$6,814,874	87%	$7,114,408
Interfund Transactions (CIP/Debt)	$33,704,809	$41,562,627	$73,024,818	$10,707,630	$10,021,005	96%	$10,716,312
Special Revenues & Resources	$12,410,768	$1,719,697	$893,750	$705,486	$1,493,486	61%	$2,401,828
Bond Proceeds	$27,863,698	$35,227,871	$85,387,786	$72,800,000	$102,200,608	84%	$48,000,000
Beginning Balance	$81,763,532	$74,767,615	$83,191,254	$132,956,126	$83,191,254	100%	$46,678,090
TOTAL	**$259,742,190**	**$262,595,797**	**$331,833,573**	**$340,083,186**	**$332,497,841**		**$241,286,627**

**Including but not limited to: Interest Earnings, Rent Earnings, Sale of Assets, Business Improvement District, Build America Bond Subsidy*

Change in Fund Balance

Fund	Actuals FY 2017	Actuals FY 2018	Actuals FY 2019	Budget FY 2019	Adjusted FY 2019	Increase (red) FY 2019	% Inc (red) FY 2019	Budget FY 2020	Increase (red) FY 2020	% Inc (red) FY 2020
Park City Municipal Corporation										
011 GENERAL FUND	$11,558,783	$12,266,079	$0	$12,581,450	$13,683,962	$1,417,883	12%	$14,566,692	$882,730	6%
012 QUINNS RECREATION COMPLEX	$-4,129,592	$-4,450,108	$0	$-4,878,112	$-4,869,414	$-419,306	9%	$-5,172,890	$-303,476	6%
021 POLICE SPECIAL REVENUE FUND	$33,604	$34,404	$0	$0	$0	$-34,404	-100%	$0	$0	
022 DRUG CONFISCATIONS	$26,071	$23,168	$0	$0	$0	$-23,168	-100%	$0	$0	
031 CAPITAL IMPROVEMENT FUND	$31,142,544	$40,859,511	$0	$74,204,665	$10,196,484	$-30,663,027	-75%	$180,752	$-10,015,732	-98%
038 EQUIPMENT REPLACEMENT CIP	$1,352,711	$1,990,746	$0	$950,811	$59,075	$-1,931,671	-97%	$59,075		
051 WATER FUND	$5,905,357	$2,415,273	$0	$8,119,624	$4,502,009	$2,086,736	86%	$17,304,634	$12,802,625	284%
052 STORM WATER FUND	$8,426,046	$598,027	$0	$274,643	$712,452	$114,425	19%	$352,544	$-359,908	-51%
055 GOLF COURSE FUND	$1,246,003	$1,210,441	$0	$1,119,136	$1,064,829	$-145,612	-12%	$1,192,852	$128,023	12%
057 TRANSPORTATION FUND	$19,262,807	$13,647,186	$0	$13,928,040	$5,920,874	$-7,726,312	-57%	$9,631,053	$3,710,179	63%
058 PARKING FUND								$1,363,321	$1,363,321	
062 FLEET SERVICES FUND	$1,196,395	$1,207,403	$0	$1,217,443	$1,181,761	$-25,642	-2%	$1,223,870	$42,109	4%
064 SELF INSURANCE FUND	$793,923	$1,163,647	$0	$48,212	$442,654	$-720,993	-62%	$363,452	$-79,202	-18%
070 SALES TAX REV BOND - DEBT SVS FUND	$2,403,929	$7,396,945	$0	$7,177,001	$6,790,321	$-606,624	-8%	$6,180,597	$-609,724	-9%
071 DEBT SERVICE FUND	$643,716	$710,461	$0	$739,258	$755,397	$44,936	6%	$796,243	$40,846	5%
Total Park City Municipal Corporation	**$79,862,297**	**$79,073,183**	**$0**	**$115,482,171**	**$40,440,404**	**$-75,041,767**	**-186%**	**$48,042,195**	**$7,601,791**	**16%**
Park City Redevelopment Agency										
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	$322,354	$857,555	$0	$245,661	$1,420,096	$562,541	66%	$1,565,596	$145,500	10%
024 MAIN STREET RDA SPECIAL REVENUE FUND	$460,052	$730,611	$0	$470,052	$677,511	$-53,100	-7%	$727,511	$50,000	7%
033 REDEVELOPMENT AGENCY-LOWER PRK	$738,741	$1,026,025	$0	$27,514,550	$3,001,276	$1,975,251	193%	$1,250,593	$-1,750,683	-58%
034 REDEVELOPMENT AGENCY-MAIN ST	$1,209,001	$1,073,963	$0	$571,350	$444,435	$-629,528	-59%	$299,274	$-145,161	-33%
Total Park City Redevelopment Agency	**$2,730,148**	**$3,688,154**	**$0**	**$28,801,613**	**$5,543,318**	**$-23,258,295**	**-420%**	**$3,842,974**	**$-1,700,344**	**-44%**
Municipal Building Authority										
035 BUILDING AUTHORITY	$424,783	$429,917	$0	$423,484	$429,917			$429,917		
Total Municipal Building Authority	**$424,783**	**$429,917**	**$0**	**$423,484**	**$429,917**			**$429,917**		

Resources & Requirements - All Funds Combined									
Description	2017 Actuals	2018 Actuals	2019 Original Budget	2019 Adjusted Budget	Change - 18 Orig to 18 Adj		2020 Budget	Change - 19 Adj to 20	
					$ Increase	%		$ Increase	%
RESOURCES (Revenues)									
Sales Tax	$ 23,107,148	$ 26,024,963	$ 29,163,069	$ 30,282,941	$ 1,119,872	4%	$ 30,699,780	$ 416,839	1%
Planning Building & Engineering Fees	$ 3,549,703	$ 4,606,175	$ 4,197,000	$ 4,777,000	$ 580,000	14%	$ 3,502,000	$ (1,275,000)	-27%
Charges for Services	$ 21,410,923	$ 25,435,545	$ 24,921,531	$ 37,423,843	$ 12,502,312	50%	$ 28,885,741	$ (8,538,102)	-23%
Intergovernmental Revenue	$ 17,321,693	$ 5,791,994	$ 8,060,251	$ 14,079,955	$ 6,019,704	75%	$ 8,359,051	$ (5,720,904)	-41%
Franchise Tax	$ 3,194,392	$ 3,147,847	$ 3,322,000	$ 3,205,000	$ (117,000)	-4%	$ 3,262,000	$ 57,000	2%
Property Taxes	$ 18,467,398	$ 21,149,343	$ 20,668,331	$ 21,056,145	$ 387,814	2%	$ 20,640,872	$ (415,273)	-2%
General Government	$ 818,339	$ 833,126	$ 886,000	$ 838,000	$ (48,000)	-5%	$ 865,000	$ 27,000	3%
Other Revenues	$ 22,723,753	$ 17,861,124	$ 17,709,536	$ 18,607,216	$ 897,680	5%	$ 32,563,373	$ 13,956,157	75%
TOTAL	**$ 110,593,349**	**$ 104,850,117**	**$ 108,927,718**	**$ 130,270,100**	**$ 21,342,382**	**20%**	**$ 128,777,817**	**$ (1,492,283)**	**-1%**
REQUIREMENTS (Expenditures By Function)									
Executive	$ 10,796,457	$ 11,288,399	$ 12,823,185	$ 12,397,184	$ (426,001)	-3%	$ 13,256,197	$ 859,013	7%
Police	$ 5,810,450	$ 6,226,525	$ 6,520,529	$ 6,653,197	$ 132,668	2%	$ 6,591,544	$ (61,652)	-1%
Public Works	$ 22,670,772	$ 26,679,775	$ 30,148,995	$ 30,759,335	$ 610,340	2%	$ 30,479,812	$ (279,523)	-1%
Library & Recreation	$ 5,541,295	$ 5,727,666	$ 6,149,021	$ 6,051,876	$ (97,145)	-2%	$ 5,717,178	$ (334,698)	-6%
Non-Departmental	$ 3,795,028	$ 4,207,207	$ 4,025,984	$ 5,565,910	$ 1,539,926	38%	$ 4,404,220	$ (1,161,690)	-21%
Special Service Contracts	$ 556,000	$ 538,800	$ 540,000	$ 590,000	$ 50,000	9%	$ 630,000	$ 40,000	7%
Contingency	$ 116,958	$ 75,437	$ 540,000	$ 490,000	$ (50,000)	-9%	$ 540,000	$ 50,000	10%
Capital Outlay	$ 253,300	$ 91,955	$ -	$ 12,800	$ 12,800		$ 12,900	$ 100	1%
TOTAL	**$ 49,540,260**	**$ 54,835,765**	**$ 60,747,713**	**$ 62,520,301**	**$ 1,772,588**	**3%**	**$ 61,631,852**	**$ (888,449)**	**-1%**
REQUIREMENTS (Expenditures by Type)									
Personnel	$ 33,455,040	$ 36,532,398	$ 39,661,060	$ 39,657,847	$ (3,213)	0%	$ 38,762,643	$ (895,204)	-2%
Materials, Supplies & Services	$ 15,412,531	$ 17,825,325	$ 20,168,570	$ 21,834,540	$ 1,665,970	8%	$ 21,701,026	$ (133,514)	-1%
Contingency	$ 116,958	$ 75,437	$ 440,000	$ 390,000	$ (50,000)	-11%	$ 440,000	$ 50,000	13%
Capital Outlay	$ 555,730	$ 402,605	$ 478,083	$ 637,914	$ 159,831	33%	$ 728,183	$ 90,269	14%
TOTAL	**$ 49,540,259**	**$ 54,835,765**	**$ 60,747,713**	**$ 62,520,301**	**$ 1,772,588**	**3%**	**$ 61,631,852**	**$ (888,449)**	**-1%**
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS	$ 61,053,090	$ 50,014,352	$ 48,180,005	$ 67,749,799	$ 19,569,794	41%	$ 67,145,965	$ (603,834)	-1%
OTHER FINANCING SOURCES (Uses)									
Bond Proceeds	$ 27,863,698	$ 35,227,871	$ 72,800,000	$ 102,200,608	$ 29,400,608	40%	$ 48,000,000	$ (54,200,608)	-53%
Debt Service	$ (11,130,107)	$ (16,216,948)	$ (15,628,056)	$ (15,628,056)	$ -	0%	$ (14,901,881)	$ 726,175	-5%
Interfund Transfers In	$ 39,521,611	$ 47,750,191	$ 17,149,729	$ 16,835,878	$ (313,851)	-2%	$ 17,830,720	$ 994,842	6%
Interfund Transfers Out	$ (39,521,611)	$ (47,750,191)	$ (17,149,729)	$ (16,835,878)	$ 313,851	-2%	$ (17,830,720)	$ (994,842)	6%
Capital Improvement Projects	$ (76,532,985)	$ (60,601,638)	$ (93,418,807)	$ (191,099,965)	$ (97,681,158)	105%	$ (94,607,087)	$ 96,492,878	-50%
TOTAL	**$ (59,799,394)**	**$ (41,590,715)**	**$ (36,246,863)**	**$ (104,527,413)**	**$ (68,280,550)**	**188%**	**$ (61,508,968)**	**$ 43,018,445**	**-41%**
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS AND OTHER SOURCES (Uses)	$ 1,253,696	$ 8,423,637	$ 11,933,142	$ (36,777,614)	$ (48,710,756)	-408%	$ 128,654,933	$ 165,432,547	-450%
Beginning Balance	$ 81,763,532	$ 74,767,615	$ 141,205,739	$ 83,191,254	$ (58,014,485)	-41%	$ 46,678,090	$ (36,513,164)	-44%
Ending Balance	$ 83,017,228	$ 83,191,254	$ 153,138,881	$ 46,413,639	$ (106,725,242)	-70%	$ 52,315,086	$ 5,901,447	13%

REVENUES

Property and sales taxes are the most significant sources of City revenue, representing an anticipated 42 percent share in FY20 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 FY20.

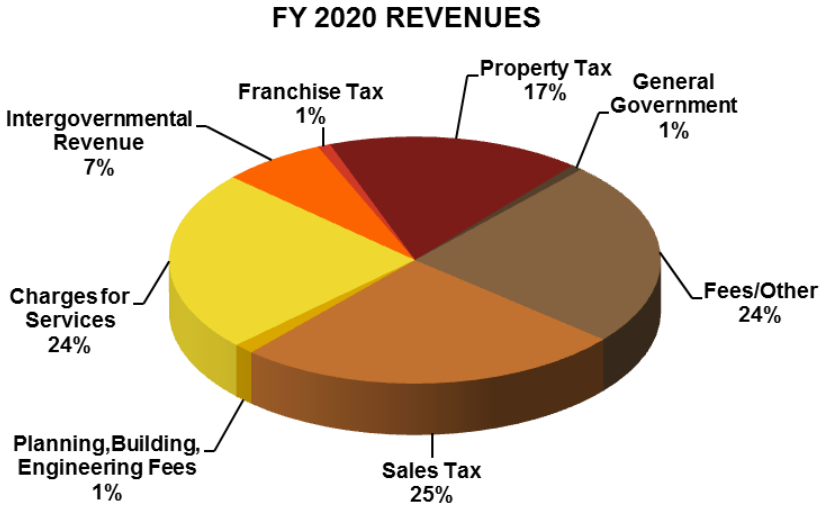


Figure R1 – Budgeted Revenue by Source

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 2009.

Tax Rate	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Levy	0.001125	0.001327	0.001389	0.001431	0.001385	0.001248	0.001362	0.001304	0.001237	0.001202	0.001107
Debt Levy	0.000654	0.000821	0.000741	0.000766	0.000746	0.000819	0.000610	0.000545	0.000822	0.000732	0.001018
Total:	**0.001779**	**0.002148**	**0.002130**	**0.002197**	**0.002131**	**0.002067**	**0.001972**	**0.001849**	**0.002059**	**0.001934**	**0.002125**

Tax Collected	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General	$7,042,481	$7,860,645	$ 8,960,869	$8,932,263	$8,316,882	$8,345,094	$10,259,270	$9,798,051	$9,657,976	$9,883,951	$10,092,652
Debt	$3,997,000	$4,558,315	$ 4,568,904	$4,565,873	$5,070,714	$5,309,592	$4,223,453	$4,199,308	$6,416,184	$6,021,374	$9,279,385
RDA Increment	$4,040,075	$3,877,316	$ 3,642,916	$3,426,688	$3,466,508	$3,412,675	$3,659,365	$3,508,274	$3,507,298	$3,780,987	$4,491,787
Fee-In-Lieu	$171,183	$202,117	$223,561	$204,935	$231,126	$233,031	$238,897	$207,000	$222,833	$271,962	TBD
Delinq/Interest	$539,521	$596,321	$792,034	$886,736	$731,016	$690,480	$595,086	$614,696	$751,535	$831,134	TBD
Total:	**$15,790,260**	**$17,094,714**	**$18,188,284**	**$18,016,495**	**$17,816,246**	**$17,990,871**	**$18,976,071**	**$18,327,329**	**$20,555,826**	**$20,789,408**	**$23,863,824**

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/private partnership with the Kimball Art Center and Sundance Institute.

Sales tax revenue growth has shown significant growth over the past three years. The City projects annual sales tax revenue using a linear trend model. Sales tax revenue has experienced a notable recovery since the 2009 economic downturn. 2018 has shown notable growth when compared to 2017. Figure R3 shows actual sales tax amounts along with the forecasted amounts for FY 2019 and 2020. 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. Sales tax revenue for the current fiscal year as well as FY 2020 is expected to grow when compared to FY 2018.

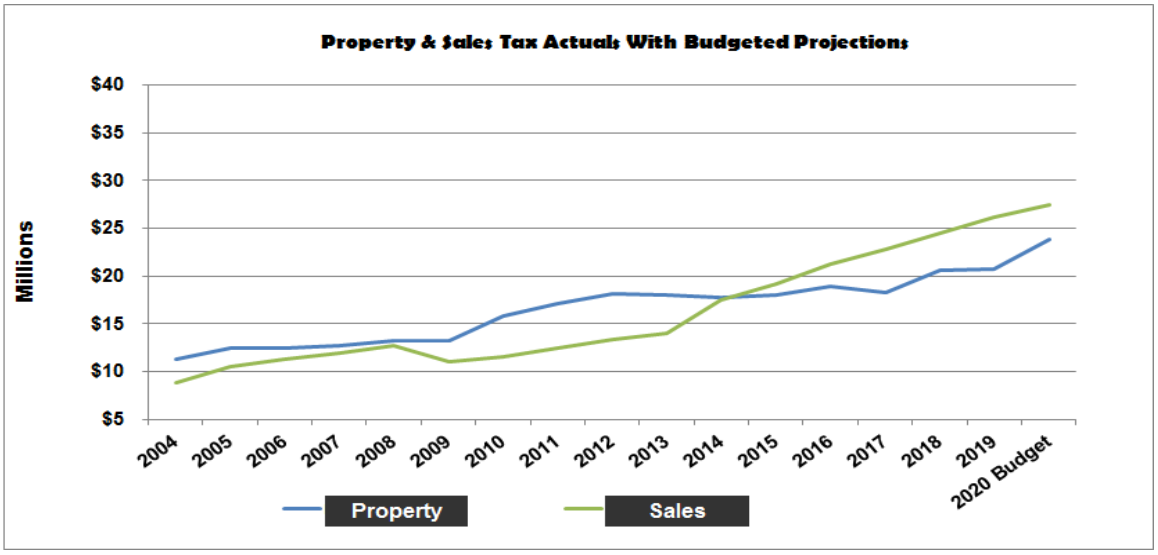


Figure R3- Property & Sales Tax Actuals and Projections

Continued development of events and activities in the spring and summer months has helped to generate sales tax during the "off-season" months. Figure R4 displays the monthly sales tax revenue collections for FY 2019 in comparison with FY 2018 and a five-year historical average. This year is expected to be one of the highest grossing for sales in Park City. This is due primarily to a continued rebounding of the winter recreation economy, the effects of large-scale lodging developments in recent years and the economic impact related to infrastructure investment and marketing impacts of the new ownership at Park City Mountain and Deer Valley Resort.

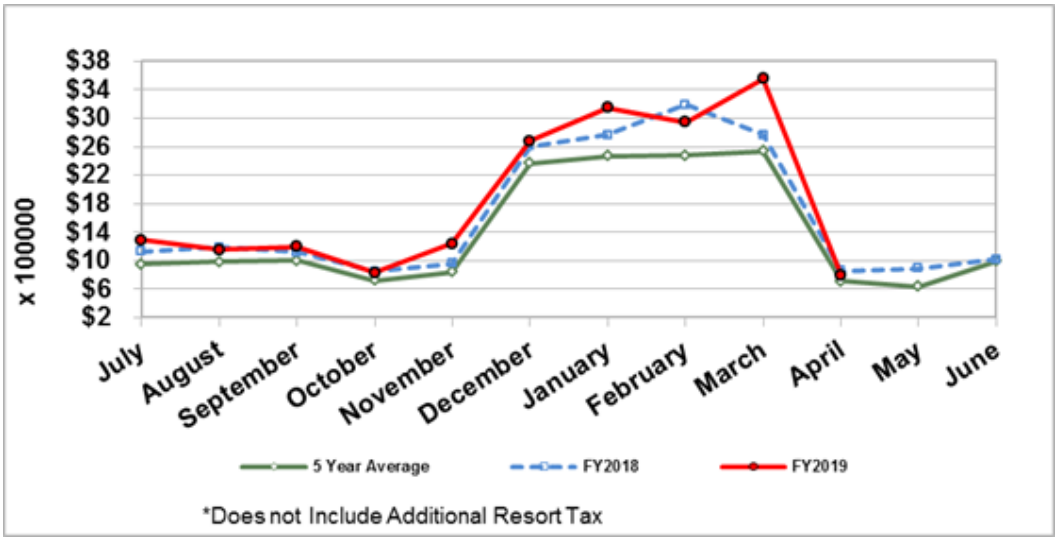


Figure R4 – Sales Tax for FY 2019 (Compared to a Five-year Average and FY 2018)

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	Current	Effective July 1,2019
State of Utah		
General Sales & Use Tax	4.70%	4.70%
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	0.00%	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"	**8.70%**	**8.90%**
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 sunseted in 2012.

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

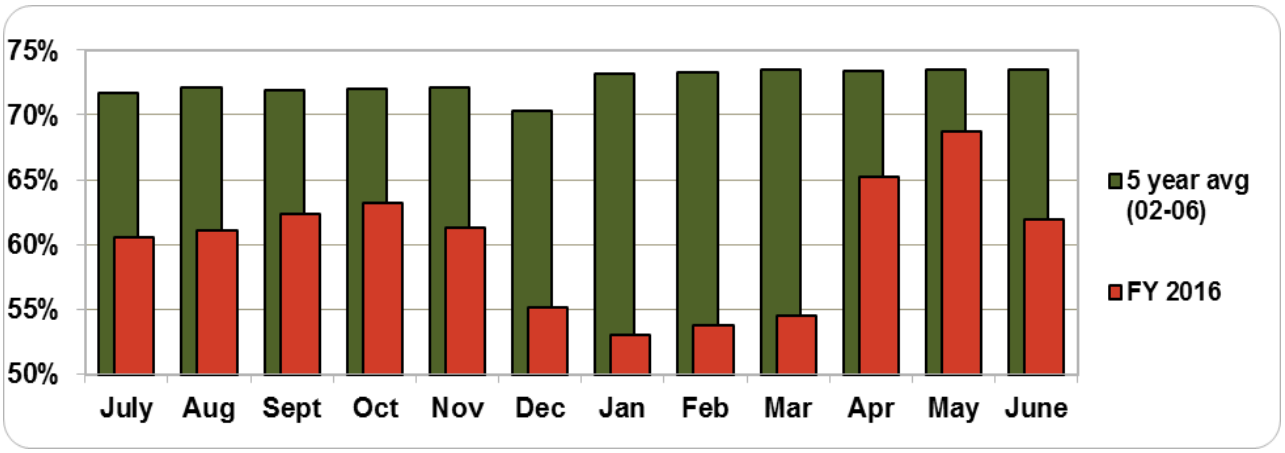


Figure R6 – Local Option Tax Distribution

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. FY14, FY15, FY16, FY17 & FY18 include the full additional resort sales tax revenue.

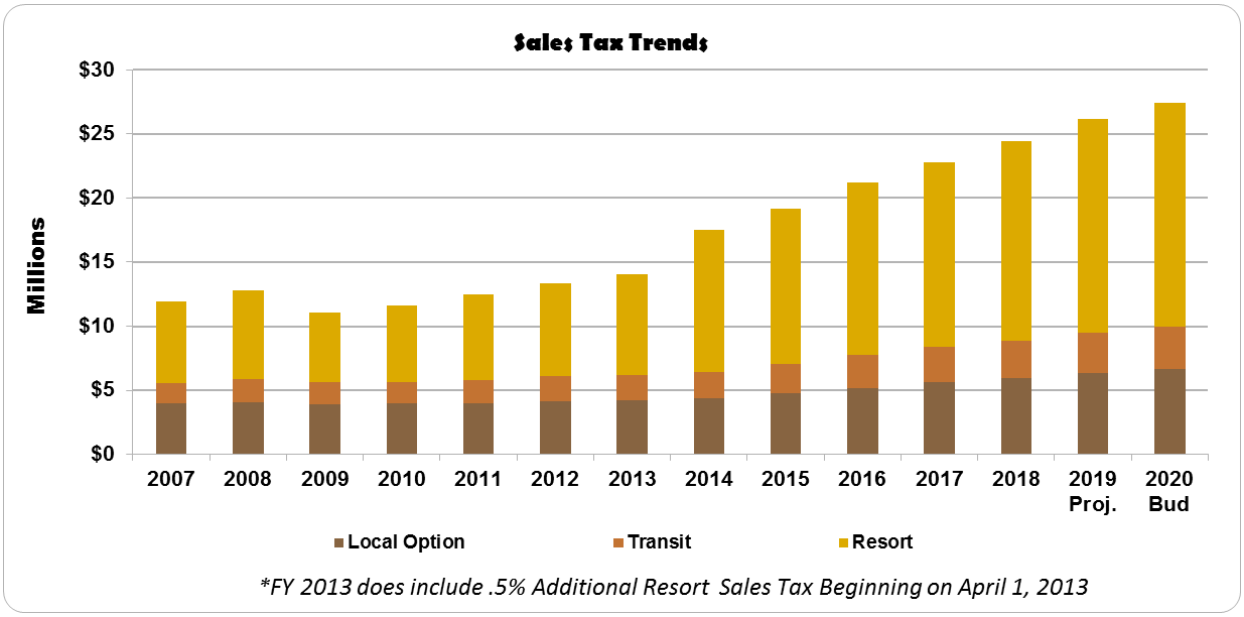


Figure R7 - Sales Taxes Breakdown

Other Revenue

Revenue sources other than property and sales tax include fees, franchise taxes, grants and other miscellaneous revenue. Total revenue from sources other than property and sales tax make up a large portion of the FY 2020 Budget. Figure R8 shows a projected breakdown of other revenue by type and amount.

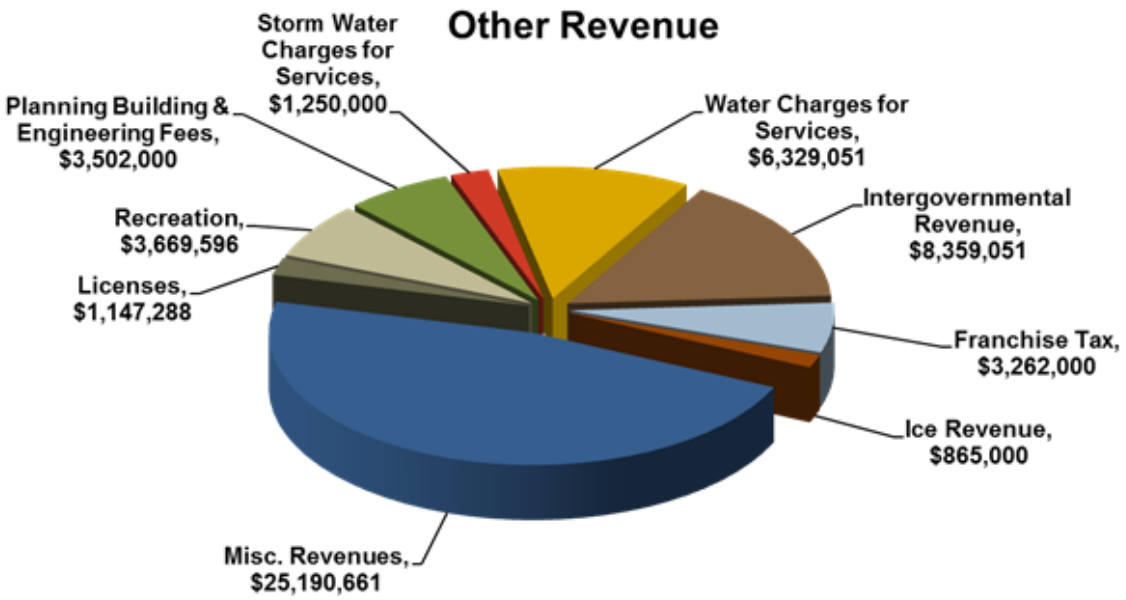


Figure R8 – Other Revenue Breakdown

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

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

REVENUES

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

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

The Park City Golf Club receives revenue from greens fees, cart rental, pro-shop sales, golf lessons, and other miscellaneous fees and services. The Park City Golf Club is an enterprise fund; all revenues collected from the golf club are used to fund golf course operating and improvement costs. The financial objective for the Park City Golf Club is to break even or show a slight profit. The Golf course uses and fees remain relatively consistent year to year.

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

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

EXPENSES

The FY 2019 Adjusted Budget reflects a 1.88% increase from the FY 2019 Original Budget, and an overall 9.7% increase from FY 2018 actual expenses *(excluding capital)*. Unlike operating budgets, capital projects may take multiple years to complete, thus the budgets for capital need to be renewed each year. At the end of each fiscal year, the unspent budget for each capital project is calculated and added to the new fiscal year's budget as part of the adjusted budget.

Expenditure Summary by Major Object - All Funds

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2019 Adj. Budget	FY 2020 Budget
Personnel	27,516,623	30,515,422	33,455,040	36,532,398	39,661,060	39,657,847	38,762,643
Materials, Supplies & Services	14,848,667	14,821,754	15,412,531	17,825,325	20,350,570	21,834,540	21,701,026
Capital Outlay	35,598,211	20,160,212	77,088,715	61,004,243	93,896,890	191,737,879	95,335,270
Debt Service	22,065,899	11,337,373	11,130,107	16,216,948	15,628,056	15,628,056	14,901,881
Contingency	85,647	27,881	116,958	75,437	440,000	390,000	440,000
Actual Budget	**$100,115,047**	**$76,862,641**	**$137,203,351**	**$131,654,351**	**$169,976,576**	**$269,248,322**	**$171,140,820**
Budget Excluding Capital	**$64,516,836**	**$56,702,429**	**$60,114,636**	**$70,650,108**	**$76,079,686**	**$77,510,443**	**$75,805,550**
Interfund Transfers	22,945,672	15,431,059	39,521,611	47,750,191	17,149,729	16,835,878	17,830,720
Ending Balance	83,622,487	81,763,532	83,017,228	83,191,254	144,707,268	46,413,639	52,315,086
Subtotal	**$106,568,159**	**$97,194,591**	**$122,538,839**	**$130,941,445**	**$161,856,997**	**$63,249,517**	**$70,145,806**
Grand Total	**$206,683,206**	**$174,057,232**	**$259,742,190**	**$262,595,796**	**$331,833,573**	**$332,497,839**	**$241,286,626**

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

The FY 2020 Budget *(excluding capital)* is decreasing to $75.8 million, which is a 2.2% decrease from the FY 2019 Adjusted Budget. Budget changes are more fully discussed further in this section along with details on other committee recommendations, operating budget changes, and major capital requests.

Table E1 shows citywide expenditures by Major Object. The FY 2019 Adjusted Budget reflects a decrease in personnel expenses of 0.01% from the FY 2019 Original Budget due to vacancy factor adjustments. FY 2020 shows a 2.27% decrease in personnel from the FY 2019 Original Budget.

OPERATING BUDGET

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

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. Miraculously, this year there will be no increase in the City's health insurance. After recommendations from the City's insurance broker, the City will be increasing its dental benefit maximum from $1,000 to $1,500. With this change,

there is a recommended premium increase of 20.20% to current premiums. The cost increase will be $56,560. Finally, this year there will be no increase in the City's life insurance.

Pay Plan

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

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

Every other year during the "off year," all grades in the pay plan are set to increase by 2%. This budgeting practice, in place for more than two decades, is part of the City's efforts to keep salaries close to the market in budget years when a formal pay plan process is not performed. However, this is not a large amount, and does not keep up with the rising costs of inflation. The 2% grade increase for FY20 is shown below:

Pay Plan Changes by Fund

		FY 2020 Budget
Fund 11	General Fund	$305,181
Fund 12	Quinn's Recreation Complex	$25,681
Fund 51	Water Fund	$42,838
Fund 52	Storm Water Fund	$9,279
Fund 55	Golf Fund	$15,725
Fund 57	Transportation Fund	$151,968
Fund 62	Fleet Services Fund	$13,593
	Total	$564,265

Table E2 – Life Insurance Increase by Fund

EXPENSES

Personnel Changes

A number of departments submitted personnel requests for the FY20 Budget. The impacts of all recommended personnel budget request increases are shown for each fund in Table E4. The total increase in personnel of FY20 over the FY19 Adjusted budget is $564,265. This increase is made up of changes to Police, Building Maintenance, Street Maintenance, City Manager, Human Resources, Building, Parking, Ice, Parks & Cemetery, Economy, and Budget department personnel. Personnel increases are explained in more detail following Table E3.

Total Personnel Options by Fund

	FY 2020 Budget
Fund 11 General Fund	$454,899
Fund 12 Quinn's Recreation Complex	$14,927
Fund 23 Lower Park RDA	-$25,072
Fund 51 Water Fund	$34,700
Fund 52 Storm Water Fund	$5,232
Fund 55 Golf Fund	$15,517
Fund 57 Transportation Fund	$66,782
Fund 62 Fleet Fund	-$55,311
Total	**$511,674**

Table E3 – Recommended Personnel Requests by Fund

Highlights of Budget Requests

Police Increase

Police is increasing by 1.25 FTEs, due to the addition of a full-time Evidence Technician, the addition of a Community Technical Specialist (part-time Police and part-time social equity) and a re-class of one Police Officer to Senior Police Officer. The addition of a full-time evidence technician is needed to be in compliance with industry standards and best practices. This year, the Utah State Auditor performed an audit on the evidence room and found issues stemming from the inconsistency of not having a single person tending to it.

Building Dept Increase

A Fire Inspector/Plans Examiner is being added to the Building Dept for FY20. This is needed to keep up with the increased workload of the Building Dept. The increased demand results from the Park City Fire District no longer assisting with annual inspections of commercial structures within the Park City Municipal boundaries.

Street Maintenance Increase

Street Maintenance is increasing its FTEs by 3.0 FTEs. Four Streets & Stormwater Operator IIIs (0.5 FTE each) are needed as additional plow operators for each of the four street maintenance crews. They will have increased service levels due to the growth of PC Heights. Also, an Analyst II will be added due to the Public Works/Transit re-organization.

Building Maintenance Increase

Building Maintenance is adding a Building Maintenance III full-time position for succession planning. Building Maintenance anticipates the retirement of two Building Maintenance III's staff over the next couple of years. This new person can be trained before existing staff retires. A

Building Assessments Study, conducted by Robert C Huff, consulting in December, 2017, recommended more resources to keep up with department duties.

Public Services Personnel Changes

One of the biggest recommended changes to personnel is in the Public Services Team, which includes the Water, Storm Water, Golf, Transportation, and Fleet Funds. These changes will be explained in a separate staff report.

All 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. FY 2020 Proposed Budget is found in Table E4 on the following page. A detailed description of all of the FTE changes for the General Fund follows:

- Police is increasing by 1.25 FTEs, due to the addition of a full-time Evidence Technician, a re-class of one Police Officer to Senior Police Officer, and the addition of a Community Technical Specialist (0.5 FTE). The Technical Specialist will be split between the Police and Social Equity departments, 0.5 FTEs each.
- Building Maintenance is increasing by 1.50 FTEs, due to the addition of a Building Maintenance III full-time position, the addition of 0.25 FTEs of an Analyst I, and the addition of 0.25 FTEs of a Public Works Manager (the latter two being due to the Public Works/Transit re-organization).
- A Fire Inspector/Plans Examiner (1.0 FTE) is being added to the Building Department for FY20. This is needed in order to keep up with the increased workload of the Building Department.
- Economy is increasing by 1.0 FTE. The Trails & Open Space Coordinator is being moved from a full-time contract position to a full-time position.
- City Manager has a net-zero increase in FTEs, but has a re-class of Analyst I (Community Affairs) to Analyst II.
- Social Equity is adding 0.5 FTE for personnel, due to the addition of a Community Technical Specialist (0.5 FTE). The Technical Specialist will be split between the Police and Social Equity departments, 0.5 FTEs each.
- Street Maintenance is increasing its FTEs by 2.1 FTEs, due to the addition of four Streets & Storm Water Operator IIIs (0.5 FTE each). These will be additional plow operators for each of the four street maintenance crews, who will have increased service levels due to the growth of the PC Heights neighborhood. Also, an Analyst II will be added to the Street Maintenance Department, which will lead to an increase in 0.1 FTEs due to the Public Works/Transit re-organization.

- The Ice Facility will increase its FTEs by 0.32. This will increase PT personnel funding for Academy Directors, Cashiers (including new Cashier II and Skate Host positions), Scorekeepers, Curling Instructors, and Skating Instructors.
- Parks & Cemetery is decreasing its FTEs by 0.20. There will be an 0.18 FTE addition of a Parks III position, which will provide maintenance to City-owned open space properties, but a decrease of 0.38 FTEs due to the Public Works/Transit re-organization
- Budget, Debt & Grants is decreasing its FTEs by 0.25. The Budget Operations Administrator is having its name changed to Senior Budget Analyst, and going from 0.75 to 0.50 FTEs in the Budget Department.
- Parking will decrease by 1.0 FTE. 1.25 FTEs of the PT Parking Officer will be removed to offset 1.0 FTE of a new Parking Maintenance Coordinator position. The 1.0 FTE Data Analyst position will be shifted to Transit and re-named Mobility Data Analyst. Also, an Office Assistant II and III will both be re-classed to Analyst IIs, and 0.25 FTEs will be added due to the Public Works/Transit re-organization.
- The Water Dept. will be increasing by 0.39 FTEs, due to changes from the Public Works/ Transit re-organization
  - Fleet will be decreasing by 0.5 FTEs, due to changes from the Public Works/Transit re-organization
  - Transit will be increasing by 3.50 FTEs, due to changes from the Public Works/Transit re-organization
  - Golf Maintenance will be increasing by 0.05 FTEs, due to changes from the Public Works/ Transit re-organization

FTE's By Department

Department	FTE's FY 19	Adjusted FY 2019	Change FY 19	FTE's FY 20	Change FY 20	Contract FY 20	Contract CHG FY 20
CITY MANAGER	4.62	5.62	1.00	5.62			
CITY ATTORNEY	7.07	7.07		7.07			
BUDGET, DEBT & GRANTS	3.25	3.50	0.25	3.25	-0.25		
HUMAN RESOURCES	5.14	6.25	1.11	6.25		0.25	-0.35
FINANCE	6.15	6.15		6.65		0.00	-0.80
TECHNICAL & CUSTOMER SERVICES	8.47	8.47		8.47			
BLDG MAINT ADM	6.00	6.00		7.50	1.50	0.00	-0.33
CITY RECREATION	16.48	16.48		16.48			
TENNIS	2.91	2.91		2.91		6.00	
MCPOLIN BARN	0.38	0.38		0.38			
ICE FACILITY	8.42	8.42		8.74	0.32	1.00	
FIELDS	2.83	2.83		2.83			
RECREATION PROGRAMS	10.48	10.48		10.48			
COMMUNITY ENGAGEMENT	2.55	2.55		2.55		1.00	
ECONOMY	6.25	6.25		7.25	1.00	0.13	-0.50
ENVIRONMENTAL SUSTAINABILITY	3.95	3.95		3.95		0.50	
EMERGENCY MANAGEMENT	1.00	1.00		1.00			
LEADERSHIP						1.00	

ARTS & CULTURE	0.25	1.50		1.50		1.00	0.75
SOCIAL EQUITY				0.50			
POLICE	40.32	40.32		41.57	1.25		
DRUG EDUCATION	0.20	0.20		0.20			
STATE LIQUOR ENFORCEMENT	1.30	1.30		1.30			
COMMUNICATION CENTER							
COMM DEVELOP ADMIN	3.00	3.00		3.00			
ENGINEERING	3.75	4.34	0.59	4.34			
PLANNING DEPT.	9.00	9.00		9.00			
BUILDING DEPT.	18.00	18.00		19.00	1.00		
PARKS & CEMETERY	18.98	18.98		18.78	-0.20		
STREET MAINTENANCE	15.26	15.26		17.36	2.10	0.25	
WATER OPERATIONS	29.45	29.45		29.84	0.39	0.75	
STORM WATER OPER	6.57	6.57		6.57			
FLEET SERVICES DEPT	9.85	10.10		9.60	-0.50		
TRANSPORTATION OPER	120.75	120.75		124.25	3.50	1.25	0.75
TRANSPORTATION PLANNING	3.00	3.00		2.25	-0.75		
PARKING	12.45	12.45		11.45	-1.00		
LIBRARY	13.50	13.50		13.50			
GOLF MAINTENANCE	8.98	8.98		9.03	0.05		
GOLF PRO SHOP	8.12	8.12		8.12			
LOWER PARK AVENUE RDA	0.25	0.50	0.25	0.50		0.09	
CIP PROJECTS						3.00	-0.50
TOTAL	**418.93**	**423.63**	**3.20**	**433.04**	**8.41**	**16.22**	**-0.48**

Table E4 - FTE Changes by Department

The following Table E5 shows the changes in FTEs by fund. The General Fund is increasing by 7.02 FTEs in FY 2020 from the FY 2019 Adjusted Budget. In FY19, the Transportation Fund included both Transportation FTEs and Parking FTEs. In FY20, the new Parking Fund was created, and those Parking FTEs were taken out of the Transportation Fund.

Fund	FY 2019 (Adj)	FY 2020
General Fund	212.46	219.86
Quinn's Recreation Complex	11.25	11.57
Lower Park Avenue RDA	0.50	0.50
Water Fund	29.45	29.84
Golf Fund	17.10	17.15
Transportation Fund	136.20	126.50
Parking Fund		11.45
Fleet Services Fund	10.10	9.60
Storm Water Fund	6.57	6.57
TOTAL	**423.63**	**433.04**

Table E5 - FTE Change by Fund

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

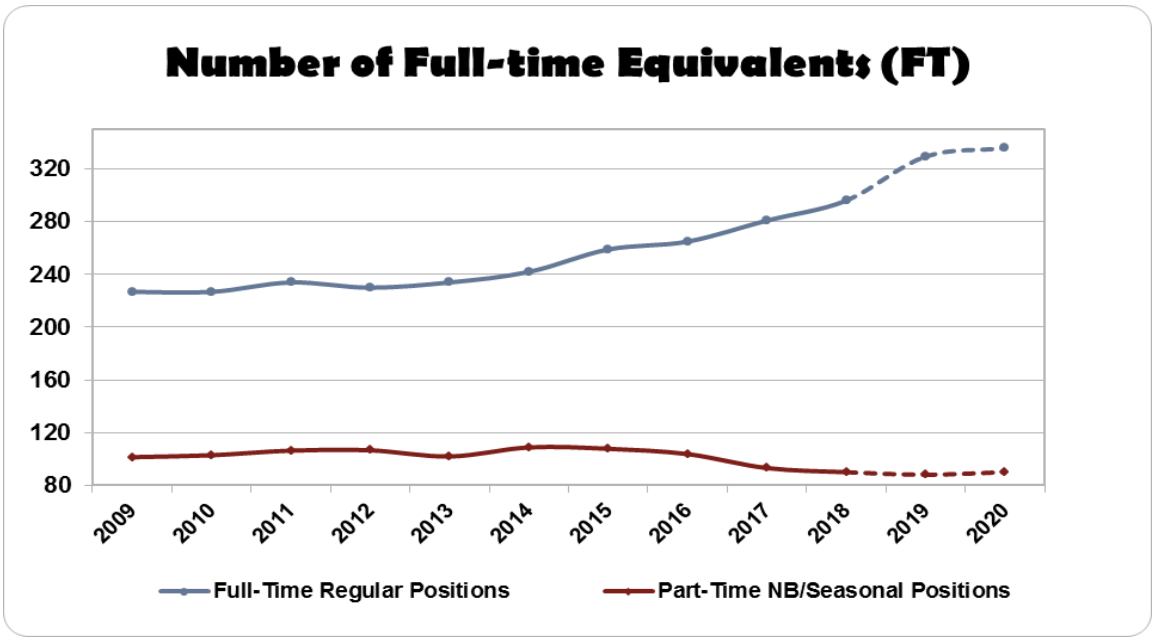


Figure E6 – FTE Totals

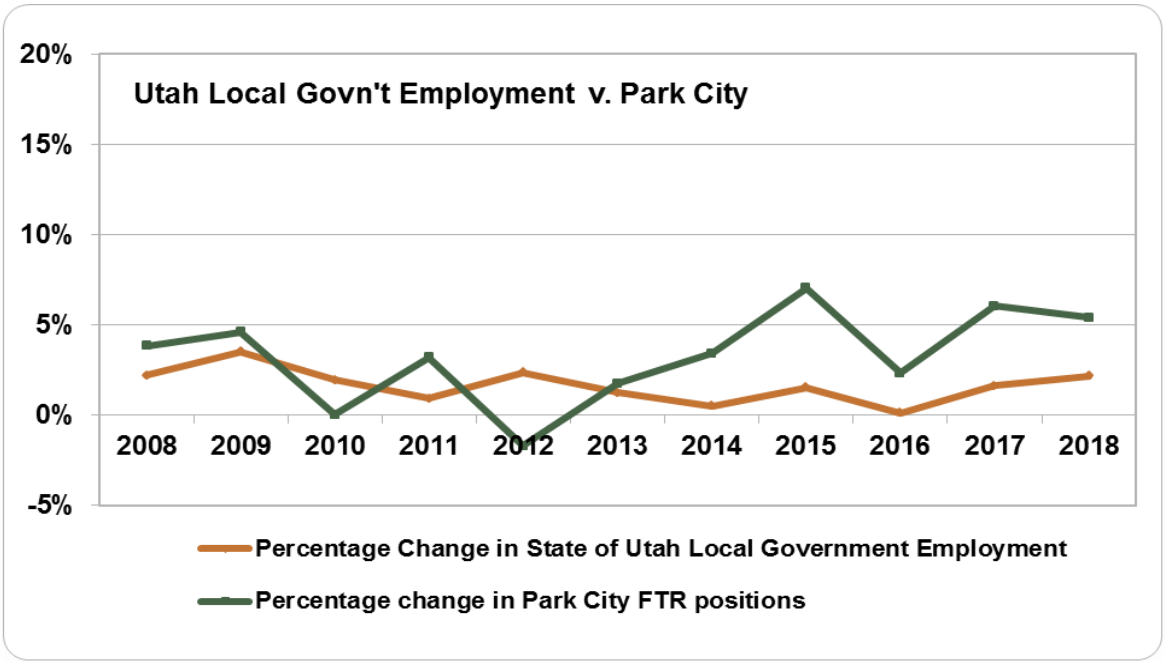


Figure E7 - Percentage Change in Park City and State Employment

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

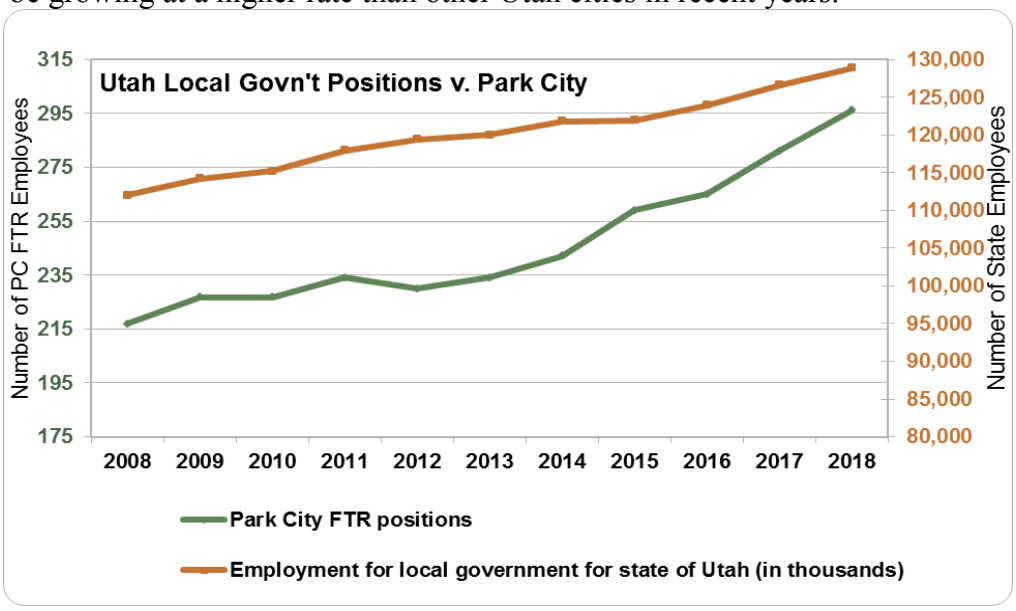


Figure E8 – Employment Totals for Utah Local Government and Park City FTR Positions

EXPENSES

Materials, Supplies, and Services

The table below displays the increases to materials, supplies, and services by fund over the FY19 adopted budget. In FY20 the main increases are for IT software costs; the City Attorney contract services; Ice Facility contract services and bank fees; and Special Events application software. The Water Fund increase is mainly due to Mountain Regional operations & maintenance, water assessments, and contract services/consulting. Transit is increasing by $941K, $665K of which is for electric battery service lease/agreement.

Total Materials, Supplies & Services Options by Fund

	FY 2020 Budget
Fund 11 General Fund	$329,804
Fund 12 Quinn's Recreation Complex	$37,000
Fund 51 Water Fund	$38,000
Fund 52 Storm Water Fund	$0
Fund 55 Golf Fund	$0
Fund 57 Transportation Fund	$941,000
Fund 62 Fleet Fund	$0
Fund 64 Self Insurance Fund	$0
Total	**$1,345,804**

Table E9 – Materials, Supplies & Services Options by Fund

Budgeting for Outcomes (BFO)

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

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

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

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

funded by showing that the programs that are most important to Council and the community (Quartile 1) are the ones that are receiving the highest amount of funding.

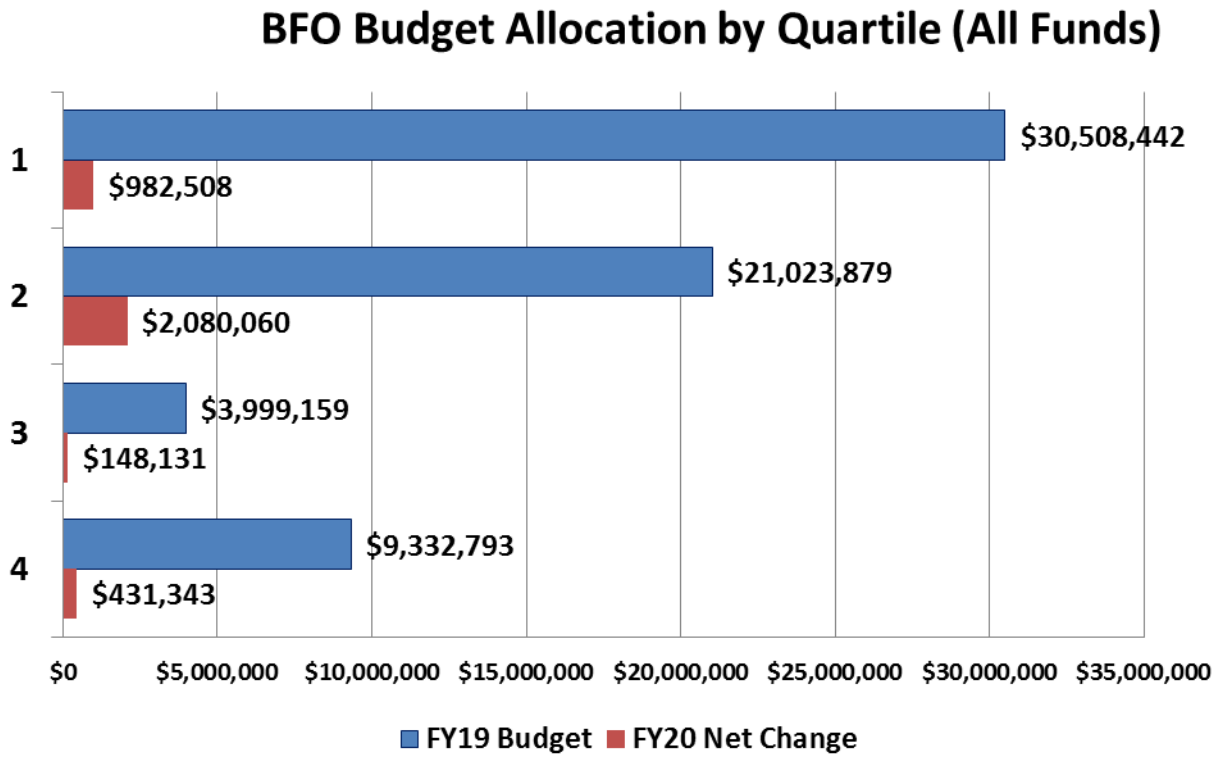


Figure E10 – Allocation of Budgeted Resources by Quartile

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

The Results Team has to make tough decisions in order to fit their recommendation within the confines of the FIAR's projected expenditure increase, which also has to cover inflationary costs like Pay Plan, health insurance, retirement, and any other non-departmental budget increases. On May 30, the Results Team will present their recommendations organized through the Biennial Strategic Plans. The recommended budget increase needed to be limited to around $574K in the General Fund. Of the $2.3 million in General Fund requests, the recommended General Fund net increase (once revenue and expenditure offsets are taken into account) is $574K. Below are some of the highlights. Staff will present more detail on the specific recommendations through the budget process.

Council's Strategic Goals

The City Council developed four Strategic Goals—each followed by a narrative description of

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

Council's Priorities & Desired Outcomes

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

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

Council's objectives. The Budgeting for Outcomes process is tied intrinsically to the Desired Outcomes, which help ensure that resources are allocated to the most effective efforts related to achieving the community's vision. The Desired Outcomes were reviewed and updated during the 2018 City Council Retreat.

Thriving Mountain Town

Park City is known as a world-class resort community because of its distinct and recognizable brand, a seamless network of multimodal transportation, and interconnected resorts. Park City has struck a unique balance between tourism and sustaining an exceptional local quality of life. Tourism remains a chief driver of Park City's economy due to its accessibility, quality snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally owned businesses. Park City full and part-time residents recognize the exceptional benefits the economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with community values. The total City Manager recommended budget for this Council Goal is $26,576,266, up from $23,554,736.

Priorities & Desired Outcomes with Budget Recommendations:

Note: For budget or personnel changes that were added/updated between the tentative (May) and final (June) budgets, please see ***page 29****.*

Critical Priority

- Transportation: Congestion Reduction, Local & Regional
  - $975K for Transportation Materials/Supplies; $665K of which is for electric battery service lease/agreement.
  - Re-class of Office Assistant II and III (PW Admin) both to Analyst I. Materials/Supplies including laptop for License Plate Reader vehicle, 18 ticket printers for Police, ticket writing licenses for Police, and uniforms. The Materials/Supplies will be offset from other line items, and due to the Public Works/Transit re-org, personnel costs will come to $18,862 for Parking.

Desired Outcomes

- Sustainable and Effective Multi-modal Transportation
- World-class Resort Community
- Wide Variety of Exceptional Recreation
  - Net-zero increase for Recreation bank charges, adult softball umpire fees, mobile rec trailer supplies, and other misc. materials/supplies requests. Expenses offset from other line items.
  - $52.9K for increases in Ice PT personnel funding, contract services for sports officials, and marketing/retail costs. Partially offset by Ice revenues.
- Balance Between Tourism and Local Quality of Life
- Varied and Multi-seasonal Event Offerings
  - $25K for Special Events application software.

EXPENSES

- Resilient and Sustainable Economy

Engaged & Effective Government and Involved Citizenry

PCMC has earned the trust of the community by engaging its citizens and regional partners, being responsible stewards of tax dollars, and providing uncompromising quality and customer service. This is enabled by a customer-centered organizational structure; a culture that embraces accountability and adapts to change; and funding mechanisms and policies that support innovation. Investing in our people is essential to maintaining a high-performing and strategic-minded workforce. PCMC employees are equipped with the core skills that allow them to be self-managed, creative, and flexible in anticipating and responding to community needs. Our investments are protected by ensuring that systems and infrastructure are maintained, making responsible and effective use of technology and being fiscally and legally sound. The total City Manager recommended budget for this Council Goal is $17,536,983, down from $17,784,834.

Priorities & Desired Outcomes with Budget Recommendations:

Top Priority

- Community Engagement

Desired Outcomes

- Fiscally and Legally Sound*
  - $50K for City Attorney contract.
  - $11,875 for Finance bank fees.
- Well-maintained Assets and Infrastructure*
  - $139.9K for one Building Maintenance III FT position with new vehicle, and contract services costs.
  - $127K for four Streets & Stormwater Operator IIIs (0.5 FTE each), Analyst II-Streets, and various materials/supplies. Also includes personnel costs from Public Works/Transit re-org.
  - $84.3K for IT software costs (Office 365, ArcGIS Enterprise licenses, and cloud subscription services)
- Engaged and Informed Citizenry
- Strong Working Relationships with Strategic Stakeholders
- Transparent Government
- Gold Medal Performance Organization
- Responsive Customer Service

**Essential Services*

Preserving and Enhancing the Natural Environment

Park City is proud that it is recognized as a model environmentally-conscious community as it works towards it net-zero goals. Residents develop, participate in and support initiatives to protect the long-term health of the natural environment and Park City policies and investments work in concert with these efforts. Carbon reduction, energy, clean soils, water conservation programs and open space acquisition not only attract residents and visitors to Park City, but also advance community environmental goals and preserve the unique natural setting. Park City recognizes that careful planning to ensure a sustainable water supply that meets the City's current and future need is essential to our long-term viability. The total City Manager recommended budget for this Council Goal is $10,726,100, up from $10,191,168.

Priorities & Desired Outcomes with Budget Recommendations:

Critical Priority

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

Desired Outcomes

- High Quality and Sustainable Water*
  - $142K for Mountain Regional operations & maintenance, water assessments, and contract services/consulting, and increased costs due to the Public Works/Transit re-org.
- Net-zero Carbon Government by 2022
- Net-zero Carbon City by 2032
- Abundant, Preserved and Publicly-accessible Open Space
  - $53K for re-class of Trails & Open Space Coordinator from contract position to FTR.
- Mitigation of Environmental Pollutants

**Essential Services*

Inclusive & Healthy Community

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

EXPENSES

history is vital to the longevity of the City's character and is at the forefront when key planning and economic development decisions are made. The total City Manager recommended budget for this Council Goal is $12,025,545, up from $11,473,297.

Priorities & Desired Outcomes with Budget Recommendations:

Critical & Top Priorities

- Housing: Middle Income, Attainable & Affordable Housing
- Social Equity
    - $35K for Neurodiversity PT personnel funding, $20K of which will be from Social Equity department funding. 0.5 FTE of Community Technical Specialist (other 0.5 FTE in Police).
- Citizen Wellbeing
- Arts & Culture

Desired Outcomes

- Safe Community*
    - $147K for a FT Evidence Technician, re-class of one Police Officer to Senior Police Officer, 0.5 FTE of Community Technical Specialist, and body camera annual software updates.
    - Net-zero increase for Building Department: Fire Inspector/Plans Examiner, and various materials/supplies costs. These requests will be completely offset by building revenues ($120K)
    - $10K for Main Street bollard put up and tear down during events.
- Live and Work Locally
- Affordable Cost of Living
- Social Justice and Well-being for All
- Distinctive Sense of Place
- Protected and Celebrated History
- Vibrant Arts and Culture
- Walkable and Bike-able Community
    - Parks III PT position that will provide maintenance to City-owned open space properties. Parks & Cemetery department will actually have $46K in personnel savings from the Public Works/Transit re-org.
- Mental, Physical and Behavioral Health

**Essential Services*

CAPITAL BUDGET

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

EXPENSES

In the wake of last year's extensive reevaluation of all capital projects, related to the successful Treasure Hill open space acquisition (a capital evaluation process that went from February to September of 201), this year's capital process was intentionally abbreviated. The primary focus of the committee's evaluation process was to make sure currently funded projects had adequate budget (in light of continued rapid rises if construction costs) and to insure that ongoing capital funding, such as asphalt management, equipment replacement, building asset management funds, etc. were adequately adjusted to reflect anticipated costs in the current market.

While this year the will see a banner year for winter sales tax revenue, it is important to note that the budget process in built with economic ebbs and flows in mind. The City is at or near what appears to be an economic high point in the business cycle. While the budget department does not anticipate a major economic downturn in the next budget year or possible even in the timeframe of the current 5-year CIP, an economic downturn will eventually come, as it always has, following the nature business cycles. Therefore, the budget department works to maintain expenditure controls in strong economic years in order to avoid significant service and personnel cuts in times of economic challenges. While this strategy has proved prudent throughout the years, the City Council should also be cognizant of the extreme pressure that a successful resort economy in an extremely heated economic market both locally and nationally has on maintaining levels of service to the community. All costs have seen significant increases, which put a strain on the City in terms of construction costs, contracts for services and especially the City's ability to retain and recruit qualified high level employees.

With this in mind, the recommended budget has very few newly requested capital projects. Those requested and recommended are to maintain current levels of service and to address services levels to new development such as a snow loader to service the Park City Heights area, new affordable housing projects and the recently acquired arts and culture property and future arts and culture development.

It is recommended that City Council continue to keep General Fund Reserves at the top of the legally allowed limits and that the City continue to set funds aside for potential environmental liabilities. City Council should also be prudent with revenue surplus which may be needed on currently funded projects as construction cost continue to grow rapidly and appear to be outpacing sales tax revenue growth. All construction projects should be planned with larger than normal contingencies.

This year's the City Managers Recommended Budget continues to have an emphasis on funding affordable housing projects, transportation and transit projects and open space acquisitions which has been identified by Council as a critical priority. In addition, all projects were recently evaluated for the Treasure Hill open space acquisition.

At the time of prioritization, projections showed a general fund transfer to the CIP Fund of approximately $4.4 million in FY 2019, $3.0 million in FY 2020, $2.8 million in FY 2021, $2.8 million in FY 2022, $3.4 million in FY 2023 and $3.0 million in FY 2024. These figures include approximately $1.4 million to $1.6 million in transfers from the General Fund for equipment replacement, per year. The recommendation in 2023 exceeds the available funding primarily due to the replacement cost of the artificial field at $600,000 which is recommended by the CIP

committee despite a current shortage of anticipated funds.

The CIP Committee is currently not recommending cuts to the ongoing project amounts despite anticipated shortfalls in the available Transfer from General Fund starting in FY 2023. These projections are based on the long-range FIAR forecasts. Council and staff have agreed to continue to evaluate the 5-year CIP and FIAR each year and make recommended adjustments to revenue or expenditures as the future economic conditions and refined revenue forecasts require.

The total proposed CIP budget (all funds combined, excluding carry forward) for the FY 2019 Budget is $94.9 million. The proposed FY 2020 CIP budget is $59.7 million. The CIP includes significant debt financing including anticipated debt issuance in the Water Fund, Lower Park Redevelopment Area, Open Space General Obligation issuance and Sales Revenue in the Capital Fund (fund 031). The General Fund surplus required to fund capital projects in FY 2019 will be approximately $4.4 million—the majority of which is dedicated to completing current projects, ensuring the maintenance of existing infrastructure, or funding transferred for the purchase of Treasure Hill. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management and open space acquisition and potential environmental liabilities.

Despite not recommending any significant new projects to the 5-year CIP, The City continues to follow an extremely ambitious and robust 5-year Capital Plan with significant funding going towards the City's Critical and Top priorities. The following table summarizes major capital project in the capital plan:

EXPENSES

Major Capital Projects in 5-Year CIP by Priority and Funding Source				
Thriving Mountain Town				
Project	**Proposed Budget**	**Funding Source**	**Start Date**	**End Date**
Transportation				
SR 248/US 40 Park and Ride Lot	2,000,000	FTA Grants/Regional Transit	2019	2022
SR 248 Tunnel and BRT	8,700,000	Transit Revenue/Regional Transit	2019	2024
Electric BRT Transit Buses & Charging Stations	5,040,000	FTA Grants/Regional Transit	2018	2021
Bonanza Park Transit Hub - Arts and Culture	2,500,000	Transit Revenue/Regional Transit	2020	2023
Resilient Economy				
Downtown Projects - Walkways	500,000	Additional Resort Sales Tax	Underway	Pending
Downtown Plazas	250,000	Additional Resort Sales Tax	2019	2020
Downtown Plazas - Moved to Treasure Hill Bond	(7,500,000)	Additional Resort Sales Tax		
Downtown Projects - Walkways	1,800,000	Additional Resort Sales Tax	2023	2025
Preserving and Enhancing the Natural Environment				
Project	**Proposed Budget**	**Funding Source**	**Start Date**	**End Date**
Open Space & Environmental Pollution Mitigation				
Treasure Hill	50,000,000	GO Bond -	2019	2019
	15,200,000	Additional Resort Sales Tax	2019	2019
	1,000,000	Sale of Asset	2019	2019
	700,000	General Fund Transfer	2019	2019
Soil Repository/Soil Mitigation	3,600,000	General Fund Transfer	2020	Pending
Prospector Drain - Regulatory Project	2,302,352	General Fund Transfer	2020	2020
Storm Water Projects	1,300,000	Storm Water Fund	2022	2023
	1,200,000	Additional Resort Sales Tax	2020	Pending
Water Projects				
Water Projects - General Water Infrastructure (see Water Proje	15,700,000	Water Fund	Underway	Pending
MIW Treatment	94,800,000	Water Fund	2019	2023
Empire Tank Replacement	4,000,000	Water Fund	2019	2023
Rockport Water, Pipeline & Storage	8,000,000	Water Fund	2019	2023
West Neck Tank	4,200,000	Water Fund	2019	2023
Golf Building (MIW Displacement)	5,100,000	Water Fund	2019	2020
QJWTP Treatment & Capacity Upgrades	7,500,000	Water Fund	2019	2023
Inclusive & Healthy Community				
Project	**Proposed Budget**	**Funding Source**	**Start Date**	**End Date**
Affordable and Attainable Housing				
Central Park	4,500,000	Lower Park RDA (Revolving Funds)	2018	2018
Woodside Phase I	5,300,000	Lower Park RDA (Revolving Funds)	2019	2020
Woodside Phase II	23,000,000	Lower Park RDA (Revolving Funds)	2020	2021
Homestake Housing	18,000,000	Lower Park RDA (Revolving Funds)/ Housing Auth.	2022	2024
Arts & Culture District Housing	22,000,000	Lower Park RDA (Revolving Funds)/ Housing Auth.	2022	2024
Citizen Wellbeing				
Community Center Building in City Park	7,200,000	Lower Park RDA	TBD	TBD
	800,000	General Fund Transfer	TBD	TBD
Arts & Culture				
Arts & Culture District	40,000,000	Transient Room Tax	2021	2024
Core Infrastructure				
Public Works Rennovation	2,300,000	General Fund Transfer	2019	2022
Otis (Old Town Improvements Study) Projects	800,000	Additional Resort Sales Tax	Underway	Pending
Artificial Turf Replacement Quinn's	600,000	General Fund Transfer	2023	2023
Park Avenue Reconstruction	4,490,000	Additional Resort Sales Tax	Pending	Pending
	1,500,000	Storm Water Fund	Pending	Pending
All City projects are required to meet the City's adopted net zero requirements, therefore all projects which are funded by the City are aimed at achieving the community critical energy priority				

EXPENSES

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

New Projects in CIP (All Funds)							
Project	Fund	2019	2020	2021	2022	2023	2024
000529 Loader	General Fund	-	300,000	-	-	-	-
Total		**-**	**300,000**	**-**	**-**	**-**	**-**

Figure E13– Recommended New CIP Amounts

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

Projects - Not Recommended								
Project	Fund	Requested in Previous Years	2019	2020	2021	2022	2023	2024
000501 New storm drain inlet at 970 Little Kate	GF	39,000		-	-	-	-	-
000521 Deer Valley Drive Bicycle and Pedestrian Facility Improvement	Transit		-	-	-	-	782,000	-
000494 LED Upgrade Quinns Fields	GF	500,000	-	-	-	-	-	-
000477 Add Uphill Marsac Gate Above Chambers Avenue	GF		-	50,000	-	-	-	-
000512 Upper Main Street Bollard Project Phase II	GF	200,000	-	-	-	-	-	-
000500 Sidewalks along Silver King, Three Kings and Thaynes	GF		-	250,000	-	-	-	-
CP0163 Quinn's Fields Phase III	GF	350,000	-	-	-	-	-	-
000530 Old Town Access and Circulation Plan	Transit	200,000	-	-	-	-	-	-
Total		**1,289,000**	**-**	**300,000**	**-**	**-**	**782,000**	**-**

Figure E14 –New CIP Amounts Not Recommended

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

General Fund Transfer - Projects						
Project	2019	2020	2021	2022	2023	2024
CP0006 Pavement Managment Implementation	513,000	590,000	590,000	630,000	600,000	600,000
CP0430 Treasure Hill	700,000	-	-	-	-	-
CP0150 Ice Facility Capital Replacement	50,000	50,000	50,000	50,000	50,000	50,000
CP0020 City-wide Signs Phase I	35,000	-	-	-	-	-
CP0041 Trails Master Plan Implementation	50,000	50,000	50,000	50,000	50,000	50,000
CP0432 Office 2016 Licenses	67,480	-	-	-	-	-
CP0155 OTIS Phase II(a)	(29,686)	-	-	-	-	-
CP0075 Equipment Replacement - Computer	320,600	320,600	320,600	320,600	320,600	320,600
CP0036 Traffic Calming	10,000	10,000	10,000	10,000	10,000	10,000
CP0325 Network & Security Enhancements	57,500	-	-	-	-	-
CP0146 Asset Management/Replacement Program	552,709	552,709	552,709	552,709	552,709	552,709
CP0354 Streets and Water Maintenance Building	285,000	-	-	-	-	-
CP0434 GIS GeoEvent Server License	-	5,000	-	-	-	-
CP0061 Economic Development	(50,000)	(50,000)	-	-	-	-
CP0333 Engineering Survey Monument Re-establish	15,000	15,000	-	-	-	-
CP0074 Equipment Replacement - Rolling Stock	945,000	950,000	1,050,000	1,050,000	1,050,000	1,100,000
CP0191 Walkability Maintenance	40,500	40,500	40,500	40,500	40,500	40,500
CP0217 Emergency Management Program	15,000	-	-	-	-	-
CP0017 ADA Implementation	5,000	5,000	5,000	5,000	5,000	5,000
CP0352 Parks Irrigation System Efficiency Imp	25,000	25,000	25,000	25,000	25,000	25,000
CP0386 Recreation Building in City Park	300,000	-	-	-	-	-
CP0250 Irrigation Controller Replacement	4,417	-	-	-	-	-
CP0264 Security Projects	75,000	-	-	-	-	-
CP0412 PC MARC Tennis Court Resurface	37,000	-	30,000	-	-	-
CP0177 China Bridge Improvements & Equipment	49,690	-	-	-	-	-
CP0089 Public Art	100,000	-	-	-	-	-
CP0280 Aquatics Equipment Replacement	15,000	15,000	15,000	15,000	15,000	15,000
CP0367 Replacement of Data Backup System	160	-	-	-	-	-
CP0340 Fleet Shop Equipment Replacement	60,000	15,000	15,000	15,000	15,000	15,000
CP0435 GIS Satellite Imagery Multi-Spectral	6,000	-	-	-	-	-
CP0332 Library Technology Equipment Replacement	24,387	24,387	24,387	24,387	24,387	24,387
CP0142 Racquet Club Program Equipment Replaceme	65,000	65,000	65,000	65,000	65,000	65,000
CP0229 Dredge Prospector Pond	-	-	-	-	-	200,000
CP0351 Artificial Turf Replacement Quinn's	-	-	-	-	600,000	-
CP0431 Bubble Repair	15,000	-	-	-	-	-
000529 Loader	-	300,000	-	-	-	-
Total	4,358,757	2,983,196	2,843,196	2,853,196	3,423,196	3,073,196

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

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

General Fund Transfer - Ongoing Projects						
Project	2019	2020	2021	2022	2023	2024
CP0006 Pavement Managment Implementation	513,000	590,000	590,000	630,000	600,000	600,000
CP0150 Ice Facility Capital Replacement	50,000	50,000	50,000	50,000	50,000	50,000
CP0041 Trails Master Plan Implementation	50,000	50,000	50,000	50,000	50,000	50,000
CP0075 Equipment Replacement - Computer	320,600	320,600	320,600	320,600	320,600	320,600
CP0146 Asset Management/Replacement Program	552,709	552,709	552,709	552,709	552,709	552,709
CP0036 Traffic Calming	10,000	10,000	10,000	10,000	10,000	10,000
CP0191 Walkability Maintenance	40,500	40,500	40,500	40,500	40,500	40,500
CP0074 Equipment Replacement - Rolling Stock	945,000	950,000	1,050,000	1,050,000	1,050,000	1,100,000
CP0352 Parks Irrigation System Efficiency Imp	25,000	25,000	25,000	25,000	25,000	25,000
CP0017 ADA Implementation	5,000	5,000	5,000	5,000	5,000	5,000
CP0280 Aquatics Equipment Replacement	15,000	15,000	15,000	15,000	15,000	15,000
CP0332 Library Technology Equipment Replacement	24,387	24,387	24,387	24,387	24,387	24,387
CP0340 Fleet Shop Equipment Replacement	60,000	15,000	15,000	15,000	15,000	15,000
CP0142 Racquet Club Program Equipment Replaceme	65,000	65,000	65,000	65,000	65,000	65,000
Total	2676196	2,713,196	2,813,196	2,853,196	2,823,196	2,873,196

Annual Amount of Change to Ongoing Capital Projects		
Ongoing Project	Funding Type	Per Year Increase
CP0005 City Park Improvements	Parks Impact Fees	$100,000
CP0006 Pavement Management Implementation	CLASS "C" ROAD Funds	$50,000
CP0150 Ice Facility Capital Replacement	TRANSFER FROM GENERAL FUND	-$30,000
CP0150 Ice Facility Capital Replacement	COUNTY/SPECIAL DISTRICT CONTRIBUTION	-$30,000

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

Figure E17 shows projects recommended in the Water Fund. Fiscal 2018 includes the carry forward budget (unused budget) from fiscal year 2017. All water projects are funded with water service fees and water impact fees. Water revenue bonds are anticipated to cover the cost of projects. All water revenue bonds are leveraged against future water service fees and water impact fees. A large portion of capital projects anticipated in the next five years are directly related to state and federal compliance with the Clean Water Act. The following water projects are under evaluation based on current cost estimates out now. The Water Department and Budget Department will have final budgets presented to City Council as part of the Final Budget Hearings. It is not expected that project budgets will be significantly different than what was prepared last year. Some projects may be consolidated with the construction of the MIW treatment facility project.

EXPENSES

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

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

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

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

Major Projects

Community Building in City Park

Staff is continuing to recommend holding off on this project as large housing progress moves forward. The funding for the community center in still in place but needs to cash flow the large housing projects with the funding.

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

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

Park Ave. Reconstruction

Engineering staff is evaluating the scope, timing and need for this project. They are also preparing a quick city wide streets replacement plan which will be used to prioritize street reconstruction projects. This new plan should be completed during FY 2020.

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

Project Description

- Replacement of Park Avenue infrastructure

Project Location

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

Reason for Project

- Connection into the Park Avenue Storm Drain at 15th and 13th Streets in 2008 revealed the deterioration of the Park Avenue storm drain. The storm drain is a corrugated metal pipe and the bottom of the pipe was found to be rusted and missing in these two locations,
- Connections into the Park Avenue storm drain in 2011 at 10th and 11th Street found the same deteriorated condition,
- As part of the storm water master plan, sections of the Park Avenue storm drain were televised which revealed that large portions of the storm drain were extremely deteriorated,
- SBWRD has been requesting for a few years to get into Park Avenue to replace their sanitary sewer. There sanitary sewer is clay pipe and past its life,
- Questar Gas has requested to get into Park Avenue to replace their gas line. Their gas line is a steel pipe and is also past its useful life,
- The water line is not at the end of its life but is close enough were Public Utilities would replace their water line at the same time the other utilities are replaced,
- With all the utility work, the road, sidewalks and curb and gutters would be removed to facilitate utility work and would need to also be fully replaced.

Scope of Project

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

Housing Plan

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

The budget includes funding for both construction and land costs.. Affordable housing construction projects are recommended to be financed thought 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 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 outline in the project descriptions contained in the Budget Document Vol. II. Each project budget has been adjusted to reflect the anticipated timing of the housing projects in the housing pipeline. In 2017, the City issued $7 million in sales revenue debt with funds pledged by the LPA RDA to cover the cost of the Woodside phase I and Central Park projects. Additional debt will be issued as needed to cover the next project in the current pipeline, Woodside phase II, 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 homestake and arts and culture projects.

Streets, Building Maintenance and Water Maintenance Buildings

The streets building and Building Maintenance building will be constructed on site at the Iron horse public works and transit facility. The water Maintenance building will go at the MIW water treatment plan. Funds allocated to the projects should be sufficient to complete the projects.

Due to explosive growth in Park City and increasing Federal and State regulations, additional land and financial capital must be allocated for the expansion of operational and administrative

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

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

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

Historic Park City/ Main Street & Downtown Projects

The majority of this work has been delayed due to funding being reallocated to the Treasure Hill purchase. As funding become available City Council will determine how much funding to allocate towards completing these projects.

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

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

Arts & Culture District

Design of the buildings and MPD are underway. All three architects from PCMC, KAC and SI are working collaboratively on the project. It is anticipated that the MPD will be submitted to the Planning Commission in September, site preparation is to begin in April, 2020.

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

- Needs assessment and recommended component concepts,
- What components go where (with Kimball, Sundance or the City)
- Business planning, policies and economic analysis of recommended components,
- Examples of component concepts in other communities,
- Recommended governance and operations, including potential operating budget/balance sheet pro-forma.

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

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

The project will serve many of the community goals and goals outlined in the the Park City General Plan. The project will include needed transit services as well as walking and biking

connectivity. It will also include significant year round affordable housing development. The project will include open plaza space for local and guest events and will provide economic diversification to Park City and the region. The project also addresses several of the recommendations of Project ABC, which was recently completed by the Summit County Arts Council.

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

Transit and Transportation Projects

Transit and transportation initiatives continue to be a critical priority for City Council, County Council and the community. In November 2016, the community passed two sales tax initiatives (.25% transportation & .25% transit). Summit County also passed an additional .25% and .20%. The following projects are anticipated in the current 5-year CIP. These projects require funding from FTA grants and County contributions from the new sales tax sources to move forward.

Electric Bike Share Program - Phase 1

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

US 40/SR 248 Park and Ride Facility

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

Electric Bike Share Program - Phase 2

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

Transportation and Traffic Master Plan Update

This project proposes to update the existing 2011Transportation and Traffic Master Plan as most transportation plans are updated every 4 years. This plan will be enhanced to better serve as a

long range transportation plan and include additional emphasis on Active Transportation, regional coordination, and Intelligent Transportation Systems. The plan will also develop a master list of prioritized transportation projects under a 20 year planning horizon. *The Objective:* Develop a master list of both financial constrained and unconstrained transportation projects.

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

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

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

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

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

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

Debt Service

Park City has various bond issuances outstanding. The debt service to be paid on these bonds is as detailed in Figure E21. Debt service expense comprises 6% of the FY 2019 budgeted expenses, and 10% of the FY 2020 Budget.

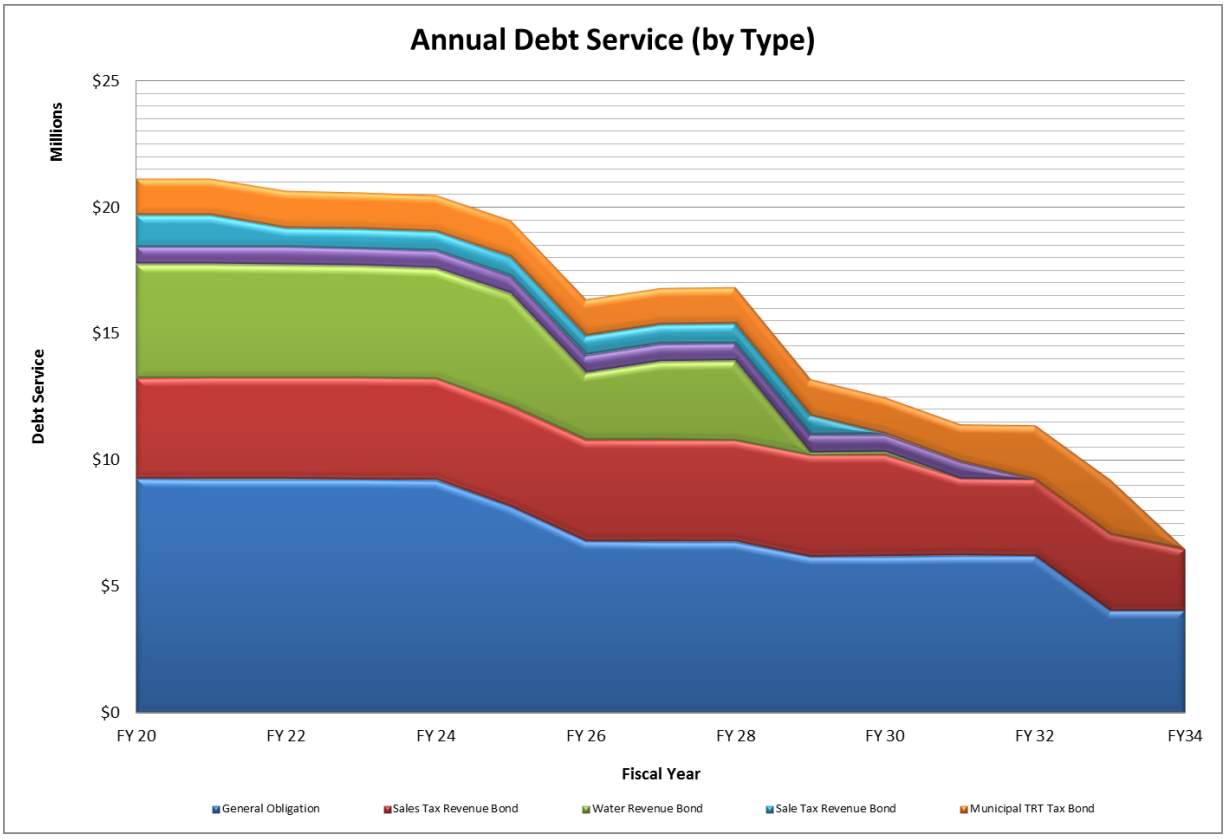


Figure E21 - Long Term Debt

Funding sources for debt service payments in FY 2019 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.

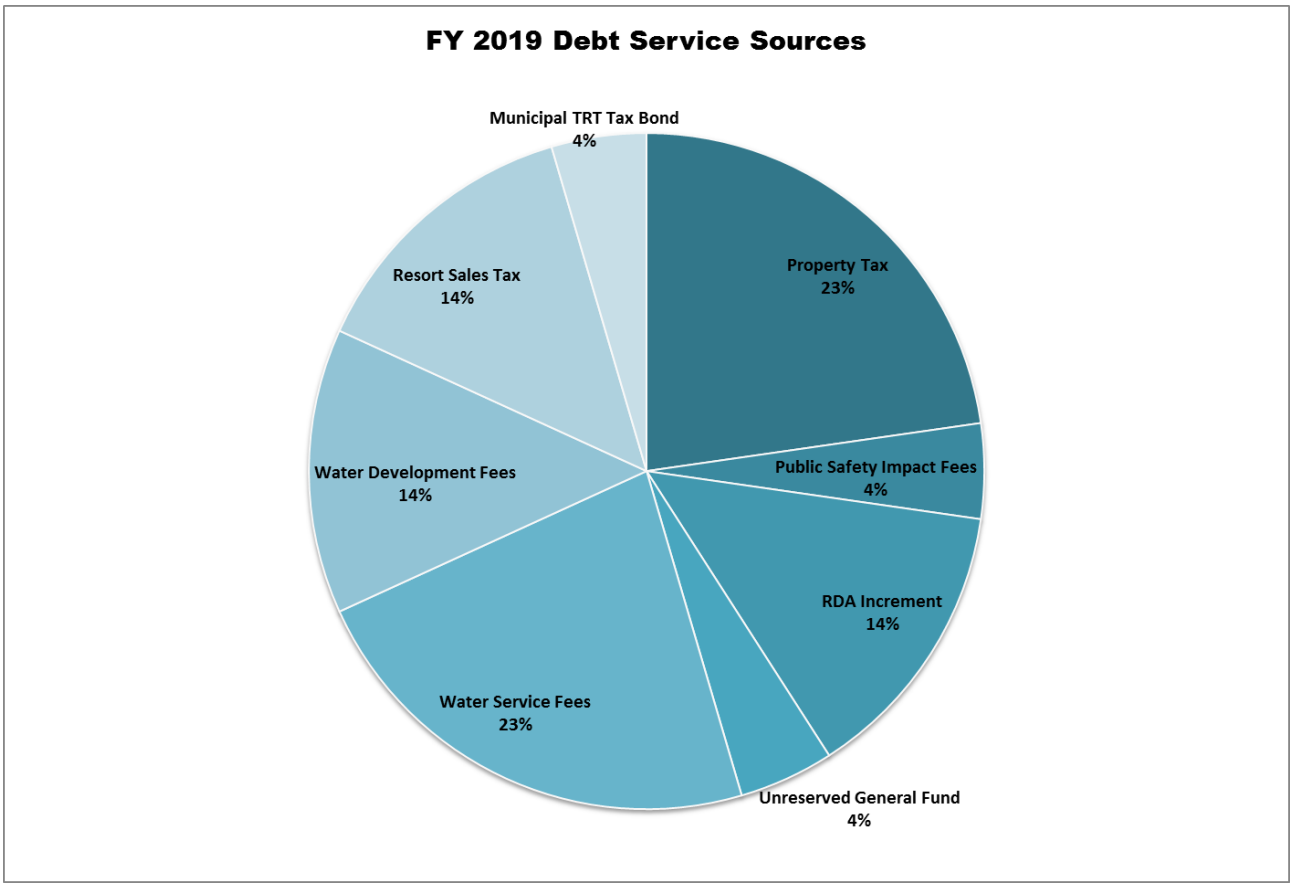


Figure E22 – Debt Funding Sources

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

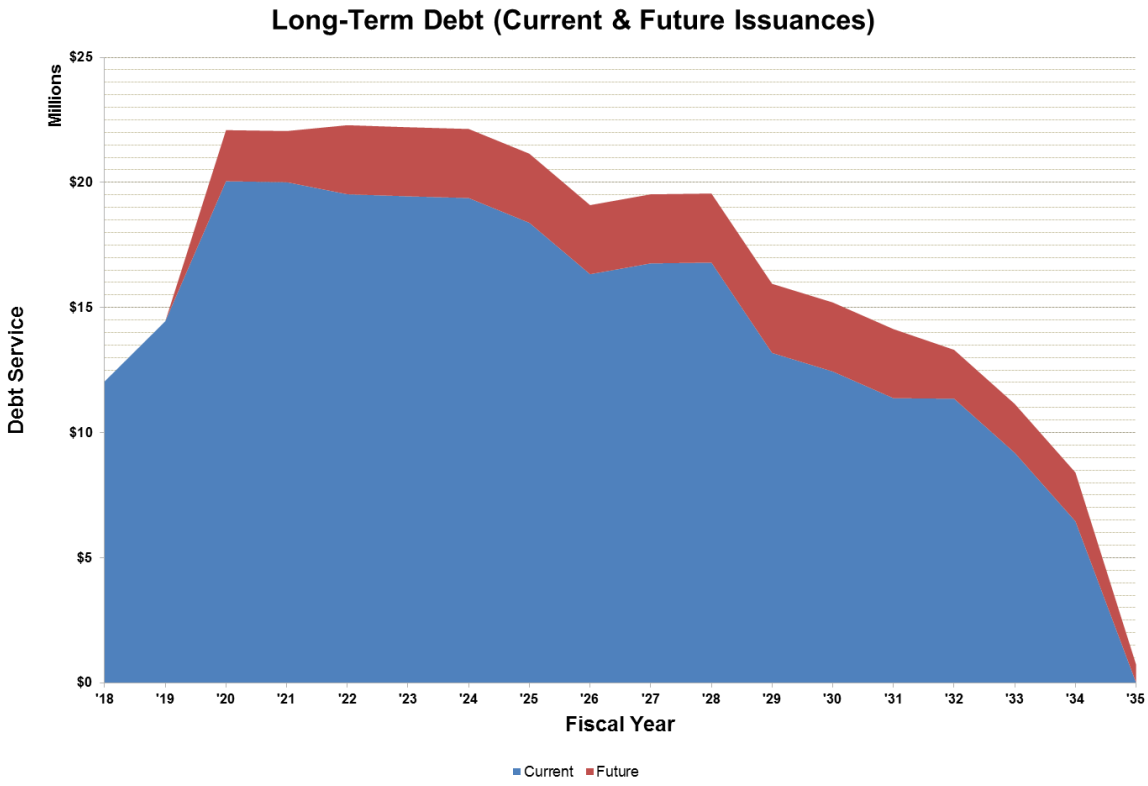


Figure E23 – Anticipated Future Debt Service Compared to Existing Debt

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

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

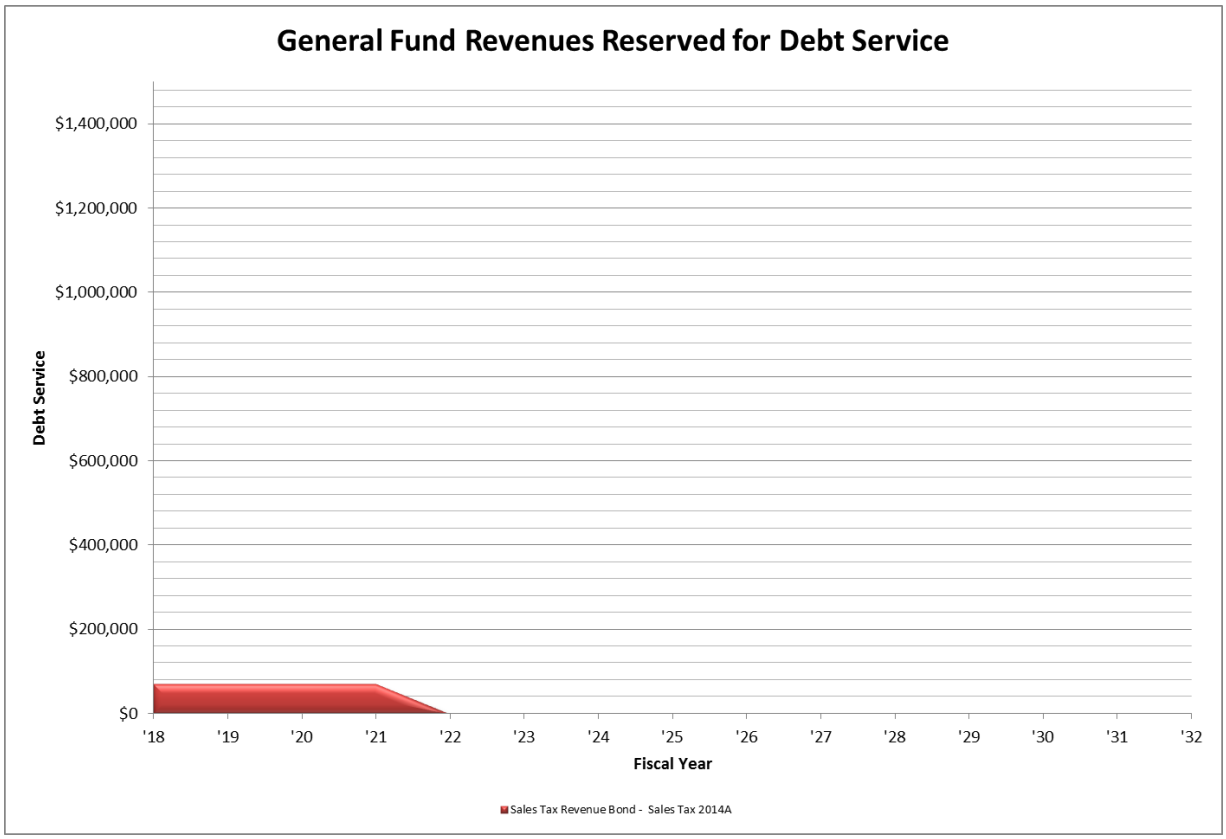


Figure E24 – General Fund Revenues Reserved for Debt Service

ECONOMIC OUTLOOK

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

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

Tourism is the major industry in Park City, with skiing, lodging facilities, and restaurants contributing significantly to the local economy. Park City is the home of two major ski resorts, Park City Mountain Resort and Deer Valley Ski Resort. Park City Mountain Resort combined with Canyons Resort during the 2015-2016 ski season to create the largest ski resort in 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. The total number of statewide skier days for 2017-18 was 4,145,321. Although this is a 9.6 percent decrease from the previous year which was an all-time record, 2017-18 was still the sixth best season for skier visits. 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 2018 the City hosted the Triple Crown Girls Fastpitch Softball World Series for the 15th year. This event draws teams from California, Arizona, Colorado, Oklahoma, Idaho, Utah and Texas. Other events include the Park City Marathon Road Race, Intermountain Cup Mountain Bike Races and the Endurance 100 Mountain Bike Race.

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

The Sundance Film Festival made its 38th annual appearance in Park City in January 2019. The 2019 Sundance Film Festival generated an overall economic impact of $83.4 million for the State of Utah and supported over 1,400 jobs. Sundance and Park City Municipal Corporation have formally agreed that Park City will remain festival headquarters through the 2026 film festival, with a ten year option after that. The festival presents high quality, independent films. Nationally known actors, directors, writers and other members of the film industry conduct and attend workshops, classes, seminars, dinners and premiers which are open to the general public. It is estimated that the annual cultural event attracted more than 46,000 attendees in 2017.

The Kimball Arts Center sponsored its 49th annual three-day Park City Arts Festival in August 2018. The Park City Arts Festival is Utah's original, oldest and the longest running arts festival in the West. In the last decade this event has grown substantially and now attracts over 50,000 visitors over the three-day period and features more than 220 of North America's top artists. This is one of the most attended annual events in Utah and consistently makes the Top Ten List by the renowned Harris Poll.

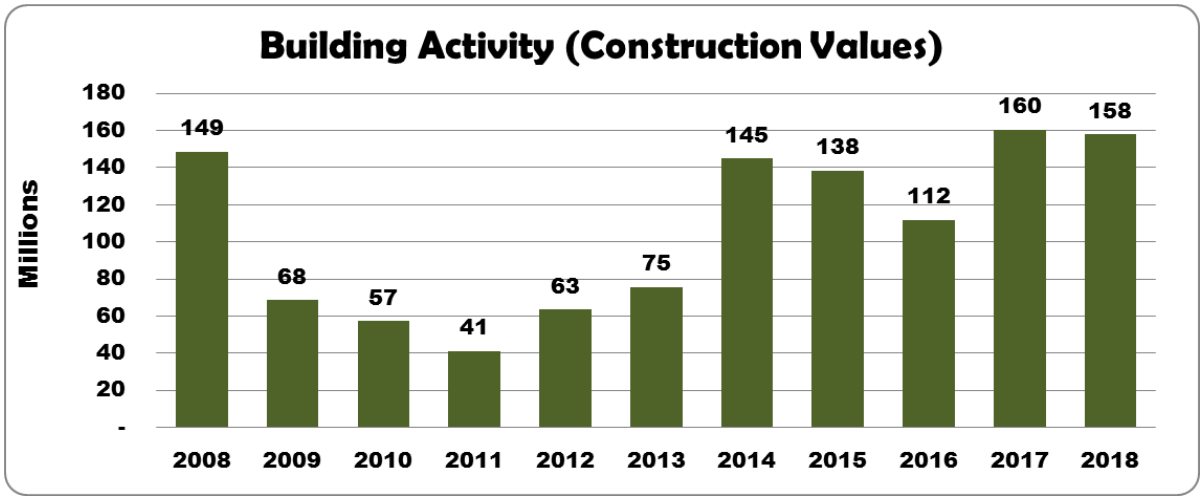


Figure EO1 – Annual Cost of Construction in Park City

Closely connected to the tourist and ski industries in Park City is the real estate industry. During the past ten years, building activity within the City has ranged anywhere from a low of $40.9 million in 2011 (due to the recession), to a high of $160 million in 2017. Building activity over the last decade has averaged $121.5 million per year. For calendar year 2018, the building activity (construction, additions and alterations) was approximately $158 million. Easy access to Salt Lake City has intensified the role for Park City as a bedroom community. This role and the current economy have shifted emphasis to the construction of residential homes. Properties have enjoyed a steady rate of appreciation through the years, which are expected to maintain their value and/or increase in the future.

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

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

ECONOMIC OUTLOOK

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

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

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

City Sales Trends

Park City has experienced exceptional economic growth in the last decade. After a dip in 2009, sales tax has recovered dramatically for the past five years. Figure EO2 shows the growth in total estimated sales from 2006 to 2018. For FY 2018, Park City collected roughly $10 million in local option sales tax—equating to over $1 billion in estimated taxable sales—$45 million more than the previous year and roughly $400 million more than FY 2008. Total sales are determined from the annual 1 percent local sales tax collected each year.

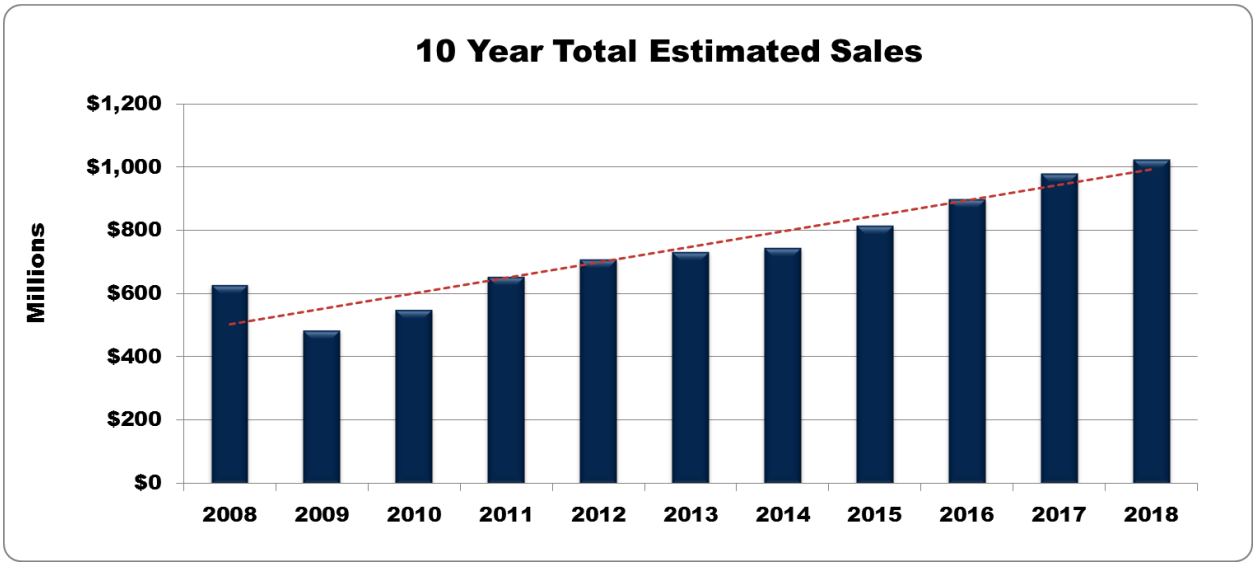


Figure EO2 – Total Estimated Sales

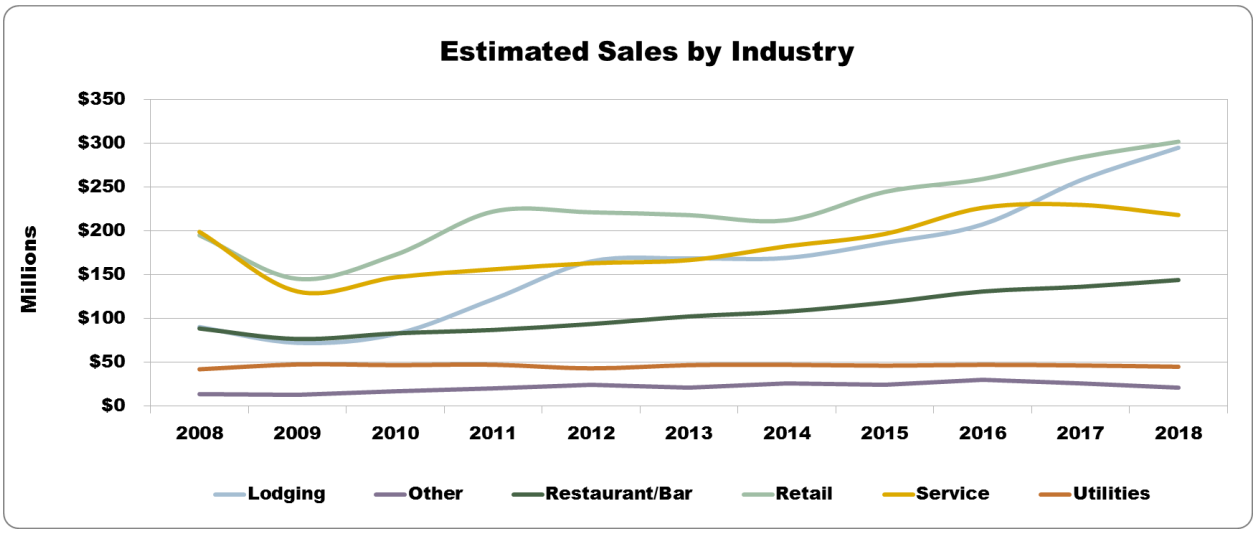


Figure EO3 – Estimated Sales by Industry

Figure EO3 shows the sales trends by industry from 2008 to 2018. The Lodging Sector has experienced the greatest change with a 10 percent average growth rate in the last 10 years. The Retail Industry still slightly leads all other sectors in absolute dollar terms.

Because Park City's economy relies heavily on the ski industry and tourism, sales tax revenues are extremely seasonable. Figure E04 represents seasonality by industry. The Service Sector is the most seasonal with 61 percent of service-related sales coming during Quarter 3. The Lodging Sector—which includes skiing and entertainment amongst other services—is also highly seasonal; 51 percent of sales tax revenues coming during Quarter 3. The Restaurant/Bar Sector showed slight seasonality with 41 percent of total sales coming in Quarter 3, with the rest of its quarters demonstrating minimal variance of seasonality.

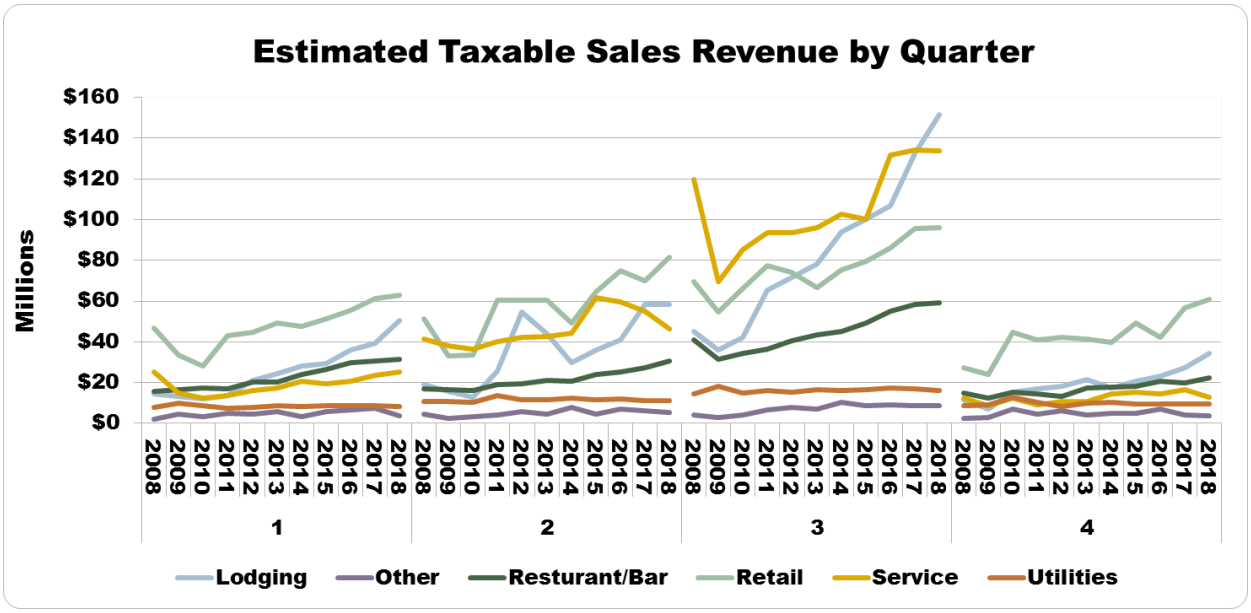


Figure EO4 – Estimated Taxable Sales Revenue by Quarter

CITY FINANCIAL HEALTH INDICATORS

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

TYPES OF FINANCIAL HEALTH INDICATORS

The International City/County Management Association (ICMA) produces a manual entitled Evaluating Financial Condition. Within this manual, various indicators and methods for analysis are outlined and recommended. According to the ICMA, the financial condition of a

municipality can be defined as "…a government's ability in the long run to pay all the costs of doing business, including expenditures that normally appear in each annual budget, as well as 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.

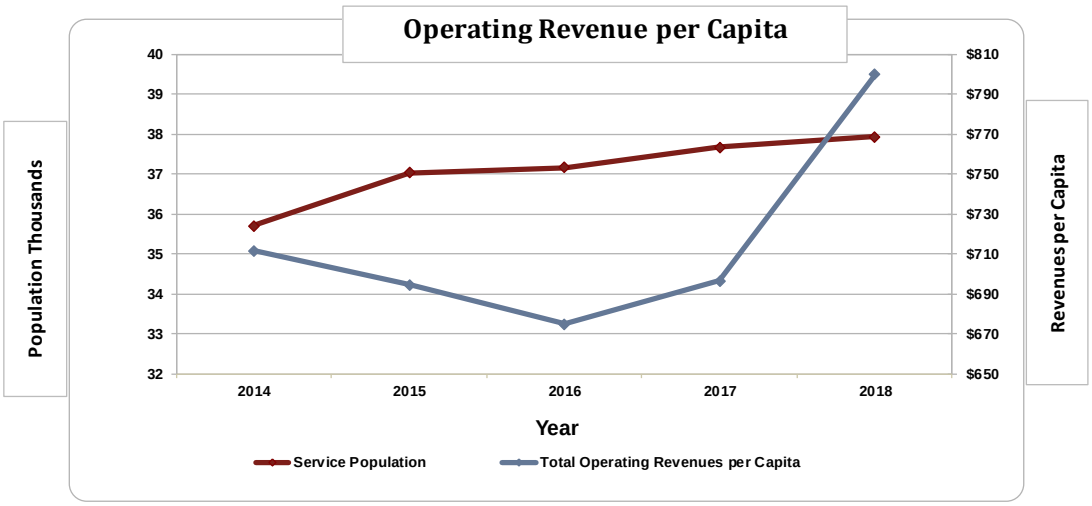
The following indicators were chosen with input from CTAC and the staff from the budget department.

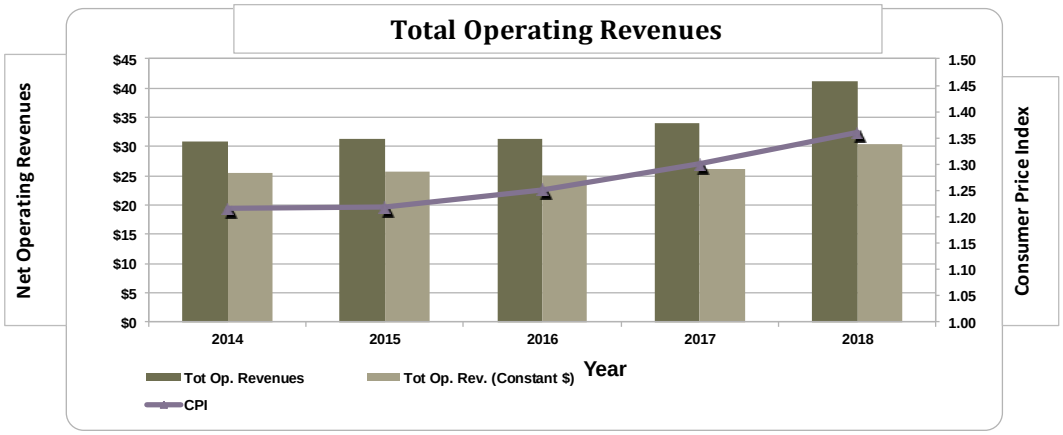
A. Revenues per capita
B. Expenditures per capita
C. Municipal employees per capita
D. Operating (deficit) surplus per capita
E. Comparison of the liquidity ratio and long-term debt
F. Long-term overlapping debt as a percentage of assessed valuation
G. Administrative costs as a percentage of total operating 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
Total Operating Revenues	$30,875,204	$31,332,319	$31,365,120	$34,097,383	$41,247,895
CPI	1.22	1.22	1.25	1.30	1.36
Total Operating Revenues (Constant dollars)	$25,395,161	$25,711,752	$25,072,022	$26,236,324	$30,340,545
Service Population *	35,697	37,025	37,155	37,677	37,937
Total Operating Revenues per capita (Constant dollars)	$711.41	$694.45	$674.79	$696.34	$799.76





Analysis

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

Source

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

Also, note CAFR FY18 Table 2,CAFR 05-06 Schedule 5 for Tax Revenue.

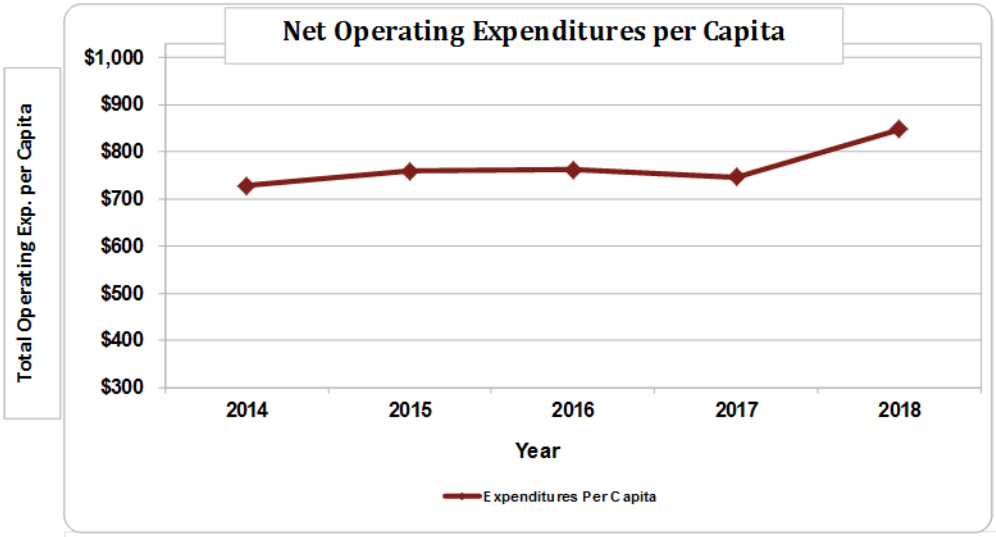
CPI - Bureau of Labor Statistics www.bls.gov, Population - Census Bureau, www.census.gov

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

Expenditures per Capita

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

Description	2014	2015	2016	2017	2018
Debt Service*	$6,861,205	$7,419,341	$6,806,832	$6,310,486	$11,228,463
Operating Expenditures	$24,776,540	$26,821,743	$28,656,831	$30,251,414	$32,514,740
Total Operating Expenditures	$31,637,745	$34,241,084	$35,463,663	$36,561,900	$43,743,203
CPI	1.22	1.22	1.25	1.30	1.36
Total Operating Expenditures (Constant dollars)	$26,022,359	$28,098,726	$28,348,233	$28,132,654	$32,176,008
Service Population**	35,697	37,025	37,155	37,677	37,937
Net Operating Expenditures per capita (Constant dollars)	$728.98	$758.92	$762.97	$746.68	$848.14



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 2018. The increase is mostly attributed to increased operating expenditures and the retirement of principal debt service payments.

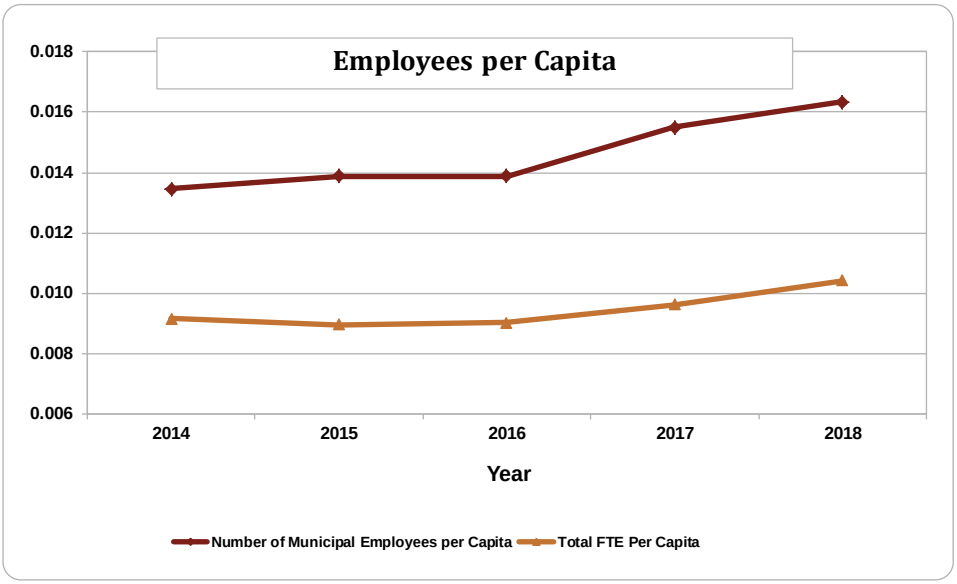
Source

**Debt Service excludes CIP debt service pg. 29 (Total Governmental Funds: Principal + Interest + Bond issuance costs+ Arbitrage rebate - CIP)*
Net Operating Expenditures - CAFR FY18 Table 1, CAFR FY18 Schedule 4
Total Operating Expenditures pg. 29 (General Total).
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
Number of Municipal Employees	507	541	543	595	632
# FTE (Full-time equivalents)	345.1	349.4	353.06	369.2	403.1
Service Population*	37,663	38,991	39,122	38,409	38,669
Number of Municipal Employees per Capita	0.013	0.014	0.014	0.015	0.016
Total FTE Per Capita	0.009	0.009	0.009	0.010	0.010



Analysis

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

Source

Number of Employees - CAFR - Schedule 21, CAFR FY18 Table 16, 2005-06 from Human Resources Department.
FTE counts - FY17 Staffing Summary 4-120 and past Budget Documents, FY18 from Schedule 22 in FY18 CAFR
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
Operating deficit or surplus	$918,471	-$331,642	-$561,351	$89,848	$2,049,806
Net fund operating revenue	$30,875,204	$31,332,319	$31,365,120	$34,097,383	$41,247,895
General fund operating surplus (deficit) as % of net fund operating revenues	3%	-1%	-2%	0%	5%
Service Population*	35,697	37,025	37,155	37,677	37,937
Operating surplus per capita	$25.73	-$8.96	-$15.11	$2.38	$54.03

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 2018 the City had a strong operating surplus.

Source

General fund operating surplus/deficit - CAFR FY18 pg.31, Net Fund Operating Revenues - CAFR FY18 Table 2 CAFR FY18 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)

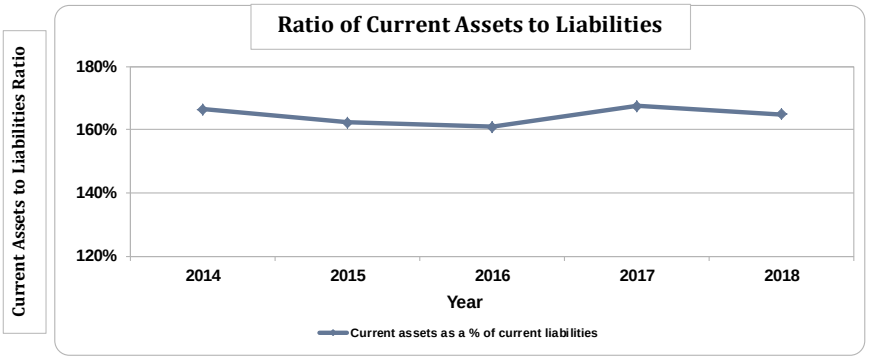
** Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors*

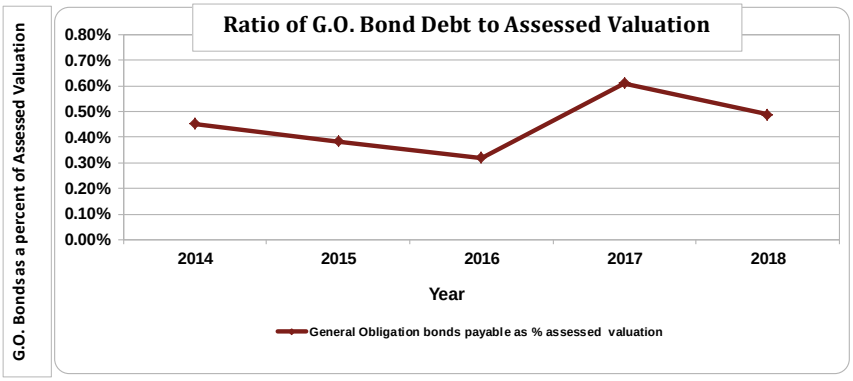
Liquidity & Long Term Debt

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
Cash and short-term investments	$16,821,758	$17,916,425	$18,041,243	$18,742,379	$20,119,863
Current Liabilities	$10,104,640	$11,033,031	$11,212,929	$11,185,428	$12,194,473
Current assets as a % of current liabilities	166%	162%	161%	168%	165%

Description	2014	2015	2016	2017	2018
Taxable valuation	$7,298,187,371	$7,636,172,285	$8,133,220,125	$8,267,457,211	$8,694,398,985
Total G. O. bonds	$33,018,370	$29,298,159	$26,009,111	$50,485,922	$42,390,000
General Obligation bonds payable as % assessed valuation	0.45%	0.38%	0.32%	0.61%	0.49%





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

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

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

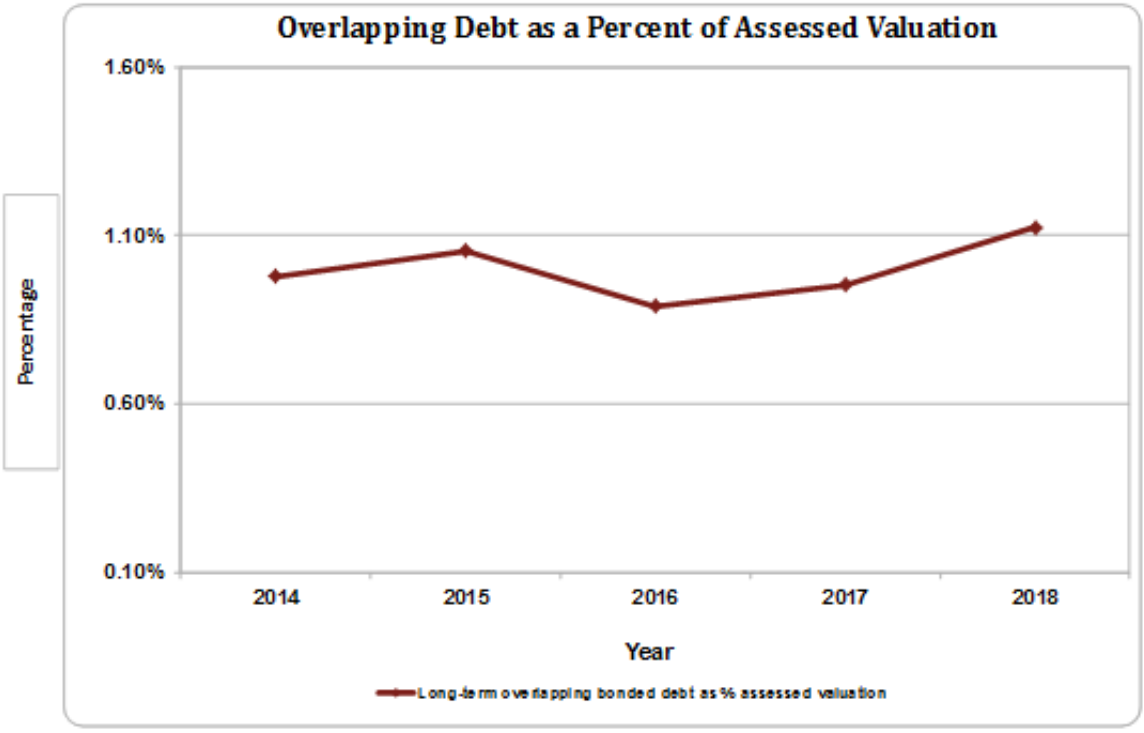
* 1999 bond issue was passed by a voter margin of 78% & 2003 by 81%.

Source
Current Assets - CAFR FY18 pg. 27,(General - Total). Current Liabilities - CAFR FY18 pg. 27, (General - Total Liabilities+Total deferred inflows of resources). Taxable Valuation- Summit County Assessor's Office, Gross Bonded Long-Term Debt - CAFR FY18 Schedule 14. Current Assets - CAFR FY18, Current Liabilities - CAFR FY18, Assessed Valuation- CAFR FY18, Gross

Overlapping Debt

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

Description	2014	2015	2016	2017	2018
Park City	$43,483,691	$53,726,049	$48,402,692	$71,201,315	$90,405,000
State of Utah	$0	$0	$0	$0	$0
Summit County	$7,884,955	$6,687,905	$5,455,700	$4,769,510	$5,362,250
Park City School District	$4,015,550	$2,045,505	$0	$0	$0
Snyderville Basin Sewer District*	$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
Total Long-term overlapping bonded debt	$71,346,329	$80,466,220	$72,394,700	$78,694,776	$97,628,918
Taxable valuation	$7,298,187,371	$7,636,172,285	$8,133,220,125	$8,267,457,211	$8,694,398,985
Long-term overlapping bonded debt as % assessed valuation	0.98%	1.05%	0.89%	0.95%	1.12%



Analysis

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

**Taken out per financial advisor suggestion.*

Source

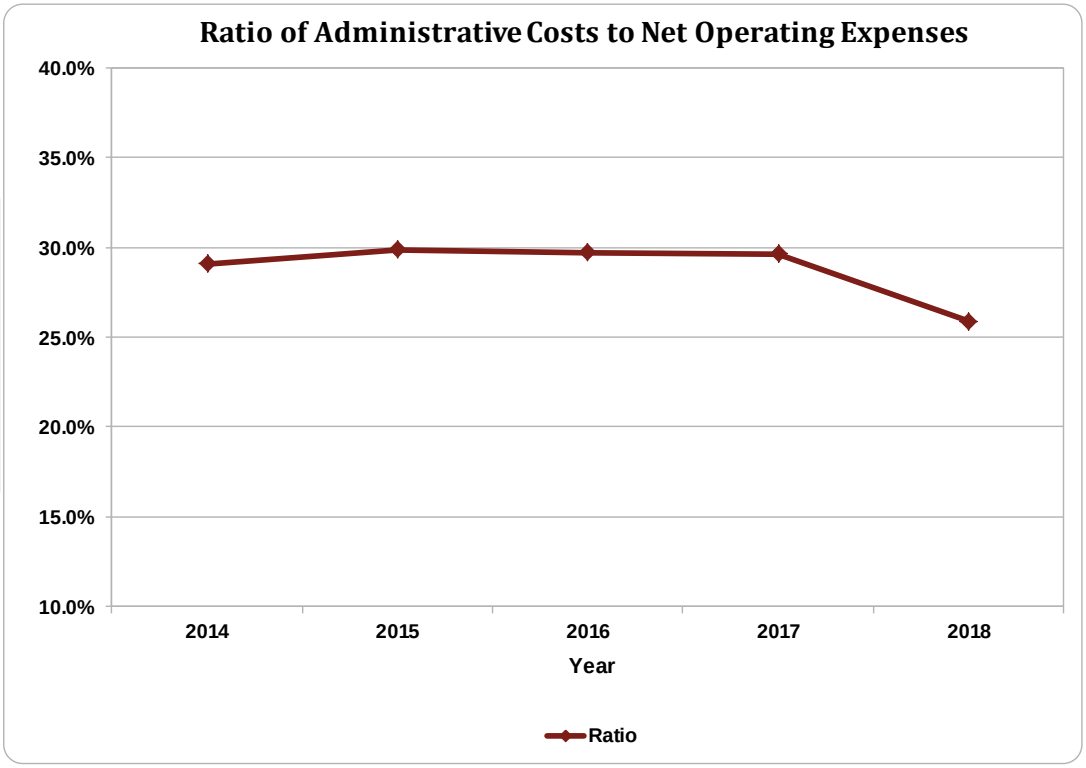
Long-term overlapping bonded debt - CAFR FY18 Schedule 14, Assessed valuation - Summit County Assessor's Office; CAFR FY18 Schedule 16 pg. 124

Long-term overlapping bonded debt - CAFR FY18 Table 10, Assessed valuation - CAFR FY18 Table 9

Administrative Costs as a Percentage of Total Operating Expenditures

Administrative Costs were evaluated from specific functions of the

Description	2014	2015	2016	2017	2018
Administrative Costs	$9,199,824	$10,231,863	$10,533,169	$10,829,457	$11,317,399
Net Operating Expenses	$31,637,745	$34,241,084	$35,463,663	$36,561,900	$43,743,203
Ratio	29.1%	29.9%	29.7%	29.6%	25.9%



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 2018 were 31%.

Source
Expenses by Fund in Board - General Government - General Fund
Net Operating Expenses - CAFR FY18 Table 1, CAFR FY18 Schedule 4 (Debt Service excludes CIP debt service pg. 29)

Bond Ratings for Park City

Description	2014	2015	2016	2017	2018
Moody's	Aa1	Aa2	Aa2	Aaa	Aaa
S & P	AA+	AA+	AA+	AA+	AA+
Fitch	AA+	AA+	AA+	AA+	AA+

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

Park City Bond Rating

Analysis

A municipal bond rating informs an investor of the relative safety level in investing in a particular bond. As shown in the chart above, the current bond rating for Park City is described as Top Quality; "Gilt-Edged" High Grade; Very Strong with the three major bond rating companies. In 2013, S&P raised our bond rating from AA to AA+. In 2017, Moody's raised the G.O. rating to Aaa. The city maintained Aaa ratings from Moody's for 2018 bonds and AA+ from Fitch as well as AA- from S&P for the 2018 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

Park City Demographic Information

Permanent Population (2018)[3]:	**8,320**
Service Population Estimate (2018)[5] *(Includes the permanent population, population estimate for secondary homeowners, and average daily visitors)*	**37,937**
City Size[4]:	**20.36 square miles**
Government Type:	**Elected Mayor and five member City Council / Council-Manager form of government (by ordinance)**
Incorporation Date:	**March 15, 1884**
2018 Total Assessed Value[2]:	**$9,784,846,434**
2018 Total Taxable Value[2]:	**$8,694,398,985**
Property Use Category Breakdown[2]:	
Primary	**15.33%70.83%**
Residential (Non-Primary)	**8.98%**
Residential (Commercial)	**4.86%**
Other	
Median Household Income (2018)[3]:	**$96,149**
Median Family Income (2017)[1]:	**$109,497**
Median Home Price (2017)[6]:	**$1,950,000**
Median Age (2017)[3]:	**39.3**
Enrolled Public School Population (Fall 2017)[3]:	**4,816**
Percent of persons 25 years old and over with (2017)[1]:	
High School Diploma or Higher:	**93.3%**
Bachelor Degree or Higher:	**60.5%**
Annual Average Snowfall (2009-2017)[3]:	**350"**
Elevation Range:	**6,500' to 10,000'**
2017-18 Season Skier Days (Summit County)[3]:	**1,790,605**

[1] ***Source:*** *U.S. Census Bureau*

[2] ***Source:*** *Utah Certified Tax Rates, https://taxrates.utah.gov; refers to tax year*

[3] ***Source:*** *Economic & Relocation Information Page from the Park City Chamber of Commerce: https://www.visitparkcity.com/members/resources/economic-profile/*

[4] ***Source:*** *GIS*

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

[6] ***Source:*** Park City Board of Realtors

Policies & Objectives - Table of contents

CHAPTER 1 - BUDGET POLICY

PART I - BUDGET ORGANIZATION

A. Through its financial plan (Budget), the City will do the following:

1. Draw upon Council's goals, objectives, and desired outcomes.
2. Identify citizens' needs for essential services.
3. Organize programs to provide essential services.
4. Establish program policies and goals that define the type and level of program services required.
5. List suitable activities for delivering program services.
6. Propose objectives for improving the delivery of program services.
7. Consider budget committees recommendations.
8. Identify available resources and appropriate the resources needed to conduct program activities and accomplish program objectives.
9. Set standards to measure and evaluate the following:
   - **a.** the output of program activities
   - **b.** the accomplishment of program objectives
   - **c.** the expenditure of program appropriations

B. All requests for increased funding or enhanced levels of service should be considered together during the budget process, rather than in isolation. A request relating to programs or practices which are considered every other year (i.e., the City Pay Plan) should be considered in its appropriate year as well. According to state statute, the budget officer (City Manager) shall prepare and file a proposed budget with the City Council by the first scheduled council meeting in May.

C. The City Council will review and amend appropriations, if necessary, during the fiscal year.

D. The City will use a multi-year format (two years for operations and five years for CIP) to give a longer range focus to its financial planning.

1. The emphasis of the budget process in the first year is on establishing expected levels of services, within designated funding levels, projected over a two-year period, with the focus on the budget.
2. The emphases in the second year are reviewing necessary changes in the previous fiscal plan and developing long term goals and objectives to be used during the next two-year budget process. Fewer budgets requests are expected in the second year. Second year requests that will be considered are ones that;
   - **a.** will come with revenue offsets;
   - **b.** are accompanied by expense reductions, or that;

c. are required by law; or
d. are necessitated by market/environment changes that happened since the last budget adoption

E. Through its financial plan, the City will strive to maintain **Structural Balance**; ensuring basic service levels are predictable and cost effective. A balance should be maintained between the services provided and the local economy's ability to pay.

F. The City will strive to improve productivity, though not by the single-minded pursuit of cost savings. The concept of productivity should emphasize the importance of ***quantity*** and ***quality*** of output as well as ***quantity*** of resource input.

G. General Fund budget surplus should be used for capital projects.

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

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

A. ED Grant Distribution Criteria

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

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

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

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

4. **Teams -** Team members will take part in 360 reviews of managers that includes a section for fiscal responsibility in their job description. This allows team members to consider a manager's fiscal performance in the context of extenuating circumstances.

CHAPTER 2 - REVENUE MANAGEMENT

PART I - GENERAL REVENUE MANAGEMENT

A. The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.

B. The City will make all current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.

PART II - ENTERPRISE FUND FEES AND RATES

A. The City will set fees and rates at levels that fully cover the total direct and indirect costs, including debt service, of the Water and Golf enterprise programs.

B. The City will cover all transit program operating costs, including equipment replacement, with resources generated from the transit sales tax, business license fees, fare revenue, federal and state transit funds, and not more than 1/4 of 1 percent of the resort/city sales tax, without any other general fund contribution. Parking operations will be funded through parking related revenues and the remaining portion of the resort/city sales tax not used by the transit operation. The City will take steps to ensure revenues specifically for transit (transit tax and business license) will not be used for parking operations. The administrative charge paid to the general fund will be set to cover the full amount identified by the cost allocation plan.

C. The City will review and adjust enterprise fees and rate structures as required to ensure they remain appropriate and equitable.

PART III - INVESTMENTS

A. Policy

It is the policy of the Park City Municipal Corporation (PCMC) and its appointed Treasurer to invest public funds in a manner that ensures maximum safety provides adequate liquidity to meet all operating requirements, and achieve the highest possible investment return consistent with the primary objectives of safety and liquidity. The investment of funds shall comply with applicable statutory provisions, including the State

Money Management Act, the rules of the State Money Management Council and rules of pertinent bond resolutions or indentures, or other pertinent legal restrictions.

B. Scope

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

Fixed rate corporate obligations that are rated "A" or higher
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 two-year budget process, the City Council shall adopt the investment policy every two years.

PART IV - SALVAGE POLICY

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

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

A. Responsibility for Property Inventory Control

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

B. Disposition of an Asset

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

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 deposed 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
   - **a.** Are they adequate?
   - **b.** Are they adequately funded?
4. Minimum reserve levels (fund balances)
5. Property tax increases (When?)

C. Findings, Conclusions, and Recommendations

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

PART VI - RESERVES

A. General Overview:

1. Over the next two years the City will do the following:

   - **a.** Maintain the General Fund Balance at approximately the legal maximum.
   - **b.** Continue to fund the Equipment Replacement Fund at 100%.
   - **c.** Strive to build a balance in the Enterprise Funds equal to at least 20% of operating expenditures.

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

   - **a.** Economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy.
   - **b.** Contingencies for unseen operating or capital needs.
   - **c.** Cash flow requirements.

2. The Council may designate specific fund balance levels for future development of capital projects that it has determined to be in the best long-term interests of the City.

3. In addition to the designations noted above, fund balance levels will be sufficient to meet the following:

- **a.** Funding requirements for projects approved in prior years that are carried forward into the new year.
- **b.** Debt service reserve requirements.
- **c.** Reserves for encumbrances
- **d.** Other reserves or designations required by contractual obligations or generally accepted accounting principles.

4. In the General Fund, any fund balance in excess of projected balance at year end will be appropriated to the current year budget as necessary. The money will be allocated to building the reserve for capital expenditures, including funding equipment replacement reserves and other capital projects determined to be in the best long-term interest of the City.

B. General Fund:

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

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

C. Capital Improvements Fund

1. The City may, in any budget year, appropriate from estimated revenues or fund balances to a reserve for capital improvements for the purpose of financing future specific capital improvements under a formal long-range capital plan adopted by the governing body. Thus the City will establish and maintain an Equipment Replacement Capital Improvement Fund to provide a means for timely 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 $10,000.
2. Upgrades in technology or quality
3. Renovations, additions, or improvements that incorporate non-existing assets

PART IV - NEIGHBOURHOOD CIP REQUESTS POLICY

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

A. *Submission of petition to the Executive Office*

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

B. *Initial Internal Review*

1. Identify staff project manager.

2. Present petition to Traffic Calming & Neighborhood Assessment Committee. Meeting called within one month of petition being submitted.
3. Define and verify appropriate, basic levels of service are being provided. If they are not, provide:
   a. Health, safety, welfare
   b. Staff's available resources and relative workload
   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 work load assignments to be accomplished through the use of personnel contracted through an outside temporary employment agency (OEA). In this situation, it is anticipated that the work of OEA employees will be closely monitored by City staff and minimal training will be required; however, they will always be considered the employees of the OEA, and not the City. All placements through an OEA will be coordinated through the Human Resources Department and subject to the approval of the Human Resources Manager.

2. Construction of public works projects and the provision of operating, maintenance, or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor.

PART II - PROGRAM AND RESOURCE ANALYSIS

(Note – The Program and Resource Analysis was completed in FY 2002. The following information constitutes the final report and includes all of the major 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 should use the first year of the two-year budget process to review programs.
6. Analyze the people served: With a changing population, staff should periodically reassess the number of people (permanent residents' verses visitor population) served with each program.
7. Evaluate the role of boards and commissions relating to service levels: The City Council should encourage boards and commissions to consider the economic impacts of recommendations and incorporate findings into policy direction.
8. New service implementation: Prior to implementing a new service, the City Council should consider a full assessment of staffing and funding requirements.
9. Provide clear City Council direction: City Council should achieve a clear consensus and provide specific direction before enhancing or expanding service.

10. Benchmarking and performance measurement: The City should strive to measure its output and performance. Some departments have established performance measures.

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 was 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 2019)

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

A. *Public Service Fund Distribution Criteria*

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

1. **Criterion 1:** Accountability and Sustainability of Organization - The organization must have the following:
   - **a.** Quantifiable goals and objectives.
   - **b.** Non-discrimination in providing programs or services.
   - **c.** Cooperation with existing related programs and community service.
   - **d.** Compliance with the City contract.
   - **e.** Federally recognized not-for-profit status.

2. **Criterion 2:** Program Need and Specific City Benefit - The organization must have the following:
   - **a.** A clear demonstration of public benefit and provision of direct services to City residents.
   - **b.** A demonstrated need for the program or activity. Special Service Funds may not be used for one-time events, scholarship-type activities or the purchase of equipment.

3. **Criterion 3:** Fiscal Stability and Other Financial Support - The organization must have the following:
   - **a.** A clear description of how public funds will be used and accounted for
   - **b.** Other funding sources that can be used to leverage resources.
   - **c.** A sound financial plan that demonstrates managerial and fiscal competence.
   - **d.** A history of performing in a financially competent manner.

4. **Criterion 4:** Fair Market Value of the Services - The fair market value of services included in the public service contract should equal or exceed the total amount of compensation from the City unless outweighed by demonstrated intangible benefits.

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

- Community Art & Culture
- Park City History and Visitor Services
- Sister City Administration
- Trails Management
- Waste/Recycling Management

b. Social Equity

- Childhood Care & Development
- Medical Treatment
- Emergency Assistance
- Food Pantry
- Legal Mediation Services
- Housing Outreach & Education
- Safe Haven
- Additional services related to Social Equity Strategic Plan

c. Innovation Grants

2. Rent Contribution

3. Historic Preservation

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

The category percentage allocation 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, Park City history and visitor services, sister city administration, trails management, waste/recycling management, childhood care & development, medical treatment, emergency assistance, food pantry, legal mediation services, housing outreach & education, and safe haven. More categories will be added to social equity services based off of the Social Equity Strategic Plan. To the extent possible, individual special services will be delineated in the budget.

Service providers are eligible to apply for a special service contract every biennial budget process, with the exception of innovation grants which could run from one to three years. 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 two years. Half of the total contract amount will be available each year. Eighty percent of each annual appropriation will be available at the beginning of the fiscal year, with the remaining 20 percent to be distributed upon demonstration through measures (quality and quantity) that the program has provided public services meeting its goals as delineated in the public service contract. The disbursement of all appropriations will be contingent upon council approval. Special service providers will be required to submit current budgets and evidence of contract compliance (as determined by the contract) by March 31 of the first contract year.

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

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

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 March 31. A competitive bidding process conducted according to the bidding guidelines of the City may set forth additional application requirements. If there are unallocated funds, extraordinary requests may be considered every six months during the two-year budget cycle, unless otherwise directed by Council.

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

1. The request must meet all of the normal Public Service Fund Distribution Criteria and qualify under one of the existing Special Service Contract categories;

2. The applicant must show that the requested funds represent an unexpected fiscal need that could not have been anticipated before the deadline; and

3. The applicant must demonstrate that other possible funding sources have been exhausted.

E. Rent Contribution

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

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

F. Historic Preservation

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

G. Exceptions

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

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

Nothing in this policy shall create a binding contract or obligation of the City. Individual Service Contracts may vary from contract to contract at the discretion of the City Council. Any award of a service contract is valid only for the term specified therein and shall not constitute a promise of future award. The City Council reserves the right to reject any and all proposals, and to waive any technical deficiency at its sole discretion. Members of the City Council, the Service Contract Sub-Committee, and any Advisory Board, Commission or special committee with the power to make recommendations regarding Public Service Contracts are ineligible to apply for such Public Service Contracts, including historic preservation funds. City Departments are also ineligible to 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 lesser of 3% or the actual percent change in the CPI during the previous calendar year.
    c. Contracts for grading, clearing, demolition or construction in excess of $2,500 undertaken by the Community Redevelopment Agency.
13. The following items require a cost benefit analysis where there is a quantifiable return on investment as defined by the Budget, Debt, and Grants Department before approved:
    a. All contracts, projects and purchases over $25,000
    b. All contracts and purchases awarded through the formal bidding process.
    c. Any item over $15,000 that is not anticipated in the current budget process.
14. City Employees or anyone acting on behalf of the City may not receive or accept any gift or loan if the gift or loan could influence a reasonable person in the discharge of the person's official duties including but not limited to the granting of City contracts. This prohibition does not apply to any occasional non-pecuniary (non-cash equivalent) gifts with a value less than $50. Employees must abide by PCMC 3-1-4.
15. All RFPs must be advertised on the Park City website.

D. *Exceptions*

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

1. Emergency contracts which require prompt execution of the contract because of an imminent threat to the safety or welfare of the public, of public property, or of private property; circumstances which place the City or its officers and agents in a position of serious legal liability; or circumstances which are likely to cause the

City to suffer financial harm or loss, the gravity of which clearly outweighs the benefits of competitive bidding in the usual manner. The City Council shall be notified of any emergency contract which would have normally required their approval as soon as reasonably possible. Consult the Emergency Manager regarding purchases for disaster events.

2. Projects that are acquired, expanded, or improved under the "Municipal Building Authority Act" are not subject to competitive bidding requirements.
3. Purchases made from grant funds must comply with all provisions of the grant.
4. Purchases from companies approved to participate in Utah State Division of Purchasing and General Services agreements and contracts are not subject to competitive bidding requirements.
5. Purchases made via public auction.
6. Purchases from local government purchasing pools in which the City is a participant as approved by a resolution of the City Council.

E. *General Rules*

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

D. Communication Protocols

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

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

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

E. *Eligibility*

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

F. *Funding Alternatives*

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

G. *Procedures*

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

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

Phase II:

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

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 85th 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.

H. Traffic Management Devices (Definitions)

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

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. Nonspendable Fund Balance

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

B. Restricted Fund Balance

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

C. Committed Fund Balance

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

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.

FUND STRUCTURE

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

General Fund

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

Enterprise Funds

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

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

Debt Service Funds

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

Park City General Long-Term Debt Service Fund

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

Sales Tax Revenue Debt Service Fund

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

Redevelopment Agency Debt Service Fund

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

Municipal Building Authority Debt Service Fund

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

Internal Service Funds

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

- Fleet Fund - Accounts for the cost of storage, repair, and maintenance of City-owned vehicles.

- Equipment Replacement Fund - Accounts for the accumulation of resources for the future replacement of fixed assets through a rental charge-back system.

- Self-Insurance Fund - Accounts for the establishment of self-insured programs including Workers' Compensation, Unemployment Compensation, and liability insurance.

Capital Project Funds

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

Pay Plan Process

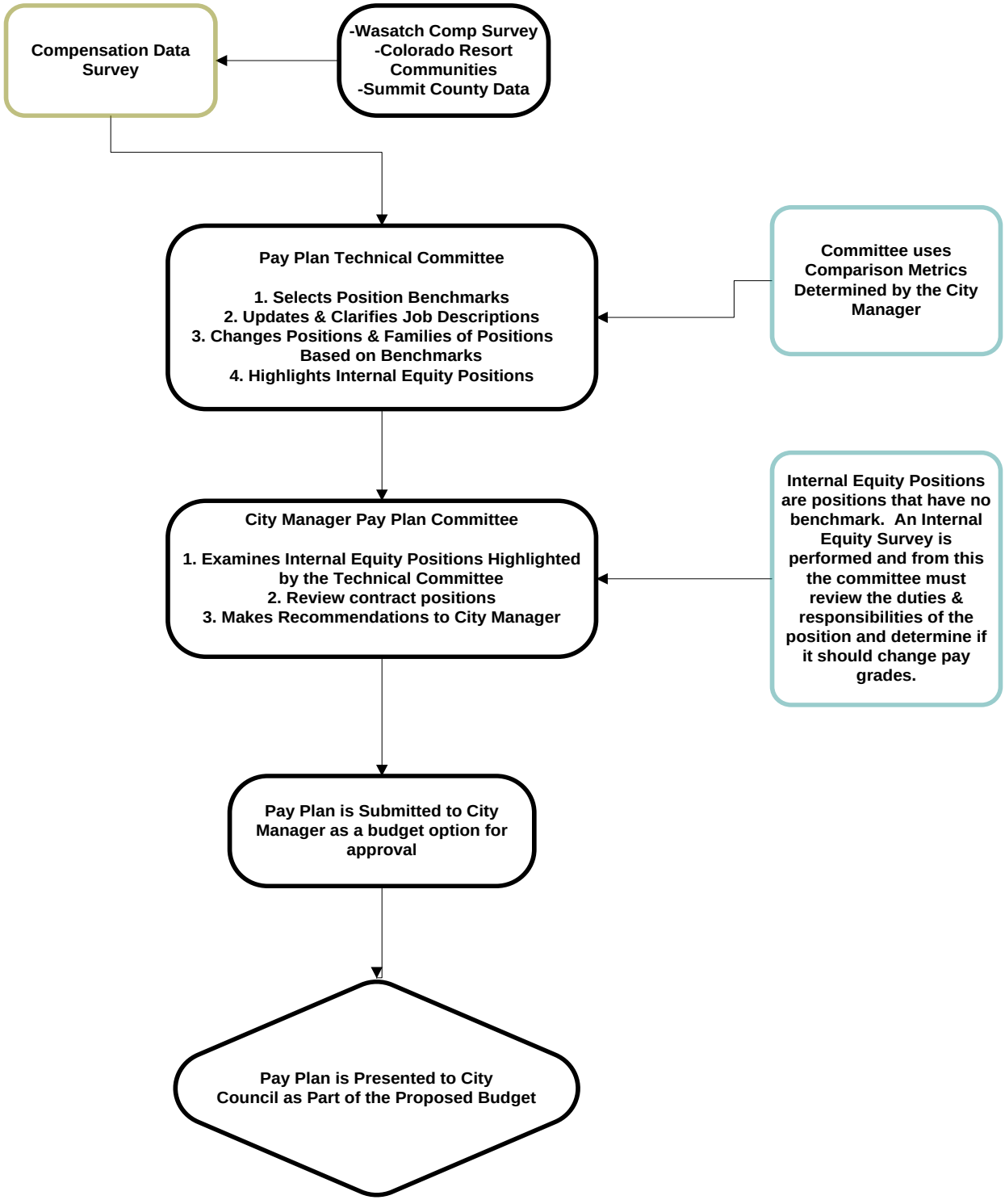


Table S7 – The City's Pay Plan

The City must maintain a competitive total compensation package in order to attract and retain a competent workforce. As part of the adopted budget, a two-year pay plan is included (Table S1). The pay plan is broken into exempt, nonexempt, and part-time non-benefited pay plans according to Fair Labor Standards Act (FLSA) definitions. Establishing a pay plan that will attract and retain quality employees while maintaining a fiscally responsible budget is challenging. Variables that may be considered in developing the City's pay plan include the following: (1) salary and total compensation rates for similar positions along the Wasatch Front and selected Colorado ski resorts; (2) supply and demand of qualified candidates; (3) internal equity; (4) the cost of living; and (5) available City resources.

Park City Pay Plan - FY 2019

	Exempt				Non-Exempt				Part-Time Non-Benefitted	
Grade	Minimum	Hiring Maximum	Working Level	Maximum	Min	Hiring Max	Working Level	Max	Min	Max
1									$7.25	$10.08
2									$9.08	$11.20
3	$36,899	$47,944	$50,648	$54,288					$9.08	$12.36
4	$51,548	$51,548	$52,717	$56,503					$9.08	$13.85
5	$51,615	$52,933	$55,931	$59,947					$10.02	$15.28
6	$51,697	$56,628	$59,835	$64,131	$15.00	$ 15.33	$ 15.56	$16.68	$10.93	$16.68
7	$51,786	$60,624	$64,057	$68,657	$15.50	$ 16.12	$ 17.04	$18.26	$11.99	$18.26
8	$51,897	$65,631	$69,347	$74,327	$15.70	$ 17.17	$ 18.14	$19.44	$12.84	$19.44
9	$52,528	$68,423	$72,298	$77,490	$15.90	$ 18.40	$ 19.44	$20.84	$13.69	$20.84
10	$54,906	$71,482	$75,530	$80,954	$16.30	$ 19.99	$ 21.12	$22.64	$14.94	$22.64
11	$57,279	$74,361	$78,572	$84,214	$16.67	$ 21.75	$ 22.98	$24.63	$16.19	$24.63
12	$59,663	$77,693	$82,092	$87,987	$17.74	$ 23.05	$ 24.35	$26.10	$17.23	$26.10
13	$62,617	$81,357	$85,964	$92,137	$18.81	$ 24.52	$ 25.91	$27.77	$18.27	$27.77
14	$65,580	$85,381	$90,216	$96,694	$20.12	$ 26.14	$ 27.62	$29.60	$19.54	$29.60
15	$68,377	$88,840	$93,871	$100,612	$21.43	$ 27.93	$ 29.51	$31.63	$20.81	$31.63
16	$71,182	$92,659	$97,906	$104,937	$22.44	$ 29.24	$ 30.89	$33.11	$21.79	$33.11
17	$73,856	$95,960	$101,393	$108,675	$23.48	$ 30.65	$ 32.38	$34.71	$22.80	$34.71
18	$76,539	$99,620	$105,261	$112,820	$24.53	$ 32.24	$ 34.06	$36.51	$23.81	$36.51
19	$77,242	$103,520	$109,382	$117,237	$26.26	$ 33.68	$ 35.58	$38.14		
20	$82,542	$107,420	$113,502	$121,653	$27.80	$ 35.12	$ 37.11	$39.77		
21	$86,375	$110,675	$116,942	$125,339	$29.33	$ 36.56	$ 38.63	$41.40		
22	$87,830	$114,289	$120,761	$129,433						
23	$90,621	$117,741	$124,408	$133,342						
24	$93,419	$116,659	$128,436	$137,660						
25	$99,002	$116,659	$132,463	$141,975						
26	$103,000	$128,035	$135,285	$145,000						
Mayor				$68,442*						
City Council				$42,484*						
AD - 01	$102,983	$141,457	$149,467	$160,200						
AD - 02	$109,135	$151,487	$160,065	$171,560						

* Includes wages & benefit value which may be taken as wages

Staffing Summary by Fund

GENERAL FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
1190 - CITY MANAGER	AD02	$137,000	$154,517	$163,267	$174,991	1.00	1.00
1290 - CITY ATTORNEY	AD01	$130,000	$144,286	$152,456	$163,404	1.00	1.00
2190 - CHIEF OF POLICE	E26	$123,000	$130,596	$137,991	$147,900	1.00	1.00
1280 - DEPUTY CITY ATTORNEY	E23	$108,000	$117,741	$126,896	$133,342	1.00	1.00
4590 - PUBLIC UTILITIES DIRECTOR	E23	$108,000	$117,741	$126,896	$133,342	0.10	
1180 - ASSISTANT CITY MANAGER	E22	$106,000	$116,575	$123,176	$132,022	1.00	1.00
3190 - COMMUNITY DEVELOPMENT DIRECTOR	E22	$106,000	$116,575	$123,176	$132,022	1.00	1.00
4190 - TRANSIT & PUBLIC WORKS DIRECTOR	E22	$106,000	$116,575	$123,176	$132,022	0.25	
1590 - FINANCE MANAGER	E21	$101,000	$112,888	$119,280	$127,846	1.00	1.00
1974 – REDEVELOPMENT AND CAPITAL MANAGEMENT DIRECTOR	E21	$101,000	$112,888	$119,280	$127,846	0.75	0.75
1390 - HUMAN RESOURCES MANAGER	E20	$99,000	$109,568	$115,772	$124,086	1.00	1.00
1690 - IT & CUSTOMER SERVICE DIRECTOR	E20	$99,000	$109,568	$115,772	$124,086	1.00	1.00
3490 - CITY ENGINEER	E20	$99,000	$109,568	$115,772	$124,086	1.00	1.00
2080 - ECONOMIC DEVELOPMENT MANAGER	E18	$89,000	$101,613	$107,367	$115,077	1.00	1.00
5490 - LIBRARY DIRECTOR	E18	$89,000	$101,613	$107,367	$115,077	1.00	1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
1250 - ATTORNEY V	E17	$82,000	$97,879	$103,421	$110,848	1.00	1.00
1670 - NETWORK ENGINEER	E17	$82,000	$97,879	$103,421	$110,848	1.00	1.00
2180 - CAPTAIN	E17	$82,000	$97,879	$103,421	$110,848	2.00	2.00
1792 - ENVIRONMENTAL SUSTAINABILITY MNGR	E16	$79,000	$94,512	$99,864	$107,035	1.00	1.00
2170 - LIEUTENANT	E16	$79,000	$94,512	$99,864	$107,035	2.00	2.00
3290 - PLANNING DIRECTOR	E16	$79,000	$94,512	$99,864	$107,035	1.00	1.00
1972 - BUDGET OPERATIONS MANAGER	E15	$75,000	$90,617	$95,748	$102,624	1.00	1.00
4492 – PUBLIC WORKS MANAGER	E15	$75,000	$90,617	$95,748	$102,624		0.75
4492 – PUBLIC WORKS MANAGER	E15	$75,000	$90,617	$95,748	$102,624		0.70
1680 - SYSTEMS ADMINISTRATOR	E14	$71,000	$87,089	$92,020	$98,628	1.00	1.00
3080 - CHIEF BUILDING OFFICIAL	E14	$71,000	$87,089	$92,020	$98,628	1.00	1.00
1240 - ATTORNEY IV	E13	$68,000	$82,984	$87,683	$93,979	1.00	1.00
3390 - COMMUNITY ENGAGEMENT MANAGER	E13	$68,000	$82,984	$87,683	$93,979	1.00	1.00
5790 - RECREATION MANAGER	E13	$68,000	$82,984	$87,683	$93,979	1.00	1.00
1178 – RESIDENT ADVOCATE	E12	$64,000	$79,246	$83,734	$89,747	1.00	1.00
1580 - ACCOUNTING MANAGER	E12	$64,000	$79,246	$83,734	$89,747	0.50	1.00
3188 - AFFORDABLE HOUSING MANAGER	E12	$64,000	$79,246	$83,734	$89,747	1.00	1.00
4490 - STREETS & STREETSCAPES MANAGER	E12	$64,000	$79,246	$83,734	$89,747	0.70	
1890 - BUILDING MAINTENANCE SUPER	E11	$62,000	$75,848	$80,143	$85,898	1.00	1.00
2020 - PROPERTY, REAL ESTATE, TRAILS & OPEN SPACE PROGRAM MANAGER	E11	$62,000	$75,848	$80,143	$85,898	1.00	1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
2078 - ECONOMIC DEVELOPMT PROGRAM MGR	E11	$62,000	$75,848	$80,143	$85,898	1.00	1.00
2345 – ARTS & CULTURE MANAGER	E11	$62,000	$75,848	$80,143	$85,898	1.00	1.00
2390 - EMERGENCY MANAGER	E11	$62,000	$75,848	$80,143	$85,898	1.00	1.00
3078 - DEPUTY CHIEF BUILDING OFFICIAL	E11	$62,000	$75,848	$80,143	$85,898	1.00	1.00
3470 - PUBLIC IMPROVEMENTS ENGINEER	E11	$62,000	$75,848	$80,143	$85,898	1.00	1.00
5590 - PARKS & GOLF MANAGER	E11	$62,000	$75,848	$80,143	$85,898	0.50	
1660 - GIS ADMINISTRATOR	E10	$60,000	$72,912	$77,041	$82,573	0.50	0.50
2030 - ENVIRON REGULATORY PROGRM MNGR	E10	$60,000	$72,912	$77,041	$82,573	1.00	1.00
2072 - SENIOR PROJECT MANAGER	E10	$60,000	$72,912	$77,041	$82,573	1.00	1.00
3024 - (UNDERFILLED) ASSOCIATE BUILDING INSPECTOR	E10	$60,000	$72,912	$77,041	$82,573	2.00	2.00
3050 - PLAN CHECK COORDINATOR	E10	$60,000	$72,912	$77,041	$82,573	2.00	2.00
3074 - FIRE MARSHALL	E10	$60,000	$72,912	$77,041	$82,573	1.00	1.00
3224 - SENIOR PLANNER	E10	$60,000	$72,912	$77,041	$82,573	3.00	3.00
1110 - CITY RECORDER	E09	$58,000	$69,792	$73,744	$79,039	1.00	1.00
2000 - ENVIRONMENTAL PROJECT MANAGER	E09	$58,000	$69,792	$73,744	$79,039	1.00	1.00
5788 - ASSISTANT RECREATION MANAGER	E09	$58,000	$69,792	$73,744	$79,039	1.00	1.00
1652 - IT COORDINATOR III	E08	$56,000	$66,943	$70,734	$75,813	2.00	2.00
2010 - AFFORDABLE HOUSING PROGRAM MANAGER	E08	$56,000	$66,943	$70,734	$75,813	1.00	1.00
1650 - IT COORDINATOR II - TRANSIT	E07	$54,000	$61,307	$65,338	$69,430	2.00	2.00
1658 - PUBLIC UTILITIES PROGRAMMER ANALYST	E07	$54,000	$61,307	$65,338	$69,430	0.25	0.25

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
9962 - BUDGET OPERATIONS ADMINISTRATOR	E07	$54,000	$61,307	$65,338	$69,430	0.75	0.50
3222 - PLANNER II	E07	$54,000	$61,307	$65,338	$69,430	2.00	2.00
5480 - LIBRARIAN UNDRFLLD SR LIBRARIAN	E06	$53,000	$57,761	$61,031	$65,414	4.00	4.00
5782 - RECREATION SUPERVISOR	E06	$53,000	$57,761	$61,031	$65,414	3.00	3.00
1648 - IT COORDINATOR I (LIBRARY)	E05	$52,000	$53,992	$57,049	$61,146	1.00	1.00
3220 - PLANNING TECHNICIAN (UNDRFLD PLANNER I)	E05	$52,000	$53,992	$57,049	$61,146	2.00	2.00
2020 – TRAILS & OPEN SPACE COORDINATOR	E04	$51,548	$51,548	$53,772	$57,633		1.00
2160 - SERGEANT	N22	$32	$38	$41	$44	6.00	6.00
2142 - SENIOR POLICE OFFICER	N19	$27	$34	$36	$39	19.00	20.00
3022 - SENIOR BUILDING INSPECTOR	N18	$25	$33	$35	$37	4.00	4.00
3072 - FIRE INSPECTOR/PLANS EXAMINER	N18	$25	$33	$35	$37		1.00
1203 - LEGAL ANALYST	N14	$21	$27	$28	$30	1.00	1.00
1350 - HR GENERALIST	N14	$21	$27	$28	$30	2.00	2.00
1520 - ACCOUNTANT	N14	$21	$27	$28	$30	1.00	1.00
1960 - BUDGET ANALYST	N14	$21	$27	$28	$30	1.50	1.50
2140 - POLICE OFFICER	N14	$21	$27	$28	$30	2.00	1.00
4120 - PUBLIC IMPROVEMENTS INSPECTOR	N14	$21	$27	$28	$30	0.75	0.75
7762 - EXECUTIVE ASSISTANT	N14	$21	$27	$28	$30	1.35	1.00
1112 - EXECUTIVE ASSISTANT	N13	$19	$25	$26	$28	1.00	1.00
1202 - PARALEGAL	N13	$19	$25	$26	$28	1.00	1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
1750 - EVENTS COORDINATOR	N13	$19	$25	$26	$28	2.00	2.00
1826 - BUILDING MAINTENANCE IV	N13	$19	$25	$26	$28	1.00	1.00
3018 - BUSINESS LICENSE INSPECTOR	N13	$19	$25	$26	$28	1.00	1.00
4416 - STREETS IV - FIELD SUPERVISOR	N13	$19	$25	$26	$28	2.50	2.50
5516 - PARKS IV	N13	$19	$25	$26	$28	5.50	5.50
5780 - RECREATION COORDINATOR	N13	$19	$25	$26	$28	3.00	3.00
1530 - PAYROLL COORDINATOR	N12	$18	$24	$25	$27	1.00	1.00
3320 - ANALYST I UNDFLD DIGITAL COMM COORDINATOR	N12	$18	$24	$25	$27	1.00	1.00
4414 - STREETS & STORM WATER OPERATOR III	N12	$18	$24	$25	$27	11.00	11.00
5514 - PARKS III	N12	$18	$24	$25	$27	3.00	3.00
1824 - BUILDING MAINTENANCE III	N11	$17	$22	$23	$25	4.00	5.00
2130 – EVIDENCE TECHNICIAN	N11	$17	$22	$23	$25		1.00
2130 - VICTIM ADVOCATE	N11	$17	$22	$23	$25	1.00	1.00
3010 - CODE ENFORCEMENT OFFICER	N11	$17	$22	$23	$25	3.00	3.00
7734 - ANALYST I (UNDRFLD III)	N11	$17	$22	$23	$25	1.32	1.00
1310 - HR ASSISTANT	N10	$17	$20	$22	$23	1.00	1.00
1514 - ACCOUNTING CLERK III	N10	$17	$20	$22	$23	1.00	1.00
1540 - BUSINESS LICENSE SPECIALIST	N10	$17	$20	$22	$23	1.00	1.00
1610 - COMMUNITY TECHNICAL SPECIALIST	N10	$17	$20	$22	$23		1.00
2204 - POLICE RECORDS CLERK	N10	$17	$20	$22	$23	2.00	2.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
3002 - PERMIT TECHNICIAN	N10	$17	$20	$22	$23	1.00	1.00
5422 - CIRCULATION TEAM LEADER-CUSTSR	N10	$17	$20	$22	$23	1.00	1.00
5763 - FRONT DESK TEAM LEADER	N10	$17	$20	$22	$23	2.00	2.00
7732 - ANALYST II	N10	$17	$20	$22	$23	2.00	3.80
1822 - BUILDING MAINTENANCE II	N09	$16	$19	$20	$21	2.00	2.00
7730 - ANALYST I - COMMUNITY AFFAIRS	N09	$16	$19	$20	$21	2.36	1.55
7724 - OFFICE ASSISTANT III - BUILDING	N08	$16	$18	$19	$20	1.00	1.00
5414 - LIBRARY ASSISTANT	N07	$16	$16	$17	$19	2.00	2.00
Full Time							
Total Full Time						168.58	174.05

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
5110 - TENNIS PRO - PICKLEBALL INSTRUCTOR	SP18	$24			$37	0.73	0.73
5754 - RECREATION INSTRUCTOR VII-PC MARC	SP16	$22			$34	0.43	0.43
1614 - TECHNICAL SPECIALIST II	SP14	$20			$30	0.75	0.75
2124 - SPECIAL EVENTS POLICE OFFICER	SP13	$18			$28	1.11	1.02
4414 - STREETS & STORM WATER OPERATOR III	SP12	$17			$27	0.61	2.61
5514 - PARKS III	SP12	$17			$27	5.91	6.09
1514 - ACCOUNTING CLERK III	SP10	$15			$23	0.65	0.65

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
5512 - PARKS II- DIRT JUMP PARK MAINTENANCE	SP09	$14			$21	0.60	0.60
8854 - PROJECT MANAGER I/LEGAL INTERN	SP09	$14			$21	1.07	1.07
7724 - OFFICE ASSISTANT III- IT	SP08	$13			$20	0.97	0.97
5414 - LIBRARY ASSISTANT - ADULT	SP07	$12			$19	2.86	2.86
2122 - RESERVE POLICE OFFICER	SP06	$11			$17	4.71	4.55
5412 - LIBRARY CLERK	SP06	$11			$17	1.64	1.64
5510 - PARKS I	SP06	$11			$17	2.29	2.29
5730 - RECREATION WORKER VI -RECREATION	SP06	$11			$17	0.16	0.16
5728 - RECREATION WORKER V	SP05	$10			$16	1.88	1.88
5748 - RECREATION INSTRUCTOR IV- ASST.AQUATICS DIR.	SP05	$10			$16	0.98	0.98
5726 - RECREATION WORKER IV	SP04	$9			$14	1.44	1.44
5760 - RECREATION FRONT DESK CLERK	SP04	$9			$14	5.78	5.78
8844 - GENERAL OFFICE CLERK III	SP04	$9			$14	2.25	2.25
5724 - RECREATION WORKER III-FACILITIES ASST	SP03	$9			$13	0.47	0.47
1810 - ASSISTANT CUSTODIAN I	SP02	$9			$11	0.33	0.33
5714 - OFFICIAL/REFEREE II	SP02	$9			$11	1.00	1.00
5742 - RECREATION INSTRUCTOR I - REC	SP02	$9			$11	2.20	2.20
5720 - RECREATION WORKER I	SP01	$7			$10	2.47	2.47
8850 – INTERN I - ENGINEERING						0.59	0.59
Part Time							
Total Part Time						43.88	45.81

Staffing Summary by Fund

QUINNS RECREATION COMPLEX

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
3590 - ICE GENERAL MANAGER	E12	$64,000	$79,246	$83,734	$89,747	1.00	1.00
3550 - ICE PROGRAM COORDINATOR	N13	$19	$25	$26	$28	1.00	1.00
5516 - PARKS IV	N13	$19	$25	$26	$28	1.00	1.00
5514 - PARKS III	N12	$18	$24	$25	$27	1.00	1.00
3524 - ARENA MAINTENANCE COORDINATOR	N10	$17	$20	$22	$23	1.00	1.00
3538 - ICE FRONT DESK TEAM LEADER	N09	$16	$19	$20	$21	1.00	1.00
Total Full Time						6.00	6.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Part Time							
3510 - HOCKEY ACADEMY DIRECTOR	SP13	$18			$28	0.36	0.36
3520 - SKATING ACADEMY DIRECTOR	SP13	$18			$28	0.31	0.42
3532 - OFF ICE INSTRUCTOR I	SP12	$17			$27	0.06	0.06
5514 - PARKS III-TRAILS & OPEN SPACE COORDINATOR	SP12	$17			$27	0.83	0.83
3512 – ICE CURLING INSTRUCTOR	SP11	$16			$25	0.00	0.07
3576 - ICE RINK OPERATOR	SP08	$13			$20	1.38	1.38
3506 - ICE HOCKEY INSTRUCTOR I	SP06	$11			$17	0.16	0.16
3518 - ICE SKATING PROFESSIONAL	SP06	$11			$17	0.35	0.38
3504 - ICE SCOREKEEPER	SP05	$10			$16	0.17	0.21
3502 - ICE CUSTOMER SERVICE REP	SP03	$9			$13	1.63	1.70
Total Part Time						5.25	5.57

Staffing Summary by Fund

LOWER PARK AVE RDA SPECIAL REVENUE FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
1975 – REDEVELOPMENT AND CAPITAL MGMT DIRECTOR	E21	$101,000	$112,888	$119,280	$127,846	0.25	0.25
1960 - BUDGET, DEBTS & GRANTS ANALYST	N14	$21	$27	$28	$30	0.25	0.25
Total Full Time						0.50	0.50

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Part Time							

Staffing Summary by Fund

WATER FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
4590 - PUBLIC UTILITIES DIRECTOR	E23	$108,000	$117,741	$126,896	$133,342	0.60	0.70
4580 - WATER QUALITY & TREATMENT MNGR	E17	$82,000	$97,879	$103,421	$110,848	1.00	1.00
4560 - PUBLIC UTILITIES ENGINEERING MANAGER	E15	$75,000	$90,617	$95,748	$102,624	0.70	0.70
4540 - WATER DISTRIBUTION MANAGER	E12	$64,000	$79,246	$83,734	$89,747	1.00	1.00
4554 - WATER RESOURCES MANAGER	E11	$62,000	$75,848	$80,143	$85,898	0.50	0.50
4558 - PUBLIC UTILITIES WATER ENGINEER	E11	$62,000	$75,848	$80,143	$85,898	1.50	1.50
1660 - GIS ADMINISTRATOR	E10	$60,000	$72,912	$77,041	$82,573	0.25	0.25
1658 - PUBLIC UTILITIES PROGRAMMER ANALYST	E07	$54,000	$61,307	$65,338	$69,430	0.50	0.50
4538 - WATER TREATMENT SUPERINTENDANT	N21	$29	$37	$39	$42	2.00	2.00
4568 - WATER QUALITY SCIENTISTS	N16	$23	$30	$32	$34	2.00	2.00
4534 - WATER DISTRIBUTION FIELD SUPERVISOR	N15	$22	$28	$30	$32	2.00	2.00
4526 - WATER WORKER TREATMENT OPERATOR III	N14	$21	$27	$28	$30	13.00	13.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
1960 - BUDGET, DEBTS & GRANTS ANALYST	N14	$21	$27	$28	$30	0.25	0.25
7762 - EXECUTIVE ASSISTANT	N14	$21	$27	$28	$30	0.30	0.40
4532 - WATER BILLING COORDINATOR	N12	$18	$24	$25	$27	0.75	0.75
4850 - STORM WATER COORDINATOR	N12	$18	$24	$25	$27	0.25	0.25
7734 - ANALYST I (UNDRFLD III)	N11	$17	$22	$23	$25	0.36	0.68
7730 - ANALYST I - COMMUNITY AFFAIRS	N09	$16	$19	$20	$21	0.13	
Total Full Time						27.09	27.48

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Part Time							
4514 - WATER LABORER III	SP06	$11			$17	1.01	1.01
4510 - WATER LABORER I	SP04	$9			$14	1.35	1.35
Total Part Time						2.36	2.36

Staffing Summary by Fund

STORM WATER FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
4590 - PUBLIC UTILITIES DIRECTOR	E23	$108,000	$117,741	$126,896	$133,342	0.30	0.30
4560 - PUBLIC UTILITIES ENGINEERING MANAGER	E15	$75,000	$90,617	$95,748	$102,624	0.30	0.30
4492 – PUBLIC WORKS MANAGER	E15	$75,000	$90,617	$95,748	$102,624		0.30
4490 - STREETS & STREETSCAPES MANAGER	E12	$64,000	$79,246	$83,734	$89,747	0.30	
4554 - WATER RESOURCES MANAGER	E11	$62,000	$75,848	$80,143	$85,898	0.50	0.50
4558 - PUBLIC UTILITIES WATER ENGINEER	E11	$62,000	$75,848	$80,143	$85,898	0.50	0.50
1658 - PUBLIC UTILITIES PROGRAMMER ANALYST	E07	$54,000	$61,307	$65,338	$69,430	0.25	0.25
7762 - EXECUTIVE ASSISTANT	N14	$21	$27	$28	$30	0.60	0.60
4416 - STREETS IV - FIELD SUPERVISOR	N13	$19	$25	$26	$28	0.50	0.50
4414 - STREETS & STORM WATER OPERATOR III	N12	$18	$24	$25	$27	2.00	2.00
4532 - WATER BILLING COORDINATOR	N12	$18	$24	$25	$27	0.25	0.25
4850 - STORM WATER COORDINATOR	N12	$18	$24	$25	$27	0.75	0.75
7734 - ANALYST I (UNDRFLD III)	N11	$17	$22	$23	$25	0.32	0.32
Total Full Time						6.57	6.57

Staffing Summary by Fund

GOLF COURSE FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
5690 - GOLF MANAGER	E12	$64,000	$79,246	$83,734	$89,747	1.00	1.00
5590 - PARKS & GOLF MANAGER	E11	$62,000	$75,848	$80,143	$85,898	0.50	
4492 – PUBLIC WORKS MANAGER	E11	$62,000	$75,848	$80,143	$85,898		0.25
5650 - FIRST ASSISTANT GOLF PRO	E03	$40,000	$47,944	$51,661	$55,374	1.00	1.00
5516 - PARKS IV	N13	$19	$25	$26	$28	1.50	1.50
7732 – ANALYST II STREETS	N10	$17	$20	$22	$23		0.05
Total Full Time						4.00	3.80

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Part Time							
5512 - PARKS II- DIRT JUMP PARK MAINTENANCE	SP09	$14			$21	6.59	6.59
5650 - ASSISTANT GOLF PRO	SP07	$12			$19	2.45	2.45
5510 - PARKS I	SP06	$11			$17	0.39	0.39
5622 - BEVERAGE CART SUPERVISOR - GOLF	SP04	$9			$14	0.23	0.23
5614 - GOLF COURSE STARTER	SP03	$9			$13	1.25	1.25
5612 - RANGE ATTENDANT	SP02	$9			$11	0.87	0.87
5610 - GOLF CART SERVICER	SP01	$7			$10	0.29	0.29
5620 - BEVERAGE CART ATTENDEE	SP01	$7			$10	1.03	1.03
Total Part Time						13.10	13.10

Staffing Summary by Fund

TRANSPORTATION FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
4190 – TRANSPORTATION DIRECTOR	E23	$108,000	$117,741	$126,896	$133,342		0.75
4190 - TRANSIT & PUBLIC WORKS DIRECTOR	E22	$106,000	$116,575	$123,176	$132,022	0.50	
4790 - TRANSPORTATION PLANNING MANAGR	E20	$99,000	$109,568	$115,772	$124,086	1.00	
4190 – TRANSIT MANAGER	E16	$79,000	$94,512	$99,864	$107,035		1.00
4280 - TRANSIT ADMIN MANAGER	E12	$64,000	$79,246	$83,734	$89,747	1.00	
4280 – ASSISTANT MANAGER- TRANSIT OPERATIONS	E12	$64,000	$79,246	$83,734	$89,747		1.00
4272 - SENIOR TRANSPORTATION PLANNER	E12	$64,000	$79,246	$83,734	$89,747	1.00	2.00
4140 - PARKING & FLEET MANAGER	E11	$62,000	$75,848	$80,143	$85,898	1.00	
4140 - PARKING MANAGER	E10	$60,000	$72,912	$77,041	$82,573		
1660 - GIS ADMINISTRATOR	E10	$60,000	$72,912	$77,041	$82,573	0.25	0.25
4160 - BUSINESS OPERATIONS MANAGER	E10	$60,000	$72,912	$77,041	$82,573	1.00	
1650 – ITS PROGRAM MANAGER	E09	$58,000	$69,792	$73,744	$79,039		1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
1650 - IT COORDINATOR II - TRANSIT	E07	$54,000	$61,307	$65,338	$69,430	2.00	
4274 - ASSOCIATE TRANSPTN PLANNER	E07	$54,000	$61,307	$65,338	$69,430	1.00	
9962 - SENIOR BUDGET ANALYST	E07	$54,000	$61,307	$65,338	$69,430		0.25
4118 - PARKING ADMINISTRATOR	E05	$52,000	$53,992	$57,049	$61,146	1.00	
4262 - TRANSIT OPERATIONS TEAM LEADER	N16	$23	$30	$32	$34	1.00	1.00
4250 - TRANSIT SHIFT SUPERVISOR	N14	$21	$27	$28	$30	6.00	5.00
4250 - SAFETY AND TRAINING ADMINISTRATOR (SHIFT SUPERVISOR)	N14	$21	$27	$28	$30		1.00
7762 - EXECUTIVE ASSISTANT	N14	$21	$27	$28	$30	0.50	0.50
4120 - PUBLIC IMPROVEMENTS INSPECTOR	N14	$21	$27	$28	$30	0.25	0.25
4160 - GRANTS & CONTRACT ADMINISTRATOR	N14	$21	$27	$28	$30		1.00
3320 - TRANSPORTATION COMMUNITY OUTREACH/MARKETING	N13	$19	$25	$26	$28		1.00
4216 - BUS DRIVER III (UNDRFLD IV)	N12	$18	$24	$25	$27	11.00	10.00
4216 - TRANSIT SERVICE PLANNER	N12	$18	$24	$25	$27		1.00
3320 - MARKETING COORDINATOR	N12	$18	$24	$25	$27	1.00	
4170 - DATA ANALYST	N11	$17	$22	$23	$25	1.00	
4170 - MOBILITY DATA ANALYST	N11	$17	$22	$23	$25		1.00
7732 – ANALYST II (HR/ADMIN)	N10	$17	$20	$22	$23		
4214 - BUS DRIVER II (UNDERFLD III)	N10	$17	$20	$22	$23	35.00	35.00
4212 - BUS DRIVER II	N09	$16	$19	$20	$21	34.00	34.00
1822 - BUILDING MAINTENANCE II	N09	$16	$19	$20	$21	1.00	1.00

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
7730 - ANALYST I - COMMUNITY AFFAIRS	N09	$16	$19	$20	$21	0.16	0.16
7730 - ANALYST I – PW ADMIN	N09	$16	$19	$20	$21		0.50
4116 - LEAD PARKING OFFICER	N08	$16	$18	$19	$20	1.00	
4114 - PARKING OFFICER	N08	$16	$18	$19	$20	3.00	
7724 - OFFICE ASSISTANT III - PW ADMIN	N08	$16	$18	$19	$20	1.00	0.50
7722 - OFFICE ASSISTANT II - PW ADMIN	N07	$16	$16	$17	$19	1.00	
Total Full Time						106.66	99.16

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Part Time							
4414 - STREETS & STORM WATER OPERATOR III	SP12	$17			$27	0.70	0.70
4112 - PARKING ADJUDICATOR	SP11	$16			$25	0.20	
4214 - BUS DRIVER III	SP10	$15			$23	6.47	6.47
4212 - BUS DRIVER II	SP09	$14			$21	20.09	20.09
4114 - PARKING OFFICER	SP08	$13			$20	2.00	
4210 - BUS DRIVER I	SP07	$12			$19	0.08	0.08
Total Part Time						29.54	27.34

Staffing Summary by Fund

PARKING FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
4190 – TRANSPORTATION DIRECTOR	E23	$108,000	$117,741	$126,896	$133,342		0.25
4140 - PARKING MANAGER	E10	$60,000	$72,912	$77,041	$82,573		1.00
1650 - IT COORDINATOR II - TRANSIT	E07	$54,000	$61,307	$65,338	$69,430		1.00
4118 - PARKING ADMINISTRATOR	E05	$52,000	$53,992	$57,049	$61,146		1.00
7762 - EXECUTIVE ASSISTANT	N14	$21	$27	$28	$30		0.50
3320 - TRANSPORTATION COMMUNITY OUTREACH/MARKETING	N13	$19	$25	$26	$28		0.25
4216 - PARKING MAINTENANCE COORDINATOR	N12	$18	$24	$25	$27		1.00
7730 - ANALYST I – PW ADMIN	N09	$16	$19	$20	$21		1.50
4116 - LEAD PARKING OFFICER	N08	$16	$18	$19	$20		1.00
4114 - PARKING OFFICER	N08	$16	$18	$19	$20		3.00
Total Full Time							10.50

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
4112 - PARKING ADJUDICATOR	SP11	$16			$25		0.20
4114 - PARKING OFFICER	SP08	$13			$20		0.75
Total Part Time							0.95

Staffing Summary by Fund

FLEET SERVICES FUND

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
Full Time							
4190 - TRANSIT & PUBLIC WORKS DIRECTOR	E22	$106,000	$116,575	$123,176	$132,022	0.25	
9962 - BUDGET OPERATIONS ADMINISTRATOR	E07	$54,000	$61,307	$65,338	$69,430	0.25	
4680 - FLEET SUPERVISOR	N16	$23	$30	$32	$34		2.00
4680 - FLEET OPERATIONS TEAM LEADER	N15	$22	$28	$30	$32	2.00	
4652 - MECHANIC II	N14	$21	$27	$28	$30	1.00	1.00
7762 - EXECUTIVE ASSISTANT	N14	$21	$27	$28	$30	0.25	

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020
4650 - MECHANIC I	N13	$19	$25	$26	$28	6.00	6.00
7732 - ANALYST II - STREETS	N10	$17	$20	$22	$23		0.15
7730 - ANALYST I - COMMUNITY AFFAIRS	N09	$16	$19	$20	$21	0.35	0.45
Total Full Time						10.10	9.60

Class Code - Department	Grade	Minimum	Hiring Max	Working Level	Maximum	FTEs	FTEs
	FY 2019	-	-	-	-	FY 2019	FY 2020

Part Time