

PARK CITY MUNICIPAL'S FISCAL YEAR 2020 BUDGET



Evolving and sustaining a complete community

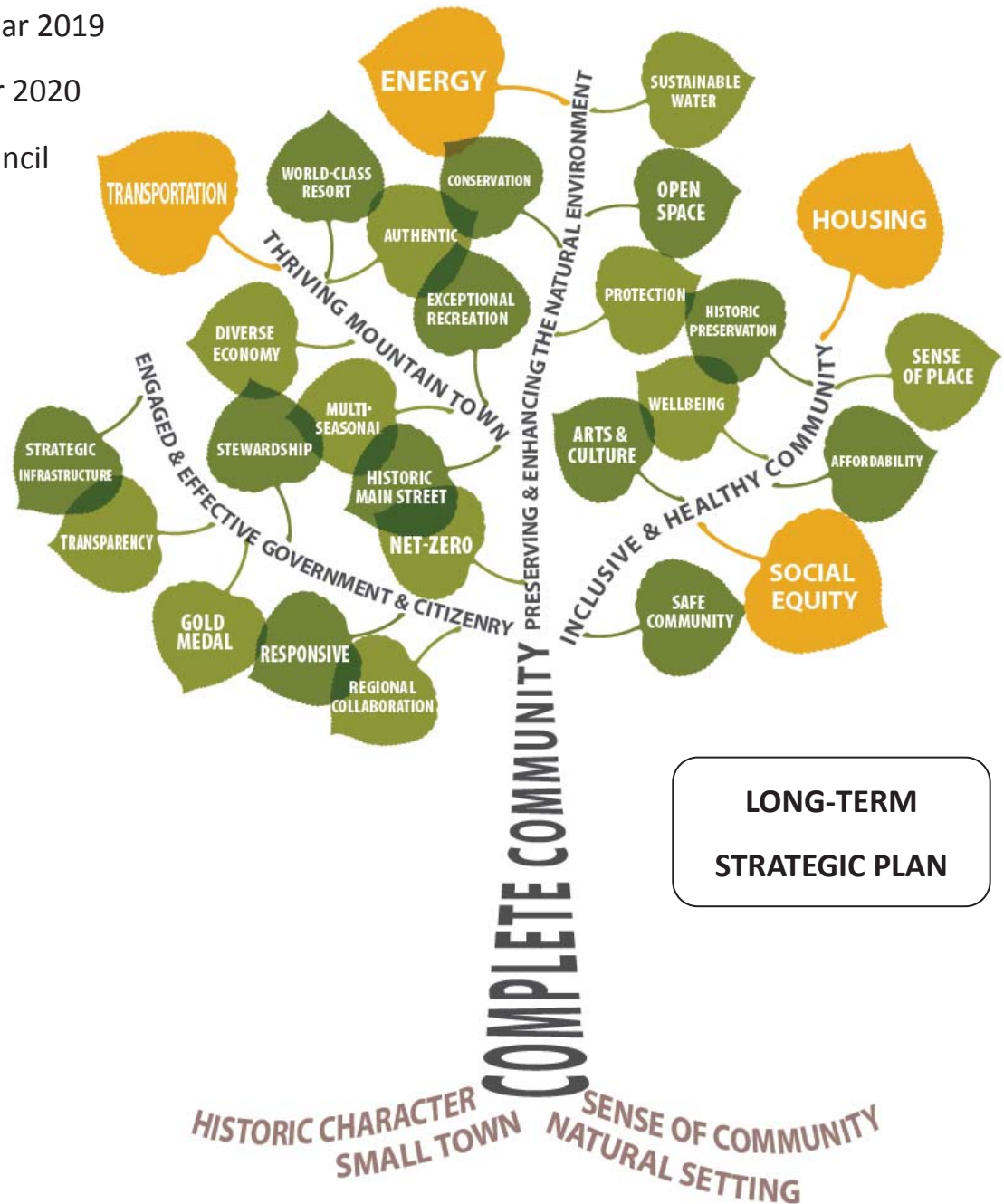
City Council Adopted Budget

Adjusted Budget Fiscal Year 2019

Annual Budget Fiscal Year 2020

Adopted by Park City Council

Volume I



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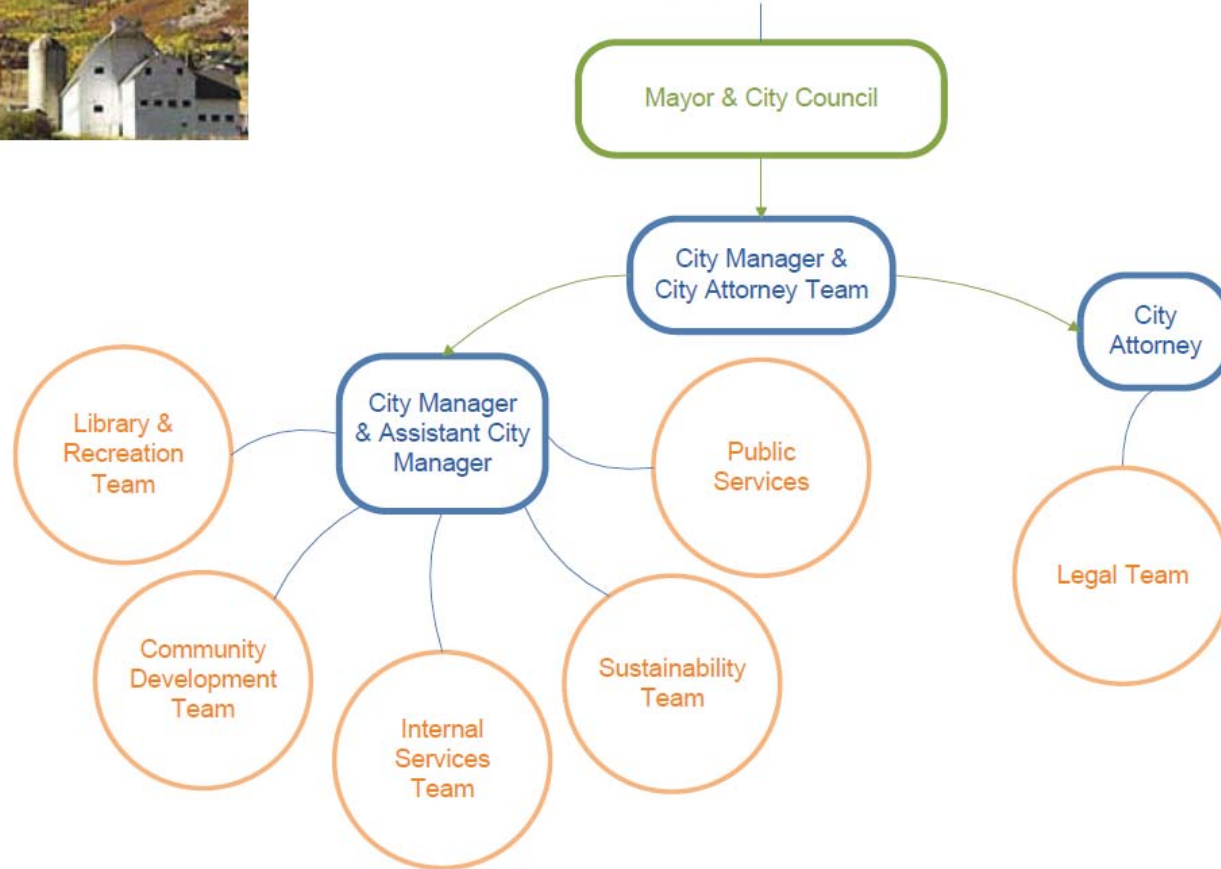
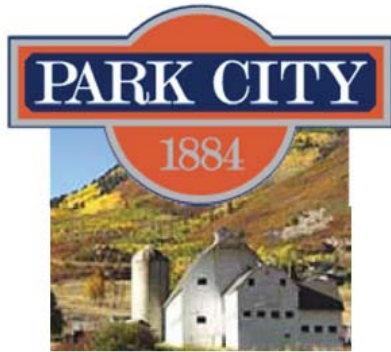
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Park City Municipal Corporation's Budget Document is divided into three documents each geared toward a certain reader:

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

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

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

VOLUME I: EXECUTIVE SUMMARY

INTRODUCTION

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

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CITY MANAGER MESSAGE

May 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
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FY 2020 CIP Committee

Leader: Nate Rockwood
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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

COMPLETE COMMUNITY

- THRIVING MOUNTAIN TOWN**
 - TRANSPORTATION
 - WORLD-CLASS RESORT
 - AUTHENTIC
 - CONSERVATION
 - EXCEPTIONAL RECREATION
 - DIVERSE ECONOMY
 - STEWARDSHIP
 - MULTI-SEASONAL
 - HISTORIC MAIN STREET
 - NET-ZERO
 - STRATEGIC INFRASTRUCTURE
 - TRANSPARENCY
 - GOLD MEDAL
 - RESPONSIVE
 - REGIONAL COLLABORATION
- PRESERVING & ENHANCING THE NATURAL ENVIRONMENT**
 - ENERGY
 - SUSTAINABLE WATER
 - OPEN SPACE
 - PROTECTION
 - HISTORIC PRESERVATION
 - WELLBEING
 - ARTS & CULTURE
- INCLUSIVE & HEALTHY COMMUNITY**
 - HOUSING
 - SENSE OF PLACE
 - AFFORDABILITY
 - SOCIAL EQUITY
 - SAFE COMMUNITY
- ENGAGED & EFFECTIVE GOVERNMENT & CITIZENRY**
 - HISTORIC CHARACTER
 - SMALL TOWN
 - SENSE OF COMMUNITY
 - NATURAL SETTING

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.



INTRODUCTION

A COMPLETE COMMUNITY

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

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

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

INTRODUCTION

COUNCIL'S STRATEGIC GOALS

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

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

Thriving Mountain Town

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

Engaged & Effective Government & Citizenry

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

Preserving & Enhancing the Natural Environment

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

INTRODUCTION



Inclusive & Healthy Community

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

COUNCIL'S PRIORITIES

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

INTRODUCTION

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

INTRODUCTION

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.

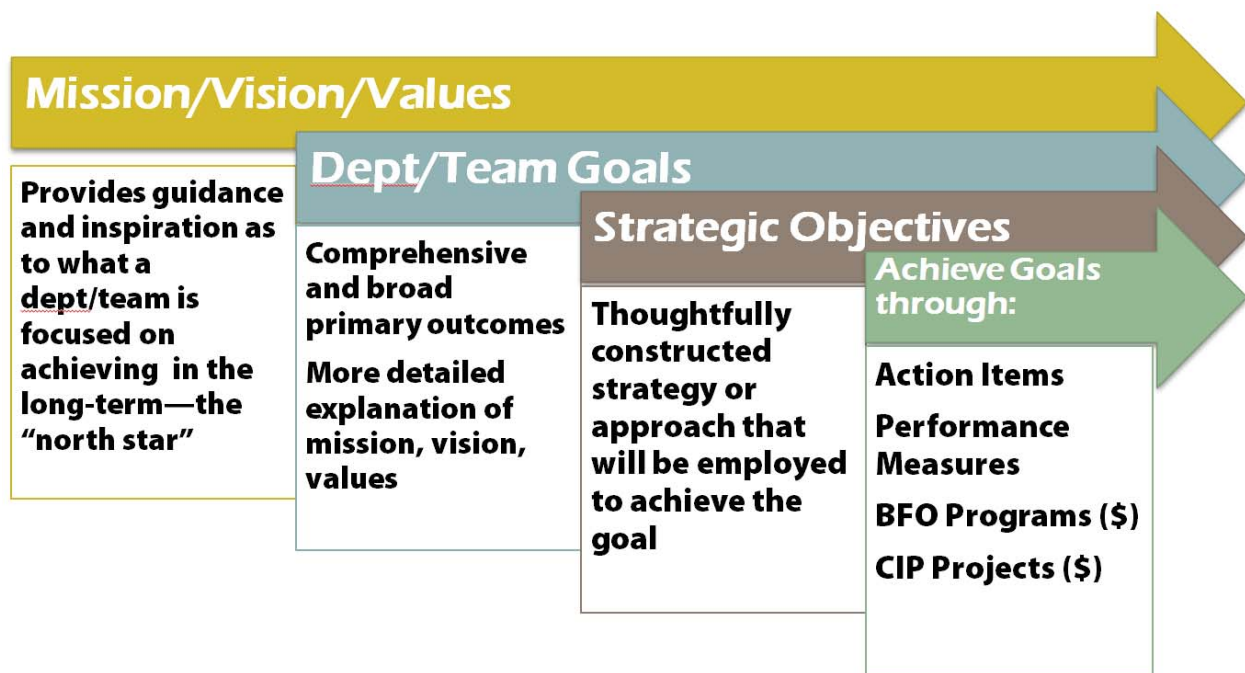
The City's Long-term Strategic Plan relies on the Biennial Strategic Plans, the Departmental Business Plans, and the Budgeting for Outcomes process to ensure that City operations are working in tandem with Council's priorities and outcomes. While this plan should be updated every four years, these documents 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.

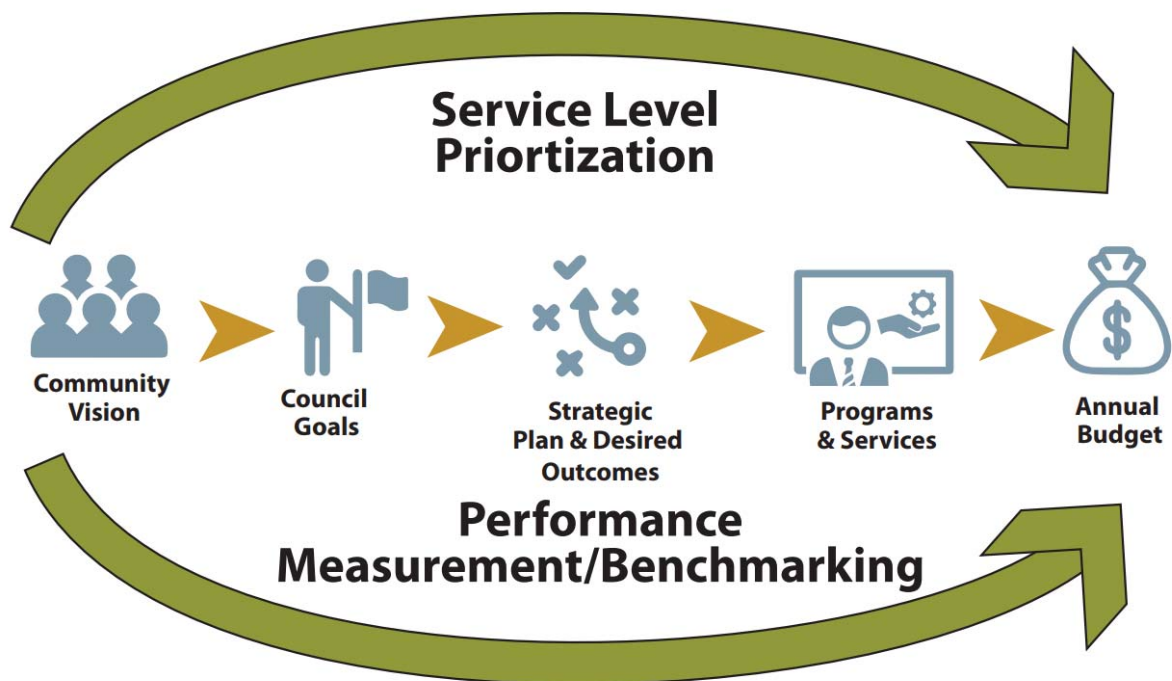
Budgeting for Outcomes (BFO)

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.

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Department Manager's Role

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

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

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

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

The Results Team

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

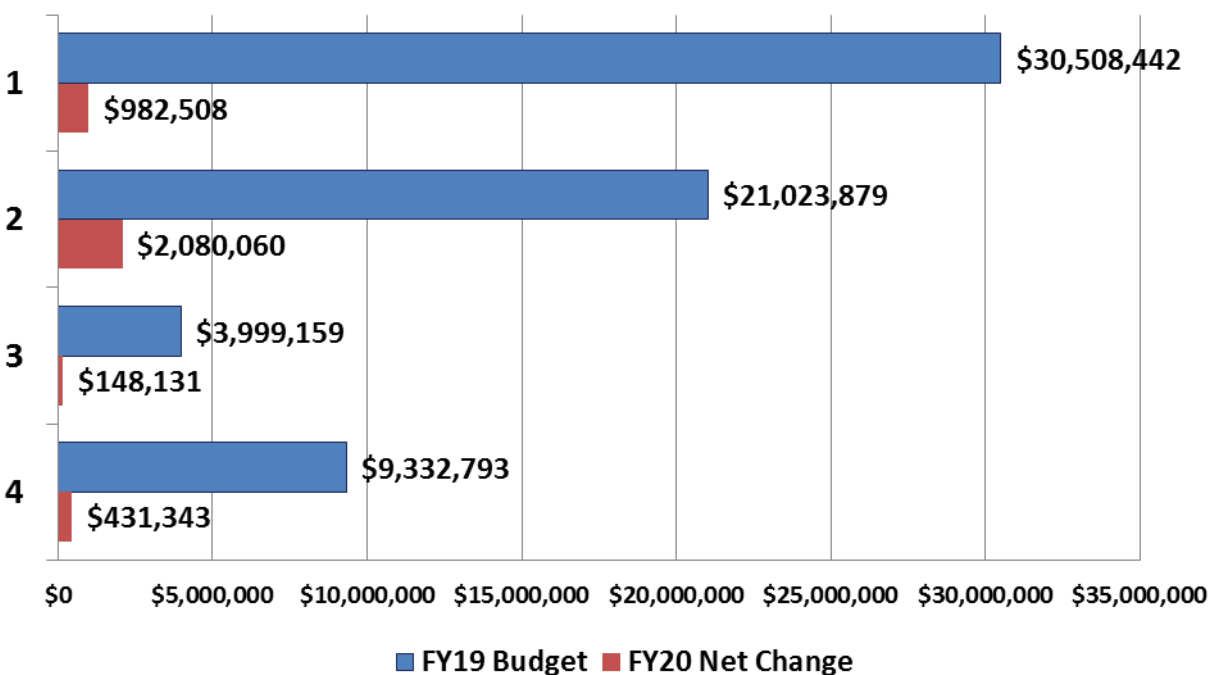
The criteria weighted the most heavily for scoring a BFO program is how well a program aligns with Council's Desired Outcomes. The onus is placed on the individual department managers to defend or justify their rationale to the Results Team. The Results Team will then score the program based off of the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

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

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

BFO Budget Allocation by Quartile (All Funds)



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.

INTRODUCTION

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

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Park City Municipal Corporation, Utah**, for its Biennial Budget for the biennium beginning **July 1, 2018**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

The award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Park City Municipal Corporation
Utah**

For the Biennium Beginning

July 1, 2018

Christopher P. Morill

Executive Director

BUDGET OVERVIEW

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 9.71% increase from FY 2018 actual expenses (*excluding capital*). The FY 2020 budget (*excluding capital*) is increasing to \$78.7 million, which is a 1.6% increase 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	41,565,563
Materials, Supplies & Services	14,848,667	14,821,754	15,412,531	17,825,325	20,350,570	21,834,540	21,723,936
Capital Outlay	35,598,211	20,160,212	77,088,715	61,004,243	93,896,890	191,737,879	96,443,245
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	540,000
Actual Budget	\$100,115,047	\$76,862,641	\$137,203,351	\$131,654,351	\$169,976,576	\$269,248,322	\$175,174,625
Budget Excluding Capital	\$64,516,836	\$56,702,429	\$60,114,636	\$70,650,108	\$76,079,686	\$77,510,443	\$78,731,380
Interfund Transfers	22,945,672	15,431,059	39,521,611	47,750,191	17,149,729	16,835,878	20,908,976
Ending Balance	83,622,487	81,763,532	83,017,228	83,191,254	144,707,268	46,413,639	55,047,363
Subtotal	\$106,568,159	\$97,194,591	\$122,538,839	\$130,941,445	\$161,856,997	\$63,249,517	\$75,956,339
Grand Total	\$206,683,206	\$174,057,232	\$259,742,190	\$262,595,796	\$331,833,573	\$332,497,839	\$251,130,964

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.

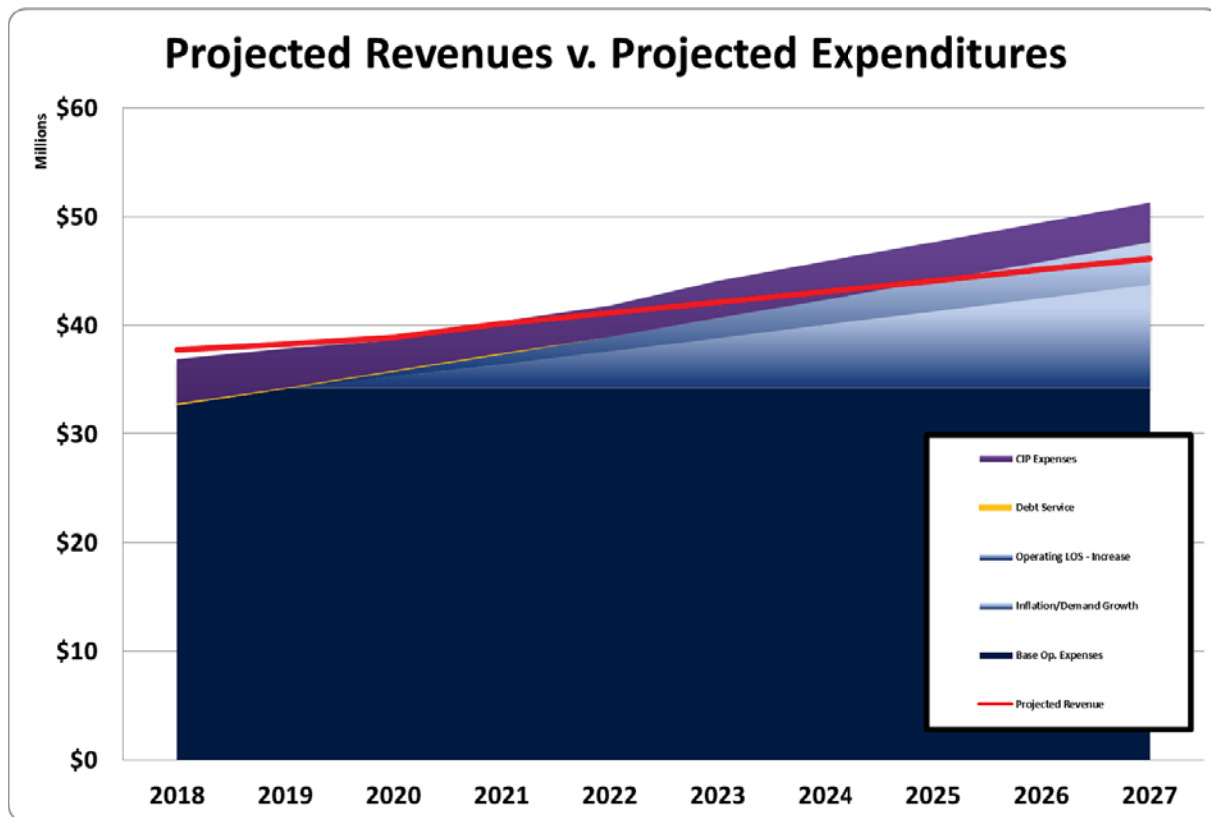


Figure B03 – Financial Impact Assessment Trends

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. If 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

BUDGET OVERVIEW

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 be 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 be 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 in 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.

BUDGET OVERVIEW

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:

BUDGET OVERVIEW

General Fund Transfer - Projects						
Project	2019	2020	2021	2022	2023	2024
CP0006 Pavement Management 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.

BUDGET OVERVIEW

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:

BUDGET OVERVIEW

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.

CHANGES FROM BUDGET ADJUSTMENT- AUGUST 2019

These represent additions or updates that were adopted by Council on August 29th, 2019.

- \$100k increase to General Contingency account for a financial contribution to the Friends of the Children's Justice Center (CJC), per Council direction.
- Summit County- Council of Governments (COG) Project List for Park City projects:
 - Traffic Demand Management: \$200,000
 - Transit Shelters: \$200,000
 - Corresponding Increased Regional Transit Revenue: \$400,000*
 - Bonanza Flat Improvements: \$150,000
 - Deer Valley Drive Bicycle and Pedestrian Facility Improvements: \$300,000
 - Corresponding Increased Revenue - County Contribution \$450,000*

BUDGET OVERVIEW

- \$257,975 for Electric Vehicle (EV) Chargers. Revenue Offsets:
 - Other contribution increased by \$178,987 (Rocky Mountain Power funding)
 - Transfer to CIP from General Fund: \$78,988, (Park City matching funding)
- Library - added \$2,935 for library grant funding for Spanish programming (\$1,000), and for an author event by Utah History Lecture Series (\$1,935). Paid for with grant funding (budget increase in revenue).
- Changed Public Works Manager (Streets) distribution from 70% Streets/30% Storm Water, to 50% Streets/25% Storm Water/25% Fleet. \$31,871 decrease in Streets, \$7,968 decrease in Storm Water, and \$39,839 increase in Fleet based off of actual work distribution.
- Some Part-time funding didn't make it into the final budget report due to a software error in the last personnel calculation. It was originally in the tentative budget adoption and discussed throughout Council budget presentations:
 - General Fund: increased by \$1,005,704
 - Ice Fund: increased by \$169,078
 - Water Fund: increased by \$75,415
 - Golf Fund: increased by \$291,352
 - Transportation Fund: increased by \$1,281,430
 - Parking Fund: increased by \$41,387
- \$1,857 increase in City Manager Department due to misallocation of a reclassified position.
- Decrease of \$99,656 the Parking Department due to multiple positions that should not have been allocated correctly. Increase of \$6,400 in new Parking Dept for utilities, decrease of \$6,400 in old Parking Dept code (Transit Fund). \$2,000 increase in vehicle maintenance line, and \$2,000 decrease in old Parking code (Transit Fund).
- Increase Legal contract services by \$25k.
- Increase Swede Alley Parking Structure by \$2,675.
- Additional Interfund Transfer (IFT) Updates: Staff is recommending to increase the total amount of these transfers by \$3,078,256. These changes aren't traditional increases to the expense and revenue budget, but a recalibration of funding amounts between the funds.
 - Transfer in: Capital Fund: increased by \$78,988
 - Self-Insurance Fund: increased by \$7,793
 - Debt Service Fund: increased by \$2,991,475
 - Transfer out: General Fund: increased by \$79,762
 - Capital Fund: increased by \$2,992,356
 - Lower Park RDA: decreased by \$1,500
 - Main St RDA: decreased by \$155
 - Storm Water: increase by \$7,793
 - Transportation: decrease by \$6,000
 - Parking: increase by \$6,000

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

BUDGET OVERVIEW

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	\$23,827,330	\$8,998,295	\$428,078	\$0	\$440,000	\$33,693,703	\$5,409,203	\$13,354,911	\$52,457,817
012 QUINNS RECREATION COMPLEX	\$951,239	\$387,315	\$6,000	\$0	\$0	\$1,344,554	\$0	\$-5,341,968	\$-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	\$45,873,694	\$0	\$0	\$45,873,694	\$5,745,118	\$2,188,396	\$53,807,208
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,285,600	\$0	\$0	\$1,285,600	\$0	\$59,075	\$1,344,675
051 WATER FUND	\$3,307,652	\$3,835,138	\$40,376,046	\$4,524,604	\$100,000	\$52,143,440	\$1,766,502	\$17,229,219	\$71,139,161
052 STORM WATER FUND	\$709,440	\$308,000	\$471,500	\$0	\$0	\$1,488,940	\$120,793	\$352,719	\$1,962,452
055 GOLF COURSE FUND	\$950,807	\$508,435	\$126,565	\$32,377	\$0	\$1,618,184	\$141,090	\$901,501	\$2,660,775
057 TRANSPORTATION & PARKING FUND	\$9,834,156	\$2,219,594	\$4,514,762	\$0	\$0	\$16,568,512	\$3,426,017	\$8,362,023	\$28,356,552
058 PARKING FUND	\$960,441	\$747,900	\$196,000	\$0	\$0	\$1,904,341	\$6,000	\$1,409,190	\$3,319,531
062 FLEET SERVICES FUND	\$991,831	\$1,954,899	\$0	\$0	\$0	\$2,946,730	\$0	\$1,184,031	\$4,130,761
064 SELF INSURANCE FUND	\$0	\$1,633,060	\$0	\$0	\$0	\$1,633,060	\$0	\$371,245	\$2,004,305
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,037,565	\$0	\$5,037,565	\$0	\$9,172,072	\$14,209,637
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$5,307,335	\$0	\$5,307,335	\$0	\$1,530,403	\$6,837,738
Total Park City Municipal Corporation	\$41,532,895	\$20,592,636	\$93,278,245	\$14,901,881	\$540,000	\$170,845,658	\$16,614,723	\$50,772,817	\$238,233,198
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	\$706,715	\$1,252,093	\$5,093,808
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$805,006	\$299,429	\$1,134,435
Total Park City Redevelopment Agency	\$32,668	\$1,131,300	\$3,165,000	\$0	\$0	\$4,328,968	\$4,294,253	\$3,844,629	\$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	\$41,565,563	\$21,723,936	\$96,443,245	\$14,901,881	\$540,000	\$175,174,626	\$20,908,976	\$55,047,363	\$251,130,965

All Funds Combined

Revenue	Actual FY 2018	Actual FY 2019	Actual FY 2020	Original FY 2019	Adjusted FY 2019	Collection % FY 2019	Original FY 2020
RESOURCES							
Property Taxes	\$21,149,343	\$21,366,473		\$20,668,331	\$21,056,145	101%	\$21,375,032
Sales Tax	\$26,024,963	\$27,642,077		\$29,163,069	\$30,282,941	91%	\$30,699,780
Franchise Tax	\$3,147,847	\$3,211,039	\$121,664	\$3,322,000	\$3,205,000	100%	\$3,262,000
Licenses	\$1,387,755	\$1,395,163	\$26,130	\$1,339,959	\$1,215,758	115%	\$1,147,288
Planning Building & Engineering Fees	\$4,606,175	\$5,820,662	\$2,138,051	\$4,197,000	\$4,777,000	122%	\$3,502,000
Special Event Fees	\$60,697	\$178,413	\$7,901	\$110,000	\$381,000	47%	\$264,000
Federal Revenue	\$2,733,886	\$69,157		\$5,903,251	\$11,897,000	1%	\$6,329,051
State Revenue	\$520,528	\$525,504		\$455,000	\$481,955	109%	\$428,000
County/SP District Revenue	\$2,537,580	\$205,240	\$500,000	\$1,702,000	\$1,701,000	12%	\$2,052,000
Water Charges for Services	\$19,159,083	\$20,092,203	\$2,549,318	\$18,698,500	\$19,821,984	101%	\$20,559,129
Transit Charges for Services	\$6,247,276	\$7,846,542	\$1,164	\$6,186,031	\$17,219,859	46%	\$8,588,612
Cemetery Charges for Services	\$29,186	\$18,816	\$5,465	\$37,000	\$382,000	5%	\$138,000
Recreation	\$3,557,947	\$3,359,968	\$574,868	\$3,566,596	\$3,636,596	92%	\$3,669,596
Ice	\$833,126	\$828,397	\$50,576	\$886,000	\$838,000	99%	\$865,000
Other Service Revenue	\$57,470	\$45,786	\$7,223	\$92,000	\$88,881	52%	\$120,292
Library Fines & Fees	\$27,946	\$20,198	\$2,713	\$27,000	\$18,000	112%	\$18,000
Fines & Forfeitures	\$2,240,548	\$2,611,357	\$315,478	\$2,893,282	\$2,893,282	90%	\$3,055,080
Misc. Revenues*	\$8,809,064	\$2,607,759	\$272,359	\$8,975,213	\$8,880,213	29%	\$21,887,289
Interfund Transactions (Admin)	\$6,187,564	\$6,821,583	\$1,066,698	\$6,442,099	\$6,814,874	100%	\$7,122,975
Interfund Transactions (CIP/Debt)	\$41,562,627	\$73,024,818	\$1,891,662	\$10,707,630	\$10,021,005	729%	\$13,786,001
Special Revenues & Resources	\$1,719,697	\$1,059,990	\$19,840	\$705,486	\$1,493,486	71%	\$2,583,750
Bond Proceeds	\$35,227,871	\$85,387,786		\$72,800,000	\$102,200,608	84%	\$53,000,000
Beginning Balance	\$74,767,615	\$83,191,254		\$132,956,126	\$83,191,254	100%	\$46,678,090
TOTAL	\$262,595,797	\$347,330,183	\$9,551,112	\$331,833,573	\$332,497,841	104%	\$251,130,965

**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 2018	Actuals FY 2019	Budget FY 2019	Adjusted FY 2019	Increase (red) FY 2019	% Inc (red) FY 2019	Actuals FY 2020	Budget FY 2020	Increase (red) FY 2020	Increase (red) FY 2020	% Inc (red) FY 2020	% Inc (red) FY 2020
Park City Municipal Corporation												
011 GENERAL FUND	\$12,266,079	\$0	\$12,581,450	\$13,683,962	\$1,417,883	12%	\$0	\$13,354,911	\$-329,051	\$773,461	-2%	6%
012 QUINNS RECREATION COMPLEX	\$-4,450,108	\$0	\$-4,878,112	\$-4,869,414	\$-419,306	9%	\$0	\$-5,341,968	\$-472,554	\$-463,856	10%	10%
021 POLICE SPECIAL REVENUE FUND	\$34,404	\$0	\$0	\$0	\$-34,404	-100%	\$0	\$0	\$0	\$0		
022 DRUG CONFISCATIONS	\$23,168	\$0	\$0	\$0	\$-23,168	-100%	\$0	\$0	\$0	\$0		
031 CAPITAL IMPROVEMENT FUND	\$40,859,511	\$0	\$74,204,665	\$10,196,484	\$-30,663,027	-75%	\$0	\$2,188,396	\$-8,008,088	\$-72,016,269	-79%	-97%
038 EQUIPMENT REPLACEMENT CIP	\$1,990,746	\$0	\$950,811	\$59,075	\$-1,931,671	-97%	\$0	\$59,075		\$-891,736		-94%
051 WATER FUND	\$2,415,273	\$0	\$8,119,624	\$4,502,009	\$2,086,736	86%	\$0	\$17,229,219	\$12,727,210	\$9,109,595	283%	112%
052 STORM WATER FUND	\$598,027	\$0	\$274,643	\$712,452	\$114,425	19%	\$0	\$352,719	\$-359,733	\$78,076	-50%	28%
055 GOLF COURSE FUND	\$1,210,441	\$0	\$1,119,136	\$1,064,829	\$-145,612	-12%	\$0	\$901,501	\$-163,328	\$-217,635	-15%	-19%
057 TRANSPORTATION & PARKING FUND	\$13,647,186	\$0	\$13,928,040	\$5,920,874	\$-7,726,312	-57%	\$0	\$8,362,023	\$2,441,149	\$-5,566,017	41%	-40%
058 PARKING FUND	\$0	\$0	\$0	\$0	\$0		\$0	\$1,409,190	\$1,409,190	\$1,409,190		
062 FLEET SERVICES FUND	\$1,207,403	\$0	\$1,217,443	\$1,181,761	\$-25,642	-2%	\$0	\$1,184,031	\$2,270	\$-33,412	0%	-3%
064 SELF INSURANCE FUND	\$1,163,647	\$0	\$48,212	\$442,654	\$-720,993	-62%	\$0	\$371,245	\$-71,409	\$323,033	-16%	670%
070 SALES TAX REV BOND - DEBT SVS FUND	\$7,396,945	\$0	\$7,177,001	\$6,790,321	\$-606,624	-8%	\$0	\$9,172,072	\$2,381,751	\$1,995,071	35%	28%
071 DEBT SERVICE FUND	\$710,461	\$0	\$739,258	\$755,397	\$44,936	6%	\$0	\$1,530,403	\$775,006	\$791,145	103%	107%
Total Park City Municipal Corporation	\$79,073,183	\$0	\$115,482,171	\$40,440,404	\$-38,632,779	-380%	\$0	\$50,772,817	\$10,332,413	\$-64,709,354	309%	708%
Park City Redevelopment Agency												
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$857,555	\$0	\$245,661	\$1,420,096	\$562,541	66%	\$0	\$1,565,596	\$145,500	\$1,319,935	10%	537%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$730,611	\$0	\$470,052	\$677,511	\$-53,100	-7%	\$0	\$727,511	\$50,000	\$257,459	7%	55%
033 REDEVELOPMENT AGENCY-LOWER PRK	\$1,026,025	\$0	\$27,514,550	\$3,001,276	\$1,975,251	193%	\$0	\$1,252,093	\$-1,749,183	\$-26,262,457	-58%	-95%
034 REDEVELOPMENT AGENCY-MAIN ST	\$1,073,963	\$0	\$571,350	\$444,435	\$-629,528	-59%	\$0	\$299,429	\$-145,006	\$-271,921	-33%	-48%
Total Park City Redevelopment Agency	\$3,688,154	\$0	\$28,801,613	\$5,543,318	\$1,855,164	192%	\$0	\$3,844,629	\$-1,698,689	\$-24,956,984	-73%	449%
Municipal Building Authority												
035 BUILDING AUTHORITY	\$429,917	\$0	\$423,484	\$429,917			\$0	\$429,917		\$6,433		2%
Total Municipal Building Authority	\$429,917	\$0	\$423,484	\$429,917			\$0	\$429,917		\$6,433		2%
TOTAL	\$83,191,254	\$0	\$144,707,268	\$46,413,639	\$-36,777,615	-188%	\$0	\$55,047,363	\$8,633,724	\$-89,659,905	235%	1,159%

Resources & Requirements - All Funds Combined

Description	2018 Actuals	2019 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	\$ 26,024,963	\$ 29,273,042	\$ 29,163,069	\$ 30,282,941	\$ 1,119,872	4%	\$ 30,699,780	\$ 416,839	1%
Planning Building & Engineering Fees	\$ 4,606,175	\$ 5,820,662	\$ 4,197,000	\$ 4,777,000	\$ 580,000	14%	\$ 3,502,000	\$ (1,275,000)	-27%
Charges for Services	\$ 25,435,545	\$ 27,957,560	\$ 24,921,531	\$ 37,423,843	\$ 12,502,312	50%	\$ 29,285,741	\$ (8,138,102)	-22%
Intergovernmental Revenue	\$ 5,791,994	\$ 1,301,269	\$ 8,060,251	\$ 14,079,955	\$ 6,019,704	75%	\$ 8,809,051	\$ (5,270,904)	-37%
Franchise Tax	\$ 3,147,847	\$ 3,230,881	\$ 3,322,000	\$ 3,205,000	\$ (117,000)	-4%	\$ 3,262,000	\$ 57,000	2%
Property Taxes	\$ 21,149,343	\$ 21,401,772	\$ 20,668,331	\$ 21,056,145	\$ 387,814	2%	\$ 21,375,032	\$ 318,887	2%
General Government	\$ 833,126	\$ 828,397	\$ 886,000	\$ 838,000	\$ (48,000)	-5%	\$ 865,000	\$ 27,000	3%
Other Revenues	\$ 17,861,124	\$ 11,321,933	\$ 17,709,536	\$ 18,607,216	\$ 897,680	5%	\$ 32,745,295	\$ 14,138,079	76%
TOTAL	\$ 104,850,117	\$ 101,135,515	\$ 108,927,718	\$ 130,270,100	\$ 21,342,382	20%	\$ 130,543,899	\$ 273,799	0%
REQUIREMENTS (Expenditures By Function)									
Executive	\$ 11,288,399	\$ 11,720,002	\$ 12,823,185	\$ 12,397,184	\$ (426,001)	-3%	\$ 13,510,617	\$ 1,113,433	9%
Police	\$ 6,226,525	\$ 6,148,933	\$ 6,520,529	\$ 6,653,197	\$ 132,668	2%	\$ 6,776,952	\$ 123,755	2%
Public Works	\$ 26,679,775	\$ 30,675,873	\$ 30,148,995	\$ 30,759,335	\$ 610,340	2%	\$ 32,227,833	\$ 1,468,498	5%
Library & Recreation	\$ 5,727,666	\$ 5,881,054	\$ 6,149,021	\$ 6,051,876	\$ (97,145)	-2%	\$ 6,355,170	\$ 303,294	5%
Non-Departmental	\$ 4,207,207	\$ 4,011,646	\$ 4,207,984	\$ 5,565,910	\$ 1,357,926	32%	\$ 4,404,220	\$ (1,161,690)	-21%
Special Service Contracts	\$ 538,800	\$ 556,045	\$ 540,000	\$ 590,000	\$ 50,000	9%	\$ 630,000	\$ 40,000	7%
Contingency	\$ 75,437	\$ 67,018	\$ 540,000	\$ 490,000	\$ (50,000)	-9%	\$ 640,000	\$ 150,000	31%
Capital Outlay	\$ 91,955	\$ 142,888	\$ -	\$ 12,800	\$ 12,800		\$ 12,900	\$ 100	1%
TOTAL	\$ 54,835,765	\$ 59,203,459	\$ 60,929,714	\$ 62,520,301	\$ 1,590,588	3%	\$ 64,557,692	\$ 2,037,391	3%
REQUIREMENTS (Expenditures by Type)									
Personnel	\$ 36,532,398	\$ 38,910,016	\$ 39,661,060	\$ 39,657,847	\$ (3,213)	0%	\$ 41,565,563	\$ 1,907,716	5%
Materials, Supplies & Services	\$ 17,825,325	\$ 19,612,635	\$ 20,350,570	\$ 21,834,540	\$ 1,483,970	7%	\$ 21,723,936	\$ (110,604)	-1%
Contingency	\$ 75,437	\$ 67,018	\$ 440,000	\$ 390,000	\$ (50,000)	-11%	\$ 540,000	\$ 150,000	38%
Capital Outlay	\$ 402,605	\$ 613,790	\$ 478,083	\$ 637,914	\$ 159,831	33%	\$ 728,183	\$ 90,269	14%
TOTAL	\$ 54,835,765	\$ 59,203,459	\$ 60,929,713	\$ 62,520,301	\$ 1,590,588	3%	\$ 64,557,682	\$ 2,037,381	3%
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS	\$ 50,014,352	\$ 41,932,056	\$ 47,998,005	\$ 67,749,799	\$ 19,751,794	41%	\$ 65,986,217	\$ (1,763,582)	-3%
OTHER FINANCING SOURCES (Uses)									
Bond Proceeds	\$ 35,227,871	\$ 85,387,786	\$ 72,800,000	\$ 102,200,608	\$ 29,400,608	40%	\$ 53,000,000	\$ (49,200,608)	-48%
Debt Service	\$ (16,216,948)	\$ (16,884,755)	\$ (15,628,056)	\$ (15,628,056)	\$ -	0%	\$ (14,901,881)	\$ 726,175	-5%
Interfund Transfers In	\$ 47,750,191	\$ 79,846,401	\$ 17,149,729	\$ 16,835,878	\$ (313,851)	-2%	\$ 20,908,976	\$ 4,073,098	24%
Interfund Transfers Out	\$ (47,750,191)	\$ (79,846,401)	\$ (17,149,729)	\$ (16,835,878)	\$ 313,851	-2%	\$ (20,908,976)	\$ (4,073,098)	24%
Capital Improvement Projects	\$ (60,601,638)	\$ (87,426,093)	\$ (93,418,807)	\$ (191,099,965)	\$ (97,681,158)	105%	\$ (95,715,062)	\$ 95,384,903	-50%
TOTAL	\$ (41,590,715)	\$ (18,923,062)	\$ (36,246,863)	\$ (104,527,413)	\$ (68,280,550)	188%	\$ (57,616,943)	\$ 46,910,470	-45%
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS AND OTHER SOURCES (Uses)	\$ 8,423,637	\$ 23,008,994	\$ 11,751,142	\$ (36,777,614)	\$ (48,528,756)	-413%	\$ 123,603,160	\$ 160,380,774	-436%
Beginning Balance	\$ 74,767,615	\$ 83,191,254	\$ 132,956,126	\$ 83,191,254	\$ (49,764,872)	-37%	\$ 46,678,090	\$ (36,513,164)	-44%
Ending Balance	\$ 83,191,254	\$ 106,200,250	\$ 144,707,268	\$ 46,413,639	\$ (98,293,629)	-68%	\$ 55,047,363	\$ 8,633,724	19%

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.

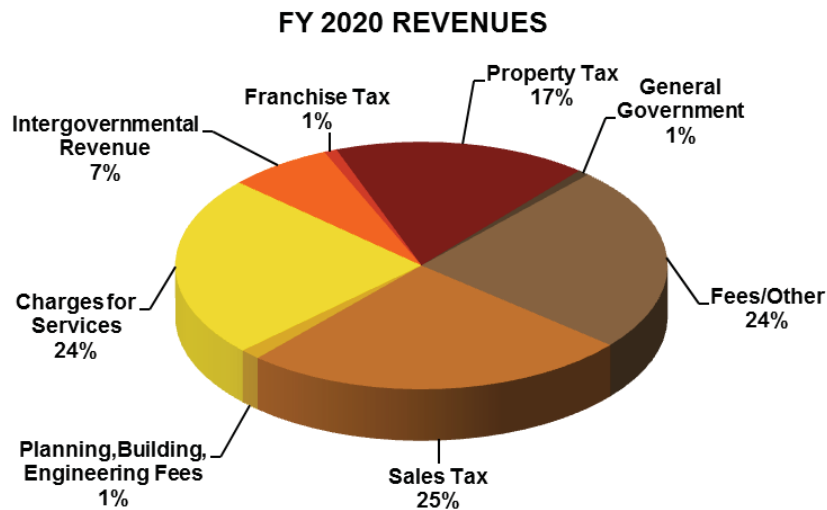


Figure R1 – Budgeted Revenue by Source

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

REVENUES

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	\$866,736	\$731,016	\$690,480	\$595,066	\$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.

REVENUES

Although sales tax revenue has maintained some consistency over the last six years, it is still considered a revenue source subject to national, state, and local economic conditions, as seen during the 2009-2010 recession. These conditions fluctuate based on a myriad of factors. Using a linear equation to forecast sales tax revenue helps to smooth out larger fluctuations and conservatively budget the revenue source. Sales tax revenue for the current fiscal year as well as FY 2020 is expected to grow when compared to FY 2018.

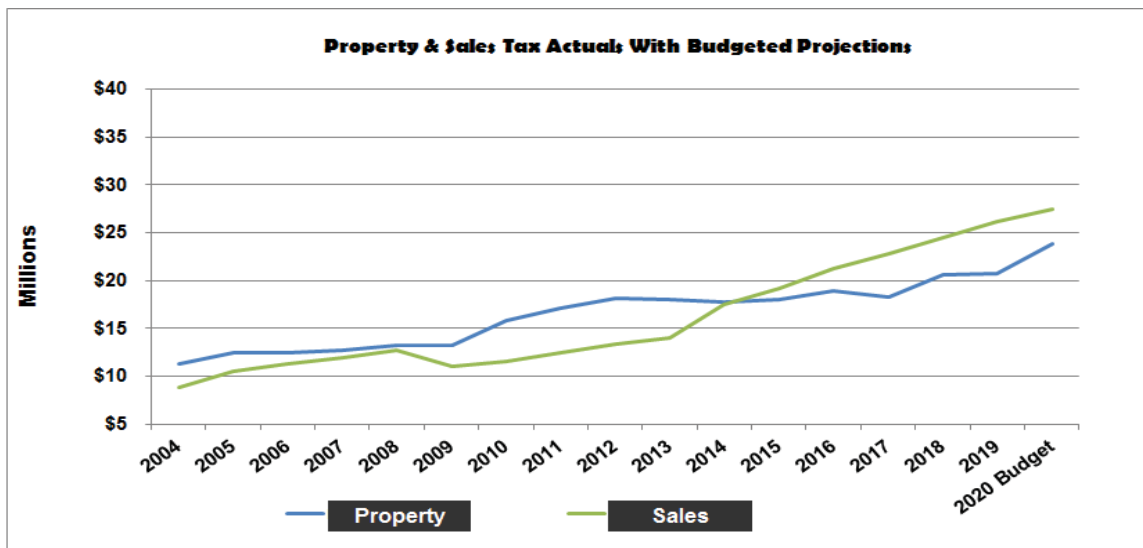


Figure R3- Property & Sales Tax Actuals and Projections

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.

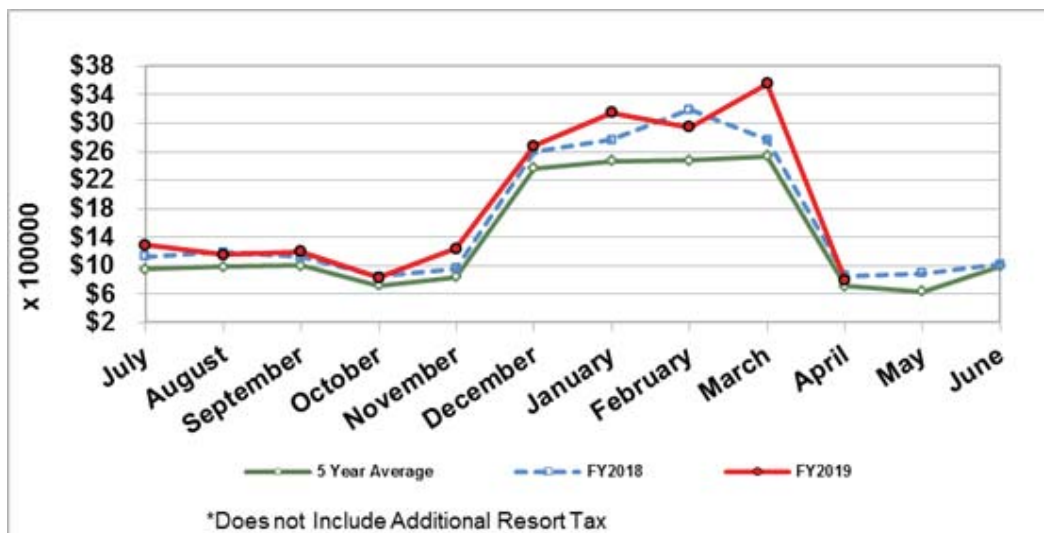


Figure R4 – Sales Tax for FY 2019 (Compared to a Five-year Average and FY 2018)

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 (Effective July 1, 2019)	
State of Utah	
General Sales & Use Tax	4.85%
Summit County	
County Option Sales Tax	0.25%
Recreation, Arts, and Parks Tax	0.10%
Transportation Tax	0.25%
Mass Transit Tax	0.25%
Transportation Infrastructure Tax	0.25%
Transit Capital Expenses	0.20%
Park City	
Local Option Sales Tax	1.00%
Resort City Sales Tax	1.60%
Mass Transit Tax	0.30%
Total Park City "Base"	9.05%
Other Taxes	
Countywide Restaurant Tax	1.00%
Countywide Motor Vehicle Rental Tax	2.50%
Countywide Transient Room Tax	3.00%
Statewide Transient Room Tax	0.32%
Park City Transient Room Tax	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

REVENUES

least the amount of local option sales tax that was distributed in 2005, or \$3,892,401. This provision was sunsetted in 2012.

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

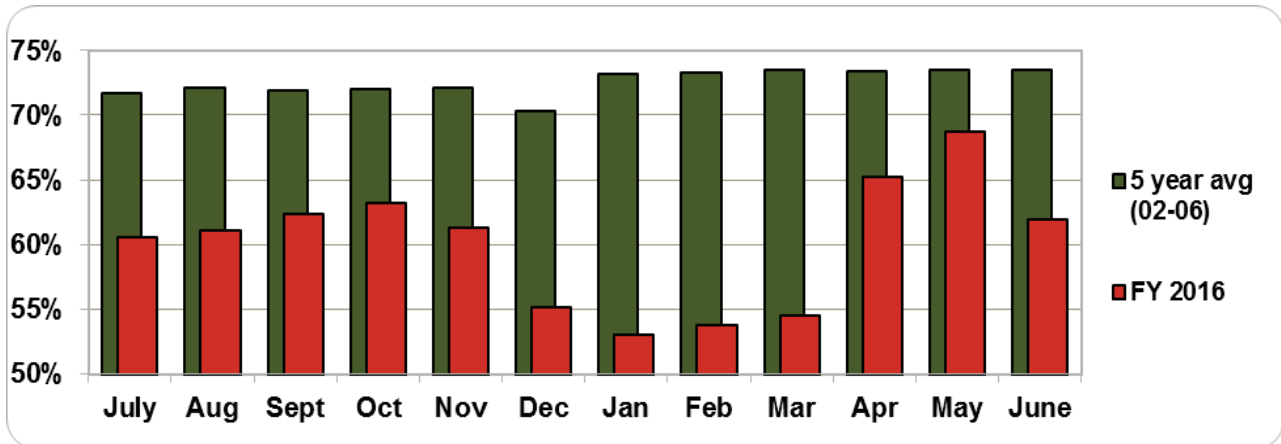


Figure R6 – Local Option Tax Distribution

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.

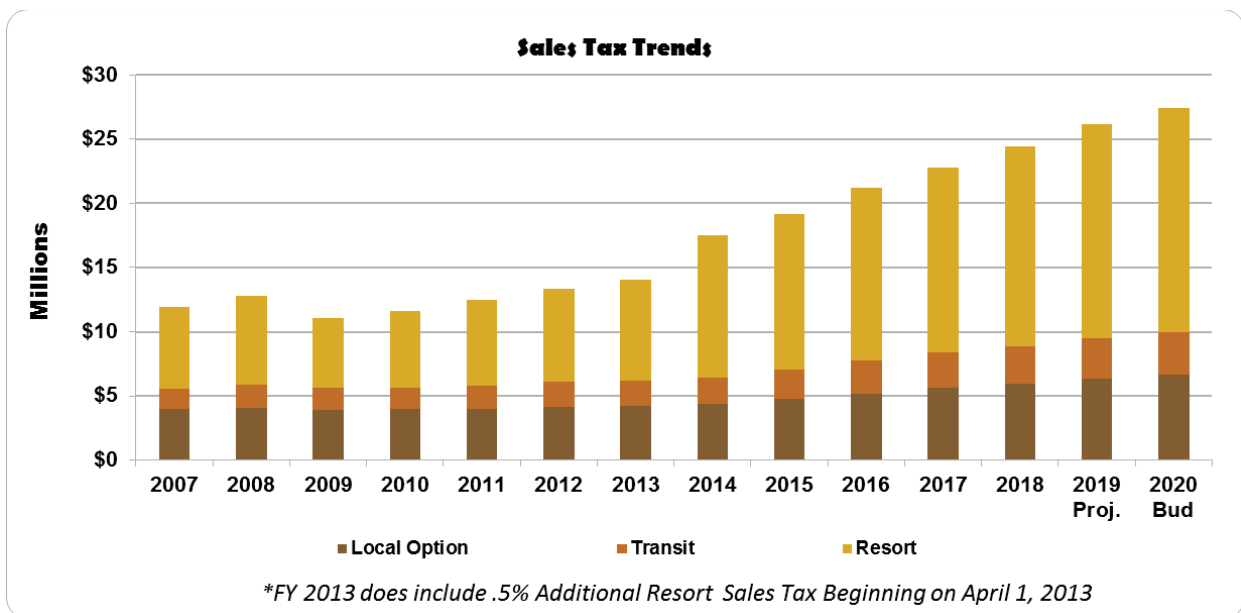


Figure R7 - Sales Taxes Breakdown

REVENUES

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.

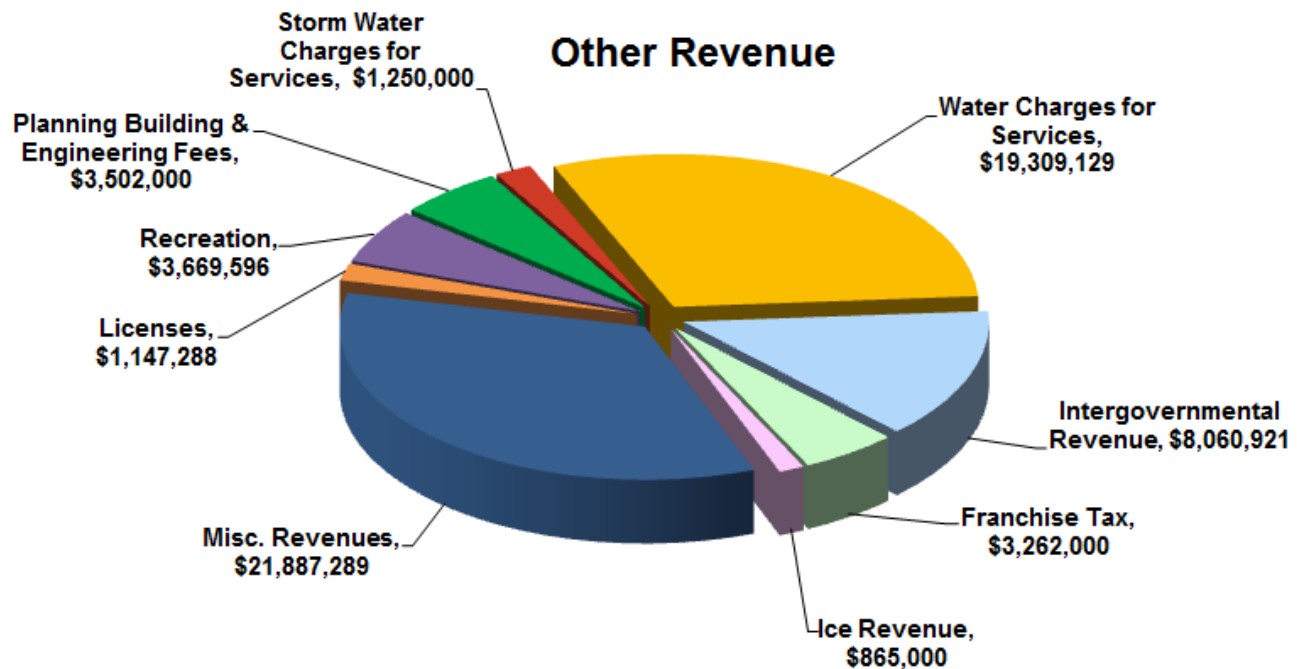


Figure R8 – Other Revenue Breakdown

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 9.71% 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	41,565,563
Materials, Supplies & Services	14,848,667	14,821,754	15,412,531	17,825,325	20,350,570	21,834,540	21,723,936
Capital Outlay	35,598,211	20,160,212	77,088,715	61,004,243	93,896,890	191,737,879	96,443,245
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	540,000
Actual Budget	\$100,115,047	\$76,862,641	\$137,203,351	\$131,654,351	\$169,976,576	\$269,248,322	\$175,174,625
Budget Excluding Capital	\$64,516,836	\$56,702,429	\$60,114,636	\$70,650,108	\$76,079,686	\$77,510,443	\$78,731,380
Interfund Transfers	22,945,672	15,431,059	39,521,611	47,750,191	17,149,729	16,835,878	20,908,976
Ending Balance	83,622,487	81,763,532	83,017,228	83,191,254	144,707,268	46,413,639	55,047,363
Subtotal	\$106,568,159	\$97,194,591	\$122,538,839	\$130,941,445	\$161,856,997	\$63,249,517	\$75,956,339
Grand Total	\$206,683,206	\$174,057,232	\$259,742,190	\$262,595,796	\$331,833,573	\$332,497,839	\$251,130,964

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

The FY 2020 Budget (*excluding capital*) is increasing to \$78.7 million, which is a 1.6% increase 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 4.8% increase 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,

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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

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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

EXPENSES

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 1.9 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. Also, the distribution % of the Public Works Manager will lead to a decrease of 0.2 FTEs.

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- 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-classified 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 0.25 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 decreasing by 0.20 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	0.50	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	

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ARTS & CULTURE	0.25	1.50		1.50		1.00	0.75
SOCIAL EQUITY				0.50	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		17.16	1.90	0.25	
WATER OPERATIONS	29.45	29.45		29.84	0.39	0.75	
STORM WATER OPER	6.57	6.57		6.52	-0.05		
FLEET SERVICES DEPT	9.85	10.10		9.85	-0.25		
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		8.78	-0.20		
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	432.79	9.16	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 7.20 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.

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Fund	FY 2019 (Adj)	FY 2020
General Fund	212.46	219.66
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	16.90
Transportation Fund	136.20	126.50
Parking Fund		11.45
Fleet Services Fund	10.10	9.85
Storm Water Fund	6.57	6.52
TOTAL	423.63	432.79

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.

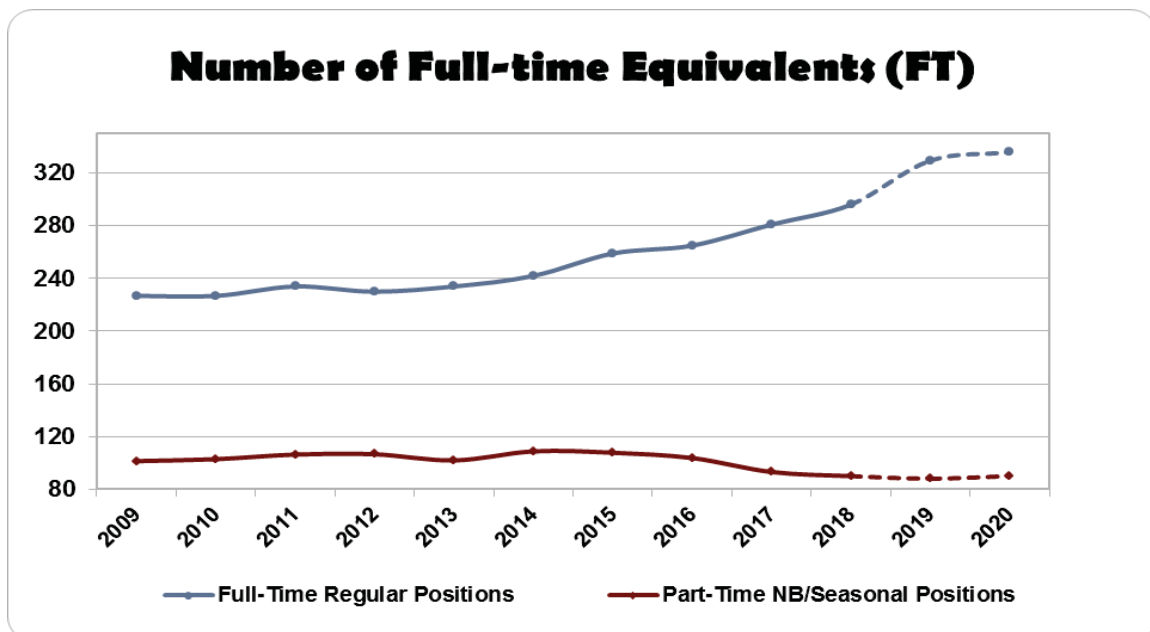


Figure E6 – FTE Totals

EXPENSES

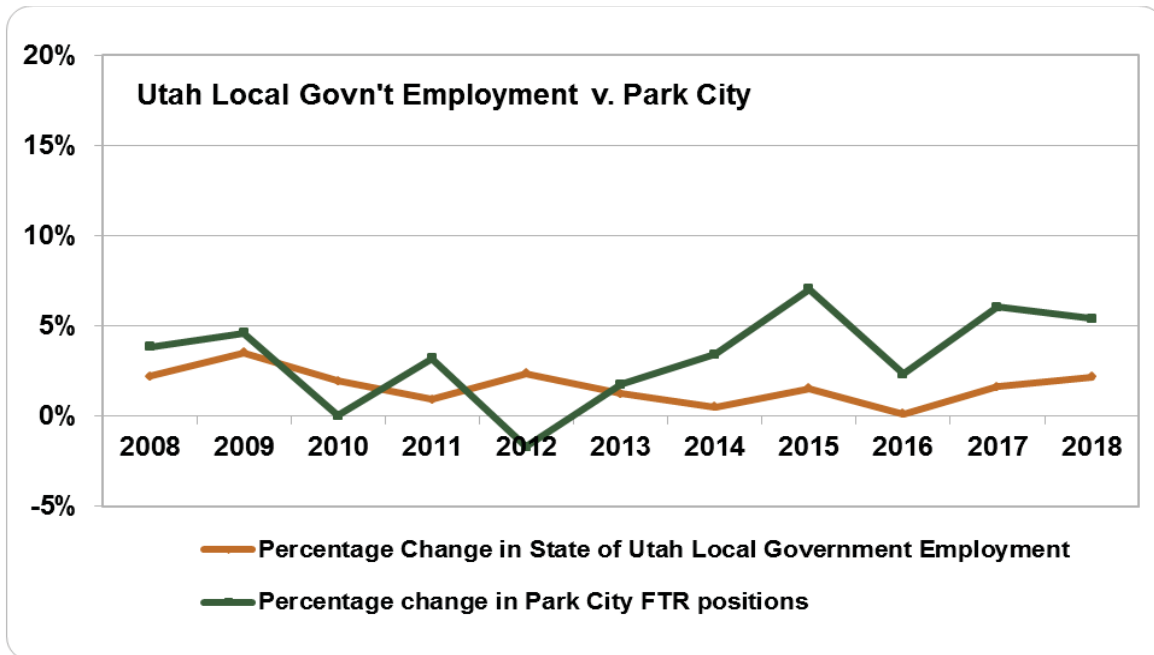


Figure E7 - Percentage Change in Park City and State Employment

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.

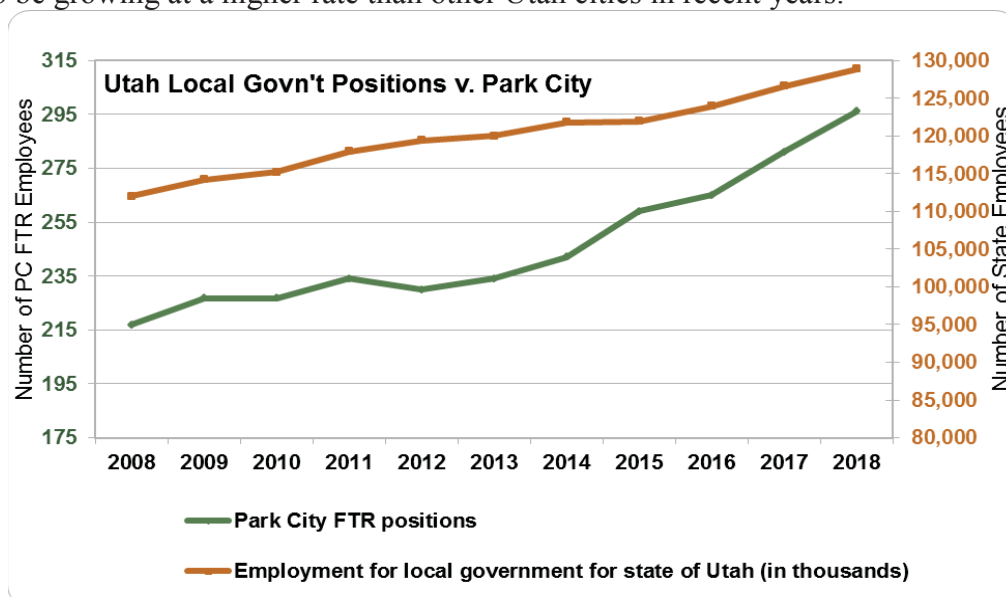


Figure E8 – Employment Totals for Utah Local Government and Park City FTR Positions

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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

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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.

BFO Budget Allocation by Quartile (All Funds)

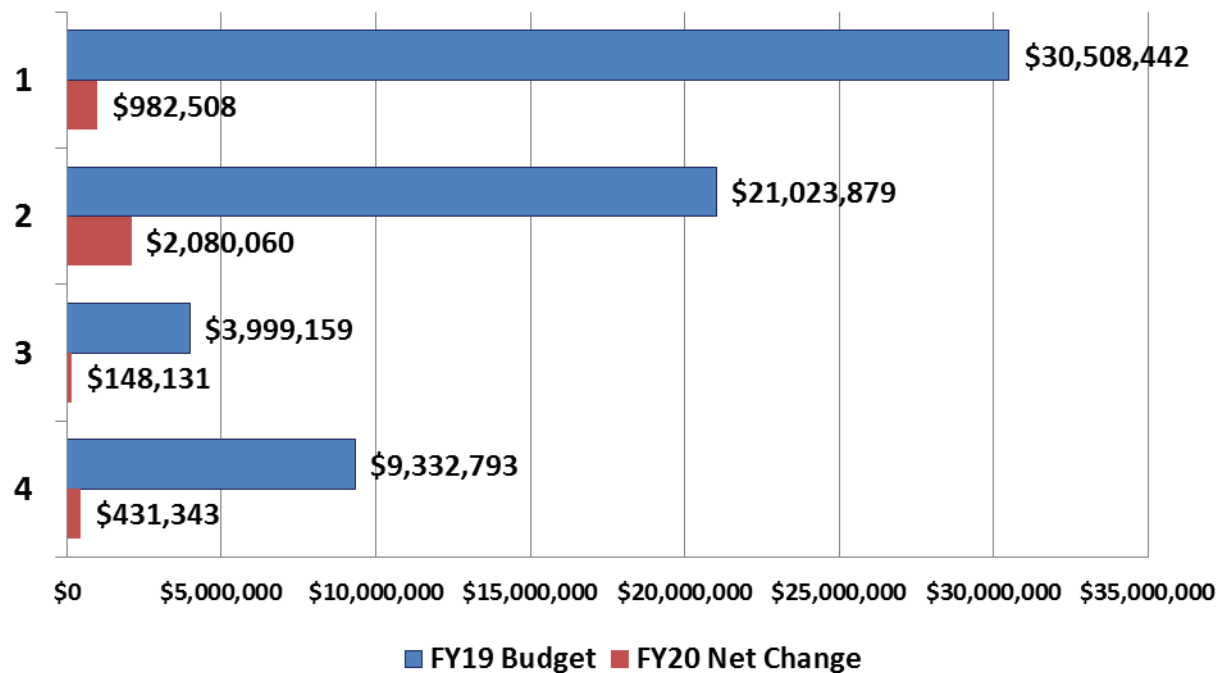


Figure E10 – Allocation of Budgeted Resources by Quartile

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

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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

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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.

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- 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*

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Preserving and Enhancing the Natural Environment



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

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

Priorities & Desired Outcomes with Budget Recommendations:

Critical Priority

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

Desired Outcomes

- High Quality and Sustainable Water*
 - \$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).

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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 in 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

EXPENSES

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:

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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 Proj	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 Renovation	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

EXPENSES

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 Management 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.

EXPENSES

General Fund Transfer - Ongoing Projects						
Project	2019	2020	2021	2022	2023	2024
CP0006 Pavement Management 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 Replacement	65,000	65,000	65,000	65,000	65,000	65,000
Total	2,676,196	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.)

EXPENSES

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 is 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

EXPENSES

- 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. Their sanitary sewer is clay pipe and past its life,
- Questar Gas has requested to get into Park Avenue to replace their gas line. Their gas line is a steel pipe and is also past its useful life,
- The water line is not at the end of its life but is close enough where Public Utilities would replace their water line at the same time the other utilities are replaced,
- With all the utility work, the road, sidewalks and curb and gutters would be removed to facilitate utility work and would need to also be fully replaced.

Scope of Project

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

Housing Plan

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

EXPENSES

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

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

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

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

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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 facilities to determine the best solutions for these needs. Currently the construction of a Public Utilities Building at Quinn's Junction has been postponed due to anticipated construction costs and insufficient funding. The recommended budget includes reallocating the previously allocated budget to improvements at the mine bench and other facility which will allow the departments to function at the same level of current services. These project plans and funding options will be discussed in detail during the budget hearings.

Historic Park City/ Main Street & Downtown Projects

The 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.

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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

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

In December, the City retained the services Lake Flato to provide design services for the Arts and Culture District Master Plan Development (MPD). The Kimball Art Center Board and Sundance Institute Board are currently evaluating the programming 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 at various locations in Park City and the Snyderville Basin. Final locations are TBD and will be determined via public input, adjacent land uses, anticipated demand, and site control/property ownership. *The Objective:* Reduce Vehicle Miles Traveled, congestion, and associated GHG emissions. Additional objectives include those related to human health.

Transportation and Traffic Master Plan Update

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

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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.

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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.

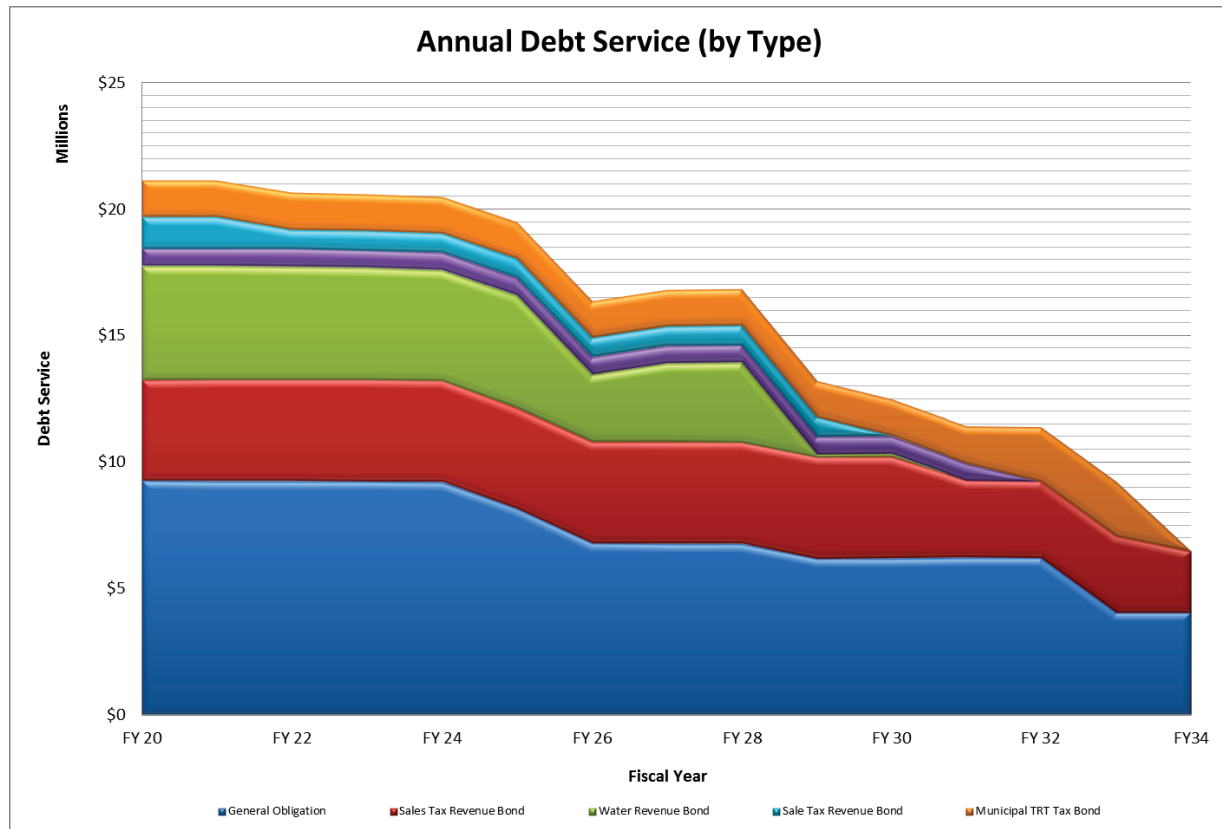


Figure E21 - Long Term Debt

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.

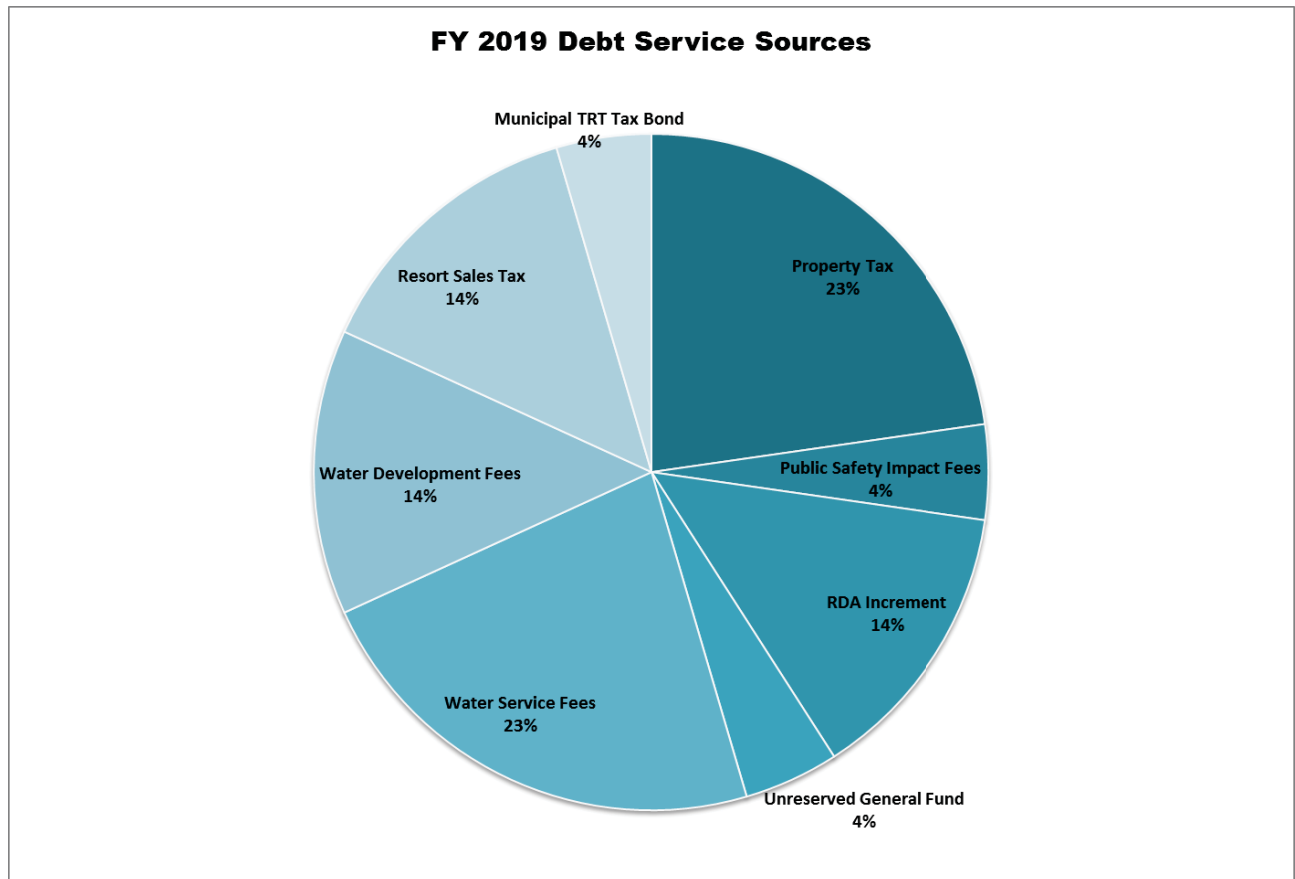


Figure E22 – Debt Funding Sources

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.

EXPENSES

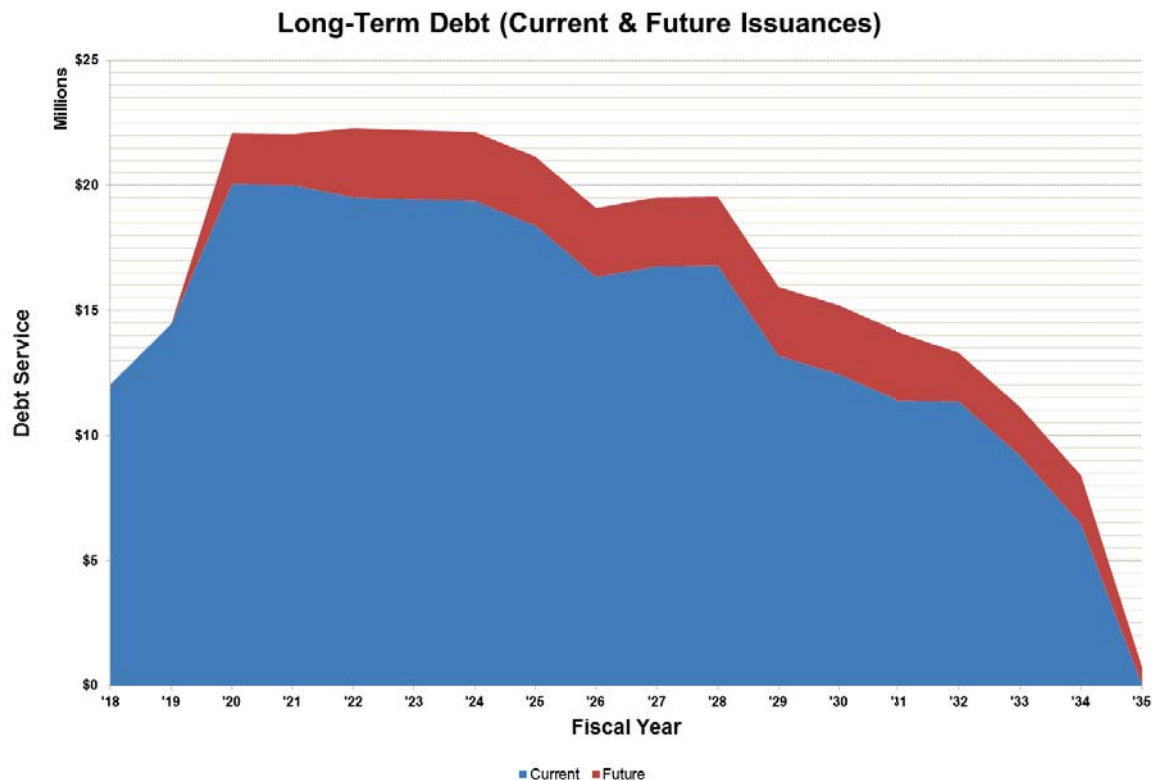


Figure E23 – Anticipated Future Debt Service Compared to Existing Debt

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.

EXPENSES

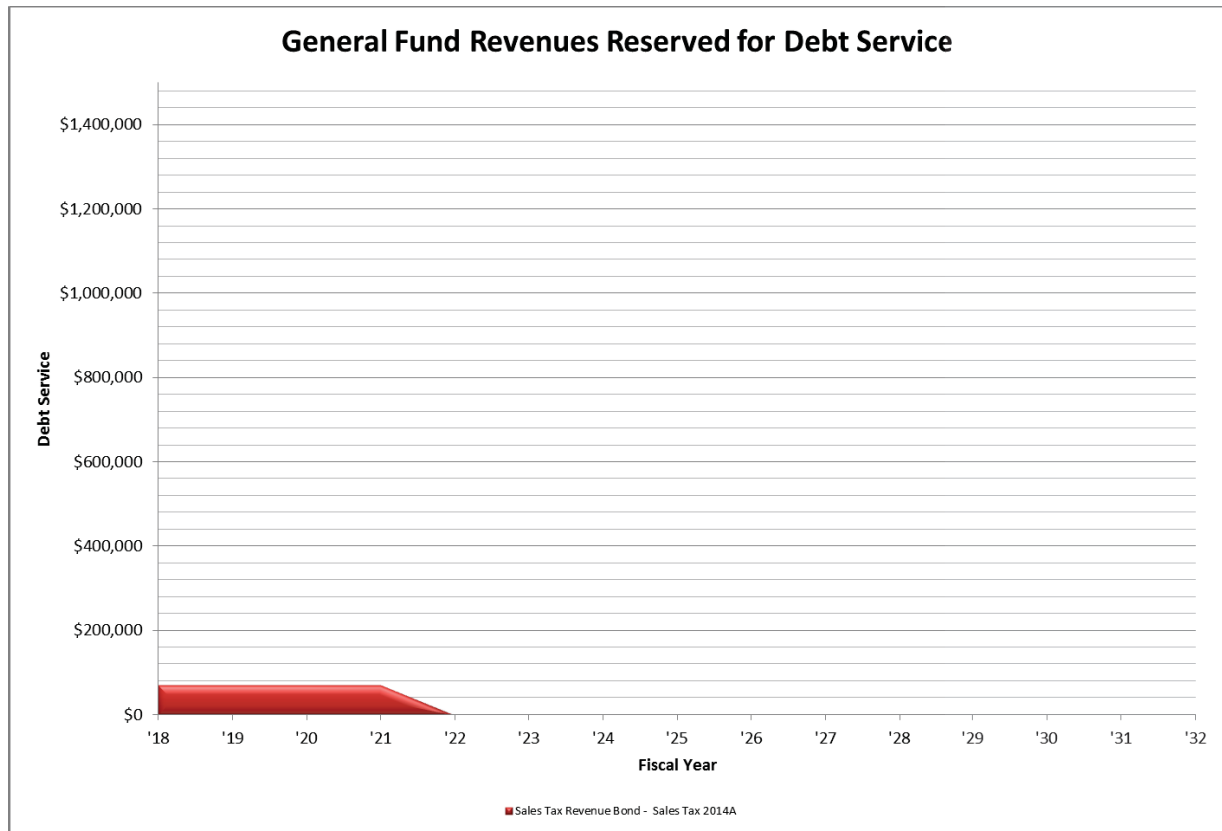
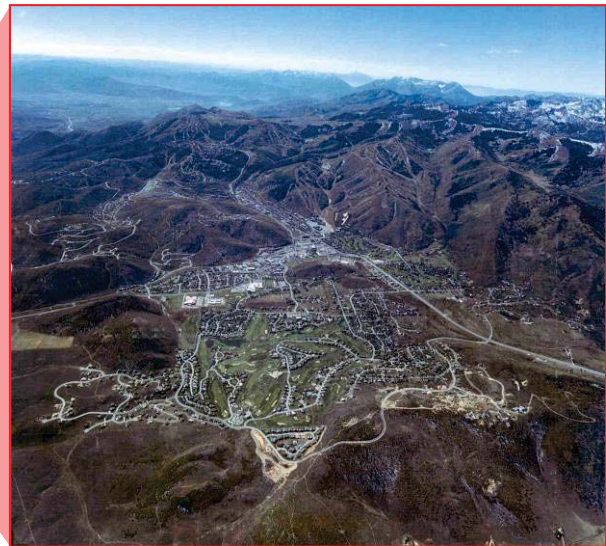
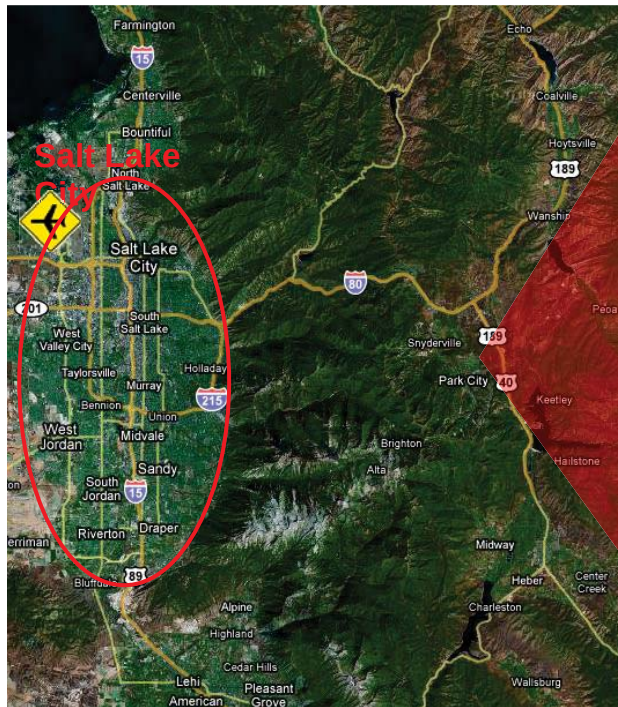


Figure E24 – General Fund Revenues Reserved for Debt Service

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

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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.

ECONOMIC OUTLOOK

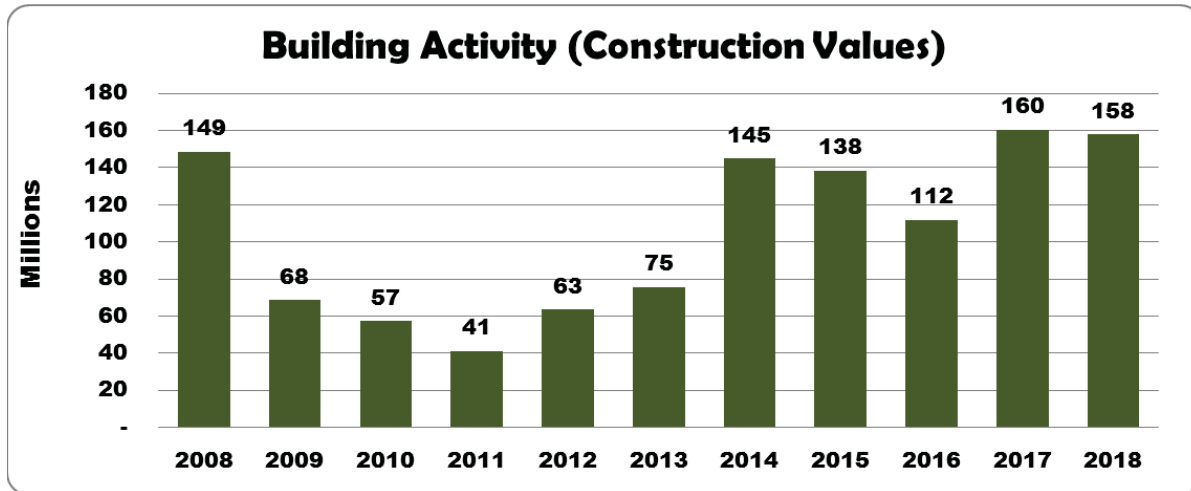


Figure EO1 – Annual Cost of Construction in Park City

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.

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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.

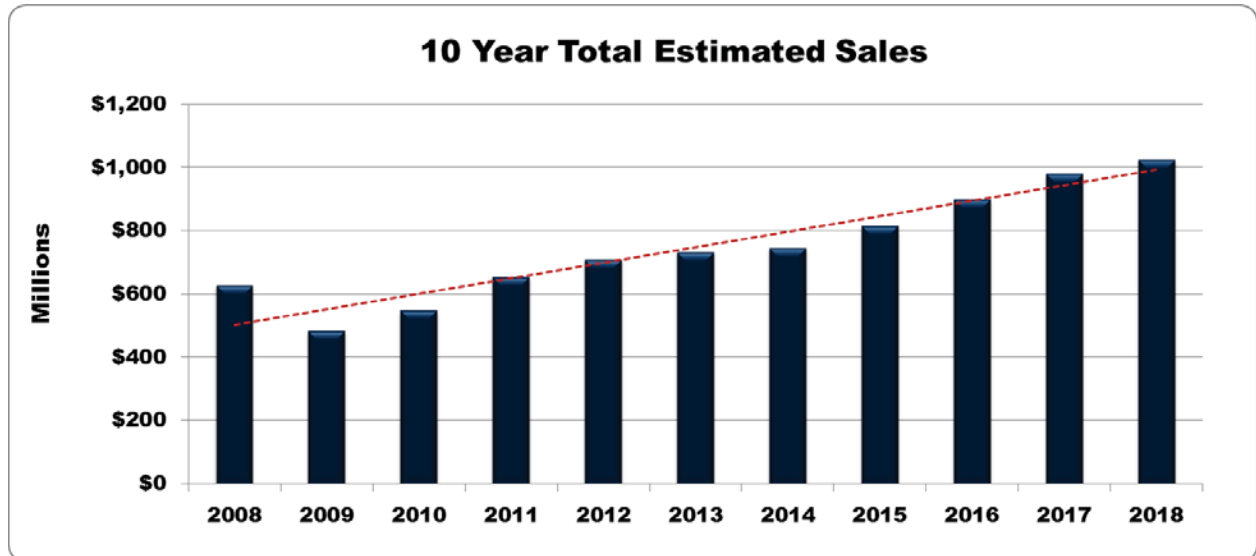


Figure EO2 – Total Estimated Sales

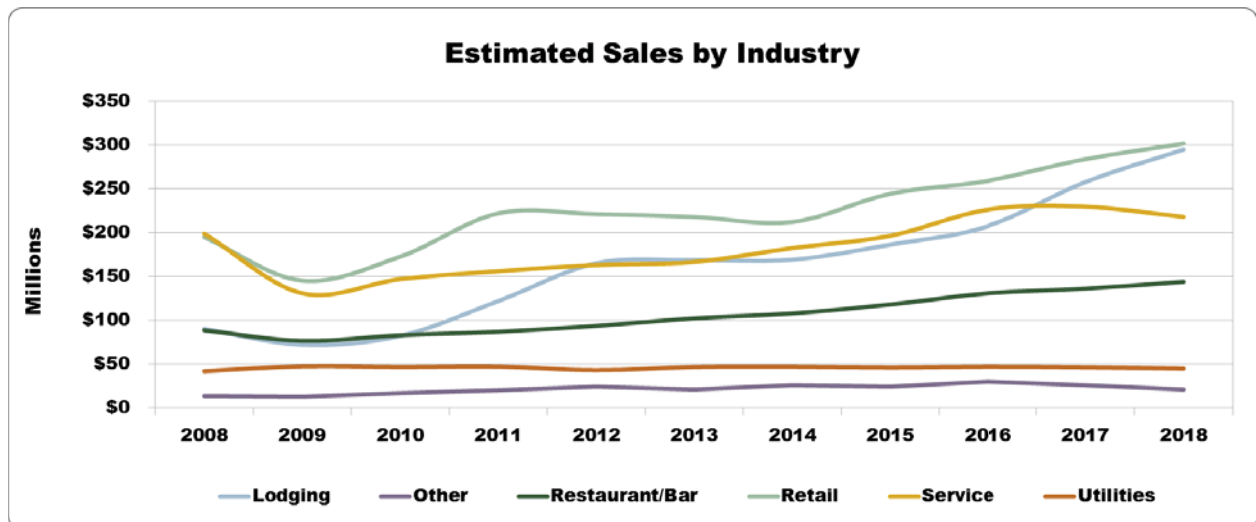


Figure EO3 – Estimated Sales by Industry

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.

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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.

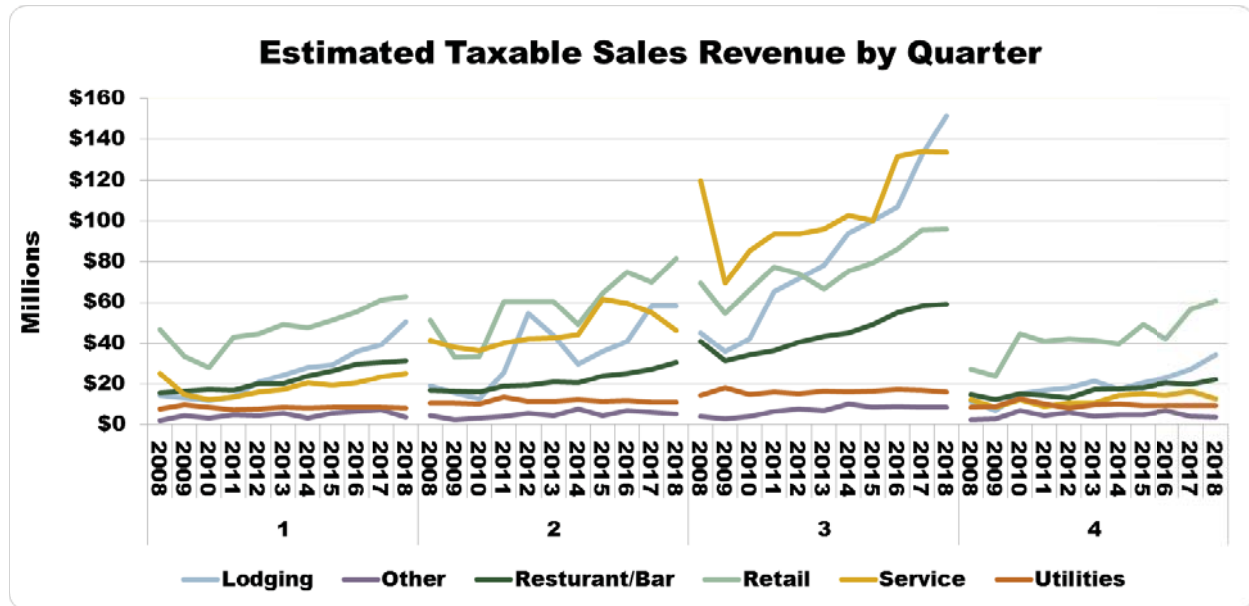


Figure E04 – Estimated Taxable Sales Revenue by Quarter

CITY FINANCIAL HEALTH INDICATORS

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

TYPES OF FINANCIAL HEALTH INDICATORS

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

ECONOMIC OUTLOOK

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.

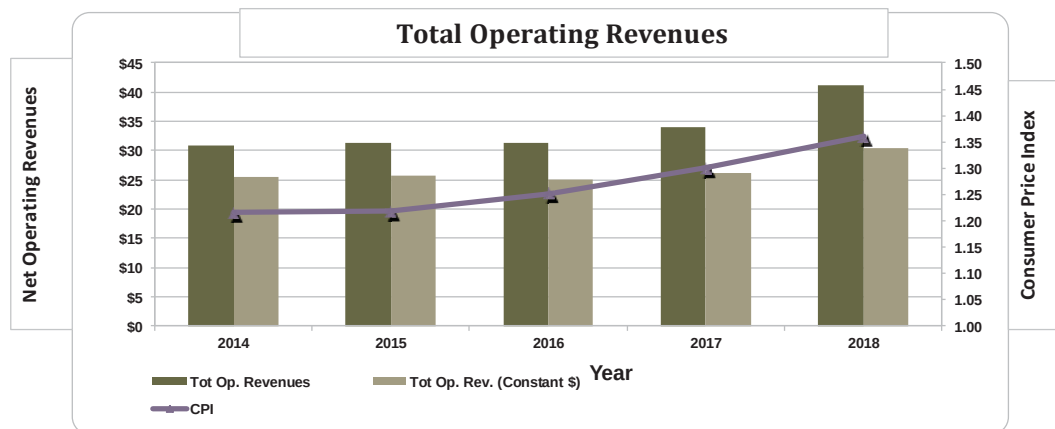
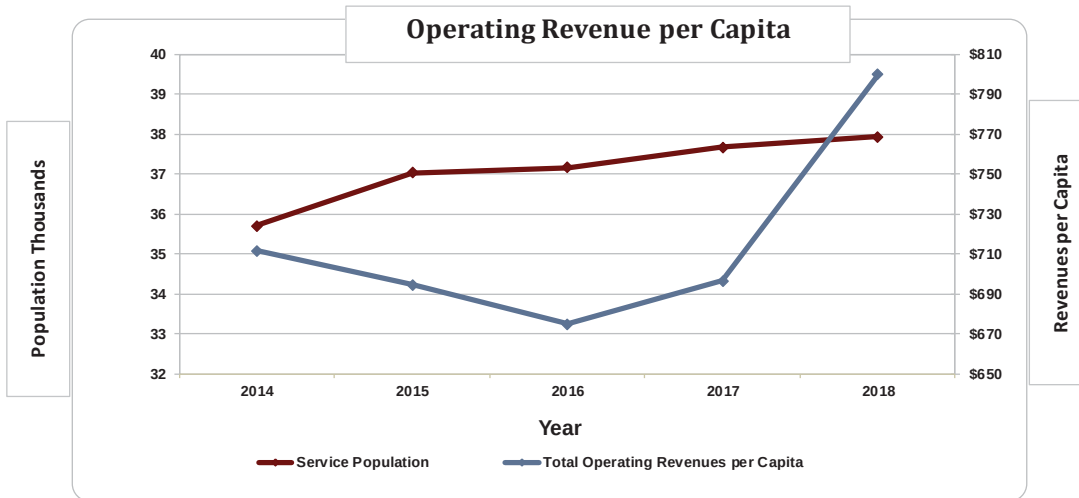
- A. Revenues per capita
- B. Expenditures per capita
- C. Municipal employees per capita
- D. Operating (deficit) surplus per capita
- E. Comparison of the liquidity ratio and long-term debt
- F. Long-term overlapping debt as a percentage of assessed valuation
- G. Administrative costs as a percentage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

ECONOMIC OUTLOOK

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

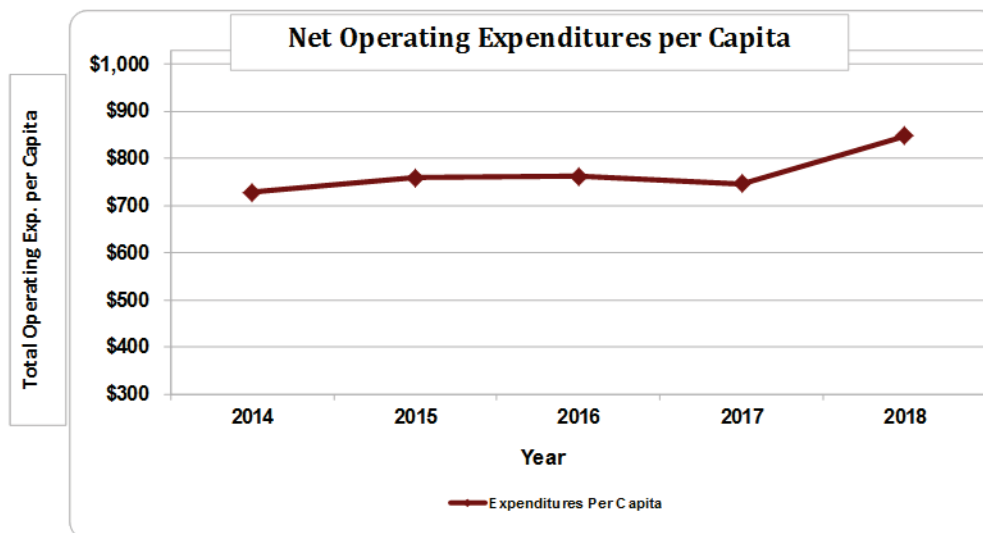
* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors.

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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)

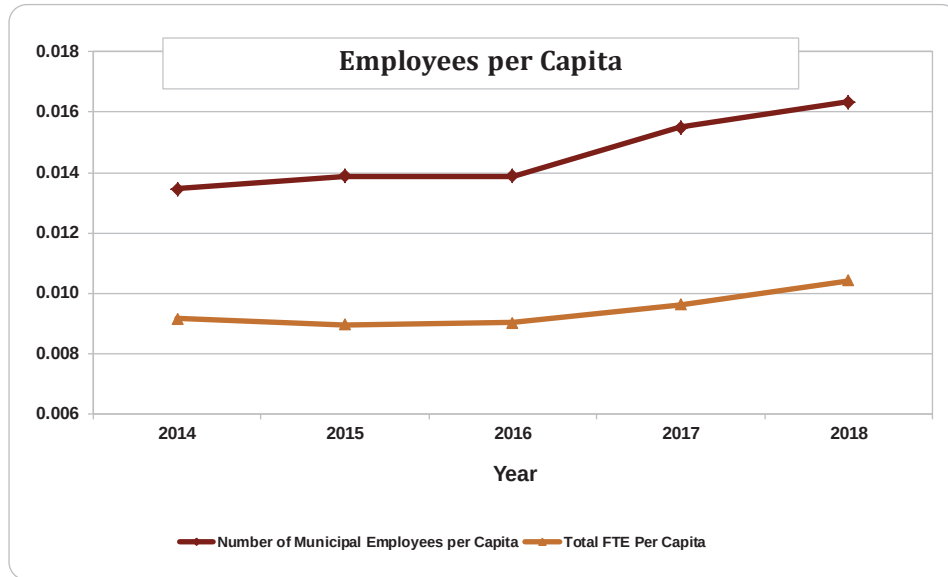
CPI - Bureau of Labor Statistics www.bls.gov

** 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

ECONOMIC OUTLOOK

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

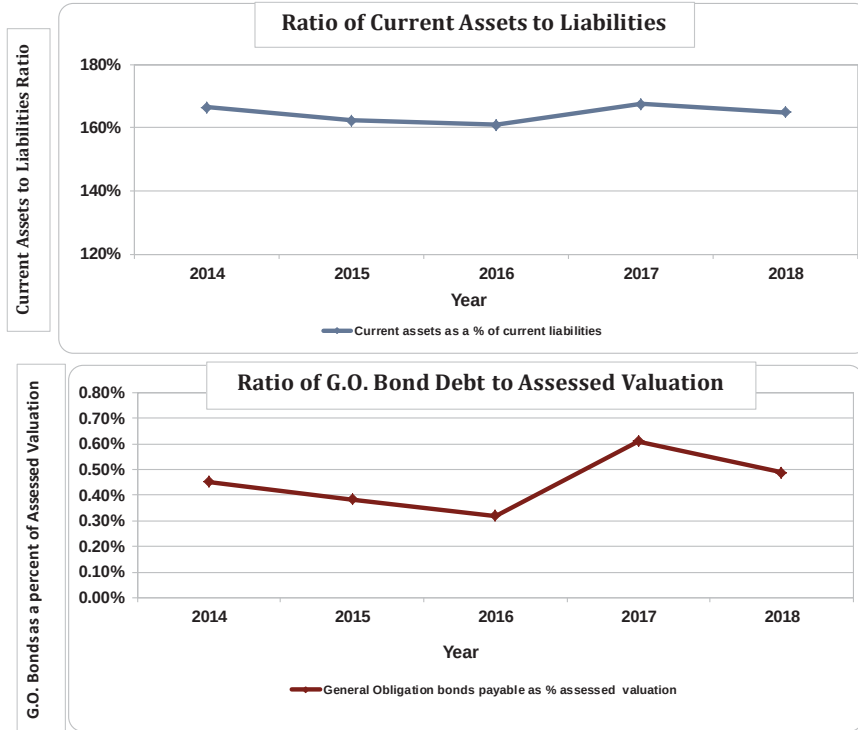
ECONOMIC OUTLOOK

Liquidity & Long Term Debt

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

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

Description	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

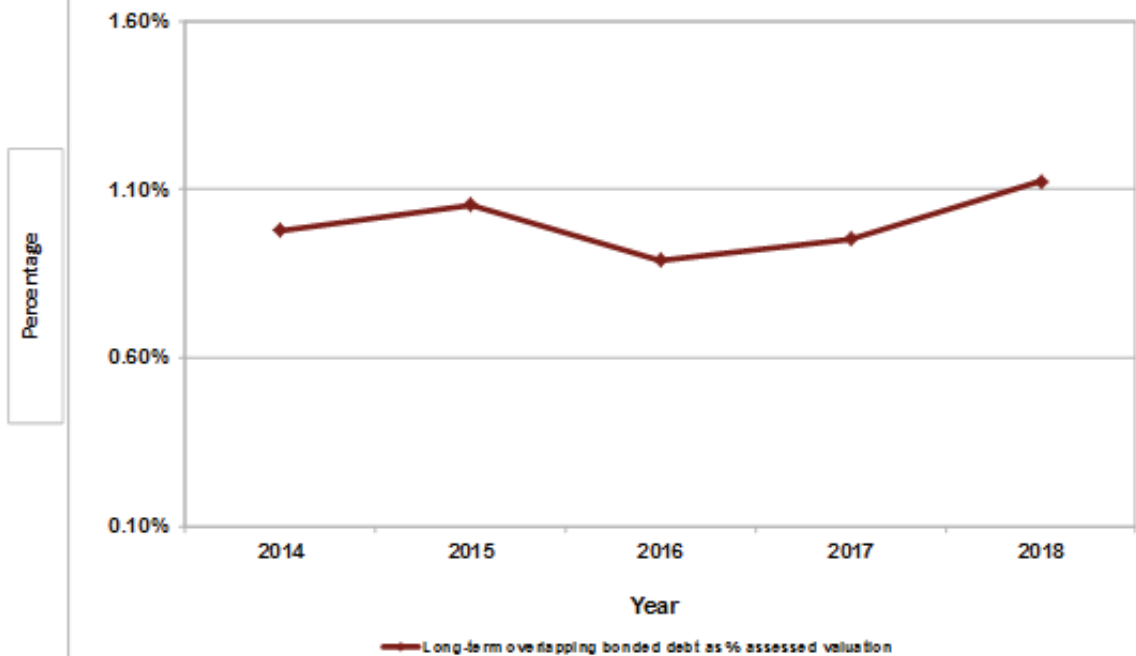
ECONOMIC OUTLOOK

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%

Overlapping Debt as a Percent of Assessed Valuation



Analysis

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

*Taken out per financial advisor suggestion.

Source

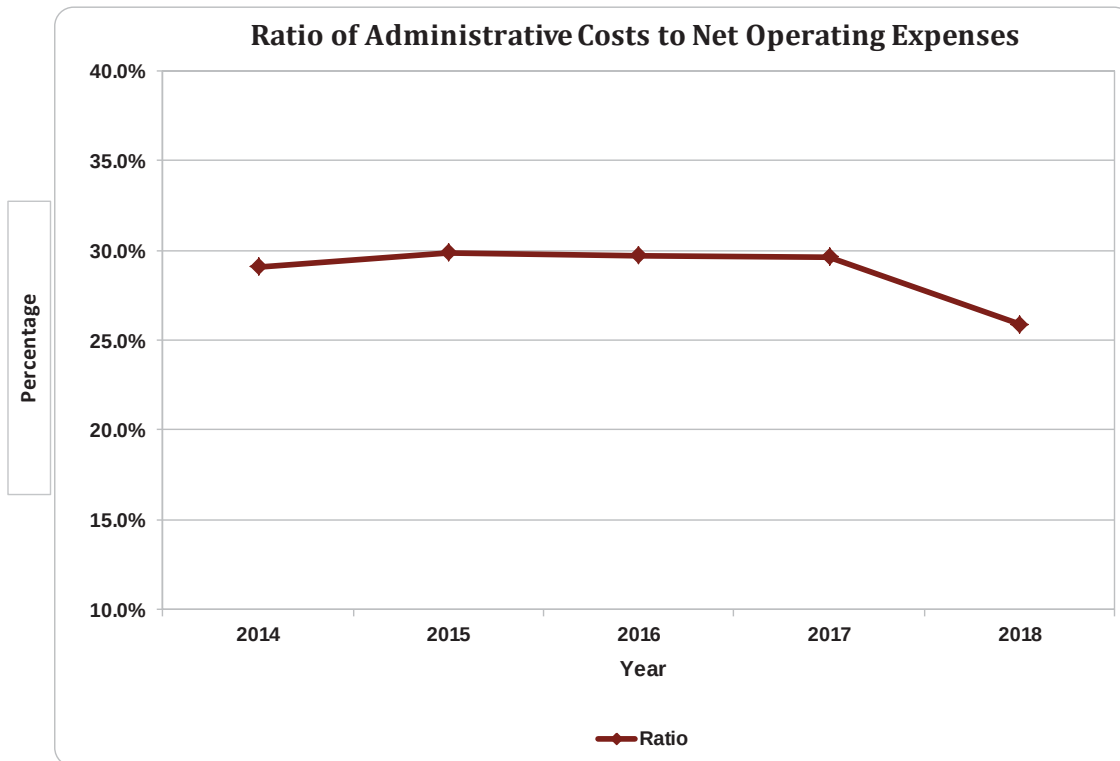
Long-term overlapping bonded debt - CAFR FY18 Schedule 14, Assessed valuation - Summit County Assessor's Office; CAFR FY18 Schedule 16 pg. 124

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)

ECONOMIC OUTLOOK

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

ECONOMIC OUTLOOK

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	\$96,149
Median Household Income (2018) ³ :	\$109,497
Median Family Income (2017) ¹ :	\$1,950,000
Median Home Price (2017) ⁶ :	39.3
Median Age (2017) ³ :	4,816
Enrolled Public School Population (Fall 2017) ³ :	
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

¹Source: U.S. Census Bureau

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

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

⁴Source: GIS

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

⁶ Source: Park City Board of Realtors

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CHAPTER 1 - BUDGET POLICY

PART I - BUDGET ORGANIZATION

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

POLICIES & OBJECTIVES

- 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.

POLICIES & OBJECTIVES

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-

POLICIES & OBJECTIVES

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.

POLICIES & OBJECTIVES

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

POLICIES & OBJECTIVES

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

POLICIES & OBJECTIVES

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.

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- 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

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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.

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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

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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.

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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.

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- 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

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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

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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

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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.

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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

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

C. Conveyance for Value

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

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

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

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

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

D. Revenue

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

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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

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- 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.

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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.

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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.

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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.

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- 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.

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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.

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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

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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:

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- 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.

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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.

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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

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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.

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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.

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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

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limit of 1.5 percent, which is a ballot issue and requires voter approval? Is the City willing to request voter approval for a general obligation bond in the amount of roughly \$2 million?

H. Miscellaneous Analysis

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

PART III - COST ALLOCATION PLAN

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

Anticipated future actions include the following:

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

CHAPTER 5 - CONTRACTS & PURCHASING POLICY

PART I - PUBLIC SERVICE CONTRACTS (AMENDED MAY 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.

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B. Total Public Service Fund Appropriations

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

C. Fund Categories and Percentage Allocations

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

1. Special Service Contracts

a. 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.

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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.

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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.

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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.

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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

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(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.

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- 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

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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

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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

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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.

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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;

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- 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-

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A. Goals

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

B. Objectives

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

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C. Fundamental Principals

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

D. Communication Protocols

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

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

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

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E. Eligibility

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

F. Funding Alternatives

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

G. Procedures

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

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

Phase II:

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

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

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

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

4. **Phase II Implementation Recommendation:** The Traffic Calming Project Review Committee proposes Phase II traffic calming implementation actions and defines a project budget.
5. **Phase II Consensus Meeting:** A neighborhood meeting is held to present a Phase II implementation proposal including project budget, possible time frame, discuss temporary installation, etc. The estimated time frame is one to three years depending on funding availability.
6. **Phase II Petition:** Residents and businesses in neighborhood boundary are mailed/or hand delivered a petition by the City identifying Phase II actions, cost, and explanation of implications of vote. Petition provides ability to vote yes, no,

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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.

- ### 3. Driver Perception/Psychology:

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

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

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

C. Year to Year or One Time Events

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

D. Funding Mechanisms for Special Event Budget Increases

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

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

E. Special Event Fees

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

F. Economic Benefit Offset (EBO):

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

G. Other General Fund Resources

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

PART V – GASB 54 FUND BALANCE

PURPOSE

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

I. FUND BALANCE COMPONENTS

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

A. Nonspendable Fund Balance

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

B. Restricted Fund Balance

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

C. Committed Fund Balance

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

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

D. Assigned Fund Balance

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

E. Unassigned Fund Balance

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

II. HEIRARCHY OF SPENDING FUND BALANCE

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

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

A.General Fund

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

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

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B. Special Revenue Funds

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

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

C. Capital Projects

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

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

D. Debt Service

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

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

FUND STRUCTURE

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

General Fund

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

Enterprise Funds

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

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

Debt Service Funds

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

Park City General Long-Term Debt Service Fund

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

Sales Tax Revenue Debt Service Fund

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

Redevelopment Agency Debt Service Fund

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

Municipal Building Authority Debt Service Fund

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

Internal Service Funds

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

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

Capital Project Funds

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

PAY PLAN PROCESS

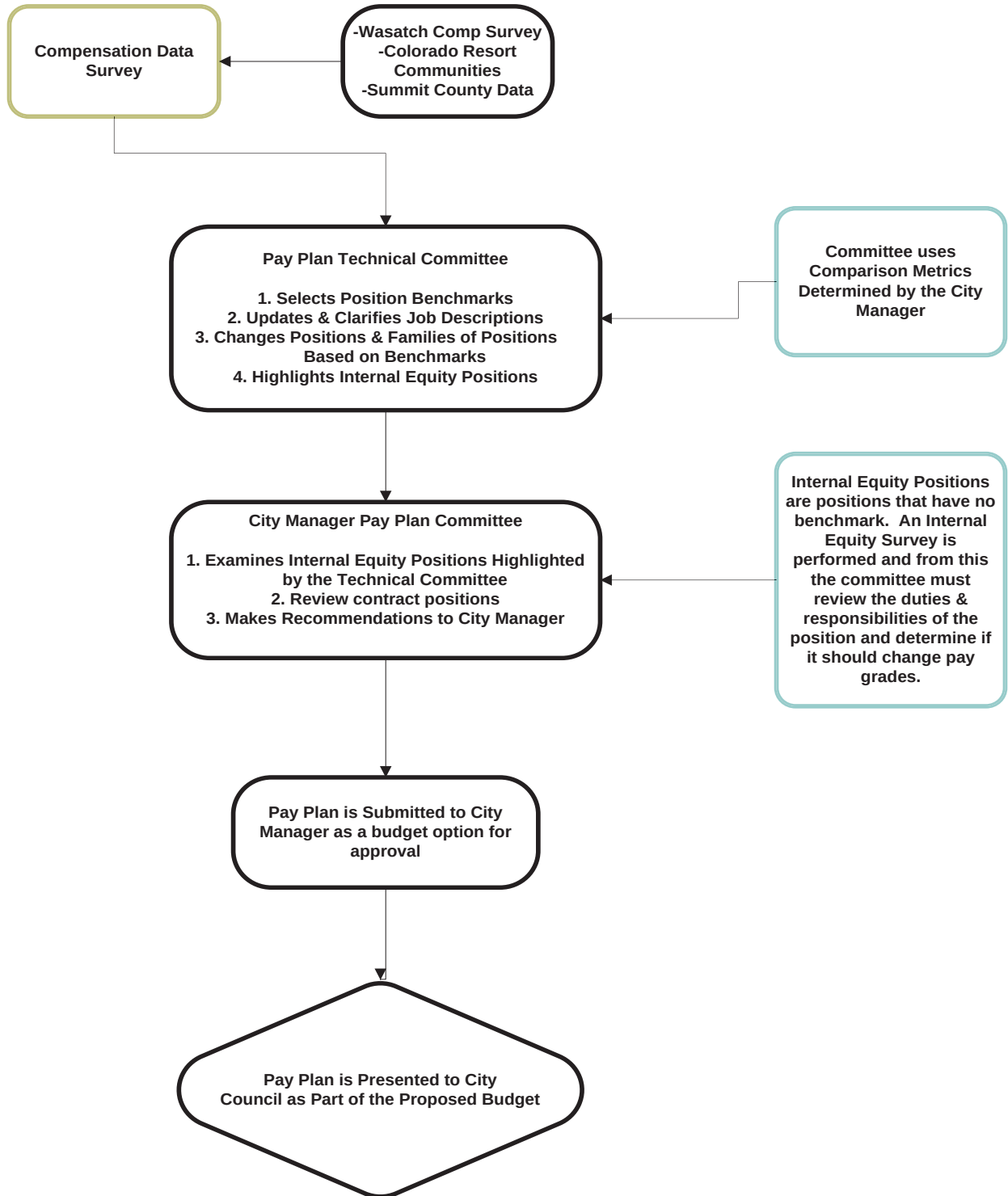


Table S7 – The City’s Pay Plan

SUPPLEMENTAL

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 2020

Grade	Exempt				Non-Exempt				Part-Time Non-Benefitted	
	Minimum	Hiring Maximum	Working Level	Maximum	Min	Hiring Max	Working Level	Max	Min	Max
1									\$7.25	\$10.28
2									\$9.08	\$11.42
3	\$40,000	\$47,944	\$51,661	\$55,374					\$9.08	\$12.61
4	\$51,548	\$51,548	\$53,772	\$57,633					\$9.08	\$14.13
5	\$52,000	\$53,992	\$57,049	\$61,146					\$10.02	\$15.59
6	\$53,000	\$57,761	\$61,031	\$65,414	\$15.00	\$15.33	\$15.87	\$17.01	\$10.93	\$17.01
7	\$54,000	\$61,307	\$65,338	\$69,430	\$15.60	\$16.45	\$17.38	\$18.63	\$11.99	\$18.63
8	\$56,000	\$66,943	\$70,734	\$75,813	\$15.90	\$17.51	\$18.50	\$19.83	\$12.84	\$19.83
9	\$58,000	\$69,792	\$73,744	\$79,039	\$16.20	\$18.77	\$19.83	\$21.26	\$13.69	\$21.26
10	\$60,000	\$72,912	\$77,041	\$82,573	\$16.50	\$20.39	\$21.54	\$23.09	\$14.94	\$23.09
11	\$62,000	\$75,848	\$80,143	\$85,898	\$17.00	\$22.18	\$23.44	\$25.12	\$16.19	\$25.12
12	\$64,000	\$79,246	\$83,734	\$89,747	\$18.00	\$23.51	\$24.84	\$26.62	\$17.23	\$26.62
13	\$68,000	\$82,984	\$87,683	\$93,979	\$19.00	\$25.02	\$26.43	\$28.33	\$18.27	\$28.33
14	\$71,000	\$87,089	\$92,020	\$98,628	\$20.50	\$26.66	\$28.17	\$30.19	\$19.54	\$30.19
15	\$75,000	\$90,617	\$95,748	\$102,624	\$21.75	\$28.49	\$30.10	\$32.26	\$20.81	\$32.26
16	\$79,000	\$94,512	\$99,864	\$107,035	\$23.00	\$29.82	\$31.51	\$33.77	\$21.79	\$33.77
17	\$82,000	\$97,879	\$103,421	\$110,848	\$24.00	\$31.26	\$33.03	\$35.40	\$22.80	\$35.40
18	\$89,000	\$101,613	\$107,367	\$115,077	\$25.00	\$32.88	\$34.74	\$37.24	\$23.81	\$37.24
19	\$95,000	\$105,590	\$111,569	\$119,581	\$26.50	\$34.35	\$36.29	\$38.90		
20	\$99,000	\$109,568	\$115,772	\$124,086	\$28.00	\$35.82	\$37.85	\$40.57		
21	\$101,000	\$112,888	\$119,280	\$127,846	\$29.33	\$37.29	\$39.40	\$42.23		
22	\$106,000	\$116,575	\$123,176	\$132,022						
23	\$108,000	\$117,741	\$126,896	\$133,342						
24	\$115,000	\$116,659	\$131,005	\$140,413						
25	\$119,000	\$116,659	\$135,112	\$144,815						
26	\$123,000	\$130,596	\$137,991	\$147,900						
Mayor				\$73,963*						
City Council				\$47,086*						
AD - 01	\$130,000	\$144,286	\$152,456	\$163,404						
AD - 02	\$137,000	\$154,517	\$163,267	\$174,991						

* 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		0.50
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 UNDRFLD 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	173.85

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

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		0.25
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	6.52

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	
4492 – PUBLIC WORKS MANAGER	E15	\$75,000	\$90,617	\$95,748	\$102,624		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	9.85

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

PARK CITY MUNICIPAL'S FISCAL YEAR 2020 BUDGET



Evolving and sustaining a complete community

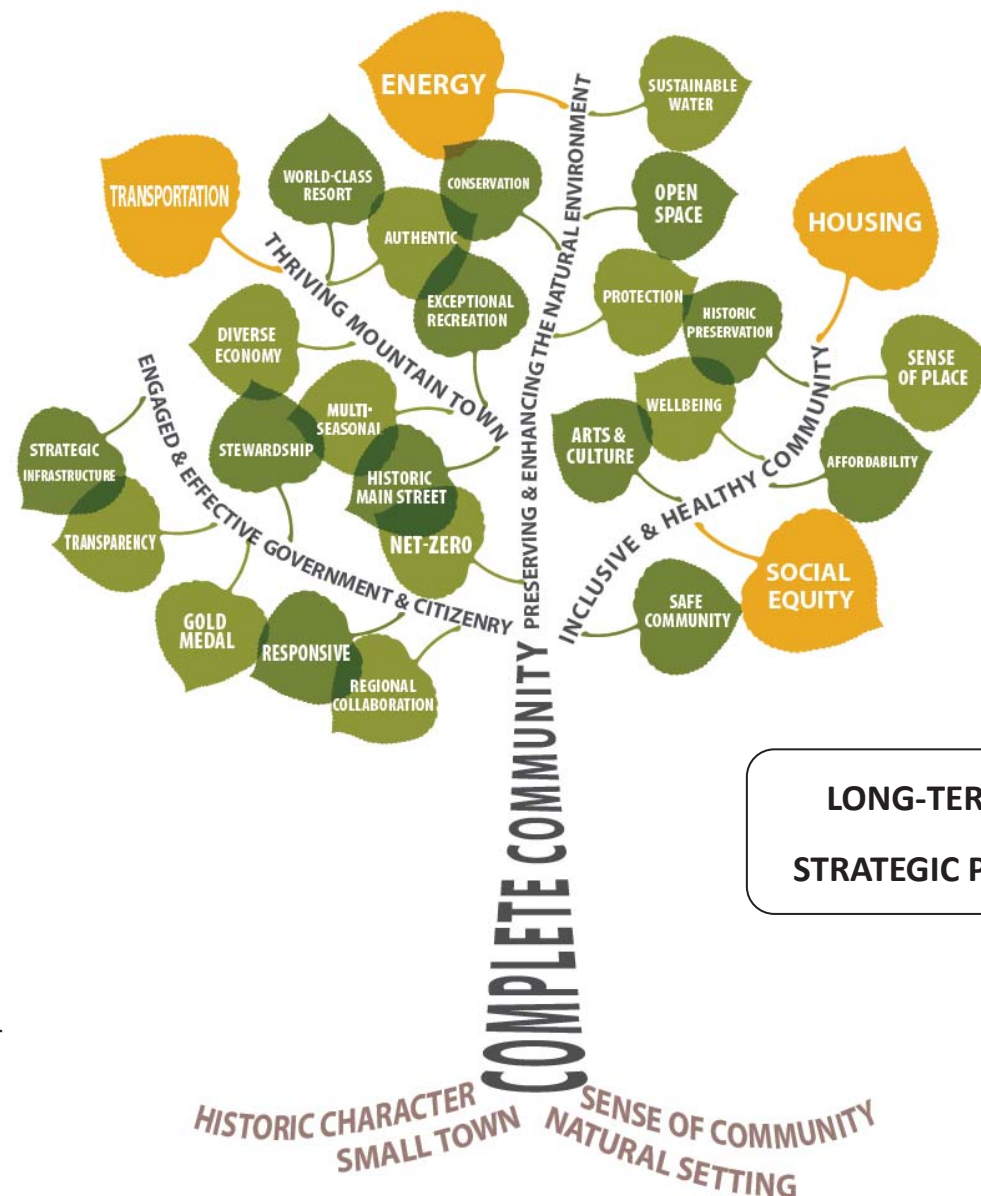
City Council Adopted Budget

Adjusted Budget Fiscal Year 2019

Annual Budget Fiscal Year 2020

Adopted by Park City Council

Volume II



**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

Program	Department	Score FY 2019	Page Number FY 2019
Traffic Enforcement	POLICE	22.00	2
Winter Service	TRANSPORTATION OPERATIONS	21.75	4
Summer Service	TRANSPORTATION OPERATIONS	21.75	6
Park City Mobility	TRANSPORTATION OPERATIONS	21.75	8
Transportation Management	TRANSPORTATION OPERATIONS	21.50	10
Winter Snow Operations	STREET MAINTENANCE	20.25	12
Special Events	CITY DEPARTMENTS	19.50	14
Parking Management	PARKING & TRANSIT	19.00	17
Economic and Redevelopment	ECONOMY & BUDGET	17.50	19
Parks, Turf & Athletic Fields	PARKS & CITY RECREATION	14.00	21
Park Amenities & Infrastructure	PARKS & FIELDS	14.00	23
Tennis Tournaments	CITY RECREATION & TENNIS	13.75	25
Concessions	GOLF OPERATIONS	13.75	27
Recreation Youth Programs	CITY RECREATION & TENNIS	12.75	29
Recreation Adult Programs	CITY RECREATION	12.25	31
Rec Center Operations	CITY RECREATION & TENNIS	12.25	33
Ice Rental	ICE FACILITY	12.25	35
Tennis Operations	CITY RECREATION & TENNIS	12.00	37
Business Improvement District	ECONOMY	12.00	39
Tennis Programs	CITY RECREATION & TENNIS	11.75	41
Economic Development Grant	ECONOMY	11.50	43
Ice Programs	ICE FACILITY	11.25	45
Golf Shop Programs	GOLF OPERATIONS	11.25	48
Golf Management Operations	GOLF OPERATIONS	11.25	50
Retail Operations	GOLF OPERATIONS	10.75	52
Pro Shop	CITY RECREATION & TENNIS	10.75	54
Retail	ICE FACILITY	13.00	39
Ice Adult Programs	ICE FACILITY	11.75	53
Operations	ICE FACILITY	10.75	56
Marketing	CITY RECREATION & TENNIS	10.75	58

Preserving & Enhancing the Natural Environment

Program	Department	Score FY 2019	Page Number FY 2019
Service Orders	WATER OPERATIONS	25.50	62
Distribution and Maintenance	WATER OPERATIONS	25.50	64
Water Quality	WATER OPERATIONS	25.50	66
Carbon Reduction	ENVIRONMENTAL SUSTAINABILITY	22.75	68
Water Billing	WATER OPERATIONS	22.00	70
Project Management	WATER OPERATIONS	21.50	72
Water Rights/Water Projects	LEGAL	21.25	74
Conservation	WATER OPERATIONS	19.25	76
Environmental Regulatory/EPA	3 CITY DEPARTMENTS	18.75	78
Open Space	ECONOMY	18.75	80
Bonanza Flat Operations	BONANZA FLAT OPERATIONS	15.75	82

Inclusive & Healthy Community

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Program	Department	Score FY 2019	Page Number FY 2019
Housing	COMM. DEV. ADMIN.	23.75	84
State Liquor Enforcement	POLICE	23.50	86
Patrol Operations	POLICE	23.50	88
Emergency Management	EMERGENCY MANAGEMENT & POLICE	21.75	90
Fire Safety	BUILDING	21.75	92
Dispatch	POLICE	21.50	94
Inspections	BUILDING & ENGINEERING	21.00	96
Youth & Spanish Services	LIBRARY	20.50	98
Inspections and Contract Supervision	BUILDING MAINTENANCE	20.50	100
Senior Services	COMMUNITY ENGAGEMENT	20.25	102
Code Enforcement	BUILDING	19.75	104
Social Equity	SOCIAL EQUITY	19.50	106
Abatement Fund	BUILDING	19.00	108
Permitting / Current Planning	PLANNING	18.75	110
Plan/Application Review	BUILDING, PLANNING & ENGINEERING	17.25	112
Special Service Contracts	BUDGET, DEBT & GRANTS	17.00	114
Safety and Security	EMERGENCY MANAGEMENT	17.00	116
Mental Health	MENTAL HEALTH	17.00	118
Urban Trails and Walkability	ECONOMY	16.00	120
Youth Services Officer	POLICE	16.00	122
Long Range Planning	PLANNING	15.75	124
DARE/Drug Education	POLICE	15.25	126
Arts & Culture	ARTS & CULTURE		128
Graffiti Removal	STREET MAINTENANCE	14.25	130
Trails (Backcountry)	ECONOMY	14.00	132
Historic District Design Review	PLANNING	14.00	134
Public Art	PUBLIC ART	14.00	136
McPolin Farm	MCPOLIN BARN	13.50	138
Flowers/Holiday Lighting/Beautification	PARKS & FIELDS	13.00	140
Code Amendments	PLANNING	13.00	142
Special Planning Projects - Inter-Dept	PLANNING	12.75	144
Historical Incentive Grant	PLANNING	10.00	146
Childcare	CITY RECREATION & TENNIS	8.75	148

Engaged & Effective Government & Citizenry

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Program	Department	Score FY 2019	Page Number FY 2019
Storm Water Utility	STORM WATER OPERATIONS	28.50	153
Prosecution	LEGAL	25.25	155
Elections	EXECUTIVE	25.00	157
Accounting/Audit/Treasury	FINANCE	23.50	159
City Recorder	EXECUTIVE	23.50	161
Street Lights & Signs	STREET MAINTENANCE	23.25	163
Budget Preparation, Coordination, and	BUDGET & FINANCE	22.50	165
Website	INFORMATION TECHNOLOGY (IT)		164
Debt Management	BUDGET, DEBT & GRANTS	22.25	169
Clean-Up and Storm Drain	STREET MAINTENANCE	22.00	171
Comm Outreach and Citizen Engagement	5 CITY DEPARTMENTS	21.50	173
Business Licenses	FINANCE	21.50	176
Financial Services	FINANCE	21.00	178
Engineering Project Management	ENGINEERING	20.75	180
Capital Budgeting	BUDGET, DEBT & GRANTS	20.75	182
Revenue/Resource Management	BUDGET, DEBT & GRANTS	20.25	184

Fleet Management & Maintenance	FLEET SERVICES DEPT	20.00	186
General Legal Support	LEGAL	19.75	188
Local, State, and Federal Compliance	HUMAN RESOURCES	19.75	190
Litigation	LEGAL	19.75	192
Council & Board Support	EXECUTIVE & LEGAL	19.50	194
Policy Creation & Implementation	CITY COUNCIL; EXECUTIVE; & ENVIRONMENTAL	19.50	196
Network Support	INFORMATION TECHNOLOGY (IT)	19.00	198
Street & Sidewalk Maintenance	STREET MAINTENANCE	19.00	200
Risk Management	EXECUTIVE & LEGAL	19.00	202
Parks & Sidewalk Snow Removal	PARKS & FIELDS	18.75	204
Benefit Design/Administration	HUMAN RESOURCES	18.75	206
Employment Review	LEGAL	18.75	208
Janitorial Services	BUILDING MAINTENANCE	18.75	210
Circulation Services	LIBRARY	18.50	212
Staff Support	EXECUTIVE	18.50	214
Technical Services	LIBRARY	18.50	216
Community Support	POLICE	18.25	218
IT Utilities	INFORMATION TECHNOLOGY (IT)	18.00	220
Building Repairs and Maintenance	BUILDING MAINTENANCE	17.75	222
Emergency Communications	COMMUNITY ENGAGEMENT	17.75	224
Systems Support	INFORMATION TECHNOLOGY (IT)	16.50	226
Records Management	IT & POLICE		228
Reciprocal Borrowing	LIBRARY	17.00	230
Contracts/Grants	LEGAL	16.75	232
Strategic Planning	BUDGET, DEBT & GRANTS	16.50	234
Adult Services	LIBRARY	16.50	236
Software Maintenance/Upgrades	INFORMATION TECHNOLOGY (IT)	16.50	238
Grant Administration	BUDGET, DEBT & GRANTS	16.25	240
Legislative Liaison	EXECUTIVE	15.50	242
Utilities	BUILDING MAINTENANCE	15.00	244
Planning Customer Service	PLANNING	15.00	246
Community Engagement	LIBRARY	15.00	248
GIS	INFORMATION TECHNOLOGY (IT)	14.75	250
Swede Alley Parking Structure	PUBLIC WORKS ADMINISTRATION	14.25	252
Dental Self-Funding	DENTAL SELF-FUNDING	14.00	254
Analysis Resource	BUDGET, DEBT & GRANTS	13.75	256
Golf Maintenance	GOLF MAINTENANCE & PARKS	13.75	258
Performance Measures and	BUDGET, DEBT & GRANTS	13.50	260
Support/Help Desk	INFORMATION TECHNOLOGY (IT)	13.50	262
Cemetery	PARKS & CEMETERY AND CITY REC	12.75	264
Valued & Engaged Staff	ICE FACILITY		266
LEAD	EXECUTIVE & HUMAN RESOURCES	12.00	268
Pay Plan Design/Administration	HUMAN RESOURCES	11.75	269
Recruitment	HUMAN RESOURCES	11.75	272
Valuing Employees	HUMAN RESOURCES	11.75	274
Trash Clean-Up	PARKS & FIELDS	11.50	276
Leadership Park City	ENVIRONMENTAL SUSTAINABILITY	11.50	278
Performance Management	HUMAN RESOURCES	10.75	280
Short-Term Citywide Personnel	HUMAN RESOURCES	6.50	282

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011-General Fund	427
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033-Lower Park Avenue RDA	461
034-Main Street RDA	465
035-Municipal Building Authority	468
038-Equipment Replacement CIP	470
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055-Golf Course Fund	482
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Thriving Mountain Town

Program	Departments	BASE FY 2019	SCORE FY 2020	QUARTILE FY 2020	DEPT REQ FY 2020	RT REC FY 2020	CM REC FY 2020	REV FY 2020	TOT REC COST FY 2020
Traffic Enforcement	POLICE	\$1,197,167	22.00	1	\$1,229,266	\$1,186,439	\$1,204,690	\$-60,146	\$1,098,773
Winter Service	TRANSPORTATION OPERATIONS	\$6,476,740	21.75	1	\$6,933,868	\$6,889,463	\$6,984,315	\$0	\$6,264,918
Summer Service	TRANSPORTATION OPERATIONS	\$4,551,475	21.75	1	\$4,974,645	\$5,149,050	\$4,986,837	\$0	\$4,699,057
Park City Mobility	TRANSPORTATION OPERATIONS	\$815,788	21.75	1	\$878,817	\$828,147	\$830,777	\$0	\$799,613
Transportation Management	TRANSPORTATION OPERATIONS	\$1,746,815	21.50	1	\$2,294,280	\$1,556,282	\$1,920,350	\$0	\$1,569,814
Winter Snow Operations	STREET MAINTENANCE	\$1,353,996	20.25	2	\$1,529,840	\$1,462,138	\$1,474,622	\$0	\$1,365,445
Special Events	9 CITY DEPARTMENTS	\$2,658,995	19.50	2	\$2,612,983	\$2,620,244	\$2,641,559	\$-1,281,579	\$1,348,436
Parking Management	PARKING & TRANSIT	\$1,993,403	19.00	2	\$2,182,370	\$1,956,795	\$2,033,876	\$-2,300,780	\$-187,688
Economic and Redevelopment	ECONOMY & BUDGET	\$2,156,660	17.50	2	\$2,090,635	\$2,090,635	\$2,095,476	\$-595,212	\$1,951,671
Parks, Turf & Athletic Fields	PARKS & CITY RECREATION	\$782,728	14.00	4	\$782,906	\$692,026	\$699,977	\$-71,000	\$638,304
Park Amenities & Infrastructure	PARKS & FIELDS	\$256,185	14.00	4	\$256,352	\$228,613	\$232,114	\$0	\$252,895
Tennis Tournaments	CITY RECREATION & TENNIS	\$38,863	13.75	4	\$38,863	\$38,863	\$38,863	\$-97,000	\$-60,163
Concessions	GOLF OPERATIONS	\$58,117	13.75	4	\$60,902	\$57,842	\$58,705	\$-85,000	\$-26,540
Recreation Youth Programs	CITY RECREATION & TENNIS	\$680,897	12.75	4	\$686,127	\$680,779	\$688,681	\$-292,800	\$188,050
Recreation Adult Programs	CITY RECREATION	\$797,733	12.25	4	\$797,733	\$795,548	\$810,420	\$-461,500	\$103,054
Rec Center Operations	CITY RECREATION & TENNIS	\$488,116	12.25	4	\$495,116	\$499,351	\$492,175	\$-215,300	\$328,736
Ice Rental	ICE FACILITY	\$30,526	12.25	4	\$35,401	\$34,655	\$35,082	\$-266,500	\$-237,755
Tennis Operations	CITY RECREATION & TENNIS	\$205,481	12.00	4	\$205,506	\$205,506	\$207,631	\$-189,550	\$9,977
Business Improvement District	ECONOMY	\$64,419	12.00	4	\$64,419	\$64,419	\$64,419	\$-41,000	\$23,419
Tennis Programs	CITY RECREATION & TENNIS	\$639,742	11.75	4	\$645,211	\$645,211	\$646,530	\$-510,450	\$62,635
Economic Development Grant	ECONOMY	\$50,000	11.50	4	\$50,000	\$50,000	\$50,000	\$0	\$50,000
Ice Programs	ICE FACILITY	\$524,011	11.25	4	\$596,683	\$577,497	\$585,196	\$-502,500	\$-34,121
Golf Shop Programs	GOLF OPERATIONS	\$101,525	11.25	4	\$104,310	\$101,251	\$102,527	\$-46,800	\$55,482
Golf Management Operations	GOLF OPERATIONS	\$313,742	11.25	4	\$316,527	\$313,468	\$317,787	\$0	\$378,168
Retail Operations	GOLF OPERATIONS	\$273,598	10.75	4	\$276,383	\$273,324	\$275,381	\$-220,000	\$55,137
Pro Shop	CITY RECREATION & TENNIS	\$121,945	10.75	4	\$121,945	\$116,945	\$117,140	\$-46,000	\$70,295
Operations	ICE FACILITY	\$400,112	10.75	4	\$407,612	\$395,112	\$397,019	\$-159,000	\$238,019
Marketing	CITY RECREATION & TENNIS	\$26,673	10.75	4	\$26,673	\$26,673	\$26,758	\$-174,000	\$-148,272
Total Thriving Mountain Town		\$28,805,451			\$30,695,373	\$29,536,276	\$30,018,907	\$-7,616,117	\$20,857,358

Description:

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

Council Goal:

039 Thriving Mountain Town

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

Transportation: Congestion
Reduction, Local and Regional

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

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

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

	Request FY 2020	Rationale FY 2020
Traffic Enforcement	POLICE (in order of priority) 1. Creation of full-time Evidence Technician position (\$88,464)2. Request to reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY20 (\$52,214)3. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Additional full-time Investigator Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)5. Additional full-time Patrol Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)6. Begin a Bomb Dog program, including: additional full-time Senior Police Officer (\$137,426) , vehicle (\$38,000, as determined by Fleet), equipment/uniforms (\$12,000 one-time), police canine (\$15,000 one-time), canine equipment (\$600 one-time), kennel and hot dog system for vehicle (\$5,000 one-time), explosive training aids and maintenance (\$300 start-up and \$150 per year to maintain), dog food (\$600 annually), veterinary care and animal insurance (\$700 annually).7. Community Technical Specialist (\$33,521): split 50% between Police and Budget. TOTAL: \$767,827 (\$20,900 of which is one-time funding)	1. Creation of full-time Evidence Technician position (\$88,464)2. Reclassify ONE position from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY203. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Community Technical Specialist (\$33,521): split 50% between Police and Budget.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
POLICE					
Personnel	1,141,810	1,156,909	1,101,912	-60,146	1,041,766
Materials	55,357	72,357	57,007		57,007
Total POLICE	1,197,167	1,229,266	1,158,919	-60,146	1,098,773
TOTAL	1,197,167	1,229,266	1,158,919	-60,146	1,098,773

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

Level of Service
Traffic Enforcement Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Traffic Enforcement	1	22.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Traffic Enforcement-POLICE	Total number of citations issued	1402	1249	1200	1200
Traffic Enforcement-POLICE	Total number of traffic stops conducted	4741	4965	5000	5000
Traffic Enforcement-POLICE	Total number of directed traffic enforcement incidents initiated	0	0	0	0
Traffic Enforcement-POLICE	Total number of speed trailers deployed	29	22	50	50
Traffic Enforcement-POLICE	Total number of school zone enforcement incidents initiated	353	262	300	300

Description:

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

Council Goal:

028 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

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

	Request FY 2020	Rationale FY 2020
Winter Service	TRANSPORTATION OPER: \$5k increase in uniforms-\$2k decrease for telephone\$221,667 increase for battery service lease\$100k increase for HOA dues	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
TRANSPORTATION OPER				
Personnel	5,075,667	5,208,127	4,531,650	4,531,650
Materials	1,401,073	1,725,740	1,733,267	1,733,267
Total TRANSPORTATION OPER	6,476,740	6,933,868	6,264,918	6,264,918
TOTAL	6,476,740	6,933,868	6,264,918	6,264,918

FTEs	Budget FTEs FY 2020
Full Time	50.4
Part Time	15.0
TOTAL	65.4

Level of Service
Winter Service Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Winter Service	1	21.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual
	-	FY 2018
Winter Service-TRANSPORTATION OPER	Total passengers during Winter Season	1505358
Winter Service-TRANSPORTATION OPER4)	Passengers per route mile. - Winter Service	1.5
Winter Service-TRANSPORTATION OPER3)	Cost per passenger - Winter Service	3.87

Description:

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

Council Goal:

027 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Summer Service	TRANSPORTATION OPER: \$5k increase for Uniforms-\$1,800 decrease for telephone lease\$221,666 increase for battery service	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
TRANSPORTATION OPER				
Personnel	3,577,313	3,775,617	3,270,836	3,270,836
Materials	974,161	1,199,027	1,428,222	1,428,222
Total TRANSPORTATION OPER	4,551,475	4,974,645	4,699,057	4,699,057
TOTAL	4,551,475	4,974,645	4,699,057	4,699,057

FTEs	Budget FTEs FY 2020
Full Time	36.1
Part Time	10.9
TOTAL	47.0

Level of Service

Summer Service Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Summer Service	1	21.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual
	-	FY 2018
Summer Service-TRANSPORTATION OPER	Total passengers during Summer Season	783372
Summer Service-TRANSPORTATION OPER	4) Passengers per route mile. - Summer Service	0.85
Summer Service-TRANSPORTATION OPER	3) Cost per passenger - Summer Service	8.31

Description:

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

Council Goal:

048 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in Demand Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
TRANSPORTATION OPER				
Personnel	207,343	270,971	186,683	186,683
Materials	608,445	608,445	612,930	612,930
Total TRANSPORTATION OPER	815,788	879,417	799,613	799,613
TOTAL	815,788	879,417	799,613	799,613

FTEs	Budget FTEs FY 2020
Full Time	2.9
Part Time	0.8
TOTAL	3.8

Level of Service
Park City Mobility Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Park City Mobility	1	21.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SIGNIFICANT portion of the City Community and adds to their quality of life	City provides program and program is currently being offered by another governmental, non-profit or civic agency	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2018
	-	
Park City Mobility-TRANSPORTATION OPER	Cost per passenger on Park City Mobility	0
Park City Mobility-TRANSPORTATION OPER	Passenger per mile on Park City Mobility	0.19
Park City Mobility-TRANSPORTATION OPER	Total annual passengers on Park City Mobility	9672

Description:

TRANSPORTATION OPER

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

Council Goal:

033 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Transportation Management	TRANSPORTATION OPER: \$5,300 increase for Training-\$400 decrease for Telephone\$15k increase for Cellular\$20k increase for Safety\$221,667 increase for battery service agreement\$25k increase for bank charges\$140k increase in HOA dues	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
TRANSPORTATION OPER				
Personnel	104,112	303,251	207,385	207,385
Materials	687,656	1,114,223	502,083	502,083
Total TRANSPORTATION OPER	791,768	1,417,474	709,468	709,468
TRANSPORTATION PLANNING				
Personnel	404,797	435,912	310,096	310,096
Materials	550,250	550,250	550,250	550,250
Total TRANSPORTATION PLANNING	955,047	986,162	860,346	860,346
TOTAL	1,746,815	2,403,636	1,569,814	1,569,814

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

Level of Service

Transportation Management Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Transportation Management	1	21.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Transportation Management-TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%	0%	0%	0%

Description:

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

Funding for PC Heights: PC Heights has now reached 50% build out. With this milestone, the city is now obligated to provide maintenance. The maintenance program includes signs, pavement maintenance and snow removal services. For several years we anticipated that when PC Height's comes on line, it will trigger an additional plow operator for each of the four crews. These four crews are required to provide 24/7 coverage. In 2014, Park City and Summit County entered into a service agreement that provided winter plowing service to Richardson Flat Road. This agreement will terminate at the end of this winter season. We anticipate, as the Richardson Flat Park and ride becomes utilized more the need for higher winter service levels will be required to and from the parking lot. The streets snow removal has not increased in crew size in over 25 years. (Except for a short time during the 2002 Olympics) Adding an additional plow operator to the crews will provide the necessary resources to plow PC Heights and assume winter maintenance responsibility of Richardson Flat Road. With the additional plow operator on each crew, it is expected that many of our service level III streets that are now fully developed and occupied will become Priority II streets, thus an overall increase in winter service as a result.

Transit funded snow operations transfer: With the completion of the Iron Horse bus parking structure, Transit funded the snow removal on the parking deck including equipment rental and staff. As Richardson Flat Park and Ride lot became utilized, Transit funded all snow removal services that included loader rental and staff, most recently absorbed into this program is the temporary plowing if the Yard Lot. Kent Cashel wanted to maintain control of the program funding at the time. Then when Blake Fannesbeck took over Transit we continued with the same process. Now that Transit is undergoing a re-org, now might be the ideal time to clean this process up. This request transfers funding for the snow removal from the Transportation Department to the Street Maintenance fund. 1.5 FTE Seasonal Streets III (Grade 12, 1ST 14) \$88,500?Skid Steer Rental \$900 per month \$5,400.000 Large Loader Rental \$ 4,000 per month \$24,000

Council Goal:

043 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

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

	Request FY 2020	Rationale FY 2020
Winter Snow Operations	STREET MAINTENANCE1) Analyst I- Streets (\$78,252)2) Four Streets & Stormwater Operator III's, 0.5 FTE each (\$120,292)3) Three Streets & Stormwater Operator III's, 0.5 FTE each, paid with transit fund offset (\$89,995)4) Cold Weather Gear & Personal Protective Equipment (PPE) for 4 staff (\$800)5) Salt de-icer (\$2,200)6) Skid Steer Rental (\$5,400) with transit fund offset of \$5,4007) Large Loader Rental (\$24,000) with transit fund offset of \$24,000TOTAL: NET INCREASE OF \$201,544	1) Four Streets & Stormwater Operator III's, 0.5 FTE each, with partial offset from Public Works/Transit re-org 2) Analyst II- Streets, offset from Public Works/Transit re-org 3) Cold Weather Gear & Personal Protective Equipment (PPE) for 2 staff 4) Salt de-icer
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
STREET MAINTENANCE				
Personnel	809,432	1,003,276	819,681	819,681
Materials	494,564	526,564	495,764	495,764
Total STREET MAINTENANCE	1,303,996	1,529,840	1,315,445	1,315,445
CONTINGENCY/SNOW REMOVAL				
Materials	50,000	50,000	50,000	50,000
Total CONTINGENCY/SNOW REMOVAL	50,000	50,000	50,000	50,000
TOTAL	1,353,996	1,579,840	1,365,445	1,365,445

FTEs	Budget FTEs FY 2020
Full Time	8.0
Part Time	0.2
TOTAL	8.2

Level of Service

Winter Snow Operations Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Winter Snow Operations	2	20.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Winter Snow Operations-STREET MAINTENANCE	Percentage of roads plowed within 16 hours after a storm.	95%	98%	100%	100%

Description:

BLDG MAINT ADM	The Building Maintenance Department provides a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas of the community to ensure a smooth, successful event.
ECONOMY	The Economy Team oversees the coordination of all permitted Special Events. This includes taking events from the application process to the day of execution of the event. Special Events Department is responsible for working with an event to secure all the required permitting and works with various city departments to coordinate logistics to ensure that the all impacts of the event are properly mitigated.
POLICE	Hundreds of hours are spent in planning and staffing the various events that are held. Close and trusting relationships have been developed between staff and event planners/promoters. Special events are vital to the promotion and economy of Park City.
PARKS & CEMETERY	Logistical support for City-sponsored events, i.e. field preps, waste management, facility cleaning and enhanced snow removal. Challenges to the goal of this program are: Overall growth of events competing for resources due to increasing number and scale of events and organizer expectations.
STREET MAINTENANCE	Logistical support for City sponsored events, i.e. barricades, message boards, waste management, street cleaning, and enhanced snow removal. Challenges to the goal of this program are: Overall growth of events, competing for resources due to increasing number and scale of events, and organizer expectations.
TRANSPORTATION OPER	Provides enhanced transit service required to serve large crowds during Park City's major events (i.e., Sundance and Arts Festival).
PARKING	Provides for enhanced parking management and enforcement levels during Sundance and Arts Fest.

Council Goal:

023 Thriving Mountain Town

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

Varied & Multi-Seasonal Event Offerings	Special Events has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Special Events through Chamber Bureau, citizen requests and outside organizers. The Special Event program is a critical function to Park City's economic sustainability. Also, Special Event planning and staffing are essential for a safe and successful special event. Proper planning and staffing promotes a healthy event environment, which promotes Park City as a World Class Multi-seasonal Resort Community. Finally, Special Event transit services significantly reduce traffic congestion on all City streets and enable the movement of large numbers of people to event venues. Special Event Transit also reduces the need to expand roads and parking resources that would be required without strong transit support.

Section 1: Scope**Change in Demand**

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

Explanation

Ice (minimal increase): It is anticipated that demand for Special Events in FY 18 will be similar to that which we experienced in FY 17.

	Request FY 2020	Rationale FY 2020
Special Events	POLICE (in order of priority) 1. Creation of full-time Evidence Technician position (\$88,464)2. Request to reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY20 (\$52,214)3. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Additional full-time Investigator Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)5. Additional full-time Patrol Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)6. Begin a Bomb Dog program, including: additional full-time Senior Police Officer (\$137,426), vehicle (\$38,000, as determined by Fleet), equipment/uniforms (\$12,000 one-time), police canine (\$15,000 one-time), canine equipment (\$600 one-time), kennel and hot dog system for vehicle (\$5,000 one-time), explosive training aids and maintenance (\$300 start-up and \$150 per year to maintain), dog food (\$600 annually), veterinary care and animal insurance (\$700 annually).7. Community Technical Specialist (\$33,521): split 50% between Police and Budget. TOTAL: \$767,827 (\$20,900 of which is one-time funding)	ECONOMY Special Events Application Software (\$25,000 one-time) POLICE (in order of priority) 1. Creation of full-time Evidence Technician position (\$88,464)2. Reclassify ONE position from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY203. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Community Technical Specialist (\$33,521): split 50% between Police and Budget.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BLDG MAINT ADM					
Materials	26,500	31,500	31,500		31,500
Total BLDG MAINT ADM	26,500	31,500	31,500		31,500
FIELDS					
Personnel	43,283	43,283	37,043	-15,808	21,236
Materials	8,837	8,837	8,837		8,837
Total FIELDS	52,120	52,120	45,880	-15,808	30,073
ECONOMY					
Personnel	295,979	295,979	299,999	-15,808	284,191
Materials	88,742	113,742	113,742	-121,000	-7,258
Total ECONOMY	384,721	409,721	413,741	-136,808	276,933
POLICE					
Personnel	1,006,788	1,122,316	1,020,027	-31,616	988,411
Materials	68,300	86,300	68,300	-213,000	-144,700
Total POLICE	1,075,088	1,208,616	1,088,327	-244,616	843,711
PARKS & CEMETERY					
Personnel	109,518	109,840	104,667	-39,520	65,147
Materials	32,062	32,062	57,272	-4,000	53,272
Total PARKS & CEMETERY	141,580	141,902	161,939	-43,520	118,419
STREET MAINTENANCE					
Personnel	129,022	138,038	140,455	-39,520	100,936
Materials	39,657	39,757	39,707		39,707
Total STREET MAINTENANCE	168,679	177,795	180,162	-39,520	140,643
TRANSPORTATION OPER					
Personnel	110,538	173,354	101,369		101,369
Materials	259,770	259,770	267,097		267,097
Total TRANSPORTATION OPER	370,308	433,124	368,466		368,466
SUNDANCE MITIGATION					
Materials	320,000	320,000	320,000		320,000
Total SUNDANCE MITIGATION	320,000	320,000	320,000		320,000
PSSM LONG TERM AGREEMENT					
Materials	20,000	20,000	20,000		20,000
Total PSSM LONG TERM AGREEMENT	20,000	20,000	20,000		20,000
TOTAL	2,558,995	2,794,778	2,630,015	-480,271	2,149,744

FTEs	Budget FTEs FY 2020
Full Time	13.2
Part Time	1.7
TOTAL	14.9

Level of Service
Special Events Same Level of Service

	Quartile FY 2020	Score FY 2020
Special Events	2	19.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM	The Building Maintenance Department continually looks for creative ways to increase efficiency through innovation. An example is the ability to provide separate access keys to buildings during large scale special events without compromising the City's overall security.
ICE FACILITY	Due to limited ice along with a short summer schedule, the ice arena has become more efficient with booking camps. The Figure Skating Camp and Pioneer Camp have worked together to allow for both camps to take place on the same week.
TRANSPORTATION OPER	Park City and Sundance collaborate on both traffic and transit planning year round to ensure the event runs as smoothly as possible. Transit's new GPS\AVL system have begun to revolutionize the way we operate our special event services by providing real time locations, real time passenger loads, origin\destination information, automatic stop announcements, and on-time performance reporting.
PARKING	Park City moved its parking enforcement operation from one being provided to the City by a third party contractor to an in-house operation. The objective of this move was to improve customer service while still maintaining effective compliance with parking regulations. Initial indications are the in-house program will prove very successful. Parking has added significant technology enhancements in the past year including pay-by-phone, on line citation appeals and citation payments, real time info available to enforcement officers in the field and automated license plate recognition systems all of these enhancements improve the level of customer service delivered.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY	If funding is cut to this program, then the number of special events held would be reduced and the level of service provided to event planners would be reduced, which could impact overall satisfaction. In addition, revenues from ice rentals from events would be reduced.
FIELDS	
POLICE	Funding at a reduced level would create a reduced level of service, which would have a direct negative result on the success of any particular event.
TRANSPORTATION OPER	Staff does not recommend lower funding levels for this program. Should Council direct Staff to reduce expenses in the program, then days, hours and/or routes served during special events would need to be reduced. This reduction would impact the City's ability to support the major events served and result in increased congestion during those events.
PARKING	Staff does not recommend funding the program at a lower level than currently approved. Program revenues are sufficient to cover program costs. Current level of funding enables Parking Services to provide for a high level of customer service while maintaining reasonable parking regulation compliance.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Special Events-PARKS	Percent of events properly staffed and prepared for.	100%	100%	100%	100%
Special Events-STREET MAINTENANCE	Percentage electronic signs are operational per event.	100%	100%	100%	100%
Special Events-STREET MAINTENANCE	Percentage of barricades set up completed within 2 hours of event(s).	100%	100%	100%	100%
Special Events-TRANSPORTATION OPER	1) Cost per passenger	0	10.89	0	0
Special Events-TRANSPORTATION OPER	2) Passengers per year	0	2288741	0	0
Special Events-ECONOMY	Number of event days	0	0	0	0
Special Events ICE FACILITY	Number of special events hosted by the Sports Complex	0%	0%	0%	0%
Special Events-ECONOMY	Percent of event organizers "satisfied" or better with Special Events.	0%	0%	0%	0%
Special Events-ECONOMY	Number of event complaints annually	0	0	0	0

Description:

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

Council Goal:

076 Thriving Mountain Town

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

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

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

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

	Request FY 2020	Rationale FY 2020
Parking Management	PARKING DEPARTMENT PERSONNEL: 1) Reclass of Office Assistant II (PW Admin) to Analyst I (\$4,757) 2) Reclass of Office Assistant III (PW Admin) to Analyst I (\$1,891) 3) Parking Maintenance Coordinator (\$92,414) DEPARTMENT SUPPLIES: 4) Laptop for LPR (License plate reader) vehicle (\$7,000) 5) 18 Ticket Printers for PCPD (\$6,000) SOFTWARE LICENSES: 6) Ticket Writing Licenses for PCPD (\$2,000) UNIFORMS & CLOTHING: 7) Increase Uniform Budget to improve safety items (\$2,000) TOTAL: \$116,062	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
TRANSPORTATION OPER				
Materials	341,878	341,878	348,963	348,963
Total TRANSPORTATION OPER	341,878	341,878	348,963	348,963
PARKING				
Personnel	990,813	1,085,860	1,077,923	1,077,923
Materials	747,900	764,900	741,500	741,500
Total PARKING	1,738,713	1,850,760	1,819,423	1,819,423
TOTAL	2,080,592	2,192,638	2,168,386	2,168,386

FTEs	Budget FTEs FY 2020
Full Time	10.3
Part Time	2.2
TOTAL	12.5

Level of Service
 Parking Management Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Parking Management	2	19.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

PARKING Staff does not recommend reducing program funding at this time. This position is based on Staff's experience that the current level of enforcement maintains a reasonable level of compliance with regulations (time limits, paid parking and safety regulations) However, should Council direct Staff to do so days, hours or levels of enforcement would need to be reduced. Staff, if directed, would return with a prioritized list of reductions.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Parking Management-TRANSPORTATION OPER	Ratio of appeals to citations (Dept: Parking)	0%	0.05%	0%	0%
Parking Management-TRANSPORTATION OPER	Appeals processing time in days (Dept: Parking)	0	28	0	0
Parking Management-TRANSPORTATION OPER	Percentage of Vehicles in compliance (Dept: Parking)	0%	0%	0%	0%
Parking Management-TRANSPORTATION OPER	Ratio of first-time violations to total violations (Dept: Parking)	0%	0.51%	0%	0%
Parking Management-TRANSPORTATION OPER	Citation collection rate (Dept: Parking)	0%	0.92%	0%	0%

Description:

BUDGET, DEBT & GRANTS	Includes project planning and budgeting, financial modeling, bond issuance, RDA financial monitoring, negotiating and drafting agreements, enhanced financing solutions, unique financing districts and areas, and legal compliance:• Redevelopment Agency (Library Expansion, PCMR Base, Lower Park RDA financial model, etc.)• Unique Financing Districts and Areas (Bonanza Park Community Development Area, Storm Water Utility District, Broadband/Fiber, Business Improvement District)• Sundance Agreement Financial Modeling• Impact Fee Assessment• Economic State of the City
ECONOMY	Implementation of all aspects of the City's Economic Development Strategic Plan including immediate and long range goals for economic and redevelopment through planning, operations, programs, refining policy–related and property negotiation discussions; implementation of capital projects and programs.

Council Goal:

055 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Resilient and Sustainable Economy	The City Council Goal of World Class, Multi Seasonal Resort Community has the following desired outcomes: proactive partnerships with major landowners in RDA efforts; extend LPA RDA; balance tourism & local quality of life; further population of the event calendar; and unique & locally owned businesses.

Section 1: Scope

Change in Demand	Explanation
Program experiencing NO change in demand	

	Request FY 2020	Rationale FY 2020
Economic and Redevelopment	ECONOMY1) Reclass of Trails & Open Space Coordinator from contract position to FTR (\$54,588). Contract position costs are currently coming 50% out of Economy (General Fund), and 50% out of CIP fund. If the position is re-classed as an FTR, position costs would come 100% out of General fund.2) Back Country Trails Operation & Maintenance (\$30,000)SPECIAL EVENTS1) Special Events Application Software (\$25,000 one-time)TOTAL: \$109,588BUDGET, DEBT & GRANTS1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667	Reclass of Trails & Open Space Coordinator from contract position to FTR (\$54,588).
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS					
Personnel	29,966	19,013	19,345		19,345
Total BUDGET, DEBT & GRANTS	29,966	19,013	19,345		19,345
ECONOMY					
Personnel	271,369	271,369	275,877		275,877
Materials	13,160	13,160	13,160		13,160
Total ECONOMY	284,529	284,529	289,037		289,037
DESTINATION TOURISM					
Materials	75,000	75,000	75,000		75,000
Total DESTINATION TOURISM	75,000	75,000	75,000		75,000
LOWER PARK AVENUE RDA					
Personnel	57,740	32,668	32,668		32,668
Materials	1,709,425	1,679,425	2,130,832	-732,000	1,398,832
Total LOWER PARK AVENUE RDA	1,767,165	1,712,093	2,163,500	-732,000	1,431,500
TOTAL	2,156,660	2,090,635	2,546,883	-732,000	1,814,883

FTEs	Budget FTEs FY 2020
Full Time	2.3
Part Time	
TOTAL	2.3

Level of Service

Economic and Redevelopment Same Level of Service

	Quartile FY 2020	Score FY 2020
Economic and Redevelopment	2	17.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

ECONOMY By maximizing efficiencies of existing staff resources, skills and talents, we've limited consulting service needs. Collaboration with the Chamber, through our Joint Venture, has allowed the Chamber to take lead on procuring studies on Event center & Financial impacts of events, leading to a more nimble and efficient procurement process. The Joint Venture budget was increased \$70k to pay the Chamber to market the St. Regis because we've estimated the St Regis generates \$125k in resort sales tax.

Section 5: Consequences of Funding Proposal at Lower Level

ECONOMY 1. Less direct revenues (sales, resort, transient room taxes); 2) Less ROI on resources spent; 3) Additional community impacts stemming from events; 4) Reactive (or less) policy refinement, programs and vetting of partnering opportunities; 5) Less realization of City Capital goals; 6) Diminished level of service for trails, open space and walkability.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Economic and Redevelopment-ECONOMY	Average number of jobs created by Economic Development	0	0	0	0
Economic and Redevelopment-ECONOMY	Percent of planned Economic Development High priority Strategies, actions steps and projects completed.	0%	0%	0%	0%
Economic and Redevelopment-ECONOMY	Percent of National skier days that Park City Receives	0%	0%	0%	0%
Economic and Redevelopment-ECONOMY	Percent of Utah skier days that Park City receives	0%	0%	0%	0%
Economic and Redevelopment-ECONOMY	# Strategies/action steps/ projects of the Economic Development Plan developed and advanced.	0	0	0	0
Economic and Redevelopment-ECONOMY	Percent of planned Economic Development Low and Medium priority Strategies, actions steps and projects completed.	0%	0%	0%	0%

Description:

PC MARC	The Recreation Department is responsible for all programs and scheduling that occur on all the playing fields in Park City, both for recreationally-run programs as well as competitively run programs. The department also schedules all pavilion rentals and acts as a "field broker" for scheduling private tournaments on City fields.
PARKS & CEMETERY	The Parks and Fields Maintenance Departments provide a variety of services, maintenance and tournament support for this program. It requires that Parks, Turf & Athletic Fields services and maintenance be performed in various City park areas of the community to ensure safe, high quality park facilities for citizens, visitors and park users.

Council Goal:

061 Thriving Mountain Town

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

Wide Variety of Exceptional Recreation	Recreation, Trails and Open Space has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for quality parks, turf and athletic fields through citizen requests and community satisfaction surveys. The Parks, Turf and Athletic Fields program is a critical function and community amenity.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Parks, Turf & Athletic Fields	PARKS & CEMETERY 1) Re-class one of our seasonal Park III positions to full time regular, secession planning for our Landscape Garden position. This request is asking for funding to cover THE BENEFITS of a fulltime regular position. The wages for this position came out of line account 25514-01 which had 2.4 FTE's, it was reduce to 1.4 to offset for this position (\$37,942)2) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)TOTAL: \$48,850	PARKS & CEMETERY 1) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
PC MARC					
Personnel	37,349	37,349	37,960		37,960
Materials	2,146	2,146	2,043		2,043
Total PC MARC	39,495	39,495	40,003		40,003
FIELDS					
Personnel	83,527	83,527	68,720		68,720
Materials	32,680	32,680	32,680		32,680
Total FIELDS	116,207	116,207	101,400		101,400
RECREATION PROGRAMS					
Personnel	21,498	21,498	21,829		21,829
Total RECREATION PROGRAMS	21,498	21,498	21,829		21,829
PARKS & CEMETERY					
Personnel	474,814	474,992	390,148		390,148
Materials	130,714	130,714	155,924		155,924
Total PARKS & CEMETERY	605,528	605,706	546,072		546,072
TOTAL	782,728	782,906	709,304		709,304

FTEs	Budget FTEs FY 2020
Full Time	3.8
Part Time	3.6
TOTAL	7.4

Level of Service

Parks, Turf & Athletic Fields Same Level of Service

	Quartile FY 2020	Score FY 2020
Parks, Turf & Athletic Fields	4	14.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PC MARC	Recreation: Staff works closely with Basin Recreation to ensure efficient scheduling for the right sport/event on the right field. We coordinate field resting and scheduling so no one facility gets overused.
PARKS & CEMETERY	Collaboration: Being in the Public Works Division, the Parks and Fields Departments has a primary maintenance and field set-up function in supporting various events and Western Summit County recreation programs. Working collaboratively with other governmental agencies, departments, and the Recreation District has created efficiencies, which allows for greater productivity. The Parks / Fields Department continually looks for creative ways to increase environmental stewardship and water conservation.

Section 5: Consequences of Funding Proposal at Lower Level

PARKS & CEMETERY	The consequences of lowering the funding for this program will drastically impact the quality of the fields and therefore affect our ability to meet the expectations of the program users. There would also be an increase in citizen and user group complaints due to established community expectations. Field users outside of recreation would not be able to schedule practice time and this would likely result in increased conflicts on the field.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Parks, Turf & Athletic Fields-PARKS & CEMETERY	Percentage of acres mowed as per mowing schedule	100%	100%	100%	100%
Parks, Turf & Athletic Fields-PARKS & CEMETERY	Percent of mowing contracted versus in house	10%	10%	10%	10%

Description:

PARKS & CEMETERY

The Parks and Fields Maintenance Department provides a variety of services, maintenance and capital renewal for this program. It requires that Park Amenities & Infrastructure be maintained throughout town to ensure safe facilities. Items included in this program are: playgrounds, skate park, BMX park, field lighting, old town stairs, fencing, pavilions benches, and picnic tables. These items are maintained properly to protect these valuable assets. Challenges to the goal of this program are cost of maintaining aging infrastructure while the use of the facilities increases.

Council Goal:

063 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation

Recreation, Trails and Open Space has been identified by Council as a high priority through Councils goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Park Amenities through citizen requests and community satisfaction surveys. This program is a critical function in protecting City assets.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Park Amenities & Infrastructure	PARKS & CEMETERY 1) Re-class one of our seasonal Park III positions to full time regular, secession planning for our Landscape Garden position. This request is asking for funding to cover THE BENEFITS of a fulltime regular position. The wages for this position came out of line account 25514-01 which had 2.4 FTE's, it was reduce to 1.4 to offset for this position (\$37,942)2) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)TOTAL: \$48,850	PARKS & CEMETERY 1) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
FIELDS				
Personnel	24,314	24,314	20,090	20,090
Materials	2,990	2,990	2,990	2,990
Total FIELDS	27,304	27,304	23,080	23,080
PARKS & CEMETERY				
Personnel	211,885	212,051	187,608	187,608
Materials	16,997	16,997	42,207	42,207
Total PARKS & CEMETERY	228,882	229,048	229,815	229,815
TOTAL	256,185	256,352	252,895	252,895

FTEs	Budget FTEs FY 2020
Full Time	1.0
Part Time	2.7
TOTAL	3.7

	Quartile FY 2020	Score FY 2020
Park Amenities & Infrastructure	4	14.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description -	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Park Amenities & Infrastructure PARKS & CEMETERY	Percentage of playgrounds/BMX park/Skate park (i.e. park amenities) checked daily-summer months	90%	90%	90%	90%

Description:

TENNISThe PC MARC currently hosts several tournaments on the local, sectional and national level. These include two national tournaments (Men's 40's & 45's), 2 adult tournaments and 2 youth tournaments.

Council Goal:

096 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of
Exceptional
Recreation

Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. In order for Park City to remain a growing, vibrant tennis program, it is important to be involved in all aspects of tennis. Hosting National Tournaments and large sectional events bring people from all over the country to Park City to play tennis.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TENNIS					
Personnel	17,003	17,003	14,977		14,977
Materials	21,860	21,860	21,860	-97,000	-75,140
Total TENNIS	38,863	38,863	36,837	-97,000	-60,163
TOTAL	38,863	38,863	36,837	-97,000	-60,163

FTEs
Full Time
Part Time
TOTAL

Level of Service

Tennis Tournaments Same Level of Service

	Quartile FY 2020	Score FY 2020
Tennis Tournaments	4	13.75

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves SOME portion of the Community City provides program and program is currently being offered by No Requirement or

Community Served
and adds to their quality of life

Reliance on City
other private businesses not within City limits

Mandated
mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS We work with local sponsors to help with prize money for the National Tournaments. Staff has also been creative in the prizes they give away by actually making awards for some of the tournaments.

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS We would continue with six tournaments, resulting in fewer visitors to Park City. If the funding of tournaments was reduced we would have to reduce the number of events that we host.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Tennis Tournaments-TENNIS	Percent of participants who would recommend tournaments to a friend.	0%	0%	0%	0%
Tennis Tournaments-TENNIS	Percent of participants who rate the tournament as "good" or better.	0%	0%	0%	0%

Description:

GOLF PRO SHOPThis program will administer the Food and Beverage Concessions at the Golf Course.

Council Goal:

119Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of
Exceptional
Recreation

Recreation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The golf course is a vital piece in providing a multi-seasonal resort experience. The golf course is a self-sufficient enterprise fund that funds all operational and capital expenses from user fees.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
GOLF PRO SHOP					
Personnel	25,117	27,902	25,460		25,460
Materials	33,000	33,000	33,000	-85,000	-52,000
Total GOLF PRO SHOP	58,117	60,902	58,460	-85,000	-26,540
TOTAL	58,117	60,902	58,460	-85,000	-26,540

FTEs	Budget FTEs FY 2020
Full Time	
Part Time	1.3
TOTAL	1.3

Level of Service
Concessions Same Level of Service

	Quartile FY 2020	Score FY 2020
Concessions	4	13.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP The primary reasons for managing this operation are twofold. 1. Staff has had level of service issues with concessionaires in the past. By taking this in house we can better manage customer engagement. 2. The golf course is an enterprise fund. Our revenues fund all of our expenditures. We believe that this operation will increase our net revenues.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO SHOP In our last contract the golf course received \$600 per month from our concessionaire. We can continue with this practice but feel our level of service to our customers would not be up to our standards.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Concessions-GOLF OPERATIONS	Percent of customers surveyed (Both online and on the course) that rate cart service as "good" or "excellent"	98%	98%	0%	0%
Concessions-GOLF OPERATIONS	Net concessions profits	21364	0	5500	5500

Description:

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

Council Goal:

109 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation	Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. The community response to our programs is very positive as every year programs fill up, which causes us to add additional programming to meet the demand from the community.

Section 1: Scope

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

	Request FY 2020	Rationale FY 2020
Recreation Youth Programs	PC MARC/REC PROGRAMS/TENNIS (in order of priority)1) Bank Charges (\$5,000)2) Tennis Balls (\$5,000)3) Mobile Rec Trailer Supplies (\$3,000)4) Meetings/Conf. Travel (\$2,000)5) Adult Softball Umpire Fees (\$1,730) with offset of \$1,2006) Summer Day Camp (\$500)PC MARC TOTAL: \$7,000REC PROGRAMS TOTAL: \$5,230TENNIS TOTAL: \$5,000GRAND TOTAL: NET INCREASE OF \$16,030	Fund within existing resources
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
PC MARC					
Personnel	163,150	163,150	99,796		99,796
Materials	91,148	91,148	87,234	-36,800	50,434
Total PC MARC	254,298	254,298	187,030	-36,800	150,230
RECREATION PROGRAMS					
Personnel	279,547	279,547	181,249		181,249
Materials	147,052	152,282	112,570	-256,000	-143,430
Total RECREATION PROGRAMS	426,599	431,829	293,819	-256,000	37,819
TOTAL	680,897	686,127	480,850	-292,800	188,050

FTEs	Budget FTEs FY 2020
Full Time	1.8
Part Time	7.1
TOTAL	8.9

Level of Service
Recreation Youth ProgramsEnhanced Level of Service

	Quartile	Score
	FY 2020	FY 2020
Recreation Youth Programs	4	12.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

City provides program and program is currently within City limits

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PC We collaborate closely with many community partners to provide cost effective programming. For example our adventure camp partners with UOP, MARC White Pine, Destination Sports and the National Ability Center. Youth soccer partners with Basin Recreation and REAL Salt Lake. Our summer day camp partners with the Kimball Art Center, Library, Tennis & Aquatics to provide a wide choice of activities. We also work closely with Agencies Coming Together (ACT) to provide scholarships for underprivileged youth.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC Programming would remain be reduced.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	96.1%	96.18%	0%	0%
Recreation Youth Programs-CITY RECREATION	Percentage of survey respondents who rate the program/tournament as "good" or better annually	98.68%	97.19%	0%	0%
Recreation Youth Programs-REC PROGRAMS	Percentage of youth programs registration that occurs on line annually	0%	0%	0%	0%

Description:

PC Currently we offer over 85 group fitness classes a week in a wide variety of class types (yoga, spinning, TRX, weights etc.); We offer adult
MARC leagues in softball, basketball, soccer, kickball, flag football & volleyball. Aquatics programming consists of seasonal pool use for lap swimming, coached swim workouts and open swim. We also offer dog obedience classes year round.

Council Goal:

112 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan.

Section 1: Scope

Change in Demand

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

Explanation

We have added several adult programs which include outdoor fitness classes, mt. biking, wellness programming, karate, ballet etc.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
PC MARC					
Personnel	373,009	373,009	177,950		177,950
Materials	58,950	58,950	55,875	-394,500	-338,625
Total PC MARC	431,959	431,959	233,825	-394,500	-160,675
RECREATION PROGRAMS					
Personnel	365,774	365,774	330,729		330,729
Total RECREATION PROGRAMS	365,774	365,774	330,729		330,729
TOTAL	797,733	797,733	564,554	-394,500	170,054

FTEs	Budget FTEs FY 2020
Full Time	3.2
Part Time	8.6
TOTAL	11.8

Level of Service

Recreation Adult ProgramsEnhanced Level of Service

	Quartile FY 2020	Score FY 2020
Recreation Adult Programs	4	12.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PC We collaborate closely with Basin Recreation in many areas. We make sure that we don't offer the same program at the same time or the same season. We allow the use of one another's facilities without compensation. For example we play our spring soccer league on their fields resulting in the parks department not having to "prep" as many fields for play. For wellness we have collaborated with various community partners to offer a lunch series where an expert comes in & presents on a particular topic to the community.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARCWe would remain status quo and not be able to fully utilize the PC MARC as the community desires.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018
Recreation Adult Programs-REC PROGRAMS	Participants who would recommend adult programs, services, or leagues to a friend.	96.91	97.04
Recreation Adult Programs-CITY RECREATION	Percentage of survey respondents who rate adult programs/tournaments as "good" or better.	97.31	98.14
Recreation Adult Programs-REC PROGRAMS	Increase the revenue in each adult program from one year to the next.	0	0

Description:

PC Currently the facility is open 109.5 hours a week and provides a wide range of services to the community. The amount of facility passes sold each year continues to grow along with the revenue associated with the passes. This includes the management and operation of the PC MARC. The facility has 3 group fitness studios, indoor track, gymnasium, pro shop, childcare, weight room, cardio, bouldering wall, outdoor lap pool, outdoor leisure pool, 11 tennis courts, 4 Pickleball courts, game room and locker rooms.

Council Goal:

113Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Rec Center Operations	PC MARC/REC PROGRAMS/TENNIS (in order of priority)1) Bank Charges (\$5,000)2) Tennis Balls (\$5,000)3) Mobile Rec Trailer Supplies (\$3,000)4) Meetings/Conf. Travel (\$2,000)5) Adult Softball Umpire Fees (\$1,730) with offset of \$1,2006) Summer Day Camp (\$500)PC MARC TOTAL: \$7,000REC PROGRAMS TOTAL: \$5,230TENNIS TOTAL: \$5,000GRAND TOTAL: NET INCREASE OF \$16,030	Can fund within existing resources.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
PC MARC					
Personnel	279,223	279,223	286,676		286,676
Materials	208,893	215,893	257,360	-215,300	42,060
Total PC MARC	488,116	495,116	544,036	-215,300	328,736
TOTAL	488,116	495,116	544,036	-215,300	328,736

FTEs	Budget FTEs FY 2020
Full Time	3.0
Part Time	0.3
TOTAL	3.4

Level of Service

Rec Center OperationsEnhanced Level of Service

	Quartile FY 2020	Score FY 2020
Rec Center Operations	4	12.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

PC We have all staff involved in the cleaning of the facility by creating a team atmosphere where they have ownership to how the facility looks and is maintained.
MARC

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	70.16%	148.62%	0%	0%
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	99.1%	99.1%	0%	0%
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	0%	0%	0%	0%
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	95.37%	95.37%	0%	0%
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	100%	100%	0%	0%

Description:

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

Council Goal:

141 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation

Section 1: Scope

Change in Demand

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

Explanation

The drafted base schedule for Winter 18/19 anticipates 1-3 additional hours of ice rental per week which will likely carry forward for FY 20.

	Request FY 2020	Rationale FY 2020
Ice Rental	ICE FACILITY(in order of priority)1) Academy Directors- PT funding increase (\$6,500)2) Cashiers- PT funding increase, includes new Skate Host and Cashier II positions (\$2,350)3) Rink Operators- PT funding increase (\$5,250)4) Off-Ice Instructors- PT funding increase (\$4,850)5) Scorekeepers- PT funding increase (\$6,400) with offset of \$6,400 (NET-ZERO)6) Curling Instructors- PT funding increase (\$4,165) with offset of \$3,4107) Skating Instructors- PT funding increase (\$1,050)8) Contract Services- Sports Officials (\$26,000) with offset of \$26,000 (NET-ZERO)9) Bank Fees (\$6,000)10) Contract Services- Marketing and Events (\$7,500)11) Purchase/ Retail Sales (\$15,000) with offset of \$15,000 (NET-ZERO)Total Requests: \$85,065Total Offsets: \$50,810TOTAL: NET INCREASE OF \$34,255	1) Academy Directors- PT funding increase 2) Cashiers- PT funding increase, includes new Skate Host and Cashier II positions 5) Scorekeepers- PT funding increase, with offset 6) Curling Instructors- PT funding increase, with offset 7) Skating Instructors- PT funding increase 8) Contract Services- Sports Officials, with offset 9) Bank Fees 11) Purchase/ Retail Sales, with offset Note: \$35,829 of ice revenue offsets
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
ICE FACILITY					
Personnel	23,741	25,616	18,960		18,960
Materials	6,785	9,785	9,785	-266,500	-256,715
Total ICE FACILITY	30,526	35,401	28,745	-266,500	-237,755
TOTAL	30,526	35,401	28,745	-266,500	-237,755

FTEs	Budget FTEs FY 2020
Full Time	0.2
Part Time	0.2
TOTAL	0.4

Level of Service

Ice Rental Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Ice Rental	4	12.25

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves a SOME portion of the Community and adds to their quality of life

Reliance on City

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

Mandated

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Ice Programs-ICE FACILITY	Number of hours of ice rented by User Groups at other facilities (due to lack of availability in Park City)	265	260	0	0
Ice Programs-ICE FACILITY	Percentage of User Group participants that are satisfied with the facility	100	80	92	92

Description:

TENNISCurrently we administer 7 tennis courts year round and an additional 4 courts during half the year. The department also has four outdoor pickleball courts. The tennis department administers many special events during the year. We currently host 2 several regional and local events. League play is very active with over 120 player's participating. Tennis operations handle the administrative functions of the department. They schedule and coordinate lessons, clinics, socials, tournaments, camps, leagues and oversee the pro shop. Tennis operations also handle all purchase orders, sponsorship, marketing and Pro Shop oversight.

Council Goal:

117 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of
Exceptional
Recreation

Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. The community response from the opening of the PC MARC has been very positive. The tennis community in particular is pleased with the new facility. There is an opportunity to make Park City a destination tennis facility.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TENNIS					
Personnel	201,141	201,166	195,187		195,187
Materials	4,340	4,340	4,340	-189,550	-185,210
Total TENNIS	205,481	205,506	199,527	-189,550	9,977
TOTAL	205,481	205,506	199,527	-189,550	9,977

FTEs	Budget FTEs FY 2020
Full Time	0.3
Part Time	0.2
TOTAL	0.5

Level of Service
Tennis Operations Same Level of Service

	Quartile FY 2020	Score FY 2020
Tennis Operations	4	12.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNISWe have started an internal adult tennis league which is more profitable for the facility than running the league through Utah Tennis.

Section 5: Consequences of Funding Proposal at Lower Level

TENNISLower level of service to the community and visitors. Less clinics and leagues.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Tennis Operations-TENNIS	Percentage of tennis court hours booked during hours of operation	98.2%	57.5%	0%	0%
Tennis Operations-TENNIS	Percent of participants who would recommend tennis facilities to a friend.	98.2%	98.2%	0%	0%

Description:

BUSINESS IMPROVEMENT DISTRICT

Current LOS: Current level of service is spelled out in the contract with HMBA, and includes communication with Main Street merchants, coordination of special events, marketing and advertising for Main Street businesses, coordination of commercial trash hauling, grant writing, managing committees, membership/networking with Main St organizations, and obtaining feedback from members. Proposed LOS: No change in level of service.

Council Goal:

115 Thriving Mountain Town

Desired Outcome:

Resilient and Sustainable Economy

Criteria for Meeting Desired Outcome
Council has approved the Desired Outcome of wanting a city that is respected and admired globally. The Business Improvement District (BID) agreement furthers this agenda by providing marketing and advertising of Park City to the global community.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUSINESS IMPROVEMENT DISTRICT					
Materials	64,419	64,419	64,419	-41,000	23,419
Total BUSINESS IMPROVEMENT DISTRICT	64,419	64,419	64,419	-41,000	23,419
TOTAL	64,419	64,419	64,419	-41,000	23,419

FTEs
Full Time
Part Time
TOTAL

Level of Service

Business Improvement District Same Level of Service

	Quartile FY 2020	Score FY 2020
Business Improvement District	4	12.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by another governmental, non-profit or civic agency	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

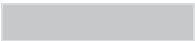
Section 4: Cost Savings / Innovation / Collaboration

BUSINESS IMPROVEMENT DISTRICT	This program is collaborative in its very nature. By working with the HPCA or the experts of Main Street rather than doing something in-house, it enhances the services of the Main Street area.

Section 5: Consequences of Funding Proposal at Lower Level

BUSINESS IMPROVEMENT DISTRICT	The City is currently under contract with the HPCA for a certain level of service. The contract would need to be renegotiated for a lower level of service, but in theory the service could be reduced to zero.

Section 6: Performance Measures



Description:

TENNISCurrently we offer a wide range of year round programming for youth age 3 to 18 and adults. This includes clinics, camps, match play, socials and group & private lessons. We offer over 300 hours of free tennis lessons to Holy Cross Ministries. All 11 tennis courts have now been lined for U10 tennis. Pickleball has 4 outdoor courts & we have lined 3 indoor courts for pickleball.

Council Goal:

120 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of
Exceptional
Recreation

Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. The community response from the opening of the PC MARC has been very positive. There is strong public support for the tennis program with the expectation that the program is a top program in the country.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Tennis Programs	1) Tennis Balls (\$5,000)	TENNIS TOTAL: \$5,000
TOTAL		Fund within existing resources.

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TENNIS					
Personnel	586,642	587,111	514,985		514,985
Materials	53,100	58,100	58,100	-510,450	-452,350
Total TENNIS	639,742	645,211	573,085	-510,450	62,635
TOTAL	639,742	645,211	573,085	-510,450	62,635

FTEs	Budget FTEs FY 2020
Full Time	
Part Time	1.1
TOTAL	1.1

Level of Service
Tennis Programs Same Level of Service

	Quartile FY 2020	Score FY 2020
Tennis Programs	4	11.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS We have implemented a "house league" for ladies tennis which allows our patrons to play in a league against other PC players without having to travel to SLC. This is also a strong revenue generator as we don't pay sanctioning fees for this league.

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS Reduced programing and lessons resulting in lower customer satisfaction with tennis.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Tennis Programs-TENNIS	Junior Survey: Percentage of patrons (parents) that rate the program "good" or better.	0%	0%	0%	0%
Tennis Programs-TENNIS	Adult Survey: Percentage of patrons that rate the program "good" or better.	0%	0%	0%	0%
Tennis Programs-TENNIS	Percentage of patrons who would recommend tennis programs to a friend.	98.2%	98.2%	0%	0%

Description:

MAIN STREET
RDA

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

Council Goal:

121 Thriving Mountain Town

Desired Outcome:

Resilient and Sustainable Economy

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MINIMAL increase in demand of 1% to 4%	The program is very limited right now. The \$20k can move the needle for one small company, but not for a larger company, nor for multiple companies in the same year. Last Grant we took to Council, they expressed a willingness to fund beyond the \$20k in one FY if "the right fit came in". I seek enough funds to either give 3 x \$20k grants or one or two bigger grants.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
ECONOMIC DEVELOPMENT GRANT				
Materials	10,000	10,000	10,000	10,000
Total ECONOMIC DEVELOPMENT GRANT	10,000	10,000	10,000	10,000
MAIN STREET RDA				
Materials	20,000	20,000	20,000	20,000
Total MAIN STREET RDA	20,000	20,000	20,000	20,000
LOWER PARK AVENUE RDA				
Materials	20,000	20,000	20,000	20,000
Total LOWER PARK AVENUE RDA	20,000	20,000	20,000	20,000
TOTAL	50,000	50,000	50,000	50,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Economic Development GrantEnhanced Level of Service

	Quartile FY 2020	Score FY 2020
Economic Development Grant	4	11.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program Benefits/Serves a SOME portion of the Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures



Description:

ICE FACILITY Skating & Hockey Academy teach fundamental skills for ice skating and hockey. Academy programs are utilized as a feeder program to User Groups. Skating Academy offers seven different classes to accommodate all levels of skating as well as an introduction to synchronized skating. Hockey Academy offers Basic Hockey Skating and Learn to Play Hockey. Power skating and various camps and clinics are also important aspects of each program. The adult hockey league currently has three levels (Bronze, Silver and Open Gold). Leagues are offered year round and league size changes each season based on interest and available ice. PC Ice Arena currently has the second largest leagues in the state. Public sessions also help create interest for ice sports which feed our programs and User Groups. Public sessions also serve as an activity for visitors. Off-ice Strength & Conditioning and Off-ice Ballet provide sport specific training for athlete development and injury prevention. Off-ice programs are particularly important for training of competitive athletes, given the limited amount of time for on ice training. A thoughtfully organized ice schedule is critical to meeting the needs of User Groups, athletes and recreational users, as best we can with limited ice availability. Many of the facility's events are facilitated by User Groups including multiple hockey tournaments, figure skating shows, test sessions and competitions and speed skating races. The facility also hosts a holiday cross- ice hockey tournament, Try Hockey For Free, Skate with Santa and other special programming to share this amenity with the community and attract new skaters.

Council Goal:

104 Thriving Mountain Town

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

Wide Variety of Exceptional Recreation The rink strives to provide quality programming at an affordable cost to the participants.

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

Program Experiencing a NO change in demand Participation in Academy classes and the adult hockey leagues fluctuate season to season and maintain healthy levels year over year. Over the past few years, various factors contribute to declining revenue for public ice programs including increased ice rental resulting in a fewer number of public sessions. We do not anticipate an increase in demand from FY 18 to FY 19/20 at this time.

	Request FY 2020	Rationale FY 2020
Ice Programs	ICE FACILITY(in order of priority)1) Academy Directors- PT funding increase (\$6,500)2) Cashiers- PT funding increase, includes new Skate Host and Cashier II positions (\$2,350)3) Rink Operators- PT funding increase (\$5,250)4) Off-Ice Instructors- PT funding increase (\$4,850)5) Scorekeepers- PT funding increase (\$6,400) with offset of \$6,400 (NET-ZERO)6) Curling Instructors- PT funding increase (\$4,165) with offset of \$3,4107) Skating Instructors- PT funding increase (\$1,050)8) Contract Services- Sports Officials (\$26,000) with offset of \$26,000 (NET-ZERO)9) Bank Fees (\$6,000)10) Contract Services- Marketing and Events (\$7,500)11) Purchase/ Retail Sales (\$15,000) with offset of \$15,000 (NET-ZERO)Total Requests: \$85,065Total Offsets: \$50,810TOTAL: NET INCREASE OF \$34,255	1) Academy Directors- PT funding increase 2) Cashiers- PT funding increase, includes new Skate Host and Cashier II positions 5) Scorekeepers- PT funding increase, with offset 6) Curling Instructors- PT funding increase, with offset 7) Skating Instructors- PT funding increase 8) Contract Services- Sports Officials, with offset 9) Bank Fees 11) Purchase/ Retail Sales, with offset Note: \$35,829 of ice revenue offsets
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
ICE FACILITY					
Personnel	466,201	494,873	371,569		371,569
Materials	57,810	101,810	96,810	-502,500	-405,690
Total ICE FACILITY	524,011	596,683	468,379	-502,500	-34,121
TOTAL	524,011	596,683	468,379	-502,500	-34,121

FTEs	Budget FTEs FY 2020
Full Time	2.7
Part Time	4.2
TOTAL	6.9

Level of Service

Ice Programs Same Level of Service

	Quartile FY 2020	Score FY 2020
Ice Programs	4	11.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY Cost Saving: Full time staff are cross trained to be able to open and run the front desk and resurface the ice. Support during busy public sessions and events are often provided by full time staff. Full time staff can leave desk work to help during a rush or assist with a patron who needs more attention. During the week, this allows staff to provide great customer service without having an additional part time staff on the desk. The Front Desk is closed during more adult league games. Although this is not our desired level of service we continue to look for ways to meet the needs of patrons during this time. Score keepers are now assisting patrons between games to leave or pick up skates (for sharpening). The ice arena strives to incorporate technology into our ice programs. Marketing and communication of programs is done primarily through the rink's website, social media, and e-mail blasts. This has allowed for a reduction in marketing costs. Collaboration: Staff has worked closely with user groups to create an efficient ice schedule for youth based user groups and rink run programs, maximizing ice utility in the afternoon and early evening. The efficiencies allow for adult based user groups and rink run programs such as the Adult Hockey Leagues to begin and end earlier in the evening, allowing for leagues to grow by adding games later into the evening. In FY 15 off ice ballet classes moved to a new location at the PC MARC. Staff agreed that pre-registrations revenue would go to the Ice Arena and drop in revenue would go to the MARC. This allowed the Ice Arena to keep the program and provides a new revenue source for the MARC. The Ice Arena pays for the cost of the instructor. The collaboration allowed the program to support developing athletes for which the floors at the ice arena were not sufficient for their improving skills. Innovation: Staff continues to creatively increase participation and ice utilization in our programs. During the Late Fall session of Hockey Academy, part of the ice was underutilized during the class. Staff opened the available ice up a Cheap Skate, making the only afternoon public skating session and giving an opportunity for beginner skaters who needed ice for private lessons. Staff continues to creatively increase participation and ice utilization in our programs. New facility software is providing a better customer experience for all patrons.

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Ice Youth Programs- ICE FACILITY	Percent of Participants satisfied with Off-Ice Training Classes	93.3%	64%	92%	92%
Ice Programs-ICE FACILITY	Number of hours rented for private rentals (does not include user groups)	2.1	126	126	126
Ice Programs-ICE FACILITY	Number of hours rented by User Groups	17.6	1313	1313	1313

	Description -	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Ice Programs-ICE FACILITY	Percentage of patrons that are Park City Residents	15	0	0	0
Ice Programs-ICE FACILITY	Percentage of patrons that reside within Snyderville Basin Special Recreation District	27	23	0	0
Ice Programs-ICE FACILITY	Percent of Participants satisfied with Skating Academy	94	0	0	0
Ice Programs-ICE FACILITY	Percentage of Participants satisfied with Hockey Academy	96	0	0	0
Ice Programs-ICE FACILITY	Percentage of ice scheduled (based on 6 am - midnight/18 hour date)	90	95	90	90
Ice Programs-ICE FACILITY	Percentage of usable ice time being used for programming that is open to the general public, versus time rented for private groups.	80%	0%	0%	0%
Ice Programs-ICE FACILITY	Total number of teams/players in Adult Hockey Leagues.	54	62	60	60
Ice Programs-ICE FACILITY	Cost Recovery of Adult Hockey Leagues	2.5%	258%	1.25%	1.25%
Ice Programs-ICE FACILITY	Percentage of Adult hockey League participants who are satisfied or very satisfied with the league.	81.9%	68%	92%	92%
Ice Programs-ICE FACILITY	Percentage of public program participants in public skate, drop-in hockey, freestyle and drop-in/learn to curl who are satisfied or very satisfied with the programs.	91.5%	80%	92%	92%
Ice Programs- ICE FACILITY	Percentage of patrons that are Park City Residents	0%	25%	0%	0%
Ice Programs- ICE FACILITY	Percentage of overall time on ice maintenance	0%	2%	0%	0%
Ice Programs- ICE FACILITY	Percentage of patrons satisfied with community ice events	0%	92%	92%	92%

Description:

GOLF PRO SHOP The golf course currently manages 3 leagues: Men's league on Wednesday, Women's leagues (9 and 18 hole) on Tuesday, a Couples League and Junior leagues on Monday. We also offer 3 - 4 day Junior clinics in the spring and early summer and 1 Teen clinic. We also hold adult beginner clinics throughout the summer. We provide private instruction on an as-requested basis.

Council Goal:

124 Thriving Mountain Town

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

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The golf course is a vital piece in providing a multi-seasonal resort experience. The golf course is a self-sufficient enterprise fund that funds all operational and capital expenses from user fees. The golf course provides a low cost Junior league for easy and affordable access.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
GOLF PRO SHOP					
Personnel	57,486	60,271	58,243		58,243
Materials	44,039	44,039	44,039	-46,800	-2,761
Total GOLF PRO SHOP	101,525	104,310	102,282	-46,800	55,482
TOTAL	101,525	104,310	102,282	-46,800	55,482

FTEs	Budget FTEs FY 2020
Full Time	0.3
Part Time	0.6
TOTAL	0.9

Level of Service

Golf Shop Programs Same Level of Service

	Quartile FY 2020	Score FY 2020
Golf Shop Programs	4	11.25

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP	Instructors use existing staff to help with Jr. clinics and leagues, thereby keeping staffing to a minimum. Instructors are currently re developing adult clinics to have a beginner and an advanced level which also will have different price structures.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO SHOP	Golf programs have always rated highly in our needs surveys. Decreasing instruction decreases participants, which could cause future impacts.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Golf Shop Programs-GOLF OPERATIONS	Percentage of lessons above average to excellent	95%	90%	75%	75%

Description:

GOLF PRO SHOP

This program funds the majority of golf shop operations, which include: course management, personnel training, utility costs, golf car maintenance, capital costs, HOA dues, inter-fund transfer and other operational areas. The golf shop is in operation typically from mid-April to early November. The shop is open 7 days a week from 6 AM until 9 PM during peak summer months. Fixed operational costs such as utilities, HOA fees, and software licensing are constant expenses.

Council Goal:

103 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation

Recreation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The golf course is a vital piece in providing a multi-seasonal resort experience. The golf course is a self-sufficient enterprise fund that funds all operational and capital expenses from user fees.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
GOLF PRO SHOP				
Personnel	229,348	232,133	233,149	233,149
Materials	84,394	84,394	145,019	145,019
Total GOLF PRO SHOP	313,742	316,527	378,168	378,168
TOTAL	313,742	316,527	378,168	378,168

FTEs	Budget FTEs FY 2020
Full Time	0.8
Part Time	3.9
TOTAL	4.6

Level of Service

Golf Management OperationsSame Level of Service

	Quartile FY 2020	Score FY 2020
Golf Management Operations	4	11.25

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP Cost Savings: The course utilizes volunteers to staff customer service positions at the golf course, which saves in personnel expenses. For the upcoming season the golf course has also gone through a re organization that will lower personnel expenses.

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Golf Management Operations-GOLF OPERATIONS	Percentage change in net revenues from previous year (Fiscal Year including depreciation)	1%	0%	0%	0%

Description:

GOLF PRO SHOP This funds our retail operations. This includes: personnel costs, inventory purchase, traveling costs to buying shows, managing inventory, and writing purchase orders.

Council Goal:

131 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The golf course is a vital piece in providing a multi-seasonal resort experience. The golf course is a self-sufficient enterprise fund that funds all operational and capital expenses from user fees.

Section 1: Scope

Change in Demand Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
GOLF PRO SHOP					
Personnel	113,156	115,941	114,695		114,695
Materials	160,442	160,442	160,442	-220,000	-59,558
Total GOLF PRO SHOP	273,598	276,383	275,137	-220,000	55,137
TOTAL	273,598	276,383	275,137	-220,000	55,137

FTEs	Budget FTEs FY 2020
Full Time	1.0
Part Time	0.4
TOTAL	1.3

Level of Service
Retail Operations Same Level of Service

	Quartile FY 2020	Score FY 2020
Retail Operations	4	10.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP	Cost Savings: The merchandiser is very careful to order in bulk. This keeps the costs of shipping to a minimum. We currently attend the national PGA golf show in Orlando every other year. In alternate years staff attends local Utah shows. Collaboration: The golf merchandiser provides information for Citywide departments for ordering staff uniforms and retail items. This allows departments to receive discounting for bulk buying. This year we will be celebrating our 50th anniversary and bringing merchandise specific to this which will capture a new sales audience.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO SHOP	Retail operations are a vital part of the golf shop. To provide a quality resort feel experience, the golf shop needs to be sufficiently stocked with quality product. If cutbacks in this area are required it would take away from the resort feel of the course. Cutbacks would also affect our bottom line revenues.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Retail Operations-GOLF OPERATIONS	Achieve a return on investment of 25-40%. (Fiscal Year)	35%	34.5%	0%	0%
Retail Operations GOLF OPERATIONS	Return on investment (End of Season)	177500%	0%	30%	30%
Retail Operations-GOLF OPERATIONS	Gross retail revenue per customer by rounds played to be within national average for municipal courses (\$3-\$6) (seasonal)	5.92%	0%	0%	0%

Description:

TENNISThe Pro Shop is located in the front entry of the PC MARC. The Pro Shop is run & managed by the tennis department and is open 55 hours per week. We carry tennis & fitness apparel, logo wear, and tennis racquets. We also carry a wide range of strings & grips and string racquets. The pro shop carries a wide range of tennis & fitness apparel. The shop is open Monday thru Friday 8:30 to 6:30. We provide 24 hour turn around on racquet stringing.

Council Goal:

128 Thriving Mountain Town

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of
Exceptional Recreation

Recreation has been identified by Council as a high priority through Council's goals and the strategic plan. The community response from the opening of the PC MARC has been very positive. The merchandise in the shop has been well received.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TENNIS					
Personnel	16,795	16,795	16,145		16,145
Materials	105,150	105,150	100,150	-46,000	54,150
Total TENNIS	121,945	121,945	116,295	-46,000	70,295
TOTAL	121,945	121,945	116,295	-46,000	70,295

FTEs	Budget FTEs FY 2020
Full Time	
Part Time	0.3
TOTAL	0.3

Level of Service

Pro ShopSame Level of Service

	Quartile FY 2020	Score FY 2020
Pro Shop	4	10.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS In order to keep inventory costs down the shop does a lot of custom orders for patrons. This is done particularly for tennis racquets.

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS The pro shop would be open fewer hours and will have less inventory on hand.

Section 6: Performance Measures

	Description	Actual FY 2018
Pro Shop-TENNIS	Average daily sales annually	458.19
Pro Shop-TENNIS	Number of racquets strung annually.	761.5

Description:

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

Council Goal:

108 Thriving Mountain Town

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

Wide Variety of Exceptional Recreation Provide accessibility to premier recreational activities/facilities to the local community at an affordable cost. Preserve the Park City brand. Environmental Stewardship. Healthy, active community. Develop Park City as a year-round destination recreation location.

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

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

Demands have increased for the Ice Operation program as the facility ages another year with very high utilization. However, we continue to pursue efficiencies that extend the life of equipment and decrease the use of expensive resources. The facility was originally underbuilt and is running beyond the capacity of the plant. At 10 years, components of the plant are requiring additional maintenance and monitoring which increases the demand on the operations staff. Rink Operators are working approx. one additional hour a week due to higher ice utilization. Staff believes the current budget can absorb the Impact on expenses for supplies and utilities. For FY 20 request, funding at a lower level would result in maintaining the current dasher board ad system which is becoming increasingly dangerous as the more dasher board ads are installed and removed the easier it is for screws to pop out of the material and the more likely to cause damage or injury to patrons. Additionally we may see satisfaction with ad sales decrease as it is difficult to keep ads clean. Switching over to stickers will help maintain clean ads.

	Request FY 2020	Rationale FY 2020
Operations	ICE FACILITY(in order of priority)1) Academy Directors- PT funding increase (\$6,500)2) Cashiers- PT funding increase, includes new Skate Host and Cashier II positions (\$2,350)3) Rink Operators- PT funding increase (\$5,250)4) Off-Ice Instructors- PT funding increase (\$4,850)5) Scorekeepers- PT funding increase (\$6,400) with offset of \$6,400 (NET-ZERO)6) Curling Instructors- PT funding increase (\$4,165) with offset of \$3,4107) Skating Instructors- PT funding increase (\$1,050)8) Contract Services- Sports Officials (\$26,000) with offset of \$26,000 (NET-ZERO)9) Bank Fees (\$6,000)10) Contract Services- Marketing and Events (\$7,500)11) Purchase/ Retail Sales (\$15,000) with offset of \$15,000 (NET-ZERO)Total Requests: \$85,065Total Offsets: \$50,810TOTAL: NET INCREASE OF \$34,255	1) Academy Directors- PT funding increase 2) Cashiers- PT funding increase, includes new Skate Host and Cashier II positions 5) Scorekeepers- PT funding increase, with offset 6) Curling Instructors- PT funding increase, with offset 7) Skating Instructors- PT funding increase 8) Contract Services- Sports Officials, with offset 9) Bank Fees 11) Purchase/ Retail Sales, with offset Note: \$35,829 of ice revenue offsets
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
ICE FACILITY					
Personnel	178,197	178,197	180,104		180,104
Materials	221,915	229,415	216,915	-103,000	113,915
Total ICE FACILITY	400,112	407,612	397,019	-103,000	294,019
TOTAL	400,112	407,612	397,019	-103,000	294,019

FTEs	Budget FTEs FY 2020
Full Time	1.2
Part Time	
TOTAL	1.2

Level of Service

Operations Same Level of Service

	Quartile FY 2020	Score FY 2020
Operations	4	10.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Retail-ICE FACILITY	Cost recovery for Retail	1.52	173	1.5	1.5
Operations-ICE FACILITY	Gallons of water used annually (in thousands)	27256843	2126	2126	2126
Operations-ICE FACILITY	Value of employee wellness benefit	31254.8	28977	0	0
Operations-ICE FACILITY	Metric tons of carbon used	0	819	819	819
Ice Programs-ICE FACILITY	Operating subsidy amount per fiscal year. (Does not include capital expenditures)	82586	46989	90000	90000
Operations-ICE FACILITY	Percentage of participants across all programs and activities who rate ice quality as good or excellent.	90.9%	95%	92%	92%
Operations-ICE FACILITY	Percentage of guests who rate the facility as being clean and safe.	90%	97%	95%	95%
Ice Programs ICE FACILITY	Cost recovery percentage of the Ice Arena.	90.9%	94.69%	86%	86%
Operations-ICE FACILITY	Kilowatt Hours (kwh) of electricity used at the facility	0	808640	808640	808640
Operations-ICE FACILITY	Decatherms (DTH) of natural gas used at the facility	0	4743.2	4743	4743
Operations-ICE FACILITY	Gallons of propane used at the facility	0%	10%	10%	10%
Operations- ICE FACILITY	Number of days closed due to unanticipated maintenance needs	0	0	0	0

Description:

PC Currently we publish the Play Magazine annually, partner with Ice on Summer & Winter guide advertisements and run 2 ads a year in the Park Record. We also record commercials and submit PSA's to KPCW and Sports Briefs to the Park Record. We put out a Recreation Newsletter as needed to all patrons that have given us their email. The department publishes the Play Magazine annually, runs advertising in local media and promotes programs and facilities through other avenues. We also update the website as needed (at least weekly) and use social media to promote programs and facilities.

Council Goal:

129 Thriving Mountain Town

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

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
PC MARC					
Personnel	5,213	5,213	5,298		5,298
Materials	21,460	21,460	20,430	-174,000	-153,570
Total PC MARC	26,673	26,673	25,728	-174,000	-148,272
TOTAL	26,673	26,673	25,728	-174,000	-148,272

FTEs	Budget FTEs FY 2020
Full Time	0.0
Part Time	
TOTAL	0.0

Level of Service

Marketing Reduced Level of Service

	Quartile FY 2020	Score FY 2020
Marketing	4	10.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

PC We utilize free services from KPCW & Park Record. The department writes and records all of its own radio ads and creates newsletters and flyers in house. We partner with the ice arena on certain advertising to ensure cost effectiveness. We update our website and change the layout within our department. We have partnered with community organizations such as Park City Mom's & Jane's list to get information out. We utilize social media with regular posts to keep "Friends" informed. This year the Play Magazine will be digital resulting in an \$8,635 savings.

Section 5: Consequences of Funding Proposal at Lower Level

PC We would not be able to increase visitor usage of the facility and if the budget was cut we would likely stop publishing the Play Magazine which through surveys is one of the top ways residents learn about programs.

Section 6: Performance Measures

Description		Actual	Actual	Target	Target
		FY 2017	FY 2018	FY 2019	FY 2020
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	37%	31%	0%	0%
Marketing-CITY RECREATION	Number of Recreation Social Media followers.	4082	5813	0	0

Preserving & Enhancing the Natural Environment

Program	Departments	BASE FY 2019	SCORE FY 2020	QUARTILE FY 2020	DEPT REQ FY 2020	RT REC FY 2020	CM REC FY 2020	REV FY 2020	TOT REC COST FY 2020
Service Orders	WATER OPERATIONS	\$608,420	25.50	1	\$631,686	\$626,187	\$619,425	\$0	\$592,485
Distribution and Maintenance	WATER OPERATIONS	\$3,538,796	25.50	1	\$3,571,068	\$3,586,695	\$3,557,863	\$0	\$3,565,920
Water Quality	WATER OPERATIONS	\$2,928,710	25.50	1	\$2,939,161	\$2,948,121	\$2,938,495	\$0	\$2,970,060
Carbon Reduction	ENVIRONMENTAL SUSTAINABILITY	\$443,855	22.75	1	\$443,855	\$443,855	\$449,300	\$0	\$405,112
Water Billing	WATER OPERATIONS	\$367,523	22.00	1	\$393,729	\$377,090	\$379,871	\$0	\$379,838
Project Management	WATER OPERATIONS	\$589,559	21.50	1	\$603,837	\$598,373	\$595,216	\$0	\$602,383
Water Rights/Water Projects	CITY ATTORNEY'S OFFICE	\$109,228	21.25	1	\$109,228	\$109,228	\$110,950	\$-116,577	\$-8,465
Conservation	WATER OPERATIONS	\$422,145	19.25	2	\$432,595	\$418,802	\$415,677	\$0	\$420,241
Environmental Regulatory/EPA	3 CITY DEPARTMENTS	\$548,357	18.75	2	\$565,076	\$550,436	\$554,206	\$-29,719	\$521,612
Open Space	ECONOMY	\$72,317	18.75	2	\$72,317	\$72,317	\$73,441	\$0	\$73,441
Bonanza Flat Operations	ECONOMY	\$30,000	15.75	3	\$30,000	\$30,000		\$0	\$30,000
Total Preserving & Enhancing the Natural Environment		\$9,658,910			\$9,792,552	\$9,761,106	\$9,694,444	\$-146,296	\$9,552,627

Description:

WATER OPERATIONS Investigation - Providing investigative work to resolve issues related to the billing system and customer inquiries. This ensures accurate billing and customer satisfaction. Connection Installation - Physically connecting individual systems to the City's water system through a water meter connection. Inspection prevents maintenance and billing issues, while installation requires specialized technical knowledge. Connection Maintenance - Testing and repairing meters to ensure accurate billing, and performing repairs to meter connections in order to minimize water loss and related issues. Emergency Response - The mobilization of resources to assist customers with emergencies on private water systems, including shutting off water, providing resource assistance, and offering technical advice. Provides assistance to water customers in identifying and resolving issues arising from their connection to the distribution system and within their own residential/commercial subsystems. Also provides internal service by providing investigative field work for Water Billing.

Council Goal:

005 Preserving & Enhancing the Natural Environment

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

High Quality & Sustainable Water Resources Providing extremely responsive and helpful customer service fosters residents' confidence in the quality of the services the Water Department provides. Accurate billing and revenue collection is dependent upon this program.

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

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

	Request FY 2020	Rationale FY 2020
Service Orders	WATER OPERATIONS: Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)TOTAL: \$78,591	Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)Move positions based off of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
WATER OPERATIONS				
Personnel	223,199	254,267	199,453	199,453
Materials	373,221	377,420	376,232	376,232
Total WATER OPERATIONS	596,420	631,686	575,685	575,685
CONTINGENCY/SALARY				
Materials	12,000	12,000	16,800	16,800
Total CONTINGENCY/SALARY	12,000	12,000	16,800	16,800
TOTAL	608,420	643,686	592,485	592,485

FTEs	Budget FTEs FY 2020
Full Time	1.8
Part Time	1.2
TOTAL	2.9

Level of Service
Service Orders Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Service Orders	1	25.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS	In the last two years, this program has aggressively pursued a more accurate and reliable metering system through the installation of the Automated Metering Infrastructure and Meter Maintenance Program. This has resulted in more upfront expenses in materials and time, but long term the department will capture more revenue.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS	Reduction in level of service would result in lower customer satisfaction, increased response time to customer requests (especially outside regular business hours), and long term loss of revenue.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Service Orders-WATER OPERATIONS	Percent of service orders resolved within 30 days.	92%	0%	0%	0%
Service Orders-WATER OPERATIONS	Annual Percentage of leaks addressed within 38 days.	100%	100%	0%	0%

Description:

WATER OPERATIONS Preventative Maintenance - Tests, measurements, adjustments and parts replacement performed specifically to prevent failures from occurring. These tasks are carried out on a specific schedule and include tens of thousands of individual assets. Emergency Response - Mobilization of necessary resources to resolve unexpected failures in the system and maintain adequate water delivery. Current level of service is very high, with 24/7/365 one hour response time. Operations - Monitoring sources, tank levels, pump status, and system pressures. Using this data as input, the system is operated to provide adequate and reliable water to Park City's customers. There is currently at least one operator at all times monitoring the distribution system on a 24/7/365 basis.

Council Goal:

004 Preserving & Enhancing the Natural Environment

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

High Quality & Sustainable Water Resources A well maintained distribution system ensures the Water Department can deliver a sufficient quantity and good quality of water to its customers with reliability and confidence.

Section 1: Scope**Change in Demand**

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

Explanation

	Request FY 2020	Rationale FY 2020
Distribution and Maintenance	WATER OPERATIONS: Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)TOTAL: \$78,591	Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)Move positions based off of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
WATER OPERATIONS				
Personnel	1,083,865	1,110,715	1,068,767	1,068,767
Materials	2,407,930	2,460,353	2,431,352	2,431,352
Total WATER OPERATIONS	3,491,796	3,571,068	3,500,120	3,500,120
CONTINGENCY/SALARY				
Materials	47,000	47,000	65,800	65,800
Total CONTINGENCY/SALARY	47,000	47,000	65,800	65,800
TOTAL	3,538,796	3,618,068	3,565,920	3,565,920

FTEs	Budget FTEs FY 2020
Full Time	9.1
Part Time	1.2
TOTAL	10.2

Level of Service

Distribution and Maintenance Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Distribution and Maintenance	1	25.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS The Department is investigating new technologies that we hope will bring new efficiencies to the way we operate, and we have been investing and installing others, as electricity consumption is one of our biggest expenses. Some examples include micro hydro power generation, variable frequency drives, collaboration with the resorts on efficient snowmaking, off-peak pumping and operational improvements to pumping operations. We also have been sharing resources with neighboring utilities on problem solving, and look to expand that into operator training this year.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS A reduced level of service would directly impact preventative maintenance schedules and emergency response. This would result in neglected assets which then would require more frequent repairs, less immediate response to emergencies, and the potential for fire protection, health and safety issues.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Distribution and Maintenance-WATER OPERATIONS	Percent of mainlines valves and hydrants exercised annually.	27%	75%	0%	0%
Distribution and Maintenance-WATER OPERATIONS	Annual - Percentage of PRV / regulator checks completed in the first week of each month.	100%	100%	0%	0%
Distribution and Maintenance-WATER OPERATIONS	Number of work related accidents per year.	0.01	0	0	0
Distribution and Maintenance-WATER OPERATIONS	Annual lost work time hours directly related to work related accidents.	0.01	0	0	0
Distribution and Maintenance-WATER OPERATIONS	Annually - Percentage of water operators certified in distribution and treatment.	90%	100%	0%	0%

Description:

WATER OPERATIONS Monitoring - Testing and lab analysis of water samples, both regulated and investigative. The current level of service includes monitoring above regulations, which allows Staff to optimize treatment and increase consumer confidence. Treatment - Mechanical processes of treating the water to regulated standards. Reduced treatment is not an option. Staff already optimizes the use of the sources, so the only way to reduce the amount of water treated is to reduce the amount of water used through stringent conservation measures. Analysis - Planning and reacting to changes in water quality and regulations, as well as analysis on treatment optimization. The current level includes reviewing lab analyses, investigating quality issues, exploring and optimizing treatment methods, and database maintenance. Security - Preventing tampering and contamination of the distribution system through maintenance of physical assets, routine checks and monitoring, and alarm system response. Water treatment includes operation of Spiro Water Treatment Plant, Quinn's Water Treatment Plant, Park Meadows Well UV System, well chlorination, and Judge Tunnel chlorination. Water quality monitoring includes required sampling per Utah Division of Drinking Water Rules and Regulations, additional sampling for consumer confidence and analysis of quality data, lab analyses and treatment methods.

Council Goal:

001 Preserving & Enhancing the Natural Environment

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

High Quality & Sustainable Water Resources Maintaining and improving water quality is key to providing safe drinking water as well as reducing the Park City mining legacy's impact upon the local and regional environment. The events of the past few years, as well as the tightening of water quality regulations and increasing consumer expectations, demand that we continue to maintain and improve water quality.

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

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

	Request FY 2020	Rationale FY 2020
Water Quality	WATER OPERATIONS: Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)TOTAL: \$78,591	Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)Move positions based off of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
WATER OPERATIONS				
Personnel	1,416,536	1,435,429	1,439,937	1,439,937
Materials	1,483,174	1,496,845	1,489,522	1,489,522
Total WATER OPERATIONS	2,899,710	2,932,273	2,929,460	2,929,460
CONTINGENCY/SALARY				
Materials	29,000	29,000	40,600	40,600
Total CONTINGENCY/SALARY	29,000	29,000	40,600	40,600
TOTAL	2,928,710	2,961,273	2,970,060	2,970,060

FTEs	Budget FTEs FY 2020
Full Time	11.8
Part Time	
TOTAL	11.8

Level of Service
Water Quality Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Water Quality	1	25.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS	Source optimization is one of our primary focuses as we bring the Quinn's WTP online. Large cost savings will likely result from: looking at and comparing costs to produce, treat, and distribute water from each water source; prioritizing the use of those water sources; and analyzing how those sources interact and blend once in the system. The Water Research Foundation, EPA, Utah Division of Drinking Water, and neighboring utilities (notably Mountain Regional Water and Jordanelle Special Service District) have all provided guidance and resource assistance in analyzing our issues and improving operations.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS	A reduction of service would result directly in poorer water quality and the possibility of not meeting EPA and DDW mandated water quality regulations. Consumer confidence would likely dip as well.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Water Quality-WATER OPERATIONS	Compliance with State/EPA water quality requirements	1	100	0	0
Water Quality-WATER OPERATIONS	Percent of citizens rating the quality of drinking water as "good" or "excellent."	0%	53%	0%	0%

Description:

ENVIRONMENTAL SUSTAINABILITY

Environmental Sustainability is responsible for municipal and citywide carbon mitigation and climate adaptation. The complexity of projects and tight timeline will stretch staff thin to accomplish the goals and be a resource. This proposed position aids in providing regular reporting and engagement for city staff and community-wide.

Council Goal:

053 Preserving & Enhancing the Natural Environment

Desired Outcome:

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

City Council has identified carbon reduction as a priority among its goals. Additionally, the Park City community has demonstrated a strong willingness to participate in these efforts in the form of Save Our Snow and other outreach activities. Carbon reduction activities naturally lend themselves to economic and community progress in the form of lowered operating costs, public health benefits, citizen engagement, and overall improved quality of life.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
ENVIRONMENTAL SUSTAINABILITY				
Personnel	322,691	322,691	283,948	283,948
Materials	121,164	121,164	121,164	121,164
Total ENVIRONMENTAL SUSTAINABILITY	443,855	443,855	405,112	405,112
TOTAL	443,855	443,855	405,112	405,112

FTEs	Budget FTEs FY 2020
Full Time	2.0
Part Time	0.8
TOTAL	2.8

Level of Service
Carbon Reduction Same Level of Service

	Quartile FY 2020	Score FY 2020
Carbon Reduction	1	22.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City provides program and program is currently being offered by another governmental, non-profit or civic agency	Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT	Planned and implemented municipal carbon reduction projects have the potential to save \$275k annually while preventing over 2,800 tons of CO2 per year. Furthermore, staff has risen over \$380k in grants for PCMC energy projects in recent years. PCMC regularly collaborates with other local governments and organizations on environmental issues. Recent examples include climate change adaptation planning with eight other municipalities in the Intermountain West region and an upcoming collaboration, funded by \$424k in DOE grant funding, to advance solar energy in Utah.
ENVIRONMENTAL SUSTAINABILITY	Planned and implemented municipal carbon reduction projects have saved \$260k annually while preventing over 2,800 tons of CO2 per year. Furthermore, staff has risen over \$380k in grants for PCMC energy projects in recent years. PCMC regularly collaborates with other local governments and organizations on environmental issues. Recent examples include climate change adaptation planning with eight other municipalities in the Intermountain West region and collaboration to advance solar energy in Utah.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT	Funding at a lower level will delay, or prevent, the implementation of projects critical to advancing local carbon emissions goals. While PCMC has been successful at implementing numerous one-off programs and initiatives, the current amount of investment is unlikely to support tangible, long-term reductions in the community carbon footprint. In addition to continued support of an outreach program for homeowners and renters (Low Carbon Diet), PCMC must engage with the commercial sector and also influence what sources generate our electricity in order to have a true reorientation towards a lower-carbon community.
ENVIRONMENTAL SUSTAINABILITY	Funding at a lower level will delay, or prevent, the implementation of projects critical to advancing local carbon emissions goals. While PCMC has been successful at implementing numerous one-off programs and initiatives, the current amount of investment is unlikely to support tangible, long-term reductions in the community carbon footprint. In addition to continued support of an outreach program for homeowners and renters (Low Carbon Diet), PCMC must engage with the commercial sector and also influence what sources generate our electricity in order to have a true reorientation towards a lower-carbon community.

Section 6: Performance Measures

	Description
	-
Carbon Reduction-ENVIRONMENTAL SUSTAINABILITY	City's carbon emission (in tons)
Carbon Reduction-ENVIRONMENTAL SUSTAINABILITY	Percent Reduction of Municipal CO2 Emissions - 'Actual' Column Reflects the Short Tons of CO2-equivalent Emitted by Park City Municipal - Values Are Based on Calendar Year
Carbon Reduction-ENVIRONMENTAL SUSTAINABILITY	Percent Reduction in Municipal Electricity Use - 'Actual' Column Reflects kWh Consumed - Values Are Based on Calendar Year
Carbon Reduction-ENVIRONMENTAL SUSTAINABILITY	Percent Reduction of Municipal Natural Gas Use - 'Actual' Column Reflects Therms Consumed (Ice Arena Propane Equivalent added in '07,'09, and '15; Arena converted to all natural gas starting in early '09) - Values Are Based on Calendar Year

Description:

WATER OPERATIONS

Items include monitoring customer accounts and assisting them with issues, building work orders, working with software vendors and creating the water bill file. Challenges to the goal of this program are to provide the customer with the most reasonable, up to date information for them to manage their accounts. Newly acquired technology will help customers monitor their water consumption and better budget their household use in spite of increasing water fees. The Water Billing Department provides a variety of customer and billing services for this program. It requires that accurate meter reading and associated technology be precise. It also requires that meters are read and water bills sent to customers in a timely fashion. Additionally, customer service staff assists property owners with water leak detection and water conservation.

Council Goal:

013Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

High Quality & Sustainable Water Resources

Water and Natural Environment has been identified by Council as a top priority through Council's goals (Outcomes Area) and the strategic plan. The Water Billing program is a critical (core) function in the delivery of clean drinking water to residents and businesses. Proposed enhancement of the program is based on inflation in the cost of mailing services and training due to advancing technology.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Water Billing	WATER OPERATIONS: Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)TOTAL: \$78,591	Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)Move positions based off of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
WATER OPERATIONS				
Personnel	158,736	181,847	168,889	168,889
Materials	208,787	211,883	210,949	210,949
Total WATER OPERATIONS	367,523	393,729	379,838	379,838
TOTAL	367,523	393,729	379,838	379,838

FTEs	Budget FTEs FY 2020
Full Time	1.8
Part Time	
TOTAL	1.8

Level of Service
Water Billing Enhanced Level of Service

	Quartile	Score
	FY 2020	FY 2020
Water Billing	1	22.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Water Billing-WATER OPERATIONS	Annual Percentage of Stuck Meter Service Orders completed within 38 days.	64%	0%	0%	0%
Water Billing-WATER OPERATIONS	Annual Percentage of Cut Wire Service Orders completed within 38 days.	92%	0%	0%	0%

Description:

WATER OPERATIONS Project Management - Coordination and direction of engineering and financial resources in order to complete various capital projects. Construction Management - Coordination, direction, and inspection of resources used to complete capital project construction. Strategic Planning - Organizing present efforts on the basis of projections to ensure optimal performance of the water system into the future. Design - Coordination and direction of engineering resources to complete design of capital projects.

Council Goal:

034 Preserving & Enhancing the Natural Environment

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

High Quality & Sustainable Water Resources Good project management is essential to providing a well thought out, long lasting water system that not only works to meet today's needs, but will keep up with growth and adapt to other less tangible changes.

Section 1: Scope**Change in Demand**

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

Explanation

	Request FY 2020	Rationale FY 2020
Project Management	WATER OPERATIONS: Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)TOTAL: \$78,591	Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)Move positions based off of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
WATER OPERATIONS				
Personnel	260,585	279,195	267,500	267,500
Materials	320,974	324,642	323,683	323,683
Total WATER OPERATIONS	581,559	603,837	591,183	591,183
CONTINGENCY/SALARY				
Materials	8,000	8,000	11,200	11,200
Total CONTINGENCY/SALARY	8,000	8,000	11,200	11,200
TOTAL	589,559	611,837	602,383	602,383

FTEs	Budget FTEs FY 2020
Full Time	1.7
Part Time	
TOTAL	1.7

Level of Service

Project Management Same Level of Service

	Quartile FY 2020	Score FY 2020
Project Management	1	21.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS	By bringing in more staff over the last few years to manage projects in-house, we have reduced the cost of contracting engineering services with outside consultants. Operations and Projects have fostered a closer partnership, which results in better end products and well-rounded staff. Working more closely with Engineering, Planning, and other departments has increased efficiency as resources are shared and permitting and similar processes are streamlined.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS	A water system is only operable if it is planned, built and replaced as needed. Reductions to the project management program would result in poor project execution and expense of capital, assets that are less "operator friendly" and compatible with the existing system, and the high likelihood of future water shortages and quality issues.

Section 6: Performance Measures

Description:

CITY ATTORNEY Assigned attorney prosecutes change applications related to Park City's water rights; protests change applications which are adverse to Park City's interests; appeals actions of the state engineer to the district court; acts as legal counsel on municipal water projects, including negotiating multi-agency agreement, reviewing bid documents and construction and professional service agreements, and negotiating change orders and contract disputes; negotiates the acquisition of water rights and prepare the documents related thereto; defends lawsuits alleging unlawful use of water and interference with other water users; and works with state agencies in developing an annual Water Use Plan and Water Budget for review of all legal requirements. Attorney provides water and environmental expertise on water matters by attending required trainings and legal related seminars to keep city policies, regulations, and laws current.

Council Goal:

072 Preserving & Enhancing the Natural Environment

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

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

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY ATTORNEY					
Personnel	106,375	106,375	105,258	-116,577	-11,318
Materials	2,853	2,853	2,853		2,853
Total CITY ATTORNEY	109,228	109,228	108,111	-116,577	-8,465
TOTAL	109,228	109,228	108,111	-116,577	-8,465

FTEs	Budget FTEs FY 2020
Full Time	0.6
Part Time	0.1
TOTAL	0.6

Level of Service

Water Rights/Water Projects Same Level of Service

	Quartile FY 2020	Score FY 2020
Water Rights/Water Projects	1	21.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Higher quality of service and less expensive than outside counsel

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Assigned attorney could not spend adequate time addressing water matters efficiently. This would increase the expense of outside counsel.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Water Rights/Water Projects- CITY ATTORNEY'S OFFICE	Fully executed agreements, approved change applications, environmental requirements satisfied, water quality concerns addressed, projects built, water flowing to customers. (Yes/No)	Yes	Yes	No	No
Water Rights/Water Projects- CITY ATTORNEY'S OFFICE	Percent of water meetings attended by attorney.	95%	95%	0%	0%
Water Rights/Water Projects- CITY ATTORNEY'S OFFICE	Percent of Deputy City Attorney's time spent on water issues and projects.	40%	15%	0%	0%

Description:

WATER OPERATIONS Education - Providing information to the general public in order to foster consumer decisions that benefit the water system and region. Analysis - Using logical reasoning to examine each component of the data and to provide recommendations and solutions for increased efficiency of Operations. Coordination - Providing leadership, planning and financial assistance for the conservation and responsible use of water. Management practices that reduce or enhance the beneficial use of water through education, analysis and coordination with multiple entities. Applies to both water and energy conservation, and considers the region and individual consumers as part of the overall water system.

Council Goal:

012 Preserving & Enhancing the Natural Environment

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

Conservation of Natural Resources Conservation of water equates to a higher degree of sustainability, both environmentally and in regards to the physical water system. Using less water means reducing the environmental impact by releasing more water downstream, expending less energy in treatment processes and pumping operations, and less chemical use and solids production. It also means reduced cost of operations, maintenance and asset replacement.

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

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

	Request FY 2020	Rationale FY 2020
Conservation	WATER OPERATIONS: Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)TOTAL: \$78,591	Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)Move positions based off of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
WATER OPERATIONS				
Personnel	112,792	124,931	108,941	108,941
Materials	305,352	306,888	305,700	305,700
Total WATER OPERATIONS	418,145	431,820	414,641	414,641
CONTINGENCY/SALARY				
Materials	4,000	4,000	5,600	5,600
Total CONTINGENCY/SALARY	4,000	4,000	5,600	5,600
TOTAL	422,145	435,820	420,241	420,241

FTEs	Budget FTEs FY 2020
Full Time	0.8
Part Time	
TOTAL	0.8

Level of Service
Conservation Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Conservation	2	19.25

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City is the sole provider but there are other public or private entities which could be contracted to provide this service	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS	Conservation is a relatively low cost program. However, we strive to collaborate with regional partners such as Recycle Utah, the Utah Water Conservation Forum, the Park City Board of Realtors Water Conservation Task Force, Weber Basin Water Conservancy District, and neighboring utilities. Working together reduces the individual resource needs for all involved. New technologies such as the automated metering infrastructure and online leak detection help us pinpoint and stop leaks sooner.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS	Reductions in the level of service would mean far less public education, which is critical to achieving any level of conservation. In order to meet the state-mandated reduction of 25% per connection by 2050 and continue to be a sustainable water system, we must continue to pursue water conservation.

Section 6: Performance Measures

	Description	Actual
	-	FY 2017
Conservation-WATER OPERATIONS	Number of water audits conducted annually.	6
Conservation-WATER OPERATIONS	Water usage recorded in acre feet per year	5942

Description:

CITY ATTORNEY	Work with state and federal agencies on issues including negotiating UPDES permits on water discharges within municipal boundaries. The Legal staff proactively provides research and general support on all environmental issues to the Sustainability Department involving the City with negotiating multi-party agreements related to contaminated soil in and around Park City; researching records as part of identifying potentially responsible parties; filing FOIA requests with federal agencies; maintaining compliance with state Division of Drinking Water regulations; obtaining closure of existing physical mine hazards; negotiating the location, design, operation and maintenance of a hazardous waste repository; and holding developers accountable for the environmental requirements in development agreements and local land use codes.
ENVIRONMENTAL SUSTAINABILITY	This budget includes all items related to environmental regulatory work related to Legacy Mine soils.
DENTAL SELF FUNDING	The City provides Dental Insurance to the City's Employees, and does this by paying for all dental claims instead of paying for an insurance policy. This method saves the city money over purchasing insurance.

Council Goal:

016Preserving & Enhancing the Natural Environment

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

Environmental Health	Clean water and clean natural environment is one of Council's priorities. City Council has expressed an interest in cleaning up the watershed and doing it right. This budget supports those goals.

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

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

	Request FY 2020	Rationale FY 2020
Environmental Regulatory/EPA	WATER OPERATIONS: Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)TOTAL: \$78,591	Department Supplies (\$7,387)Other Fuels (\$1,958)Professional & Consulting (\$8,752)Misc. Contract Services (\$6,932)Misc. Contract Services- Spiro (\$1,929)Misc. Contract Services- Quinn's Junction Water Treatment Plant (\$1,929)Mountain Regional O&M (\$20,360)Street Material (\$4,024)Equipment & Manpower (\$5,607)Meters (\$3,418)Water Assessments (\$16,295)Move positions based off of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY ATTORNEY					
Personnel	58,248	58,248	56,359	-7,430	48,929
Materials	1,901	1,901	1,901		1,901
Total CITY ATTORNEY	60,149	60,149	58,260	-7,430	50,830
ENVIRONMENTAL SUSTAINABILITY					
Personnel	153,542	153,542	156,056	-7,430	148,626
Materials	85,000	85,000	85,000		85,000
Total ENVIRONMENTAL SUSTAINABILITY	238,542	238,542	241,056	-7,430	233,626
WATER OPERATIONS					
Materials	254,920	254,920	254,920		254,920
Total WATER OPERATIONS	254,920	254,920	254,920		254,920
TOTAL	553,611	553,611	554,235	-14,860	539,376

FTEs	Budget FTEs FY 2020
Full Time	1.6
Part Time	0.1
TOTAL	1.6

Level of Service

Environmental Regulatory/EPA Same Level of Service

	Quartile FY 2020	Score FY 2020
Environmental Regulatory/EPA	2	18.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

ENVIRONMENTAL SUSTAINABILITY

Resolution of the repository issue will result in a 58% reduction in expenses, including a significant reduction of outside legal fees and outside consulting fees. Also, proactive negotiate and agreements to secure proportionate cost allocation.

Section 5: Consequences of Funding Proposal at Lower Level

ENVIRONMENTAL SUSTAINABILITY

While staff is proposing a significant budget reduction, due to cost reductions in funding for FY2013, if the budget is reduced below the requested level, we will not be able to support homeowners and businesses in the cleanup of their property. Additionally, a reduction in budget will mean that our access to expert outside legal counsel will be eliminated. This will mean that we won't have the best advice on agreements with the EPA and the State. Also, our communication, service, and interaction with the EPA and other entities would suffer. Temporary or outside staff would not have background information and facts to proceed efficiently and effectively with ongoing issues.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
ENVIRONMENTAL REGULATORY/EPA- ENVIRONMENTAL SUSTAINABILITY	Compliance with Prospector Drain AOC schedule.	No	No	No	No
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Percent of monthly BioCell water sample testing completed.	0%	0%	0%	0%
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Number of citizens and business owners request for support in reviewing or obtaining certificates of compliance (Soil Ordinance)	0	0	0	0
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.	0	0	0	0
Environmental Regulatory/EPA-CITY ATTORNEY'S OFFICE	Meet and confer with all applicable City Staff and contracted service providers on EPA issues and received correspondence.	1	1	0	0
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Continued progress on Prospector Drain EE/CA	No	No	No	No
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	# of Phase I ESA's completed on all property transactions	0	0	0	0

Description:

COMMUNITY ENGAGEMENT	Provides administrative, community outreach and policy support related to open space acquisition and administrative support for COSAC. The Open Space program is funded from voter-approved open space bonds and Flagstaff transfer fees. Land is purchased outright or conservation easements are acquired. Maintenance and coordination with support entities for these properties require a high level of service, including weed management, easements, education and regulation. Responsibility for interfacing with landowners and the third party conservation easement holders also rests in this area.
ECONOMY	Coordination and collaboration with supporting and jurisdictional entities (Summit Lands, Utah Open Lands, DNR, Summit County, BOSAC, non-profits). Citizen engagement, property maintenance, and regulation including but not limited to weeds, fencing, signage, and hunting. Property acquisition and oversight. Internal coordination with parks and events staff. Open Space Management & Acquisition we have upped the responsibility, complexity and workload needed to manage open space, including in particular acquisition: Manages COSAC in spending allocated resort city sales tax for open space purchases which includes reports, personnel management, technical research, understanding of real estate market and trends, represents city on BOSAC, property negotiations, elicits policy direction (closed sessions). City Owned Property Management & Strategic Plan - Documentation and inventory of open space & city owned parcels, creation of a system from scratch to manage these resources.

Council Goal:

015 Preserving & Enhancing the Natural Environment

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

Open Space Acquisition	Preservation of natural environment was identified during the 2009 visioning process as a core element of Keeping Park City, Park City. It is key component of Council's Natural Environment priority.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
COMMUNITY ENGAGEMENT				
Personnel	5,288	5,288	5,363	5,363
Total COMMUNITY ENGAGEMENT	5,288	5,288	5,363	5,363
ECONOMY				
Personnel	65,312	65,312	66,360	66,360
Materials	1,718	1,718	1,718	1,718
Total ECONOMY	67,030	67,030	68,078	68,078
TOTAL	72,317	72,317	73,441	73,441

FTEs	Budget FTEs FY 2020
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

Open Space Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Open Space	2	18.75

Section 3: Basic Program Attributes**Community Served**

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration**COMMUNITY ENGAGEMENT**

Community & Environment: Collaboration - Staff collaborates with BOSAC and Summit County to identify areas of joint concern. There is also collaboration in joint funding of land purchases, although at this time the City does not have any open space funds available for land purchase.

ECONOMY

Economy: Maximizing expectations and deliverables within our existing easement partnerships and coordination of educational outreach through non-profits. Providing innovative and cost effective management tools for properties, which balance the community's desire for conservation and recreation. Engaging adjacent entities across jurisdictions to provide overall community benefits.

Section 5: Consequences of Funding Proposal at Lower Level**COMMUNITY ENGAGEMENT**

A key consequence of reducing funding is the loss of administrative support including packets and minutes for COSAC.

ECONOMY

Lack of coordination, collaboration and partnerships with supporting agencies and adjacent entities is incongruent with Council goals of open and responsive government and may lead to larger regional issues. Lack of funding may lead to missing grant opportunities. May impact Council goals of recreation, trails and open space negatively. Development impacts. Also, reducing the level of funding for open space could have negative impacts on the quality of the user experience through reduced maintenance and interagency coordination.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Open Space-ECONOMY	Number of citations with Summit County weed ordinance.	0.01	0	0	0
Open Space-ECONOMY	Number of acres of recreation open space per resident.	0	0	0	0
Open Space-ECONOMY	Number of public inquiries per city noxious weed program on open space	0%	0%	0%	0%
Open Space-ECONOMY	Total acres of City-owned open space.	5876	0	0	0

Description:

BONANZA Bonanza Flat placeholder funding for operations
FLAT
OPERATIONS

Council Goal:

145 Preserving & Enhancing the Natural Environment

Desired Outcome:

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand		Explanation
	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
BONANZA FLAT OPERATIONS				
Materials	30,000	30,000	30,000	30,000
Total BONANZA FLAT OPERATIONS	30,000	30,000	30,000	30,000
TOTAL	30,000	30,000	30,000	30,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

	Quartile FY 2020	Score FY 2020
Bonanza Flat Operations	3	15.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

Inclusive & Healthy Community

Program	Departments	BASE FY 2019	SCORE FY 2020	QUARTILE FY 2020	DEPT REQ FY 2020	RT REC FY 2020	CM REC FY 2020	REV FY 2020	TOT REC COST FY 2020
Housing	COMM. DEV. ADMIN.	\$356,049	23.75	1	\$364,179	\$364,179	\$369,587	\$0	\$369,587
State Liquor Enforcement	POLICE	\$63,771	23.50	1	\$63,771	\$63,771	\$64,817	\$-57,000	\$-40,929
Patrol Operations	POLICE	\$2,545,030	23.50	1	\$2,978,127	\$2,645,397	\$2,667,497	\$0	\$2,630,282
Emergency Management	EMERGENCY MANAGEMENT & POLICE	\$391,883	21.75	1	\$391,883	\$406,241	\$409,405	\$-4,800	\$404,605
Fire Safety	BUILDING	\$403,332	21.75	1	\$523,378	\$522,843	\$530,492	\$-146,430	\$384,374
Dispatch	POLICE	\$620,000	21.50	1	\$620,000	\$620,000	\$620,000	\$-39,800	\$580,200
Inspections	BUILDING & ENGINEERING	\$1,259,411	21.00	2	\$1,269,837	\$1,258,539	\$1,275,449	\$-1,440,201	\$-157,399
Youth & Spanish Services	LIBRARY	\$231,429	20.50	2	\$231,429	\$231,429	\$234,228	\$-3,600	\$230,628
Inspections and Contract Supervision	BUILDING MAINTENANCE	\$129,077	20.50	2	\$148,149	\$148,149	\$150,095	\$-21,510	\$140,430
Senior Services	COMMUNITY ENGAGEMENT	\$1,918	20.25	2	\$1,918	\$1,918	\$1,918	\$0	\$1,918
Code Enforcement	BUILDING	\$281,266	19.75	2	\$301,512	\$281,766	\$285,729	\$-137,310	\$152,197
Social Equity	BUDGET & HUMAN RESOURCES	\$50,000	19.50	2	\$168,395	\$168,395	\$127,863	\$0	\$149,576
Abatement Fund	BUILDING	\$48,688	19.00	2	\$48,688	\$48,688		\$0	\$48,688
Permitting / Current Planning	PLANNING	\$179,934	18.75	2	\$179,934	\$180,009	\$182,742	\$-60,584	\$122,158
Plan/Application Review	BUILDING, PLANNING & ENGINEERING	\$825,076	17.25	3	\$825,076	\$826,294	\$838,345	\$-726,510	\$112,460
Special Service Contracts	BUDGET, DEBT & GRANTS	\$540,000	17.00	3	\$540,000	\$540,000	\$540,000	\$0	\$630,000
Safety and Security	EMERGENCY MANAGEMENT	\$43,000	17.00	3	\$87,685	\$43,000	\$43,000	\$0	\$43,000
Mental Health	BUDGET, DEBT & GRANTS	\$60,000	17.00	3	\$60,000	\$60,000		\$0	\$60,000
Urban Trails and Walkability	ECONOMY	\$123,146	16.00	3	\$175,359	\$175,359	\$178,110	\$0	\$178,110
Youth Services Officer	POLICE	\$228,077	16.00	3	\$255,110	\$228,077	\$231,586	\$0	\$231,586
Long Range Planning	PLANNING	\$242,205	15.75	3	\$242,205	\$242,205	\$244,625	\$0	\$244,625
DARE/Drug Education	POLICE	\$32,463	15.25	3	\$32,463	\$32,463	\$32,920	\$0	\$32,920
Arts & Culture	ARTS & CULTURE/BUDGET	\$589,542	14.25	4	\$569,315	\$569,315	\$574,291	\$0	\$574,291
Graffiti Removal	STREET MAINTENANCE	\$36,460	14.25	4	\$39,263	\$39,263	\$39,343	\$0	\$39,343
Trails (Backcountry)	ECONOMY	\$51,007	14.00	4	\$81,007	\$51,007	\$51,432	\$0	\$51,432
Historic District Design Review	PLANNING	\$221,225	14.00	4	\$221,225	\$221,225	\$224,229	\$0	\$224,229
Public Art	ECONOMY	\$7,000	14.00	4	\$7,000	\$7,000		\$0	\$7,000
McPolin Farm	MCPOLIN BARN	\$45,374	13.50	4	\$45,374	\$45,374	\$45,795	\$0	\$45,795
Flowers/Holiday Lighting/Beautification	PARKS & FIELDS	\$397,777	13.00	4	\$416,970	\$392,128	\$396,239	\$0	\$421,616
Code Amendments	PLANNING	\$215,359	13.00	4	\$215,359	\$214,249	\$217,610	\$0	\$217,610
Special Planning Projects - Inter-Dept	PLANNING	\$53,646	12.75	4	\$53,646	\$53,646	\$54,436	\$0	\$54,436
Historical Incentive Grant	PLANNING	\$207,136	10.00	4	\$127,136	\$127,136		\$0	\$127,136
Childcare	CITY RECREATION & TENNIS	\$15,607	8.75	4	\$15,607	\$15,607	\$15,886	\$-23,400	\$-15,413
Total Inclusive & Healthy Community		\$10,605,888			\$11,301,000	\$10,824,672	\$10,647,667	\$-2,661,145	\$8,296,488

Description:

COMMUNITY ENGAGEMENT The Affordable Housing program provides land and property acquisition, disposition and development services. Staff develops, analyzes, supervises and implements affordable housing policies, plans and programs. Prepares housing needs assessments and housing standards and guidelines. Provides analysis and recommendations on MPD and annexation applications of compliance with affordable housing guidelines. Manages City's employee housing and maintains quality of assets.

Council Goal:

007 Inclusive & Healthy Community

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

Housing: Middle-Income, Attainable, and Affordable Housing Affordable housing has been identified as a key component of the Council Goal Preservation of Park City's character. Middle income is of particular concern to Council. A range of housing options fosters community and economic diversity. It remains a vexing issue in the community with a slight decrease in community satisfaction in the availability of affordable housing in 2013. Implementation of affordable housing at Park City Heights and Lower Park Avenue has not yet begun which may contribute to the decreased satisfaction.

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

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

	Request FY 2020	Rationale FY 2020
Housing	COMM DEVELOP ADMIN (in order of priority)1) Professional & Consulting (\$13,200 ongoing)2) Meetings/Conf. Travel (\$3,220)3) Mileage Reimbursement (\$700)-Decreasing budget on other various line items TOTAL: NET INCREASE OF \$13,925	1) Professional & Consulting (\$13,200 ongoing)2) Meetings/Conf. Travel (\$3,220)3) Mileage Reimbursement (\$700)-Decreasing budget on other various line items
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
COMM DEVELOP ADMIN				
Personnel	333,140	333,140	338,548	338,548
Materials	22,909	31,039	31,039	31,039
Total COMM DEVELOP ADMIN	356,049	364,179	369,587	369,587
TOTAL	356,049	364,179	369,587	369,587

FTEs	Budget FTEs FY 2020
Full Time	2.3
Part Time	
TOTAL	2.3

Level of Service

Housing Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Housing	1	23.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT	Collaboration: Park City continues to its collaborating with Summit County on a regional housing needs assessment. We also collaborate on a state level with the Utah Housing Coalition and most recently the appointment of the Housing Specialist to the Governor's Task Force on Affordable Housing. We also participate on the national level through the National Housing Conference and the Urban Land Institute. Innovation: The Affordable Housing Program continues to work with the housing finance industry to match our GASB regulations with private finance options to achieve greater housing resources in Park City. Housing and environmental sustainability staff collaborate on energy upgrades in existing city-owned stock to reduce operating expenses. Our housing program received a national policy award from the Urban Land Institute in 10/2013 recognizing the city's leadership and innovation in addressing local housing needs.
COMM DEVELOP ADMIN	Collaboration: Park City continues to its collaborating with Summit County on a regional housing needs assessment. We also collaborate on a state level with the Utah Housing Coalition and most recently the appointment of the Housing Specialist to the Governor's Task Force on Affordable Housing. We also participate on the national level through the National Housing Conference and the Urban Land Institute. Innovation: The Affordable Housing Program continues to work with the housing finance industry to match our GASB regulations with private finance options to achieve greater housing resources in Park City. Housing and environmental sustainability staff collaborate on energy upgrades in existing city-owned stock to reduce operating expenses. Our housing program received a national policy award from the Urban Land Institute in 10/2013 recognizing the city's leadership and innovation in addressing local housing needs.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT	Maintaining the level of service initiated during the last budget cycle will allow staff to continue its focus on new financial and property resources. Staff identified a number of options to pursue but face the challenge of how to implement these innovative financial approaches within the limitations imposed by changing municipal finance requirements. At the requested level of funding we will continue moving these efforts forward through consultant resources. At current levels of staffing we cannot pursue this initiative without affecting existing levels of service in the housing program, as well as in the community outreach and engagement program.
COMM DEVELOP ADMIN	Maintaining the level of service initiated during the last budget cycle will allow staff to continue its focus on new financial and property resources. Staff identified a number of options to pursue but face the challenge of how to implement these innovative financial approaches within the limitations imposed by changing municipal finance requirements. At the requested level of funding we will continue moving these efforts forward through consultant resources. At current levels of staffing we cannot pursue this initiative without affecting existing levels of service in the housing program, as well as in the community outreach and engagement program.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Housing-COMMUNITY DEVELOPMENT ADMIN	Percent of deed-restricted affordable housing units compared to occupied/primary units	15.72%	16%	0%	0%
Housing-COMMUNITY DEVELOPMENT ADMIN	Percent of deed restricted affordable housing units compared to total residential units.	5.32%	6%	0%	0%
Housing-COMMUNITY DEVELOPMENT ADMIN	Number of units built to achieve Council's goal of 800 units by 2026 (starting in 2016)	0.01	19	0	0

Description:

STATE LIQUOR ENFORCEMENT

State and Federal grants help fund the staffing of special DUI enforcement. The State Liquor Grant helps to fund additional staffing for major special events that have a alcohol component attached such as a beer garden or an event that draws crowds to the bars. The State Grant helps cover staffing costs for officers conducting bar checks for alcohol compliance. The State Grant has also covered the costs to purchase portable breath test instruments and in car video cameras to help support our prosecution efforts.

Council Goal:

011 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community

The State Grant is awarded to us annually as a result of our effective use of the grant. The grant funds are used in strict guidelines set forth by the grant.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
STATE LIQUOR ENFORCEMENT					
Personnel	52,297	52,297	4,597		4,597
Materials	11,474	11,474	11,474	-57,000	-45,526
Total STATE LIQUOR ENFORCEMENT	63,771	63,771	16,071	-57,000	-40,929
TOTAL	63,771	63,771	16,071	-57,000	-40,929

FTEs	Budget FTEs FY 2020
Full Time	
Part Time	1.3
TOTAL	1.3

Level of Service

State Liquor Enforcement Same Level of Service

	Quartile FY 2020	Score FY 2020
State Liquor Enforcement	1	23.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STATE LIQUOR ENFORCEMENT The annual grant is \$66,000 which is a cost the City does not incur.

Section 5: Consequences of Funding Proposal at Lower Level

STATE LIQUOR ENFORCEMENT These are funds that cannot be used outside of the grant guidelines. To reduce funding elsewhere, simply because these funds are available to us would have a direct negative impact on our alcohol enforcement efforts and hinder other programs essential to meeting the community's needs.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2017	FY 2018	FY 2019	FY 2020
State Liquor Enforcement-STATE LIQUOR ENFORCEMENT	Total DUI arrests	128	79	100	100

Description:

POLICE Geographic assignments and strategic planning provides more efficient community patrols, problem solving and criminal apprehension. Officers are assigned sectors or zones that they are responsible for and provide an effective way to meet the community's needs. Patrol Operations is the umbrella over Community Support, Community Oriented Policing, Traffic Enforcement, Crime Detection, Criminal Investigation and responding to the community's needs.

Council Goal:

030 Inclusive & Healthy Community

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

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

Section 1: Scope**Change in Demand**

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

Explanation

Over the past several years we have had a drastic increase in our serious crimes, including homicides, juvenile drug cases, suspicious infant deaths, felonious thefts, and million dollar drug cases. This has all been in addition to the typical theft, domestic violence, intoxication, and other incidents police handle regularly. We had also had an increase in special event staffing as best practices have changed due to increased home-grown terrorism throughout the nation and other threats.

	Request FY 2020	Rationale FY 2020
Patrol Operations	POLICE (in order of priority) 1. Creation of full-time Evidence Technician position (\$88,464)2. Request to reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY20 (\$52,214)3. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Additional full-time Investigator Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)5. Additional full-time Patrol Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)6. Begin a Bomb Dog program, including: additional full-time Senior Police Officer (\$137,426) , vehicle (\$38,000, as determined by Fleet), equipment/uniforms (\$12,000 one-time), police canine (\$15,000 one-time), canine equipment (\$600 one-time), kennel and hot dog system for vehicle (\$5,000 one-time), explosive training aids and maintenance (\$300 start-up and \$150 per year to maintain), dog food (\$600 annually), veterinary care and animal insurance (\$700 annually).7. Community Technical Specialist (\$33,521): split 50% between Police and Budget. TOTAL: \$767,827 (\$20,900 of which is one-time funding)	1. Creation of full-time Evidence Technician position (\$88,464)2. Reclassify ONE position from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY203. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Community Technical Specialist (\$33,521): split 50% between Police and Budget.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
POLICE				
Personnel	2,172,302	2,459,199	2,250,204	2,250,204
Materials	372,728	518,928	380,078	380,078
Total POLICE	2,545,030	2,978,127	2,630,282	2,630,282
TOTAL	2,545,030	2,978,127	2,630,282	2,630,282

FTEs	Budget FTEs FY 2020
Full Time	13.9
Part Time	1.3
TOTAL	15.2

Level of Service

Patrol Operations Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Patrol Operations	1	23.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

POLICE Strategic planning and creative staffing allows us to provide the superior level of service to the community that we do without requesting additional funding to meet the needs of the community.

Section 5: Consequences of Funding Proposal at Lower Level

POLICE Funding at a lower level would have a direct and negative impact on our level of service to the community. Services would be directed in different areas and the level of service would focus more directly on Response than Prevention.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Patrol Operations-POLICE	% of calls responded to within 15 minutes	0%	0%	0%	0%
Patrol Operations-POLICE	Total number of directed foot and bike patrol incidents initiated by officers assigned sectors	0	0	0	0

Description:

EMERGENCY MANAGEMENT	Emergency Management protects our community by coordinating and integrating all activities necessary to build, sustain and improve the capability to mitigate against, prepare for, respond to and recover from threatened or actual natural disasters, acts of terrorism or other man-made disasters of all sizes. We also manage City Building Security and Citywide Safety Programs
EMERGENCY CONTINGENCY	The Emergency Contingency Fund is an "evergreen account" that was started in FY2012 to put aside funding for emergencies or disasters that befall the city that are not budgeted for. In FY 16 this account was changed to remain at \$100,000 per year. In FY17 \$10,000 was used for the purchase of the Mobile Command Trailer (MCT) and the current balance is \$90,000.

Council Goal:

026 Inclusive & Healthy Community

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

Safe Community	Emergency Contingency like many of the tenets of emergency management is planning for the worst and hoping it won't happen. Inevitably a large emergency will occur and without this fund there will be no ready source of funds to pay the expenses of the emergency or for recovery from the emergency. In many respects this is a self-funded insurance policy for items that are not covered by traditional insurance.

Section 1: Scope**Change in Demand**

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

Explanation

All three areas of responsibility, Emergency Management, Security and Safety have all seen an increased focus and demand for services over the past several years, stretching the Emergency Manager's ability to meet increasing requirements from government, insurers, special events, international security concerns and preparing the community.

	Request FY 2020	Rationale FY 2020
Emergency Management	EMERGENCY MANAGEMENT1) Emergency Management Associate Position (\$39,371)2) Main Street Bollards (\$25,000): This budget increase is to allow for contracted labor support to rig and de-rig protective bollards on upper and lower Main Street in support of multiple special events throughout the year, as well as maintain bollards and ancillary equipment. This budget increase request is specifically requested by Special Events/Economic Development to support special event security. TOTAL: \$64,731POLICE (in order of priority) 1. Creation of full-time Evidence Technician position (\$88,464)2. Request to reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY20 (\$52,214)3. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Additional full-time Investigator Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)5. Additional full-time Patrol Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)6. Begin a Bomb Dog program, including: additional full-time Senior Police Officer (\$137,426) , vehicle (\$38,000, as determined by Fleet), equipment/uniforms (\$12,000 one-time), police canine (\$15,000 one-time), canine equipment (\$600 one-time), kennel and hot dog system for vehicle (\$5,000 one-time), explosive training aids and maintenance (\$300 start-up and \$150 per year to maintain), dog food (\$600 annually), veterinary care and animal insurance (\$700 annually).7. Community Technical Specialist (\$33,521): split 50% between Police and Budget. TOTAL: \$767,827 (\$20,900 of which is one-time funding)	EMERGENCY MANAGEMENT Main Street Bollards (\$10,000): This budget increase is to allow for contracted labor support to rig and de-rig protective bollards on upper and lower Main Street in support of multiple special events throughout the year, as well as maintain bollards and ancillary equipment. POLICE (in order of priority) 1. Creation of full-time Evidence Technician position (\$88,464)2. Reclassify ONE position from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY203. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Community Technical Specialist (\$33,521): split 50% between Police and Budget.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
EMERGENCY MANAGEMENT					
Personnel	128,870	148,555	131,024	-1,598	129,425
Materials	117,500	142,500	127,500		127,500
Total EMERGENCY MANAGEMENT	246,370	291,055	258,524	-1,598	256,925
POLICE					
Personnel	55,513	59,871	60,881	-1,598	59,282
Total POLICE	55,513	59,871	60,881	-1,598	59,282
EMERGENCY CONTINGENCY					
Materials	90,000	90,000	90,000		90,000
Total EMERGENCY CONTINGENCY	90,000	90,000	90,000		90,000
TOTAL	391,883	440,926	409,405	-3,197	406,208

FTEs	Budget FTEs FY 2020
Full Time	1.3
Part Time	
TOTAL	1.3

Level of Service
Emergency Management Same Level of Service

	Quartile FY 2020	Score FY 2020
Emergency Management	1	21.75

Section 3: Basic Program Attributes**Community Served**

Program benefits/serves the ENTIRE Community City provides program and program is currently being offered by another governmental, non-profit or civic agency

Reliance on City**Mandated**

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

EMERGENCY MANAGEMENT	We have established a unique EOC model which has garnered statewide attention and the Emergency Manager has developed a number of policies being adopted by other agencies. Collaboration: We have developed a number of inter-local agreements for times of emergencies and involved in a number of local and regional groups in public safety and emergency management. We are utilizing a number of free resources for our new Safety Program and joint funding projects for the Safety Program.
EMERGENCY CONTINGENCY	The Emergency Contingency Fund provides an immediate source of funding for emergencies and disasters that do not have a specific fund source. For large events funds may have to be reallocated.

Section 5: Consequences of Funding Proposal at Lower Level

EMERGENCY MANAGEMENT	Staff: Reduced staffing hours will greatly inhibit our ability to stay current with State and Federal requirements, keep up with staff training, develop our community outreach preparedness program and limit our response to emergencies including significant reductions in our abilities to meet OSHA standards and security needs. Materials: Reductions would reduce the ability to attend educational training, conduct exercises, keep all of our equipment in good working condition and up-to date, maintain service contracts, greatly impacting our ability to adequately respond to emergencies and disasters. At some levels we would lose some of our response capabilities all together.
EMERGENCY CONTINGENCY	Funding at a lower level will reduce our financial readiness for emergencies and disasters.

Section 6: Performance Measures

	Description	Actual FY 2017	Target FY 2019	Target FY 2020
Emergency Management-EMERGENCY MANAGEMENT	Number of Community Preparedness outreach items (print, radio, newspaper, web, presentations etc.)	55	60	60
Emergency Management-EMERGENCY MANAGEMENT	Federal & State National Incident Management System (NIMS) Compliance - NIMSCAST	92	0	0
Emergency Management-EMERGENCY MANAGEMENT	Number of Required NIMS & ICS courses completed by city staff	725	750	750

Description:

BUILDING DEPT. This code establishes regulations affecting or related to structures, processes, premises, and safeguards regarding: The hazards of fire and explosion arising from storage, handling or using of structures, materials or devices; Conditions hazardous to life, property or public welfare in the occupancy of structures or premises; Fire hazards in the structure or on premises from occupancy to operation; Matters related to the construction, extension, repair, alteration or removal of fire suppression or alarm systems; and conditions affecting the safety of fire fighters and emergency responders during emergency operations.

Council Goal:

066 Inclusive & Healthy Community

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

Safe Community The Deputy Fire Marshal is the key to the Fire Inspection Program. The Deputy Fire Marshal inspects all events that comes into Park City for code compliance and educates the public of the basic fire codes. The Deputy Fire Marshal is working with the Police Department and is going to get post certified in order to do criminal citations.

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

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

	Request FY 2020	Rationale FY 2020
Fire Safety	BUILDING DEPARTMENT (positions in order of priority)1) Fire Inspector/Plans Examiner (\$120,438) 2) Re-class of Code Enforcement Officer to Senior Code Enforcement Officer (\$23,204) 3) Re-class of Building Inspections Supervisor to Deputy Chief Building Official (\$4,168)4) Recruitment & Training (\$5,500)5) Uniforms & Clothing (\$2,000)TOTAL: \$155,310	1) Fire Inspector/Plans Examiner 2) Recruitment & Training, with offset from other line items 3) Uniforms & Clothing , with offset from other line items
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUILDING DEPT.					
Personnel	362,292	481,638	488,764		488,764
Materials	41,040	42,040	42,040	-146,430	-104,390
Total BUILDING DEPT.	403,332	523,678	530,804	-146,430	384,374
TOTAL	403,332	523,678	530,804	-146,430	384,374

FTEs	Budget FTEs FY 2020
Full Time	3.1
Part Time	
TOTAL	3.1

Level of Service

Fire Safety Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Fire Safety	1	21.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

BUILDING DEPT. The Department of Building Safety collaborates with the Police Department and Fire Marshal to help cover issues and provide customer service in a progressive setting. The Deputy Fire Marshal is getting trained on a 6 week course to get post certified to do criminal investigations, which will help relieve the duties of the Fire Marshal from the Police Chief.

Section 5: Consequences of Funding Proposal at Lower Level

BUILDING DEPT. Reduced funding would result in less timely Fire Inspections, which would hurt special events such as Silly Market, Sundance, and Tour of Utah. Additionally, Fire Investigations would be less timely. Currently there is no funding for tools and equipment for fire investigations.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Fire Safety-BUILDING DEPT.	Percent of fire inspectors pursuing ongoing training each year	0%	100%	0%	0%
Fire Safety-BUILDING DEPT.	Percent of fire inspectors conducting outreach regarding code concerns or changes	0%	90%	0%	0%
Fire Safety-BUILDING DEPT.	Percent of fire incidents that fire inspectors respond to within 24 hrs	0%	75%	0%	0%

Description:

COMMUNICATION CENTER

The Park City Police Dispatch Center is a multi-communications center and acts as a liaison between internal municipal divisions, community businesses, city, state, and federal agencies. All calls for service to community come through our dispatch center. The communications center is staffed 24/7 with full- and part-time staff and is supervised by the communications coordinator. Dispatchers' shift schedules provide for overlapping coverage during peak call times. The Communications Center fields all types of calls for service and dispatches officers appropriately to those calls. 911 calls for Park City come in through the Summit County Sheriff's Office. Park City dispatch also serves as the back-up 911 center for the Summit County Sheriff's Office and if the need were to arise could function as the 911 center for Wasatch County Sheriff's Office. In addition to being a back-up 911 center, we have the ability and agreement to function as an overall communication center for both the Summit and Wasatch County Sheriff's departments.

Council Goal:

031 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community

In order for the Communications Center to meet its ongoing commitment and obligations to the community it is necessary that we replace existing, outdated equipment and technology. In a combined effort between Park City, Summit and Wasatch Counties, known as the Wasatch Back, we have joined together to ensure that we can provide redundant emergency capabilities in the event of a major emergency or disaster as well as prepare for future growth.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
COMMUNICATION CENTER					
Materials	620,000	620,000	620,000	-11,000	609,000
Total COMMUNICATION CENTER	620,000	620,000	620,000	-11,000	609,000
TOTAL	620,000	620,000	620,000	-11,000	609,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

DispatchSame Level of Service

	Quartile FY 2020	Score FY 2020
Dispatch	1	21.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

COMMUNICATION CENTER The Communications Coordinator continues to seek out grants to maintain and upgrade the dispatch center. We have been successful in getting Homeland Security Grants which has allowed us to provide advanced training for dispatchers, purchase needed equipment and upgrades not covered in our normal budget.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNICATION CENTER The consequence of funding at a lower level of service would leave us as a stand-alone dispatch center, much like an island unto ourselves. Our ability to provide emergency services on any level would be greatly hindered and diminished. Our level of service to our community would simply be unacceptable to our residents and guests.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Dispatch-POLICE	Average response time (minutes)	18	7.38	7	7
Dispatch-POLICE	Average number of calls per day	0	0	0	0
Dispatch-POLICE	100% of calls dispatched within fifteen minutes of receipt to officers.	0%	0%	0%	0%
Dispatch-POLICE	Number of calls for service received annually by dispatch	0	0	0	0

Description:

ENGINEERING Provide water meter inspections, public improvement inspections, inspections of utility and private work within the Right-of- Way (ROW) and other inspections deemed necessary to maintain the City ROWs in good condition.

BUILDING DEPT. The purpose of the Department of Building and Fire Safety is to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The department also provides safety to fire fighters and emergency responders during emergency operation. The Inspectors shall apply the provisions of the International Building Code and National Electrical Code to construction, alterations movement, enlargement, replacement, repair, equipment, use of occupancy, location, maintenance, removal and demolition of every building or structure or any appurtenances connected or attached to such buildings or structures. The inspectors ensure that all structures are built to the minimum standards of the building code.

Council Goal:

051 Inclusive & Healthy Community

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

Safe Community The Inspectors are a key component for a quality housing stock for Park City. They ensure that construction has gone through the proper permitting with planning and ensures that it meets the high standards of Park City's design guidelines. Inspectors are required to be certified by ICC and Licensed by the State of Utah. This requires a lot of additional training when compared to inspectors in other States. The engineering ROW inspection's program was developed to provide another check to verify that plans previously approved by Building, Planning and Engineering are constructed correctly. This program was also developed to monitor the safe work efforts of utility companies as they work within the City's ROWs. The Public Safety desired outcome of our inspection bid is to assist in prevention specifically in how to maintain quality of life.

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

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

	Request FY 2020	Rationale FY 2020
Inspections	BUILDING DEPARTMENT (positions in order of priority)1) Fire Inspector/Plans Examiner (\$120,438) 2) Re-class of Code Enforcement Officer to Senior Code Enforcement Officer (\$23,204) 3) Re-class of Building Inspections Supervisor to Deputy Chief Building Official (\$4,168)4) Recruitment & Training (\$5,500)5) Uniforms & Clothing (\$2,000)TOTAL: \$155,310	1) Fire Inspector/Plans Examiner 2) Recruitment & Training, with offset from other line items 3) Uniforms & Clothing , with offset from other line items
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
COMM DEVELOP ADMIN					
Personnel	18,863	18,863	19,174		19,174
Materials	4,000	4,000	3,410		3,410
Total COMM DEVELOP ADMIN	22,863	22,863	22,584		22,584
ENGINEERING					
Personnel	121,638	121,638	123,517	-58,380	65,137
Materials	5,757	6,975	6,975	-13,000	-6,025
Total ENGINEERING	127,395	128,613	130,492	-71,380	59,112
BUILDING DEPT.					
Personnel	963,205	967,243	985,278	-58,380	926,898
Materials	145,948	151,198	144,448	-1,310,440	-1,165,992
Total BUILDING DEPT.	1,109,153	1,118,441	1,129,726	-1,368,820	-239,094
TOTAL	1,259,411	1,269,917	1,282,802	-1,440,201	-157,399

FTEs	Budget FTEs FY 2020
Full Time	9.9
Part Time	
TOTAL	9.9

Level of Service

Inspections Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Inspections	2	21.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion City provides program and program is currently of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

ENGINEERING No budget requests related to the Engineering Inspections Program.

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERING No budget requests related to the Engineering Inspections Program.

BUILDING DEPT. Consequences of funding proposal at a lower level would be staff turnover and additional cost of training new staff and the quality of plan reviews and inspections would drop drastically with fewer staff and less qualified staff. The quality of inspection would drop due to time constraints. Collaboration between PD and public works maybe lost. Inspections verify that the water system connections, public improvements by private individuals and ROW work meet the requirements of our municipal code, LMC, standard specifications and standard practices. Not funding these regulatory functions will cause a deterioration of our public facilities within the ROW as lower grade materials, unscrupulous construction methods and the quality of overall construction are compromised. Consequences for not funding the increase in mileage reimbursement specifically will be the inspectors' inability to perform their primary job function. If a City vehicle is unavailable and there is no remaining mileage reimbursement, the inspector will have no mode of transportation to visit construction sites and complete building inspections. The result would be that construction mitigation and collecting business licenses would not take place as needed and fees would not be collected along with complaints would increase with longer turnaround times to compliance.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Inspections-ENGINEERING	Percent of ROW permit inspections provided within two working days of contractor contract.	100%	100%	0%	0%
Inspections-ENGINEERING	Percent of water meter inspections completed within two working days.	100%	100%	0%	0%
Inspections-BUILDING DEPT.	Percent of inspections completed within 24 hrs of request	0%	98%	0%	0%
Inspections-BUILDING DEPT.	Percent of week's discussions that are conducted to brainstorm building codes and enforcement methods	0%	75%	0%	0%
Inspections-BUILDING DEPT.	Percent of inspectors pursuing ongoing training each year	0%	100%	0%	0%
Inspections-ENGINEERING	Percent of PIMPS completed within two weeks.	100%	100%	0%	0%

Description:

LIBRARY Youth & Spanish Services is a program encompassing education and enrichment opportunities for Park City children, youth, teens, parents, and visitors. It provides a collection of reading materials, reference service, and programming tailored to youth and the Latino community. The library offers quality materials (such as books, e-books, audiobooks, DVDs, magazines, and early literacy and STEM computers), programs, classes, and outreach to help the community's youth with early literacy, school readiness, and continued development of 21st Century Skills. Services for Latinos also include the provision of books, audios, DVD's, magazines and ESL materials along with classes, programs and outreach.

Council Goal:

021 Inclusive & Healthy Community

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

Diverse Community Participation The library helps to meet the desired outcomes by: 1. Providing free and open access to information and technology (Connected, knowledgeable, and engaged citizens) 2. Providing a meeting space for youth to develop early literacy skills thru 21st Century skills by engaging this population in programs and materials that emphasis reading, writing, sing, talking, playing, collaboration, and implementing the use of technology to enhance their knowledge and creativity (Vibrant community gathering spaces and places) 3. Providing materials in Spanish, ESL materials, and a meeting place for Park City's Spanish speakers (Diverse population and social fabric) 4. Providing a meeting space for Park City's diverse populations to come together (Physically and socially connected neighborhoods).

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
LIBRARY					
Personnel	178,108	178,108	180,907		180,907
Materials	53,321	53,321	53,321	-3,600	49,721
Total LIBRARY	231,429	231,429	234,228	-3,600	230,628
TOTAL	231,429	231,429	234,228	-3,600	230,628

FTEs	Budget FTEs FY 2020
Full Time	1.7
Part Time	0.1
TOTAL	1.8

Level of Service

Youth & Spanish Services Same Level of Service

	Quartile FY 2020	Score FY 2020
Youth & Spanish Services	2	20.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Collaborating with the Park City Day Camp and Park City School District to engage the youth in participating in Summer Reading Programs; thus, helping to prevent the 'Summer Slide', is an efficient use of money requested for programming. Working with other nonprofits to co-host programs such as the Gingerbread Jimmy House Contest, Books 2 Movies, Summit County Library, and Windy Week with Recycle Utah creates cost savings for the library.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY The library has already begun seeing some negative consequences of not having someone dedicated to teen needs. Graffiti, theft, and damaged equipment are now a reality due to not having someone in the building to focus on serving teens. Their time in the YouCreate Lab is unsupervised and they are not engaged in library programs to channel their energies. In addition, our programming numbers will continue to come in low for teens. This is seen nationally on our library statistics and negatively reflects on our services. The library has sought awards such as Best Small Library of the Year and has been turned down due to deficits such as this. Our teens in Park City are important and deserve dedicated service in the library. The Young Adult Library Services Association (YALSA) advocates for dedicated professionals to serve this specialized population which are essential members of our society utilizing the services of libraries as we move into the future. The teen genre of literature is specialized and a lot of fun for our community if a dedicated teen specialist can bring attention to the resources.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Youth & Spanish Services-LIBRARY	Number of people served by Youth and Spanish programs and outreach.	16997	21333	0	0
Youth & Spanish Services-LIBRARY	Checkout Rate of Children's Collection-Circulation per item	4	1.5	0	0

Description:

BLDG MAINT ADM The Building Maintenance Department provides a variety of services through Inspections and Contract Supervision for this program. It requires that City building inspection and contract supervision are performed throughout all City owned facilities so as to ensure the health and safety of building occupants along with supervising contractor provided building improvements.

Council Goal:

054 Inclusive & Healthy Community

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

Well-Maintained Assets and Infrastructure Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. Mandated governmental regulations and the desire for quality control oversight are dictated by health and safety compliance. The building inspections and contract supervision program is a critical (core) function in preserving the City's infrastructure.

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

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

	Request FY 2020	Rationale FY 2020
Inspections and Contract Supervision	BUILDING MAINTENANCE:1) One additional Building Maint III fulltime regular position in FY20 (\$88,464) with new vehicle (\$30,000)2) Misc. Contract Services- Administration (\$45,000)TOTAL: \$163,464	1) Bldg Maint III fulltime regular position, with new vehicle 2) \$30k increase to Misc. Contract Services- Administration line
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BLDG MAINT ADM					
Personnel	109,802	128,874	142,665	-21,510	121,155
Materials	19,275	19,275	19,275		19,275
Total BLDG MAINT ADM	129,077	148,149	161,940	-21,510	140,430
TOTAL	129,077	148,149	161,940	-21,510	140,430

FTEs	Budget FTEs FY 2020
Full Time	1.1
Part Time	
TOTAL	1.1

Level of Service

Inspections and Contract Supervision Same Level of Service

	Quartile FY 2020	Score FY 2020
Inspections and Contract Supervision	2	20.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BLDG “Collaboration”: Being in the Public Works Division, the Building Maintenance Department has a primary maintenance function in providing safe facilities. Working collaboratively with other governmental agencies and contractors has created efficiencies which allow for greater productivity. These require a tremendous amount of support by staff in coordinating the timing of installation & repairs. “Innovation”: The Building Maintenance Department continually looks for creative ways to increase productivity, Environmental stewardship, service levels, and equipment availability while decreasing the carbon footprint and equipment downtime through innovation. Recent examples: upgrade the Police and Marsac buildings to new fob access control cards.

MAINT ADM

Section 5: Consequences of Funding Proposal at Lower Level

BLDG The consequences of lowering the funding for this program include: falling out of compliances, unsafe facilities, and risk of possible citation.

MAINT ADM There would also be a decrease in contract oversight which would impact quality and increase complaints from tenants and building users.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Inspections and Contract Supervision-BLDG MAINT ADM	Percentage of customer complaints responded to within 72 hours, 24 hours for minor emergencies and 2 hours for major emergencies after receiving a service request.	0%	95%	0%	0%
Inspections and Contract Supervision-BLDG MAINT ADM	Percentage of alarm and fire protection systems inspected in City buildings yearly.	0%	100%	0%	0%

Description:

COMMUNITY ENGAGEMENT Address more effective communication with seniors, promote greater participation in senior programs, and develop aging in place options including senior housing and transportation. In June 2011 the City Council adopted the Senior Services Strategic Plan.

Council Goal:

050 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Diverse Community Participation Senior Services is an action strategy for strengthening an inclusive community. In recent years, a number of citizens have raised concerns about perceived gaps in services with a special focus on the housing needs and assisted living needs of many seniors. Most of the information was anecdotal and therefore, the City and County partnered to complete a survey of issues and needs in 2009 and later a senior services strategic plan.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
COMMUNITY ENGAGEMENT				
Personnel	1,918	1,918	1,918	1,918
Total COMMUNITY ENGAGEMENT	1,918	1,918	1,918	1,918
TOTAL	1,918	1,918	1,918	1,918

FTEs
Full Time
Part Time
TOTAL

Level of Service
Senior Services Same Level of Service

	Quartile FY 2020	Score FY 2020
Senior Services	2	20.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

Collaboration: The Senior Services program is a collaborative effort between Park City, Summit County, MAG and private individuals representing key industries including assisted living and health care. The adopted strategic plan was adopted by both Park City and Summit County and is being implemented jointly.

COMM DEVELOP ADMIN

Collaboration: The Senior Services program is a collaborative effort between Park City, Summit County, MAG and private individuals representing key industries including assisted living and health care. The adopted strategic plan was adopted by both Park City and Summit County and is being implemented jointly.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT

The consequence of funding this proposal at a lower level is a reduced level of implementation. The current level of service is consistent with the strategic plan. Because of the collaborative nature of this program area, the City's investment is quite low in relationship to the overall outcomes.

COMM DEVELOP ADMIN

The consequence of funding this proposal at a lower level is a reduced level of implementation. The current level of service is consistent with the strategic plan. Because of the collaborative nature of this program area, the City's investment is quite low in relationship to the overall outcomes.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Senior Services-COMMUNITY ENGAGEMENT	Percent of respondents who indicate that "knowing where to turn for information on services and benefits for seniors" is a problem.	0%	0%	0%	0%
Senior Services-COMMUNITY ENGAGEMENT	1) Cost per passenger for Elderly/Seniors/Para-transit	0	0	0	0
Senior Services-COMMUNITY ENGAGEMENT	2) Passengers per year for Elderly/Seniors/Para-transit	0	9672	0	0

Description:

Council Goal:

047 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community The Code Enforcement Officers are the only enforcement the City has to enforce on illegal activities that take place in the neighborhoods and are generally generated off of residential complaints. They are there to preserve the neighborhoods from zoning, Code and building Violations that could affect the preservation of the Park City Character.

Section 1: Scope

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

	Request FY 2020	Rationale FY 2020
Code Enforcement	BUILDING DEPARTMENT (positions in order of priority)1) Fire Inspector/Plans Examiner (\$120,438) 2) Re-class of Code Enforcement Officer to Senior Code Enforcement Officer (\$23,204) 3) Re-class of Building Inspections Supervisor to Deputy Chief Building Official (\$4,168)4) Recruitment & Training (\$5,500)5) Uniforms & Clothing (\$2,000)TOTAL: \$155,310	1) Fire Inspector/Plans Examiner 2) Recruitment & Training, with offset from other line items 3) Uniforms & Clothing , with offset from other line items
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUILDING DEPT.					
Personnel	258,121	277,667	265,862		265,862
Materials	23,145	23,845	23,645	-137,310	-113,665
Total BUILDING DEPT.	281,266	301,512	289,507	-137,310	152,197
TOTAL	281,266	301,512	289,507	-137,310	152,197

FTEs	Budget FTEs FY 2020
Full Time	2.4
Part Time	
TOTAL	2.4

Level of Service
Code Enforcement Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Code Enforcement	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

BUILDING DEPT. Hiring another field Code Enforcement Officer, we have building staff cross-trained to help out on code enforcement issues as needed. But as the economy slowly recovers, the Building staff will be increasingly focused on building projects, with less focus on code enforcement, but will still be able to help out occasionally. Train staff to help in large venue events with Police.

Section 5: Consequences of Funding Proposal at Lower Level

BUILDING DEPT. Concerns from the public on the well-being of Park City. Currently there are not enough Code Enforcement Officers to patrol Park City during festivals. There has been public outcry that there is not enough Code enforcement as is.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Code Enforcement-BUILDING DEPT.	Percent of investigations initiated within 24 hrs of complaint	0%	95%	0%	0%
Code Enforcement-BUILDING DEPT.	Percent of complaints initiated by internal/proactive enforcement	0%	70%	0%	0%
Code Enforcement - BUILDING DEPT.	Percent of code enforcement hours provided outside of regular business hours	0%	3.6%	0%	0%
Code Enforcement-BUILDING DEPT.	Percent of code enforcement personnel conducting outreach regarding code concerns or changes	0%	100%	0%	0%

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.

143 Inclusive & Healthy Community

Criteria for Meeting Desired Outcome

Explanation

	Request FY 2020	Rationale FY 2020
Social Equity	SOCIAL EQUITY 1) Community Technical Specialist (\$33,521) split 50% between Police and Social Equity-Decreased 04520 Contract Services line by \$33,521 to offset TOTAL: ZERO-SUMHUMAN RESOURCES Increase budget for part-time personnel in order to add funding to hire more neurodiverse individuals.	SOCIAL EQUITY 1) Community Technical Specialist (\$33,521) split 50% between Police and Social Equity-Decreased 04520 Contract Services line by \$33,521 to offset HUMAN RESOURCES Increase budget for part-time personnel in order to add funding to hire more neurodiverse individuals
TOTAL		

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
HUMAN RESOURCES				
Personnel		20,965	1,547	1,547
Total HUMAN RESOURCES		20,965	1,547	1,547
SOCIAL EQUITY				
Materials	50,000	160,000	106,479	106,479
Total SOCIAL EQUITY	50,000	160,000	106,479	106,479
TOTAL	50,000	180,965	108,026	108,026

FTEs
Full Time
Part Time
TOTAL

Level of Service

	Quartile FY 2020	Score FY 2020
Social Equity	2	19.50

Section 3: Basic Program Attributes

Community Served

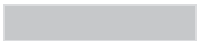
Reliance on City

Mandated

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures



Description:

ABATEMENT

Building Department Staff (inspectors and code enforcement) shall apply the provisions of the Dangerous Buildings and Abatement Code to provide a just, equitable and practicable method, to be cumulative with and in addition to any other remedy provided by the Building Code, Housing Code or other available law, whereby buildings or structures which from any cause endanger life, limb, health, morals, property, safety or welfare of the general public or their occupants may be required to be repaired, vacated or demolished.

Council Goal:

074 Inclusive & Healthy Community

Desired Outcome:

Safe Community

Criteria for Meeting Desired Outcome

The Dangerous Building and Abatement Code allows building department staff to identify structures as dangerous and require repair to such conditions. The Code specifically states that the jurisdiction shall establish a special revolving fund to be designated as the repair and demolition fund. Payments shall be made out of said fund upon the demand to defray the costs and expenses which may be incurred by the jurisdiction in doing on causing to be done the necessary work of repair or demolition of dangerous buildings. The goal of this action is to maintain adequate life safety standards within Park City.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
ABATEMENT				
Materials	48,688	48,688	48,688	48,688
Total ABATEMENT	48,688	48,688	48,688	48,688
TOTAL	48,688	48,688	48,688	48,688

FTEs
Full Time
Part Time
TOTAL

Level of Service

Abatement Fund

Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Abatement Fund	2	19.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life	City provides program and program is currently being offered by another governmental, non-profit or civic agency	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

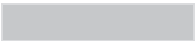
Section 4: Cost Savings / Innovation / Collaboration

ABATEMENT The revolving fund shall be utilized for abatement actions of dangerous buildings and all expenses will be replaced into the fund when the responsible party reimburses the jurisdiction on demand of payment or through a special assessment on the property taxes as coordinated through the Summit County Assessor.

Section 5: Consequences of Funding Proposal at Lower Level

ABATEMENT Consequences of funding the proposal at a lower level will prohibit staff from addressing identified dangerous conditions. Life safety standards would decrease as the ability to enforce against violations would be limited. Park City would also be in violation of the Abatement of Dangerous Building Code by not providing the fund as identified and required.

Section 6: Performance Measures



Description:

PLANNING DEPT. Assist the Building Department with permit reviews, inspections, code enforcement requests for information, etc. Assist the Finance Department with Business License Reviews and information requests for location/GIS/zoning assistance. Additionally, work with other departments to take advantage of current planning opportunities that arise as a result of ongoing construction or otherwise (e.g. trails, stairs, signage, street issues, etc.).

Council Goal:

079 Inclusive & Healthy Community

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

Safe Community It is important to track Business Licenses, Building Permit sign-offs; Sign Permits, etc. These need to be processed, analyzed, approved, and tracked on a daily basis. The results of all approvals are recorded in EDEN and tracked.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
COMM DEVELOP ADMIN					
Personnel	28,295	28,295	28,761		28,761
Materials		10,675	75		75
Total COMM DEVELOP ADMIN	28,295	38,970	28,836		28,836
PLANNING DEPT.					
Personnel	142,983	142,983	145,250	-25,874	119,376
Materials	8,656	8,656	8,656	-34,710	-26,054
Total PLANNING DEPT.	151,639	151,639	153,906	-60,584	93,322
TOTAL	179,934	190,609	182,742	-60,584	122,158

FTEs	Budget FTEs FY 2020
Full Time	1.2
Part Time	
TOTAL	1.2

Level of Service

Permitting / Current Planning Same Level of Service

	Quartile FY 2020	Score FY 2020
Permitting / Current Planning	2	18.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. With our new POC and some training, we have increased the efficiencies of these endeavors. These efforts are carried out in conjunction with the Building Department, the Engineering Department, and the Finance Department.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would result in a delay for approving these regulatory items.

Section 6: Performance Measures

	Description	Target FY 2019	Target FY 2020
Permitting / Current Planning-PLANNING DEPT.	Number of Planning Applications received.	500	500
Permitting / Current Planning-PLANNING DEPT.	Number of Building Permits received for review by Planning.	1200	1200
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of Complete Application forms sent out to applicants within 72 hours of project assignment.	15	15
Permitting / Current Planning-PLANNING DEPT.	Plan check turnaround time is checked daily. 90% of initial plan reviews are completed within 2 weeks.	90	90
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of Action Letters issued within 5 working days of final Action	90	90
Permitting / Current Planning-PLANNING DEPT.	Percentage (%) of project comment letters issued within 5 working days of staff review/Commission meetings.	75	75

Description:

ENGINEERING	Review and sign off on planning documents, building permits, engineering permits and other projects generated by the Building/Planning/Engineering Team.
PLANNING DEPT.	The Planning Department handles all land use applications for the City/Planning Commission including, but not limited to: Conditional Use Permits, Steep Slope Permits, Master Planned Developments, Subdivisions/Plats/Records of Survey, Sign Permits, etc. The department works with applicants and assists them with their submittals, carries them through the planning process, and prepares materials for presentation to the Planning Commission and City Council.
BUILDING DEPT.	The purpose of this program is to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The department also provides safety to fire fighters and emergency responders during emergency operation. The plan examiners shall apply the provisions of the International Building Code and National Electrical Code to construction, alterations movement, enlargement, replacement, repair, equipment, use of occupancy, location, maintenance, removal and demolition of every building or structure or any appurtenances connected or attached to such buildings or structures. The plan examiners ensure that all structures are built to the minimum standards of the building code.

Council Goal:

071 Inclusive & Healthy Community

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

Safe Community The plan examiners are a key component for a quality housing stock for Park City. They ensure that construction has gone through the proper permitting with planning and that it meets the high standards of Park City's design guidelines. The plans examiners are highly qualified and help with inspections, which requires them to be certified by ICC and licensed by the State of Utah. This requires a lot of additional training when compared to inspectors in other States.

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

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

	Request FY 2020	Rationale FY 2020
Plan/Application Review	BUILDING DEPARTMENT (positions in order of priority)1) Fire Inspector/Plans Examiner (\$120,438) 2) Re-class of Code Enforcement Officer to Senior Code Enforcement Officer (\$23,204) 3) Re-class of Building Inspections Supervisor to Deputy Chief Building Official (\$4,168)4) Recruitment & Training (\$5,500)5) Uniforms & Clothing (\$2,000)TOTAL: \$155,310	1) Fire Inspector/Plans Examiner 2) Recruitment & Training, with offset from other line items 3) Uniforms & Clothing , with offset from other line items
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
ENGINEERING					
Personnel	63,405	63,405	64,438		64,438
Materials	7,269	8,487	8,535	-25,000	-16,465
Total ENGINEERING	70,674	71,892	72,973	-25,000	47,973
PLANNING DEPT.					
Personnel	243,800	243,800	247,499		247,499
Materials	26,870	26,870	26,870	-113,690	-86,820
Total PLANNING DEPT.	270,670	270,670	274,369	-113,690	160,679
BUILDING DEPT.					
Personnel	466,957	469,462	474,853		474,853
Materials	16,775	17,625	16,775	-587,820	-571,045
Total BUILDING DEPT.	483,732	487,087	491,628	-587,820	-96,192
TOTAL	825,076	829,648	838,970	-726,510	112,460

FTEs	Budget FTEs FY 2020
Full Time	6.7
Part Time	
TOTAL	6.7

Level of Service

Plan/Application Review Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Plan/Application Review	3	17.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

ENGINEERING No budget request submitted for plan/application review program.

PLANNING All application review is done in coordination with our Legal, Building, and Engineering Departments. The process is formalized and well understood by the Planning Department. Also, the Department uses plan examiners as back up inspectors and cross trains staff to counteract retirements.

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERING Lower level funding for plan/application review would require the department to either shift the other workload elements to other teams so that the regulatory function stays intact, reduce the number of projects anticipated, work on projects at a slower pace or simply not continue with all of the OTIS, CIP, Federally funded projects. Staff did not have resources available this year to do a OTIS project, thus delaying a program which Council wanted completed sooner than later.

PLANNING DEPT. Consequences of funding proposal at a lower level would be staff turnover, additional cost of training new staff, and decreased quality in reviews and inspections due to a reduced and less-qualified staff. Additionally, a reduction in funding would result in delays in processing applications. Finally, building plan reviews by Engineering verify that the plans meet our current local ordinances. Plat reviews by engineering verify that the plat meet local, county and state requirements for recording of ownership plats. Not funding these regulatory functions may cause code and functionality issues down the road.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Plan/Application Review-BUILDING DEPT.	Percent of applications with a ten-day turnaround for first reviews.	0%	87.7%	0%	0%
Plan/Application Review-ENGINEERING	Percent of ROW permits processed within 2 days.	100%	100%	0%	0%
Plan/Application Review-BUILDING	Percent of plans examiners pursuing ongoing training each year	0%	100%	0%	0%
Plan/ Application Review-ENGINEERING	Percent of building plans reviewed within 3 weeks	70%	95%	0%	0%
Plan/ Application Review-ENGINEERING	Percent of staff reports reviewed within 1 week.	95%	95%	0%	0%
Plan/Application Review-PLANNING DEPT.	Overall reduction of turnaround time on Planning applications and review process.	0	0	15	15

Description:

SPEC. SRVC.
CNTRT./UNSPECIFIED

Current LOS: As part of the budget process, the City Council appropriates funds to contract with organizations offering services consistent with the needs and goals of the City. According to City policy, up to one percent of the City's total budget is awarded. Payment may take the form of cash payment and/or rent contributions for the lease of City property in exchange for the value of in-kind services. Special Service Contracts include, but are not limited to, the following: youth programming, victim advocacy/legal services, arts, health, affordable housing/community services, recycling, history/heritage, information and tourist services, and minority affairs. Service providers are eligible to apply for a special service contract every biennial budget process. The City will award special service contracts through a competitive bid process administered by the Service Contract Subcommittee and City Staff. The special service contract program policy is outlined in the budget document, Vol I. This program's budget is a percentage of the City's total budget and fluctuates accordingly. Per Council policy, up to 1% of the operating budget annually is dedicated for contracting with not-for-profit organizations to provide service for community benefit.

Council Goal:

060 Inclusive & Healthy Community

Desired Outcome:

Resilient and Sustainable Economy

Criteria for Meeting Desired Outcome
Special service contracts are generally viewed as the City investing in and providing needed services to the local community.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
SPEC. SRVC. CNTRT./UNSPECIFIED				
Materials	540,000	540,000	630,000	630,000
Total SPEC. SRVC. CNTRT./UNSPECIFIED	540,000	540,000	630,000	630,000
TOTAL	540,000	540,000	630,000	630,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Special Service Contracts

Same Level of Service

	Quartile FY 2020	Score FY 2020
Special Service Contracts	3	17.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life	City provides program and program is currently being offered by another governmental, non-profit or civic agency	Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description
	-

Description:

SELF INS & SEC BOND	There are two additional Programs managed by the Emergency Manager - those being Building Security and Safety. In conjunction with the Building Security Committee, the Security Program manages all of the city's closed circuit video (camera) systems (CCVS), electronic access control (EAC), security audits, security upgrades to city buildings and security training for all city employees. The Citywide Safety Program includes management of all aspects of occupational safety, from staff training and awareness, program oversight, incident review, Safety Data Sheet management, workspace inspections, management of outside agency audits and inspections, etc.
EMERGENCY MANAGEMENT	As part of City's emergency operations center (EOC) management, this 'evergreen' fund is designed to add or upgrade aging equipment necessary to manage and support responses to a large-scale incident.

Council Goal:

105 Inclusive & Healthy Community

Desired Outcome:

	Criteria for Meeting Desired Outcome
Safe Community	The Security Program had been charged with upgrading and centralizing all video and electronic access controls in fourteen City buildings, in addition to other security upgrades and training of all city employees on security measures. Park City has not had a citywide safety program across all departments. The new Safety Program will reach all employees and meet all federal and state requirements over a period of two to three years. These programs help meet the requirements of an "engaged and capable workforce," along with being a "fiscally & legally sound" municipality.

Section 1: Scope

Change in Demand	Explanation
Program experiencing NO change in demand	Due to the need to meet required OSHA standards, a higher level of safety education and tracking is required. On the security side, more buildings are being added to electronic access controls which increase security and accountability, along with an addition of cameras for security and investigations.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
SELF INS & SEC BOND				
Materials	43,000	68,000	43,000	43,000
Total SELF INS & SEC BOND	43,000	68,000	43,000	43,000
TOTAL	43,000	68,000	43,000	43,000

FTEs
Full Time
Part Time
TOTAL

Level of Service	
Safety and Security	Same Level of Service

	Quartile FY 2020	Score FY 2020
Safety and Security	3	17.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

SELF INS & SEC BOND Safety and Security are both key components to risk management and the cost of insurance. Insurance placements for CY14 all increased. Workers Compensation increased 10% of which 9% of the increase was due to injury claims. Comprehensive safety programs help reduce those premiums, as do security programs for other insurance policy premiums. The National Safety Council reports that for every dollar spent on a safety program you save four dollars in expense. Innovative training programs for both projects along with using free resources and in-house staff save money as well.

Section 5: Consequences of Funding Proposal at Lower Level

SELF INS & SEC BOND The Safety Program will allow us to meet all Federal and State OSHA standards as required by law. Lowering funding will greatly reduce our ability to be in compliance in a timely manner. Most Security funding is CIP based but there need to be funds for maintenance and other inter-departmental expenses that departments will not prioritize or budget for. Decreased or no funding will hamper our ability to complete our centralized systems and reduce our ability to lower insurance premiums, not to mention our ability to investigate and monitor key critical infrastructure.

Section 6: Performance Measures

	Description -	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Safety and Security-EMERGENCY MANAGEMENT	OSHA Compliance - Training	80%	0%	88%	88%
Safety and Security-EMERGENCY MANAGEMENT	Workplace Audits	6	0	20	20
Safety and Security-EMERGENCY MANAGEMENT	Digital Camera Placement	201%	0%	215%	215%
Safety and Security-EMERGENCY MANAGEMENT	Electronic Access Control Buildings	9	0	10	10

Description:

MENTAL HEALTH The Summit County Mental Wellness Strategic Plan is the result of an eleven-month community initiative to identify and address issues of mental health & substance abuse. Recognizing that Utah has the highest rate of mental illness in the United States (23.4%) and that an immediate need exists within our community, both the Summit County Council and the Park City Council have recognized this as a key priority in their 2017 Goals. Through the use of community surveys, focus groups, and the creation of a community-based coalition centered on mental health & substance abuse; the following strategic plan is presented to the community as a means of enhancing the quality of life for all Summit County residents, regardless of mental health or substance abuse concerns.

Council Goal:

140 Inclusive & Healthy Community

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

Mental Health

Mental health was identified as a Top Priority of Council during the 2017 Council Retreat.

Section 1: Scope**Change in Demand**

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

Explanation

The demand for this program is being directed by Council, which is based off of evidence of mental health issues increasing dramatically over the last several years.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
MENTAL HEALTH				
Materials	60,000	60,000	60,000	60,000
Total MENTAL HEALTH	60,000	60,000	60,000	60,000
TOTAL	60,000	60,000	60,000	60,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Mental Health Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Mental Health	3	17.00

Section 3: Basic Program Attributes**Community Served**

Program Benefits/Serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

Summit County Mental Health Coordinator position would probably not continue to be funded.

Section 6: Performance Measures



Description:

ECONOMY Implement Walkability projects as set forth in the WALC recommended approved project list. Provide a high level of service in the planning and implementation of the remaining WALC recommended projects, which include the following projects; Dan's to Jans, Wyatt Earp Way, widening of existing pathways, Old Town crosswalks, and minor biking and walking improvements throughout town. Provide a high level of service in community outreach and public participation in the planning and implementation of projects, as well as proactively mitigate negative impacts to neighborhoods.

Council Goal:

040 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Abundant, Preserved and Publicly-Accessible Open Space 1. Implement projects in a timely fashion. 2. Provide ample opportunity for public input. 3. Provide a high level of service in community outreach to mitigate construction impacts 4. Provide safe and effective infrastructure for alternative travel options.

Section 1: Scope

Change in Demand Explanation

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

	Request FY 2020	Rationale FY 2020
Urban Trails and Walkability	ECONOMY1) Re-class of Trails & Open Space Coordinator from contract position to FTR (\$54,588). Contract position costs are currently coming 50% out of Economy (General Fund), and 50% out of CIP fund. If the position is re-classed as an FTR, position costs would come 100% out of General fund.2) Back Country Trails Operation & Maintenance (\$30,000)SPECIAL EVENTS1) Special Events Application Software (\$25,000 one-time)TOTAL: \$109,588	Re-class of Trails & Open Space Coordinator from contract position to FTR (\$54,588).
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
ECONOMY				
Personnel	122,105	174,318	177,069	177,069
Materials	1,041	1,041	1,041	1,041
Total ECONOMY	123,146	175,359	178,110	178,110
TOTAL	123,146	175,359	178,110	178,110

FTEs	Budget FTEs FY 2020
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service
Urban Trails and WalkabilitySame Level of Service

	Quartile	Score
	FY 2020	FY 2020
Urban Trails and Walkability	3	16.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

ECONOMY 1. Coordinate and collaborate with other City projects and/or utility companies to gain an economy of scale on project costs. 2. Innovative thinking on infrastructure design and maintenance planning.

Section 5: Consequences of Funding Proposal at Lower Level

ECONOMY Project timelines negatively impacted. Connectivity, safety and effectiveness of projects and overall walkable network negatively impacted.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2017	FY 2018	FY 2019	FY 2020
Urban Trails and Walkability-ECONOMY	Average daily users Poison Creek Pathway	0	0	0	0
Urban Trails and Walkability-ECONOMY	Average daily users Comstock Pathway	0	0	0	0
Urban Trails and Walkability-ECONOMY	Average daily users McLeod Creek Pathway	0	0	0	0

Description:

POLICE The Youth Services Officer works in the elementary school, middle school, high school and alternative high school to keep the campuses safe and to help build strong relationships with youth now and in the future. The School Resource Officer investigates reports of criminal activity and provides intervention to curtail truancy. The School Resource Officer has built a foundation of trust and open communication with the students and school staff.

Council Goal:

089 Inclusive & Healthy Community

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

Safe The School Resource Officer is essential in providing the close working relationship that has been developed with the schools in the City.
Community The School Resource Officer provides D.A.R.E. Training for the students, and provides intervention for at risk students. However, first and foremost the SRO provides a safe learning environment on the school campuses.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Youth Services Officer	POLICE (in order of priority) 1. Creation of full-time Evidence Technician position (\$88,464)2. Request to reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY20 (\$52,214)3. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Additional full-time Investigator Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)5. Additional full-time Patrol Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)6. Begin a Bomb Dog program, including: additional full-time Senior Police Officer (\$137,426) , vehicle (\$38,000, as determined by Fleet), equipment/uniforms (\$12,000 one-time), police canine (\$15,000 one-time), canine equipment (\$600 one-time), kennel and hot dog system for vehicle (\$5,000 one-time), explosive training aids and maintenance (\$300 start-up and \$150 per year to maintain), dog food (\$600 annually), veterinary care and animal insurance (\$700 annually).7. Community Technical Specialist (\$33,521): split 50% between Police and Budget. TOTAL: \$767,827 (\$20,900 of which is one-time funding)	1. Creation of full-time Evidence Technician position (\$88,464)2. Reclassify ONE position from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY203. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Community Technical Specialist (\$33,521): split 50% between Police and Budget.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
POLICE				
Personnel	221,022	248,055	224,531	224,531
Materials	7,055	7,055	7,055	7,055
Total POLICE	228,077	255,110	231,586	231,586
TOTAL	228,077	255,110	231,586	231,586

FTEs	Budget FTEs FY 2020
Full Time	1.4
Part Time	
TOTAL	1.4

Level of Service
Youth Services Officer Same Level of Service

	Quartile FY 2020	Score FY 2020
Youth Services Officer	3	16.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

POLICE The police department has partnered with the Park City School District in funding this position. The school district pays over \$41,000 annually to ensure that this program is in place. Through this collaboration of cost sharing we are able to fund this as a fulltime position.

Section 5: Consequences of Funding Proposal at Lower Level

POLICE Funding at a lower level would not allow us to have a full time officer in this position.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Youth Services Officer-POLICE	Total number of students processed for truancy	0	4	50	50

Description:

PLANNING DEPT. A core function of the Planning Department is to carry out long range planning, future project and/or sub-area planning districts, the General Plan rewrite, etc. Many of these long-range planning projects overlap with redevelopment planning within the City's designated areas. Some long-range projects are site specific, while others affect the overall character of the City. The Planning Department is currently finalizing the General Plan process and document. Upon completion, we will begin the Lower Park Avenue Redevelopment Plan, the Bonanza Park Plan (Phase II) and Form Based Code, and then begin the Prospector Square Area Plan. This planning process will be throughout the 2 year budget period. In addition, we will begin the LMC rewrite in FY2015.

Council Goal:

065 Inclusive & Healthy Community

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

Distinctive Sense of Place The Planning Department has maintained agreed-upon schedules for the day-to-day applications as well as the long range planning activities. This included the Bonanza Park Area Plan in January 2012. Our goal is to continue to address the ongoing planning/economic/sustainability needs into the future. The General Plan is the City's blueprint for managing future growth and development as well as a tool to implement new citywide programs.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
PLANNING DEPT.				
Personnel	152,256	152,256	154,676	154,676
Materials	89,949	89,949	89,949	89,949
Total PLANNING DEPT.	242,205	242,205	244,625	244,625
TOTAL	242,205	242,205	244,625	244,625

FTEs	Budget FTEs FY 2020
Full Time	1.2
Part Time	
TOTAL	1.2

Level of Service

Long Range Planning Same Level of Service

	Quartile FY 2020	Score FY 2020
Long Range Planning	3	15.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. The Planning Department completed the Area Plan documents in-house, thus saving hundreds of thousands of dollars in consulting fees. The same is proposed for pending plans, including LOPA, BOPA, FBC, and PROSQUA.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would delay the completion of the proposed Area Plans and cause the City to be in a position behind the development curve - hurting the future viability of the City as well as the character of the City.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Long Range Planning-PLANNING DEPT.	Percentage of staff time dedicated to long-range planning each week.	0%	0%	30%	30%

Description:

DRUG EDUCATION Drug Abuse Resistance Education (D.A.R.E.) is a collaborative effort involving parents, schools and Police all working together to teach youth to avoid illegal drugs and violence while helping them become healthy, law abiding citizens. The D.A.R.E. Program currently targets McPolin Elementary, grades Kindergarten through Fifth. Kindergarten through 2nd grade have 2 hours of education each year. Grades 3rd through 4th receive 5 one hour classes per school year. The 5th graders receive 9 weeks of education which is equal to 27 weeks. There are 3 classes per grade that are receiving D.A.R.E. Education.

Council Goal:

102 Inclusive & Healthy Community

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

Safe Community McPolin Elementary, parents and the Police department are actively involved in the success of the D.A.R.E. Program. Students, school faculty, parents and Police department staff attend a year-end Graduation for those students who have successfully completed this program.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
DRUG EDUCATION				
Personnel	27,463	27,463	27,920	27,920
Materials	5,000	5,000	5,000	5,000
Total DRUG EDUCATION	32,463	32,463	32,920	32,920
TOTAL	32,463	32,463	32,920	32,920

FTEs	Budget FTEs FY 2020
Full Time	0.2
Part Time	
TOTAL	0.2

Level of Service

DARE/Drug Education Same Level of Service

	Quartile FY 2020	Score FY 2020
DARE/Drug Education	3	15.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

DRUG EDUCATION Joining with the community and addressing this area of concern has an immediate and hopefully a lifelong deterrence for the use of drugs. A strong united front against drug abuse can only strengthen a community overall.

Section 5: Consequences of Funding Proposal at Lower Level

DRUG EDUCATION A lower level of funding for this program would steal away the ability we have to educate children at an early age to avoid drug use. We currently provide D.A.R.E. Education for over 360 children per school year. We have been teaching D.A.R.E. at the elementary school level for over 5 years which calculates out to over 1800 children receiving this crucial education

Section 6: Performance Measures

	Description	Target	Target
	-	FY 2019	FY 2020
DARE/Drug Education-DRUG EDUCATION	Total number of students completing DARE program	75	75

Description:

ARTS & CULTURE Value statement: Strengthen, unify, and connect artistic and cultural expression as the City grows into an arts & culture hub. Goals:
 1. Public Art - Enrich and connect the community through visual arts in public spaces
 2. Special Events - Facilitate cultural, arts, and entertainment experiences that are inclusive and meaningful
 3. Regional Collaboration - Continually assess arts & culture elements and identify opportunities locally and regionally
 4. Programs - Create opportunities that engage and educate the community
 5. Economy - Diversify and enhance economy and improve the local and guest experience
 6. Legacy - Cultivate the legacy of our City's cultural heritage

Council Goal:

144 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Explanation

	Request FY 2020	Rationale FY 2020
Arts & Culture	Move contract funding to personnel	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
ARTS & CULTURE				
Personnel	41,242	313,015	317,991	317,991
Materials	548,300	256,300	256,300	256,300
Total ARTS & CULTURE	589,542	569,315	574,291	574,291
TOTAL	589,542	569,315	574,291	574,291

FTEs	Budget FTEs FY 2020
Full Time	0.3
Part Time	
TOTAL	0.3

Level of Service

	Quartile FY 2020	Score FY 2020
Arts & Culture	4	14.25

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

Description:

STREET MAINTENANCERemove graffiti in a timely manner.

Council Goal:

110 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure

Preservation of Park City Character has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for graffiti removal, to maintain a city free of nuisance-graffiti.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Graffiti Removal	STREET MAINTENANCE1) Analyst I- Streets (\$78,252)2) Four Streets & Stormwater Operator III's, 0.5 FTE each (\$120,292)3) Three Streets & Stormwater Operator III's, 0.5 FTE each, paid with transit fund offset (\$89,995)4) Cold Weather Gear & Personal Protective Equipment (PPE) for 4 staff (\$800)5) Salt de-icer (\$2,200)6) Skid Steer Rental (\$5,400) with transit fund offset of \$5,4007) Large Loader Rental (\$24,000) with transit fund offset of \$24,000TOTAL: NET INCREASE OF \$201,544	1) Four Streets & Stormwater Operator III's, 0.5 FTE each, with partial offset from Public Works/Transit re-org 2) Analyst II- Streets, offset from Public Works/Transit re-org 3) Cold Weather Gear & Personal Protective Equipment (PPE) for 2 staff 4) Salt de-icer
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
STREET MAINTENANCE				
Personnel	2,775	5,578	5,658	5,658
Materials	33,685	33,685	33,685	33,685
Total STREET MAINTENANCE	36,460	39,263	39,343	39,343
TOTAL	36,460	39,263	39,343	39,343

FTEs	Budget FTEs FY 2020
Full Time	0.0
Part Time	
TOTAL	0.0

Level of Service
Graffiti Removal Same Level of Service

	Quartile FY 2020	Score FY 2020
Graffiti Removal	4	14.25

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

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

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

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCEArtistic painting of pedestrian tunnels by students. Use of environmental friendly graffiti removers.

Section 5: Consequences of Funding Proposal at Lower Level

STREET MAINTENANCE1) Will jeopardize the cleanness, look and feel of Park City. 2) May increase gang activity.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Graffiti Removal-STREET MAINTENANCE	Percentage of graffiti removed from public property within one week of receiving a complaint or service request.	100%	100%	100%	100%

Description:

ECONOMY Implementation and management of the Trails Master Plan capital projects, in addition to the management of the backcountry trails maintenance budget. Continued coordination and collaboration with all trail stakeholders. Continue to provide world-class recreational trail opportunities in the summer and winter. Over the past year, through the creation of a trail use event policy we enhanced our oversight of trail event management and regulation, including promoter debriefs and application and collection of associated fees.

Council Goal:

045 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Abundant, Preserved and Publicly-Accessible Open Space Trails are a high priority goal for Council, as well as for the community. Enhancement in data collection will help meet goals established in the Transportation Master Plan, as well as work towards providing a better understanding of the public's use of the facility and the possibility of providing some data, which may help provide a glimpse into the fiscal impact of trail users on the Park City economy. Oversight and implementation of trail event fees and criteria will help fund and protect the public resource.

Section 1: Scope

Change in Demand Explanation

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

	Request FY 2020	Rationale FY 2020
Trails (Backcountry)	ECONOMY1) Re-class of Trails & Open Space Coordinator from contract position to FTR (\$54,588). Contract position costs are currently coming 50% out of Economy (General Fund), and 50% out of CIP fund. If the position is re-classed as an FTR, position costs would come 100% out of General fund.2) Back Country Trails Operation & Maintenance (\$30,000)SPECIAL EVENTS1) Special Events Application Software (\$25,000 one-time)TOTAL: \$109,588	Re-class of Trails & Open Space Coordinator from contract position to FTR (\$54,588).
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
ECONOMY				
Personnel	26,994	26,994	27,419	27,419
Materials	24,013	54,013	24,013	24,013
Total ECONOMY	51,007	81,007	51,432	51,432
TOTAL	51,007	81,007	51,432	51,432

FTEs	Budget FTEs FY 2020
Full Time	0.2
Part Time	
TOTAL	0.2

Level of Service
Trails (Backcountry) Same Level of Service

	Quartile FY 2020	Score FY 2020
Trails (Backcountry)	4	14.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

City provides program and program is currently within City limits

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

ECONOMY Cost savings: Specific oversight of trail event criteria and fees will specifically offset trail maintenance and deter events which may damage the facility or negatively impact the public's ability to access the trail system. Innovation: There is very little to no current data on the fiscal impact of trail users, their demographics or desires per the Park City trail system.

Section 5: Consequences of Funding Proposal at Lower Level

ECONOMY Trails are a high priority goal for Council, as well as for the community. Enhancement in data collection will help meet goals established in the Transportation Master Plan, as well as work towards providing a better understanding of the public's use of the system. Furthermore, oversight of trail event criteria and fees may result in negative impacts on the trails and trail user experience.

Section 6: Performance Measures

	Description
	-
Trails (Backcountry)-ECONOMY	Average daily use of trails in Round Valley (summer)
Trails (Backcountry)-ECONOMY	Average daily use of trails in Round Valley (winter)

Description:

PLANNING DEPT. The Planning Department works with developers, applicants, and residents to implement the City's Historic District Design Guidelines. This review process is carried out in a two-part process that involves a pre-application and a complete application meeting. In addition to this design review function, the Department consistently updates the Historic Sites Inventory (HSI) and has created a new set of Design Guidelines that have been in use since April 2009. Currently the Planning Department carries out all Historic Preservation functions for the City, including HDDR (Historic District Design Review), Historic Site Inventory (HSI) updates, Guideline revisions, etc.

Council Goal:

116 Inclusive & Healthy Community

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

Historic Preservation The Department handles all of the Historic District Design Review functions for all the Historic Districts. This includes Pre-App meeting with the Design Review Team (DRT) and the pending detailed Staff review. This also includes all Historic Site Inventory updates, updates to the Historic District Design Guidelines, implementation of the City's grants for historic work, and Main Street National Register efforts. This is an essential component to maintaining the Preservation of Park City Character - a primary goal of the City Council.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
PLANNING DEPT.				
Personnel	195,420	195,420	198,424	198,424
Materials	25,805	25,805	25,805	25,805
Total PLANNING DEPT.	221,225	221,225	224,229	224,229
TOTAL	221,225	221,225	224,229	224,229

FTEs	Budget FTEs FY 2020
Full Time	1.6
Part Time	
TOTAL	1.6

Level of Service

Historic District Design Review Same Level of Service

	Quartile FY 2020	Score FY 2020
Historic District Design Review	4	14.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would lead to delays for addressing historic design applications, a decreased ability to utilize our historic preservation consultant, an inability to proactively address new programs, and an inability to monitor the National Register District.

Section 6: Performance Measures

Description
-

Description:

PUBLIC ART

Public Art is a key component of the City. The mission set by the Public Art Advisory Board is to "Enrich and connect the community through visual art in public spaces." Most of the funding for public art comes through a capital project. This funding is for preservation and maintenance of the City's public art collection.

Council Goal:

139 Inclusive & Healthy Community

Desired Outcome:

Vibrant Arts & Culture

Criteria for Meeting Desired Outcome

Section 1: Scope

Change in Demand

Explanation

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

Maintenance has become an issue recently as the City adds more and more public art.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
PUBLIC ART				
Materials	7,000	7,000	7,000	7,000
Total PUBLIC ART	7,000	7,000	7,000	7,000
TOTAL	7,000	7,000	7,000	7,000

FTEs
Full Time
Part Time
TOTAL

Level of Service

Public Art

Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Public Art	4	14.00

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program Benefits/Serves SOME portion of the Community and adds to their quality of life

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

No Requirement or mandate exists

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures



Description:

MCPOLIN BARN

The Park City Farm is a public facility owned and operated by Park City Municipal Corporation. The Park City Farm serves the community by hosting educational programs and a variety of events for the community. Offer community access at no fee or a reasonable fee. Balance the use of the facility among the ENTIRE community while being flexible and responding to changing needs of community. Preserve the historic and sentimental integrity of the Park City Farm as open space and protect Farm from overuse. Events have been offered for the past ten years while using the same equipment for each event. Mission Statement: The Park City Farm is a very important symbol in the public consciousness and a focal point for Park City. The citizens of Park City wish to retain and preserve the historic quality of the buildings, focus on the local use of the building, maintain public access, maintain the intimate high quality atmosphere and foster community use of the Farm.

Council Goal:

132 Inclusive & Healthy Community

Desired Outcome:

	Criteria for Meeting Desired Outcome
Varied & Multi-Seasonal Event Offerings	The McPolin Farm has been identified by staff, City Council and the National Register of Historic Places as one of the best preserved historic farmsteads in Summit County--and the only significant farmstead within the municipal boundaries of Park City. PCMC must manage, operate and protect this historical landmark, as well as share meaningful information with the citizenry on the property's historical background, purpose, public use, policy and future improvements. Proposed LOS would allow us to continue inviting the public to attend events at the McPolin Farm and possibly offer an additional event to the Park City community and tourists and continue with our goal of an inclusive community of diverse economic and cultural opportunities.

Section 1: Scope

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
MCPOLIN BARN				
Personnel	29,549	29,549	29,970	29,970
Materials	15,825	15,825	15,825	15,825
Total MCPOLIN BARN	45,374	45,374	45,795	45,795
TOTAL	45,374	45,374	45,795	45,795

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	
TOTAL	0.4

Level of Service	
McPolin Farm	Same Level of Service

Community Served

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 5: Consequences of Funding Proposal at Lower Level

MCPOLIN BARN Reducing funding would lower the number of events offered to the public to participate in at the McPolin Farm, thus meeting the goal of the mission statement set for the Farm would not be met.

Section 6: Performance Measures

	Description -	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
McPolin Farm-CITY MANAGER	Percent of events sold out.	0%	0%	0%	0%

Description:

PARKS & CEMETERY This program includes flower plantings, community forest, hanging baskets, showy areas, banners, and holiday lighting. Challenges to the goal of this program are additional requests for expanding the beautification program and the associated costs.

Council Goal:

075 Inclusive & Healthy Community

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

Arts & Culture Recreation, Trails and Open Space has been identified by Council as a high priority through Council's goals (Outcomes Areas) and the strategic plan. The community has also expressed their desire for Flower, Holiday Lighting & Beautification through citizen requests. The Beautification program is a critical function in supporting the "brand" of Park City.

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

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

	Request FY 2020	Rationale FY 2020
Flowers/Holiday Lighting/Beautification	PARKS & CEMETERY 1) Re-class one of our seasonal Park III positions to full time regular, secession planning for our Landscape Garden position. This request is asking for funding to cover THE BENEFITS of a fulltime regular position. The wages for this position came out of line account 25514-01 which had 2.4 FTE's, it was reduce to 1.4 to offset for this position (\$37,942)2) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)TOTAL: \$48,850	PARKS & CEMETERY 1) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
FIELDS				
Personnel	1,048	1,048	1,063	1,063
Materials	2,380	2,380	2,380	2,380
Total FIELDS	3,428	3,428	3,443	3,443
PARKS & CEMETERY				
Personnel	267,601	290,221	266,214	266,214
Materials	126,749	126,749	151,959	151,959
Total PARKS & CEMETERY	394,350	416,970	418,173	418,173
TOTAL	397,777	420,398	421,616	421,616

FTEs	Budget FTEs FY 2020
Full Time	1.7
Part Time	1.5
TOTAL	3.2

Level of Service

Flowers/Holiday Lighting/Beautification Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Flowers/Holiday Lighting/Beautification	4	13.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion City provides program and program is currently of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Flowers/Holiday Lighting/Beautification-PARKS & CEMETERY	Number of hanging baskets and planters displayed during season	150	150	150	150
Flowers/Holiday Lighting/Beautification-PARKS & CEMETERY	Number of trees planted or replaced per season	35	18	20	20

Description:

PLANNING DEPT. The Planning Department is responsible for the management of and revisions to the Land Management Code (LMC). Recent revisions to the LMC have addressed Steep Slope Conditional Use Permits, Master Planned Developments, development in the historic zones, architectural guidelines, historic district design guidelines, public noticing, etc. Currently the Planning Department assesses the LMC on a bi-annual basis and rewrites sections to address issues as they arise.

Council Goal:

126 Inclusive & Healthy Community

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community The Department is committed to addressing new Code amendments twice a year. This is a timely process that involves collaboration with the Building Department, the Engineering Department, Sustainability, etc. with many Planning Commission meetings to formulate a series of recommendations to the City Council.

Section 1: Scope

Change in Demand Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
COMM DEVELOP ADMIN				
Personnel	66,021	66,021	67,108	67,108
Materials	4,000	10,700	2,890	2,890
Total COMM DEVELOP ADMIN	70,021	76,721	69,998	69,998
PLANNING DEPT.				
Personnel	140,542	140,542	142,814	142,814
Materials	4,797	4,797	4,797	4,797
Total PLANNING DEPT.	145,339	145,339	147,611	147,611
TOTAL	215,359	222,059	217,610	217,610

FTEs	Budget FTEs FY 2020
Full Time	1.4
Part Time	
TOTAL	1.4

Level of Service
Code Amendments Same Level of Service

	Quartile FY 2020	Score FY 2020
Code Amendments	4	13.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. The Department carries out all of this work in-house; we save significant amounts of public funds by not utilizing a consultant. Again, the BPE team is instrumental in seeing this work carried out in a comprehensive manner.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. The LMC and other documents would not be given a proactive review. Outdated code language would remain on the books, potentially hampering good design and planning.

Section 6: Performance Measures

Description
-

Description:

PLANNING DEPT. This is tied to the Planning Department's INTRA-DEPARTMENTAL efforts. This area includes a wide range of planning activities such as Sundance coordination, Treasure Hill, the Movie Studio analysis and research, water/landscape ordinance, the proposed Recreation Field analysis, Main Street infrastructure planning, Zoning analysis, Nightly Rental analysis, TZO work, assistance with property acquisition/disposition, National Register analysis, etc.

Council Goal:

130 Inclusive & Healthy Community

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

Distinctive Sense of Place The Planning Department has always been involved in special planning projects and inter/intra-departmental efforts. We anticipate these projects to increase and establishing full-time Planner I (FY15) and Current Planning Manager (FY16) positions will enable the Department to maintain and/or increase the Level of Service to meet the demand of the estimated application increase and upcoming long range planning projects.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
PLANNING DEPT.				
Personnel	50,166	50,166	50,956	50,956
Materials	3,480	3,480	3,480	3,480
Total PLANNING DEPT.	53,646	53,646	54,436	54,436
TOTAL	53,646	53,646	54,436	54,436

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	
TOTAL	0.4

Level of Service

Special Planning Projects - Inter-Dept Same Level of Service

	Quartile FY 2020	Score FY 2020
Special Planning Projects - Inter-Dept	4	12.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. This program is fully about collaboration between/among departments. Again, this is about utilizing in-house planning resources and saving the cost of consultants.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funds for these efforts would require increased consulting fees for the City and lead to City teams retreating into silos with a more fragmented approach to City projects.

Section 6: Performance Measures

	Description	Target FY 2019	Target FY 2020
Special Planning Projects - Inter-Dept-PLANNING DEPT.	Number of projects that include heavy collaboration with other departments	40	40

Description:**HISTORICAL
INCENTIVE
GRANT**

The Historic District Grant Program was established in 1987 to assist property owners in maintaining historic residential and commercial structures by offsetting the costs. The Historic Preservation Board (HPB) reviews these applications on a monthly basis, as necessary, and grants funds from the Capital Improvement Projects (CIP), and Lower Park Avenue RDA. In the past funds were additionally available from the Main Street RDA but all funds are now being relegated to other projects. With the loss of incoming funding from the Main Street RDA the City would require designating some CIP funds to the Grant Program to allow property owners to continue to utilize the program and maintain their historic structures. These funds must be included in the operating budget. Funds will be taken from Capital, resulting in a zero-sum change for the City.

Council Goal:

114 Inclusive & Healthy Community

Desired Outcome:**Criteria for Meeting Desired Outcome****Historic
Preservation**

The Historic Preservation Board will review applications and will award grant funds on a monthly basis. Funds shall be awarded to projects that provide a community benefit of preserving and enhancing the historic architecture of Park City. Eligible Improvements include, but are not limited to: *siding *exterior trim *windows *exterior doors *foundation work *cornice repair *masonry repair *porch repair *structural stabilization *retaining walls of historic significance/steps/stairs. Maintenance items, such as exterior painting and new roofing, are the responsibility of the homeowner, but may be considered under specific circumstances. Non-Eligible Improvements include but are not limited to: *interior remodeling *interior paint *additions *signs *repair of non-original features *interior lighting/plumbing fixtures * landscaping/concrete flatwork

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
HISTORICAL INCENTIVE GRANT				
Materials	127,136	127,136	127,136	127,136
Total HISTORICAL INCENTIVE GRANT	127,136	127,136	127,136	127,136
MAIN STREET RDA				
Materials	30,000			
Total MAIN STREET RDA	30,000			
LOWER PARK AVENUE RDA				
Materials	50,000			
Total LOWER PARK AVENUE RDA	50,000			
TOTAL	207,136	127,136	127,136	127,136

FTEs
Full Time
Part Time
TOTAL

Level of Service

Historical Incentive Grant Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Historical Incentive Grant	4	10.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

HISTORICAL INCENTIVE GRANT Grant recipients are required to sign a Historic Grant Program Agreement, Trust Deed, and Trust Deed Note, on the affected property. If the property is sold within five years, grant funds are repaid at a pro-rated amount, plus interest.

Section 5: Consequences of Funding Proposal at Lower Level

HISTORICAL INCENTIVE GRANT Lack of funding for the historic sites and structures (from first street to ninth street and properties outside of Old Town) may result in the loss of the historic fabric of our city.

Section 6: Performance Measures

Description	Actual	Actual	Target	Target
-	FY 2017	FY 2018	FY 2019	FY 2020

Description:

PC We are open Monday thru Friday from 8:30 to 2 p.m. and add evening hours in the winter. The facility follows the state licensing requirements
 MARC as all staff have regular training and ratio of kids to staff is less than 10:1. Users of this service pay an hourly rate and must remain on-site using the facility. Children ages 1 to 6 may use the facility.

Council Goal:

134 Inclusive & Healthy Community

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

Wide Variety of Exceptional Recreation Recreation has been identified by Council as a high priority through Council's goals and the strategic plan.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
PC MARC					
Personnel	15,607	15,607	7,987		7,987
Total PC MARC	15,607	15,607	7,987		7,987
TOTAL	15,607	15,607	7,987		7,987

FTEs	Budget FTEs FY 2020
Full Time	0.1
Part Time	0.3
TOTAL	0.3

Level of Service

Childcare Same Level of Service

	Quartile FY 2020	Score FY 2020
Childcare	4	8.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

PC Many of the childcare workers are cross trained to work the front desk so if childcare is not busy they are doing other tasks that help maintain
MARC the facility. If the front desk is busy they are a resource for them & vice versa.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARCHours would be reduced that we offer childcare.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Childcare-CITY RECREATION	Percentage of respondents who would recommend childcare services to a friend.	92%	92%	0%	0%
Childcare-CITY RECREATION	Percentage of respondents who rate the childcare service as "good" or better.	92%	92%	0%	0%

Engaged & Effective Government & Citizenry

Program	Departments	BASE FY 2019	SCORE FY 2020	QUARTILE FY 2020	DEPT REQ FY 2020	RT REC FY 2020	CM REC FY 2020	REV FY 2020	TOT REC COST FY 2020
Storm Water Utility	STORM WATER OPERATIONS	\$1,066,137	28.50	1	\$1,124,799	\$1,072,117	\$1,081,209	\$0	\$1,083,561
Prosecution	CITY ATTORNEY'S OFFICE	\$230,790	25.25	1	\$234,540	\$233,290	\$236,538	\$-60,146	\$152,739
Elections	EXECUTIVE	\$10,613	25.00	1	\$23,113	\$23,113	\$23,269	\$0	\$23,269
Accounting/Audit/Treasury	FINANCE	\$421,150	23.50	1	\$388,775	\$353,507	\$358,251	\$-118,936	\$237,753
City Recorder	EXECUTIVE	\$143,192	23.50	1	\$143,397	\$143,397	\$145,546	\$-14,762	\$130,784
Street Lights & Signs	STREET MAINTENANCE	\$345,570	23.25	1	\$351,435	\$351,772	\$353,315	\$0	\$353,709
Budget Preparation, Coordination, and Monitoring	BUDGET & FINANCE	\$172,508	22.50	1	\$177,543	\$164,838	\$169,512	\$-46,736	\$120,001
Website	INFORMATION TECHNOLOGY (IT)	\$120,515	22.50	1	\$120,515	\$120,515	\$121,907	\$-19,409	\$102,498
Debt Management	BUDGET, DEBT & GRANTS	\$43,618	22.25	1	\$49,237	\$35,541	\$44,461	\$-13,626	\$22,509
Clean-up and Storm Drain	STREET MAINTENANCE	\$256,031	22.00	1	\$259,030	\$259,367	\$260,952	\$0	\$261,346
Community Outreach and Citizen Engagement	5 CITY DEPARTMENTS	\$775,584	21.50	1	\$909,381	\$926,469	\$917,145	\$-149,026	\$775,618
Business Licenses	FINANCE	\$134,764	21.50	1	\$112,232	\$112,232	\$113,705	\$-86,890	\$25,253
Financial Services	FINANCE	\$318,883	21.00	2	\$349,456	\$349,456	\$354,472	\$-174,080	\$152,288
Engineering Project Management	ENGINEERING	\$355,030	20.75	2	\$356,249	\$356,249	\$361,345	\$-68,250	\$363,047
Capital Budgeting	BUDGET, DEBT & GRANTS	\$51,425	20.75	2	\$52,786	\$39,090	\$48,065	\$-23,796	\$15,942
Revenue/Resource Management	BUDGET, DEBT & GRANTS	\$28,952	20.25	2	\$149,750	\$20,741	\$23,824	\$-9,208	\$11,840
Fleet Management & Maintenance	FLEET SERVICES DEPT	\$2,554,236	20.00	2	\$2,601,901	\$2,498,830	\$2,511,863	\$0	\$2,906,891
General Legal Support	CITY ATTORNEY'S OFFICE	\$108,152	19.75	2	\$115,652	\$113,152	\$114,267	\$-17,321	\$93,635
Local, State, and Federal Compliance	HUMAN RESOURCES	\$151,743	19.75	2	\$151,743	\$151,743	\$153,864	\$-61,009	\$92,855
Litigation	CITY ATTORNEY'S OFFICE	\$96,255	19.75	2	\$100,005	\$98,755	\$100,283	\$-72,616	\$24,356
Council & Board Support	EXECUTIVE & LEGAL	\$408,908	19.50	2	\$454,055	\$450,305	\$445,313	\$-37,274	\$403,201
Policy Creation & Implementation	CITY COUNCIL; EXECUTIVE; & ENV SUSTAIN	\$396,095	19.50	2	\$436,095	\$547,683	\$397,344	\$-20,247	\$517,097
Network Support	INFORMATION TECHNOLOGY (IT)	\$257,610	19.25	2	\$269,257	\$257,610	\$260,710	\$-57,342	\$203,368
Street & Sidewalk Maintenance	STREET MAINTENANCE	\$530,227	19.00	2	\$530,227	\$527,787	\$531,219	\$0	\$532,403
Risk Management	EXECUTIVE & LEGAL	\$1,304,282	19.00	2	\$1,304,282	\$1,304,282	\$1,305,073	\$-1,041,733	\$260,501
Parks & Sidewalk Snow Removal	PARKS & FIELDS	\$424,572	18.75	2	\$472,913	\$530,488	\$536,622	\$0	\$549,243
Benefit Design/Administration	HUMAN RESOURCES	\$77,031	18.75	2	\$77,031	\$77,031	\$78,053	\$-31,756	\$46,297
Employment Review	CITY ATTORNEY'S OFFICE	\$64,200	18.75	2	\$67,950	\$66,700	\$67,711	\$-26,516	\$38,357
Janitorial Services	BUILDING MAINTENANCE	\$508,983	18.75	2	\$565,772	\$552,772	\$555,281	\$0	\$563,177
Circulation Services	LIBRARY	\$336,029	18.50	2	\$336,029	\$336,029	\$340,924	\$-5,400	\$335,524
Staff Support	EXECUTIVE	\$196,249	18.50	2	\$196,542	\$207,792	\$199,469	\$-77,773	\$121,196
Technical Services	LIBRARY	\$342,532	18.50	2	\$342,532	\$342,532	\$347,549	\$-3,600	\$343,949
Community Support	POLICE	\$869,420	18.25	2	\$1,005,306	\$920,471	\$934,314	\$-14,400	\$908,059
IT Utilities	INFORMATION TECHNOLOGY (IT)	\$141,938	18.00	2	\$141,938	\$141,938	\$142,831	\$-27,916	\$98,911
Building Repairs and Maintenance	BUILDING MAINTENANCE	\$528,676	17.75	2	\$591,207	\$597,207	\$590,031	\$-79,907	\$538,918
Emergency Communications	COMMUNITY ENGAGEMENT	\$79,610	17.75	2	\$79,610	\$79,610	\$80,890	\$-9,386	\$71,504
Systems Support	INFORMATION TECHNOLOGY (IT)	\$288,303	17.25	3	\$372,603	\$372,603	\$375,772	\$-63,535	\$312,237
Records Management	IT & POLICE	\$79,076	17.00	3	\$79,076	\$79,076	\$79,886	\$0	\$75,885
Reciprocal Borrowing	LIBRARY	\$19,478	17.00	3	\$19,478	\$19,478	\$19,672	\$0	\$19,672

Contracts/Grants	CITY ATTORNEY'S OFFICE	\$81,158	16.75	3	\$92,408	\$88,658	\$89,945	\$-27,155	\$59,953
Strategic Planning	BUDGET, DEBT & GRANTS	\$30,066	16.50	3	\$32,114	\$32,114	\$32,666	\$0	\$32,666
Adult Services	LIBRARY	\$271,583	16.50	3	\$271,583	\$271,583	\$273,930	\$-5,400	\$268,530
Software Maintenance/Upgrades	INFORMATION TECHNOLOGY (IT)	\$330,745	16.50	3	\$336,569	\$330,745	\$331,531	\$-48,996	\$280,534
Grant Administration	BUDGET, DEBT & GRANTS	\$15,784	16.25	3	\$11,320	\$6,754	\$9,617	\$-4,037	\$2,804
Legislative Liaison	EXECUTIVE	\$110,911	15.50	3	\$110,970	\$130,470	\$112,297	\$-9,394	\$102,904
Utilities	BUILDING MAINTENANCE	\$221,640	15.00	3	\$223,639	\$223,639	\$223,884	\$0	\$227,833
Planning Customer Service	PLANNING	\$157,591	15.00	3	\$157,591	\$157,591	\$159,936	\$-29,600	\$130,336
Community Engagement	LIBRARY	\$184,278	15.00	3	\$184,278	\$184,278	\$186,610	\$-15,000	\$171,610
GIS	INFORMATION TECHNOLOGY (IT)	\$118,921	14.75	4	\$172,621	\$118,921	\$120,208	\$-36,976	\$83,232
Swede Alley Parking Structure	PUBLIC WORKS ADMINISTRATION	\$48,525	14.25	4	\$45,850	\$50,850	\$45,850	\$0	\$45,850
Dental Self-Funding	DENTAL SELF-FUNDING	\$280,000	14.00	4	\$336,560	\$561,560	\$336,560	\$-78,012	\$258,548
Analysis Resource	BUDGET, DEBT & GRANTS	\$57,225	13.75	4	\$59,468	\$54,903	\$58,530	\$-19,089	\$36,666
Golf Maintenance	GOLF MAINTENANCE & PARKS	\$837,057	13.75	4	\$866,630	\$851,807	\$860,704	\$0	\$524,317
Performance Measures and Benchmarking	BUDGET, DEBT & GRANTS	\$76,419	13.50	4	\$77,647	\$77,647	\$78,838	\$-27,156	\$51,682
Support/Help Desk	INFORMATION TECHNOLOGY (IT)	\$422,188	13.50	4	\$526,939	\$422,188	\$428,204	\$-40,828	\$369,372
Cemetery	PARKS & CEMETERY AND CITY REC	\$140,922	12.75	4	\$141,089	\$131,865	\$133,538	\$-130,000	\$23,748
Valued & Engaged Staff	ICE FACILITY	\$2,350	12.25	4	\$2,350	\$2,350	\$2,350	\$0	\$2,350
LEAD	EXECUTIVE & HUMAN RESOURCES	\$50,000	12.00	4	\$50,000	\$40,000	\$50,000	\$0	\$40,000
Pay Plan Design/Administration	HUMAN RESOURCES	\$87,413	11.75	4	\$87,413	\$87,413	\$88,622	\$-35,448	\$53,174
Valuing Employees	HUMAN RESOURCES	\$229,834	11.75	4	\$229,834	\$229,555	\$230,623	\$-87,696	\$123,091
Recruitment	HUMAN RESOURCES	\$94,328	11.75	4	\$94,328	\$94,328	\$95,419	\$-47,231	\$48,187
Trash Clean-Up	PARKS & FIELDS	\$174,496	11.50	4	\$174,663	\$166,173	\$168,221	\$0	\$188,932
Leadership Park City	ENVIRONMENTAL SUSTAINABILITY	\$171,473	11.50	4	\$178,525	\$178,525	\$179,352	\$-6,000	\$173,352
Performance Management	HUMAN RESOURCES	\$98,187	10.75	4	\$98,187	\$98,187	\$99,297	\$-40,400	\$58,898
Short-Term Citywide Personnel	HUMAN RESOURCES	\$49,202	6.50	4	\$62,992	\$62,992	\$63,757	\$-26,590	\$10,718
Total Engaged & Effective Government & Citizenry		\$18,580,663			\$19,739,010	\$19,490,667	\$19,242,945	\$-3,147,606	\$16,258,680

Description:

STREET MAINTENANCE	This Program maintains City storm drain systems in order to minimize the addition of pollutants into stream water, and to minimize potential flooding.
WATER OPERATIONS	This Program is responsible for meeting the requirements of the Utah MS4 permit. The City has currently been designated, but has not yet applied for coverage under the permit.

Council Goal:

003 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Water Conservation

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a SUBSTANTIAL increase in demand of 25% or more	Demand has increased substantially as previously the City had not been mandated by the State to undertake this Clean Water Act obligation.

	Request FY 2020	Rationale FY 2020
Storm Water Utility	STORMWATER: Moving line items budget around, but NET-ZERO increase. Just using the FY20 budget that was approved last year.	Positions moved as part of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
STORM WATER OPER				
Personnel	699,711	742,941	717,408	717,408
Materials	384,500	384,500	384,500	384,500
Total STORM WATER OPER	1,084,211	1,127,441	1,101,908	1,101,908
TOTAL	1,084,211	1,127,441	1,101,908	1,101,908

FTEs	Budget FTEs FY 2020
Full Time	6.6
Part Time	
TOTAL	6.6

Level of Service
Storm Water Utility Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Storm Water Utility	1	28.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program Benefits/Serves the ENTIRE of the Community and adds to their quality of life	City is the sole provider of the service and there are no other public or private entities that provide this type of service	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCEN/A
WATER OPERATIONS N/A

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Storm Water-WATER OPERATIONS	Annually submit the Utah Pollutant Discharge Elimination System Storm Water Program MS4 Report form to the state	No	Yes	Yes	Yes

Description:

CITY ATTORNEY Work with the Park City Police Department and other agencies to prosecute misdemeanor offenses which occur within Park City's municipal boundaries. Park City Prosecutor screens approximately 550 cases annually. Advises the Police Department in the field on issues ranging from search warrants to first amendment rights to free speech. Conducts quarterly trainings with the Police Department on a broad array of legal issues. Conducts bench and jury trial and works with the Summit County Attorney's Office on county cases involving Park City personnel. Collaborates with the Summit County Victim's Advocate Coalition. Researches grant opportunities for establishing Park City's own victims' advocate. Complies with FBI and state laws for accessing criminal records with mandatory trainings and required audits.

Council Goal:

036 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound 1) Community policing engaged 2) Capable workforce

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Prosecution	1) Contract Attorney- This \$75k request (out of 04520-000-100 Contract Svcs Special Ser) is in regards to our to-be contracted attorney, Margaret Plane, who will be working here at City Hall and occupying Polly's old office. The money is for that employee who will be under a contract initially. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.	1) Contract Attorney- This \$75k for contracted attorney. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY ATTORNEY					
Personnel	205,928	205,928	185,523	-60,146	125,377
Materials	24,862	28,612	27,362		27,362
Total CITY ATTORNEY	230,790	234,540	212,885	-60,146	152,739
TOTAL	230,790	234,540	212,885	-60,146	152,739

FTEs	Budget FTEs FY 2020
Full Time	1.5
Part Time	0.5
TOTAL	2.0

Level of Service
Prosecution Same Level of Service

	Quartile FY 2020	Score FY 2020
Prosecution	1	25.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Suggestion: Purchasing software to streamline case preparation to a paperless system for efficiency and allow timely follow-up to the Court and defense attorneys, which will cut down the cost of file folders and using an abundance of copier paper that produces 20 to 50 sheets per file. Shared responsibility between attorney and support staff to maximize efficiency.

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY The City would be outsourcing prosecution matters to a contracted person/firm and staff that would have minimal training.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Prosecution-CITY ATTORNEY'S OFFICE	Filing and Disposition by Prosecutor (number of misdemeanor cases)	922	755	0	0
Prosecution-CITY ATTORNEY'S OFFICE	Percent of requests for information/charges screening completed within 7 days.	100%	100%	0%	0%

Description:

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

Council Goal:

002 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government

Efficient and effective execution of elections is one of the most visible commitments to having an open and responsive government. For many citizens, voting may be their only interaction with City government in an entire year. Having the adequate resources to conduct elections is important.

Section 1: Scope

Change in Demand

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

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
CITY MANAGER				
Personnel	10,113	10,113	10,269	10,269
Total CITY MANAGER	10,113	10,113	10,269	10,269
ELECTIONS				
Materials	500	13,000	13,000	13,000
Total ELECTIONS	500	13,000	13,000	13,000
TOTAL	10,613	23,113	23,269	23,269

FTEs	Budget FTEs FY 2020
Full Time	0.1
Part Time	
TOTAL	0.1

Level of Service

ElectionsEnhanced Level of Service

	Quartile FY 2020	Score FY 2020
Elections	1	25.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City is the sole provider of the service and there are no other public or private entities that provide this type of service	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

ELECTIONSPartnering with Summit County is an effective cost-savings measure. In even years, we provide facilities and man the early-voting process. In odd years, when the City has its elections, if the County has any ballot initiatives, they share the cost of supplies, election judges, legal noticing, production of ballots, etc.

Section 5: Consequences of Funding Proposal at Lower Level

ELECTIONSElections are governed by State and Federal Laws. Funding at lower levels would reduce the ability to provide adequate man-power to run the election process.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Elections-CITY MANAGER	Deadline was met for noticing the election.	No	No	No	No
Elections-CITY MANAGER	Election results were delivered to the County within the specified timeline.	No	No	No	No

Description:

FINANCE This program is to assure that all financial transactions of Park City Municipal Corporation are properly administered and reported so as to address applicable laws, management information needs, and constituent requests. The Finance Department oversees the City's investment portfolio to ensure safety, liquidity and optimum yield. The Finance Department accumulates data to account for the City's capital assets, including infrastructure, as required by accounting principles generally accepted in the United State of America. Additionally, the department coordinates the City's annual audit and prepares the Comprehensive Annual Financial Report.

Council Goal:

008 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound In an effort to keep the City fiscally and legally sound, the City must adhere to federal laws and regulations as well as requirements imposed at the state level. As stewards of the public trust, the Finance Department continues to receive education and training in the areas required by those entities. Also, changes are constantly happening in governmental accounting, so the Finance Department keeps up with those pending items that may turn into requirements for the City.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Accounting/Audit/Treasury	1) Bank Fees (\$11,875)2) Moving budget from Dept Supplies to be included in Office Supplies (NET-ZERO)TOTAL: NET INCREASE OF \$11,875	Bank Fees (\$11,875)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
FINANCE					
Personnel	356,285	323,460	290,111	-118,936	171,175
Materials	64,865	66,578	66,578		66,578
Total FINANCE	421,150	390,038	356,689	-118,936	237,753
TOTAL	421,150	390,038	356,689	-118,936	237,753

FTEs	Budget FTEs FY 2020
Full Time	2.6
Part Time	0.0
TOTAL	2.6

Level of Service

Accounting/Audit/Treasury Same Level of Service

	Quartile FY 2020	Score FY 2020
Accounting/Audit/Treasury	1	23.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

FINANCE Cost Savings: The Finance Department has been able to take more trainings over the internet rather than travel, accounting for cost savings in training.

Section 5: Consequences of Funding Proposal at Lower Level

FINANCE Consequences of a lower level of funding: Park City Municipal Corporation could be in danger of not meeting the required laws and regulations set forth by the Federal, State and local governments on top of adhering to our policies and procedures.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Accounting/Audit/Treasury-FINANCE	Output: GFOA Certificate of Achievement for Excellence in Financial Reporting	No	Yes	No	No
Accounting/Audit/Treasury-FINANCE	Output: Number of journal entries prepared and posted	44402	49436	0	0
Accounting/Audit/Treasury-FINANCE	Output: Number of bank statement transactions reconciled.	11120	13935	0	0
Accounting/Audit/Treasury-FINANCE	Output: Number of fixed asset additions and disposals entered in the Fixed Asset System.	256	260	0	0
Accounting/Audit/Treasury-FINANCE	Output: Number of quarterly monitoring reports submitted to City Council.	100	100	0	0
Accounting/Audit/Treasury-FINANCE	Outcome: Percent of semi-annual deposit and investment monitoring reports in compliance with the Utah Money Management Act.	100%	0%	0%	0%

Description:

CITY MANAGER Maintain a record of City Council proceedings, including minutes and motions. Maintains ordinances, resolutions, agreements, easements, professional services contracts. Administers oaths and acknowledgements under the seal of the City. Performs duties as required by the Municipal Code, the City Council, or the City Manager. Functions of the City Recorder play a vital role in the coordination and management of records of City Council proceedings, minutes and motions. The Recorder maintains original documents including ordinances, resolution, agreements, easements, professional services contracts. The Recorder is also charged by Code to administer oaths and acknowledgements under the seal of the City. The Recorder performs duties as required by the Municipal Code, the Mayor and City Council, and the City Manager.

Council Goal:

010 Engaged & Effective Government & Citizenry

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

Transparent Government Council has identified open and responsive government as a top priority. Much of the public's interaction with the City is through the Executive office. The Recorder and Senior Recorder are the people that are responsible for much of the perception that the City Manager and Mayor are responsive to citizens. They are often the first line of contact for the public and are an extension of the Mayor and City Manager roles.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY MANAGER					
Personnel	132,841	133,046	135,195	-14,762	120,433
Materials	10,351	10,351	10,351		10,351
Total CITY MANAGER	143,192	143,397	145,546	-14,762	130,784
TOTAL	143,192	143,397	145,546	-14,762	130,784

FTEs	Budget FTEs FY 2020
Full Time	1.0
Part Time	
TOTAL	1.0

Level of Service

City Recorder Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
City Recorder	1	23.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City is the sole provider of the service and there are no other public or private entities that provide this type of service	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

CITY	Our ability to prepare for succession will be severely limited.
MANAGER	

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
City Recorder-CITY MANAGER	Epackets & website postings by EOD Monday and packets distributed by end of day Monday.	0%	100%	0%	0%
City Recorder-CITY MANAGER	Two week turn around for Council minutes	90%	100%	0%	0%

Description:

STREET LIGHTS/SIGN The Streets Department is responsible for the operation and maintenance of 836 City owned street lights and leases 128 lights from Rocky Mountain Power Company (RMP). Items included are service and maintenance of control panels, wiring and electrical. In addition the Streets Department is responsible for the installation and maintenance of 2,900 street signs throughout town. The Streets Department provides a variety of services and maintenance for this program. It requires that routine inspections and maintenance be performed throughout the community to ensure the street lighting network is maintained in good working condition to provide safety and security to residents and guests. Challenges to this program are maintaining an aging lighting network, including fixtures, wiring, and coordinating repairs and maintenance with RMP.

Council Goal:

006 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for lights and signage through citizen requests. The Street Lights and Signs program is a critical function of the health and safety of the community and is regulated by the Federal Highway Administration (MUTCD).

Section 1: Scope

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

	Request FY 2020	Rationale FY 2020
Street Lights & Signs	STREET MAINTENANCE1) Analyst I- Streets (\$78,252)2) Four Streets & Stormwater Operator III's, 0.5 FTE each (\$120,292)3) Three Streets & Stormwater Operator III's, 0.5 FTE each, paid with transit fund offset (\$89,995)4) Cold Weather Gear & Personal Protective Equipment (PPE) for 4 staff (\$800)5) Salt de-icer (\$2,200)6) Skid Steer Rental (\$5,400) with transit fund offset of \$5,4007) Large Loader Rental (\$24,000) with transit fund offset of \$24,000TOTAL: NET INCREASE OF \$201,544	1) Four Streets & Stormwater Operator III's, 0.5 FTE each, with partial offset from Public Works/Transit re-org 2) Analyst II- Streets, offset from Public Works/Transit re-org 3) Cold Weather Gear & Personal Protective Equipment (PPE) for 2 staff 4) Salt de-icer
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
STREET MAINTENANCE				
Personnel	125,899	131,664	133,988	133,988
Materials	38,371	38,471	38,421	38,421
Total STREET MAINTENANCE	164,270	170,135	172,409	172,409
STREET LIGHTS/SIGN				
Materials	181,300	181,300	181,300	181,300
Total STREET LIGHTS/SIGN	181,300	181,300	181,300	181,300
TOTAL	345,570	351,435	353,709	353,709

FTEs	Budget FTEs FY 2020
Full Time	1.2
Part Time	0.1
TOTAL	1.3

Level of Service
Street Lights & Signs Same Level of Service

	Quartile FY 2020	Score FY 2020
Street Lights & Signs	1	23.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STREET LIGHTS/SIGN Collaboration: Being in the Water and Streets Division of Public Works, the Streets Department has a primary maintenance function in supporting Street Lights and Signs. Working collaboratively with Rocky Mountain Power, Sustainability, and the Engineering Department has created opportunities to incorporate new technologies, which allows for greater productivity. Innovation: The Street Department is looking for ways to enhance environmental stewardship while decreasing carbon footprint and equipment downtime through innovation. Recent examples include: Retrofitting existing lights to LED lights along Silver King Drive, Empire Ave, and most recently along Iron Horse Drive. Over the next year or so staff will request approval from City Council to begin retrofitting all street and path lighting to LED.

Section 5: Consequences of Funding Proposal at Lower Level

STREET LIGHTS/SIGN The consequences of lowering the funding for this program include: not meeting regulatory signage compliance, inability to repair street lights in a timely manner, and experiencing an increase in citizen complaints.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Street Lights & Signs-STREET MAINTENANCE	Percentage of city street lights operating.	193%	95%	90%	90%
Street Lights & Signs-STREET MAINTENANCE	Percentage of City-Owned street lights repaired within 30 days of receiving a complaint or requests for service. Street Lights that are maintained by Park City	190%	98%	100%	100%
Street Lights & Signs-STREET MAINTENANCE	Percentage of traffic control devices repaired within 30 days.	200%	100%	100%	100%
Street Lights & Signs-STREET MAINTENANCE	Percentage of signs inspected per year.	200%	100%	100%	100%

Program: Budget Preparation, Coordination, and Monitoring**Department: BUDGET & FINANCE****Description:**

BUDGET, DEBT & GRANTS Currently the Budget and Finance Departments provide a high level of budget preparation services to the City with regards to budget process, documentation, and monitoring. The budget process includes: staff coordination; data input and collection; report creation and distribution; BFO staff assistance; BFO software creation and upkeep; Council and staff presentations; end-of-year balancing; and Pay Plan participation. Budget documents include the creation of Volumes I and II of the Budget Document, meeting GFOA Award criteria, submittal of the State Budget Audit, and the creation and distribution of the Citizen's Budget. Budget monitoring includes managing the desktop budget toolbox, weekly and monthly budget updates, as well as staff training and assistance on budget related issues.

Council Goal:

017 Engaged & Effective Government & Citizenry

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

Fiscally and Legally Sound Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City it is of the utmost importance that Council, the City Manager, and staff have a high level of budget preparation, coordination, and monitoring. Additionally, Council has identified the Budgeting for Outcomes (BFO) process as a high priority.

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

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

	Request FY 2020	Rationale FY 2020
Budget Preparation, Coordination, and Monitoring	BUDGET, DEBT & GRANTS1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667FINANCE1) Bank Fees (\$11,875)2) Moving budget from Dept Supplies to be included in Office Supplies (NET-ZERO)TOTAL: NET INCREASE OF \$11,875	BUDGET1) Community Technical Specialist2) Budget Operations AdministratorFINANCE1) Bank Fees (\$11,875)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS					
Personnel	103,778	109,343	106,515	-44,399	62,116
Materials	47,762	47,762	47,762		47,762
Total BUDGET, DEBT & GRANTS	151,540	157,105	154,277	-44,399	109,878
FINANCE					
Personnel	18,265	17,735	9,609	-2,337	7,272
Materials	2,703	2,851	2,851		2,851
Total FINANCE	20,968	20,586	12,460	-2,337	10,123
TOTAL	172,508	177,691	166,737	-46,736	120,001

FTEs	Budget FTEs FY 2020
Full Time	0.9
Part Time	
TOTAL	0.9

Level of Service

Budget Preparation, Coordination, and Monitoring Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Budget Preparation, Coordination, and Monitoring	1	22.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget Department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS In a reduced scenario the department would not be able to provide much help in the way of budget reporting, assistance with budget options, budget balancing, and the pay plan process. The department's involvement with budget presentations and staff reports would be minimal.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	GFOA Distinguished Budget Presentation Award received (1/no)	Yes	No	No	No
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Budget Document completed/distributed before end of 1st quarter (# of days before end of quarter)	0	0	0	0
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Budget Monitoring as "satisfactory" or above.	92%	0%	0%	0%
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Budget Preparation as "satisfactory" or above.	98%	0%	0%	0%

Description:**TECHNICAL & CUSTOMER SERVICES**

www.ParkCity.org is a core component in how we communicate and provide information. In coordination with other websites and social media efforts, Internet traffic is directed to the City website and provides the opportunity to measure the relevance and quality of the information being provided. This program allows departments to create website content and submit for review. This helps ensure that branding and readability guidelines are met before information is published. The City website is also accessible to mobile devices, a growing need and expectation. Users can receive automatic email notifications for a variety of City topics.

Council Goal:

069 Engaged & Effective Government & Citizenry

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

Citizen Engagement The City website represents a significant portion of the Open and Responsive Government objective. Search engine ranking and growth, combined with other department offerings such as bus routes, continue to rely on the City website as a platform to disseminate information.

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

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

	Request FY 2020	Rationale FY 2020
Website	PERSONNEL:1) New IT Coordinator III position (\$116,463)2) IT Coordinator III re-class (adding project management responsibilities) (\$7,194)MATERIALS/SUPPLIES (in order of priority): 1) Office 365/Google G-Suite office and collaboration tools (\$52,000)2) -ArcGIS Enterprise Licenses (\$9,500), OR-Cloud subscription services for real-time data analysis (\$22,800): these two are tied for second priority right now, Scott will prioritize these. 3) GIS-Drone processing software (\$7,700)4) Website yearly maintenance increases (\$4,500)5) Records management integration with GIS services (\$16,725)6) Ongoing programming and development needs for internal services (\$13,700)TOTAL: \$250,567	1) Office 365/Google G-Suite office and collaboration tools2) -ArcGIS Enterprise Licenses-Cloud subscription services for real-time data analysis
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TECHNICAL & CUSTOMER SERVICES					
Personnel	86,190	86,190	87,582	-19,409	68,173
Materials	34,325	38,825	34,325		34,325
Total TECHNICAL & CUSTOMER SERVICES	120,515	125,015	121,907	-19,409	102,498
TOTAL	120,515	125,015	121,907	-19,409	102,498

FTEs	Budget FTEs FY 2020
Full Time	0.7
Part Time	
TOTAL	0.7

Level of Service

Website Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Website	1	22.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

The City website represents a significant cost value to provide information quickly and easily and displaces other costlier methods of communication.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Reduced funding would result in degraded style consistency and update frequency. Other enhanced features would be eliminated or minimized.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Website-TECHNICAL & CUSTOMER SERVICES	Annual Website trainings offered to department liaisons	0	1	0	0
Website-TECHNICAL & CUSTOMER SERVICES	Percent of problem work-orders resolution with 4 hour response time	0%	99%	0%	0%

Description:

BUDGET,
DEBT &
GRANTS

Currently the Budget Department provides debt management services for the City. These services include the preparation necessary for the issuing of a variety of typical and specialized bonds and other financing agreements. Budget staff works closely with the City's financial advisor and Bond Council in the planning and issuing of bonds. The department prepares and presents bond rating presentations to the bond rating agencies. The department provides analysis and reports for the City Manager and City Council regarding current outstanding debt.

Council Goal:

024 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and
Legally
Sound

Council has approved in the Strategic Plan that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of debt management capability. Council has continued to utilize debt and a funding mechanism for capital projects and open space.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Debt Management	1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667	1) Community Technical Specialist2) Budget Operations Administrator
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS					
Personnel	43,480	49,099	35,997	-13,626	22,371
Materials	138	138	138		138
Total BUDGET, DEBT & GRANTS	43,618	49,237	36,135	-13,626	22,509
TOTAL	43,618	49,237	36,135	-13,626	22,509

FTEs	Budget FTEs FY 2020
Full Time	0.3
Part Time	
TOTAL	0.3

Level of Service
Debt Management Same Level of Service

	Quartile FY 2020	Score FY 2020
Debt Management	1	22.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description -	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Moody's) 2 = Aa1	0	0	0	0
Debt Management-BUDGET, DEBT & GRANTS	Bond issuances completed in time for project.	0%	0%	0%	0%
Debt Management-BUDGET, DEBT & GRANTS	At least \$5 million kept in reserve to keep bond rating.	No	No	No	No
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (S & P) 2 = AA+	0	0	0	0
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Fitch) 2= AA+	0	0	0	0

Description:

STREET MAINTENANCE Sweeping and clean-up along city streets; right-of-ways; Main Street Business trash compactors; and storm water runoff management. Challenges to the goal of this program are the Implementation of the Storm Water Management Plan and the need for specialized equipment due to aging infrastructure and community expectations. The Streets Department provides a variety of services and maintenance for this program. It requires that cleanup and control be performed in all areas of the community to ensure flood control, public safety and overall cleanliness.

Council Goal:

059 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for additional street sweeping through citizen requests. The Cleanup and Control program is a critical (core) function and proposed enhancement of the program are based on environmental stewardship.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Clean-up and Storm Drain	STREET MAINTENANCE1) Analyst I- Streets (\$78,252)2) Four Streets & Stormwater Operator III's, 0.5 FTE each (\$120,292)3) Three Streets & Stormwater Operator III's, 0.5 FTE each, paid with transit fund offset (\$89,995)4) Cold Weather Gear & Personal Protective Equipment (PPE) for 4 staff (\$800)5) Salt de-icer (\$2,200)6) Skid Steer Rental (\$5,400) with transit fund offset of \$5,4007) Large Loader Rental (\$24,000) with transit fund offset of \$24,000TOTAL: NET INCREASE OF \$201,544	1) Four Streets & Stormwater Operator III's, 0.5 FTE each, with partial offset from Public Works/Transit re-org 2) Analyst II- Streets, offset from Public Works/Transit re-org 3) Cold Weather Gear & Personal Protective Equipment (PPE) for 2 staff 4) Salt de-icer
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
STREET MAINTENANCE				
Personnel	144,464	147,363	149,729	149,729
Materials	111,567	111,667	111,617	111,617
Total STREET MAINTENANCE	256,031	259,030	261,346	261,346
TOTAL	256,031	259,030	261,346	261,346

FTEs	Budget FTEs FY 2020
Full Time	1.3
Part Time	0.1
TOTAL	1.3

Level of Service
Clean-up and Storm DrainSame Level of Service

	Quartile	Score
	FY 2020	FY 2020
Clean-up and Storm Drain	1	22.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE Loss Prevention: The Street Department has been working to protect property from possible loss during the spring. Collaboration/Innovation: Being in the Operations Division of Public Works, the Streets Department has a primary Maintenance and community cleanup function in supporting "spring cleanup". Working collaboratively with other governmental agencies, departments and Recycle Utah, the Department has helped create efficiencies in recycling and reduced landfill waste. An example of this is the program revamp of the spring clean-up program to a once a month spring, summer, fall event sponsored by Recycle Utah rather than a more costly once a year program. Option: Same LOS.

Section 5: Consequences of Funding Proposal at Lower Level

STREET MAINTENANCE The consequences of lowering the funding for this program include: reduced preventative maintenance, potential flooding, impacts to downstream water quality, impacts on the look, feel and cleanliness of Park City, and possible effects on the solid waste contract for Main Street. Proposed LOS: Same LOS.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Clean-up and Control-STREET MAINTENANCE	Percentage of residential streets swept every 30 days from April 15 to Nov 15.	100%	100%	100%	100%
Clean-up and Control-STREET MAINTENANCE	Percentage of flood control devices inspected weekly from April 15 to June 15.	100%	100%	100%	100%
Clean-up and Control-STREET MAINTENANCE	Percentage of storm drain boxes cleaned annually.	30%	20%	20%	20%

Description:

CITY COUNCIL	Mayor and Council are the legislative and governing body which exercises the powers provided by constitutional general laws of the state together with implied powers necessary to implement the granted powers. City Council plays a vital role in outreach and communication with citizens of Park City.
CITY MANAGER	Inform and educate the public through venues including media, newsletters, website, and direct outreach. Include citizens through open houses and public meetings. Communicating the City's position to residents through local and regional news media, as well utilizing the City's website to reach the community and provide excellent resources at minimal cost.
COMMUNITY ENGAGEMENT	This area organizes and conducts neighborhood meetings and targeted citizen input sessions including community visioning, identifies issues of community interest and/or concern and develops messaging to support the City's vision and goals. Monitors public opinion, promotes positive media exposure, and prepares various materials including press releases, position statements, speeches, newsletters, social media, web content and reports. Works closely with City departments to develop and implement public information and media strategies. Staff is readily available to respond to media, organize and promote community meetings and open houses and implement public information campaigns. A monthly newsletter is produced and a biennial community survey implemented. Staff meets with HOAs as requested. Community outreach and engagement efforts include virtual participation through technological enhancements reaching new demographics including younger residents and Spanish-speaking residents. The community engagement program will also enhance the quality of citizen engagement.
ECONOMY	Organizes and conducts neighborhood meetings and targeted citizen input sessions prior to and during planning and implementation of capital and other team projects. In coordination with Community & Public Affairs, prepares various materials including press releases, position statements, web content and reports. By focusing on this as a priority, we currently provide an exceedingly high level of service in this area.

Council Goal:

009 Engaged & Effective Government & Citizenry

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

Community Engagement	An open and responsive government creates transparency through the utilization of many forms of media and through many channels of communication. Community outreach and citizen engagement are the cornerstone of an open government. Providing opportunities for citizens to become informed and engaged, and the extent to which residents that take those opportunities is an indicator of the connection between government and populace and a hallmark of Open and Responsive Government. Proposed Level of Service: The move of the Analyst I position from IT to Public Affairs will improve the timeliness of public notifications. It eliminates the "middle man" and allows public affairs to publish directly. It also provides a level of content review to ensure consistency with approved style guide.

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

Program experiencing a MODEST decrease in demand of 5% Council is interested in enhancing our engagement with the community. This is a Top to 14% Priority of Council.

	Request FY 2020	Rationale FY 2020
Community Outreach and Citizen Engagement	CITY MANAGER1) Re-class of Analyst I to Analyst II (\$2,991)TOTAL: \$2,991	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY COUNCIL					
Personnel	146,156	146,156	146,156	-37,257	108,900
Materials	38,725	38,725	38,725		38,725
Total CITY COUNCIL	184,881	184,881	184,881	-37,257	147,625
CITY MANAGER					
Personnel	76,123	210,008	213,500	-37,257	176,244
Materials	19,293	19,293	26,793		26,793

Expenditures	Dept Req FY 2020	RT Rec FY 2020	CM REC FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
Total CITY MANAGER	95,416	229,301	240,293	-37,257	203,037
COMMUNITY ENGAGEMENT					
Personnel	206,520	206,520	209,361	-37,257	172,104
Materials	78,145	78,145	78,145		78,145
Total COMMUNITY ENGAGEMENT	284,665	284,665	287,506	-37,257	250,249
ECONOMY					
Personnel	85,040	85,040	86,383	-37,257	49,126
Materials	581	581	581		581
Total ECONOMY	85,621	85,621	86,964	-37,257	49,707
CONTINGENCY/GENERAL					
Materials	75,000	75,000	75,000		75,000
Total CONTINGENCY/GENERAL	75,000	75,000	75,000		75,000
CONTINGENCY/COUNCIL					
Materials	50,000	50,000	50,000		50,000
Total CONTINGENCY/COUNCIL	50,000	50,000	50,000		50,000

FTEs	Budget FTEs FY 2020
Full Time	3.0
Part Time	
TOTAL	3.0

Level of Service

Community Outreach and Citizen Engagement Same Level of Service

	Quartile FY 2020	Score FY 2020
Community Outreach and Citizen Engagement	1	21.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT	In the last budget cycle Community Affairs purchased a keypad polling system that has been used extensively by the Planning Department in community outreach and in other public meetings. We will continue to innovate by employing new applications in citizen engagement using mobile phones. These apps, such as Poll Anywhere, are cost effective and do not require hardware acquisition. Other cost savings include bringing community engagement and communications trainings to Park City and cost sharing these programs with other agencies, and developing in-house training programs.

Section 5: Consequences of Funding Proposal at Lower Level

CITY COUNCIL	Funding membership fees at a lower level would severely impact the City's partnership with Utah League of Cities and Towns who offers Park City the services of a skilled team of professionals to assist with the creation of policies and also provides significant support at the state legislative level. Funding noticing at a lower level would prevent Park City from meeting the noticing requirements of the State of Utah for public and open meetings, as well as required publication of Ordinances.
CITY	Funding at a lower level would limit the City Manager's ability to meet regularly with members of the county government, school district, fire

MANAGER district, water reclamation district and other recreation entities. Also, participation in community events would be restricted. Furthermore, less funding has the potential to decrease our current high level of civic engagement. People are busy and their lives are complex. We have to continue to evolve our methods of civic discourse and participation in both form and opportunities. Technology, new approaches and targeted outreach are key to diversifying the community participation. Without an investment in technology and other resources to accomplish this goal, it will be difficult to maintain our current levels of participation. Finally, the City would get less input and buy-in at the beginning of a project. The process would be staff driven and become more efficient on the front end, but we would be highly vulnerable to criticism from unsatisfied stakeholders.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Community Outreach and Citizen Engagement-ECONOMY	Percent of formal complaints about capital projects that are responded to within 24 hours with a detailed description of the amended action.	0%	0%	0%	0%
Community Outreach and Citizen Engagement-ECONOMY	Percent of customer satisfaction survey respondents, for Main St. projects, that felt communication was effective.	0%	0%	0%	0%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	Percent of respondents who indicated that they had attended a public meeting at least once in the last 12 months.	0%	45%	0%	0%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	Percentage of NCS respondents that rated "opportunities to participate in community matters" as "good" or "excellent"	0%	0%	0%	0%
Community Outreach and Citizen Engagement-CITY MANAGER	Percent of weeks that City Manager, or designee, is interviewed on KPCW regarding City Council meetings	100%	100%	0%	0%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	# of PSA/Press Releases/Social Media Postings	0	0	0	0
Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT	# of PSAs	0	0	0	0

Description:

FINANCEAs administrators of the business license process, business license expertise on the ordinance is required. The process involves the application, administration, education and issuance. The demand for business licenses increases year over year.

Council Goal:

032 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound This program is necessary to uphold the City Ordinance for business licenses. It is imperative that the process of making sure that the businesses that come to this City are safe for the constituents and our environment is paramount in determining if a license is granted. This program is continually working with Public Safety, the Building Department and the Planning Department to ensure the process is adhered to.

Section 1: Scope

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

	Request FY 2020	Rationale FY 2020
Business Licenses	1) Bank Fees (\$11,875)2) Moving budget from Dept Supplies to be included in Office Supplies (NET-ZERO)TOTAL: NET INCREASE OF \$11,875	Bank Fees (\$11,875)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
FINANCE					
Personnel	129,536	102,244	102,155	-64,890	37,265
Materials	5,228	9,988	9,988	-22,000	-12,012
Total FINANCE	134,764	112,232	112,143	-86,890	25,253
TOTAL	134,764	112,232	112,143	-86,890	25,253

FTEs	Budget FTEs FY 2020
Full Time	1.2
Part Time	0.0
TOTAL	1.3

Level of Service
Business Licenses Same Level of Service

	Quartile FY 2020	Score FY 2020
Business Licenses	1	21.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

FINANCECollaboration: Business licensing works closely with the Building, Legal, Planning and Police Departments. All of these departments must work together to make sure that the businesses that are approved by the City are safe.

Section 5: Consequences of Funding Proposal at Lower Level

FINANCEConsequences of funding at a lower level are less education and administration for those who are applying for a business license in the City.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2017	FY 2018	FY 2019	FY 2020
Business Licenses-FINANCE	Output: Number of business licenses processed.	4610	4905	0	0

Description:

FINANCE The Finance Department provides payroll, accounts payable and accounts receivable services. These services are provided with accuracy and timeliness. Another important factor of this program is customer service. Not only is this service provided to the public, but it is provided to internal departments as well.

Council Goal:

037 Engaged & Effective Government & Citizenry

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

Fiscally and Legally Sound In an effort to keep the City fiscally and legally sound, the City must adhere to federal laws and regulations as well as to requirements imposed at the state level. As stewards of the public trust, the Finance Department continues to receive education and training in the areas required by those entities. The Financial Services program strives to maintain a high level of internal customer service as well as external customer service. It is imperative that payroll and accounts payable keep up with tax laws and regulations that apply.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Financial Services	1) Bank Fees (\$11,875)2) Moving budget from Dept Supplies to be included in Office Supplies (NET-ZERO)TOTAL: NET INCREASE OF \$11,875	Bank Fees (\$11,875)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
FINANCE					
Personnel	286,304	311,623	288,535	-174,080	114,455
Materials	32,579	40,129	37,833		37,833
Total FINANCE	318,883	351,752	326,368	-174,080	152,288
TOTAL	318,883	351,752	326,368	-174,080	152,288

FTEs	Budget FTEs FY 2020
Full Time	2.1
Part Time	0.6
TOTAL	2.7

Level of Service

Financial Services Same Level of Service

	Quartile FY 2020	Score FY 2020
Financial Services	2	21.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

FINANCE Collaboration: All of the functions in the program collaborate with all the departments to ensure the accuracy and timeliness of payroll, accounts payable and accounts receivable.

Section 5: Consequences of Funding Proposal at Lower Level

FINANCE Funding at a lower level would decrease the service level internal services provides to all departments, as well as decrease the level of service to the public.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Financial Services-FINANCE	Output: Number of checks processed.	3832	6836	0	0
Financial Services-FINANCE	Output: Number of payments recorded and deposited in the bank.	40759	0	0	0
Financial Services-FINANCE	Output: Number of paychecks/bonus checks and direct deposits processed.	14104	0	0	0
Financial Services- FINANCE	Output: Number of line items processed.	0	13652	0	0
Financial Services- FINANCE	Output: Number of electronic payments recorded and deposited in the bank.	0	16376	0	0
Financial Services- FINANCE	Output: Number of physical checks processed.	0	4670	0	0
Financial Services- FINANCE	Output: Number of electronic payments processed.	0	11564	0	0
Financial Services- FINANCE	Output: Number of payments recorded and deposited at the front desk.	0	0	0	0
Financial Services- FINANCE	Output: Number of A/P invoices processed	0	13652	0	0
Financial Services- FINANCE	Output: Number of paychecks/bonus checks and direct deposits processed	0	16234	0	0
Financial Services- FINANCE	Output: Number of electronic payments processed at front desk	0	16376	0	0
Financial Services- FINANCE	Output: Number of physical checks processed at front desk	0	16970	0	0

Description:

CITY
ATTORNEY
ENGINEERING

Scope LEGAL
Additional funds requested to 1.) provide training to staff and 2.) purchase a yearly license to AutoCAD Civil 3D. The price of this software is \$2155.00 per year.

Council Goal:

068 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained
Assets and
Infrastructure

Effective Transportation Systems is identified as one of Council's goals. Routine replacement/re-construction of our transportation infrastructure is an important upkeep and maintenance element of our transportation system. The Effective Transportation desired outcome of engineering project management is to maintain an effective, well maintained, multi-modal transportation network.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Engineering Project Management	ENGINEERING(in order of priority)1) AutoCAD Civil 3D (\$2,155 ongoing)2) Administrative Recruitment and Training (\$1,500)TOTAL: \$3,655	Fund within existing resources
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
ENGINEERING					
Personnel	306,273	306,273	311,369	-68,250	243,119
Materials	48,757	49,976	119,928		119,928
Total ENGINEERING	355,030	356,249	431,297	-68,250	363,047
TOTAL	355,030	356,249	431,297	-68,250	363,047

FTEs	Budget FTEs FY 2020
Full Time	2.2
Part Time	
TOTAL	2.2

Level of Service

Engineering Project ManagementEnhanced Level of Service

	Quartile FY 2020	Score FY 2020
Engineering Project Management	2	20.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERINGLower level funding for project management would require the department to either shift the project workload to other teams, reduce the number of projects anticipated, work on the projects at a slower pace, or simply not continue with all of the OTIS, CIP, Federally Funded or other projects.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Engineering Project Management-ENGINEERING	Percent of construction projects "Substantially" completed within a construction season.	100%	100%	0%	0%
Engineering Project Management-ENGINEERING	Percent of public's construction concerns addressed within two weeks.	70%	90%	0%	0%

Description:

BUDGET, DEBT & GRANTS Currently the Budget department provides a high level service related to capital. Services include capital budget preparation, evaluation and monitoring. The department oversees the Capital Improvement Plan (CIP) process. The department works with City project managers to set and evaluate capital projects budget and expenditures. The department manages the Project Accounting module in EDEN. The Department also manages the CIP data base which allows a detailed accounting of project prioritization, funding source and budget detail. As part of the budget process, budget staff prepares prioritization, reports, and general analysis related to capital and presents information to the City Manager and Council on all city capital projects and capital needs.

Council Goal:

014 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound In the Strategic Plan, approved by Council, one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of capital project preparation, coordination, and monitoring. Additionally, Council has continued to identify capital and infrastructure improvement and maintenance as a high priority to the continued development of the community.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MINIMAL increase in demand of 1% to 4% Demand is increasing due to a number of new Capital projects being undertaken in the City.

	Request FY 2020	Rationale FY 2020
Capital Budgeting	1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667	1) Community Technical Specialist2) Budget Operations Administrator
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS					
Personnel	50,992	52,353	39,306	-23,796	15,509
Materials	433	433	433		433
Total BUDGET, DEBT & GRANTS	51,425	52,786	39,739	-23,796	15,942
TOTAL	51,425	52,786	39,739	-23,796	15,942

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	
TOTAL	0.4

Level of Service
Capital Budgeting Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Capital Budgeting	2	20.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Capital Budgeting-BUDGET, DEBT & GRANTS	Percent of months in which CIP budget monitoring was completed	0%	0%	0%	0%
Capital Budgeting-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Capital Project Monitoring 'satisfactory' or above.	93%	0%	0%	0%
Capital Budgeting-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the usefulness of Capital Project Monitoring 'satisfactory' or above.	93%	0%	0%	0%

Description:

BUDGET,
DEBT &
GRANTS

Currently the Budget department provides a moderate to high level of revenue/resource management for the City. The department presents the annual Financial Impact Assessment Report to City Council during visioning. Staff also presents a monthly revenue update for Council. The Budget department provides detailed sales and property tax information for City Council, the City Manager and city staff.

Council Goal:

035 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and
Legally
Sound

Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of understanding of City revenue and an ability to accurately forecast it. Additionally, Council has identified the Budgeting for Outcomes (BFO) process has a high priority.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Revenue/Resource Management	1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667	1) Community Technical Specialist2) Budget Operations Administrator
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS					
Personnel	26,520	147,318	18,617	-9,208	9,408
Materials	2,432	2,432	2,432		2,432
Total BUDGET, DEBT & GRANTS	28,952	149,750	21,049	-9,208	11,840
TOTAL	28,952	149,750	21,049	-9,208	11,840

FTEs	Budget FTEs FY 2020
Full Time	0.2
Part Time	
TOTAL	0.2

Level of Service

Revenue/Resource ManagementSame Level of Service

	Quartile FY 2020	Score FY 2020
Revenue/Resource Management	2	20.25

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

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

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Revenue/Resource Management-BUDGET, DEBT & GRANTS	Days after receiving property tax information from counties that property tax rate calculation sheets are filled out and returned.	0	0	0	0
Revenue/Resource Management-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Revenue Forecasting and Analysis as "satisfactory" or above.	90%	0%	0%	0%
Revenue/Resource Management-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Financial/Fee Analysis as "satisfactory" or above.	89%	0%	0%	0%

Description:

FLEET SERVICES DEPT This program provides for the ongoing maintenance and operation of the City's fleet of vehicles and equipment. This includes fuel, routine maintenance and repairs. Includes fueling, preventative maintenance and repair services for a fleet of 251 vehicles\equipment. The fleet has continued to grow in number and technical complexity.

Council Goal:

057 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure Fleet Services provides support services to: Transit, Police, Water, Streets, Parks, Bldg Maint. Golf Course Maint., Tech Services, Recreation and the Marsac motor pool. These support services are critical to each of these departments achieving their mission(s) in the pursuit of Council Goals.

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

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

	Request FY 2020	Rationale FY 2020
Fleet Management & Maintenance		Moved position around as part of Public Services Reorg
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
FLEET SERVICES DEPT				
Personnel	992,706	1,040,371	951,992	951,992
Materials	1,561,530	1,561,530	1,954,899	1,954,899
Total FLEET SERVICES DEPT	2,554,236	2,601,901	2,906,891	2,906,891
TOTAL	2,554,236	2,601,901	2,906,891	2,906,891

FTEs	Budget FTEs FY 2020
Full Time	9.9
Part Time	
TOTAL	9.9

Level of Service

Fleet Management & Maintenance Same Level of Service

	Quartile FY 2020	Score FY 2020
Fleet Management & Maintenance	2	20.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

FLEET SERVICES DEPT Over the past 5 years, in the face of significant growth in fleet size, hours and miles of operation, the fleet maintenance program continues to provide reliable fuel availability and fleet vehicle repair and procurement services.

Section 5: Consequences of Funding Proposal at Lower Level

FLEET SERVICES DEPT Current Level of Service provides a base level of fueling, preventative maintenance and repair services to adequately maintain and operate the City's fleet. Funding the Fleet Maintenance program at a lower level would result in reduced vehicle appearance, increased vehicle downtime and shortened vehicle useful life. These consequences would hamper other divisions' ability to achieve their mission(s) and pursuit of Council goals.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Fleet Management & Maintenance-FLEET SERVICES DEPT	Number of VEUs per mechanic (measured "vehicle equivalent units" to adjust for various equipment sizes).	0	0	0	0
Fleet Management & Maintenance-FLEET SERVICES DEPT	Customer Satisfaction from Internal Service Survey: Percentage of ratings satisfactory or above.	0%	0%	0%	0%
Fleet Management & Maintenance-FLEET SERVICES DEPT	Product Quality from Internal Service Survey: Percentage of ratings satisfactory or above.	0%	0%	0%	0%
Fleet Management & Maintenance-FLEET SERVICES DEPT	Percentage of mechanic time spent servicing vehicles and equipment ("Wrench-turning" hours to total hours)	0%	0%	0%	0%

Description:

CITY ATTORNEY Legal staff provides support to all City departments to address needs and/or concerns in an efficient manner. Conduct ongoing training for all staff. Attend meetings, review reports and code issues for staff, Park City Council and all boards and commissions. Advise Park City staff on the full gamut of municipal issues, ethics, and public matters. Prepare legal memoranda on significant changes in laws affecting Park City.

Council Goal:

041 Engaged & Effective Government & Citizenry

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

Fiscally and Legally Sound 1) Fiscally and legally sound 2) Engaged and capable workforce

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

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

	Request FY 2020	Rationale FY 2020
General Legal Support	1) Contract Attorney- This \$75k request (out of 04520-000-100 Contract Svcs Special Ser) is in regards to our to-be contracted attorney, Margaret Plane, who will be working here at City Hall and occupying Polly's old office. The money is for that employee who will be under a contract initially. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.	1) Contract Attorney- This \$75k for contracted attorney. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY ATTORNEY					
Personnel	68,291	68,291	66,095	-17,321	48,774
Materials	39,861	47,361	44,861		44,861
Total CITY ATTORNEY	108,152	115,652	110,956	-17,321	93,635
TOTAL	108,152	115,652	110,956	-17,321	93,635

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	0.1
TOTAL	0.5

Level of Service

General Legal Support Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
General Legal Support	2	19.75

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Proactive focus minimizes claims

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Non-legal support would impact training, meeting attendance, report review and addressing other issues efficiently.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
General Legal Support-CITY ATTORNEY'S OFFICE	Percent of staff inquires addressed within 3 days.	100%	95%	0%	0%

Description:

HUMAN RESOURCES

Compliance with multiple agencies, regulations and laws including the federal government, Utah State government and local government. This program involves keeping abreast of the changes to employment law and adhering to the requirements needed to comply, including but not limited to the Fair Labor Standards Act, Family Medical Leave, American with Disabilities Act and EEOC.

Council Goal:

046 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound

Compliance in this area means no findings in audits by the Department of Labor, Equal Employment Opportunity Commission, State offices, and other agencies. In order to achieve this, compliance policies are researched and updated as necessary, required notices are posted, and accurate records are kept. This is critical to meeting the outcomes in being compliant. We also oversee internal auditing as necessary and education for management staff.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
HUMAN RESOURCES					
Personnel	128,288	128,288	130,409	-61,009	69,400
Materials	23,455	23,455	23,455		23,455
Total HUMAN RESOURCES	151,743	151,743	153,864	-61,009	92,855
TOTAL	151,743	151,743	153,864	-61,009	92,855

FTEs	Budget FTEs FY 2020
Full Time	0.9
Part Time	
TOTAL	0.9

Level of Service

Local, State, and Federal ComplianceSame Level of Service

	Quartile FY 2020	Score FY 2020
Local, State, and Federal Compliance	2	19.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES By keeping the City in compliance with regulations, we are able to minimize behaviors that act to disengage and frustrate the employee population, as well as distractions and fines that could be caused by complaints resulting in audits.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Audits by government officials are extremely costly and time-consuming if we are not being proactive in this area.

Section 6: Performance Measures

	Description	Actual FY 2017
	-	
Local, State, and Federal Compliance-HUMAN RESOURCES	# of violation inquiries received annually (IRS, INS, OSHA, Labor Commission, DOL, WC)	0.001

Description:

CITY ATTORNEY Legal Staff provides in-house capability for efficient case administration with outside legal counsel retained for conflict/specialty cases. Represent Park City in mediations, arbitrations, administrative hearings, and trials. Prepare pleadings, motions, and legal memoranda on matters including employment lawsuits, personal injury lawsuits, property damage, water rights applications and claims of interference with water rights, crop loss claims, police liability claims, civil rights violations, and land use appeals. Conduct depositions and defend staff deponents in all of the foregoing matters.

Council Goal:

090 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Fiscally and legally sound

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Litigation	1) Contract Attorney- This \$75k request (out of 04520-000-100 Contract Svcs Special Ser) is in regards to our to-be contracted attorney, Margaret Plane, who will be working here at City Hall and occupying Polly's old office. The money is for that employee who will be under a contract initially. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.	1) Contract Attorney- This \$75k for contracted attorney. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY ATTORNEY					
Personnel	93,403	93,403	91,619	-72,616	19,004
Materials	2,852	6,602	5,352		5,352
Total CITY ATTORNEY	96,255	100,005	96,971	-72,616	24,356
TOTAL	96,255	100,005	96,971	-72,616	24,356

FTEs	Budget FTEs FY 2020
Full Time	0.6
Part Time	0.1
TOTAL	0.7

Level of Service

Litigation Same Level of Service

	Quartile FY 2020	Score FY 2020
Litigation	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Internal costs are less than hiring outside counsel

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Outsourcing litigation to outside counsel would likely increase in costs over a long-term period.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Litigation-CITY ATTORNEY'S OFFICE	Percent of court deadlines met without extensions.	1%	1%	0%	0%
Litigation-CITY ATTORNEY'S OFFICE	Time dedicated to resolve city claims is at least approximately 20%; including consultations with outside counsel.	No	No	No	No

Description:

CITY MANAGER Staff assistance to City Council members and the Mayor in the performance of their official duties. Scheduling information requests, staff reports, workshop preparations and time in meetings, and other things paid City employees do to enable Council members to make governing happen. Staff is involved on a daily basis in the preparation of staff reports, workshops and meetings to aid Council and the Mayor in the performance of their official duties.

CITY ATTORNEY Advise all city boards, commissions, mayor and city council of federal and state laws and regulations. Attend meetings and provide legal annual training to members of the same. The Legal Staff provides active support to all boards and commissions so as to address public concerns and questions in a timely and efficient manner.

Council Goal:

049 Engaged & Effective Government & Citizenry

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

Transparent Government Open and Responsive Government is a high priority of the City Council and Mayor.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Council & Board Support	1) Contract Attorney- This \$75k request (out of 04520-000-100 Contract Svcs Special Ser) is in regards to our to-be contracted attorney, Margaret Plane, who will be working here at City Hall and occupying Polly's old office. The money is for that employee who will be under a contract initially. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.	1) Contract Attorney- This \$75k for contracted attorney. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY MANAGER					
Personnel	103,802	103,948	105,653	-18,637	87,016
Materials	25,785	25,785	23,785		23,785
Total CITY MANAGER	129,587	129,733	129,438	-18,637	110,801
CITY ATTORNEY					
Personnel	272,985	272,985	274,700	-18,637	256,063
Materials	6,337	51,337	36,337		36,337
Total CITY ATTORNEY	279,322	324,322	311,037	-18,637	292,400
TOTAL	408,908	454,055	440,475	-37,274	403,201

FTEs	Budget FTEs FY 2020
Full Time	2.1
Part Time	0.1
TOTAL	2.2

Level of Service

Council & Board Support Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Council & Board Support	2	19.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER Innovation this year will come in the form of increased interagency outreach. The City has an interest in raising its profile and presence among its regional partners. Also, proactive focus reduces errors/liability

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER Consequences of lowering funding for this program include impacts on facilitation of policy decisions in accordance with goals and priorities of the Mayor and Council, as well as reduced opportunities for regular meetings and communication with Council and Mayor. Also, non-legal support would impact training levels, meeting attendance, report review and addressing other issues efficiently.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Council & Board Support-CITY MANAGER	Percent of NCS respondents whose overall confidence in Park City government is "good" or "excellent"	61%	78%	0%	0%
Council & Board Support-CITY MANAGER	Percent of employees satisfied with the City Manager's office.	96%	96%	0%	0%
Council & Board Support-CITY ATTORNEY'S OFFICE	Percent of staff reports reviewed within three days.	95%	95%	0%	0%
Council & Board Support-CITY ATTORNEY'S OFFICE	Conduct annual training with all Boards, Commissions and Council in accordance with Master Training Calendar.	1	1	0	0

Description:

CITY COUNCIL	Mayor and Council are the legislative and governing body which exercise the powers provided by constitutional general laws of the state together with implied powers necessary to implement the granted powers. City Council has been a member of the Utah League of Cities and Towns for many years. ULCT provides services to communities throughout the State of Utah.
CITY MANAGER	Develop proactive initiatives to respond to community challenges and shape policy for the City Council. Address public safety, economic, social and environmental factors (among others) and implement Council direction and address City operational concerns with wise discretion in the management of programs. The City Manager is responsible for facilitating policy decisions in accordance with goals and priorities of the Mayor and Council. Annual Goals and Targets for Action are established at the annual Council Visioning Workshop. The current level of service includes development proactive initiatives to respond to community challenges and shape policy for the City Council; addressing public safety, economic, social, and environmental factors (among others) and implement Council direction and address city operational concerns with wise discretion in the management of programs.
ENVIRONMENTAL SUSTAINABILITY	The Regional Community Development Director represents the City on regional collaboration efforts.

Council Goal:

029 Engaged & Effective Government & Citizenry

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

Transparent Government	City Council has been a member of the Utah League of Cities and Towns for many years. ULCT provides services to communities throughout the State of Utah. Annual membership rates continue to increase and a budget request has been submitted to keep up with the increased costs. Municipalities are required to publish legal notices, which consist of agendas, public hearings, and publication of ordinance approvals. The budget request reflects actual expenditures for these notices.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY COUNCIL					
Personnel	146,156	146,156	146,156	-10,124	136,033
Materials	38,725	38,725	38,725		38,725
Total CITY COUNCIL	184,881	184,881	184,881	-10,124	174,758
CITY MANAGER					
Personnel	70,046	70,134	71,295	-10,124	61,171
Materials	8,118	8,118	8,118		8,118
Total CITY MANAGER	78,164	78,252	79,413	-10,124	69,289
ENVIRONMENTAL SUSTAINABILITY					
Materials	58,050	58,050	58,050		58,050
Total ENVIRONMENTAL SUSTAINABILITY	58,050	58,050	58,050		58,050
CONTINGENCY/GENERAL					
Materials	75,000	115,000	215,000		215,000
Total CONTINGENCY/GENERAL	75,000	115,000	215,000		215,000
TOTAL	396,095	436,183	537,344	-20,247	517,097

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	
TOTAL	0.4

Level of Service

Policy Creation & Implementation Same Level of Service

	Quartile FY 2020	Score FY 2020
Policy Creation & Implementation	2	19.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER Drawing from the professional expertise of Staff, the Manager is able to reduce spending for discretionary consulting services.

Section 5: Consequences of Funding Proposal at Lower Level

CITY COUNCIL	Partnerships with Utah League of Cities and Towns provide Park City the services of a skilled team of professional to assist with creation of policies and also provide significant support at the state legislative level. Reduced funding could prevent the City from participating in this valuable partnership. Reduced funding for Legal Notices would lessen the City's ability to comply with legal requirements of the Utah State Code.
CITY MANAGER	Reduced funding would result in delays in framing policy and would necessitate less detailed implementation. Council will not be able to implement as many initiatives. Partnerships with organizations such as Utah League of Cities and Towns offer Park City the services of a skilled team of professionals to assist with the creation of policies and also provide significant support at the state legislative level.
ENVIRONMENTAL SUSTAINABILITY	Reductions would remove the funding for the Regional Community Development position and would reduce the ability of the city to collaborate regionally.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Policy Creation & Implementation-CITY COUNCIL	Percent of Council saying that Policy framing is good or excellent.	0%	0%	0%	0%
Policy Creation and Implementation-CITY COUNCIL	Percent of Council saying implementation is good or excellent.	0%	0%	0%	0%

Description:

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

Council Goal:

044 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure Open and responsive government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. Network connectivity provides this through allowing complex software packages that allow departments to respond to citizens with requests in a timely manner while effectively enabling departments to communicate and share data saving time and effort.

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

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

	Request FY 2020	Rationale FY 2020
Network Support	PERSONNEL:1) New IT Coordinator III position (\$116,463)2) IT Coordinator III re-class (adding project management responsibilities) (\$7,194) MATERIALS/SUPPLIES (in order of priority): 1) Office 365/Google G-Suite office and collaboration tools (\$52,000)2) -ArcGIS Enterprise Licenses (\$9,500), OR-Cloud subscription services for real-time data analysis (\$22,800): these two are tied for second priority right now, Scott will prioritize these. 3) GIS-Drone processing software (\$7,700)4) Website yearly maintenance increases (\$4,500)5) Records management integration with GIS services (\$16,725)6) Ongoing programming and development needs for internal services (\$13,700)TOTAL: \$250,567	1) Office 365/Google G-Suite office and collaboration tools2) -ArcGIS Enterprise Licenses-Cloud subscription services for real-time data analysis
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TECHNICAL & CUSTOMER SERVICES					
Personnel	182,616	194,263	185,716	-57,342	128,374
Materials	74,994	74,994	74,994		74,994
Total TECHNICAL & CUSTOMER SERVICES	257,610	269,257	260,710	-57,342	203,368
TOTAL	257,610	269,257	260,710	-57,342	203,368

FTEs	Budget FTEs FY 2020
Full Time	1.2
Part Time	
TOTAL	1.2

Level of Service

Network Support Enhanced Level of Service

	Quartile	Score
	FY 2020	FY 2020
Network Support	2	19.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES Network innovations include high-speed wireless links to the ice arena and water treatment plant. Security enhancements are being installed with redundant wireless connections to critical infrastructure. Fiber network and Wi-Fi expansion has also occurred at several facilities.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES Support reductions would reduce response times to support and project requests. Reductions will pose risks to proactively manage equipment, security, and updates. Network operations represents a critical component to the foundation of IT operations; should the level of funding be decreased into future years, there will be an increased level of risk, cost and downtime.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Network Support-TECHNICAL & CUSTOMER SERVICES	Percent of network available for use or log in	0%	97.79%	0%	0%
Network Support-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with network support	0%	93%	0%	0%

Description:

STREET MAINTENANCE Streets Maintenance Team is responsible for maintaining 130 lane miles of roadway and numerous miles of sidewalks and paths throughout Park City. The pavement management program maximizes pavement life and reduces lifecycle costs. Some of the items included are: Roadway maintenance, guardrail, sidewalks, curb & gutter, pavement striping and bike paths. Challenges to the goal of this program are: Volatility of asphalt oil costs, aging infrastructure, uncertainty of future B&C road funds and community expectations. The Streets Department provides a variety of services, maintenance, and capital renewal projects for this program. It requires that Street and Sidewalk maintenance be performed throughout the community to ensure effective multi-modal transportation and public safety.

Council Goal:

058 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure Streets and Sidewalk Maintenance has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for street and sidewalk maintenance through citizen requests and community satisfaction surveys. The street and sidewalk maintenance program is a critical (core) function for the community.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Street & Sidewalk Maintenance	STREET MAINTENANCE1) Analyst I- Streets (\$78,252)2) Four Streets & Stormwater Operator III's, 0.5 FTE each (\$120,292)3) Three Streets & Stormwater Operator III's, 0.5 FTE each, paid with transit fund offset (\$89,995)4) Cold Weather Gear & Personal Protective Equipment (PPE) for 4 staff (\$800)5) Salt de-icer (\$2,200)6) Skid Steer Rental (\$5,400) with transit fund offset of \$5,4007) Large Loader Rental (\$24,000) with transit fund offset of \$24,000TOTAL: NET INCREASE OF \$201,544	1) Four Streets & Stormwater Operator III's, 0.5 FTE each, with partial offset from Public Works/Transit re-org 2) Analyst II- Streets, offset from Public Works/Transit re-org 3) Cold Weather Gear & Personal Protective Equipment (PPE) for 2 staff 4) Salt de-icer
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
STREET MAINTENANCE				
Personnel	328,240	328,240	330,366	330,366
Materials	201,987	202,087	202,037	202,037
Total STREET MAINTENANCE	530,227	530,327	532,403	532,403
TOTAL	530,227	530,327	532,403	532,403

FTEs	Budget FTEs FY 2020
Full Time	2.9
Part Time	0.2
TOTAL	3.1

Level of Service

Street & Sidewalk Maintenance Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Street & Sidewalk Maintenance	2	19.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE Innovation: The Streets Department continually looks for creative ways to increase pavement and concrete service life through experimentation and improved pavement designs for the Park City conditions. Recent examples include the new ASHTO, Asphalt Concrete- 58 -28 pavement design for Park City pavements. Industry trends are to move toward asphalt recycling and the possible use of pervious pavements. Currently we are using 15% recycled asphalt in our new asphalt mix.

Section 5: Consequences of Funding Proposal at Lower Level

STREET MAINTENANCE The consequences of lowering the funding for this program include: deterioration of roadways, paths and sidewalks, reduction in preventative maintenance, reduced pavement quality and a reduction in lifespan. There would also be an increase in future maintenance costs and citizen complaints due to established community expectations. Proposed LOS: Same LOS

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Street & Sidewalk Maintenance-STREET MAINTENANCE	Percentage of potholes filled within 72 hours of receiving a complaint or service request.	95%	80%	100%	100%
Street & Sidewalk Maintenance-STREET MAINTENANCE	Tons of asphalt overlay applied to City streets.	5600	5216	5000	5000
Street & Sidewalk Maintenance-STREET MAINTENANCE	Square yards of slurry seal applied to City Streets	106000	72000	70000	70000
Street & Sidewalk Maintenance-STREET MAINTENANCE	Tons of crack seal applied to City streets	30	33	33	33

Description:

CITY ATTORNEY	The Self- Insurance/Risk Management Fund provides for a fairly high level of risk management. Park City exposures are unique due to its resort environment, degree of visitation, and extensive public services. The current risk management program provides a balance of self-insurance and risk transfer. Insurance coverage currently includes liability, property, workers compensations, boiler & machinery, crime, bonds, and other minor policies related to City leases. Provide lines of insurance and underwriting insurance requirements on City contracts and projects, as appropriate for risk transfer. Provides response and follow-up to accidents/incidents, and administration/defense for claims and litigation. Creates and maintains policies designed to minimize exposure to loss, review claims against the city; review insurance premium quotes and coverage options; maintain any losses to a minimum.
SELF INS & SEC BOND	Also includes Safety Programs and Security Maintenance accounts.

Council Goal:

088 Engaged & Effective Government & Citizenry

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

Fiscally and Legally Sound	Workload will increase for both paralegals and two attorneys for the reviewing and assessing of incident claims in order to avoid potential litigation. The increase will also come as a result of examining annual underwriting deadlines on City-owned properties, equipment and liability policies.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY ATTORNEY					
Personnel	48,882	48,882	46,834		46,834
Materials	1,900	1,900	1,900		1,900
Total CITY ATTORNEY	50,782	50,782	48,734		48,734
SELF INS & SEC BOND					
Materials	978,500	978,500	978,500	-1,278,858	-300,358
Total SELF INS & SEC BOND	978,500	978,500	978,500	-1,278,858	-300,358
WORKERS COMP					
Materials	275,000	275,000	275,000		275,000
Total WORKERS COMP	275,000	275,000	275,000		275,000
TOTAL	1,304,282	1,304,282	1,302,234	-1,278,858	23,377

FTEs	Budget FTEs FY 2020
Full Time	0.3
Part Time	0.1
TOTAL	0.4

Level of Service
Risk Management Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Risk Management	2	19.00

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY	Risk management may transfer risk back onto the City and increase exposures that may result in financial impact, loss and/or reduction in safety. Certain programs and coverages may be required by law i.e. workers compensation.
SELF INS & SEC BOND	Mandatory safety programs and security measures may not meet requirements.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Risk Management-CITY ATTORNEY'S OFFICE	Percent of incident claims investigated by staff.	0%	1%	0%	0%

Description:

PARKS & CEMETERY The Parks and Fields Maintenance Departments provide a variety of services and snow removal techniques for this program. It requires that snow removal services be performed through priority sequencing at all City facilities. Items include snow plowing, blowing and widening from 14 miles of sidewalks and bike paths. The Parks Department is also responsible for snow removal at all City-owned buildings, including the tennis bubble and 24 flights of Old Town stairs. The Fields Department is also responsible for the removal of snow from the artificial - turf field. Challenges to the goal of this program are expanded service for sidewalks, new development, and increasing community expectations.

Council Goal:

052 Engaged & Effective Government & Citizenry

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

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

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Parks & Sidewalk Snow Removal	PARKS & CEMETERY 1) Re-class one of our seasonal Park III positions to full time regular, secession planning for our Landscape Garden position. This request is asking for funding to cover THE BENEFITS of a fulltime regular position. The wages for this position came out of line account 25514-01 which had 2.4 FTE's, it was reduce to 1.4 to offset for this position (\$37,942)2) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)TOTAL: \$48,850	PARKS & CEMETERY 1) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
FIELDS				
Personnel	76,086	76,086	63,458	63,458
Materials	20,926	20,926	20,926	20,926
Total FIELDS	97,012	97,012	84,384	84,384
PARKS & CEMETERY				
Personnel	280,798	426,150	392,886	392,886
Materials	46,763	46,763	71,973	71,973
Total PARKS & CEMETERY	327,561	472,913	464,859	464,859
TOTAL	424,572	569,925	549,243	549,243

FTEs	Budget FTEs FY 2020
Full Time	3.2
Part Time	0.2
TOTAL	3.5

Level of Service

Parks & Sidewalk Snow Removal Same Level of Service

	Quartile FY 2020	Score FY 2020
Parks & Sidewalk Snow Removal	2	18.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
City Facility Snow Removal-PARKS & CEMETERY	Percentage of Sidewalks and stairs cleared of ice and snow within the next scheduled work shift.	90%	90%	90%	90%
Parks & Sidewalk Snow Removal-PARKS & CEMETERY	Percentage of sidewalks and stairs cleared of ice and snow within the next scheduled work shift (following the end of the storm)	90	90	90	90

Description:

HUMAN RESOURCES Benefits programs include health, dental, retirement, disability and life insurance offerings. The stability of employees made available by these programs allows the City to remain competitive with marketable and comparable employee job opportunities. This benefits both the internal and external City customer with longevity, training and institutional memory. This also allows employees the occasional needed flexibility to deal with significant and minor challenges in their personal lives, which allows them to be productive and stable in the work force. Benefits costs are included as part of salary comparison data undermining salary levels, so quality programs at low costs are important to both the City and the employees.

Council Goal:

078 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Turnover and loss of key employees who demonstrate excellence and loyalty is a major cost and loss of service for the City. In order to function well and be open and responsive to Citizen needs and requests, stable employees with experience and training are necessary.

Section 1: Scope

Change in Demand Explanation
Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
HUMAN RESOURCES					
Personnel	65,941	65,941	66,963	-31,756	35,207
Materials	11,090	11,090	11,090		11,090
Total HUMAN RESOURCES	77,031	77,031	78,053	-31,756	46,297
TOTAL	77,031	77,031	78,053	-31,756	46,297

FTEs	Budget FTEs FY 2020
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service
Benefit Design/Administration Same Level of Service

	Quartile FY 2020	Score FY 2020
Benefit Design/Administration	2	18.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES Competitive benefit offerings provide greater stability and allow the City to overcome unnecessary additional training, recruitment and replacement costs. Industry studies cite total costs of recruitment, training and lost productivity associated with turnover at 2-3 times the cost of a position's annual salary. Cost savings by remaining competitive with other job opportunities of employees is significant to the City. Innovations in this area include costs savings associated with renewals by completing some necessary administrative work in-house, as well as adopting online programs to lower customer service costs by producers.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Reductions in established benefits programs would result in employee compensation not meeting the City standard of "market pay" as benefit costs are one contributor to "total compensation" comparisons. Market analysis would need to be conducted by staff, as well as revised recommendations by Council on compensation directives.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Benefits Design/Administration-HUMAN RESOURCES	Percent of increase to benefit dollar costs compared to national average.	0%	4.1%	15%	15%
Benefits Design/Administration-HUMAN RESOURCES	Benefit-to-pay ratio for 40K salary.	0%	82%	82%	82%
Benefits Design/Administration-HUMAN RESOURCES	Employer-to-Employee benefit ratio cost (compare to Wasatch Comp Group Data)	6%	0%	0%	0%

Description:

CITY ATTORNEY The City Attorney and Deputy City Attorney are assigned to Human Resources to address personnel related needs in a timely and efficient manner, including: special employment agreements, disciplinary actions, complaints, terminations, and administrative appeals. Act as lead counsel on employment litigation. Counsel managers on emerging employment case law.

Council Goal:

081 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY ATTORNEY					
Personnel	62,301	62,301	60,474	-26,516	33,958
Materials	1,899	5,649	4,399		4,399
Total CITY ATTORNEY	64,200	67,950	64,873	-26,516	38,357
TOTAL	64,200	67,950	64,873	-26,516	38,357

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	0.1
TOTAL	0.4

Level of Service
Employment Review Same Level of Service

	Quartile FY 2020	Score FY 2020
Employment Review	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Internal resources are less expensive than outside counsel

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Non-legal support would spend adequate time with employee related issues, and address report reviews efficiently.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Employment Review-CITY ATTORNEY'S OFFICE	Percent of employee contracts reviewed within three days.	99%	95%	0%	0%
Employment Review-CITY ATTORNEY'S OFFICE	Percent of legal questions from Human Resources and other departments answered within three days, unless extenuating circumstances	100%	98%	0%	0%

Description:

BLDG MAINT ADM The Building Maintenance Department provides a variety of janitorial services for this program. It requires that janitorial services be performed in City buildings to ensure cleanliness and a respectable appearance for staff and visitors. Includes general cleaning services such as carpet, windows, restrooms, offices, and common areas. Much of this program is outsourced to private businesses for efficiency. Challenges to the goal of this program are high costs associated with environmentally friendly cleaning products, which are used due to increasing community expectations to go "green".

Council Goal:

092 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community and user groups have also expressed their desire for clean, presentable facilities. The Janitorial program is a critical function and proposed enhancement of the program is based on a citizen request for enhanced services and inflation in the cost of environmentally friendly cleaning products and materials.

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

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

	Request FY 2020	Rationale FY 2020
Janitorial Services	BUILDING MAINTENANCE:1) One additional Building Maint III fulltime regular position in FY20 (\$88,464) with new vehicle (\$30,000)2) Misc. Contract Services-Administration (\$45,000)TOTAL: \$163,464	1) Bldg Maint III fulltime regular position, with new vehicle 2) \$30k increase to Misc. Contract Services-Administration line
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
BLDG MAINT ADM				
Personnel	142,983	168,772	179,177	179,177
Materials	366,000	397,000	384,000	384,000
Total BLDG MAINT ADM	508,983	565,772	563,177	563,177
TOTAL	508,983	565,772	563,177	563,177

FTEs	Budget FTEs FY 2020
Full Time	1.5
Part Time	
TOTAL	1.5

Level of Service

Janitorial Services Same Level of Service

	Quartile FY 2020	Score FY 2020
Janitorial Services	2	18.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM “Innovation”: The Building Maintenance Department continually looks for creative ways to increase productivity, Environmental stewardship, service levels, and equipment availability that will decrease carbon footprint and equipment downtime through innovation. Industry trends are to move toward increasing availability of environmentally friendly janitorial products.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT ADM The consequences of lowering the funding for this program include: Reduction in building and restroom cleanliness. There would also be an increase in citizen and staff complaints due to established expectations.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Janitorial Services-BLDG MAINT ADM	Percentage of City buildings cleaned based on weekly schedule.	0%	100%	0%	0%

Description:

LIBRARY The Circulation Desk is staffed to greet, welcome and assist library users 7 days a week. The library is open to the public 64 hours each week. Staff check materials in and out, assist computer users, register patrons for library cards, answer questions in person and via the telephone, manage item requests, process interlibrary loans, handle fines & payment, create displays, accept & sort donations, manage meeting & study rooms and sort returned items.

Council Goal:

018 Engaged & Effective Government & Citizenry

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

Arts & Culture Circulation Services helps to meet the desired outcomes by: 1. Greeting, welcoming, and assisting community members (Physically and socially connected neighborhoods) 2. Providing a welcoming place for members of the community & visitors to use for accessing the internet, quiet study, or gathering. (Vibrant community gathering spaces and places) 3. Checking out materials and providing research and computer assistance. (Connected, knowledgeable and engaged citizens) 4. Answering questions about local events and activities, and providing materials to learn more about arts and culture. (Vibrant arts and culture offerings for community & visitors)

Section 1: Scope**Change in Demand**

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

Explanation

This department is seeing the same growth as others, but we need funding in the other programs to meet strong demand for programming, collections, personnel, software, and computers.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
LIBRARY					
Personnel	291,357	291,357	296,252		296,252
Materials	44,672	44,672	44,672	-5,400	39,272
Total LIBRARY	336,029	336,029	340,924	-5,400	335,524
TOTAL	336,029	336,029	340,924	-5,400	335,524

FTEs	Budget FTEs FY 2020
Full Time	2.0
Part Time	2.2
TOTAL	4.3

Level of Service

Circulation Services Same Level of Service

	Quartile FY 2020	Score FY 2020
Circulation Services	2	18.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Staff working at the circulation desk complete other tasks and projects as time allows such as, doing inventory, working on displays, helping librarians with projects and programs, etc. The Circulation Desk also assists the Friends of the Farm by selling tickets for their events at the front desk and assists the film series by answering questions about the upcoming films and receiving packages. During Sundance the Circulation Desk distributes film guides and answers questions from visitors, Sundance staff and volunteers. The Circulation Desk also provides and updates a community bulletin board and displays flyers with community and visitor information.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Less community impact without development and growth as a 21st Century Library.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018
	-		
Circulation Services-LIBRARY	Annual visits per capita.	21.1	21
Circulation Services-LIBRARY	Circulation per capita (annual measure only)	13.6	13
Circulation Services- LIBRARY	Electric content use (number of log-ins)	0	0
Circulation Services- LIBRARY	Number of Registered Users	0	0
Circulation Services- LIBRARY	Total number of Spanish materials in collection	0	0

Description:

CITY MANAGER This includes all of the staff support roles of the Executive Team. This largely reflects the daily operations of our local government: High level of citizens and business community support and interaction. Significant internal support of the many teams within the City and providing leadership to those teams.

Council Goal:

019 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization Council has identified open and responsive government as a top priority. Much of the public's interaction with the City is through the Executive office. The Recorder and Senior Recorder are the people that are responsible for much of the perception that the City Manager and Mayor are responsive to citizens. They are often the first line of contact for the public and are an extension of the Mayor and City Manager roles.

Section 1: Scope

Change in Demand Explanation
Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY MANAGER					
Personnel	180,048	180,341	183,268	-77,773	105,495
Materials	16,201	16,201	15,701		15,701
Total CITY MANAGER	196,249	196,542	198,969	-77,773	121,196
TOTAL	196,249	196,542	198,969	-77,773	121,196

FTEs	Budget FTEs FY 2020
Full Time	1.1
Part Time	
TOTAL	1.1

Level of Service
Staff Support Reduced Level of Service

	Quartile FY 2020	Score FY 2020
Staff Support	2	18.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER While lower salaries are not a specific goal, it is likely that the people hired to eventually fill the roles of a retiring City Recorder and Senior City Recorder will start at a salary lower than the people currently in those roles. The City benefits greatly from the experience of the current City Recorder and Senior City Recorder and they are paid accordingly.

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER If there is no overlap between the current City Recorder and Senior City Recorder and their respective replacements, there will be a reduction in services levels for a period of at least one to two years. By the nature of being new, any new hires that do not have the opportunity to learn from the current City Recorder and Senior City Recorder will take significantly longer to learn the job. New people are just slower... and that slowness is exacerbated by having to learn everything without any training.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Staff Support-CITY MANAGER	Percentage (%) of staff reports completed by Thursdays at 5 PM.	75%	75%	0%	0%

Description:

LIBRARY Technical Services includes a broad range of library support functions. Included in this program are cataloging & processing materials such as books, DVD's, audios and other items for check-out to the public. Support of public computers, internet access, web interface, library software for organizing and providing access to the collection are also major components as well as tracking Library finances. Development of a 21st Century Library includes provision of a high-tech information interface. Catalog and process all new items for public checkout. Maintain equipment and software for 33 computers and Wi-Fi access. Ensure that materials are ordered, received and paid for in a timely manner and accurate records are maintained.

Council Goal:

022 Engaged & Effective Government & Citizenry

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

Arts & Culture The library helps to meet the desired outcomes by: 1. Providing free and open access to information and technology (Connected, knowledgeable, and engaged citizens) 2. Providing free and up-to-date technology access to ensure that all segments of the community have the opportunity to be knowledgeable and engaged.

Section 1: Scope**Change in Demand**

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

Explanation

Personnel is the biggest need in the Technical Services Program. This department catalogs and prepares all new materials for the public and currently has a 3 month backlog. There is a deficit of 14,203 hours per year in staffing to handle an additional 16,789 items coming into the Library each year. Returned books are not getting back to the shelf in the desired 1-3 day period, which makes finding and helping the community difficult as we respond to their information needs. With the help of additional staff, we will be able to maintain the current level of service with the growing usage. In addition, more funds are needed for professional development resources for staff to keep them trained in cutting-edge 21st Century Library Services. We have no funding for phones currently. All library departments depend on software to provide service, and costs for those resources are continually rising. Collection use went up by 13,377 and, in addition, there are a large number of titles that need replacing due to increased usage.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
LIBRARY					
Personnel	300,619	300,619	305,636		305,636
Materials	41,913	41,913	41,913	-3,600	38,313
Total LIBRARY	342,532	342,532	347,549	-3,600	343,949
TOTAL	342,532	342,532	347,549	-3,600	343,949

FTEs	Budget FTEs FY 2020
Full Time	2.1
Part Time	2.1
TOTAL	4.2

Level of Service

Technical Services Enhanced Level of Service

	Quartile	Score
	FY 2020	FY 2020
Technical Services	2	18.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY The library receives a reduced rate for public internet access through the e-rate program. Broadband access was installed with grant dollars in partnership with the Utah Education Network. As a part of the OCLC Cooperative the library shares cataloging records with other libraries, thus expediting the process of preparing item descriptions for the library catalog.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Not funding this program will leave a backlog on returning materials to the shelves, updating technology, and in processing newly acquired materials for the public. This is not an acceptable level of service. Staff is stretched thin as we work to operate the new building. Currently, as things fall behind our Librarians are backfilling for tasks in this area, which is not an efficient use of their time and costs the City Librarian salaries for tasks that can be managed by Clerks. We have deficits at the Librarian level for training and development, project completion, and public program development as Librarians take on Clerical duties.

Section 6: Performance Measures

	Description	Actual
	-	FY 2018
Technical Services LIBRARY	Annual number of in-library Wi-Fi logins.	51796
Technical Services-LIBRARY	Annual number of web hits.	199448

Description:

POLICE Community Support / Community Policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Each review period each individual officer selects a Community Oriented Policing Project and presents it to the supervisory team for approval. Once implemented it is that individual officer's responsibility to report on the progress of the project and to ensure that the project is completed. Many projects are ongoing and officers often oversee more than one Community Oriented Policing Project. Projects are designed with community input and citizens' needs in mind.

Council Goal:

056 Engaged & Effective Government & Citizenry

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

Safe Community The community is actively involved in the success of the various Community Oriented Policing Projects and has an expectation that these projects will have a positive impact on their individual neighborhoods and the community as a whole. Officers in charge of the projects meet on an individual basis with community members as well as Homeowner Associations and business owners and provide updates and gather input for the projects.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Community Support	POLICE (in order of priority) 1. Creation of full-time Evidence Technician position (\$88,464)2. Request to reclassify two positions from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY20 (\$52,214)3. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Additional full-time Investigator Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)5. Additional full-time Patrol Senior Police Officer (\$137,426) with vehicle (\$38,000, as determined by Fleet) and equipment/uniform (\$12,000)6. Begin a Bomb Dog program, including: additional full-time Senior Police Officer (\$137,426) , vehicle (\$38,000, as determined by Fleet), equipment/uniforms (\$12,000 one-time), police canine (\$15,000 one-time), canine equipment (\$600 one-time), kennel and hot dog system for vehicle (\$5,000 one-time), explosive training aids and maintenance (\$300 start-up and \$150 per year to maintain), dog food (\$600 annually), veterinary care and animal insurance (\$700 annually).7. Community Technical Specialist (\$33,521): split 50% between Police and Budget. TOTAL: \$767,827 (\$20,900 of which is one-time funding)	1. Creation of full-time Evidence Technician position (\$88,464)2. Reclassify ONE position from Police Officer, Grade 14 to Senior Police Officer, Grade 19 in FY203. Increase Equipment budget by \$9,000 for required body camera software annual updates.4. Community Technical Specialist (\$33,521): split 50% between Police and Budget.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
POLICE					
Personnel	851,120	987,006	904,159	-14,400	889,759
Materials	18,300	18,300	18,300		18,300
Total POLICE	869,420	1,005,306	922,459	-14,400	908,059
TOTAL	869,420	1,005,306	922,459	-14,400	908,059

FTEs	Budget FTEs FY 2020
Full Time	6.6
Part Time	0.5
TOTAL	7.1

Level of Service
Community Support Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Community Support	2	18.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

POLICE Joining forces with the community and addressing their needs provides a great tool in our fight against neighborhood and community crime
such as burglaries, thefts, graffiti and other more serious crimes. Community Oriented Policing Projects helps reduce the loss to victims of stolen
property, criminal mischief and other personal property damage as a result of crime and even traffic accidents.

Section 5: Consequences of Funding Proposal at Lower Level

POLICE A reduction in funding levels would affect the Level of Service to the community in the area Community Oriented Policing Projects and we would
see a steep and quick rise in personal financial loss and place our citizens at a greater risk of becoming victims of personal and property crime.

Section 6: Performance Measures

	Description -	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Community Support-POLICE	100% of victims contacted within ten working days	0%	0%	0%	0%
Community Support-POLICE	% of Operations Staff with viable Problem Oriented Policing projects	0%	0%	0%	0%
Community Support-POLICE	Total number of Community meetings/contacts per year	357	322	350	350
Community Support-POLICE	Number of events	47	44	50	50
Community Support-POLICE	Number of hours spent on events	5244	5428	5000	5000
Community Support-POLICE	Percent of respondents whose "overall feeling of safety in Park City" is "good" or "excellent" (National Citizens' Survey)	94%	0%	0%	0%
Community Support-POLICE	Percent of respondents that feel "very safe" or "somewhat safe" in their neighborhood during the day (National Citizens' Survey)	95%	0%	0%	0%
Community Support-POLICE	Percent of respondents that feel "very safe" or "somewhat safe" in Park City's downtown area during the day (National Citizens' Survey)	97%	0%	0%	0%
Community Support-POLICE	Percent of respondents that rate Police Services as "good" or "excellent" (National Citizens' Survey)	84%	0%	0%	0%
Community Support-POLICE	Percent of respondents that rate Crime Prevention as "good" or "excellent" (National Citizens' Survey)	82%	0%	0%	0%

Description:

TECHNICAL & CUSTOMER SERVICES Communication utilities include reoccurring monthly services that include phone/fax lines, data circuits, alarm systems, and internet connectivity. This program was created to accurately represent spending for communication services for organizational objectives.

Council Goal:

087 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure With a proven track record of providing excellent customer service, both within and outside PCMC, IT continues to educate our customers and improve customer service in multiple ways. Answering incoming phone calls, directing walk-in traffic, and managing the PCMC Website is beneficial to citizens, visitors and employees.

Section 1: Scope**Change in Demand**

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

Explanation

As more services are reliant on internet access for both internal and external operations, IT has increased the bandwidth and enhanced network redundancy to support this demand.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TECHNICAL & CUSTOMER SERVICES					
Personnel	50,538	50,538	35,427	-27,916	7,511
Materials	91,400	91,400	91,400		91,400
Total TECHNICAL & CUSTOMER SERVICES	141,938	141,938	126,827	-27,916	98,911
TOTAL	141,938	141,938	126,827	-27,916	98,911

FTEs	Budget FTEs FY 2020
Full Time	0.3
Part Time	0.4
TOTAL	0.6

Level of Service

IT Utilities Same Level of Service

	Quartile FY 2020	Score FY 2020
IT Utilities	2	18.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICESCommunication bills are reviewed regularly and services are cancelled or upgraded as necessary.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICESReduced funding of communication utilities would result in reduced services levels. This includes: slower circuit performance; elimination of redundant failover backup links, reduced phone and internet services.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of phone coverage Monday - Friday (8 a.m. to 5 p.m.)	0%	99%	0%	0%
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of physical coverage Monday - Friday (8 a.m. to 5 p.m.)	0%	96%	0%	0%
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Front Desk	0%	0%	0%	0%

Description:

BLDG The Building Maintenance Department provides a variety of services and preventative maintenance for this program. It requires that City MAINT ADM building repairs and maintenance are performed throughout all City owned facilities to ensure preservation and longevity of building assets.

Council Goal:

064 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure

Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The occupants and user groups have also expressed their desire for clean, functioning, reliable facilities through requests and an internal services survey. The building maintenance and repair program is a critical (core) function in preserving the City's infrastructure.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Building Repairs and Maintenance	BUILDING MAINTENANCE:1) One additional Building Maint III fulltime regular position in FY20 (\$88,464) with new vehicle (\$30,000)2) Misc. Contract Services- Administration (\$45,000)TOTAL: \$163,464	1) Bldg Maint III fulltime regular position, with new vehicle 2) \$30k increase to Misc. Contract Services- Administration line
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BLDG MAINT ADM					
Personnel	361,251	392,782	414,400	-79,907	334,493
Materials	154,425	198,425	191,425		191,425
Total BLDG MAINT ADM	515,676	591,207	605,825	-79,907	525,918
MARSAC-SWEDE CONDO HOA					
Materials	13,000	13,000	13,000		13,000
Total MARSAC-SWEDE CONDO HOA	13,000	13,000	13,000		13,000
TOTAL	528,676	604,207	618,825	-79,907	538,918

FTEs	Budget FTEs FY 2020
Full Time	3.4

Level of Service

Building Repairs and MaintenanceSame Level of Service

	Quartile FY 2020	Score FY 2020
Building Repairs and Maintenance	2	17.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

BLDG "Cost Savings": The Building Maintenance Department through the building repairs and maintenance program is able to extend useable life of
MAINT facilities reducing overall costs. "Innovation": The Building Maintenance Department continually looks for creative ways to extend the life of
ADM building components through preventative maintenance. Industry trends are to move towards "greener" technologies.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG The consequences of lowering the funding for this program include: Reduction in usable life due to dilapidation and aging infrastructure,
MAINT and reduced safety and reliability of building components. There would also be an increase in citizen and building occupant complaints due
ADM to established expectations.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Building Repairs and Maintenance - BLDG MAINT ADM	Percent of building repairs made within 30 days of receiving a complaint or request for service.	0%	94%	0%	0%
Building Repairs and Maintenance- BLDG MAINT ADM	Percentage of all city buildings inspected weekly.	0%	92%	0%	0%

Description:

COMMUNITY ENGAGEMENT This program area includes crisis communications during unforeseen and/or sensitive events. Develops and disseminates emergency messages to the community, media and other stakeholders. Develops and maintains an organization crisis communication plan. The current level of service provides for biannual emergency preparedness outreach, timely emergency response with ongoing communications, limited continuing education within the state for the PIO and back-up PIOs and a limited social media outreach. Enhanced Level for Service.

Council Goal:

067 Engaged & Effective Government & Citizenry

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

Safe While 81% of the community rated the city's public information services as "excellent" or "good" only 31% rated their level of emergency
Community preparedness as "excellent" or "good". It is important that we continue efforts to emphasize emergency preparedness efforts over the next two years. The \$6000 budget request will replace discontinued EMPG funding and is necessary to maintain outreach and education

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
COMMUNITY ENGAGEMENT					
Personnel	79,610	79,610	80,890	-9,386	71,504
Total COMMUNITY ENGAGEMENT	79,610	79,610	80,890	-9,386	71,504
TOTAL	79,610	79,610	80,890	-9,386	71,504

FTEs	Budget FTEs FY 2020
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

Emergency Communications Same Level of Service

	Quartile FY 2020	Score FY 2020
Emergency Communications	2	17.75

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

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

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

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

Cost Savings & Collaboration: The City collaborates extensively with the Summit County Health Department and Summit County Manager's office in its emergency communications efforts. This allows us to operate a lean emergency communications staffing level. Emergency communications staff provide cross-jurisdictional support during emergencies and maintains a regional wildfires website. Staff are members of the UT PIO Association and participate on its board and as presenters at the statewide conference. Staff is also active in the National Information Officers Association.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT

With the loss of the state matching funds program funding at a lower level will reduce community outreach and education efforts through direct mailing, posters and ad placement especially as it relates to wildfire prevention and education.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Emergency Communications-COMMUNITY ENGAGEMENT	Percent of households who have stocked supplies in preparation for an emergency within the last 12 months (National Citizen's Survey)- NCS data collected every 2 years	24%	0%	83%	83%
Emergency Communications-COMMUNITY ENGAGEMENT	Percent of respondents who rate the City's emergency preparedness services as "good" or "excellent" (National Citizen's Survey)- NCS data collected every 2 years	74%	0%	85%	85%

Description:

TECHNICAL & CUSTOMER SERVICES System support manages server hardware, operating systems, security controls, anti-virus, backups/disaster recovery and disk storage in a virtualized environment that includes up to 100 servers. The systems platform provides data and applications, including web services, database, email, storage, document and permit management. Systems support serves as secondary support for network operations.

Council Goal:

084 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure In meeting the needs of the organization's system(s) requirements, we require additional funding to not only continue support of current infrastructure but leverage these funds to effectively continue to expand and deliver innovative systems solutions. Investment in storage and backup solutions will be key to the overall success in our outcome area. This will allow IT to continue with its proven track record of providing reliable and effective systems solutions.

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

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

	Request FY 2020	Rationale FY 2020
Systems Support	PERSONNEL:1) New IT Coordinator III position (\$116,463)2) IT Coordinator III re-class (adding project management responsibilities) (\$7,194)MATERIALS/SUPPLIES (in order of priority): 1) Office 365/Google G-Suite office and collaboration tools (\$52,000)2) -ArcGIS Enterprise Licenses (\$9,500), OR-Cloud subscription services for real-time data analysis (\$22,800): these two are tied for second priority right now, Scott will prioritize these. 3) GIS-Drone processing software (\$7,700)4) Website yearly maintenance increases (\$4,500)5) Records management integration with GIS services (\$16,725)6) Ongoing programming and development needs for internal services (\$13,700)TOTAL: \$250,567	1) Office 365/Google G-Suite office and collaboration tools2) -ArcGIS Enterprise Licenses-Cloud subscription services for real-time data analysis
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TECHNICAL & CUSTOMER SERVICES					
Personnel	188,371	200,018	191,540	-63,535	128,005
Materials	99,932	184,232	184,232		184,232
Total TECHNICAL & CUSTOMER SERVICES	288,303	384,250	375,772	-63,535	312,237
TOTAL	288,303	384,250	375,772	-63,535	312,237

FTEs	Budget FTEs FY 2020
Full Time	1.3
Part Time	
TOTAL	1.3

Level of Service

Systems Support Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Systems Support	3	17.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES This past year includes significant RFP and project participation with library projects, parking systems, security camera upgrades, phone system upgrades, and police body-cameras server.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES System Support reductions would reduce response times to support and service/project requests. Reductions will pose critical risks to proactively manage security, server, backup, updates and storage systems.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Systems Support-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with system support	0%	94%	0%	0%
Systems Support-TECHNICAL & CUSTOMER SERVICES	Percent of systems / servers available for use or log in	0%	96.63%	0%	0%

Description:

TECHNICAL & CUSTOMER SERVICES	Records retention and archiving includes the storage, access and destruction of paper and electronic records. The capture and storage of paper records is managed through this program and spans multiple facilities and is approaching 3,000 cubic feet of storage. Access is provided to departments for research and for GRAMA requests for both paper and electronic formats. Secure destruction of records occurs when all the necessary criteria is met including GRAMA, Legal and departmental needs. Paper records are also digitized for electronic reference.
COMMUNICATION CENTER	The Police Department also manages records in a similar fashion to meet requirements for Federal and State public safety guidelines. The Records Division is responsible for the maintenance and process of all police records. The Records Division process's over 10,000 citations, 500 traffic accident reports, 2,400 crime reports, 600 arrest reports and fills over 3,000 records requests annually. The Records Division is required under Utah State Statute to process records and submit them to the state in a required time period. The Records Division is responsible for providing statistical information to both state and federal agencies.

Council Goal:

038 Engaged & Effective Government & Citizenry

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

Transparent Government	Records accessibility represents a vital component to providing open records access to citizens and to meet the requirements of the Government Records Access and Management Act (GRAMA). Funding is identified to further enhance records services, but in conjunction with server and storage demands. Records operations provides effective record delivery and continues to work with departments to minimize and eliminate paper oriented processes. Also, the Records Division is an essential link as the first point of contact with the public as they enter the police station. They are essential in providing various forms of documentation to the community and in processing documentation that meet state and federal requirements.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
TECHNICAL & CUSTOMER SERVICES				
Personnel	47,876	47,876	44,685	44,685
Materials	31,200	31,200	31,200	31,200
Total TECHNICAL & CUSTOMER SERVICES	79,076	79,076	75,885	75,885
TOTAL	79,076	79,076	75,885	75,885

FTEs	Budget FTEs FY 2020
Full Time	0.3
Part Time	0.1
TOTAL	0.4

Level of Service

Records Management Same Level of Service

	Quartile FY 2020	Score FY 2020
Records Management	3	17.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the City is the sole provider but there are other public or private entities which could be contracted to provide this service

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

New innovative and collaborative approaches were taken this year including: conversion of retention schedules into a database for ease of access and compliance verification; centralized GRAMA process for records tracking and reporting; creation of a new records room and relocation of library records.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Reduction of funding will thwart efforts to eliminate paper processes. While current processes could continue, our physical storage capacity is also limited, thus reduction in storage duration cycles (Record Retention Schedules) would be necessary. Also, a decrease in funding of the Records function would diminish the high level of customer service now in place. It would also hinder our ability to meet our state and federal for reporting requirements.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Records Management-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Records Management	0%	95%	0%	0%
Records Management-TECHNICAL & CUSTOMER SERVICES	Average time in hours to fulfill records request	0	6	0	0
Records Management-TECHNICAL & CUSTOMER SERVICES	Annual Records / GRAMA trainings held	0	0	0	0
Records Management-TECHNICAL & CUSTOMER SERVICES	Percent of Departments compliant in records / GRAMA maintenance	0%	0%	0%	0%
Records Management-POLICE	100% of report requests met within ten days	0%	0%	0%	0%
Records Management-POLICE	100% of state required forms submitted within the 10 day time frame required by state statute.	0%	0%	0%	0%

Description:

LIBRARY Current Park City Library Cards are provided free of charge for those who reside in Summit County under the age of 19, or until the student is living outside of the Park City limits. Continuation of this program is desired.

Council Goal:

025 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Regional Collaboration

Reciprocal Borrowing helps to meet desired outcomes by allowing broader access to the library for all 5-18 year olds in the area (county). This contributes to the goals of a connected, knowledgeable, and engaged citizenry, vibrant community gathering spaces and places, as well as providing broader information access to a diverse population and social fabric.

Section 1: Scope

Change in DemandExplanation

Program Experiencing a NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
LIBRARY				
Personnel	12,322	12,322	12,516	12,516
Materials	7,156	7,156	7,156	7,156
Total LIBRARY	19,478	19,478	19,672	19,672
TOTAL	19,478	19,478	19,672	19,672

FTEs	Budget FTEs FY 2020
Full Time	0.1
Part Time	0.0
TOTAL	0.2

Level of Service
Reciprocal Borrowing Same Level of Service

	Quartile FY 2020	Score FY 2020
Reciprocal Borrowing	3	17.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY This was initially a collaborative effort with Summit County providing half of the needed funding. Due to budget issues the County hasn't contributed funds since FY 2013.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Library would not be able to continue LOS and growth of free cards to the 324 kids ages 5-18 who reside in Summit County outside of the Park City limits.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018
	-		
Reciprocal Borrowing-LIBRARY	Number of Reciprocal Borrowing Cards issued annually.	263	233
Reciprocal Borrowing-LIBRARY	Number of checkouts by Reciprocal Borrowing Card holders annually.	8618	8910

Description:

CITY ATTORNEY Legal staff provides support to all City departments to address legal needs and/or concerns in an efficient manner, including the settlement of disputes; review modifications to land use approvals; and for interlocal endeavors. Draft development agreements. Present training to all applicable Park City Staff on said documents and procurement requirements. Provide legal advice regarding contract administration and disputes.

Council Goal:

080 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Fiscally and legally sound

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Contracts/Grants	1) Contract Attorney- This \$75k request (out of 04520-000-100 Contract Svcs Special Ser) is in regards to our to-be contracted attorney, Margaret Plane, who will be working here at City Hall and occupying Polly's old office. The money is for that employee who will be under a contract initially. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.	1) Contract Attorney- This \$75k for contracted attorney. Also, a little less than \$10k of the \$75k total will go towards affordable housing contract services.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY ATTORNEY					
Personnel	78,940	78,940	77,389	-27,155	50,235
Materials	2,218	13,468	9,718		9,718
Total CITY ATTORNEY	81,158	92,408	87,107	-27,155	59,953
TOTAL	81,158	92,408	87,107	-27,155	59,953

FTEs	Budget FTEs FY 2020
Full Time	0.5
Part Time	0.1
TOTAL	0.5

Level of Service

Contracts/Grants Same Level of Service

	Quartile FY 2020	Score FY 2020
Contracts/Grants	3	16.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

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

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Advanced review minimizes future claims.

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Non-legal support would spend adequate time with city department related issues, and address report reviews efficiently.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Contracts/Grants-CITY ATTORNEY’S OFFICE	Percent of contracts reviewed within 7 days.	100%	98%	0%	0%

Description:

BUDGET, DEBT & GRANTS Guides the City's strategic planning processes and creates framework to assist the Council and Mayor, the City Manager, and the management team to define, evaluate, and accomplish strategic goals and objectives. Assists departments in creating and aligning their goals and objectives with City Council's Goals and Objectives.

Council Goal:

042 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government

This program meets Council's Goals and Desired Outcomes because strategic planning helps to shape and focus all of Council's initiatives to ensure completion by staff of projects and tasks.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Strategic Planning	1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667	1) Community Technical Specialist2) Budget Operations Administrator
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS				
Personnel	30,066	32,114	32,666	32,666
Total BUDGET, DEBT & GRANTS	30,066	32,114	32,666	32,666
TOTAL	30,066	32,114	32,666	32,666

FTEs	Budget FTEs FY 2020
Full Time	0.2
Part Time	
TOTAL	0.2

Level of Service
Strategic Planning Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Strategic Planning	3	16.50

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

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

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Strategic Planning-BUDGET	Percent of Internal Service Survey (ISS) respondents who rated the quality of Strategic Planning as "satisfactory" or above.	100%	0%	0%	0%
Strategic Planning-BUDGET	All Business Plans updated by Sept. 1.	No	No	No	No
Strategic Planning-BUDGET	All Biennial Plans updated before Council Retreat.	No	No	No	No
Strategic Planning-BUDGET	Quarterly Goals Report presented to Council every quarter.	No	No	No	No

Description:

LIBRARY Adult Services is a program encompassing education and enrichment opportunities for both the Park City community and the visitor population. It provides a collection of reading materials, reference services, and programming tailored to adults.

Council Goal:

020 Engaged & Effective Government & Citizenry

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

Vibrant Arts & Culture The library helps to meet the desired outcomes by: 1. Providing free and open access to information and technology (Connected, knowledgeable, and engaged citizens) 2. Providing a meeting space for community interaction and exchange of ideas (Vibrant community gathering spaces and places) 3. Housing a historical Park City Room collection & being located in a historical building (Preserved and celebrated history and protected National Historic District) 4. Offering exhibits and author programs (Vibrant arts and culture offerings for community and visitors)

Section 1: Scope**Change in Demand**

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

Explanation

With the help of additional staff, we will be able to maintain the current level of service with the growing usage. In addition, more funds are needed for professional development resources for staff to keep them trained in cutting-edge 21st Century Library Services. We have no funding for phones currently. All library departments depend on software to provide service, and costs for those resources are continually rising. Collection use went up by 13,377 and, in addition, there are a large number of titles that need replacing due to increased usage. Programming demand has increased and bringing authors and other presenters has become expensive. The YouCreate Lab has needs for new technology and while maintaining current resources.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
LIBRARY					
Personnel	147,145	147,145	149,492		149,492
Materials	124,438	124,438	124,438	-5,400	119,038
Total LIBRARY	271,583	271,583	273,930	-5,400	268,530
TOTAL	271,583	271,583	273,930	-5,400	268,530

FTEs	Budget FTEs FY 2020
Full Time	1.3
Part Time	0.1
TOTAL	1.3

Level of Service

Adult Services Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Adult Services	3	16.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Adult program partnerships are utilized to decrease costs while still offering high quality classes and programs to the community. We offer the community free access to fee-based databases through partnership with Utah State Library.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY If staff is unable to receive additional training, they will be unable to provide a high level of service to library users and unable to complete the visual media lab project. Without the additional funds for materials, including those needed for library expansion and 21st Century Development, the library will not be able to keep up with demand for materials and resources. In addition, the library will have to reduce electronic resources due to cost. At this time, it is impossible to re-allocate funds from print materials to technology because there is still a strong demand for print materials. Hard copy items purchased in the past fiscal year for the adult collection check out often. For example, 97% of books on CD, 95% of large print, 97% of DVDs, and 94% of Fiction that were purchased in the last fiscal year circulated. This illustrates a strong demand for these materials and removing funds from these collection areas would hurt the quality of the library collection.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018
	-		
Adult Services-LIBRARY	Number of people served by Adult programs and outreach annually.	4416	6312
Adult Services-LIBRARY	Collection Size-Items (books, tapes, CD's, etc.) per capita	14	13

Description:

TECHNICAL & CUSTOMER SERVICES Software and hardware maintenance contracts represent a significant way to minimize risk and downtime of equipment and software. Contracts ensure that we have an updated and viable infrastructure and provide support for issues. This program covers the following software and equipment: (1) Enterprise software (financial, time-keeping, office productivity suites, virtualization, work-order systems), (2) Antivirus & security, (3) Network & phone, (4) Server & storage systems, (5) Cloud based services, (6) Data room cooling and power.

Council Goal:

083 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure Software Maintenance is a critical layer that supports a significant portion of IT and GIS infrastructure. It is a necessity to the other support systems that depend on this area, including Open and Responsive Government.

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

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

	Request FY 2020	Rationale FY 2020
Software Maintenance/Upgrades	PERSONNEL:1) New IT Coordinator III position (\$116,463)2) IT Coordinator III re-class (adding project management responsibilities) (\$7,194)MATERIALS/SUPPLIES (in order of priority): 1) Office 365/Google G-Suite office and collaboration tools (\$52,000)2) -ArcGIS Enterprise Licenses (\$9,500), OR-Cloud subscription services for real-time data analysis (\$22,800): these two are tied for second priority right now, Scott will prioritize these. 3) GIS-Drone processing software (\$7,700)4) Website yearly maintenance increases (\$4,500)5) Records management integration with GIS services (\$16,725)6) Ongoing programming and development needs for internal services (\$13,700)TOTAL: \$250,567	1) Office 365/Google G-Suite office and collaboration tools2) - ArcGIS Enterprise Licenses- Cloud subscription services for real-time data analysis
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
TECHNICAL & CUSTOMER SERVICES				
Personnel	47,491	53,315	46,277	46,277
Materials	283,254	283,254	283,254	283,254
Total TECHNICAL & CUSTOMER SERVICES	330,745	336,569	329,531	329,531
TOTAL	330,745	336,569	329,531	329,531

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	0.0
TOTAL	0.4

Level of Service

Software Maintenance/Upgrades Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Software Maintenance/Upgrades	3	16.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

Savings from reducing the level of support provided by vendors has been maximized in past years. However, it is sometimes prudent to minimize software and equipment issues through elevated support contracts and thereby reduced risks caused by failures of critical systems e.g., email, network and storage systems.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Reduced funding would increase risk and recovery time should a "downtime" event occur. Although prioritizing contract services would occur, many technology components have interlaced dependencies that would likely have broader implications.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Software Maintenance/Upgrades-TECHNICAL & CUSTOMER SERVICES	Percent of maintenance contracts on critical systems	0%	100%	0%	0%
Software Maintenance/Upgrades-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Software Maintenance / Upgrades	0%	0%	0%	0%

Description:

BUDGET,
DEBT &
GRANTS

The Budget department currently provides management oversight and administration on grants. As outlined in the grant policy, the Budget department reviews all grant applications and provides grant writing assistance when necessary. The department prepares grant-related budget adjustment, monitoring and drawdowns of state and federal funds. The department is responsible for assuring that the City complies with all grant-related requirements and clauses and that the City fulfills its reporting requirements. The department is responsible for Federal requirements such as Davis-Bacon, DBE, Title VI, Buy America and all other requirements.

Council Goal:

085 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and
Legally Sound

Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the utmost importance that Council, the City Manager, and staff have a high level of grant administration capability.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Grant Administration	1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667	1) Community Technical Specialist2) Budget Operations Administrator
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS					
Personnel	14,493	10,029	5,551	-4,037	1,513
Materials	1,291	1,291	1,291		1,291
Total BUDGET, DEBT & GRANTS	15,784	11,320	6,842	-4,037	2,804
TOTAL	15,784	11,320	6,842	-4,037	2,804

FTEs	Budget FTEs FY 2020
Full Time	0.1
Part Time	
TOTAL	0.1

Level of Service

Grant Administration Same Level of Service

	Quartile FY 2020	Score FY 2020
Grant Administration	3	16.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Grant Administration-BUDGET, DEBT & GRANTS	Special Service Contract turnaround time (days between receiving performance measures and POs processed)	0	0	0	0
Grant Administration-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Grants Coordination 'satisfactory' or above.	89%	0%	0%	0%

Description:

CITY MANAGER Fosters relationships for the City at local, state and federal levels in order to obtain funding for the community and prevent adverse actions from affecting the community.

Council Goal:

099 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Regional Collaboration Park City's state and federal legislative activities support municipal goals as well as goals of other agencies with whom we work, such as the Park City School District.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY MANAGER					
Personnel	80,209	80,268	81,595	-9,394	72,202
Materials	30,702	30,702	30,702		30,702
Total CITY MANAGER	110,911	110,970	112,297	-9,394	102,904
TOTAL	110,911	110,970	112,297	-9,394	102,904

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	
TOTAL	0.4

Level of Service
Legislative Liaison Same Level of Service

	Quartile FY 2020	Score FY 2020
Legislative Liaison	3	15.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER This funding generally has an extremely high return on investment by minimizing negative legislative actions at the state level.

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER A lower level of funding would significantly curtail our municipal legislative activities. The effect of this curtailment could be the passing of legislation that negatively impacts Park City. (In the past two legislative sessions, there were bills that would have impacted Park City, but not other communities. Our relationship with other cities, through the Utah League of Cities and Towns, was the sole reason these bills were stopped.)

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018
	-		
Legislative Liaison-CITY MANAGER	Number of legislative updates given to Council.	6	4

Description:

BLDG MAINT ADM Items include: natural gas, electricity, sewer, security systems, and trash services. Challenges to the goal of this program are increasing costs of utilities due to new & expanded facilities, and community expectations.

Council Goal:

125 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. Utilities are a critical (core) function in keeping the City operating.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Utilities	BUILDING MAINTENANCE:1) One additional Building Maint III fulltime regular position in FY20 (\$88,464) with new vehicle (\$30,000)2) Misc. Contract Services- Administration (\$45,000)TOTAL: \$163,464	1) Bldg Maint III fulltime regular position, with new vehicle 2) \$30k increase to Misc. Contract Services-Administration line
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
BLDG MAINT ADM				
Personnel	13,340	15,339	19,533	19,533
Materials	208,300	208,300	208,300	208,300
Total BLDG MAINT ADM	221,640	223,639	227,833	227,833
TOTAL	221,640	223,639	227,833	227,833

FTEs	Budget FTEs FY 2020
Full Time	0.1
Part Time	
TOTAL	0.1

Level of Service
Utilities Same Level of Service

	Quartile FY 2020	Score FY 2020
Utilities	3	15.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM "Cost Savings": The Building Maintenance Department has opportunities to assist Sustainability in expanding alternative energy sources. In addition, opportunities exist in futures with building components. "Collaboration & Innovation": Being in the Operations Division of Public Works, the Building Maintenance Department has the primary function of funding various utilities which support City services. Working collaboratively with Sustainability Department in researching new opportunities for alternative energy sources.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT ADM The consequences of lowering the funding for this program include: reduced comfort level in City facilities which may impact employee productivity.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2017	FY 2018	FY 2019	FY 2020
Utilities-BLDG MAINT ADM	Perf Meas for Utilities - Building Maint.	0	0	0	0

Description:

PLANNING DEPT. Provide customer service to walk-ins and scheduled visitors to assist in data research, map preparation, subdivision/plat information research, pre-application requests for information, code enforcement assistance, zoning information requests, LMC understanding, General Plan clarification, etc. This customer service is primarily focused on non-PCMC residents, but also carries over to general planning/information assistance for PCMC personnel.

Council Goal:

127 Engaged & Effective Government & Citizenry

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

Responsive Customer Service The Planning Department fields numerous inquiries, cold calls, real estate questions, LMC inquiries, application assistance, zoning inquiries, GIS mapping needs, survey/plat information, etc. in addition to day-to-day applications/long-range planning/historic review. The Department recognizes the importance of assisting all questions/inquiries - including the aforementioned that are NOT part of a formal application. Customer service is fundamental to our City's small town feeling and approach to doing business.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
PLANNING DEPT.					
Personnel	148,651	148,651	150,996		150,996
Materials	8,940	8,940	8,940	-29,600	-20,660
Total PLANNING DEPT.	157,591	157,591	159,936	-29,600	130,336
TOTAL	157,591	157,591	159,936	-29,600	130,336

FTEs	Budget FTEs FY 2020
Full Time	1.3
Part Time	
TOTAL	1.3

Level of Service

Planning Customer Service Same Level of Service

	Quartile FY 2020	Score FY 2020
Planning Customer Service	3	15.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. The cost/value of this "window" service is difficult to measure; however, the Department recommends that we keep this high level of customer service and responsiveness. Our Planner-On-Call (POC) has done an extraordinary job this past year in addressing many customer inquiries, as have the Planners.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would lead to delayed responses to customer needs, resulting in angry residents.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Planning Customer Service-PLANNING	Percent of POC inquiries addressed within 24 hours.	0%	0%	90%	90%
Planning Customer Service-PLANNING DEPT.	Percent customer satisfaction on comment cards.	0%	0%	90%	90%

Description:

LIBRARY Community Engagement enlivens the library with programs and services that take the library beyond being “just a building” – to being a place where people come year after year based on the amenities, programs, resources, collaborations, and community-building that is integrated into our services. This program develops, plans, and presents creative, educational, and entertaining special events for a diverse population that encourages lifetime literacy and the development of 21st century skills; serves to work with the City Events Department; schedules and manages library rooms; facilitates large event bookings, procurement, and planning; conducts library marketing, advertising, graphic design, media relations, social media, newsletter, and website management; coordinates library special exhibits and applies for funding for exhibits and programs; applies for grants and identifies other sources of funding; manages community relations; pursues, procures, and maintains community partnerships; coordinates library outreach efforts; collects library usage statistics; creates and maintains library statistics dashboard; and manages rotating exhibits within the library, including implementation or oversight of jurying, curating, and contracting. This providing service to the public that are essential in today's Library Community Center as we work to create dynamic service models to keep up with the many innovations that libraries are experiencing, allowing us to keep libraries relevant and to serve the public in dynamic ways. The Community Engagement program oversees all aspects of building tenant contracts.

Council Goal:

073 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Community Engagement

Section 1: Scope

Change in Demand

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

Explanation

The community continues to have higher and higher usage in meeting room reservations, and in need of information about resources offered at the Library. With technology continually changing, community marketing/training campaigns become more and more essential so that people know how to access the resources in the 21st Century Library.

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
LIBRARY					
Personnel	155,679	155,679	158,011		158,011
Materials	28,599	28,599	28,599	-15,000	13,599
Total LIBRARY	184,278	184,278	186,610	-15,000	171,610
TOTAL	184,278	184,278	186,610	-15,000	171,610

FTEs	Budget FTEs FY 2020
Full Time	1.8
Part Time	
TOTAL	1.8

Level of Service

Community Engagement Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Community Engagement	3	15.00

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

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

No Requirement or mandate exists

LIBRARY

Community engagement is utilized to develop collaborative partnerships with organizations that will be willing to offer programs and community interest events in the library facility. Tenant contracts come with rental revenue that will offset this program. Rental revenue will help offset a needed Library Assistant as well as additional critical staff to help handle the increased level of service brought in by having tenants in the building. Currently, the library is not keeping up with needs in these areas even without taking on the contracts.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY

The library will be unable to manage tenant contracts.

Section 6: Performance Measures

Description:**TECHNICAL & CUSTOMER SERVICES**

The Geographic Information System (GIS) program is the geospatial division in IT that administers GIS servers, geodatabases, online applications, Apps, and GPS for the city mapping needs. The GIS Strategic Plan provides a framework for developing the program, in addition to regional collaboration and the changing needs of city projects and services.

Council Goal:

082 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure The GIS program has more than doubled in recent years, and continues to add users in several departments. GIS staff has been able to accommodate increased usage of GIS data, services, and software, as well as new demands for analysis. GIS staff has also kept up with developments and trends in the industry including mobile platforms.

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

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

	Request FY 2020	Rationale FY 2020
GIS	PERSONNEL:1) New IT Coordinator III position (\$116,463)2) IT Coordinator III re-class (adding project management responsibilities) (\$7,194) MATERIALS/SUPPLIES (in order of priority): 1) Office 365/Google G-Suite office and collaboration tools (\$52,000)2) -ArcGIS Enterprise Licenses (\$9,500), OR-Cloud subscription services for real-time data analysis (\$22,800): these two are tied for second priority right now, Scott will prioritize these. 3) GIS-Drone processing software (\$7,700)4) Website yearly maintenance increases (\$4,500)5) Records management integration with GIS services (\$16,725)6) Ongoing programming and development needs for internal services (\$13,700) TOTAL: \$250,567	1) Office 365/Google G-Suite office and collaboration tools2) -ArcGIS Enterprise Licenses-Cloud subscription services for real-time data analysis
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TECHNICAL & CUSTOMER SERVICES					
Personnel	77,221	77,221	78,508	-36,976	41,532
Materials	41,700	95,400	41,700		41,700
Total TECHNICAL & CUSTOMER SERVICES	118,921	172,621	120,208	-36,976	83,232
TOTAL	118,921	172,621	120,208	-36,976	83,232

FTEs	Budget FTEs FY 2020
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

GIS Same Level of Service

	Quartile FY 2020	Score FY 2020
GIS	4	14.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

GIS provides cost savings by decreasing redundancy and enabling improved workflow. Several departments are GIS enabled and the city is using the leading software platform. Regional GIS partners include SBWRD, Mountain Regional, Summit County, PCFD, and the AGRC, for data sharing, process improvement, and application development.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

The program cannot grow, or in some cases cannot be maintained without adequate support. Satisfaction with the GIS system and staff will decline. GIS could stagnate in terms of data enrichment, software tools and user interface. GIS requests being declined or other failures pose the greatest risk to the overall investment in the program.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
GIS-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with GIS	0%	88%	0%	0%

Description:

SWEDE ALLEY Maintain structural integrity, fire suppression system and lighting at China Bridge and Gateway parking structures. A challenge to the PARKING STRUCT. goal of this program is maintaining an aging infrastructure. Gateway is jointly owned with Gateway.

Council Goal:

111 Engaged & Effective Government & Citizenry

Desired Outcome:

Well-Maintained Assets and Infrastructure

Criteria for Meeting Desired Outcome
Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Main Street Parking through citizen requests and community satisfaction surveys. The Swede Alley Parking Structure program is a critical function.

Section 1: Scope

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

Explanation

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
SWEDE ALLEY PARKING STRUCT.				
Materials	48,525	45,850	45,850	45,850
Total SWEDE ALLEY PARKING STRUCT.	48,525	45,850	45,850	45,850
TOTAL	48,525	45,850	45,850	45,850

FTEs
Full Time
Part Time
TOTAL

Level of Service
Swede Alley Same Level of
Parking Structure Service

	Quartile FY 2020	Score FY 2020
Swede Alley Parking Structure	4	14.25

Section 3: Basic Program Attributes

Community Served
Program benefits/serves SOME portion of the Community and adds to their quality of life

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

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



SWEDE ALLEY “Collaboration/ Innovation”: Being in the Operations Division of Public Works, the Streets Department has a primary
PARKING Maintenance and service function in supporting our parking structures.
STRUCT.

Section 5: Consequences of Funding Proposal at Lower Level

SWEDE ALLEY The consequences of lowering the funding for this program include: Reduction in routine maintenance, less preventative
PARKING maintenance, and reduced cleanliness. There would also be an increase in citizen and user complaints due to established
STRUCT. community expectations.

Section 6: Performance Measures

	Description -	Actual FY 2017
Swede Alley Parking Structure-FLEET	Percentage of structural surveys conducted every 3 years.	33.33
Swede Alley Parking Structure-FLEET	Percentage of monthly inspections conducted on lighting systems	100

Description:

DENTAL SELF FUNDING The City provides Dental Insurance to the City's Employees, and does this by paying for all dental claims instead of paying for an insurance policy. This method saves the city money over purchasing insurance.

Council Goal:

062 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound This program provides a cheaper, more effective way of getting dental health insurance for employees. This allows the workforce to be more capable and engaged.

Section 1: Scope

Change in Demand Explanation
Program Experiencing a NO change in demand Demand for Dental Care is relatively stable.

	Request FY 2020	Rationale FY 2020
Dental Self-Funding	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. This is a budget increase of \$56k for the entire City.	After recommendations from the City's insurance broker, the City will be increasing its dental benefit maximum from \$1,000 to \$1,500.
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
DENTAL SELF FUNDING				
Materials	280,000	336,560	336,560	336,560
Total DENTAL SELF FUNDING	280,000	336,560	336,560	336,560
TOTAL	280,000	336,560	336,560	336,560

FTEs
Full Time
Part Time
TOTAL

Level of Service
Dental Self-Funding Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
Dental Self-Funding	4	14.00

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves only a SMALL portion of the Community, but still adds to their quality of life

Reliance on City

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

Mandated

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

DENTAL SELF FUNDING This program saves money over the previous method that was used for Dental coverage. Initially this program saves the city \$50,000

Section 5: Consequences of Funding Proposal at Lower Level

DENTAL SELF FUNDING If this program is funded at a lower level, there wouldn't be enough money to pay for dental claims and alternative solutions would need to be found for paying for dental coverage.

Section 6: Performance Measures

Description:

BUDGET,
DEBT &
GRANTS

Currently the Budget Department provides a high level of critical analysis for all City departments as well as the City Manager and City Council. This includes financial, policy, legislative, and miscellaneous analysis. The finished product in this area includes research, process improvement, polished presentations and documents. In essence, the Budget Department acts as a resource for all types of critical analysis whether budget related or not. One example would be the assessment of several economic development feasibility studies to determine the economic impact of commercial ventures by projecting sales, franchise, and property taxes, as well as other planning, building, and engineering fees brought by the development.

Council Goal:

118 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent
Government

Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of critical and professional analysis at their disposal. A City without this resource on staff would have to contract out for various studies or expertise in order to provide the same level of service, which would be more expensive.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Analysis Resource	1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667	1) Community Technical Specialist2) Budget Operations Administrator
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS					
Personnel	53,872	56,115	52,401	-19,089	33,313
Materials	3,353	3,353	3,353		3,353
Total BUDGET, DEBT & GRANTS	57,225	59,468	55,754	-19,089	36,666
TOTAL	57,225	59,468	55,754	-19,089	36,666

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	
TOTAL	0.4

Level of Service
Analysis ResourceSame Level of Service

	Quartile FY 2020	Score FY 2020
Analysis Resource	4	13.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of City Departments satisfied with analysis (based on Internal Service Survey).	0%	0%	0%	0%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of City departments satisfied with turnaround time (based on internal service survey).	0%	0%	0%	0%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Policy Analysis as "satisfactory" or above.	90%	0%	0%	0%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of the Budget Department as an Information Resource as "satisfactory" or above.	96%	0%	0%	0%

Description:

GOLF MAINTENANCE The Golf Maintenance Department provides a variety of services, maintenance and capital renewal for this program. It requires that golf maintenance provides sound agronomic practices for the continued sustainable playability and condition of the golf course. Items included are mowing, irrigation maintenance, tree care, course amenities, greens rolling, flowers and presentation. Challenges to the goal of this program are environmental regulation, maintaining an evolving eco system, increased cost of green technology, aging infrastructure, and increasing player demand and community expectations.

Council Goal:

098 Engaged & Effective Government & Citizenry

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

Well-Maintained Assets and Infrastructure Recreation, Open Space and Trails has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for a premier public golf course in the intermountain region through golf user requests and community satisfaction surveys. The Golf Maintenance program is a critical function in preserving the Park City "Brand".

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
GOLF MAINTENANCE				
Personnel	533,830	563,401	227,909	227,909
Materials	303,228	303,228	296,408	296,408
Total GOLF MAINTENANCE	837,057	866,630	524,317	524,317
TOTAL	837,057	866,630	524,317	524,317

FTEs	Budget FTEs FY 2020
Full Time	2.0
Part Time	7.0
TOTAL	9.0

Level of Service

Golf Maintenance Same Level of Service

	Quartile FY 2020	Score FY 2020
Golf Maintenance	4	13.75

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

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

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Golf Maintenance-GOLF MAINTENANCE	Percent of scheduled restroom cleanings completed.	100%	100%	100%	100%
Golf Maintenance-GOLF MAINTENANCE	Percent of mowing completed per schedule	100%	100%	100%	100%
Golf Maintenance-GOLF MAINTENANCE	Percent of irrigation mainlines repaired within 72 hours.	100%	100%	100%	100%
Golf Maintenance-GOLF MAINTENANCE	Percentage of Trees Pruned per Season	30%	15%	25%	25%

Description:

BUDGET, DEBT & GRANTS The Budget Department provides a moderate level of performance measurement management for the City. The Budget Department assists staff in keeping track of their internal department performance measures as well as acting as a liaison between ICMA's Center for Performance Measurement Program (CPM) and staff.

Council Goal:

122 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound, as a City, it is important that Council, the City Manager, and staff have a high level of performance measure and benchmarking management. Additionally, Council has identified the Budgeting for Outcomes (BFO) process as a high priority; intrinsic to that process is a high level of performance management.

Section 1: Scope

Change in Demand

Explanation

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

	Request FY 2020	Rationale FY 2020
Performance Measures and Benchmarking	1) Community Technical Specialist (\$33,521)2) Procurement and Contracting Manager (\$131,146)TOTAL: \$164,667	1) Community Technical Specialist2) Budget Operations Administrator
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
BUDGET, DEBT & GRANTS					
Personnel	74,232	75,460	76,651	-27,156	49,495
Materials	2,187	2,187	2,187		2,187
Total BUDGET, DEBT & GRANTS	76,419	77,647	78,838	-27,156	51,682
TOTAL	76,419	77,647	78,838	-27,156	51,682

FTEs	Budget FTEs FY 2020
Full Time	0.7
Part Time	
TOTAL	0.7

Level of Service

Performance Measures and Benchmarking Same Level of Service

	Quartile FY 2020	Score FY 2020
Performance Measures and Benchmarking	4	13.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Performance Measures and Benchmarking-BUDGET	Percent of BFO programs with corresponding performance measures.	0%	0%	0%	0%
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Number of Communities participating in benchmarking group (CAST/ICMA).	0	0	0	0
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rate the usefulness of the Performance Measurement program as "satisfactory" or above.	90%	0%	0%	0%
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of the Performance Measurement program as "satisfactory" or above.	92%	0%	0%	0%

Description:

TECHNICAL & CUSTOMER SERVICES Support addresses customer technology issues to ensure smooth operations of all business functions. Support staff trains users in software applications; supports and troubleshoots computers, user accounts, workflows, network and phone issues. Other equipment supported includes cell phones and tablet devices. Support staff replaces aged computers; and deploys software and upgrades to computers. Secondary assignments to fulfill project requests are common.

Council Goal:

070 Engaged & Effective Government & Citizenry

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

Responsive Customer Service With a proven track record of performance and customer satisfaction, support has expanded services to include more specialized software, smartphones and other mobile devices.

Section 1: Scope**Change in Demand**

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

Explanation

Helpdesk statistics show reduction in demand, this is explained by the adoption of new security technologies that has minimized computer rebuilds; adoption of ADP; and changes to dispatch operations. However, 2018 represents a small respite of demand since 2014 while other demand growth indicators are strong.

	Request FY 2020	Rationale FY 2020
Support/Help Desk	PERSONNEL:1) New IT Coordinator III position (\$116,463)2) IT Coordinator III re-class (adding project management responsibilities) (\$7,194)MATERIALS/SUPPLIES (in order of priority): 1) Office 365/Google G-Suite office and collaboration tools (\$52,000)2) -ArcGIS Enterprise Licenses (\$9,500), OR-Cloud subscription services for real-time data analysis (\$22,800): these two are tied for second priority right now, Scott will prioritize these. 3) GIS-Drone processing software (\$7,700)4) Website yearly maintenance increases (\$4,500)5) Records management integration with GIS services (\$16,725)6) Ongoing programming and development needs for internal services (\$13,700)TOTAL: \$250,567	1) Office 365/Google G-Suite office and collaboration tools2) -ArcGIS Enterprise Licenses-Cloud subscription services for real-time data analysis
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
TECHNICAL & CUSTOMER SERVICES					
Personnel	367,688	472,439	355,700	-40,828	314,872
Materials	54,500	54,500	54,500		54,500
Total TECHNICAL & CUSTOMER SERVICES	422,188	526,939	410,200	-40,828	369,372
TOTAL	422,188	526,939	410,200	-40,828	369,372

FTEs	Budget FTEs FY 2020
Full Time	2.9
Part Time	0.4
TOTAL	3.4

Level of Service
Support/Help Desk Enhanced Level of Service

	Quartile	Score
	FY 2020	FY 2020
Support/Help Desk	4	13.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the City Community and adds to their quality of life

Reliance on City

Program is currently being offered by another governmental, non-profit or civic agency

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL &
CUSTOMER SERVICES

Support staff has collaboratively worked to improve workflow processes for IT and other departments from project requests to training. Helpdesk has received excellent user satisfaction reviews from internal surveys.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL &
CUSTOMER SERVICES

Service reductions would impact response times and reduce employee efficiencies. Capacity to meet demands for software upgrade and replacement computer timelines would be impacted for lower priority services.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Support/Help Desk-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Support / Helpdesk	0%	98%	0%	0%
Support/Help Desk-TECHNICAL & CUSTOMER SERVICES	Percent of problem resolution with 4 hour response time	0%	95%	0%	0%

Description:

PC MARC Currently staff is available 7 days a week for cemetery emergencies. We have begun selling plaques for the Memorial Wall.

PARKS & CEMETERY The Parks Department is responsible for the maintenance and upkeep of the cemetery including interment services. Recreation: The Recreation Department programs and keeps records for the facility. We are also a resource for those researching family history. Items include turf maintenance, mowing, irrigation, tree & shrub maintenance, grave opening & closing, leveling sunken graves and monuments.

Council Goal:

106 Engaged & Effective Government & Citizenry

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

Citizen Wellbeing Recreation, Trails and Open Space has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Cemetery services. The Cemetery program is a critical function which greatly benefits Park City's sense of community.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Cemetery	PARKS & CEMETERY 1) Re-class one of our seasonal Park III positions to full time regular, secession planning for our Landscape Garden position. This request is asking for funding to cover THE BENEFITS of a fulltime regular position. The wages for this position came out of line account 25514-01 which had 2.4 FTE's, it was reduce to 1.4 to offset for this position (\$37,942)2) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)TOTAL: \$48,850	PARKS & CEMETERY 1) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
PC MARC					
Personnel	18,188	18,188	18,470		18,470
Total PC MARC	18,188	18,188	18,470		18,470
RECREATION PROGRAMS					
Personnel	21,498	21,498	21,829		21,829
Total RECREATION PROGRAMS	21,498	21,498	21,829		21,829
PARKS & CEMETERY					
Personnel	82,588	82,755	74,590		74,590
Materials	18,648	18,648	38,858		38,858
Total PARKS & CEMETERY	101,236	101,403	113,448		113,448
TOTAL	140,922	141,089	153,748		153,748

FTEs	Budget FTEs FY 2020
Full Time	1.1
Part Time	0.2
TOTAL	1.2

Level of Service
Cemetery Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Cemetery	4	12.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PC MARC The construction of the Memorial Wall will allow residents to be memorialized in the cemetery without having to purchase a plot.
PARKS & CEMETERY Collaboration - Being in the Public Works Division, the Parks Department has a primarily maintenance and interment function in supporting the community. Future collaboration with other governmental agencies, such as Summit County, to develop a new regional cemetery will relieve some pressure on the Park City Cemetery.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC See below
PARKS & CEMETERY The consequences of lowering the funding for this program include reductions in: turf & tree quality, preventative maintenance, and response time after the burial services. There would also be an increase in citizen complaints due to established community expectations. The paper records would be transferred to electronic records at a slower rate and cemetery inquiries would likely be restricted to Mon - Fri during regular business hours.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Cemetery-PARKS & CEMETERY	Percent of internments completed on time.	100%	100%	100%	100%

Description:

ICE FACILITY The goal of this program is to provide resources and training to promote an engaged staff. Objectives also include employee recognition and empowering employees with the appropriate tools and resources to succeed.

Council Goal:

142 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
ICE FACILITY				
Materials	2,350	2,350	2,350	2,350
Total ICE FACILITY	2,350	2,350	2,350	2,350
TOTAL	2,350	2,350	2,350	2,350

FTEs
Full Time
Part Time
TOTAL

Level of Service

Valued & Engaged Staff Same Level of Service

	Quartile FY 2020	Score FY 2020
Valued & Engaged Staff	4	12.25

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves a SOME portion of the Community and adds to their quality of life

Reliance on City

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

Mandated

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE In addition to sending staff to attend industry conferences and trainings, the General Manager is also working with regional ice arenas in the
 FACILITY Salt Lake Valley to build relationships between facilities to promote idea sharing and cooperation. In FY 18, four members from the Ice Management Team traveled to the Los Angeles area on rink tour (designed after the “City Tour” model). Both full time operators are Certified Ice Technicians from Serving the American Rinks (a national agency providing support and training to the ice rink industry.)

Section 5: Consequences of Funding Proposal at Lower Level

ICE Funding this program at a lower level could result in lower employee satisfaction which could result in greater turnover and a difficult time
 FACILITY filling positions. Such an outcome would likely result in a degradation of the facility and lower customer satisfaction.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
Valued & Engaged Staff-ICE FACILITY	Percentage of employees satisfied with training and educational opportunities supported by facility	97.8%	85.72%	95%	95%
Valued & Engaged Staff-ICE FACILITY	Percentage of employees who feel they are being supported in achieving their personal and professional goals	100%	78.57%	95%	95%
Valued & Engaged Staff-ICE FACILITY	Percentage of staff who feel appreciated	95.2	85.72	95	95
Valued & Engaged Staff-ICE FACILITY	Percentage of employees that feel they have the appropriate tools and resources to succeed	90	100	95	95

Description:

HUMAN RESOURCES	LEAD is a 1-week intensive program run several times throughout the year. It complements the Senior Executive Institute (SEI) by duplicating the core learning experience for the level of department heads, division heads, and senior staff of local government organizations. Preference is given to department heads, division heads, and senior staff in local government organizations.
LEAD TRAINING	To take our communities confidently into the future, public leaders and executives must adopt a proactive approach to change both inside the public organization and outside in the community. They must invest the time and resources required for themselves and their leadership team to create and maintain a continuously improving, learning organization. The LEAD program at the University of Virginia helps tackle this issue and prepare leaders in the public sector.

Council Goal:

086 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization	High Quality program for the Professional and Leadership Development of all City Staff would include local and national training as well as team and HR training.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST decrease in demand of 5% to 14%	

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
LEAD TRAINING				
Materials	50,000	50,000	40,000	40,000
Total LEAD TRAINING	50,000	50,000	40,000	40,000
TOTAL	50,000	50,000	40,000	40,000

FTEs
Full Time
Part Time
TOTAL

Level of Service	
LEAD	Enhanced Level of Service

	Quartile FY 2020	Score FY 2020
LEAD	4	12.00

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

Description:

HUMAN RESOURCES The scope of the Pay Plan Design and Administration program is to provide job evaluations and benchmarks (market and point factor analysis) that produce ranges that properly reflect external competitiveness and also internal equity. It allows the City to provide base pay and benefits that enable the attraction, retention and motivation of well-qualified employees who add value to the City. And in the end, the pay plan is instrumental to the City's ability to attract and retain engaged and talented high performers, qualified to deliver the service levels demanded by our residents and visitors.

Council Goal:

094 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Competitive pay helps employees feel engaged in their jobs and with the City's organization, enabling them to focus on what Organization makes Park City great. It increases the City's ability to retain great talent, thus improving City services across the board.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
HUMAN RESOURCES					
Personnel	79,743	79,743	80,952	-35,448	45,504
Materials	7,670	7,670	7,670		7,670
Total HUMAN RESOURCES	87,413	87,413	88,622	-35,448	53,174
TOTAL	87,413	87,413	88,622	-35,448	53,174

FTEs	Budget FTEs FY 2020
Full Time	0.7
Part Time	
TOTAL	0.7

Level of Service

Pay Plan Design/Administration Same Level of Service

	Quartile FY 2020	Score FY 2020
Pay Plan Design/Administration	4	11.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES For over two decades the City has embraced a "pay for performance" pay philosophy. Current HR performance measures include the ability to attract and retain qualified personnel and attract qualified applicant pools for City recruitments. Focusing on achieving Park City's specific goals and whether we are successfully competing in the market has been a measure of whether our pay plan is successfully targeting the expertise and talent we require. Hiring lower level talent will cost the City in the long run.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Reduced ability to attract, retain, and motivate well-qualified employees who add value to the City, and increased potential of losing them to other public sector employers.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Pay Plan Design/Administration-HUMAN RESOURCES	Total number of job classifications.	0	142	0	0
Pay Plan Design/Administration-HUMAN RESOURCES	Percent of applicant pool qualified for the posted position.	0%	0%	0%	0%
Pay Plan Design/Administration-HUMAN RESOURCES	Percent of city-wide turnover.	0%	11.2%	0%	0%

Description:

HUMAN RESOURCES Current LOS: Current HR performance measures include the ability to attract and retain qualified personnel and attract qualified applicant pools for City recruitments. To be able to attract and retain the talent and quality of employee necessary to provide desired service levels is a key objective of Human Resources. HR works in conjunction with the management team to attract, screen and select the best performers that are qualified to deliver the service levels demanded by our residents and visitors.

Council Goal:

091 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance OrganizationA workforce that is engaged and working to provide the best services for the City.

Section 1: Scope

Change in Demand Explanation
Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
HUMAN RESOURCES					
Personnel	74,498	74,498	75,589	-47,231	28,357
Materials	19,830	19,830	19,830		19,830
Total HUMAN RESOURCES	94,328	94,328	95,419	-47,231	48,187
TOTAL	94,328	94,328	95,419	-47,231	48,187

FTEs	Budget FTEs FY 2020
Full Time	0.7
Part Time	
TOTAL	0.7

Level of Service
Recruitment Same Level of Service

	Quartile FY 2020	Score FY 2020
Recruitment	4	11.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES Collaborating with the management team on the best recruitment efforts for any open position in the City as well as maintaining the applicant pool for on-going recruitment.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES A drop in the level of service by positions not being filled quickly and/or poorly filled would be the consequence for funding this program at a lower level.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Recruitment-HUMAN RESOURCES	Total number of recruitments- FTR	41	33	0	0
Recruitment-HUMAN RESOURCES	Total number of recruitments-Other	104	105	0	0
Recruitment-HUMAN RESOURCES	Average time to fill external positions.	0%	0%	0%	0%

Description:

HUMAN RESOURCES Valuing Employees encompasses the many activities and programs that are established to promote and increase communication, education, morale and employee engagement. This in turn increases the level of performance. Some examples of the current activities range from employee events, service awards, recognition, and wellness programs. The return on investment for the program is longevity of staff, loyalty and commitment to excellence. Costs include the Educational Reimbursement program for employees, which allows the City to promote from within, encourage employee growth, and reduce outside contracting and specialization costs.

Council Goal:

093 Engaged & Effective Government & Citizenry

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

Gold Medal Performance Organization

Programs that are intended to show employees that they are valued help foster an open work environment that is conducive to increasing team work and communication.

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

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

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
HUMAN RESOURCES					
Personnel	145,504	145,504	126,457	-87,696	38,761
Materials	84,330	84,330	84,330		84,330
Total HUMAN RESOURCES	229,834	229,834	210,787	-87,696	123,091
TOTAL	229,834	229,834	210,787	-87,696	123,091

FTEs	Budget FTEs FY 2020
Full Time	0.4
Part Time	0.7
TOTAL	1.1

Level of Service

Valuing Employees Same Level of Service

	Quartile FY 2020	Score FY 2020
Valuing Employees	4	11.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES The goal of the HR department is to Collaborate with the management team on programs and ideas that communicate to employees their value to the organization. Cost savings include: less spending on performance improvement programs, additional personnel, training and recruitment costs.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES On holiday party increase: Event will no longer be held at a restaurant venue in town. We would have to either "cap" levels of attendance, decreases alcohol costs, or move the event to a City venue with cheaper catering. Levels of service provided may be reduced over time.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Valuing Employees-HUMAN RESOURCES	Education hours completed annually (hours eligible for tuition reimbursement)	111	163	0	0
Valuing Employees-HUMAN RESOURCES	Employee training hours completed annually.	0	253	0	0
Valuing Employees-HUMAN RESOURCES	Percent of employees who rated the performance review process as "good" or "excellent."	0%	0%	0%	0%

Description:

PARKS & CEMETERY The Parks and Fields Maintenance Departments provide a variety of service and maintenance for this program. It requires that trash cleanup be performed throughout City facilities to ensure the preservation of the Park City "brand", public safety and overall cleanliness. Items included in this program are: sweeping and trash removal service along sidewalks, bike paths, City facilities, Parks and right-of ways. Challenges to the goal of this program are increasing use of stickers on city equipment and facilities. This program supports maintenance to City owned open space property.

Council Goal:

101 Engaged & Effective Government & Citizenry

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Recreation, Trails and Open Space has been identified by Council as a high priority through Councils goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for trash clean-up through citizen requests. The Cleanup program is a critical function for the preservation of Park City.

Section 1: Scope

Change in Demand Explanation
Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Trash Clean-Up	PARKS & CEMETERY 1) Re-class one of our seasonal Park III positions to full time regular, secession planning for our Landscape Garden position. This request is asking for funding to cover THE BENEFITS of a fulltime regular position. The wages for this position came out of line account 25514-01 which had 2.4 FTE's, it was reduce to 1.4 to offset for this position (\$37,942)2) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)TOTAL: \$48,850	PARKS & CEMETERY 1) Parks III position, 15 hours a week, for 6 weeks during the summer months (0.18 FTE) to provide maintenance to City owned open space properties (\$10,908)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Tot Rec Cost FY 2020
FIELDS				
Personnel	25,362	25,362	21,153	21,153
Materials	5,142	5,142	5,142	5,142
Total FIELDS	30,504	30,504	26,295	26,295
PARKS & CEMETERY				
Personnel	118,270	120,477	111,775	111,775
Materials	25,722	25,722	50,862	50,862
Total PARKS & CEMETERY	143,992	146,199	162,637	162,637
TOTAL	174,496	176,703	188,932	188,932

FTEs	Budget FTEs FY 2020
Full Time	0.9
Part Time	1.2
TOTAL	2.1

Level of Service
Trash Clean-Up Same Level of Service

	Quartile	Score
	FY 2020	FY 2020
Trash Clean-Up	4	11.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

FIELDS

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Trash Clean-Up-PARKS & CEMETERY	Percentage of trash containers checked daily (during summer season)	90%	90%	90%	90%

Description:

LEADERSHIP The purpose of Leadership Park City is to train new and emerging leaders and deepen the pool of people willing to dedicate themselves to accomplishing worthwhile community goals. It offers potential leadership an experiential, long-term, group-oriented learning opportunity. The program consists of 10 individual training sessions, a 5-day field trip and several social events. 30 adult and 2 high school participants are accepted each year for this 10-session program. The program is designed to give participants a wide variety of networking experiences in addition to content on local and state government and various leadership skills training opportunities. Each class further chooses a community-oriented project to accomplish over the course of their leadership year. Participants are awarded a scholarship to defray most program expenses, except for the cost of the annual five-day CityTour, which is a program requirement.

Council Goal:

123 Engaged & Effective Government & Citizenry

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

Regional Collaboration Preserving Park City's Character depends in large measure on encouraging, engaging and involving emerging leaders in a wide variety of governmental, non-profit, and civic and business associations. It is this continuity of leadership and the community's commitment to bring new blood into the mix and educate them that ensures that our community's unique character is protected and preserved.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
Leadership Park City	LEADERSHIP Leadership Park City has operated on a set budget for over a decade. A small increase in operational costs for Leadership meeting sessions will cover increased costs for catering, transportation and materials in Park City (\$5,000).TOTAL: \$5,000CITY MANAGER Re-class of Analyst I- Community Affairs, to Analyst II (\$2,991)	LEADERSHIP Leadership Park City has operated on a set budget for over a decade. A small increase in operational costs for Leadership meeting sessions will cover increased costs for catering, transportation and materials in Park City (\$5,000).CITY MANAGER Re-class of Analyst I- Community Affairs, to Analyst II (\$2,991)
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
CITY MANAGER					
Personnel	52,353	54,405	55,232		55,232
Total CITY MANAGER	52,353	54,405	55,232		55,232
LEADERSHIP					
Personnel	70,070	70,070	70,070		70,070
Materials	49,050	54,050	54,050	-6,000	48,050
Total LEADERSHIP	119,120	124,120	124,120	-6,000	118,120
TOTAL	171,473	178,525	179,352	-6,000	173,352

Level of Service	
Leadership Park City	Same Level of Service

	Quartile FY 2020	Score FY 2020
Leadership Park City	4	11.50

Community Served Reliance on City Mandated

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life	City provides program and program is currently being offered by another governmental, non-profit or civic agency	No Requirement or mandate exists

LEADERSHIP The program runs on a very lean budget and depends on extensive collaboration with other governmental entities, businesses and nonprofits. A portion of each year's budget is raised from the Chamber, Summit County, the three ski resorts, Lodging Association, Board of Realtors, banks, alumni and other private donations, among others.

LEADERSHIP One of the hallmarks of Leadership Park City is that financial considerations have been largely removed from the selection process assuring the widest possible community diversity. This is accomplished by providing all selected participants with a scholarship to help defray program costs. We are the only community leadership program to my knowledge that does this, and is one of the reasons we have been so widely recognized and awarded. It demonstrates Park City's commitment to train its emerging leaders. The philosophy is that great communities invest in great infrastructure like parks, open space, roads, bike paths, etc., but that excellent communities also invest in their human leadership infrastructure. With less funding, we could charge individuals to participate and only award scholarships on an as needed basis.

Section 6: Performance Measures

	Description
Leadership Park City-CITY MANAGER	Dollars raised through community donations.
Leadership Park City-CITY MANAGER	Number of applications to program.

Description:

HUMAN RESOURCES Human Resources designs, manages and implements the performance management process with collaboration and input from the management team. It includes communication and training on the process and adhering to deadlines with the management team. Evaluating the performance and developing the potential of the employees is critical to the success of the City. This is achieved by formalizing the communication between employees and management and documenting performance issues that need to be addressed. Human Resources reviews the process for consistency, completion and accuracy.

Council Goal:

107 Engaged & Effective Government & Citizenry

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

Gold Medal Performance Organization Keeping employees abreast of how they are performing in their jobs and what can be done for improvement is key to the management of morale and the motivation of employees to achieve all that they can in their current role.

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

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
HUMAN RESOURCES					
Personnel	69,112	69,112	70,222	-40,400	29,823
Materials	29,075	29,075	29,075		29,075
Total HUMAN RESOURCES	98,187	98,187	99,297	-40,400	58,898
TOTAL	98,187	98,187	99,297	-40,400	58,898

FTEs	Budget FTEs FY 2020
Full Time	0.5
Part Time	
TOTAL	0.5

Level of Service

Performance Management Same Level of Service

	Quartile FY 2020	Score FY 2020
Performance Management	4	10.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCESConsistent performance evaluation is needed to keep the City in compliance and well documented for any legal issues that may arise.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCESChanges to performance management would put the City at risk for exposure to legal and compliance issues.

Section 6: Performance Measures

	Description	Actual FY 2017	Actual FY 2018	Target FY 2019	Target FY 2020
	-				
Performance Management-HUMAN RESOURCES	Medical leave usage per 1000 hours.	9.3%	4.89%	0%	0%
Performance Management-HUMAN RESOURCES	Percentage of staff in supervisory roles.	0%	35%	30%	30%
Performance Management-HUMAN RESOURCES	Percentage of HR staff hours used for refilling positions annually.	25%	28%	0%	0%
Performance Management-HUMAN RESOURCES	Number of grievances filed annually.	0	0	0	0

Description:

HUMAN RESOURCES

The ability to maintain City services that are both open and responsive to the community needs is sometimes unpredictable. Short-Term Citywide personnel are temporary workers, interns and/or external services that allow for flexibility in this area. This prevents unnecessary burnout to departments experiencing temporary increases in workload due to City needs, and saves the City in both consulting and long term employment costs. This program also allows the City to be flexible for emergency situations, unforeseen issues, and workloads.

Council Goal:

135 Engaged & Effective Government & Citizenry

Desired Outcome:

Gold Medal Performance Organization

Criteria for Meeting Desired Outcome
Ability of City personnel to respond when necessary to ensure compliance and risk management, as well as the ability to maintain continuity in business operations.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

	Request FY 2020	Rationale FY 2020
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Budget FY 2019	Dept Req FY 2020	CC Rec FY 2020	Revenue FY 2020	Tot Rec Cost FY 2020
HUMAN RESOURCES					
Personnel	29,202	42,992	17,308	-26,590	-9,282
Materials	20,000	20,000	20,000		20,000
Total HUMAN RESOURCES	49,202	62,992	37,308	-26,590	10,718
TOTAL	49,202	62,992	37,308	-26,590	10,718

FTEs	Budget FTEs FY 2020
Full Time	0.2
Part Time	0.5
TOTAL	0.6

Level of Service

Short-Term Citywide Personnel Same Level of Service

	Quartile FY 2020	Score FY 2020
Short-Term Citywide Personnel	4	6.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses within City limits	Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES	Cost savings are substantial, depending on varying situations. Savings are achieved by reducing overtime dollars as well as time and resources of experienced and higher paid employees; otherwise these employees would be using valuable time on unnecessary research to complete unusual projects outside of their experience and training, as well as work on projects well below their level of pay and expertise.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES	Inability of the City to remain flexible and able to respond to unusual events such as litigation, emergencies, and unexpected projects.

Section 6: Performance Measures

Description
-

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	\$23,827,330	\$8,998,295	\$428,078	\$0	\$440,000	\$33,693,703	\$5,409,203	\$13,354,911	\$52,457,817
012 QUINNS RECREATION COMPLEX	\$951,239	\$387,315	\$6,000	\$0	\$0	\$1,344,554	\$0	\$-5,341,968	\$-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	\$45,873,694	\$0	\$0	\$45,873,694	\$5,745,118	\$2,188,396	\$53,807,208
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,285,600	\$0	\$0	\$1,285,600	\$0	\$59,075	\$1,344,675
051 WATER FUND	\$3,307,652	\$3,835,138	\$40,376,046	\$4,524,604	\$100,000	\$52,143,440	\$1,766,502	\$17,229,219	\$71,139,161
052 STORM WATER FUND	\$709,440	\$308,000	\$471,500	\$0	\$0	\$1,488,940	\$120,793	\$352,719	\$1,962,452
055 GOLF COURSE FUND	\$950,807	\$508,435	\$126,565	\$32,377	\$0	\$1,618,184	\$141,090	\$901,501	\$2,660,775
057 TRANSPORTATION & PARKING FUND	\$9,834,156	\$2,219,594	\$4,514,762	\$0	\$0	\$16,568,512	\$3,426,017	\$8,362,023	\$28,356,552
058 PARKING FUND	\$960,441	\$747,900	\$196,000	\$0	\$0	\$1,904,341	\$6,000	\$1,409,190	\$3,319,531
062 FLEET SERVICES FUND	\$991,831	\$1,954,899	\$0	\$0	\$0	\$2,946,730	\$0	\$1,184,031	\$4,130,761
064 SELF INSURANCE FUND	\$0	\$1,633,060	\$0	\$0	\$0	\$1,633,060	\$0	\$371,245	\$2,004,305
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,037,565	\$0	\$5,037,565	\$0	\$9,172,072	\$14,209,637
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$5,307,335	\$0	\$5,307,335	\$0	\$1,530,403	\$6,837,738
Total Park City Municipal Corporation	\$41,532,895	\$20,592,636	\$93,278,245	\$14,901,881	\$540,000	\$170,845,658	\$16,614,723	\$50,772,817	\$238,233,198
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	\$706,715	\$1,252,093	\$5,093,808
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$805,006	\$299,429	\$1,134,435
Total Park City Redevelopment Agency	\$32,668	\$1,131,300	\$3,165,000	\$0	\$0	\$4,328,968	\$4,294,253	\$3,844,629	\$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	\$41,565,563	\$21,723,936	\$96,443,245	\$14,901,881	\$540,000	\$175,174,626	\$20,908,976	\$55,047,363	\$251,130,965

All Funds Combined

Revenue	Actual FY 2018	Actual FY 2019	Actual FY 2020	Original FY 2019	Adjusted FY 2019	Collection % FY 2019	Original FY 2020
RESOURCES							
Property Taxes	\$21,149,343	\$21,366,473		\$20,668,331	\$21,056,145	101%	\$21,375,032
Sales Tax	\$26,024,963	\$27,642,077		\$29,163,069	\$30,282,941	91%	\$30,699,780
Franchise Tax	\$3,147,847	\$3,211,039	\$121,664	\$3,322,000	\$3,205,000	100%	\$3,262,000
Licenses	\$1,387,755	\$1,395,163	\$26,130	\$1,339,959	\$1,215,758	115%	\$1,147,288
Planning Building & Engineering Fees	\$4,606,175	\$5,820,662	\$2,138,051	\$4,197,000	\$4,777,000	122%	\$3,502,000
Special Event Fees	\$60,697	\$178,413	\$7,901	\$110,000	\$381,000	47%	\$264,000
Federal Revenue	\$2,733,886	\$69,157		\$5,903,251	\$11,897,000	1%	\$6,329,051
State Revenue	\$520,528	\$525,504		\$455,000	\$481,955	109%	\$428,000
County/SP District Revenue	\$2,537,580	\$205,240	\$500,000	\$1,702,000	\$1,701,000	12%	\$2,052,000
Water Charges for Services	\$19,159,083	\$20,092,203	\$2,549,318	\$18,698,500	\$19,821,984	101%	\$20,559,129
Transit Charges for Services	\$6,247,276	\$7,846,542	\$1,164	\$6,186,031	\$17,219,859	46%	\$8,588,612
Cemetery Charges for Services	\$29,186	\$18,816	\$5,465	\$37,000	\$382,000	5%	\$138,000
Recreation	\$3,557,947	\$3,359,968	\$574,868	\$3,566,596	\$3,636,596	92%	\$3,669,596
Ice	\$833,126	\$828,397	\$50,576	\$886,000	\$838,000	99%	\$865,000
Other Service Revenue	\$57,470	\$45,786	\$7,223	\$92,000	\$88,881	52%	\$120,292
Library Fines & Fees	\$27,946	\$20,198	\$2,713	\$27,000	\$18,000	112%	\$18,000
Fines & Forfeitures	\$2,240,548	\$2,611,357	\$315,478	\$2,893,282	\$2,893,282	90%	\$3,055,080
Misc. Revenues*	\$8,809,064	\$2,607,759	\$272,359	\$8,975,213	\$8,880,213	29%	\$21,887,289
Interfund Transactions (Admin)	\$6,187,564	\$6,821,583	\$1,066,698	\$6,442,099	\$6,814,874	100%	\$7,122,975
Interfund Transactions (CIP/Debt)	\$41,562,627	\$73,024,818	\$1,891,662	\$10,707,630	\$10,021,005	729%	\$13,786,001
Special Revenues & Resources	\$1,719,697	\$1,059,990	\$19,840	\$705,486	\$1,493,486	71%	\$2,583,750
Bond Proceeds	\$35,227,871	\$85,387,786		\$72,800,000	\$102,200,608	84%	\$53,000,000
Beginning Balance	\$74,767,615	\$83,191,254		\$132,956,126	\$83,191,254	100%	\$46,678,090
TOTAL	\$262,595,797	\$347,330,183	\$9,551,112	\$331,833,573	\$332,497,841	104%	\$251,130,965

**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 2018	Actuals FY 2019	Budget FY 2019	Adjusted FY 2019	Increase (red) FY 2019	% Inc (red) FY 2019	Actuals FY 2020	Budget FY 2020	Increase (red) FY 2020	Increase (red) FY 2020	% Inc (red) FY 2020	% Inc (red) FY 2020
Park City Municipal Corporation												
011 GENERAL FUND	\$12,266,079	\$0	\$12,581,450	\$13,683,962	\$1,417,883	12%	\$0	\$13,354,911	\$-329,051	\$773,461	-2%	6%
012 QUINNS RECREATION COMPLEX	\$-4,450,108	\$0	\$-4,878,112	\$-4,869,414	\$-419,306	9%	\$0	\$-5,341,968	\$-472,554	\$-463,856	10%	10%
021 POLICE SPECIAL REVENUE FUND	\$34,404	\$0	\$0	\$0	\$-34,404	-100%	\$0	\$0	\$0	\$0		
022 DRUG CONFISCATIONS	\$23,168	\$0	\$0	\$0	\$-23,168	-100%	\$0	\$0	\$0	\$0		
031 CAPITAL IMPROVEMENT FUND	\$40,859,511	\$0	\$74,204,665	\$10,196,484	\$-30,663,027	-75%	\$0	\$2,188,396	\$-8,008,088	\$-72,016,269	-79%	-97%
038 EQUIPMENT REPLACEMENT CIP	\$1,990,746	\$0	\$950,811	\$59,075	\$-1,931,671	-97%	\$0	\$59,075		\$-891,736		-94%
051 WATER FUND	\$2,415,273	\$0	\$8,119,624	\$4,502,009	\$2,086,736	86%	\$0	\$17,229,219	\$12,727,210	\$9,109,595	283%	112%
052 STORM WATER FUND	\$598,027	\$0	\$274,643	\$712,452	\$114,425	19%	\$0	\$352,719	\$-359,733	\$78,076	-50%	28%
055 GOLF COURSE FUND	\$1,210,441	\$0	\$1,119,136	\$1,064,829	\$-145,612	-12%	\$0	\$901,501	\$-163,328	\$-217,635	-15%	-19%
057 TRANSPORTATION & PARKING FUND	\$13,647,186	\$0	\$13,928,040	\$5,920,874	\$-7,726,312	-57%	\$0	\$8,362,023	\$2,441,149	\$-5,566,017	41%	-40%
058 PARKING FUND	\$0	\$0	\$0	\$0	\$0		\$0	\$1,409,190	\$1,409,190	\$1,409,190		
062 FLEET SERVICES FUND	\$1,207,403	\$0	\$1,217,443	\$1,181,761	\$-25,642	-2%	\$0	\$1,184,031	\$2,270	\$-33,412	0%	-3%
064 SELF INSURANCE FUND	\$1,163,647	\$0	\$48,212	\$442,654	\$-720,993	-62%	\$0	\$371,245	\$-71,409	\$323,033	-16%	670%
070 SALES TAX REV BOND - DEBT SVS FUND	\$7,396,945	\$0	\$7,177,001	\$6,790,321	\$-606,624	-8%	\$0	\$9,172,072	\$2,381,751	\$1,995,071	35%	28%
071 DEBT SERVICE FUND	\$710,461	\$0	\$739,258	\$755,397	\$44,936	6%	\$0	\$1,530,403	\$775,006	\$791,145	103%	107%
Total Park City Municipal Corporation	\$79,073,183	\$0	\$115,482,171	\$40,440,404	\$-38,632,779	-380%	\$0	\$50,772,817	\$10,332,413	\$-64,709,354	309%	708%
Park City Redevelopment Agency												
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$857,555	\$0	\$245,661	\$1,420,096	\$562,541	66%	\$0	\$1,565,596	\$145,500	\$1,319,935	10%	537%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$730,611	\$0	\$470,052	\$677,511	\$-53,100	-7%	\$0	\$727,511	\$50,000	\$257,459	7%	55%
033 REDEVELOPMENT AGENCY-LOWER PRK	\$1,026,025	\$0	\$27,514,550	\$3,001,276	\$1,975,251	193%	\$0	\$1,252,093	\$-1,749,183	\$-26,262,457	-58%	-95%
034 REDEVELOPMENT AGENCY-MAIN ST	\$1,073,963	\$0	\$571,350	\$444,435	\$-629,528	-59%	\$0	\$299,429	\$-145,006	\$-271,921	-33%	-48%
Total Park City Redevelopment Agency	\$3,688,154	\$0	\$28,801,613	\$5,543,318	\$1,855,164	192%	\$0	\$3,844,629	\$-1,698,689	\$-24,956,984	-73%	449%
Municipal Building Authority												
035 BUILDING AUTHORITY	\$429,917	\$0	\$423,484	\$429,917			\$0	\$429,917		\$6,433		2%
Total Municipal Building Authority	\$429,917	\$0	\$423,484	\$429,917			\$0	\$429,917		\$6,433		2%
TOTAL	\$83,191,254	\$0	\$144,707,268	\$46,413,639	\$-36,777,615	-188%	\$0	\$55,047,363	\$8,633,724	\$-89,659,905	235%	1,159%

Resources & Requirements - All Funds Combined

Description	2018 Actuals	2019 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	\$ 26,024,963	\$ 29,273,042	\$ 29,163,069	\$ 30,282,941	\$ 1,119,872	4%	\$ 30,699,780	\$ 416,839	1%
Planning Building & Engineering Fees	\$ 4,606,175	\$ 5,820,662	\$ 4,197,000	\$ 4,777,000	\$ 580,000	14%	\$ 3,502,000	\$ (1,275,000)	-27%
Charges for Services	\$ 25,435,545	\$ 27,957,560	\$ 24,921,531	\$ 37,423,843	\$ 12,502,312	50%	\$ 29,285,741	\$ (8,138,102)	-22%
Intergovernmental Revenue	\$ 5,791,994	\$ 1,301,269	\$ 8,060,251	\$ 14,079,955	\$ 6,019,704	75%	\$ 8,809,051	\$ (5,270,904)	-37%
Franchise Tax	\$ 3,147,847	\$ 3,230,881	\$ 3,322,000	\$ 3,205,000	\$ (117,000)	-4%	\$ 3,262,000	\$ 57,000	2%
Property Taxes	\$ 21,149,343	\$ 21,401,772	\$ 20,668,331	\$ 21,056,145	\$ 387,814	2%	\$ 21,375,032	\$ 318,887	2%
General Government	\$ 833,126	\$ 828,397	\$ 886,000	\$ 838,000	\$ (48,000)	-5%	\$ 865,000	\$ 27,000	3%
Other Revenues	\$ 17,861,124	\$ 11,321,933	\$ 17,709,536	\$ 18,607,216	\$ 897,680	5%	\$ 32,745,295	\$ 14,138,079	76%
TOTAL	\$ 104,850,117	\$ 101,135,515	\$ 108,927,718	\$ 130,270,100	\$ 21,342,382	20%	\$ 130,543,899	\$ 273,799	0%
REQUIREMENTS (Expenditures By Function)									
Executive	\$ 11,288,399	\$ 11,720,002	\$ 12,823,185	\$ 12,397,184	\$ (426,001)	-3%	\$ 13,510,617	\$ 1,113,433	9%
Police	\$ 6,226,525	\$ 6,148,933	\$ 6,520,529	\$ 6,653,197	\$ 132,668	2%	\$ 6,776,952	\$ 123,755	2%
Public Works	\$ 26,679,775	\$ 30,675,873	\$ 30,148,995	\$ 30,759,335	\$ 610,340	2%	\$ 32,227,833	\$ 1,468,498	5%
Library & Recreation	\$ 5,727,666	\$ 5,881,054	\$ 6,149,021	\$ 6,051,876	\$ (97,145)	-2%	\$ 6,355,170	\$ 303,294	5%
Non-Departmental	\$ 4,207,207	\$ 4,011,646	\$ 4,207,984	\$ 5,565,910	\$ 1,357,926	32%	\$ 4,404,220	\$ (1,161,690)	-21%
Special Service Contracts	\$ 538,800	\$ 556,045	\$ 540,000	\$ 590,000	\$ 50,000	9%	\$ 630,000	\$ 40,000	7%
Contingency	\$ 75,437	\$ 67,018	\$ 540,000	\$ 490,000	\$ (50,000)	-9%	\$ 640,000	\$ 150,000	31%
Capital Outlay	\$ 91,955	\$ 142,888	\$ -	\$ 12,800	\$ 12,800		\$ 12,900	\$ 100	1%
TOTAL	\$ 54,835,765	\$ 59,203,459	\$ 60,929,714	\$ 62,520,301	\$ 1,590,588	3%	\$ 64,557,692	\$ 2,037,391	3%
REQUIREMENTS (Expenditures by Type)									
Personnel	\$ 36,532,398	\$ 38,910,016	\$ 39,661,060	\$ 39,657,847	\$ (3,213)	0%	\$ 41,565,563	\$ 1,907,716	5%
Materials, Supplies & Services	\$ 17,825,325	\$ 19,612,635	\$ 20,350,570	\$ 21,834,540	\$ 1,483,970	7%	\$ 21,723,936	\$ (110,604)	-1%
Contingency	\$ 75,437	\$ 67,018	\$ 440,000	\$ 390,000	\$ (50,000)	-11%	\$ 540,000	\$ 150,000	38%
Capital Outlay	\$ 402,605	\$ 613,790	\$ 478,083	\$ 637,914	\$ 159,831	33%	\$ 728,183	\$ 90,269	14%
TOTAL	\$ 54,835,765	\$ 59,203,459	\$ 60,929,713	\$ 62,520,301	\$ 1,590,588	3%	\$ 64,557,682	\$ 2,037,381	3%
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS	\$ 50,014,352	\$ 41,932,056	\$ 47,998,005	\$ 67,749,799	\$ 19,751,794	41%	\$ 65,986,217	\$ (1,763,582)	-3%
OTHER FINANCING SOURCES (Uses)									
Bond Proceeds	\$ 35,227,871	\$ 85,387,786	\$ 72,800,000	\$ 102,200,608	\$ 29,400,608	40%	\$ 53,000,000	\$ (49,200,608)	-48%
Debt Service	\$ (16,216,948)	\$ (16,884,755)	\$ (15,628,056)	\$ (15,628,056)	\$ -	0%	\$ (14,901,881)	\$ 726,175	-5%
Interfund Transfers In	\$ 47,750,191	\$ 79,846,401	\$ 17,149,729	\$ 16,835,878	\$ (313,851)	-2%	\$ 20,908,976	\$ 4,073,098	24%
Interfund Transfers Out	\$ (47,750,191)	\$ (79,846,401)	\$ (17,149,729)	\$ (16,835,878)	\$ 313,851	-2%	\$ (20,908,976)	\$ (4,073,098)	24%
Capital Improvement Projects	\$ (60,601,638)	\$ (87,426,093)	\$ (93,418,807)	\$ (191,099,965)	\$ (97,681,158)	105%	\$ (95,715,062)	\$ 95,384,903	-50%
TOTAL	\$ (41,590,715)	\$ (18,923,062)	\$ (36,246,863)	\$ (104,527,413)	\$ (68,280,550)	188%	\$ (57,616,943)	\$ 46,910,470	-45%
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS AND OTHER SOURCES (Uses)	\$ 8,423,637	\$ 23,008,994	\$ 11,751,142	\$ (36,777,614)	\$ (48,528,756)	-413%	\$ 123,603,160	\$ 160,380,774	-436%
Beginning Balance	\$ 74,767,615	\$ 83,191,254	\$ 132,956,126	\$ 83,191,254	\$ (49,764,872)	-37%	\$ 46,678,090	\$ (36,513,164)	-44%
Ending Balance	\$ 83,191,254	\$ 106,200,250	\$ 144,707,268	\$ 46,413,639	\$ (98,293,629)	-68%	\$ 55,047,363	\$ 8,633,724	19%

Description	Comments
Ice Rink Expansion: Additional ice surface including supporting storage and amenities.	

000389 Library Book Sorter

Description	Comments
Automated book sorter, allows for library staff to work more efficiently.	

[illegible]

000478 Phase 2 PC MARC

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
000478	Not Recommended	Fisher				Thriving Mountain Town							

Description	Comments

This would add additional parking, additional multi-use gymnasium, additional fitness, 3 platform tennis courts and bubble storage. Project was identified in Mountain Recreation Facilities Master Plan and is the highest priority for staff & RAB

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031451 CIP Fund * BOND PROCEEDS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
XXXXXX Unspecified												
TOTAL												

000481 Indoor Aquatics

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
000481	Not Recommended	Fisher				Thriving Mountain Town							

Description	Comments

This would build an indoor aquatics facility where the existing outdoor lap pool is at the PC MARC. Indoor aquatics has been identified as a high unmet need in the community

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031451 CIP Fund * BOND PROCEEDS												
XXXXXX Unspecified												
TOTAL												

000493 Mezzanine Expansion

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000493	Not Recommended	Angevine				Thriving Mountain Town

Description	Comments

Expansion of facility to accommodate off-ice training space, repair water leaks from rain and snowmelt and add additional locker room space. .

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

031475 CIP FUND * TRANSFER FROM GENERAL FUND

[illegible]

000494 LED Upgrade Quinn's Fields

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000494	Not Recommended	Fisher				Preserving & Enhancing the Natural Environment

Description	Comments

Upgrading the field lighting at Quinn's to LED fixtures. Staff met with Musco lighting to look at mitigating the light spill & switching to LED lights at PCSC. The new LED fixtures could be installed on the existing poles, the total number of fixtures needed would be reduced from 148 to 96, there would be a reduction of at least 50% in light spill & glare. The estimated cost for the lights without install is \$330,000. It is estimated that install would be an additional \$100,000. Budget has a \$70,000 contingency. This is for both fields at PCSC. Estimated reduction of energy & maintenance costs by 50 to 85% over typical 1500w HID equipment.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

031475 CIP FUND * TRANSFER FROM GENERAL FUND

[illegible][illegible]

000495 Flooring

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000495	Not Recommended	Angevine				Thriving Mountain Town

Description	Comments

Replace skate resilient flooring throughout facility.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

000496 Dehumidifier/ Complete Air Handling Unit

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000496	Not Recommended	Angevine				Preserving & Enhancing the Natural Environment

Description	Comments

Replacement of facility's dehumidifier. Staff anticipates a few more years out of the current unit however it should be noted that if we wait until the unit fails we will lose ice for several weeks which will affect programing and revenues.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

000497 Replacement Chiller

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000497	Not Recommended	Angevine				Thriving Mountain Town

Description	Comments

Replace facility's chiller at the end of its lifespan

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

000499 Replacement Compressors

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
000499	Not Recommended	Angevine				Preserving & Enhancing the Natural Environment						

Description	Comments
Replace the current compressors with more efficient units.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

000500 Sidewalks along Silver King, Three Kings and Thaynes

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
000500	Not Recommended	Legge				Thriving Mountain Town						

Description	Comments
Through the NTMP program, requests have been submitted to add sidewalks along Three Kings, Silver King and Thaynes. This item has been discussed numerous times with the NTMP committee and has received unanimous support from the committee.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND			250,000	250,000								
TOTAL			250,000	250,000								

000501 New storm drain inlet at 970 Little Kate

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000501	Not Recommended	Legge				Engaged & Effective Government & Citizenry

Description	Comments
When the sidewalks were installed along Little Kate a few years ago an unintended consequence was a low spot near 970 Little Kate. This low spot floods during storms but during the winter and spring snow melts, this area becomes an ice rink and is a safety issue. This project was not on the Storm Water list because it became a problem after the list was created. This project will add a storm inlet box and piping so the immediate area will now drain, which will eliminate the unsafe icing problem.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
052530 STORM WATER FUND * STORM WATER SERVICE FEE		39,000										
TOTAL		39,000										

000503 China Bridge Parking Expansion

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000503	Not Recommended	Twombly				Thriving Mountain Town

Description	Comments
China Bridge Parking Expansion	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
057489 TRANSIT FUND * GARAGE REVENUE												
058489 PARKING FUND * GARAGE REVENUE												
XXXXXX Unspecified												
TOTAL												

000508 Wildfire Risk and Mitigation Mapping

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000508	Not Recommended	Robertson				Thriving Mountain Town

Description	Comments

Obtain products to utilize infrared band satellite imagery and LiDAR elevation surface for determining tree canopy health, greatest risk areas, and where buffers may be most effective.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
XXXXXX Unspecified												
TOTAL												

000512 Upper Main Street Bollard Project Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000512	Not Recommended	Daniels				Engaged & Effective Government & Citizenry

Description	Comments

Upper Main Street security bollard project, Phase II. This project installs protective barriers at all vehicle entry points onto Main Street in order to protect the public against inadvertent or intentional vehicle entry during special events on upper Main Street. The project costs cover removable bollards, receptacles, installation, and a storage/mobilization trailer.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

000516 Airport Wait-Lounge Transit Connection to Park City

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000516	Not Recommended	Knotts				Thriving Mountain Town

Description	Comments

Salt Lake Airport service expansion with lounge for waiting passengers to connect with service to Park City. FIS world cup is a precursor to sow the world we are ready for the 2030 Olympic Games.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

000517 Ecker Hill Park & Ride Electric Bus Fast Charger

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000517	Not Recommended	Knotts				Thriving Mountain Town

Description	Comments
The extension of the Electric Bus to the Ecker Hill Park and Ride lot will require a fast charger installation as passengers park and load and unload buses. Rocky Mountain Power currently has partial funding for this through there Grant programs. Summit County would be responsible for working with other developer to pay for the fast charger.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL												

000518 Public Art

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000518	Not Recommended	Twombly				Inclusive & Healthy Community

Description	Comments
This is for on-going CIP funding for Public Art. Currently there is no on-going funding for public art.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
XXXXXX Unspecified												
TOTAL												

000520 Complete Streets Retrofit -

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000520	Not Recommended	Knotts				Thriving Mountain Town

Description	Comments

This annual Capital Project will implement low cost yet effective complete streets elements on existing local streets/roads consistent with the City's recently adopted Complete Streets Policy. Transportation Planning, PCPD, and Engineering recently completed a Road Safety Assessment with the assistance of UDOT and FHWA which outlined various high, medium, and low priority projects. These funds will be used to implement those recommendations.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057479 Transit Fund * TRANSIT SALES TAX		35,000	15,000	50,000	15,000	50,000						
TOTAL		35,000	15,000	50,000	15,000	50,000						

000521 Deer Valley Drive Bicycle and Pedestrian Facility Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000521	Recommended	Knotts				Thriving Mountain Town

Description	Comments

This project proposes to design and construct bicycle/pedestrian facilities along DVD from Bonanza Drive to Marsac Ave.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION			300,000	300,000								
057458 Transit Fund * FEDERAL GRANTS										100,000		
057479 Transit Fund * TRANSIT SALES TAX										682,000		
TOTAL			300,000	300,000						782,000		

000523 PC MARC Transit and Active Transportation Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000523	Not Recommended	Knotts				Thriving Mountain Town

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057479 Transit Fund * TRANSIT SALES TAX				35,000								
TOTAL				35,000								

000530 Old Town Access and Circulation Plan

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000530	Recommended	Knotts				Thriving Mountain Town

Description	Comments

Circulation improvements, curbspace management and traffic calming measures throughout Old Town.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
033450 Lower Park RDA * BEGINNING BALANCE			30,000	30,000								
034450 Main St RDA * BEGINNING BALANCE			30,000	30,000								
057450 Transit Fund * BEGINNING BALANCE			130,000	130,000								
TOTAL			190,000	190,000								

000531 Ironhorse Administrative Renovation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
000531	Recommended	Knotts				Thriving Mountain Town

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
TOTAL												

000532 Scheduling Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
000532	Recommended	Knotts				Thriving Mountain Town						

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
TOTAL												

000534 SR248 BRT

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
000534	Recommended	Knotts				Preserving & Enhancing the Natural Environment						

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031458 CIP Fund * FEDERAL GRANTS			10,000,00 0	10,000,00 0								
031482 CIP FUND * REGIONAL TRANSIT REVENUE			15,000,00 0	15,000,00 0	15,000,00 0	15,000,00 0						
TOTAL			25,000,00 0	25,000,00 0	15,000,00 0	15,000,00 0						

CP0001 Planning/Capital Analysis

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0001	Recommended	Rockwood	76,177			Engaged & Effective Government & Citizenry

Description	Comments
Annual analysis of General Impact Fees to determine/justify formula, collection, use. Including GASB 34 planning and implementation.	Not rec due to other funding.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031400 CIP FUND * IMP FEE-OPEN SPACE		9,000										
031401 CIP FUND * IMP FEE-PUBLIC SAFETY		9,000										
031402 CIP FUND * IMP FEE-STREETS		15,000										
031460 CIP Fund * IMPACT FEES												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL		33,000										

CP0002 Information System Enhancement/Upgrades

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0002	Recommended	Robertson	131,696	20,105		Engaged & Effective Government & Citizenry

Description	Comments
Funding of computer expenditures and major upgrades as technology is available. Technological advancements that solve a City need are funded from here. Past examples include web page design and implementation, security systems, document imaging, telephony enhancements, etc.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
038453 EQUIP RPLCMNT FUND * COMPUTER REPAIR												
051481 Water Fund * WATER SERVICE FEES												
057471 TRANSIT FUND * RESORT TAX - TRANS												
TOTAL												

Description	Comments
An ongoing program to construct or reconstruct stairways in the Old Town Area. Stairways that are in a dilapidated condition beyond effective repair are replaced. Most of the stair projects include retaining walls, drainage improvements and lighting. Like trails, the priority depends on factors such as adjacent development, available easements, community priority and location. Funding comes largely from RDAs so most funding is restricted for use in a particular area. Tread replacements are planned beginning with the oldest in closest proximity to Main Street. New sets proposed include 9th St. with three new blocks at \$300,000 (LPARDA); 10th St. with 1 new block at \$100,000 (LPARDA); possible improvements to Crescent Tram pending resolution of the current parcel discussions (no identified funding); Reconstruct 3rd St, 4th St, 5th St, others as prioritized (Main St RDA). See also Project #722.	

[illegible]

CP0005 City Park Improvements

Description	Comments
As Park City and surrounding areas continue to grow, there is a greater public demand for recreational uses. This project is a continuing effort to complete City Park. The funds will be used to improve and better accommodate the community's needs with necessary recreational amenities. The current recreation building needs to be replaced with a larger more functional space that will meet the needs of day camp & other recreation programs. The facility has some conceptual designs being done through the Recreation Facility Master Plan.	

[illegible]

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031469 CIP FUND * RAP TAX												
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
031478 CIP Fund * TRANSFER FROM CIP												
031485 CIP FUND * SALES TAX DEBT SERVICE - 2005B												
033450 Lower Park RDA * BEGINNING BALANCE												
033468 LOWER PARK RDA * CONT TO RDA DEBT		100,000		100,000		100,000		100,000		100,000	100,000	100,000
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
035477 MBA * TRANSFER FROM DEBT SERVICE												
TOTAL	229,611	429,611	50,000	250,000	50,000	250,000	50,000	250,000		200,000	250,000	250,000

CP0006 Pavement Management Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0006	Recommended	Dayley	283,859	758,650		Thriving Mountain Town

Description	Comments

This project provides the funding necessary to properly maintain and prolong the useful life of City owned streets and parking lots. Annual maintenance projects include crack sealing, slurry sealing, rototilling, pavement overlays and utility adjustments.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031452 CIP Fund * CLASS "C" ROAD	110,000	470,000	50,000	410,000	50,000	410,000	50,000	410,000	50,000	410,000	410,000	410,000
031454 CIP Fund * DONATIONS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		513,000		590,000		590,000		630,000		600,000	600,000	600,000
034450 Main St RDA * BEGINNING BALANCE		52,000										
TOTAL	110,000	1,035,000	50,000	1,000,000	50,000	1,000,000	50,000	1,040,000	50,000	1,010,000	1,010,000	1,010,000

CP0007 Tunnel Maintenance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0007	Recommended	McAfee	361,569	190,054		Preserving & Enhancing the Natural Environment

Description	Comments

Maintenance and inspection of the Judge and Spiro Mine tunnels. Replacement of rotting timber with steel sets and cleanup of mine cave ins. Stabilization of sidewall shifting with split set of bolts and screening. Track replacement. Flow meter OM&R.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES		252,711	2,500,000	5,000,000		268,049		274,750		281,619	292,884	292,884
TOTAL		252,711	2,500,000	5,000,000		268,049		274,750		281,619	292,884	292,884

CP0009 Transit Rolling Stock Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0009	Recommended	Knotts	1,766,537	5,161,480		Thriving Mountain Town

Description	Comments

This program provides for the replacement of the existing transit fleet . It is anticipated what the Federal Transit Administration will be providing 80 percent of the purchase cost.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE												
057458 Transit Fund * FEDERAL GRANTS		3,290,974		1,464,000		4,169,702						
057479 Transit Fund * TRANSIT SALES TAX		882,743		366,000		1,689,225						
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-284,896	275,104		360,000		985,200						
TOTAL	-284,896	4,448,821		2,190,000		6,844,127						

CP0010 Water Department Service Equipment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0010	Recommended	McAfee	90,346	229,536		Preserving & Enhancing the Natural Environment

Description	Comments

Replacement of vehicles and other water department service equipment that is on the timed depreciation schedule.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES		80,000		80,000		80,000		80,000		80,000	83,200	83,200
TOTAL		80,000		80,000		80,000		80,000		80,000	83,200	83,200

CP0013 Affordable Housing Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0013	Recommended	Glidden	-47,774	296,359		Inclusive & Healthy Community

Description	Comments

The Housing Advisory Task Force in 1994 recommended the establishment of ongoing revenue sources to fund a variety of affordable housing programs. The city has established the Housing Authority Fund (36-49048) and a Projects Fund (31-49058). Fund 36-49048 will be for the acquisition of units as opportunities become available, provision of employee mortgage assistance, and prior housing loan commitments. It will also provide assistance to developers in the production of units.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031457 CIP Fund * FEDERAL CDBG GRANT												
031462 CIP Fund * INTEREST EARNINGS												
031467 CIP Fund * OTHER MISCELLANEOUS												
031473 CIP Fund * SALE OF ASSETS												
031478 CIP Fund * TRANSFER FROM CIP												
031486 CIP FUND * FEE IN LIEU												
033450 Lower Park RDA * BEGINNING BALANCE												
033467 Lower Park RDA * OTHER MISCELLANEOUS												
033468 LOWER PARK RDA * CONT TO RDA DEBT												
033473 Lower Park RDA * SALE OF ASSETS												
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
035465 MBA * LOAN PROCEEDS												
036450 PC HOUSING AUTH * BEGINNING BALANCE												
TOTAL												

CP0014 McPolin Farm

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0014	Recommended	Carey	2,280			Inclusive & Healthy Community

Description	Comments

City Farm Phase II - Landscaping. Trailhead parking. Completion of the sidewalks, ADA accessible trail to safely accommodate the passive use of the property. Pads and interpretive signs to display antique farm equipment.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
031478 CIP Fund * TRANSFER FROM CIP												
031485 CIP FUND * SALES TAX DEBT SERVICE - 2005B												
035477 MBA * TRANSFER FROM DEBT SERVICE												
TOTAL												

CP0017 ADA Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0017	Recommended	Legge	70,523			Engaged & Effective Government & Citizenry

Description	Comments
Many of the City's buildings have restricted programs due to physical restraints of the buildings. An ADA compliance audit was conducted by the building department and phase one improvements have been made. Additional funds will be needed to continue the program to complete phase 2 and 3 improvements.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		5,000		5,000		5,000		5,000		5,000	5,000	5,000
TOTAL		5,000		5,000		5,000		5,000		5,000	5,000	5,000

CP0019 Library Development & Donations

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0019	Recommended	Juarez	19,505	12,839		Inclusive & Healthy Community

Description	Comments
Project 579 also includes a category 39124. Public Library development grant. This is a grant made to all public libraries in Utah by the State, based on population and assessed needs. The uses of this money are restricted by State statute, and must be outlined in the Library goals which are set by the Library Board and due to the State Library at the end of October each year.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031458 CIP Fund * FEDERAL GRANTS												
031463 CIP FUND * LIBRARY UNSERV												
031464 CIP FUND * LIBRARY FUNDRAISERS	4,830	4,830										
031466 CIP Fund * OTHER CONTRIBUTIONS												
031474 CIP Fund * STATE CONTRIBUTION												
TOTAL	4,830	4,830										

CP0020 City-wide Signs Phase I

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0020	Recommended	Weidenhamer	68,309	7,842		Thriving Mountain Town

Description	Comments
Funded in FY02 - Continue to coordinate and install way-finding and directional signs throughout the City.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND		35,000										
033468 LOWER PARK RDA * CONT TO RDA DEBT												
034468 MAIN ST RDA * CONT TO RDA DEBT												
057479 Transit Fund * TRANSIT SALES TAX		75,000										
TOTAL		110,000										

CP0021 Geographic Information Systems

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0021	Recommended	Robertson				Thriving Mountain Town

Description	Comments
Utilize the geographic information system software obtained in grant from ESRI to produce a base map, parcel map, and street center line map. Maps will be used by numerous city departments for planning and design purposes. This program is a joint venture between PCMC & SBSID. An interlocal agreement is pending between PCMC, SBSID, and Summit County.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES												
TOTAL												

CP0025 Bus Shelters

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0025	Recommended	Knotts	0			Thriving Mountain Town

Description	Comments

Passenger amenities such as shelters, and benches have proven to enhance transit ridership. This project will provide the funding necessary to redesign and install shelters and benches at new locations. These locations will be determined using rider and staff input as well as rider data. Funding will be 80% FTA funds, 20% transit fund balance.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE	-51,250	-51,250	75,000	75,000								
057455 TRANSIT FUND * DOT												
057458 Transit Fund * FEDERAL GRANTS	-404,612	-404,612	150,000	150,000								
057475 TRANSIT FUND * TRANSFER FROM GENERAL FUND												
057479 Transit Fund * TRANSIT SALES TAX	-27,845	-27,845										
057482 Transit Fund * REGIONAL TRANSIT REVENUE			350,000	350,000								
TOTAL	-483,707	-483,707	575,000	575,000								

CP0026 Motor Change-out and Rebuild Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0026	Recommended	McAfee	28,420	18,735		Preserving & Enhancing the Natural Environment

Description	Comments

In order to minimize the potential for water distribution interruptions all system pumps and motors are evaluated at least yearly with those indicating a problem taken out of service and either repaired or replaced. Funded by user fees.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES		31,807		32,602		33,417		36,759		40,435	42,052	42,052
TOTAL		31,807		32,602		33,417		36,759		40,435	42,052	42,052

CP0028 5 Year CIP Funding

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0028	Recommended	Rockwood	5,073,395			Engaged & Effective Government & Citizenry

Description	Comments

This account is for identified unfunded projects.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												
031467 CIP Fund * OTHER MISCELLANEOUS												
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033451 Lower Park RDA * BOND PROCEEDS												
033468 LOWER PARK RDA * CONT TO RDA DEBT												
034468 MAIN ST RDA * CONT TO RDA DEBT												
034477 MAIN ST RDA * TRANSFER FROM DEBT SERVICE												
038453 EQUIP RPLCMNT FUND * COMPUTER REPAIR												
051481 Water Fund * WATER SERVICE FEES												
057467 Transit Fund * OTHER MISCELLANEOUS												
057471 TRANSIT FUND * RESORT TAX - TRANS												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

CP0036 Traffic Calming

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0036	Recommended	Legge	114,606	11,667		Thriving Mountain Town

Description	Comments

Over the last few years residents have expressed concerns with the speed and number of vehicles, safety of children and walkers. The interest of participation for traffic calming has come in from all areas of town. Funding covers traffic studies, signage, and speed control devices.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		10,000		10,000		10,000		10,000		10,000	10,000	10,000
033468 LOWER PARK RDA * CONT TO RDA DEBT												
033470 Lower Park RDA * RENTAL INCOME												
TOTAL		10,000		10,000		10,000		10,000		10,000	10,000	10,000

CP0040 Water Dept Infrastructure Improvement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0040	Recommended	McAfee	1,637,667	525,427		Preserving & Enhancing the Natural Environment

Description	Comments
General asset replacement for existing infrastructure including such assets as pipelines, pump stations, valve vaults, etc.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES		900,000		900,000		945,000		992,250		1,041,863	1,083,538	1,083,538
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL		900,000		900,000		945,000		992,250		1,041,863	1,083,538	1,083,538

CP0041 Trails Master Plan Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0041	Recommended	Twombly	102,116	39,965	13,260	Preserving & Enhancing the Natural Environment

Description	Comments

Existing Funds will be utilized to construct the following trails and infrastructure: Prospector connection, April Mountain Plan, Historic trail signage and Daly Canyon connections. Additionally, Phase III trailheads at April Mountain and Meadows Dr. East. Requested funds for future FY include projects associated with continuation of trail connectivity as outlined in the Trails Master Plan and those identified in the PC Heights MPD, more specifically identified as Phase I and II of the Quinn's Park and Ride connections. Easements have been secured for these pathways. Staff will utilize local and state grants to offset costs associated with these connections.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031400 CIP FUND * IMP FEE-OPEN SPACE		20,000		20,000		20,000		20,000		20,000		20,000
031467 CIP Fund * OTHER MISCELLANEOUS												
031469 CIP FUND * RAP TAX												
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		50,000		50,000		50,000		50,000		50,000		50,000
031487 CIP FUND * RESTAURANT TAX												
033450 Lower Park RDA * BEGINNING BALANCE												
033467 Lower Park RDA * OTHER MISCELLANEOUS												
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
TOTAL		70,000		70,000		70,000		70,000		70,000		70,000

CP0042 Property Improvements Gilmore O.S.

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0042	Recommended	Twombly				Not Available

Description	Comments
The City's property acquisitions often require improvements for the City's intended uses. Improvements typically include structural studies, restoration, environmental remediation, removal of debris, basic cleanup, landscaping, and signs.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
034468 MAIN ST RDA * CONT TO RDA DEBT												
TOTAL												

CP0046 Golf Course Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0046	Recommended	Fonnesbeck	50,794	-10,652		Thriving Mountain Town

Description	Comments
This fund encompasses all golf course related projects, constructing new tee boxes, cart path repairs, restroom upgrade, landscaping, pro-shop improvements, and other operational maintenance projects.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
055458 Golf Fund * FEDERAL GRANTS												
055459 Golf Fund * GOLF FEES		12,000		24,000		12,000		12,000		12,000	12,000	12,000
055467 Golf Fund * OTHER MISCELLANEOUS												
055469 GOLF FUND * RAP TAX												
055487 GOLF FUND * RESTAURANT TAX												
TOTAL		12,000		24,000		12,000		12,000		12,000	12,000	12,000

CP0047 Downtown Enhancements/Design

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0047	Recommended	Gustafson	0			Thriving Mountain Town

Description	Comments

Close Out Project

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031467 CIP Fund * OTHER MISCELLANEOUS												
031484 CIP FUND * SALES TAX DEBT SERVICE - 2005A												
034467 Main St RDA * OTHER MISCELLANEOUS												
034468 MAIN ST RDA * CONT TO RDA DEBT												
034477 MAIN ST RDA * TRANSFER FROM DEBT SERVICE												
057471 TRANSIT FUND * RESORT TAX - TRANS												
TOTAL												

CP0061 Economic Development

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0061	Recommended	Weidenhamer	66,268			Thriving Mountain Town

Description	Comments

The project was created to provide "seed money" towards public/private partnership ideas. These expenditures are a result of the beginning stages of economic development plan.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-100,000	-100,000										
033450 Lower Park RDA * BEGINNING BALANCE												
034450 Main St RDA * BEGINNING BALANCE												
034467 Main St RDA * OTHER MISCELLANEOUS												
034468 MAIN ST RDA * CONT TO RDA DEBT												
TOTAL	-100,000	-100,000										

CP0069 Judge Water Treatment Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0069	Recommended	McAfee	926			Preserving & Enhancing the Natural Environment

Description	Comments
Funded by federal funds, user fees, bonds. This project will fund improvement necessary to meet EPA water quality mandates for the Judge Tunnel source.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
051458 Water Fund * FEDERAL GRANTS												
051466 Water Fund * OTHER CONTRIBUTIONS												
051481 Water Fund * WATER SERVICE FEES												
051493 WATER FUND * 2009B WATER BONDS												
051495 WATER FUND * 2009C WATER BONDS												
051496 Water Fund * EXISTING USERS												
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL												

CP0070 Meter Reading Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0070	Recommended	McAfee	4,036			Engaged & Effective Government & Citizenry

Description	Comments

This project will provide funding to upgrade meters to enable remote radio reading of water meters. This process will improve the efficiency and effectiveness of water billing.

[illegible]

CP0073 Marsac Seismic Renovation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0073	Recommended	Gustafson	0			Inclusive & Healthy Community

Description	Comments

Marsac seismic, HVAC, ADA and associated internal renovations.

[illegible]

CP0074 Equipment Replacement - Rolling Stock

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0074	Recommended	Dayley	1,241,702	1,038,190		Engaged & Effective Government & Citizenry

Description	Comments

This project funds the replacement of fleet vehicles based upon a predetermined schedule. The purpose of the project is to ensure the City has the funding to replace equipment that has reached the end of its useful life.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		945,000		950,000		1,050,000		1,050,000		1,050,000	1,100,000	1,100,000
TOTAL		945,000		950,000		1,050,000		1,050,000		1,050,000	1,100,000	1,100,000

CP0075 Equipment Replacement - Computer

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0075	Recommended	Robertson	567,954	183,750		Engaged & Effective Government & Citizenry

Description	Comments

The computer replacement fund supports replacement of computer equipment and support infrastructure including network, servers, and climate control systems. However, replacement decisions are driven by technological advancements, software requirements, and obsolescence. 2019+ Requests: Approximate \$15k for: This additional funding request supports organizational growth and technology changes to address future asset replacement cycles. This includes computer, server and network assets.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		320,600		320,600		320,600		320,600		320,600	320,600	320,600
051481 Water Fund * WATER SERVICE FEES		21,232		21,232		21,232		21,232		21,232	21,232	21,232
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
055459 Golf Fund * GOLF FEES		2,560		2,560		2,560		2,560	2,560	2,560	2,560	2,560
057479 Transit Fund * TRANSIT SALES TAX		16,172		16,172		16,172		16,172		16,172	16,172	16,172
TOTAL		360,564		360,564		360,564		360,564	2,560	360,564	360,564	360,564

CP0090 Friends of the Farm

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0090	Recommended	Carey	23,373	640		Inclusive & Healthy Community

Description	Comments
Use to produce events to raise money for the Friends of the Farm and use for improvements to the farm.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031466 CIP Fund * OTHER CONTRIBUTIONS												
031487 CIP FUND * RESTAURANT TAX												
TOTAL												

CP0091 Golf Maintenance Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0091	Recommended	Dayley	192,238	16,222		Thriving Mountain Town

Description	Comments
This fund is used for golf course maintenance equipment replacement.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
055459 Golf Fund * GOLF FEES		98,000		98,000		98,000		98,000		98,000	98,000	98,000
055469 GOLF FUND * RAP TAX												
055487 GOLF FUND * RESTAURANT TAX												
TOTAL		98,000		98,000		98,000		98,000		98,000	98,000	98,000

CP0092 Open Space Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0092	Recommended	Dayley	204,127	370,424		Preserving & Enhancing the Natural Environment

Description	Comments
This fund provides for maintenance, improvements, and acquisition of Park City's Open Space.	

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0097	Recommended	Legge	0			Thriving Mountain Town

[illegible]

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0100	Recommended	Twombly	262,082			Preserving & Enhancing the Natural Environment

[illegible]

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031454 CIP Fund * DONATIONS												
031466 CIP Fund * OTHER CONTRIBUTIONS												
031469 CIP FUND * RAP TAX												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
TOTAL												

CP0107 Retaining Wall at 41 Sampson Ave

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0107	Recommended	Legge				Thriving Mountain Town

Description	Comments
City contribution of retaining wall at 41 Sampson Avenue (Donnelly House)CLOSE OUT PROJECT	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
034468 MAIN ST RDA * CONT TO RDA DEBT												
TOTAL												

CP0108 Flagstaff Transit Transfer Fees

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0108	Recommended	Knotts	2,080,646	993,025		Thriving Mountain Town

Description	Comments
Account for transit transfer fees dedicated to improvement enhancement of Park City transit system by designing and constructing transit priority improvements on SR 248. Reduction in greenhouse gas emissions by reducing idling and single occupancy vehicles.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057466 Transit Fund * OTHER CONTRIBUTIONS		850,000										
XXXXXX Unspecified												
TOTAL		850,000										

CP0115 Public Works Complex Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0115	Recommended	Knotts	0			Thriving Mountain Town

Description	Comments

This project will provide for additional office space & furnishings required to house streets/transit/fleet personnel.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE	31,784	31,784										
057466 Transit Fund * OTHER CONTRIBUTIONS												
057475 TRANSIT FUND * TRANSFER FROM GENERAL FUND												
TOTAL	31,784	31,784										

CP0118 Transit GIS/AVL System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0118	Recommended	Knotts	40,006			Thriving Mountain Town

Description	Comments

GIS and AVL systems to provide real time information to passengers and managers to better manage the transit system.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057466 Transit Fund * OTHER CONTRIBUTIONS												
057479 Transit Fund * TRANSIT SALES TAX			98,000	98,000								
057482 Transit Fund * REGIONAL TRANSIT REVENUE			98,000	98,000								
TOTAL			196,000	196,000								

CP0123 Replace Police Dispatch System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0123	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments

Replace police CAD/RMS system to meet Public Safety demands.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0128 Quinn's Ice/Fields Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0128	Recommended	Twombly	36,805	98,342		Preserving & Enhancing the Natural Environment

Description	Comments

Additional development of outdoor playing fields and support facilities

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031400 CIP FUND * IMP FEE-OPEN SPACE												
031462 CIP Fund * INTEREST EARNINGS												
031467 CIP Fund * OTHER MISCELLANEOUS												
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031484 CIP FUND * SALES TAX DEBT SERVICE - 2005A												
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION												
TOTAL												

CP0136 County Vehicle Replacement Fund

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0136	Recommended	Knotts	0			Thriving Mountain Town

Description	Comments
Holding account for Regional Transit Revenue dedicated to vehicle replacement of county owned equipment.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-741,006	-666,056	-77,199		-79,515		-81,900					
TOTAL	-741,006	-666,056	-77,199		-79,515		-81,900					

CP0137 Transit Expansion

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0137	Recommended	Knotts	1,500,803			Thriving Mountain Town

Description	Comments
These funds are dedicated to purchasing new busses for expanded transit service.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL												

CP0140 Emergency Power

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0140	Recommended	McAfee	150,000			Preserving & Enhancing the Natural Environment

Description	Comments
Complete study to develop recommendations for emergency backup power needs for the water system.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES	-150,000	-150,000	150,000	150,000								
TOTAL	-150,000	-150,000	150,000	150,000								

CP0141 Boothill Transmission Line

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0141	Recommended	McAfee	28,107			Preserving & Enhancing the Natural Environment

Description	Comments

This project is complete and should be deleted.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
051458 Water Fund * FEDERAL GRANTS												
051466 Water Fund * OTHER CONTRIBUTIONS												
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES												
051488 Water Fund * BOND PROCEEDS (CIB)												
051493 WATER FUND * 2009B WATER BONDS												
051495 WATER FUND * 2009C WATER BONDS												
051496 Water Fund * EXISTING USERS	18,246											
051497 Water Fund * NEW GROWTH	9,861											
TOTAL	28,107											

CP0142 Racquet Club Program Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0142	Recommended	Fisher	98,829	62,724		Thriving Mountain Town

Description	Comments

For ongoing replacement of fitness equipment.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031454 CIP Fund * DONATIONS												
031469 CIP FUND * RAP TAX												
031470 CIP FUND * RENTAL INCOME												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		65,000		65,000		65,000		65,000		65,000	65,000	65,000
TOTAL		65,000		65,000		65,000		65,000		65,000	65,000	65,000

CP0146 Asset Management/Replacement Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0146	Recommended	Dayley	1,552,171	562,792		Engaged & Effective Government & Citizenry

Description	Comments

Money is dedicated to this account for asset replacement. The replacement/repair schedule was created in FY 07 for Building replacement. Plan was updated in FY 13 and will be updated again in FY18.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031462 CIP Fund * INTEREST EARNINGS												
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		552,709		552,709		552,709		552,709		552,709	552,709	552,709
TOTAL		552,709		552,709		552,709		552,709		552,709	552,709	552,709

CP0150 Ice Facility Capital Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0150	Recommended	Angevine	550,946	-20,120		Thriving Mountain Town

Description	Comments

For ongoing capital replacement at Quinn's Ice Facility. Funding provided by City and Basin per interlocal agreement.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-130,000	50,000	-30,000	50,000	-30,000	50,000	-30,000	50,000	-30,000	50,000	50,000	50,000
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION	-130,000	50,000	-30,000	50,000	-30,000	50,000	-30,000	50,000	-30,000	50,000	50,000	50,000
TOTAL	-260,000	100,000	-60,000	100,000	-60,000	100,000	-60,000	100,000	-60,000	100,000	100,000	100,000

CP0152 Parking Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0152	Recommended	Knotts	712	350,690		Thriving Mountain Town

Description	Comments

For replacement of parking meters on Main St., replacement of garage gates and pay equipment, replacement of sensors in garage and loops in surface lots. Replacement of parking vehicles, License plate recognition hardware/software, signage related to changes in the parking program, and handheld ticket writers. Funded by garage and meter fee revenues.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031489 CIP FUND * GARAGE REVENUE												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
057489 TRANSIT FUND * GARAGE REVENUE	275,000	400,000	-125,000		-125,000		-125,000		-125,000		-125,000	-125,000
058489 PARKING FUND * GARAGE REVENUE			125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
TOTAL	275,000	400,000		125,000		125,000		125,000		125,000		

CP0155 OTIS Phase II(a)

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0155	Recommended	Legge				Thriving Mountain Town

Description	Comments

OTIS Phase II and III – These projects are a continuation of the Old Town Infrastructure Study and resulting rebuild of Old Town roads that started in 2002. The upcoming roads include 8th Street, 12th Street, McHenry Avenue, Rossi Hill Drive and Silver King.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												
031451 CIP Fund * BOND PROCEEDS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-29,686	-29,686										
031484 CIP FUND * SALES TAX DEBT SERVICE - 2005A												
031491 CIP FUND * TR FR SALES TAX DSF-2014 SALES TAX BONDS												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
031528 CIP FUND * 2015 SALES TAX BONDS												
TOTAL	-29,686	-29,686										

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

CP0160 Ice Facility Capital Improvements

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

[illegible]

CP0161 Golf Car Loan & Purchase

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0161	Recommended	Sanchez	0			Thriving Mountain Town

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												
055450 Golf Fund * BEGINNING BALANCE												
055465 Golf Fund * LOAN PROCEEDS												
TOTAL												

CP0163 Quinn's Fields Phase III

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0163	Not Recommended	Twombly				Preserving & Enhancing the Natural Environment

Description	Comments

Construction of remaining 3 planned playing fields, sports lighting for 2 fields, scoreboards for all fields, parking spaces for 167 vehicles, parking lot lights, trails, sidewalks, and supporting irrigation system, utilities, landscaping and seeding.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031400 CIP FUND * IMP FEE-OPEN SPACE												
031466 CIP Fund * OTHER CONTRIBUTIONS												
XXXXXX Unspecified												
TOTAL												

CP0167 Skate Park Repairs

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0167	Recommended	Fisher	39,003			Preserving & Enhancing the Natural Environment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0171	Recommended	Dayley	21,267	13,251		Thriving Mountain Town

Description									Comments			
Maintenance Equipment & Parts for Old Bus Barn Doors												
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057479 Transit Fund * TRANSIT SALES TAX		6,000		6,000		6,000		6,000				
TOTAL		6,000		6,000		6,000		6,000				

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0176	Recommended	Legge	0			Thriving Mountain Town

[illegible]

CP0177 China Bridge Improvements & Equipment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0177	Recommended	Knotts	0			Thriving Mountain Town

Description	Comments
Stairwell Old CB; Fire Sprinkler Upgrade OLD CB; Snow Chute	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND	49,690	49,690										
TOTAL	49,690	49,690										

CP0178 Rockport Water, Pipeline, and Storage

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0178	Recommended	McAfee	67,267	1,172,183		Preserving & Enhancing the Natural Environment

Description	Comments

This project will construct upgrades to the Mt. Regional Water Pump Station at Rockport and a new pump station and intake that will be owned and operated by WBWCD, all to deliver Park City's reserved water from Rockport and Smith Morehouse reservoirs. Also included is the cost of water from WBWCD and replacement fund for the infrastructure.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES		1,275,663		1,307,554		1,307,554		1,307,554		1,307,554	1,347,054	1,347,054
051526 WATER FUND * 2014 WATER REVENUE BONDS												
TOTAL		1,275,663		1,307,554		1,307,554		1,307,554		1,307,554	1,347,054	1,347,054

CP0180 Corrosion Study of System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0180	Recommended	McAfee	0			Not Available							

Description	Comments

this project can be deleted

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES												
TOTAL												

CP0181 Spiro Building Maintenance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0181	Recommended	McAfee	80,665			Preserving & Enhancing the Natural Environment							

Description	Comments

General upkeep of the Spiro WTP. This will continue until this facility is rebuilt in about 2021.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES	-250,000	-150,000	-100,000		-100,000							
TOTAL	-250,000	-150,000	-100,000		-100,000							

CP0186 Energy Efficiency Study -City Facilities

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0186	Recommended	Cartin	30,511			Inclusive & Healthy Community							

Description	Comments

Data management for all municipal utilities. This tool will expedite carbon foot printing and better identify energy and cost saving opportunities.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031466 CIP Fund * OTHER CONTRIBUTIONS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0191 Walkability Maintenance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0191	Recommended	Dayley	17,696	37,626		Preserving & Enhancing the Natural Environment

Description	Comments

This funding is provided for the purpose of ongoing maintenance of completed Walkability Projects.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND		40,500		40,500		40,500		40,500		40,500	40,500	40,500
TOTAL		40,500		40,500		40,500		40,500		40,500	40,500	40,500

CP0196 Downtown Projects - Phase III

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0196	Recommended	Weidenhamer	0			Thriving Mountain Town

Description	Comments

Pedestrian connections and enhancements in the downtown corridor

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
031528 CIP FUND * 2015 SALES TAX BONDS												
TOTAL												

CP0203 China Bridge Event Parking

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0203	Recommended	Knotts	644,631	108,109		Thriving Mountain Town

Description	Comments

This project will provide additional parking and event mitigations for Park City.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031489 CIP FUND * GARAGE REVENUE	629,424	629,424	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
057489 TRANSIT FUND * GARAGE REVENUE	-629,424	-233,424	-340,000		-340,000		-340,000		-340,000			
XXXXXX Unspecified												
TOTAL		396,000		340,000		340,000		340,000		340,000	340,000	340,000

CP0208 Snow Plow Blade Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0208	Recommended	Dayley				Thriving Mountain Town

Description	Comments

This option will replace our snowplow blades over the next three years. PROJECT COMPLETED

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031478 CIP Fund * TRANSFER FROM CIP												
TOTAL												

CP0214 Racquet Club Renovation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0214	Recommended	Fisher	376			Preserving & Enhancing the Natural Environment

Description	Comments

Complete

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												
031451 CIP Fund * BOND PROCEEDS												
031454 CIP Fund * DONATIONS												
031466 CIP Fund * OTHER CONTRIBUTIONS												
031469 CIP FUND * RAP TAX												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0216 Park & Ride (Access Road & Amenities)

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0216	Recommended	Knotts				Thriving Mountain Town

Description	Comments

This project will provide funding to construct an access road from Wasatch County to the new park and ride at Richardson Flats. Intersection improvements at SR-248 are necessary for safe and efficient operations of Park and Ride and Park City Heights.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
TOTAL												

CP0217 Emergency Management Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0217	Recommended	Daniels	33,624	3,384		Engaged & Effective Government & Citizenry

Description	Comments

This project funds Emergency Program Management, the Emergency Operations Center (EOC), City building emergency preparedness supplies, emergency response equipment and supplies, mobile command trailer (MCT) equipment, community outreach, mitigation projects and emergency information technology and communications. For FY19 & FY20 the \$10,000 for each year predominately improves, replaces and/or increases EOC equipment, MCT, mitigation, response, sheltering and technological capabilities along with required equipment for MCT.

[illegible]

CP0226 Walkability Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0226	Recommended	Knotts	4,784,885			Preserving & Enhancing the Natural Environment

Description	Comments

This project funds varying projects related to the Walkability Community program. The projects to be completed with this funding will be as outlined by the Walkability Steering and CIP committees and as approved by City Council during the 2007 Budget Process. This was cp0190 in the FY2009 budget.

[illegible]

CP0227 Park City Water Infrastructure Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0227	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This is complete and should be deleted

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

051451 Water Fund * BOND PROCEEDS

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES												
051492 WATER FUND * 2009A Water Bonds												
051493 WATER FUND * 2009B WATER BONDS												
051495 WATER FUND * 2009C WATER BONDS												
051496 Water Fund * EXISTING USERS												
051497 Water Fund * NEW GROWTH												
TOTAL												

CP0228 Snow Creek Affordable Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0228	Recommended	Robinson				Inclusive & Healthy Community

Description	Comments

For the planning, design, and construction of the Snow Creek Affordable Housing Project.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
033450 Lower Park RDA * BEGINNING BALANCE												
033454 Lower Park RDA * DONATIONS												
033468 LOWER PARK RDA * CONT TO RDA DEBT												
033473 Lower Park RDA * SALE OF ASSETS												
TOTAL												

CP0229 Dredge Prospector Pond

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0229	Recommended	Dayley	200,000			Preserving & Enhancing the Natural Environment

Description	Comments

This fund would pay for the dredging of the Prospector Pond. (Project delayed for Storm Water Master Plan)

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-200,000										200,000	200,000
TOTAL	-200,000										200,000	200,000

CP0231 Mortgage Assistance Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0231	Recommended	Robinson				Inclusive & Healthy Community

Description	Comments

This program provides second mortgage loans to assist employees to purchase homes in the city/school district. The importance of local employees has been recognized during emergency mgmt. planning. It is also an employee recruitment/retention tool.

[illegible]

CP0236 Triangle Property Environmental Remediate

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0236	Recommended	Cartin	99,779			Preserving & Enhancing the Natural Environment

Description	Comments

Cost associated with the assessment and closure of the property through the Utah Voluntary Clean-up program.

[illegible]

CP0238 Quinn's Junction Transmission Lines

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0238	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This is complete and should be deleted

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
051467 Water Fund * OTHER MISCELLANEOUS												
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES												
051493 WATER FUND * 2009B WATER BONDS												
051495 WATER FUND * 2009C WATER BONDS												
051496 Water Fund * EXISTING USERS												
051497 Water Fund * NEW GROWTH												
TOTAL												

CP0239 PC Heights Capacity Upgrade (tank)

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0239	Recommended	McAfee	650,000			Inclusive & Healthy Community

Description	Comments

This is to pay for an upsize of the Park City Heights Tank per the Water Agreement

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051467 Water Fund * OTHER MISCELLANEOUS												
051480 Water Fund * WATER IMPACT FEES	-650,000	-650,000	650,000	650,000								
051481 Water Fund * WATER SERVICE FEES												
TOTAL	-650,000	-650,000	650,000	650,000								

CP0240 Quinn's Water Treatment Plant

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0240	Recommended	McAfee	43,651			Preserving & Enhancing the Natural Environment

Description	Comments

Water treatment upgrades to the exiting WTP to provide additional barriers against total organic carbon, manganese, and other water quality upsets in the Weber River.

[illegible]

CP0244 Transit Contribution to County

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0244	Recommended	Knotts	217,099			Thriving Mountain Town

Description	Comments

For annual capital contribution to Summit County

[illegible]

CP0248 Middle Silver Creek Watershed

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0248	Recommended	Cartin	234,297			Preserving & Enhancing the Natural Environment

Description	Comments

Non-water related acres: accrued a liability and expenditure of \$272,000 in the government-wide statements, governmental activities column

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0250 Irrigation Controller Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0250	Recommended	Dayley	-20,000	21,940		Preserving & Enhancing the Natural Environment

Description	Comments

The Parks Department has a total of 38 irrigation controllers located throughout town at all City facilities including, City buildings, athletic fields, parks, school fields, etc. These electronic devices provide irrigation control to landscaped areas by radio communication from the Central computer to the individual field units. Some of these controllers are 25 years old, as they were originally installed in the early 1990s. Over the past years we've continued to experience many electronic/communication problems with these old outdated field units. We recommend taking a systematic approach by replacing 4-5 controllers a year for the next several years. To date we have replaced 23 out of the 38 controllers. Projected completion 2019.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-15,583	4,417										
TOTAL	-15,583	4,417										

CP0251 Electronic Record Archiving

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0251	Recommended	Robertson	95,000			Engaged & Effective Government & Citizenry

Description	Comments

The City has utilized an existing low-cost electronics archive server for meeting storage and retention requirements. However, better integration is required for the existing system and improved search and sharing capabilities is also needed--potentially for public facing data. These funds would go

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0252	Recommended	Robinson				Inclusive & Healthy Community

Description									Comments				
Predevelopment expenses for PC Hts including consultants (wholly our cost) engineering, traffic and design studies (split with Boyer)													
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
031450 CIP Fund * BEGINNING BALANCE													
031451 CIP Fund * BOND PROCEEDS													
031473 CIP Fund * SALE OF ASSETS													
TOTAL													

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0255	Recommended	Dayley				Thriving Mountain Town

Description	Comments
The sprinkler heads on the course are 26 years old. These heads are worn out and outdated. The new sprinkler heads are more efficient in water application and distribution uniformity. PROJECT COMPLETED - PLEASE REMOVE	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
055459 Golf Fund * GOLF FEES												
055469 GOLF FUND * RAP TAX												
TOTAL												

CP0256 Storm Water Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0256	Recommended	McAfee	256,154	-4,999		Preserving & Enhancing the Natural Environment

Description	Comments

This money would be to fix and repair any of our current storm water issues within the city.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-100,000	-33,850	50,000	50,000	50,000	50,000						
031528 CIP FUND * 2015 SALES TAX BONDS												
052530 STORM WATER FUND * STORM WATER SERVICE FEE	-200,000	33,850	100,000	400,000	100,000	400,000		300,000		300,000	300,000	300,000
TOTAL	-300,000		150,000	450,000	150,000	450,000		300,000		300,000	300,000	300,000

CP0258 Park Meadows Ponds Control Structure

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0258	Recommended	Legge				Preserving & Enhancing the Natural Environment

Description	Comments

The existing control structure uses planks that are occasionally removed causing downstream flood. This would replace the wood planks with a lockable gate. CLOSE OUT PROJECT

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0260 Monitor and Lucky John Drainage

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0260	Recommended	Legge				Preserving & Enhancing the Natural Environment

Description	Comments
Correct the drainage issue around the Lucky John and Monitor intersection. CLOSE OUT PROJECT	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												
TOTAL												

CP0263 Lower Park Avenue RDA

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0263	Recommended	Weidenhamer				Inclusive & Healthy Community

Description	Comments
The project entails planning, design, demolition, reconstruction of historic buildings, construction of new buildings, and possible land acquisition in the Lower Park, Woodside, platted Norfolk and Empire Avenues North of 13th Street within the Lower Park Avenue RDA. PM I includes new community center and reconstruction of 2 historic houses at Fire Station area.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
033468 LOWER PARK RDA * CONT TO RDA DEBT												
TOTAL												

CP0264 Security Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0264	Recommended	Daniels	130,602	6,327		Engaged & Effective Government & Citizenry

Description	Comments
The Building Security Committee was established in 2008 and makes recommendations on security issues, training and equipment for all occupied city buildings. The two largest components are Closed Circuit Video Systems (CCVS) and Electronic Access Controls (electronic door locks), along with	

Description										Comments			
some smaller security upgrades including, alarms, fragment retentive film, lighting and training. In recent years we have expanded the use of some of these funds for exterior security measures for city buildings and special event venues. This is a multi-year project . Some funding for upgrades and/or replacements has been from the Asset Management Fund and individual departments. Emergency Management, Information Technology, Sustainability and Building Maintenance are partners in this project. We have made significant headway over the past 10 years. The majority of the work is expected to be completed by FY22.													
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
031475 CIP FUND * TRANSFER FROM GENERAL FUND		75,000											
033468 LOWER PARK RDA * CONT TO RDA DEBT													
TOTAL		75,000											

CP0265 Crescent Tramway Trail

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0265	Recommended	Legge	100,414			Preserving & Enhancing the Natural Environment							

Description										Comments			
This request is to secure funds specifically for the improvement of the Crescent Tramway Trail creating an identifiable, safe, and connected pedestrian trail. The Crescent Tramway easement follows the historic rout of a narrow-gauge railroad which was first used in the late 1800s to carry ore from the Crescent Mine to the Park City Smelting Company. The trail begins near the corner of Park Ave and Heber Ave and winds up the foothills. It passes Woodside Ave, Norfolk Ave, and Lowell Ave, before it reaches a plethora of trails within the recreational open space areas. the tram route closed in 1898 after the smelter burned to the ground, and the railroad tracks were pulled up around 1901. The tramway has since been used as a pedestrian path, hiking trail, and bike route. Past development along the Crescent Tramway Trail has made it difficult to follow the pedestrian easement and it is even unrecognizable as a pedestrian trail in areas.													
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
033468 LOWER PARK RDA * CONT TO RDA DEBT													
TOTAL													

CP0266 Prospector Drain - Regulatory Project

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0266	Recommended	Cartin	1,405,221	38,179		Preserving & Enhancing the Natural Environment							

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0267	Recommended	Cartin	3,575,144			Preserving & Enhancing the Natural Environment

[illegible]

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0269	Recommended	Cartin	94,484			Preserving & Enhancing the Natural Environment

Description	Comments
Sustainability Staff is requesting \$100,000 in additional funds for the Environmental Revolving Loan Fund. With the hire of an Energy Project Manager through Rocky Mountain Power's demand side management program, Sustainability will be pursuing 3,000,000 kWh in energy savings over the next	

Description									Comments				
three years. This work will result in annual, ongoing savings of at least \$75,000 per year (\$225,000 per year by 2019). Increasing the Environmental Revolving Loan Fund by \$100,000, or to a total balance of \$278,000, will allow the Energy Project Manager to rapidly fund and deploy projects. The Environmental Revolving Loan Fund is repaid through energy savings. All but \$24,000 of the fund is currently invested in high return projects.													
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
031450 CIP Fund * BEGINNING BALANCE													
TOTAL													

CP0270 Downtown Enhancements Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0270	Recommended	Weidenhamer	548,867	448,521		Thriving Mountain Town							

Description									Comments			
10 year improvement plan for pedestrian enhancements and public gathering spaces in the Main Street area. Pedestrian enhancements consist of replacing the curb, gutter, sidewalks, street lights, and the addition of storm drains, benches, trash and recycling bins... Gathering spaces include plazas and walkways.												
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031474 CIP Fund * STATE CONTRIBUTION												
031491 CIP FUND * TR FR SALES TAX DSF-2014 SALES TAX BONDS												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-765,705	-765,705										
031528 CIP FUND * 2015 SALES TAX BONDS	353,758	353,758										
031532 CIP FUND * 2017 SALES TAX BONDS	-724,845	-724,845										
XXXXXX Unspecified												
TOTAL	-1,136,792	-1,136,792										

CP0273 Landscape Water Checks

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0273	Recommended	McAfee	3,575			Preserving & Enhancing the Natural Environment							

Description		Comments
sprinkler audits and improvement recommendations		

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES	-6,000		-4,000	2,000	-4,000	2,000	-4,000	2,000	-4,000	2,000	2,000	2,000
TOTAL	-6,000		-4,000	2,000	-4,000	2,000	-4,000	2,000	-4,000	2,000	2,000	2,000

CP0274 PC Heights Development Infrastructure

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0274	Recommended	McAfee				Inclusive & Healthy Community

Description	Comments
Pumping and water line upgrades related to the PC Heights development.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051480 Water Fund * WATER IMPACT FEES	-464,254	-464,254										
051481 Water Fund * WATER SERVICE FEES												
051496 Water Fund * EXISTING USERS												
TOTAL	-464,254	-464,254										

CP0275 Smart Irrigation Controllers

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0275	Recommended	McAfee	4,647			Preserving & Enhancing the Natural Environment

Description	Comments
This is an incentive program designed to reduce water demand through the use of technology that adjusts watering amounts based on climatic conditions.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES		10,000	-9,000	1,000	-9,000	1,000	-9,000	1,000	-9,000	1,000	1,000	1,000
TOTAL		10,000	-9,000	1,000	-9,000	1,000	-9,000	1,000	-9,000	1,000	1,000	1,000

CP0276 Water Quality Study

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0276	Recommended	McAfee	92,787	19,110		Preserving & Enhancing the Natural Environment

Description	Comments

This is for various water quality related studies and activities such as pipe cleaning, monitoring equipment installation, studies, and research opportunities.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES	-400,000	-150,000		250,000		250,000		250,000		250,000	250,000	250,000
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
TOTAL	-400,000	-150,000		250,000		250,000		250,000		250,000	250,000	250,000

CP0277 Rockport Capital Facilities Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0277	Recommended	McAfee	127,622	125,828		Preserving & Enhancing the Natural Environment

Description	Comments

This is for asset replacement related to the diversion and pumping structures on the Rockport Reservoir

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES		151,146		151,146		151,146		151,146		151,146	151,146	151,146
TOTAL		151,146		151,146		151,146		151,146		151,146	151,146	151,146

CP0278 Royal Street

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0278	Recommended	Cassel	0			Preserving & Enhancing the Natural Environment

Description	Comments

CLOSE OUT PROJECT

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031402 CIP FUND * IMP FEE-STREETS												
031450 CIP Fund * BEGINNING BALANCE												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031498 CIP Fund * FEMA FUNDS												
TOTAL												

CP0279 224 Corridor Study and Strategic Plan

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0279	Recommended	Knotts	128	19,000		Thriving Mountain Town

Description	Comments

Project includes a corridor study and strategic plan for State Route 224 between Thaynes Canyon Drive and the Deer Valley Drive/Bonanza Drive intersection. The resulting Plan will be a guideline for future decisions regarding Walkability projects and connectivity, transportation efficiencies, and access. The Plan will fold into land use and redevelopment decisions regarding the western side of the Bonanza Park district and General Plan discussions.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031451 CIP Fund * BOND PROCEEDS												
033450 Lower Park RDA * BEGINNING BALANCE												
057450 Transit Fund * BEGINNING BALANCE												
TOTAL												

CP0280 Aquatics Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0280	Recommended	Fisher	14,554	10,120		Preserving & Enhancing the Natural Environment

Description	Comments

There is no capital replacement fund for the two outdoor pools. This will be set up to build a fund balance for the eventual replacement of pool infrastructure and equipment. This year we had to use Asset Management Funds for several repair/replacement items.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND		15,000		15,000		15,000		15,000		15,000		15,000
TOTAL		15,000		15,000		15,000		15,000		15,000		15,000

CP0282 Fuel Trailer

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0282	Not Recommended	Knotts				Engaged & Effective Government & Citizenry						

Description	Comments
Purchase a fuel trailer with capacity enough to refuel emergency generators from city fuel tanks at new fueling facility	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0283 Storm Water Utility Study

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0283	Recommended	McAfee				Inclusive & Healthy Community						

Description	Comments
Storm Water Utility Study – This study will look at the opportunities in creating a storm water utility which would then be used to fund our storm water system operation and maintenance activities. Currently funds are used from other Public Work programs to maintain our current storm water system. This study will look at how the utility will be structured, the potential revenue generated and the administrative operations of the utility.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0284 Stair Removal at Marsac

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0284	Not Recommended	Gallo				Inclusive & Healthy Community

Description	Comments

CLOSE OUT PROJECT

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0285 PCMR Transit Center

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0285	Recommended	Knotts				Thriving Mountain Town

Description	Comments

This CIP will fund the design and construction of a new transits center at Park City Mountain Resort

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE												
057458 Transit Fund * FEDERAL GRANTS												
TOTAL												

CP0286 Ironhorse Electronic Access Control

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0286	Recommended	Dayley				Thriving Mountain Town

Description	Comments

This CIP will provide for Electronic Access Control for the 72 doors at Ironhorse Public Works Facility. Costs are shared based upon proportional share of doors. Project will be phased over 3 years.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051481 Water Fund * WATER SERVICE FEES												
057450 Transit Fund * BEGINNING BALANCE												
TOTAL												

CP0287 Ironhorse Seasonal Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0287	Recommended	Knotts	32,771			Thriving Mountain Town

Description	Comments
Seasonal housing (Dorm Style) for up to 16 seasonal transit employees to be constructed on Ironhorse Property. Rents will recapture op expenses, capital renewal, and initial capital.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE												
057458 Transit Fund * FEDERAL GRANTS												
TOTAL												

CP0288 Transit Signal Priority

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0288	Recommended	Knotts	0			Thriving Mountain Town

Description	Comments
This CIP project will install Transit Signal Priority equipment in Signals along SR-248 and SR-224. This system will provide extra time on a green light when a transit bus is within the signal queue. This increased green time will contribute to the convenience and dependability of Transit travel times.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE	-122,143	-104,976	-17,167									
057458 Transit Fund * FEDERAL GRANTS	-181,461	-95,983	-85,478									
TOTAL	-303,604	-200,959	-102,645									

CP0289 Ironhorse Transit Facility Asset Management

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0289	Recommended	Knotts	1,295,953	179,903		Thriving Mountain Town

Description	Comments

This CIP will fund ongoing Capital Renewal needs for the City's expanded Ironhorse Transit facility. This fund will provide for roof, parking garage, HVAC, lifts and equipment capital renewal. Summit County contributes its proportional share.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051467 Water Fund * OTHER MISCELLANEOUS												
057479 Transit Fund * TRANSIT SALES TAX		137,647		137,647		137,647		137,647		137,647	137,647	137,647
057482 Transit Fund * REGIONAL TRANSIT REVENUE		42,353		42,353		42,353		42,353		42,353	42,353	42,353
TOTAL		180,000		180,000		180,000		180,000		180,000	180,000	180,000

CP0290 APP Development

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0290	Recommended	Robertson	-17,775	30,820		Engaged & Effective Government & Citizenry

Description	Comments

This App Development request consists of development services required to create and maintain new "Apps" that are becoming an expected part of city services delivery. It is anticipated that several core functions could be offered through Apps on mobile devices, namely requesting information and work from city staff. A proposed historic web app has been approved by Council and is expected to be completed fall 2014.

[illegible]

CP0291 Memorial Wall

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0291	Recommended	Fisher				Inclusive & Healthy Community

Description	Comments

Council was supportive of building a Memorial Wall at the PC Cemetery. The cost of construction will be recovered through the sale of "plates" that will be installed on the wall.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0292 Cemetery Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0292	Recommended	Fisher	27,014	700		Inclusive & Healthy Community

Description	Comments

City Council has an interest in developing a head stone replacement and restoration program for the cemetery. There is also an interest in using ground penetrating radar to see if the southwest corner of the cemetery can be reclaimed.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0293 Parking System Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0293	Recommended	Knotts				Thriving Mountain Town

Description	Comments

Replace existing parking system software and hardware

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0294	Recommended	Dayley	5,000			Inclusive & Healthy Community

[illegible]

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0296	Not Recommended	Briggs				Engaged & Effective Government & Citizenry

[illegible]

CP0297 Parking Wayfinding

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0297	Recommended	Knotts				Thriving Mountain Town

Description	Comments

Wayfinding for Main Street parking resources. First year is for signage and consulting assistance with finding garage and internal garage circulation. Years 2 and 3 are for a smart system to indicate stalls available.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057489 TRANSIT FUND * GARAGE REVENUE												
058489 PARKING FUND * GARAGE REVENUE												
TOTAL												

CP0298 Historic Preservation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0298	Not Recommended	Eddington	0			Inclusive & Healthy Community

Description	Comments

1. National Register historic district study. 2. Intensive level surveys within National Register District. 3. Intensive level surveys of Landmark Buildings.
4. Intensive level surveys of significant buildings.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031458 CIP Fund * FEDERAL GRANTS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0299 Raw Water Line and Tank

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0299	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This can be deleted

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0300	Recommended	McAffee				Preserving & Enhancing the Natural Environment

[illegible]

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0301	Recommended	McAfee	22,249			Preserving & Enhancing the Natural Environment

[illegible]

CP0302 Deer Valley Drive - Water Infrastructure

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0302	Recommended	McAfee	0			Preserving & Enhancing the Natural Environment

Description	Comments

This project will be a part of the road reconstruction project and will replace water infrastructure including a distribution and transmission mainline, several valve vaults, and a modification to a underground pump station. It is recommended that this water infrastructure be replaced in conjunction with the road project to avoid future emergency repairs.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES												
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
TOTAL												

CP0303 Empire Tank Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0303	Recommended	McAfee	1,211,750	10,804		Preserving & Enhancing the Natural Environment

Description	Comments

As part of the drinking water solution for the Judge Tunnel Source, the Empire Tank will be converted into a raw water tank and as a result will need to be replaced to meet drinking water storage requirements. In addition to the projected water storage deficit in the Old Town area, the existing Woodside tank is approximately 50 years old. Both of these factors will be considered with the new tank construction.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES												
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS	1,772,554	1,772,554				750,000						
TOTAL	1,772,554	1,772,554				750,000						

CP0304 Quinn's Water Treatment Plant Asset Repl

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0304	Recommended	McAfee	1,745,219	168,340		Preserving & Enhancing the Natural Environment

Description	Comments

With the addition of Quinn's Junction Water Treatment Plant (QJWTP), a budget line item is required for asset management of this \$14,000,000 facility. This money will be used to replace valve, pumps, membranes, and other items to be replaced at the facility over time.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES		1,200,000		200,000		210,000		220,500		231,525	238,471	238,471
TOTAL		1,200,000		200,000		210,000		220,500		231,525	238,471	238,471

CP0305 Quinn's Dewatering

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0305	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

A mechanical dewatering process addition at QJWTP will be required once Judge Tunnel water is treated at this facility. Judge water contains various constituents in particulate form which will be filtered out by the membranes at QJWTP creating a concentrated waste stream that requires treatment. The current waste stream is discharged into the sanitary sewer which is then treated at Snyderville Basin's Silver Creek Facility. However, with the addition of Judge's waste stream, discharge to the sewer will be prohibited as a result of the concentrated metal content.

[illegible]

CP0306 Open Space Acquisition

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0306	Recommended	Rockwood	0			Preserving & Enhancing the Natural Environment

Description	Comments

City Council pledged \$15 million as part of the Additional Resort Sales Tax. Funds were allocated or planned in three phases as a mixture of cash and debt. Phases were to be adjusted as necessary to match actual land acquisition needs. Phase I, \$4.5 M. FY2014; Phase II, \$5.5 M. FY2015; Phase III, \$5 M. FY2017.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031451 CIP Fund * BOND PROCEEDS												
031452 CIP Fund * CLASS "C" ROAD												
031491 CIP FUND * TR FR SALES TAX DSF-2014 SALES TAX BONDS												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-1,800,913	-1,800,913										
031528 CIP FUND * 2015 SALES TAX BONDS												
031532 CIP FUND * 2017 SALES TAX BONDS	-1,200,000	-1,200,000										
031538 CIP FUND * 2019 GO BONDS			3,000,000	3,000,000								
XXXXXX Unspecified												
TOTAL	-3,000,913	-3,000,913	3,000,000	3,000,000								

CP0307 Open Space Conservation Easement Monitor

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0307	Recommended	Rockwood				Preserving & Enhancing the Natural Environment

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
TOTAL												

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

[illegible]

CP0309 Woodside Phase I

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

[illegible][illegible]

CP0311 Senior Community Center

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0311	Recommended	Weidenhamer	1,000,000			Inclusive & Healthy Community

Description	Comments

Possible renovation to City facilities in LPARDA such as the Miner's Hospital to provide for senior and community needs.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
033468 LOWER PARK RDA * CONT TO RDA DEBT												
TOTAL												

CP0312 Fleet Management Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0312	Recommended	Dayley	347,709			Engaged & Effective Government & Citizenry

Description	Comments

Procurement and implementation of fleet management software to replace Lucity and Fuel Management equipment that has proven inadequate to provide Fleet Management with data and reporting necessary to meet stringent federal transit administration reporting requirements and analytical support required for sound fleet mgmt. Staff has worked closely with it on assessment of current system and all parties agree replacement is justified. This project has the potential to be partially federally funded.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051481 Water Fund * WATER SERVICE FEES		5,769		5,769								
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX		56,990		56,990								
TOTAL		62,759		62,759								

Description	Comments
Funding for transportation/transit plan studies (e.g. short range transit development plan SR-224, corridor studies, mountain transportation plans). These plans & studies will determine required transit/transportation capital programs for future years. Additionally, Develop update to 2011 Transportation Master Plan update to 2011 Traffic and Transportation Master Plan that updates PC existing transportation policies as well as an action plan of comprehensive transportation solutions/projects including but not limited to regional connections, bicycle and pedestrian element, Intelligent Transportation System, complete streets and road classifications, design standards, mass transit, land use connections, GHG/air quality analysis, TDM programs, based on a 20 year planning horizon. Both a fiscally constrained and unconstrained capital project list will be developed.	

CP0314 Richardson Flat Road-Improvement

Description	Comments
Obligation to improve Richardson Flat Road as set forth in Park City Heights Annexation Agreement development agreement and sales agreement.	

[illegible]

CP0316 Transit Facility Capital Renewal Account

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0316	Recommended	Knotts	247,807			Thriving Mountain Town

Description	Comments

This project will serve as a reserve account for capital assets owned and operated by park city transit. Annual contributions will ensure critical buildings will have a local funding source as they require renewal. Level of funds assume federal transit admin. grants are available when required. Funds will be used for Major capital items such as roofing, paint, siding, cameras, etc.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057479 Transit Fund * TRANSIT SALES TAX		50,000		50,000		50,000		50,000		50,000	50,000	50,000
TOTAL		50,000		50,000		50,000		50,000		50,000	50,000	50,000

CP0317 Deer Valley Dr. Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0317	Recommended	Legge	0			Thriving Mountain Town

Description	Comments

CLOSE OUT PROJECT

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
031528 CIP FUND * 2015 SALES TAX BONDS												
TOTAL												

CP0318 Bonanza Park/RMP Substation Mitigation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0318	Recommended	Rockwood	1,019,304	139,541		Inclusive & Healthy Community

Description	Comments

\$1.5 million was originally allocated by Council to provide mitigation and relocation costs related to the Rocky Mountain Power Bonanza Park Substation. Staff recommends these funds remain in the Bonanza Park project area to be used for mitigation, economic development and infrastructure improvements contingent on the completion and adoption of the Bonanza Park Area Plan.

[illegible]

CP0321 Fitness in the Park

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0321	Recommended	Fisher				Thriving Mountain Town

Description	Comments
Installation of at least 8 pieces of fitness equipment located outside. Locations being considered are city park, or the farm trail.	

[illegible]

CP0322 Cement Practice Walls

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0322	Recommended	Fisher	0			Inclusive & Healthy Community

Description	Comments
Practice walls can be used by various groups and individuals to practice ball sports against. These would be built to the specs of an outdoor handball court. Potential locations include sports complex or City Park	

[illegible]

CP0323 Dog Park Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0323	Recommended	Fisher	50,307			Inclusive & Healthy Community

Description	Comments

Looking to create a more attractive dog park at the Park City Sports Complex. This project may include additional shade, terrain, variations and obstacle course as well as landscape enhancements.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031400 CIP FUND * IMP FEE-OPEN SPACE		5,000		5,000		5,000		5,000		5,000	5,000	5,000
TOTAL		5,000		5,000		5,000		5,000		5,000	5,000	5,000

CP0324 Recreation Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0324	Recommended	Fisher	12,000			Thriving Mountain Town

Description	Comments

The recreation department is looking to replace the current RecTrac software system that provides program registration, membership sales, facility and court booking, league scheduling and online services. The proposed system is for a cloud based software. This request is just for hardware as the software will have annual expenses that have been submitted to operating budget. This system is utilized by the PC MARC, the recreation and tennis departments. Other departments that use the software to a lesser degree special events and Parks departments. The services this software system provides are CORE City services. The current system is outdated, and the client/server system seems to be fading out industry-wide.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0325 Network & Security Enhancements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0325	Recommended	Robertson	33,187	80,541		Engaged & Effective Government & Citizenry

[illegible]

CP0326 Website Remodel

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0326	Recommended	Robertson	12,378			Engaged & Effective Government & Citizenry

[illegible]

CP0327 Outdoor Tennis Court Rebuild

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0327	Recommended	Fisher	564			Thriving Mountain Town

Description	Comments
Rebuild seven outdoor courts at PC MARC and add 4 pickleball courts. Project needs an additional \$70,000 to complete it properly. This includes \$22,000 in change orders, \$16,500 in removable fence panels around the bubble, \$15,200 for 4 shade cabanas and \$17,000 to cover irrigation & landscaping	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031469 CIP FUND * RAP TAX												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0328 Meeting Documentation Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0328	Recommended	Glidden				Engaged & Effective Government & Citizenry

Description	Comments

This project is for the purchase and implementation of a Meeting Management software solution that is primarily for the recording and streaming of public meetings for both audio and video (utilization of video streaming will be a phased consideration with meeting room upgrades). The software will also support work flow process for meeting packets. As of February 2014, the initial project kick-off meeting has been initiated.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0329 Main Street Infrastructure Asset Management

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0329	Recommended	Dayley	430,503	43,217		Thriving Mountain Town

Description	Comments

This Funding is dedicated for replacement and maintenance to the Main Street Improvement program

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		100,000		100,000		100,000		100,000		100,000		100,000
TOTAL		100,000		100,000		100,000		100,000		100,000		100,000

CP0330 Spiro/Judge Pre-treatment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0330	Recommended	McAfee	-2,500	2,500		Preserving & Enhancing the Natural Environment

Description	Comments

This is for treatment of the Judge and Spiro mine tunnels to comply with the clean water act

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES												
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL												

CP0331 Micro-Hydro/Thaynes Pump Station

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0331	Recommended	McAfee				Not Available

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES												
TOTAL												

CP0332 Library Technology Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0332	Recommended	Robertson	89,698	12,256		Engaged & Effective Government & Citizenry

Description	Comments

***THIS REQUEST IS BEING COSIDERED FOR BEING COMBINED WITH THE COMPUTER REPLACEMENT CIP. In 2014, Council approved a Library facility remodel that included operational enhancements and public space for a digital media and technology lab. This CIP servers as a fund to replace aging technology not eligible under the Computer Replacement Fund.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND		24,387		24,387		24,387		24,387		24,387		24,387
XXXXXX Unspecified												
TOTAL		24,387		24,387		24,387		24,387		24,387		24,387

CP0333 Engineering Survey Monument Re-establish

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0333	Recommended	Legge	20,000			Engaged & Effective Government & Citizenry

Description	Comments
Monument Re-establishment – this project sets a small amount of money aside to start re-establishing survey monuments that have been damaged or destroyed over the years. These monuments are located very two to three blocks and were set in the early 1980s. Without a County Surveyor to oversee the County monument system, the task falls to the Cities to maintain their own survey monument system. Many of our survey monuments around town have been disturbed/destroyed. This CIP re-establishes the most critical monuments most notably those along Main Street.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND		15,000		15,000								
TOTAL		15,000		15,000								

CP0334 Repair of Historic Wall/Foundation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0334	Recommended	Legge	163,100			Thriving Mountain Town

Description	Comments
The historic wall/foundation located just south of Hillside Avenue is located in the ROW and is showing signs of disrepair. This project is to have the wall structurally evaluated and to have the repairs completed.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

[illegible]

CP0336 Prospector Avenue Reconstruction

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024

[illegible][illegible][illegible][illegible]TOTAL[illegible]

CP0337 Solar Installation - MARC

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0337	Recommended	Cartin	0			Preserving & Enhancing the Natural Environment

Description	Comments

This request is for a solar installation on the MARC. This 194kW system will be the City's largest and most prominent solar installation.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0338 Council Chambers Advanced Technology Upg

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0338	Recommended	Robertson	32,000			Engaged & Effective Government & Citizenry

Description	Comments

This project provides for significant technology upgrades to the Council Chambers area to allow for public audio and video feeds. This supports flexibility and multipurpose use of the area. Also, this allows for the improved recording and zone acoustics. This project addresses the structural limitations of the room requiring concrete cuts and conduit.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
XXXXXX Unspecified												
TOTAL												

CP0339 Fiber Connection to Quinn's Ice & Water

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0339	Recommended	Robertson	15,777			Engaged & Effective Government & Citizenry

Description	Comments

Recently a grant was approved by RAB (Recreation Advisory Board) to assist with the construction of a fiber network to be extended to the ICE arena. This will improve communication services and address performance issues with the existing radio network.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051481 Water Fund * WATER SERVICE FEES												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
XXXXXX Unspecified												
TOTAL												

CP0340 Fleet Shop Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0340	Recommended	Dayley	84,125			Engaged & Effective Government & Citizenry

Description	Comments

This project funds the acquisition and replacement of fleet shop necessary for vehicle servicing equipment such as computer diagnostic equipment, tire servicing equipment, and vehicle lifts/jacks that are not affixed to the building based upon a useful life calculations. The purpose of the project is to ensure the City has the funding to replace equipment that has reached the end of its useful life.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		60,000		15,000		15,000		15,000		15,000	15,000	15,000
XXXXXX Unspecified												
TOTAL		60,000		15,000		15,000		15,000		15,000	15,000	15,000

CP0341 Regional Interconnect

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0341	Recommended	McAfee	184,142	66,363		Preserving & Enhancing the Natural Environment

Description	Comments

This is one of 3 interconnects that are planned to connect park city's water system with Mountain Regional and Summit Water. This was a part of the Western Summit County Regional Water Supply Agreement we entered into in 2013.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS	-100,000	-100,000	100,000	680,000								
051466 Water Fund * OTHER CONTRIBUTIONS			1,400,000	1,400,000								
TOTAL	-100,000	-100,000	1,500,000	2,080,000								

CP0342 Meter Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0342	Recommended	McAfee	-40,893	273,817		Preserving & Enhancing the Natural Environment

Description	Comments

This is the meter and laterals asset management program

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES	-450,000	-200,000	100,000	350,000	-100,000	150,000	-100,000	150,000	-100,000	150,000	150,000	150,000
TOTAL	-450,000	-200,000	100,000	350,000	-100,000	150,000	-100,000	150,000	-100,000	150,000	150,000	150,000

CP0343 Park meadows Well

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0343	Recommended	McAfee	8,558	55,849		Preserving & Enhancing the Natural Environment

Description	Comments

The park meadows well has been classified as ground water under the direct influence of surface water. This designation happened in 2014 and will require treatment. This is one of 8 critical water sources for the City.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL												

CP0344 PRV Improvements for Fire Flow Storage

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0344	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This project will replace aging PRV's and allow us to balance the surplus water storage in certain areas of the City with areas that have a storage deficit.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS								805,000				
TOTAL								805,000				

CP0345 Three Kings/Silver King Pump Station

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0345	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This project will pump water from the Thaynes area to the new Empire Tank once it is constructed.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
TOTAL												

CP0346 Fairway Hills to Park Meadows Redundancy

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0346	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This will provide access to the Fairway hills storage for the boot hill pressure zone.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS												
TOTAL												

CP0347 Queen Esther Drive

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0347	Recommended	McAfee				Preserving & Enhancing the Natural Environment						

Description	Comments

This project is to correct a minor issue with high pipe velocities in the Solamere area.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051451 Water Fund * BOND PROCEEDS							-669,143	669,143				
TOTAL							-669,143	669,143				

CP0348 McPolin Barn Seismic Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0348	Recommended	Twombly	4,970			Inclusive & Healthy Community						

Description	Comments

The existing structure is currently inadequate to resist snow loads, wind loads and high seismic loads required by local building codes. There are several structural deficiencies with the general framing of the building that should be repaired. The connection of the floor beams to the exterior wood post needs to be strengthened, the gable walls need to be stiffened and the floor framing at the stairs need to be strengthened. The gable walls need to be stiffened and the floor framing at the stairs needs to be strengthened. Under design snow loads, the roof structure is highly over stressed. One of the 2014 top priorities for City Council is historic preservation. The McPolin farm is considered a historic icon in the entryway corridor to Park City. If it falls down we'll all be in trouble. Staff and the FOF Committee feel that the City should also make the barn available for small tours while they are in the process of the stabilization. The first \$800,000 request was a guesstimate. We still do not have definitive cost but we have a better cost estimate at this time which puts the project at \$1,023,972. A survey and project description will go to Council February 25, 2016. Definitive project costs will be determined by the Construction Manager by March 2016. Tentative project schedule April 2016 - August 2016.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
XXXXXX Unspecified												
TOTAL												

CP0351 Artificial Turf Replacement Quinn's

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0351	Recommended	Dayley	418,000			Thriving Mountain Town

Description	Comments

Artificial turf field was installed in 2005 and has a life expectancy of 15-20 years. We are projecting replacement in 2023.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND										600,000		
TOTAL										600,000		

CP0352 Parks Irrigation System Efficiency Imp

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0352	Recommended	Dayley	43,410	4,680		Preserving & Enhancing the Natural Environment

Description	Comments

Fund irrigation system improvements to increase system efficiencies. Some of our irrigation systems are approaching 30 years old and in need of an upgrade. With new irrigation equipment or modifications, current systems could be updated to improve system efficiencies. The program would include: • Perform a water audit using a certified third party auditor to test the distribution uniformity (DU) of the larger systems. • Evaluate each park design and functionality; identify opportunities to modify existing park area to create a lower water use landscape. • Use audit information to identify inefficiencies in each system and outline future projects. • Create a program to systematically upgrade irrigation system and/or landscaping. Following system upgrades, the park would be retested to verify efficiency increases. The program would be an on-going program investing 25,000 annually.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND		25,000		25,000		25,000		25,000		25,000		25,000
TOTAL		25,000		25,000		25,000		25,000		25,000		25,000

[illegible]

CP0354 Streets and Water Maintenance Building

[illegible]

CP0355 Energy Management Project

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0355	Not Recommended	Angevine				Engaged & Effective Government & Citizenry

Description	Comments

Evaporative Condenser: The evaporative condenser is a critical component to the refrigeration system at the Ice Arena. The lifespan of an evaporative condenser is 10-20 years and given the current facility was underbuilt, and has been running for approximately 10 years over capacity, we started seeing multiple failures over the last year.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0356 Expand Rental Locker Capacity

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0356	Not Recommended	Angevine				Thriving Mountain Town

Description	Comments

Add 22 rental lockers to our current inventory of 64.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0357 Private Land Acquisition #1

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0357	Recommended	Glidden				Inclusive & Healthy Community

Description	Comments

This is a joint acquisition with the open space fund of private property. The land will be developed to include publicly accessed open space as well as a small subdivision of approximately 8 single family homes. The total acquisition cost is \$500,000. This CIP request is for \$250,000.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
XXXXXX Unspecified												
TOTAL												

CP0358 Homestake Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0358	Recommended	Glidden	-10,320	10,320		Inclusive & Healthy Community

Description	Comments

Development of an 8 unit affordable housing community. The land is currently under negotiation. This request is dependent upon successful acquisition. The initial phase of the request is for \$184,000 in predevelopment funding. Total estimated development costs including soft costs and construction is \$2,288,400. It is expected that 90 percent of the CIP request will be reimbursed through proceeds of sale.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031473 CIP Fund * SALE OF ASSETS						18,000,00						
						0						
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
033451 Lower Park RDA * BOND PROCEEDS												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT												
TOTAL						18,000,00						
						0						

CP0359 Arts & Culture District Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0359	Recommended	Rockwood				Inclusive & Healthy Community

Description	Comments

This is a request for predevelopment funding in FY 18 and construction funding in FY 19 to create 8 small cottages along 13th Street on the edge of the library field. This was a site Council added to the five-year housing agenda. It will be considered this spring during the Lower Park Avenue design charrette. Total estimated development costs are \$1,886,000.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031473 CIP Fund * SALE OF ASSETS					5,000,000	20,000,000						
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033451 Lower Park RDA * BOND PROCEEDS												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT												
TOTAL					5,000,000	20,000,000						

CP0360 Old Town Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0360	Recommended	Glidden				Inclusive & Healthy Community

Description	Comments
This project is the development of 12-units townhouse/stacked flat in Old Town on land to be acquired. Estimated development costs including soft costs and construction is \$3,205,000. It is expected that 84 percent of the CIP request will be reimbursed through proceeds of sale. This percentage may increase depending on the cost of soil remediation and overall construction costs.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033451 Lower Park RDA * BOND PROCEEDS												
033454 Lower Park RDA * DONATIONS												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT												
TOTAL												

CP0361 Land Acquisition/Banking Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0361	Recommended	Glidden	274,844			Inclusive & Healthy Community

Description	Comments
This request is for funding for feasibility and land acquisition for future development. Several potential sites have been identified. As the City begins an aggressive housing development program, it will be necessary to have a source of funding for future land acquisition to respond to new opportunities. Land acquisitions may be done in tandem with open space purchases.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
033450 Lower Park RDA * BEGINNING BALANCE												
XXXXXX Unspecified												
TOTAL												

CP0362 Woodside Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0362	Recommended	Glidden	1,025,035	1,969,022	3,735	Inclusive & Healthy Community

Description	Comments

This an acquisition/rehabilitation/resale program targeted to older neighborhoods in Park City that are being targeted for tear down/redevelopment and pushing prices beyond even middle income residents. This is designed as a pilot program to promote reinvestment by the private sector and develop new funding sources and mechanisms for homeownership. There is currently on property under negotiation.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031473 CIP Fund * SALE OF ASSETS	1,000,000	2,000,000	- 17,200,06 4	2,095,136								
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031539 CIP FUND * 2019 SALES TAX BONDS	17,700,00 0	17,700,00 0										
033451 Lower Park RDA * BOND PROCEEDS												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT	1,000,000	1,000,000	3,000,000	3,000,000								
TOTAL	19,700,00 0	20,700,00 0	- 14,200,06 4	5,095,136								

CP0363 Traffic Management Cameras

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0363	Recommended	Knotts	-38,458	145,987		Engaged & Effective Government & Citizenry

Description	Comments

Real time visual monitoring of developing traffic conditions will enable the City to respond more effectively to traffic events.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE												
TOTAL												

CP0364 Master Plan for Recreation Amenities

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0364	Recommended	Fisher	65,537	6,048		Thriving Mountain Town

Description	Comments

We have completed the Mountain Recreation Action Plan but need to complete a master plan for the Park City Sports Complex as well as the PC MARC. Facilities have been identified but need to take a global look at existing spaces and facilities so we have a clearer picture of what goes where.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031400 CIP FUND * IMP FEE-OPEN SPACE												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0365 Comstock Tunnel Discharge

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0365	Recommended	Cartin				Preserving & Enhancing the Natural Environment

Description	Comments

Elimination of groundwater discharge to Silver Creek. This will prevent the need for a UPDES Permit and potential treatment of water.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

Description	Comments
Currently all recruitments (part time, seasonal, full time, etc.) are handled manually by HR and the respective departments conducting a recruitment. The recruitment process involves manual entry of resumes and applicants' information. When a successful candidate is hired, the candidate must complete additional paperwork, that otherwise could be automated. Applicant tracking software would streamline the HR recruitment process. Applicant software generates digital versions of paper forms and tracks the candidates' progress through the recruitment. Thus improving the overall process.	

[illegible]

CP0367 Replacement of Data Backup System

Description	Comments
Currently all City data is stored on a platform that provides data backup and recovery services. However, our City data has grown at exceptionally high rates in the past two years, thus our backup platform requires an upgrade to meet these new demands.	

[illegible]

CP0368 Video Storage Array

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0368	Recommended	Robertson		60,000		Engaged & Effective Government & Citizenry

Description	Comments

HIGH PRIORITY NEED - The City's data storage requirements continue to grow as a result of increased use of technologies such as video, and database storage. In addition, we have a growing user pool needing higher storage capacities. These funds support the increase in hardware storage capacity.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
038453 EQUIP RPLCMNT FUND * COMPUTER REPAIR												
XXXXXX Unspecified												
TOTAL												

CP0369 Paid Parking Infrastructure for Main St.

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0369	Recommended	Knotts	-477,716			Thriving Mountain Town

Description	Comments

Paid Parking Infrastructure for Main Street Area - Gates, technology, signage, other improvements

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE												
057489 TRANSIT FUND * GARAGE REVENUE												
058489 PARKING FUND * GARAGE REVENUE												
TOTAL												

CP0370 C7- Neck Tank to Last Chance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0370	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

Replace undersized and inadequate supply line in lower deer valley

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES				320,707								
TOTAL				320,707								

CP0371 C1 - Quinn's WTP to Boothill - Phase 1

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0371	Recommended	McAfee	1,263,172	103,977	27,626	Preserving & Enhancing the Natural Environment

Description	Comments

This is project will increase the water line size in a key area of our system between the Quinn's WTP and the Boothill Tank. This will be required to deliver more water associated with at WTP expansion.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES		1,400,000		3,300,000								
TOTAL		1,400,000		3,300,000								

CP0372 Regionalization Fee

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0372	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This is a contractual obligation associated with the Western Summit County Project

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES			-45,000	200,000	-45,000	200,000	-45,000	200,000	-45,000	200,000	200,000	200,000
TOTAL			-45,000	200,000	-45,000	200,000	-45,000	200,000	-45,000	200,000	200,000	200,000

CP0373 Operational Water Storage Pond

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0373	Recommended	McAfee	2,700,000			Preserving & Enhancing the Natural Environment						

Description	Comments
Dredging pond 14 and 18 on the park city municipal golf course. Outlet control structures on both ponds. This will facilitate emergency storage for creek flows and enhanced settling of bypassed untreated Spiro tunnel water.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES	-4,700,000	-2,700,000	2,000,000	2,000,000								
TOTAL	-4,700,000	-2,700,000	2,000,000	2,000,000								

CP0374 Building Permit Issuance Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0374	Recommended	Robertson	-188,000			Engaged & Effective Government & Citizenry						

Description	Comments
In order to increase customer service, efficiency and capabilities, the Building Department is requesting a new permit tracking software. Currently, the Building Department office staff manually type an inspection schedule to post online each day. Redundant permit files are created in order to receive fees (at the time of plan review deposit, permit issuance, increased bonds, etc.,) a new permit is created. Applicants complete a carbon copy application forms and then must wait to allow time for the office staff to manually input their information into the computer. Inspectors hand write inspection reports in the field and then type the inspection results into the computer at the end of the day when they return to the office. (City Manager Recommended)	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
XXXXXX Unspecified												
TOTAL												

CP0375 LED Streets Lights Phase I

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0375	Recommended	Dayley	6,917			Preserving & Enhancing the Natural Environment

Description	Comments

Awarded as part of the innovation grant challenge.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												
TOTAL												

CP0376 Bus Stop Play Project

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0376	Recommended	Fisher				Thriving Mountain Town

Description	Comments

Awarded as part of the innovation grant challenge.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031450 CIP Fund * BEGINNING BALANCE												
TOTAL												

CP0377 Park City Disc Golf

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0377	Not Recommended	Rockwood				Inclusive & Healthy Community

Description	Comments

The Budget, Recreation and Sustainability departments are currently evaluating the possibilities of installing a 18 to 27 hole disc golf course in Park City. Disc golf is a rapidly growing sport across the County and is played by a wide user base of men and women from ages 8 to 80 as a low cost alternative outdoor recreation activity. In the United States alone, there are currently over 4,900 disc golf courses available in a multitude terrains and skill levels. The addition of a free, publicly available, disc golf course in Park City would be a great addition to the outdoor recreation options for

Description										Comments			
guests and the local community. With this project, staff is proposing the addition of a world class level course suitable for amateurs and professionals as well as new comers to the sport. Staff is currently evaluating location options which may possible be suitable and appropriate for disc golf. Disc golf courses are sustainable options which use the current topography and have low impact on the environment. A disc golf course requires little maintenance and minimal staff time. Staff's intention is to create a high quality course which will meet the high Park City recreation standards. Staff will return to council with additional details and proposals as options are evaluated.													
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
031400 CIP FUND * IMP FEE-OPEN SPACE													
033450 Lower Park RDA * BEGINNING BALANCE													
XXXXXX Unspecified													
TOTAL													

CP0378 Legal Software for Electronic Document M

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0378	Recommended	Robertson	35,000			Engaged & Effective Government & Citizenry							

Description									Comments				
During the past two years, legal staff has researched a few software storage companies to fit the needs of the department with eliminating hard files that can be effortlessly converted over to an efficient paperless system (electronically). The Legal Staff has decided to begin converting over with the Prosecution Program first and is anticipating moving in the same direction at a later time for all civil litigation files and project files.													
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
XXXXXX Unspecified													
TOTAL													

CP0379 Little Bessie Storm Drains

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0379	Recommended	Legge	0			Engaged & Effective Government & Citizenry							

Description										Comments									
CLOSE OUT PROJECT																			

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0380	Not Recommended	Dayley				Engaged & Effective Government & Citizenry

[illegible]

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0381	Recommended	Knotts	3,003,545	3,201		Thriving Mountain Town

[illegible]

CP0382 Transit Onboard Security Cameras

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0382	Recommended	Knotts	300,773	67,227		Engaged & Effective Government & Citizenry

Description	Comments

Technology has changed and improvement are needed to an upgraded Security Camera system which will increase reliably and dependability of video the transit fleet.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX		300,000		14,000		14,000						
TOTAL		300,000		14,000		14,000						

CP0383 Transit Onboard Wi-Fi

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0383	Recommended	Knotts	269,000			Engaged & Effective Government & Citizenry

Description	Comments

Transit Onboard Wi-Fi to enhance transit user experience

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX		205,200		25,000								
TOTAL		205,200		25,000								

CP0384 Design and Repair Snow Creek Bridge

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0384	Recommended	Legge				Thriving Mountain Town

Description	Comments

CLOSE OUT PROJECT

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0385	Recommended	Legge	592,000			Thriving Mountain Town

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		292,000		1,788,000		2,410,000						
TOTAL		292,000		1,788,000		2,410,000						

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0386	Recommended	Fisher	1,056,810	17,457		Thriving Mountain Town

[illegible]

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
FUND												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT						4,200,000						
TOTAL		300,000				4,200,000						

CP0387 VMS Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0387	Recommended	Dayley	2,164			Thriving Mountain Town

Description	Comments

This request will fund replacement of existing Variable Message Signs (VMS) were purchased in 2004. They are used for directing traffic during most events, construction projects, and peak skier days.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
XXXXXX Unspecified												
TOTAL												

CP0388 Parking Deck Coating Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0388	Recommended	Knotts	-77,279			Thriving Mountain Town

Description	Comments

Replace Deck Coating Iron Horse Bus Garage

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057479 Transit Fund * TRANSIT SALES TAX		106,000				55,000		55,000		55,000		
058489 PARKING FUND * GARAGE REVENUE												
TOTAL		106,000				55,000		55,000		55,000		

CP0389 MIW Treatment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0389	Recommended	McAfee	415,197	4,169,748	1,505	Preserving & Enhancing the Natural Environment

Description	Comments

Park City must comply with stream water quality permits enforced by the Utah Division of Water Quality for the Judge and Spiro Tunnel. Currently, these water sources do not meet permit limits and mechanical treatment must be studied, designed, tested, and constructed. This project will be ongoing until the year 2033.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES		3,472,875		16,215,506		29,762,816		25,000,000		10,400,000		
XXXXXX Unspecified												
TOTAL		3,472,875		16,215,506		29,762,816		25,000,000		10,400,000		

CP0390 QJWTP Treatment Upgrades

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0390	Recommended	McAfee	1,285,745	254,535		Preserving & Enhancing the Natural Environment

Description	Comments

Quinn's WTP needs to be upgraded to handle increased Total Organic Carbon, manganese, turbidity, and other water quality upsets in order to reliably provide water to the community.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES		1,100,000	500,000	1,150,000								
TOTAL		1,100,000	500,000	1,150,000								

CP0391 QJWTP Capacity Upgrades

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0391	Recommended	McAfee	600,000			Engaged & Effective Government & Citizenry

Description	Comments

As water demand exceeds existing treatment capacity, Quinn's WTP will need to be expanded.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES		100,000	400,000	400,000								
TOTAL		100,000	400,000	400,000								

CP0392 Distribution Zoning Meters

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0392	Recommended	McAfee	102,619	75,930		Preserving & Enhancing the Natural Environment

Description	Comments

This project will help us locate and correct water leaks in the City's distribution system.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES												
051531 WATER FUND * ENERGY SERVICE FEE				200,000								
XXXXXX Unspecified												
TOTAL				200,000								

CP0393 Energy Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0393	Recommended	McAfee	122,741	101,060		Preserving & Enhancing the Natural Environment

Description	Comments

Council adopted a goal of net zero. This budget is to pay for projects that will move us towards that goal.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES												
051531 WATER FUND * ENERGY SERVICE FEE		200,000		200,000		200,000		200,000		200,000	200,000	200,000
XXXXXX Unspecified												
TOTAL		200,000		200,000		200,000		200,000		200,000	200,000	200,000

CP0394 QWTP Energy Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0394	Recommended	McAfee	115,400	-34,350		Preserving & Enhancing the Natural Environment

Description	Comments
Projects related to energy consumption reduction at Quinn's WTP.	

[illegible]

CP0395 QWTP Micro-Hydro

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0395	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
Micro-hydro for the raw water pipeline into Quinn's WTP - approx. 50 kWhrs	

[illegible]

CP0396 Park Ave SD

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0396	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments
Storm water replacement in Park Avenue	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX				750,000								
052530 STORM WATER FUND * STORM WATER SERVICE FEE						750,000						
XXXXXX Unspecified												
TOTAL				750,000		750,000						

CP0397 Vehicle and Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0397	Recommended	McAfee	160,000			Engaged & Effective Government & Citizenry

Description	Comments
Replacement for storm water equipment and vehicles.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-160,000	-90,000		50,000							160,000	160,000
052530 STORM WATER FUND * STORM WATER SERVICE FEE				70,000		70,000		70,000		70,000		
XXXXXX Unspecified												
TOTAL	-160,000	-90,000		120,000		70,000		70,000		70,000	160,000	160,000

CP0398 Prospector Ave Storm Water

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0398	Recommended	McAfee	222,130			Preserving & Enhancing the Natural Environment

Description	Comments

Storm water infrastructure related to the reconstruction of prospector avenue.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
XXXXXX Unspecified												
TOTAL												

CP0399 Dump Truck

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0399	Recommended	McAfee	300,000			Engaged & Effective Government & Citizenry

Description	Comments

A full sized dump truck with a trailer.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	-150,000	-150,000	150,000	150,000								
051481 Water Fund * WATER SERVICE FEES	-150,000	-150,000	150,000	150,000								
XXXXXX Unspecified												
TOTAL	-300,000	-300,000	300,000	300,000								

CP0400 Guardrail Royal Street and DVD

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0400	Recommended	Legge	99,556	119		Thriving Mountain Town

Description	Comments

A recent slide off accident on the road bend nearest to Snow Park highlighted the concern that the road was not designed correctly. Additionally, a request has been made to install guardrail along the first bend in Royal Street above The Trees Condominiums

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0401 Downtown Projects Plazas

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0401	Recommended	Twombly	500,000	400		Thriving Mountain Town

Description	Comments

This is for the Miner's and Brew Pub (Main Street) Plazas. It separates those 2 projects from the remainder of the Main Street Improvement projects.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX	61,005	61,005										
031532 CIP FUND * 2017 SALES TAX BONDS	-56,392	-56,392										
TOTAL	4,613	4,613										

CP0402 Additional Downtown Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0402	Recommended	Twombly				Thriving Mountain Town

Description	Comments

These are miscellaneous projects beyond the larger plazas (Cp0460) and the sidewalk projects (Cp0270). They include restrooms at China Bridge, the conversion of 4th and 5th Street, Schreuers Walkway, and Swede sidewalks.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031499 CIP FUND * ADDITIONAL RESORT SALES TAX			-1,200,000		-500,000		500,000	500,000	1,200,000	1,200,000		
TOTAL			-1,200,000		-500,000		500,000	500,000	1,200,000	1,200,000		

CP0403 Kimball Junction Transit Center

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0403	Recommended	Knotts	-1	6,297		Thriving Mountain Town

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS	-482,019	-482,019										
057479 Transit Fund * TRANSIT SALES TAX	-90,179	-90,179										
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-750,000	-750,000										
TOTAL	-1,322,198	-1,322,198										

CP0404 Parks Building

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0404	Recommended	McAfee				Engaged & Effective Government & Citizenry

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT												
051481 Water Fund * WATER SERVICE FEES												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

CP0405 Golf Building

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0405	Recommended	McAfee	1,120,626	1,661,433		Engaged & Effective Government & Citizenry

Description										Comments			
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT													
051481 Water Fund * WATER SERVICE FEES		2,500,000	2,600,000	2,600,000									
057479 Transit Fund * TRANSIT SALES TAX													
TOTAL		2,500,000	2,600,000	2,600,000									

CP0406 Central Park

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0406	Recommended	Glidden	0	2,132		Inclusive & Healthy Community

Description										Comments			
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
031532 CIP FUND * 2017 SALES TAX BONDS	20,455	20,455											
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT	4,280	4,280											
TOTAL	24,735	24,735											

CP0407 Bonanza Flats Open Space

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0407	Recommended	Rockwood	-1,536,475	206,857		Preserving & Enhancing the Natural Environment

Description										Comments			
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
Purchase of Bonanza Flats Property													
031451 CIP Fund * BOND PROCEEDS													
031454 CIP Fund * DONATIONS													
031473 CIP Fund * SALE OF ASSETS	-3,750,000	-3,750,000											

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION	-4,746,750	-2,746,750	1,650,000	2,150,000								
XXXXXX Unspecified												
TOTAL	-4,746,750	-2,746,750	1,650,000	2,150,000								

CP0408 Storm Water Asset Management

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0408	Recommended	McAfee				Engaged & Effective Government & Citizenry

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
TOTAL												

CP0409 Sports Field- Turf Aerator

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0409	Recommended	Dayley				Thriving Mountain Town

Description	Comments

Deep Tine Aerator: Parks would like to purchase a deep tine aerator for use on our sports fields. This machine will punch aeration holes up to 10 inches deep which will address soil structure issues associated with clay, compacted soils. For many years we contracted this service out. The contractor we used for over 15 year has gone out of business. Many sports facilities have purchased their own deep tine aerator, likely the reason our contractor went under. The cost of the machine is 51K. This aerator is an attachment that mounts to a tractor. Parks currently owns the tractor so we would just need to purchase the aerator. In the past we paid \$5,000 to contract out this service. This annual funding could be used to offset the purchase of this machine. With this purchase we could aerate our sports fields several times per year. This machine would be on a 20 year replacement schedule. Aerification is a critical maintenance practice that alleviates compacted soils, improve drainage and promoting air exchange in the soil. Our sport fields receive a great deal of league and tournament play throughout the season, proper cultural maintenance practices is vital in providing quality fields. EQUIPMENT PURCHASED - PROJECT COMPLETED.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0410 SR 248/Richardson Flat Intersection Impr

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0410	Recommended	Knotts	280,000			Thriving Mountain Town

Description	Comments

The proposed project is to evaluate both a signalized and unsignalized intersection improvements at the SR 248/Richardson Flat intersection. These improvements are critical for transit and private vehicles to safely and expeditiously access the Richardson Flat Park and Ride lot. Signal infrastructure is already in place however prior to installation of the signal at least one other alternative should be developed and evaluated.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057455 TRANSIT FUND * DOT												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

CP0411 SR 248/US 40 Park and Ride Lot

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0411	Recommended	Knotts	1,975,046	49,954		Thriving Mountain Town

Description	Comments

Plan, design, and construct an additional park and ride lot adjacent to SR 248 and/or US 40 as recommend by the City/County Blue Ribbon Commission on Remote Parking. This request is a request is to fund the development of 2 alternatives through preliminary engineering (30%) and environmental.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057471 TRANSIT FUND * RESORT TAX - TRANS												
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE	405,000	405,000										
TOTAL	405,000	405,000										

CP0412 PC MARC Tennis Court Resurface

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0412	Recommended	Fisher	37,000			Thriving Mountain Town

Description	Comments

The 4 indoor tennis courts at the PC MARC will need to be resurfaced in FY 2018 and the 11 outdoor courts in FY 22

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031451 CIP Fund * BOND PROCEEDS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND	20,000	37,000				30,000						
TOTAL	20,000	37,000				30,000						

CP0413 Core Fabric Extender

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0413	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments

This request supports the need for hardware infrastructure components to support growth of network interfaces of core switch.

[illegible]

CP0414 Timekeeping Software Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0414	Recommended	Robertson	20,000			Engaged & Effective Government & Citizenry

Description	Comments

The City's time-keeping system requires an upgrade. This fund will go towards software-hardware and potentially in conjunction with any payroll or time system enhancements.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051481 Water Fund * WATER SERVICE FEES												
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
055459 Golf Fund * GOLF FEES												
057479 Transit Fund * TRANSIT SALES TAX												
XXXXXX Unspecified												
TOTAL												

CP0415 Mobile Control

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0415	Recommended	Robertson	65,000			Engaged & Effective Government & Citizenry

Description	Comments

This solution provided for enhanced mobile device controls for laptops, smartphones and similar devices to help ensure compliance requirements for FBI, PCI and overall security best practices. In addition, this enhancement adds controls for remote support and improved data handling on end devices.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051481 Water Fund * WATER SERVICE FEES												
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
055459 Golf Fund * GOLF FEES												
057479 Transit Fund * TRANSIT SALES TAX												
XXXXXX Unspecified												
TOTAL												

CP0418 JSSD Interconnection Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0418	Recommended	McAfee	1,133,583	466,417		Preserving & Enhancing the Natural Environment

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES	-800,000		800,000	800,000								
TOTAL	-800,000		800,000	800,000								

CP0419 VMS Signs

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0419	Recommended	Knotts	120,000			Thriving Mountain Town

Description	Comments

This project is Phase 2 of the City-wide installation of Variable Message Signs. The Phase 1 signs have been very effective in providing advanced and real time traveler information as well as event information and wayfinding. The goal of this project is to better management transportation system demand as well as reduce vehicle miles traveled by providing clear and concise wayfinding. These signs will also be utilized to provide real-time information and parking availability upon implementation of the City's Parking Management Program

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

CP0420 Enhanced Bus Stops at Fresh Market and P

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0420	Recommended	Knotts	153,000			Thriving Mountain Town

Description	Comments

The Park Avenue Condos and Fresh Market bus shelters are two locations with the greatest amount of ridership aside from the resorts and transit centers. It is a key point in making transfers for our express route to begin the summer of 2017. These stops have a high visibility not only to our riders but also to people passing by along the 224 corridor and can make the statement of how important transit is to our community. With the

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0421	Not Recommended	Knotts	108,000			Thriving Mountain Town

Description									Comments				
The Canyons Village area Transit Center is a key location for connectivity to our transit system linking several county routes to the Canyons Village and parking. With the expansion of routes from surrounding neighborhoods this location will become even more vital to the success of our system. This will also be a key location in the e-bike share program where people can pick up or drop off their electric bikes. FTA funding will play a major part in the success and cost of this project.													
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	
057458 Transit Fund * FEDERAL GRANTS													
057479 Transit Fund * TRANSIT SALES TAX													
057482 Transit Fund * REGIONAL TRANSIT REVENUE													
TOTAL	-108,000	-25,000	-150,000		-150,000								

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0422	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments
The ICE rink data closet supports all network and systems related operations including office phones. This project would extend the onsite generator backup power to the data closet so power disruptions would be minimized. This would allow phones and other devices to maintain operation when the backup battery is exhausted, about 10-min.	

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
038453 EQUIP REPLCMNT FUND * COMPUTER REPAIR												
TOTAL												

CP0423 BRT Capital Improvements & Electronic Sig

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0423	Recommended	Knotts	435,000			Thriving Mountain Town

Description	Comments

We have installed 10 electric signs in 2016 and have assessed locations for 15 more at key locations in 2018 & 2019. Using GPS tracking data these signs inform waiting passengers at key locations how long before the next bus arrives at their stop. This project also includes making improvements and to existing stops along 224 BRT route which may include shelters, concrete landings raised or flat, bus pullouts etc.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE		130,000		130,000								
TOTAL		130,000		130,000								

CP0425 6 Electric BRT Transit Buses

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0425	Recommended	Knotts	77,800			Thriving Mountain Town

Description	Comments

6 Electric buses will be purchased to implement a BRT like bus route along 224 between Kimball Junction Transit Center and Old Town Transit Center. This will provide 10-15 minute frequency of service between the two locations. 4-5 buses will be used to run this service with the 6th bus to be used as a spare or in the event of an additional bus to meet the demand.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL												

Description	Comments

[illegible]

CP0427 Main Street Bollards Phase I

Description	Comments

[illegible]

CP0428 Electric Bus Charging Station at Old Tow

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0428	Recommended	Knotts	-6,819	22,777		Thriving Mountain Town

Description	Comments

This charging station is necessary to run the electric buses, and is being placed at this key location for immediate and future growth. This charging station will allow a bus to charge between 5-10 minutes.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX	187,481	187,481										
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL	187,481	187,481										

CP0429 Arts and Culture District

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0429	Recommended	Rockwood	202,191			Inclusive & Healthy Community

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031532 CIP FUND * 2017 SALES TAX BONDS												
031533 CIP FUND * TRANSIENT ROOM TAX		865,968		936,987								
031536 CIP FUND * SALE OF PROPERTY		173,000	6,000,000	6,173,000								
XXXXXX Unspecified												
TOTAL		1,038,968	6,000,000	7,109,987								

CP0432 Office 2016 Licenses

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0432	Recommended	Robertson	116,488	992		Engaged & Effective Government & Citizenry

Description	Comments

TITLE: Office 2016 The City's current Office software suite's end-of-support will occur in 2020 and will not meet security and software standards. This request supports the purchase of the latest Office versions.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
012100 QUINNS FUND * ADMINISTRATION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		67,480										
051467 Water Fund * OTHER MISCELLANEOUS		9,900										
057479 Transit Fund * TRANSIT SALES TAX		4,620										
XXXXXX Unspecified												
TOTAL		82,000										

CP0433 Park & Ride Technology Upgrade

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0433	Recommended	Robertson				Thriving Mountain Town

Description	Comments

When the Park & Ride was built in about 2009, camera, and security equipment was required for the project. This equipment has aged and is in need of replacement. This fund addresses current needs while a secondary request ensures the ongoing replacement.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX	-175,000											
TOTAL	-175,000											

CP0437 Vehicle & Bus Cleaning System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0437	Recommended	Knotts				Thriving Mountain Town

Description	Comments

Transit is requesting to purchase an interior vehicle cleaning system. This system would assist in cleaning the entire inside of buses, seats and floors which would help remove corrosive accumulations of dirt and salt. First impression of our system is vehicle cleanliness.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX	-100,000		-50,000									
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-100,000		-50,000									
TOTAL	-200,000		-100,000									

CP0438 Remodel for Transit Driver Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0438	Recommended	Knotts	233,267	195,430		Thriving Mountain Town

Description	Comments

Remodel for Transit Driver Housing at old peace house location and any other units that can be converted into housing for bus drivers.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057479 Transit Fund * TRANSIT SALES TAX				300,000		50,000						
TOTAL				300,000		50,000						

CP0439 Bonanza Drive Multi-Modal and Street Imp

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0439	Recommended	Knotts				Thriving Mountain Town

Description	Comments

This project proposes to formulate and evaluate multi-modal alternatives along Bonanza from SR 248 to Deer Valley Drive specific to the repurposing of the median islands to accommodate a dedicated transit lane and improve transit, pedestrian, and bicycle improvements to increase safety, improve transit ontime performance and reliability, and create a better pedestrian experience including aesthetic improvements to reflect the Arts and Culture

[illegible]

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0440	Recommended	Knotts	175,000			Thriving Mountain Town

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057455 TRANSIT FUND * DOT		100,000										
057471 TRANSIT FUND * RESORT TAX - TRANS		25,000										
057482 Transit Fund * REGIONAL TRANSIT REVENUE		50,000		50,000								
TOTAL		175,000		50,000								

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0441	Recommended	Knotts	93,549	16,451		Thriving Mountain Town

Description	Comments

This project is an effort to expand on the City's internal Transportation Demand Management Program that currently consist of Guaranteed Ride Home Program, subsidized PC/SLC Connect passes, departmental e-bike subsidies, and peak alternative travel incentives. This project proposes to construct shower facilities in Marsac, secure weather protected bike storage, and potentially a mother's nursing room to promote alternative transportation travel

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057450 Transit Fund * BEGINNING BALANCE		25,000										
057475 TRANSIT FUND * TRANSFER FROM GENERAL FUND		10,000										
057482 Transit Fund * REGIONAL TRANSIT REVENUE		75,000										
TOTAL		110,000										

CP0442 MIW Offsite Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0442	Recommended	McAfee	408,649	91,351		Preserving & Enhancing the Natural Environment						

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051481 Water Fund * WATER SERVICE FEES		500,000		1,100,000	3,000,000	5,000,000		3,000,000				
TOTAL		500,000		1,100,000	3,000,000	5,000,000		3,000,000				

CP0443 West Neck Tank

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0443	Recommended	McAfee	97,538	27,462		Preserving & Enhancing the Natural Environment						

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
051480 Water Fund * WATER IMPACT FEES		16,950		125,000		549,637						
051481 Water Fund * WATER SERVICE FEES	-100,000	8,050	100,000	100,000		700,363		1,250,000		1,250,000		
TOTAL	-100,000	25,000	100,000	225,000		1,250,000		1,250,000		1,250,000		

CP0444 SR 248 New Tunnel

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0444	Recommended	Knotts	5,907,150	492,850		Preserving & Enhancing the Natural Environment

Description	Comments

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031482 CIP FUND * REGIONAL TRANSIT REVENUE	6,400,000	6,400,000										
TOTAL	6,400,000	6,400,000										

CP0445 Add Uphill Marsac Gate Above Chambers Av

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0445	Recommended	Legge				Engaged & Effective Government & Citizenry

Description	Comments

The existing gates on Marsac have been closed numerous times over the last few years. This request is to add another gate southbound just south of Chambers Street so cars can turn around onto Chambers street instead of driving 1/2 mile up to the existing gates. this project would also add a gate just north of Guardsman Connection so the Police no longer need to direct traffic when the gates are closed.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND			50,000	50,000								
TOTAL			50,000	50,000								

CP0446 Loader

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0446	Recommended	Dayley				Engaged & Effective Government & Citizenry

Description	Comments

PC Heights has now reached 50% build out. With this milestone, the city is now obligated to provide maintenance. The maintenance program includes signs, pavement maintenance, and snow removal services. A request for an additional winter time staff to operate the equipment is being requested as part of this budget as well. Due to the amount of wind drifts and narrow streets we are selecting a Cat 950M loader equipped with a severe duty folding V blade to accomplish snow removal in the most efficient way possible. The 950 loader is the best piece of equipment to plow

Description									Comments			
Richardson Flat road and is capable of removing snow at the Richardson Flat Park and Ride. The loader will also be utilized in other parts of town during snow plowing hauling and widening efforts.												
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031475 CIP FUND * TRANSFER FROM GENERAL FUND			300,000	300,000								
TOTAL			300,000	300,000								

CP0447 EV Chargers

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0447	Recommended	Cartin				Preserving & Enhancing the Natural Environment							

Description									Comments			
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
031466 CIP Fund * OTHER CONTRIBUTIONS			178,987	178,987								
031475 CIP FUND * TRANSFER FROM GENERAL FUND			78,988	78,988								
TOTAL			257,975	257,975								

CP0448 Traffic Demand Management - EBike

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0448	Recommended	Knotts				Thriving Mountain Town							

Description									Comments			
	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE			200,000	200,000								
TOTAL			200,000	200,000								

CP4036 Homestake Park & Ride Transit Service, Snow Removal Maint., Vehicles

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP4036	Recommended	Knotts				Thriving Mountain Town

Description	Comments

The parking revenues offset the cost of transit service from the Homestake Employee Lot, which provides access to Main Street for local employees.

	Adjust FY 2019	Total FY 2019	Adjust FY 2020	Total FY 2020	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024
057489 TRANSIT FUND * GARAGE REVENUE		89,000	-71,000									
058489 PARKING FUND * GARAGE REVENUE			71,000	71,000								
TOTAL		89,000		71,000								

			General	FY 2019	General	FY 2020	General	FY 2021	General	FY 2022	General	FY 2023	General	FY 2024	Flexible	FY 2019	Flexible	FY 2020	Flexible	FY 2021	Flexible	FY 2022	Flexible	FY 2023	Flexible	FY 2024	Inflexible	FY 2019	Inflexible	FY 2020	Inflexible	FY 2021	Inflexible	FY 2022	Inflexible	FY 2023	Inflexible	FY 2024
Recommended Threshold: 15.75			General Fund												Flexible Funds												Inflexible Funds											
Recommended Status			Project Name	Score	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024										
Recommended - Unscored	CP0307	Open Space Conservation Easement Monitor	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	125,000	125,000	1,250,000	1,250,000	1,250,000	1,250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	CP0443	West Neck Tank	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0305	Quinn's Dewatering	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0302	Deer Valley Drive - Water Infrastructure	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0331	Micro-Hydro/Thaynes Pumping Station	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0360	Irrigation Screening Facility	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	000299	Loader	0.00	-	300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0442	MW Offsite Improvements	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	500,000	1,100,000	2,000,000	3,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0330	Sprinkler/Judge Pre-treatment	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0344	PRV Improvements for Fire Flow Storage	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	805,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0255	Golf Course Sprinkler Head Upgrade	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0299	Raw Water Line and Tank	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0274	PC Heights Development Infrastructure	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	464,254	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0140	Emergency Power	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0244	Transit Contribution to County	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0240	Quinn's Water Treatment Plant	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0442	Property Improvements Gilmore O.S.	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0238	Quinn's Junction Transmission Lines	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0228	Snave Creek Affordable Housing	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0070	Meter Reading Upgrade	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0214	Racquet Club Renovation	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0196	Downtown Projects - Phase III	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0180	Corrosion Study of System	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0160	Ice Facility Capital Improvements	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0141	Boothill Transmission Line	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0227	Park City Water Infrastructure Projects	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Recommended Unscored - Subtotal			\$	\$	300,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	10,746	\$	1,375,000	\$	3,250,000	\$	5,855,000	\$	1,250,000	\$	1,250,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Recommended Threshold: 15.75			General Fund												Flexible Funds												Inflexible Funds											
Recommended Status			Project Name	Score	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024										
	CP0136	County Vehicle Replacement Fund	38.75	-	-	-	-	-	-	-	74,950	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	850,000	-	-	-	-	-	-	-	-	-	
	CP0108	Flagstaff Transit Transfer Fees	38.75	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0428	Electric Bus Charging Station at Old Tow	32.69	-	-	-	-	-	-	-	-	187,481	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0426	Electric Bus Charger at Kimball Junction	32.41	-	-	-	-	-	-	-	-	53,803	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	215,211	-	-	-	-	-	-	-		
	000317	Elder Hill Park & Ride Electric Bus Fast Charger	32.11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0423	4 Electric BRT Transit Buses	32.03	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0009	Transit Rolling Stock Replacement	31.84	-	-	-	-	-	-	-	-	1,442,743	726,000	2,674,425	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,290,974	1,464,000	4,169,702	-	-	-	-	-		
	CP0137	Transit Expansion	31.63	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0113	Transportation Plans and Studies	31.47	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0396	Park Ave SD	31.42	-	-	-	-	-	-	-	-	750,000	750,000	750,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0423	BRT Capital Improvements & Electronic Sig	31.06	-	-	-	-	-	-	-	-	130,000	130,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0469	Kimball Junction Transit Center	31.00	-	-	-	-	-	-	-	-	840,179	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	840,179	-	-	-	-	-	-	-	-	
	CP0395	QWTP Micro-Hydro	31.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0381	Transit and Transportation Land Acq	30.94	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0398	Prospector Ave Storm Water	30.92	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0410	SR 248/Wichitans Flat Intersection Impr	30.34	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0418	JSD Intersection Improvements	30.32	-	-	-	-	-	-	-	-	-	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0389	MW Treatment	30.25	-	-	-	-	-	-	-	-	3,472,875	16,215,506	29,762,816	25,000,000	10,400,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0025	Bus Shelters	30.25	-	-	-	-	-	-	-	-	-	80,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	CP0411	SR 248/US 40 Park and Ride Lot	29.93	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	CP0421	Canyons Village Area Transit Center	29.93	-	-	-	-	-	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0178	Rockport Water, Pipeline, and Storage	29.75	-	-	-	-	-	-	-	-	1,275,663	1,307,534	1,307,534	1,307,534	1,347,054	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	CP0006	Easement Management Implementation	29.69	-	513,000	590,000	590,000	630,000	600																													

[illegible]

[illegible]

GENERAL FUND - Budget Summary

011 GENERAL FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Property Taxes	\$10,733,553	\$10,675,672	\$11,299,231	10,976,165	\$10,914,165	\$11,196,658
Sales Tax	\$9,863,502	\$13,247,915	\$14,238,246	14,070,969	\$14,645,000	\$15,231,123
Franchise Tax	\$3,194,392	\$3,147,847	\$3,211,039	3,322,000	\$3,205,000	\$3,262,000
Licenses	\$341,390	\$431,744	\$444,304	529,000	\$283,000	\$312,000
Planning Building & Engineering Fees	\$2,023,651	\$2,904,453	\$3,314,742	2,824,000	\$2,904,000	\$2,397,000
Special Event Fees	\$100,320	\$58,971	\$142,857	110,000	\$381,000	\$264,000
Federal Revenue	\$37,713	\$46,689	\$69,157	65,000	\$47,000	\$48,000
State Revenue	\$81,180	\$65,019	\$99,158	95,000	\$65,000	\$68,000
County/SP District Revenue	\$50,000	\$17,000	\$5,987	22,000	\$21,000	\$22,000
Cemetery Charges for Services	\$31,018	\$29,186	\$18,816	37,000	\$382,000	\$138,000
Recreation	\$1,948,698	\$2,061,268	\$1,949,563	2,044,000	\$2,101,000	\$2,145,000
Other Service Revenue	\$69,426	\$57,470	\$45,786	92,000	\$88,881	\$120,292
Library Fines & Fees	\$32,249	\$27,946	\$20,198	27,000	\$18,000	\$18,000
Misc. Revenues	\$391,403	\$847,128	\$943,058	911,000	\$816,000	\$818,000
Interfund Transactions (Admin)	\$2,397,547	\$2,577,182	\$2,673,664	2,673,663	\$2,673,664	\$2,724,847
Special Revenues & Resources	\$60,384	\$100,939	\$79,902	18,000	\$6,000	\$8,935
Total Revenues	\$31,356,426	\$36,296,429	\$38,555,707	37,816,797	\$38,550,710	\$38,773,855
Other						
Beginning Balance	\$10,522,730	\$11,558,783	\$12,266,079	11,414,188	\$12,266,079	\$13,683,962
Total Other	\$10,522,730	\$11,558,783	\$12,266,079	11,414,188	\$12,266,079	\$13,683,962
TOTAL	\$41,879,156	\$47,855,212	\$50,821,786	49,230,985	\$50,816,789	\$52,457,817

011 GENERAL FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$21,202,442	\$21,791,626	\$21,966,895	22,414,429	\$22,744,058	\$23,827,330
Mat, Suppls, Services	\$6,322,095	\$7,991,024	\$7,506,509	8,585,683	\$8,695,359	\$8,998,295
Capital	\$408,095	\$188,497	\$316,614	407,978	\$463,282	\$428,078
Contingency	\$116,958	\$75,437	\$67,018	340,000	\$290,000	\$440,000
Total Depts	\$28,049,589	\$30,046,584	\$29,857,036	31,748,090	\$32,192,699	\$33,693,703
Other						
Interfund Transfer	\$2,270,784	\$5,542,549	\$4,940,128	4,901,445	\$4,940,128	\$5,409,203
Ending Balance	\$11,558,783	\$12,266,079	\$0	12,581,450	\$13,683,962	\$13,354,911
Total Other	\$13,829,567	\$17,808,628	\$4,940,128	17,482,895	\$18,624,090	\$18,764,114
TOTAL	\$41,879,156	\$47,855,212	\$34,797,164	49,230,985	\$50,816,789	\$52,457,817

011 GENERAL FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Property Taxes						
011-31111 PROP TAX GENERAL	\$9,790,002	\$9,572,577	\$10,342,137	10,178,165	\$10,116,165	\$10,398,658
011-31121 DEL AND PRIOR YEAR	\$689,839	\$809,759	\$674,176	572,000	\$572,000	\$572,000
011-31122 INTEREST DEL PRO TX	\$13,004	\$21,375	\$51,683	25,000	\$25,000	\$25,000
011-31123 FEE-IN-LIEU	\$240,708	\$271,962	\$231,235	201,000	\$201,000	\$201,000
Total Property Taxes	\$10,733,553	\$10,675,672	\$11,299,231	10,976,165	\$10,914,165	\$11,196,658
Sales Tax						
011-31211 GENERAL SALES TAX	\$5,620,687	\$5,915,331	\$6,004,107	8,845,170	\$8,014,000	\$8,334,409
011-31213 RESORT TAX	\$4,242,815	\$7,332,584	\$8,234,139	5,225,799	\$6,631,000	\$6,896,714
Total Sales Tax	\$9,863,502	\$13,247,915	\$14,238,246	14,070,969	\$14,645,000	\$15,231,123
Franchise Tax						
011-31311 FRAN TAX - ELEC	\$1,577,902	\$1,554,818	\$1,684,633	1,600,000	\$1,565,000	\$1,593,000
011-31312 FRAN TAX - GAS	\$771,196	\$758,357	\$722,664	852,000	\$795,000	\$809,000
011-31313 FRAN TAX - PHONE	\$231,814	\$207,947	\$177,924	247,000	\$228,000	\$232,000
011-31314 FRAN TAX - CABLE TV	\$307,629	\$314,670	\$309,568	313,000	\$310,000	\$315,000

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
011-31315 FRAN TAX - SEWERS	\$305,851	\$312,056	\$316,249	310,000	\$307,000	\$313,000
Total Franchise Tax	\$3,194,392	\$3,147,847	\$3,211,039	3,322,000	\$3,205,000	\$3,262,000
Licenses						
011-32122 HOMEOWNER'S REG	\$1,150	\$1,150	\$1,050	2,000	\$1,000	\$1,000
011-32131 LIQUOR LICENSES	\$24,625	\$26,200	\$25,000	36,000	\$19,000	\$21,000
011-32135 FESTIVAL FACILITATION FEE	\$145,478	\$210,045	\$195,286	240,000	\$129,000	\$143,000
011-32136 BUSINESS LICENSE ENHANCED ENFORCEMENT	\$18,996	\$17,872	\$27,964	36,000	\$16,000	\$17,000
011-32138 BUSINESS LICENSE ADMINISTRATION FEE	\$79,601	\$107,540	\$122,585	119,000	\$64,000	\$71,000
011-32139 NIGHTLY RENTAL ADMINISTRATIVE FEE	\$71,541	\$68,938	\$72,418	96,000	\$54,000	\$59,000
Total Licenses	\$341,390	\$431,744	\$444,304	529,000	\$283,000	\$312,000
Planning Building & Engineering Fees						
011-32212 PLANNING APPLICATION	\$157,270	\$107,249	\$142,920	194,000	\$180,000	\$148,000
011-32214 ANNEXATION FEE	\$0	\$5,850	\$0	0	\$2,000	\$0
011-32311 BUILDING PERMITS	\$868,190	\$1,422,472	\$1,614,871	1,246,000	\$1,308,000	\$1,081,000
011-32315 GRADING & EXCAVATING	\$14,834	\$13,539	\$13,579	11,000	\$13,000	\$11,000
011-32316 DEMOLITION PERMITS	\$11,931	\$11,774	\$11,124	17,000	\$17,000	\$14,000
011-32317 SIGN PERMITS	\$6,594	\$7,416	\$6,704	10,000	\$9,000	\$7,000
011-32319 ACE FEES	\$900	\$4,500	\$2,900	2,000	\$3,000	\$2,000
011-32320 FIRE FEE/ISSUANCE FEE	\$31,822	\$34,897	\$25,429	51,000	\$48,000	\$39,000
011-32321 PLAN CHECK FEES	\$529,943	\$904,379	\$1,024,561	792,000	\$824,000	\$681,000
011-32323 SUB PERMIT VALUATION BASED FEES	\$329,006	\$333,076	\$347,889	427,000	\$427,000	\$353,000
011-32325 SOIL SAMPLE FEE	\$0	\$3	\$0	0	\$0	\$0
011-32411 CONSTRUCTION INSPECTIONS	\$37,441	\$0	\$75,470	23,000	\$16,000	\$13,000
011-32414 ENGINEERING FEES	\$20,000	\$34,000	\$23,600	23,000	\$30,000	\$25,000
011-32416 LAND MANAGEMENT DESIGN REV FEE	\$15,720	\$25,300	\$25,695	28,000	\$27,000	\$23,000
Total Planning Building & Engineering Fees	\$2,023,651	\$2,904,453	\$3,314,742	2,824,000	\$2,904,000	\$2,397,000
Special Event Fees						
011-32611 SPECIAL EVENTS	\$5,182	\$10,360	\$11,455	8,000	\$36,000	\$0
011-32630 SPECIAL EVENTS APPLICATION FEES	\$3,326	\$11,202	\$8,560	9,000	\$39,000	\$0
011-32631 SPECIAL EVENT FACILITY RENTAL	\$31,752	\$-17	\$24,950	30,000	\$81,000	\$37,000
011-32632 PUBLIC SAFETY SPECIAL EVENT REVENUE	\$51,050	\$25,434	\$53,996	55,000	\$186,000	\$188,000
011-32633 PUBLIC WORKS SPECIAL EVENT FEES	\$0	\$0	\$21,896	0	\$3,000	\$3,000
011-32634 PARKS SPECIAL EVENT REVENUE	\$0	\$3,130	\$8,999	0	\$4,000	\$4,000
011-32636 BUILDING DEPARTMENT SPECIAL EVENT FEES	\$0	\$238	\$9,490	0	\$1,000	\$1,000
011-32638 SPECIAL EVENT EQUIPMENT RENTAL	\$0	\$909	\$0	0	\$2,000	\$2,000
011-32640 SPECIAL EVENT TRAIL FEES	\$9,010	\$7,715	\$3,513	8,000	\$29,000	\$29,000
Total Special Event Fees	\$100,320	\$58,971	\$142,857	110,000	\$381,000	\$264,000
Federal Revenue						
011-33110 FEDERAL GRANTS	\$37,713	\$46,689	\$69,157	65,000	\$47,000	\$48,000
Total Federal Revenue	\$37,713	\$46,689	\$69,157	65,000	\$47,000	\$48,000
State Revenue						

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
011-33252 STATE CONTRIBUTION	\$21,732	\$3,120	\$33,294	16,000	\$10,000	\$11,000
011-33272 STATE LIQUOR	\$59,448	\$59,018	\$65,853	79,000	\$55,000	\$57,000
011-33274 POLICE FORFEITED FOUND PROPERTY	\$0	\$2,880	\$10	0	\$0	\$0
Total State Revenue	\$81,180	\$65,019	\$99,158	95,000	\$65,000	\$68,000
County/SP District Revenue						
011-33313 RESTAURANT TAX GRANT	\$50,000	\$17,000	\$5,000	22,000	\$21,000	\$22,000
Total County/SP District Revenue	\$50,000	\$17,000	\$5,000	22,000	\$21,000	\$22,000
Cemetery Charges for Services						
011-34411 CEMETERY BURIAL	\$9,960	\$6,880	\$10,110	4,000	\$81,000	\$29,000
011-34412 CEMETERY LOTS	\$19,600	\$20,600	\$6,750	31,000	\$279,000	\$101,000
011-34510 Police Charges	\$1,458	\$1,706	\$1,956	2,000	\$22,000	\$8,000
Total Cemetery Charges for Services	\$31,018	\$29,186	\$18,816	37,000	\$382,000	\$138,000
Recreation						
011-34609 FACILITY RENTAL FEE	\$9,691	\$3,998	\$11,449	12,000	\$9,000	\$9,000
011-34610 FACILITY USAGE FEE	\$635,329	\$634,546	\$661,037	687,000	\$683,000	\$696,000
011-34611 CAMPS	\$198,138	\$214,996	\$221,624	226,000	\$229,000	\$234,000
011-34612 CLASSES	\$35,892	\$42,222	\$47,838	33,000	\$40,000	\$41,000
011-34613 CHILD CARE	\$4,028	\$4,480	\$3,305	7,000	\$5,000	\$6,000
011-34622 LEAGUES ADULT	\$53,735	\$47,481	\$48,244	60,000	\$56,000	\$57,000
011-34624 WESTERN SUMMIT YOUTH	\$18,722	\$19,481	\$17,518	22,000	\$21,000	\$22,000
011-34626 FITNESS CENTER SENIOR PROGRAMS	\$19,334	\$17,641	\$20,345	21,000	\$21,000	\$21,000
011-34629 TENNIS LEAGUE FEES	\$28,635	\$36,379	\$27,227	29,000	\$32,000	\$33,000
011-34631 PARK RESERVATION	\$10,633	\$12,391	\$12,475	17,000	\$17,000	\$17,000
011-34641 TENNIS COURT FEES	\$164,677	\$192,764	\$181,968	182,000	\$190,000	\$194,000
011-34642 PICKLEBALL	\$19,266	\$18,331	\$15,730	15,000	\$19,000	\$20,000
011-34644 SWIM FEES	\$56,230	\$56,514	\$49,954	74,000	\$66,000	\$68,000
011-34646 TOURNAMENT FEES	\$9,595	\$7,138	\$8,500	11,000	\$10,000	\$10,000
011-34647 TENNIS LESSONS	\$511,161	\$565,143	\$462,151	573,000	\$591,000	\$603,000
011-34648 AEROBICS	\$2,402	\$2,421	\$4,296	2,000	\$2,000	\$2,000
011-34651 EQUIPMENT RENTAL	\$49,181	\$55,541	\$49,632	58,000	\$53,000	\$54,000
011-34653 LOCKER RENTAL	\$1,088	\$714	\$829	1,000	\$1,000	\$1,000
011-34694 RETAIL SALES	\$108,444	\$118,042	\$102,459	3,000	\$45,000	\$46,000
011-34696 VENDING COMMISSION	\$3,699	\$6,293	\$2,711	5,000	\$5,000	\$5,000
011-34697 SPECIAL EVENT - MH	\$5,266	\$830	\$355	2,000	\$2,000	\$2,000
011-34698 PARTY ROOM	\$3,553	\$3,923	\$1,473	4,000	\$4,000	\$4,000
Total Recreation	\$1,948,698	\$2,061,268	\$1,951,120	2,044,000	\$2,101,000	\$2,145,000
Other Service Revenue						
011-34917 REIMBURSED COURT FEE	\$69,426	\$57,470	\$45,786	92,000	\$88,881	\$120,292
Total Other Service Revenue	\$69,426	\$57,470	\$45,786	92,000	\$88,881	\$120,292
Library Fines & Fees						
011-35211 LIBRARY FINES & FEE	\$32,249	\$27,946	\$20,198	27,000	\$18,000	\$18,000

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total Library Fines & Fees	\$32,249	\$27,946	\$20,198	27,000	\$18,000	\$18,000
Misc. Revenues						
011-36111 INTEREST EARNINGS	\$153,900	\$273,052	\$1,271	140,000	\$120,000	\$121,000
011-36150 BUSINESS IMPROVEMENT DISTRICT	\$44,841	\$76,980	\$81,891	67,000	\$41,000	\$41,000
011-36210 RENTAL INCOME	\$71,214	\$87,484	\$150,774	62,000	\$51,000	\$51,000
011-36216 FIXED RENT - CARL WINTER'S	\$21,513	\$20,065	\$21,929	23,000	\$15,000	\$15,000
011-36220 AFFORDABLE HOUSING RENT	\$27,087	\$41,080	\$51,820	38,000	\$23,000	\$23,000
011-36310 SALE OF ASSETS	\$0	\$12,569	\$2,913	0	\$3,000	\$3,000
011-36321 SALE OF PUBLIC DOCUMENTS	\$1,686	\$4,177	\$1,599	1,000	\$2,000	\$2,000
011-36911 OTHER MISCELLANEOUS	\$71,189	\$3,064	\$49,339	38,000	\$19,000	\$20,000
011-36916 BONANZA PARK EAST RENT	\$0	\$257,725	\$360,351	542,000	\$542,000	\$542,000
011-36917 BONANZA PARK EAST KAC RENT	\$0	\$70,975	\$220,935	0	\$0	\$0
011-36921 CASH OVER/SHORT	\$92	\$3	\$-109	0	\$0	\$0
011-36922 CASH OVER/SHORT-RACQ CL	\$-119	\$-46	\$346	0	\$0	\$0
Total Misc. Revenues	\$391,403	\$847,128	\$943,058	911,000	\$816,000	\$818,000
Interfund Transactions (Admin)						
011-38161 ADM CHG FR WATER	\$750,146	\$778,450	\$800,221	800,221	\$800,221	\$826,405
011-38162 ADM CHG FR GOLF	\$104,569	\$101,766	\$106,046	106,045	\$106,046	\$106,045
011-38163 ADM CHG FR TRANSP	\$777,832	\$931,966	\$977,397	977,397	\$977,397	\$977,397
011-38165 ADM CHG FR STORM WATER	\$50,000	\$50,000	\$75,000	75,000	\$75,000	\$100,000
011-38168 UTILITIES TRANSFER IN	\$715,000	\$715,000	\$715,000	715,000	\$715,000	\$715,000
Total Interfund Transactions (Admin)	\$2,397,547	\$2,577,182	\$2,673,664	2,673,663	\$2,673,664	\$2,724,847
Special Revenues & Resources						
011-39110 DONATIONS	\$10,000	\$24,400	\$951	0	\$0	\$2,935
011-39140 SUMMIT LEADERSHIP	\$0	\$26,362	\$12,793	18,000	\$6,000	\$6,000
011-39141 FAM PROGRAM	\$35	\$0	\$0	0	\$0	\$0
011-39142 LEADERSHIP 101	\$5,610	\$46,107	\$16,775	0	\$0	\$0
011-39143 LEADERSHIP FUNDRAISING	\$44,739	\$4,071	\$49,383	0	\$0	\$0
Total Special Revenues & Resources	\$60,384	\$100,939	\$79,902	18,000	\$6,000	\$8,935
Beginning Balance						
011-39990 BEGINNING BALANCE	\$10,522,730	\$11,558,783	\$12,266,079	11,414,188	\$12,266,079	\$13,683,962
Total Beginning Balance	\$10,522,730	\$11,558,783	\$12,266,079	11,414,188	\$12,266,079	\$13,683,962
TOTAL	\$41,879,156	\$47,855,212	\$50,822,356	49,230,985	\$50,816,789	\$52,457,817

011 GENERAL FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40011 CITY COUNCIL						
Personnel	\$295,768	\$297,208	\$305,684	292,313	\$292,313	\$292,313
Mat, Suppls, Services	\$79,908	\$89,841	\$61,496	77,450	\$77,450	\$77,450
Total 40011 CITY COUNCIL	\$375,676	\$387,049	\$367,179	369,763	\$369,763	\$369,763
40021 CITY MANAGER						
Personnel	\$671,586	\$699,919	\$696,858	705,534	\$774,557	\$856,566
Mat, Suppls, Services	\$93,768	\$99,730	\$157,925	109,450	\$109,450	\$114,450
Capital	\$0	\$273	\$0	1,000	\$1,000	\$1,000
Total 40021 CITY MANAGER	\$765,355	\$799,921	\$854,783	815,984	\$885,007	\$972,016
40023 ELECTIONS						
Mat, Suppls, Services	\$0	\$18,119	\$0	500	\$500	\$13,000
Total 40023 ELECTIONS	\$0	\$18,119	\$0	500	\$500	\$13,000
40031 CITY ATTORNEY						
Personnel	\$973,053	\$976,112	\$985,615	995,353	\$992,443	\$1,011,558
Mat, Suppls, Services	\$52,551	\$57,615	\$47,400	81,883	\$81,883	\$156,883
Capital	\$1,752	\$2,800	\$858	2,800	\$2,800	\$2,800
Total 40031 CITY ATTORNEY	\$1,027,356	\$1,036,527	\$1,033,873	1,080,036	\$1,077,126	\$1,171,241
40034 BUDGET, DEBT & GRANTS						
Personnel	\$426,975	\$406,288	\$453,740	427,400	\$444,831	\$387,048
Mat, Suppls, Services	\$22,979	\$44,691	\$31,914	56,296	\$56,296	\$56,296
Capital	\$0	\$53	\$0	1,300	\$1,300	\$1,300
Total 40034 BUDGET, DEBT & GRANTS	\$449,954	\$451,032	\$485,654	484,996	\$502,427	\$444,644
40062 HUMAN RESOURCES						
Personnel	\$597,656	\$598,008	\$575,515	592,288	\$577,912	\$635,569
Mat, Suppls, Services	\$184,407	\$198,915	\$232,079	194,950	\$194,950	\$194,950
Capital	\$632	\$0	\$0	500	\$500	\$500
Total 40062 HUMAN RESOURCES	\$782,696	\$796,923	\$807,594	787,738	\$773,362	\$831,019
40072 FINANCE						
Personnel	\$683,364	\$796,954	\$794,898	790,390	\$794,322	\$721,637
Mat, Suppls, Services	\$80,204	\$94,829	\$73,689	105,375	\$105,375	\$117,250
Total 40072 FINANCE	\$763,568	\$891,784	\$868,587	895,765	\$899,697	\$838,887
40082 TECHNICAL & CUSTOMER SERVICES						
Personnel	\$907,351	\$960,762	\$991,503	1,047,992	\$1,015,881	\$1,065,445
Mat, Suppls, Services	\$473,835	\$525,590	\$761,085	685,305	\$685,305	\$769,605
Capital	\$17,021	\$36,089	\$59,037	23,000	\$23,000	\$23,000

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Interfund Transfer	\$0	\$3,000	\$2,000	3,000	\$2,000	\$2,000
Total 40082 TECHNICAL & CUSTOMER SERVICES	\$1,398,208	\$1,525,441	\$1,813,624	1,759,297	\$1,726,186	\$1,860,050
40091 BLDG MAINT ADM						
Personnel	\$552,709	\$563,110	\$644,549	627,376	\$633,250	\$755,775
Mat, Suppls, Services	\$669,058	\$787,401	\$813,789	754,500	\$754,500	\$772,600
Capital	\$0	\$0	\$0	0	\$0	\$30,000
Interfund Transfer	\$12,100	\$20,000	\$20,000	20,000	\$20,000	\$20,000
Total 40091 BLDG MAINT ADM	\$1,233,867	\$1,370,512	\$1,478,338	1,401,876	\$1,407,750	\$1,578,375
40092 PC MARC						
Personnel	\$1,584,848	\$1,151,473	\$1,057,616	891,739	\$920,906	\$917,910
Mat, Suppls, Services	\$426,017	\$358,482	\$400,641	333,197	\$384,942	\$398,942
Capital	\$11,843	\$21,008	\$6,656	33,400	\$22,000	\$22,000
Interfund Transfer	\$12,250	\$16,000	\$9,000	16,000	\$9,000	\$9,000
Total 40092 PC MARC	\$2,034,958	\$1,546,963	\$1,473,913	1,274,336	\$1,336,848	\$1,347,852
40093 TENNIS						
Personnel	\$683,932	\$746,234	\$714,804	821,581	\$772,503	\$825,714
Mat, Suppls, Services	\$124,053	\$136,335	\$106,603	183,950	\$183,950	\$183,950
Capital	\$0	\$503	\$0	500	\$500	\$500
Total 40093 TENNIS	\$807,985	\$883,073	\$821,406	1,006,031	\$956,953	\$1,010,164
40094 MCPOLIN BARN						
Personnel	\$33,767	\$27,300	\$23,001	29,549	\$25,347	\$31,827
Mat, Suppls, Services	\$17,936	\$10,130	\$16,614	15,825	\$15,825	\$16,225
Capital	\$0	\$2,933	\$2,500	0	\$0	\$0
Total 40094 MCPOLIN BARN	\$51,702	\$40,363	\$42,115	45,374	\$41,172	\$48,052
40098 RECREATION PROGRAMS						
Personnel	\$3,483	\$453,626	\$608,091	688,317	\$630,783	\$697,530
Mat, Suppls, Services	\$0	\$61,960	\$70,727	145,052	\$112,570	\$112,570
Capital	\$0	\$3,414	\$15,250	2,000	\$0	\$0
Total 40098 RECREATION PROGRAMS	\$3,483	\$519,000	\$694,068	835,369	\$743,353	\$810,100
40100 COMMUNITY ENGAGEMENT						
Personnel	\$280,036	\$212,169	\$219,164	293,336	\$253,336	\$297,532
Mat, Suppls, Services	\$59,662	\$81,047	\$71,837	76,645	\$76,645	\$76,645
Capital	\$1,249	\$1,481	\$3,688	1,500	\$1,500	\$1,500
Total 40100 COMMUNITY ENGAGEMENT	\$340,946	\$294,697	\$294,690	371,481	\$331,481	\$375,677
40101 ECONOMY						
Personnel	\$801,871	\$778,425	\$847,943	866,799	\$851,670	\$933,106
Mat, Suppls, Services	\$124,140	\$128,740	\$106,644	126,955	\$126,955	\$151,955
Capital	\$1,011	\$1,779	\$1,178	2,300	\$2,300	\$2,300
Total 40101 ECONOMY	\$927,023	\$908,944	\$955,765	996,054	\$980,925	\$1,087,361
40104 ENVIRONMENTAL SUSTAINABILITY						
Personnel	\$357,600	\$458,111	\$509,126	476,233	\$489,062	\$484,191

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Mat, Suppls, Services	\$122,054	\$78,243	\$46,079	263,214	\$263,214	\$263,214
Capital	\$4,406	\$0	\$0	1,000	\$1,000	\$1,000
Total 40104 ENVIRONMENTAL SUSTAINABILITY	\$484,059	\$536,355	\$555,204	740,447	\$753,276	\$748,405
40111 INSURANCE & SECURITY BONDS						
Interfund Transfer	\$444,676	\$600,000	\$599,683	600,000	\$599,683	\$777,096
Total 40111 INSURANCE & SECURITY BONDS	\$444,676	\$600,000	\$599,683	600,000	\$599,683	\$777,096
40118 LEAD TRAINING						
Personnel	\$757	\$0	\$0	0	\$0	\$0
Mat, Suppls, Services	\$51,523	\$40,346	\$31,714	50,000	\$50,000	\$40,000
Total 40118 LEAD TRAINING	\$52,280	\$40,346	\$31,714	50,000	\$50,000	\$40,000
40126 TRANS TO SALES TAX BOND DSF						
Interfund Transfer	\$160,058	\$159,826	\$161,703	161,703	\$161,703	\$162,477
Total 40126 TRANS TO SALES TAX BOND DSF	\$160,058	\$159,826	\$161,703	161,703	\$161,703	\$162,477
40135 SPEC. SRVC. CNTRT./UNSPECIFIED						
Mat, Suppls, Services	\$556,000	\$538,800	\$556,045	540,000	\$590,000	\$630,000
Total 40135 SPEC. SRVC. CNTRT./UNSPECIFIED	\$556,000	\$538,800	\$556,045	540,000	\$590,000	\$630,000
40136 LEADERSHIP						
Personnel	\$70,237	\$70,363	\$70,252	70,070	\$70,070	\$70,070
Mat, Suppls, Services	\$32,572	\$50,618	\$52,175	49,050	\$49,050	\$54,050
Total 40136 LEADERSHIP	\$102,808	\$120,981	\$122,427	119,120	\$119,120	\$124,120
40141 DENTAL SELF FUNDING						
Mat, Suppls, Services	\$200,374	\$267,227	\$0	0	\$0	\$0
Total 40141 DENTAL SELF FUNDING	\$200,374	\$267,227	\$0	0	\$0	\$0
40146 VACANCY FACTOR						
Personnel	\$0	\$0	\$0	-1,712,831	\$0	\$-1,797,838
Total 40146 VACANCY FACTOR	\$0	\$0	\$0	-1,712,831	\$0	\$-1,797,838
40148 EMERGENCY MANAGEMENT						
Personnel	\$144,070	\$160,566	\$104,367	128,870	\$117,965	\$131,024
Mat, Suppls, Services	\$37,672	\$42,487	\$34,705	42,500	\$42,500	\$52,500
Capital	\$92,497	\$24,350	\$12,352	75,000	\$75,000	\$75,000
Total 40148 EMERGENCY MANAGEMENT	\$274,239	\$227,402	\$151,424	246,370	\$235,465	\$258,524
40149 ARTS & CULTURE						
Personnel	\$0	\$0	\$19,526	41,242	\$89,242	\$317,991
Mat, Suppls, Services	\$0	\$287,932	\$399,529	548,300	\$118,300	\$282,700
Total 40149 ARTS & CULTURE	\$0	\$287,932	\$419,055	589,542	\$207,542	\$600,691
40150 BONANZA FLAT OPERATIONS						
Mat, Suppls, Services	\$0	\$0	\$0	30,000	\$30,000	\$30,000
Total 40150 BONANZA FLAT OPERATIONS	\$0	\$0	\$0	30,000	\$30,000	\$30,000
40151 SOCIAL EQUITY						
Personnel	\$0	\$0	\$0	0	\$0	\$41,549
Mat, Suppls, Services	\$0	\$0	\$81,111	50,000	\$220,000	\$106,479

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 40151 SOCIAL EQUITY	\$0	\$0	\$81,111	50,000	\$220,000	\$148,028
40221 POLICE						
Personnel	\$4,577,451	\$5,059,404	\$5,254,474	5,448,555	\$5,369,117	\$5,698,376
Mat, Suppls, Services	\$219,591	\$213,698	\$233,036	251,970	\$280,845	\$251,570
Capital	\$63,972	\$47,151	\$165,334	103,770	\$172,474	\$109,270
Interfund Transfer	\$160,000	\$166,000	\$204,000	166,000	\$204,000	\$204,000
Total 40221 POLICE	\$5,021,014	\$5,486,253	\$5,856,845	5,970,295	\$6,026,436	\$6,263,216
40222 DRUG EDUCATION						
Personnel	\$24,281	\$28,239	\$28,401	27,463	\$27,463	\$27,920
Mat, Suppls, Services	\$1,965	\$4,122	\$4,906	5,000	\$5,000	\$5,000
Total 40222 DRUG EDUCATION	\$26,245	\$32,361	\$33,307	32,463	\$32,463	\$32,920
40223 STATE LIQUOR ENFORCEMENT						
Personnel	\$69,845	\$65,749	\$77,215	52,297	\$52,297	\$53,343
Mat, Suppls, Services	\$0	\$220	\$0	11,474	\$11,474	\$11,474
Capital	\$0	\$596	\$0	0	\$0	\$0
Total 40223 STATE LIQUOR ENFORCEMENT	\$69,845	\$66,565	\$77,215	63,771	\$63,771	\$64,817
40231 COMMUNICATION CENTER						
Personnel	\$766,073	\$156,671	\$0	0	\$0	\$0
Mat, Suppls, Services	\$83,673	\$624,824	\$327,507	620,000	\$620,000	\$620,000
Capital	\$3,600	\$0	\$0	0	\$0	\$0
Total 40231 COMMUNICATION CENTER	\$853,346	\$781,495	\$327,507	620,000	\$620,000	\$620,000
40311 COMM DEVELOP ADMIN						
Personnel	\$226,445	\$392,817	\$427,116	446,318	\$440,952	\$453,591
Mat, Suppls, Services	\$8,221	\$14,477	\$26,134	30,059	\$30,059	\$36,564
Capital	\$3,361	\$0	\$0	850	\$850	\$850
Total 40311 COMM DEVELOP ADMIN	\$238,026	\$407,294	\$453,250	477,227	\$471,861	\$491,005
40313 ENGINEERING						
Personnel	\$409,105	\$422,430	\$333,682	491,317	\$403,915	\$499,324
Mat, Suppls, Services	\$55,978	\$29,979	\$241,738	58,483	\$123,483	\$132,138
Capital	\$0	\$614	\$0	3,300	\$3,300	\$3,300
Total 40313 ENGINEERING	\$465,083	\$453,023	\$575,420	553,100	\$530,698	\$634,762
40342 PLANNING DEPT.						
Personnel	\$857,026	\$886,876	\$934,819	1,073,817	\$985,329	\$1,090,615
Mat, Suppls, Services	\$85,167	\$105,712	\$139,969	160,497	\$160,497	\$160,497
Capital	\$5,963	\$105	\$1,806	8,000	\$8,000	\$8,000
Total 40342 PLANNING DEPT.	\$948,156	\$992,693	\$1,076,594	1,242,314	\$1,153,826	\$1,259,112
40352 BUILDING DEPT.						
Personnel	\$1,713,723	\$1,698,079	\$1,476,047	2,050,575	\$1,742,141	\$2,214,757
Mat, Suppls, Services	\$106,575	\$86,110	\$91,895	140,650	\$140,650	\$142,650
Capital	\$10,053	\$7,408	\$7,849	60,258	\$60,258	\$58,258
Interfund Transfer	\$33,000	\$26,000	\$15,000	26,000	\$15,000	\$15,000

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 40352 BUILDING DEPT.	\$1,863,350	\$1,817,596	\$1,590,791	2,277,483	\$1,958,049	\$2,430,665
40412 PARKS & CEMETERY						
Personnel	\$1,331,974	\$1,428,568	\$1,405,371	1,545,473	\$1,458,541	\$1,527,888
Mat, Suppls, Services	\$402,382	\$449,022	\$481,201	280,955	\$451,493	\$452,355
Capital	\$12,593	\$21,165	\$0	15,700	\$15,700	\$15,700
Interfund Transfer	\$135,000	\$101,000	\$95,000	101,000	\$95,000	\$95,000
Total 40412 PARKS & CEMETERY	\$1,881,949	\$1,999,755	\$1,981,572	1,943,128	\$2,020,734	\$2,090,943
40421 STREET MAINTENANCE						
Personnel	\$1,240,434	\$1,329,826	\$1,375,777	1,539,833	\$1,458,976	\$1,658,762
Mat, Suppls, Services	\$399,499	\$442,190	\$510,978	565,031	\$600,031	\$568,431
Capital	\$35,713	\$460	\$988	2,800	\$2,800	\$2,800
Interfund Transfer	\$265,000	\$352,000	\$378,000	352,000	\$378,000	\$378,000
Total 40421 STREET MAINTENANCE	\$1,940,647	\$2,124,476	\$2,265,744	2,459,664	\$2,439,807	\$2,607,993
40423 STREET LIGHTS/SIGN						
Mat, Suppls, Services	\$98,976	\$116,704	\$88,544	126,800	\$126,800	\$135,600
Capital	\$2,484	\$7,343	\$23,490	54,500	\$54,500	\$54,500
Total 40423 STREET LIGHTS/SIGN	\$101,460	\$124,047	\$112,034	181,300	\$181,300	\$190,100
40424 SWEDE ALLEY PARKING STRUCT.						
Mat, Suppls, Services	\$30,153	\$27,553	\$34,669	44,025	\$44,025	\$41,025
Capital	\$6,804	\$2,310	\$4,872	4,500	\$4,500	\$4,500
Total 40424 SWEDE ALLEY PARKING STRUCT.	\$36,957	\$29,863	\$39,541	48,525	\$48,525	\$45,525
40551 LIBRARY						
Personnel	\$917,022	\$966,340	\$1,031,741	1,085,231	\$1,058,935	\$1,102,814
Mat, Suppls, Services	\$256,919	\$275,435	\$284,977	290,099	\$291,099	\$289,034
Capital	\$8,141	\$6,662	\$10,756	10,000	\$10,000	\$10,000
Total 40551 LIBRARY	\$1,182,082	\$1,248,437	\$1,327,474	1,385,330	\$1,360,034	\$1,401,848
40700 LUMP MERIT						
Personnel	\$0	\$0	\$0	580,000	\$0	\$823,424
Total 40700 LUMP MERIT	\$0	\$0	\$0	580,000	\$0	\$823,424
40821 TRANS TO OTHER FUND						
Interfund Transfer	\$1,048,700	\$4,098,723	\$3,455,742	3,455,742	\$3,455,742	\$3,746,630
Total 40821 TRANS TO OTHER FUND	\$1,048,700	\$4,098,723	\$3,455,742	3,455,742	\$3,455,742	\$3,746,630
40981 CONTINGENCY/GENERAL						
Mat, Suppls, Services	\$0	\$0	\$0	100,000	\$100,000	\$100,000
Contingency	\$32,714	\$55,162	\$15,324	150,000	\$150,000	\$150,000
Total 40981 CONTINGENCY/GENERAL	\$32,714	\$55,162	\$15,324	250,000	\$250,000	\$250,000
40985 CONTINGENCY/SNOW REMOVAL						
Contingency	\$50,000	\$0	\$0	50,000	\$0	\$50,000
Total 40985 CONTINGENCY/SNOW REMOVAL	\$50,000	\$0	\$0	50,000	\$0	\$50,000
40986 CONTINGENCY/COUNCIL						
Contingency	\$24,244	\$20,275	\$51,694	50,000	\$50,000	\$150,000

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 40986 CONTINGENCY/COUNCIL	\$24,244	\$20,275	\$51,694	50,000	\$50,000	\$150,000
40990 EMERGENCY CONTINGENCY						
Contingency	\$10,000	\$0	\$0	90,000	\$90,000	\$90,000
Total 40990 EMERGENCY CONTINGENCY	\$10,000	\$0	\$0	90,000	\$90,000	\$90,000
40999 END BAL SUR(DEF)						
Ending Balance	\$11,558,783	\$12,266,079	\$0	12,581,450	\$13,683,962	\$13,354,911
Total 40999 END BAL SUR(DEF)	\$11,558,783	\$12,266,079	\$0	12,581,450	\$13,683,962	\$13,354,911
42170 DESTINATION TOURISM						
Mat, Suppls, Services	\$29,816	\$62,000	\$65,131	75,000	\$75,000	\$75,000
Total 42170 DESTINATION TOURISM	\$29,816	\$62,000	\$65,131	75,000	\$75,000	\$75,000
42180 SUNDANCE MITIGATION						
Mat, Suppls, Services	\$316,460	\$618,052	\$0	320,000	\$320,000	\$320,000
Total 42180 SUNDANCE MITIGATION	\$316,460	\$618,052	\$0	320,000	\$320,000	\$320,000
42181 ECONOMIC DEVELOPMENT GRANT						
Mat, Suppls, Services	\$10,000	\$10,000	\$0	10,000	\$10,000	\$10,000
Total 42181 ECONOMIC DEVELOPMENT GRANT	\$10,000	\$10,000	\$0	10,000	\$10,000	\$10,000
42182 PUBLIC ART						
Mat, Suppls, Services	\$0	\$626	\$1,915	7,000	\$7,000	\$7,000
Total 42182 PUBLIC ART	\$0	\$626	\$1,915	7,000	\$7,000	\$7,000
42183 MENTAL HEALTH						
Mat, Suppls, Services	\$0	\$60,000	\$0	60,000	\$60,000	\$60,000
Total 42183 MENTAL HEALTH	\$0	\$60,000	\$0	60,000	\$60,000	\$60,000
42185 PSSM LONG TERM AGREEMENT						
Mat, Suppls, Services	\$20,000	\$0	\$0	20,000	\$20,000	\$20,000
Total 42185 PSSM LONG TERM AGREEMENT	\$20,000	\$0	\$0	20,000	\$20,000	\$20,000
42190 MARSAC-SWEDE CONDO HOA						
Mat, Suppls, Services	\$13,950	\$14,400	\$14,400	13,000	\$13,000	\$13,000
Total 42190 MARSAC-SWEDE CONDO HOA	\$13,950	\$14,400	\$14,400	13,000	\$13,000	\$13,000
42195 GOLF CAR LOAN						
Capital	\$125,000	\$0	\$0	0	\$0	\$0
Total 42195 GOLF CAR LOAN	\$125,000	\$0	\$0	0	\$0	\$0
42200 RDA OPERATING EXPENDITURE						
Mat, Suppls, Services	\$0	\$0	\$36	0	\$0	\$0
Total 42200 RDA OPERATING EXPENDITURE	\$0	\$0	\$36	0	\$0	\$0
42305 ABATEMENT						
Mat, Suppls, Services	\$0	\$0	\$9,023	48,688	\$48,688	\$48,688
Total 42305 ABATEMENT	\$0	\$0	\$9,023	48,688	\$48,688	\$48,688
42310 HISTORICAL INCENTIVE GRANT						
Mat, Suppls, Services	\$0	\$0	\$0	47,136	\$47,136	\$47,136
Total 42310 HISTORICAL INCENTIVE GRANT	\$0	\$0	\$0	47,136	\$47,136	\$47,136
43010 BUSINESS IMPROVEMENT DISTRICT						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Mat, Suppls, Services	\$59,055	\$121,821	\$81,648	64,419	\$64,419	\$64,419
Total 43010 BUSINESS IMPROVEMENT DISTRICT	\$59,055	\$121,821	\$81,648	64,419	\$64,419	\$64,419
43015 UTILITIES EXPENDITURE						
Mat, Suppls, Services	\$715,000	\$715,000	\$715,000	715,000	\$715,000	\$715,000
Total 43015 UTILITIES EXPENDITURE	\$715,000	\$715,000	\$715,000	715,000	\$715,000	\$715,000
TOTAL	\$41,879,156	\$47,855,213	\$34,797,164	49,230,985	\$50,816,789	\$52,457,817

QUINN'S RECREATION COMPLEX - Budget Summary

012 QUINN'S RECREATION COMPLEX

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Recreation	\$5,330	\$4,691	\$6,142	3,000	\$16,000	\$5,000
Ice	\$818,339	\$833,126	\$828,397	886,000	\$838,000	\$865,000
Misc. Revenues	\$-109	\$-29	\$-58	0	\$0	\$2,000
Special Revenues & Resources	\$819	\$0	\$0	0	\$0	\$0
Total Revenues	\$824,378	\$837,788	\$834,482	889,000	\$854,000	\$872,000
Other						
Beginning Balance	\$-3,814,171	\$-4,129,592	\$-4,450,108	-4,483,539	\$-4,450,108	\$-4,869,414
Total Other	\$-3,814,171	\$-4,129,592	\$-4,450,108	-4,483,539	\$-4,450,108	\$-4,869,414
TOTAL	\$-2,989,793	\$-3,291,804	\$-3,615,626	-3,594,539	\$-3,596,108	\$-3,997,414

012 QUINN'S RECREATION COMPLEX

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$777,025	\$814,063	\$860,541	921,758	\$896,966	\$951,239
Mat, Suppls, Services	\$360,725	\$343,317	\$324,873	355,815	\$370,340	\$387,315
Capital	\$2,048	\$924	\$0	6,000	\$6,000	\$6,000
Total Depts	\$1,139,799	\$1,158,304	\$1,185,415	1,283,573	\$1,273,306	\$1,344,554
Other						
Ending Balance	\$-4,129,592	\$-4,450,108	\$0	-4,878,112	\$-4,869,414	\$-5,341,968
Total Other	\$-4,129,592	\$-4,450,108	\$0	-4,878,112	\$-4,869,414	\$-5,341,968
TOTAL	\$-2,989,793	\$-3,291,804	\$1,185,415	-3,594,539	\$-3,596,108	\$-3,997,414

012 QUINN'S RECREATION COMPLEX

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Recreation						
012-34696 VENDING COMMISSION	\$5,330	\$4,691	\$6,142	3,000	\$16,000	\$5,000
Total Recreation	\$5,330	\$4,691	\$6,142	3,000	\$16,000	\$5,000
Ice						
012-34727 EMPLOYEE WELLNESS	\$-343	\$-7,295	\$-10,848	0	\$0	\$0
012-34728 EQUIP/LOCKER/SKATE RENTAL	\$34,875	\$38,721	\$50,076	13,000	\$91,000	\$29,000
012-34729 ROOM RENTAL	\$8,027	\$5,218	\$7,043	3,000	\$6,000	\$5,000
012-34730 ICE RENTAL	\$269,618	\$106,840	\$73,981	291,000	\$132,000	\$247,000
012-34731 LEAGUES	\$139,416	\$156,147	\$169,334	160,000	\$192,000	\$167,000
012-34732 LEARN TO PLAY HOCKEY	\$29,170	\$26,214	\$18,808	31,000	\$32,000	\$33,000
012-34733 DROP-IN HOCKEY	\$44,487	\$37,132	\$40,596	47,000	\$46,000	\$48,000
012-34734 DROP-IN SPEEDSKATING	\$12,791	\$11,900	\$17,707	5,000	\$15,000	\$10,000
012-34735 RETAIL SALES	\$42,690	\$24,449	\$29,952	96,000	\$30,000	\$41,000
012-34736 SKATE SERVICES	\$10,997	\$11,372	\$11,199	12,000	\$14,000	\$13,000
012-34737 ADVERTISING	\$27,875	\$9,291	\$11,592	20,000	\$11,000	\$36,000
012-34738 SEASON PASSES	\$1,050	\$1,044	\$1,531	0	\$1,000	\$1,000
012-34740 PRIVATE LESSONS	\$7,901	\$8,430	\$6,301	3,000	\$10,000	\$6,000
012-34764 FREESTYLE	\$56,874	\$74,991	\$75,010	55,000	\$92,000	\$72,000
012-34765 CLASSES	\$71,221	\$70,006	\$62,885	74,000	\$86,000	\$79,000
012-34769 DROP-IN PROGRAMS	\$61,895	\$59,217	\$53,618	76,000	\$73,000	\$78,000
012-34770 FIELDS RENTAL	\$-206	\$5,369	\$1,377	0	\$7,000	\$0
012-34786 ICE RENTAL (SALES TAX EXEMPT)	\$0	\$194,080	\$208,236	0	\$0	\$0
Total Ice	\$818,339	\$833,126	\$828,397	886,000	\$838,000	\$865,000
Misc. Revenues						
012-36911 OTHER MISCELLANEOUS	\$0	\$0	\$0	0	\$0	\$2,000
012-36921 CASH OVER/SHORT	\$-109	\$-29	\$-58	0	\$0	\$0
Total Misc. Revenues	\$-109	\$-29	\$-58	0	\$0	\$2,000
Special Revenues & Resources						
012-39110 DONATIONS	\$819	\$0	\$0	0	\$0	\$0
Total Special Revenues & Resources	\$819	\$0	\$0	0	\$0	\$0
Beginning Balance						
012-39990 BEGINNING BALANCE	\$-3,814,171	\$-4,129,592	\$-4,450,108	-4,483,539	\$-4,450,108	\$-4,869,414
Total Beginning Balance	\$-3,814,171	\$-4,129,592	\$-4,450,108	-4,483,539	\$-4,450,108	\$-4,869,414
TOTAL	\$-2,989,793	\$-3,291,804	\$-3,615,626	-3,594,539	\$-3,596,108	\$-3,997,414

012 QUINN'S RECREATION COMPLEX

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40095 ICE FACILITY						
Personnel	\$607,004	\$631,720	\$652,381	668,140	\$659,177	\$693,748
Mat, Suppls, Services	\$299,255	\$263,702	\$269,033	286,860	\$301,385	\$321,760
Capital	\$1,048	\$924	\$0	2,000	\$2,000	\$2,000
Total 40095 ICE FACILITY	\$907,307	\$896,345	\$921,414	957,000	\$962,562	\$1,017,508
40096 FIELDS						
Personnel	\$170,022	\$182,343	\$208,160	253,618	\$237,789	\$257,491
Mat, Suppls, Services	\$61,471	\$79,616	\$55,840	68,955	\$68,955	\$65,555
Capital	\$1,000	\$0	\$0	4,000	\$4,000	\$4,000
Total 40096 FIELDS	\$232,492	\$261,959	\$264,000	326,573	\$310,744	\$327,046
40999 END BAL SUR(DEF)						
Ending Balance	\$-4,129,592	\$-4,450,108	\$0	-4,878,112	\$-4,869,414	\$-5,341,968
Total 40999 END BAL SUR(DEF)	\$-4,129,592	\$-4,450,108	\$0	-4,878,112	\$-4,869,414	\$-5,341,968
TOTAL	\$-2,989,793	\$-3,291,804	\$1,185,415	-3,594,539	\$-3,596,108	\$-3,997,414

POLICE SPECIAL REVENUE FUND - Budget Summary

021 POLICE SPECIAL REVENUE FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
State Revenue	\$1,350	\$800	\$0	0	\$0	\$0
Total Revenues	\$1,350	\$800	\$0	0	\$0	\$0
Other						
Beginning Balance	\$32,254	\$33,604	\$34,404	0	\$34,404	\$0
Total Other	\$32,254	\$33,604	\$34,404	0	\$34,404	\$0
TOTAL	\$33,604	\$34,404	\$34,404	0	\$34,404	\$0

021 POLICE SPECIAL REVENUE FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Capital	\$0	\$0	\$0	0	\$34,404	\$0
Total Depts	\$0	\$0	\$0	0	\$34,404	\$0
Other						
Ending Balance	\$33,604	\$34,404	\$0	0	\$0	\$0
Total Other	\$33,604	\$34,404	\$0	0	\$0	\$0
TOTAL	\$33,604	\$34,404	\$0	0	\$34,404	\$0

021 POLICE SPECIAL REVENUE FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
State Revenue						
021-33269 TOBACCO COMPLIANCE	\$1,350	\$800	\$0	0	\$0	\$0
Total State Revenue	\$1,350	\$800	\$0	0	\$0	\$0
Beginning Balance						
021-39990 BEGINNING BALANCE	\$32,254	\$33,604	\$34,404	0	\$34,404	\$0
Total Beginning Balance	\$32,254	\$33,604	\$34,404	0	\$34,404	\$0
TOTAL	\$33,604	\$34,404	\$34,404	0	\$34,404	\$0

021 POLICE SPECIAL REVENUE FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40999 END BAL SUR(DEF)						
Ending Balance	\$33,604	\$34,404	\$0	0	\$0	\$0
Total 40999 END BAL SUR(DEF)	\$33,604	\$34,404	\$0	0	\$0	\$0
41001 POLICE SPECIAL REVENUE FUND						
Capital	\$0	\$0	\$0	0	\$34,404	\$0
Total 41001 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	0	\$34,404	\$0
TOTAL	\$33,604	\$34,404	\$0	0	\$34,404	\$0

CRIMINAL FORFEITURE RESTRICTED ACCOUNT - Budget Summary

022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
State Revenue	\$9,685	\$22,948	\$56,556	0	\$56,955	\$0
Total Revenues	\$9,685	\$22,948	\$56,556	0	\$56,955	\$0
Other						
Beginning Balance	\$16,386	\$26,071	\$23,168	0	\$23,168	\$0
Total Other	\$16,386	\$26,071	\$23,168	0	\$23,168	\$0
TOTAL	\$26,071	\$49,019	\$79,724	0	\$80,123	\$0

022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Capital	\$0	\$25,851	\$56,556	0	\$80,123	\$0
Total Depts	\$0	\$25,851	\$56,556	0	\$80,123	\$0
Other						
Ending Balance	\$26,071	\$23,168	\$0	0	\$0	\$0
Total Other	\$26,071	\$23,168	\$0	0	\$0	\$0
TOTAL	\$26,071	\$49,019	\$56,556	0	\$80,123	\$0

022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
State Revenue						
022-33271 EQUITABLE SHARING	\$9,685	\$22,948	\$56,556	0	\$56,955	\$0
Total State Revenue	\$9,685	\$22,948	\$56,556	0	\$56,955	\$0
Beginning Balance						
022-39990 BEGINNING BALANCE	\$16,386	\$26,071	\$23,168	0	\$23,168	\$0
Total Beginning Balance	\$16,386	\$26,071	\$23,168	0	\$23,168	\$0
TOTAL	\$26,071	\$49,019	\$79,724	0	\$80,123	\$0

022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40999 END BAL SUR(DEF)						
Ending Balance	\$26,071	\$23,168	\$0	0	\$0	\$0
Total 40999 END BAL SUR(DEF)	\$26,071	\$23,168	\$0	0	\$0	\$0
41001 POLICE SPECIAL REVENUE FUND						
Capital	\$0	\$25,851	\$56,556	0	\$80,123	\$0
Total 41001 POLICE SPECIAL REVENUE FUND	\$0	\$25,851	\$56,556	0	\$80,123	\$0
TOTAL	\$26,071	\$49,019	\$56,556	0	\$80,123	\$0

LOWER PARK AVE RDA SPECIAL REVENUE FUND - Budget Summary

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Property Taxes	\$2,279,414	\$2,763,710	\$2,889,815	2,413,792	\$2,921,706	\$2,947,000
Misc. Revenues	\$6,228	\$15,928	\$0	0	\$0	\$0
Total Revenues	\$2,285,642	\$2,779,638	\$2,889,815	2,413,792	\$2,921,706	\$2,947,000
Other						
Beginning Balance	\$254,047	\$322,354	\$857,555	287,034	\$857,555	\$1,420,096
Total Other	\$254,047	\$322,354	\$857,555	287,034	\$857,555	\$1,420,096
TOTAL	\$2,539,689	\$3,101,992	\$3,747,370	2,700,826	\$3,779,261	\$4,367,096

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$41,082	\$22,877	\$23,678	57,740	\$55,740	\$32,668
Mat, Suppls, Services	\$535,128	\$580,435	\$613,868	756,300	\$756,300	\$676,300
Total Depts	\$576,210	\$603,312	\$637,546	814,040	\$812,040	\$708,968
Other						
Interfund Transfer	\$1,641,125	\$1,641,125	\$1,547,125	1,641,125	\$1,547,125	\$2,092,532
Ending Balance	\$322,354	\$857,555	\$0	245,661	\$1,420,096	\$1,565,596
Total Other	\$1,963,479	\$2,498,680	\$1,547,125	1,886,786	\$2,967,221	\$3,658,128
TOTAL	\$2,539,689	\$3,101,992	\$2,184,671	2,700,826	\$3,779,261	\$4,367,096

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Property Taxes						
023-31113 PROP TAX INCREMENT RDA	\$524,265	\$635,653	\$664,657	543,212	\$660,032	\$680,000
023-31121 DEL AND PRIOR YEAR	\$0	\$0	\$0	52,000	\$52,000	\$52,000
023-31125 CONTRIBUTION FROM OTHER GOVERNMENT	\$1,755,149	\$2,128,057	\$2,225,157	1,818,580	\$2,209,674	\$2,215,000
Total Property Taxes	\$2,279,414	\$2,763,710	\$2,889,815	2,413,792	\$2,921,706	\$2,947,000
Misc. Revenues						
023-36111 INTEREST EARNINGS	\$6,228	\$15,928	\$0	0	\$0	\$0
Total Misc. Revenues	\$6,228	\$15,928	\$0	0	\$0	\$0
Beginning Balance						
023-39990 BEGINNING BALANCE	\$254,047	\$322,354	\$857,555	287,034	\$857,555	\$1,420,096
Total Beginning Balance	\$254,047	\$322,354	\$857,555	287,034	\$857,555	\$1,420,096
TOTAL	\$2,539,689	\$3,101,992	\$3,747,370	2,700,826	\$3,779,261	\$4,367,096

023 LOWER PARK AVE RDA SPECIAL REVENUE FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40624 RDA MITIGATION						
Mat, Suppls, Services	\$456,142	\$528,668	\$509,724	568,000	\$568,000	\$568,000
Total 40624 RDA MITIGATION	\$456,142	\$528,668	\$509,724	568,000	\$568,000	\$568,000
40999 END BAL SUR(DEF)						
Ending Balance	\$322,354	\$857,555	\$0	245,661	\$1,420,096	\$1,565,596
Total 40999 END BAL SUR(DEF)	\$322,354	\$857,555	\$0	245,661	\$1,420,096	\$1,565,596
42310 HISTORICAL INCENTIVE GRANT						
Mat, Suppls, Services	\$23,344	\$0	\$0	50,000	\$50,000	\$50,000
Total 42310 HISTORICAL INCENTIVE GRANT	\$23,344	\$0	\$0	50,000	\$50,000	\$50,000
43328 LOWER PARK AVENUE RDA						
Personnel	\$41,082	\$22,877	\$23,678	57,740	\$55,740	\$32,668
Mat, Suppls, Services	\$55,642	\$51,767	\$104,144	138,300	\$138,300	\$58,300
Interfund Transfer	\$1,641,125	\$1,641,125	\$1,547,125	1,641,125	\$1,547,125	\$2,092,532
Total 43328 LOWER PARK AVENUE RDA	\$1,737,849	\$1,715,769	\$1,674,947	1,837,165	\$1,741,165	\$2,183,500
TOTAL	\$2,539,689	\$3,101,992	\$2,184,671	2,700,826	\$3,779,261	\$4,367,096

MAIN STREET RDA SPECIAL REVENUE FUND - Budget Summary

024 MAIN STREET RDA SPECIAL REVENUE FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Property Taxes	\$1,234,273	\$1,277,777	\$1,141,053	1,242,000	\$1,183,900	\$1,195,000
Misc. Revenues	\$5,819	\$12,058	\$0	0	\$0	\$0
Total Revenues	\$1,240,092	\$1,289,835	\$1,141,053	1,242,000	\$1,183,900	\$1,195,000
Other						
Beginning Balance	\$260,447	\$460,052	\$730,611	465,052	\$730,611	\$677,511
Total Other	\$260,447	\$460,052	\$730,611	465,052	\$730,611	\$677,511
TOTAL	\$1,500,539	\$1,749,887	\$1,871,664	1,707,052	\$1,914,511	\$1,872,511

024 MAIN STREET RDA SPECIAL REVENUE FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Mat, Suppls, Services	\$288,486	\$267,276	\$241,007	485,000	\$485,000	\$455,000
Total Depts	\$288,486	\$267,276	\$241,007	485,000	\$485,000	\$455,000
Other						
Interfund Transfer	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$690,000
Ending Balance	\$460,052	\$730,611	\$0	470,052	\$677,511	\$727,511
Total Other	\$1,212,052	\$1,482,611	\$752,000	1,222,052	\$1,429,511	\$1,417,511
TOTAL	\$1,500,538	\$1,749,887	\$993,007	1,707,052	\$1,914,511	\$1,872,511

024 MAIN STREET RDA SPECIAL REVENUE FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Property Taxes						
024-31113 PROP TAX INCREMENT RDA	\$283,883	\$293,889	\$262,442	274,160	\$260,797	\$265,000
024-31121 DEL AND PRIOR YEAR	\$0	\$0	\$0	50,000	\$50,000	\$50,000
024-31125 CONTRIBUTION FROM OTHER GOVERNMENT	\$950,390	\$983,888	\$878,611	917,840	\$873,103	\$880,000
Total Property Taxes	\$1,234,273	\$1,277,777	\$1,141,053	1,242,000	\$1,183,900	\$1,195,000
Misc. Revenues						
024-36111 INTEREST EARNINGS	\$5,819	\$12,058	\$0	0	\$0	\$0
Total Misc. Revenues	\$5,819	\$12,058	\$0	0	\$0	\$0
Beginning Balance						
024-39990 BEGINNING BALANCE	\$260,447	\$460,052	\$730,611	465,052	\$730,611	\$677,511
Total Beginning Balance	\$260,447	\$460,052	\$730,611	465,052	\$730,611	\$677,511
TOTAL	\$1,500,539	\$1,749,887	\$1,871,664	1,707,052	\$1,914,511	\$1,872,511

024 MAIN STREET RDA SPECIAL REVENUE FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40623 RDA MITIGATION - MAI						
Mat, Suppls, Services	\$276,177	\$262,566	\$240,086	405,000	\$405,000	\$405,000
Total 40623 RDA MITIGATION - MAI	\$276,177	\$262,566	\$240,086	405,000	\$405,000	\$405,000
40999 END BAL SUR(DEF)						
Ending Balance	\$460,052	\$730,611	\$0	470,052	\$677,511	\$727,511
Total 40999 END BAL SUR(DEF)	\$460,052	\$730,611	\$0	470,052	\$677,511	\$727,511
42310 HISTORICAL INCENTIVE GRANT						
Mat, Suppls, Services	\$0	\$0	\$0	30,000	\$30,000	\$30,000
Total 42310 HISTORICAL INCENTIVE GRANT	\$0	\$0	\$0	30,000	\$30,000	\$30,000
43303 MAIN STREET RDA						
Mat, Suppls, Services	\$12,309	\$4,710	\$921	50,000	\$50,000	\$20,000
Interfund Transfer	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$690,000
Total 43303 MAIN STREET RDA	\$764,309	\$756,710	\$752,921	802,000	\$802,000	\$710,000
TOTAL	\$1,500,538	\$1,749,887	\$993,007	1,707,052	\$1,914,511	\$1,872,511

CAPITAL IMPROVEMENT FUND - Budget Summary

031 CAPITAL IMPROVEMENT FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Sales Tax	\$8,010,452	\$7,159,183	\$7,632,596	9,540,207	\$9,540,207	\$9,750,207
Planning Building & Engineering Fees	\$308,787	\$432,381	\$620,441	373,000	\$373,000	\$355,000
Federal Revenue	\$11,140	\$1,044	\$0	0	\$0	\$0
State Revenue	\$520,721	\$431,761	\$369,790	360,000	\$360,000	\$360,000
County/SP District Revenue	\$637,316	\$2,520,580	\$139,252	1,680,000	\$1,680,000	\$2,030,000
Transit Charges for Services	\$0	\$0	\$0	0	\$6,429,000	\$0
Misc. Revenues	\$2,837,006	\$4,303,532	\$430,991	1,198,000	\$1,198,000	\$20,198,000
Interfund Transactions (CIP/Debt)	\$28,171,029	\$33,203,271	\$64,444,555	2,357,042	\$2,357,042	\$2,436,030
Special Revenues & Resources	\$3,737,067	\$813,486	\$292,445	302,500	\$302,500	\$481,487
Bond Proceeds	\$0	\$0	\$0	60,300,000	\$79,700,608	\$8,000,000
Total Revenues	\$44,233,518	\$48,865,239	\$73,930,070	76,110,749	\$101,940,357	\$43,610,724
Other						
Beginning Balance	\$36,922,033	\$31,142,544	\$40,859,511	67,307,997	\$40,859,511	\$10,196,484
Total Other	\$36,922,033	\$31,142,544	\$40,859,511	67,307,997	\$40,859,511	\$10,196,484
TOTAL	\$81,155,551	\$80,007,783	\$114,789,581	143,418,746	\$142,799,868	\$53,807,208

031 CAPITAL IMPROVEMENT FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$68,537	\$46,395	\$63,326	0	\$0	\$0
Capital	\$48,658,602	\$35,749,161	\$68,479,840	65,868,694	\$129,850,622	\$45,873,694
Total Depts	\$48,727,139	\$35,795,556	\$68,543,166	65,868,694	\$129,850,622	\$45,873,694
Other						
Interfund Transfer	\$1,285,867	\$3,352,716	\$3,669,062	3,345,387	\$2,752,762	\$5,745,118
Ending Balance	\$31,142,544	\$40,859,511	\$0	74,204,665	\$10,196,484	\$2,188,396
Total Other	\$32,428,411	\$44,212,227	\$3,669,062	77,550,052	\$12,949,246	\$7,933,514
TOTAL	\$81,155,550	\$80,007,783	\$72,212,228	143,418,746	\$142,799,868	\$53,807,208

031 CAPITAL IMPROVEMENT FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Sales Tax						
031-31213 RESORT TAX	\$3,084,250	\$700,000	\$0	2,550,207	\$2,550,207	\$2,550,207
031-31215 ADDITIONAL RESORT SALES TAX	\$4,926,202	\$4,866,464	\$4,987,415	4,540,000	\$4,540,000	\$4,650,000
031-31216 TRANSIENT ROOM TAX	\$0	\$1,592,720	\$2,645,181	2,450,000	\$2,450,000	\$2,550,000
Total Sales Tax	\$8,010,452	\$7,159,183	\$7,632,596	9,540,207	\$9,540,207	\$9,750,207
Planning Building & Engineering Fees						
031-32361 IMPACT FEES	\$308,787	\$432,381	\$620,441	373,000	\$373,000	\$355,000
Total Planning Building & Engineering Fees	\$308,787	\$432,381	\$620,441	373,000	\$373,000	\$355,000
Federal Revenue						
031-33110 FEDERAL GRANTS	\$11,140	\$1,044	\$0	0	\$0	\$0
Total Federal Revenue	\$11,140	\$1,044	\$0	0	\$0	\$0
State Revenue						
031-33252 STATE CONTRIBUTION	\$11,650	\$11,500	\$11,850	0	\$0	\$0
031-33261 CLASS C ROAD	\$509,071	\$420,261	\$357,940	360,000	\$360,000	\$360,000
Total State Revenue	\$520,721	\$431,761	\$369,790	360,000	\$360,000	\$360,000
County/SP District Revenue						
031-33311 COUNTY CONTRIBUTION	\$581,115	\$2,510,580	\$33,000	1,680,000	\$1,680,000	\$2,030,000
031-33312 RECR, ARTS & PARK - RAP TAX GRANT	\$56,201	\$10,000	\$106,252	0	\$0	\$0
Total County/SP District Revenue	\$637,316	\$2,520,580	\$139,252	1,680,000	\$1,680,000	\$2,030,000
Transit Charges for Services						
031-34230 REGIONAL TRANSIT REVENUE	\$0	\$0	\$0	0	\$6,429,000	\$0
Total Transit Charges for Services	\$0	\$0	\$0	0	\$6,429,000	\$0
Misc. Revenues						
031-36111 INTEREST EARNINGS	\$406,963	\$619,040	\$141,823	20,000	\$20,000	\$20,000
031-36210 RENTAL INCOME	\$30	\$0	\$3,500	173,000	\$173,000	\$173,000
031-36309 SALE OF PROPERTY-AFFORDABLE HOUSING	\$0	\$2,700,184	\$166,791	0	\$0	\$0
031-36310 SALE OF ASSETS	\$2,239,756	\$790,722	\$0	1,000,000	\$1,000,000	\$20,000,000
031-36325 GARAGE REVENUE	\$174,917	\$189,117	\$113,964	0	\$0	\$0
031-36911 OTHER MISCELLANEOUS	\$15,340	\$4,469	\$4,912	5,000	\$5,000	\$5,000
Total Misc. Revenues	\$2,837,006	\$4,303,532	\$430,991	1,198,000	\$1,198,000	\$20,198,000
Interfund Transactions (CIP/Debt)						
031-38213 GEN FUND TRANS TO FUND 31 CIP	\$0	\$3,000,023	\$2,357,042	2,357,042	\$2,357,042	\$2,436,030
031-38271 TRANS FROM DEBT SERVICE FUND	\$28,171,029	\$30,203,248	\$62,087,513	0	\$0	\$0
Total Interfund Transactions (CIP/Debt)	\$28,171,029	\$33,203,271	\$64,444,555	2,357,042	\$2,357,042	\$2,436,030
Special Revenues & Resources						

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
031-39110 DONATIONS	\$3,599,329	\$150,000	\$0	0	\$0	\$0
031-39126 OTHER CONTRIBUTIONS	\$131,863	\$657,539	\$282,588	300,000	\$300,000	\$478,987
031-39129 LIBRARY FUNDRAISING DONATION	\$5,875	\$5,947	\$9,857	2,500	\$2,500	\$2,500
Total Special Revenues & Resources	\$3,737,067	\$813,486	\$292,445	302,500	\$302,500	\$481,487
Bond Proceeds						
031-39220 BOND PROCEEDS	\$0	\$0	\$0	60,300,000	\$79,700,608	\$8,000,000
Total Bond Proceeds	\$0	\$0	\$0	60,300,000	\$79,700,608	\$8,000,000
Beginning Balance						
031-39990 BEGINNING BALANCE	\$36,922,033	\$31,142,544	\$40,859,511	67,307,997	\$40,859,511	\$10,196,484
Total Beginning Balance	\$36,922,033	\$31,142,544	\$40,859,511	67,307,997	\$40,859,511	\$10,196,484
TOTAL	\$81,155,551	\$80,007,783	\$114,789,581	143,418,746	\$142,799,868	\$53,807,208

031 CAPITAL IMPROVEMENT FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40821 TRANS TO OTHER FUND						
Interfund Transfer	\$1,285,867	\$3,352,716	\$3,669,062	3,345,387	\$2,752,762	\$5,745,118
Total 40821 TRANS TO OTHER FUND	\$1,285,867	\$3,352,716	\$3,669,062	3,345,387	\$2,752,762	\$5,745,118
40999 END BAL SUR(DEF)						
Ending Balance	\$31,142,544	\$40,859,511	\$0	74,204,665	\$10,196,484	\$2,188,396
Total 40999 END BAL SUR(DEF)	\$31,142,544	\$40,859,511	\$0	74,204,665	\$10,196,484	\$2,188,396
43300 FIVE YEAR CIP						
Capital	\$0	\$0	\$0	0	\$5,073,395	\$0
Total 43300 FIVE YEAR CIP	\$0	\$0	\$0	0	\$5,073,395	\$0
43301 ENGINEERING & PLANNING						
Capital	\$3,562	\$0	\$0	33,000	\$76,177	\$0
Total 43301 ENGINEERING & PLANNING	\$3,562	\$0	\$0	33,000	\$76,177	\$0
43302 INFORMATION SYSTEMS ENHANCEMENT						
Capital	\$22,373	\$127	\$87	0	\$23,355	\$0
Total 43302 INFORMATION SYSTEMS ENHANCEMENT	\$22,373	\$127	\$87	0	\$23,355	\$0
43308 CITY PARK						
Capital	\$17,950	\$90,948	\$2,447	100,000	\$487,923	\$150,000
Total 43308 CITY PARK	\$17,950	\$90,948	\$2,447	100,000	\$487,923	\$150,000
43311 PAVEMENT MANAGEMENT						
Capital	\$839,209	\$806,042	\$758,650	873,000	\$990,507	\$1,000,000
Total 43311 PAVEMENT MANAGEMENT	\$839,209	\$806,042	\$758,650	873,000	\$990,507	\$1,000,000

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
43320 AFFORDABLE HOUSING						
Capital	\$0	\$250,185	\$287,294	0	\$965,049	\$0
Total 43320 AFFORDABLE HOUSING	\$0	\$250,185	\$287,294	0	\$965,049	\$0
43324 MCPOLIN FARM PROPERTY MAINTENANCE						
Capital	\$0	\$0	\$0	0	\$2,280	\$0
Total 43324 MCPOLIN FARM PROPERTY MAINTENANCE	\$0	\$0	\$0	0	\$2,280	\$0
43329 ADA IMPLEMENTATION						
Capital	\$0	\$0	\$0	5,000	\$70,523	\$5,000
Total 43329 ADA IMPLEMENTATION	\$0	\$0	\$0	5,000	\$70,523	\$5,000
43332 LIBRARY DONATION EXP						
Capital	\$12,090	\$12,810	\$12,839	0	\$32,344	\$0
Total 43332 LIBRARY DONATION EXP	\$12,090	\$12,810	\$12,839	0	\$32,344	\$0
43333 DIRECTIONAL SIGNAGE						
Capital	\$15,000	\$0	\$7,842	35,000	\$48,995	\$0
Total 43333 DIRECTIONAL SIGNAGE	\$15,000	\$0	\$7,842	35,000	\$48,995	\$0
43349 TRAFFIC CALMING						
Capital	\$21,493	\$16,340	\$11,667	10,000	\$86,428	\$10,000
Total 43349 TRAFFIC CALMING	\$21,493	\$16,340	\$11,667	10,000	\$86,428	\$10,000
43356 TRAILS MASTER PLAN IMPLEMENTATION						
Capital	\$204,752	\$94,330	\$53,224	70,000	\$168,040	\$70,000
Total 43356 TRAILS MASTER PLAN IMPLEMENTATION	\$204,752	\$94,330	\$53,224	70,000	\$168,040	\$70,000
43380 ECONOMIC STUDY						
Capital	\$0	\$0	\$0	0	\$66,268	\$0
Total 43380 ECONOMIC STUDY	\$0	\$0	\$0	0	\$66,268	\$0
43401 PUBLIC ART						
Capital	\$6,501	\$2,400	\$47,023	0	\$345,150	\$0
Total 43401 PUBLIC ART	\$6,501	\$2,400	\$47,023	0	\$345,150	\$0
43402 FRIENDS OF THE FARM						
Capital	\$2,500	\$1,647	\$640	0	\$24,012	\$0
Total 43402 FRIENDS OF THE FARM	\$2,500	\$1,647	\$640	0	\$24,012	\$0
43404 OPEN SPACE IMPROVEMENTS						
Personnel	\$0	\$11,874	\$37,912	0	\$0	\$0
Capital	\$589,408	\$620,831	\$371,266	300,000	\$734,694	\$300,000
Total 43404 OPEN SPACE IMPROVEMENTS	\$589,408	\$632,704	\$409,178	300,000	\$734,694	\$300,000
43411 NEIGHBORHOOD PARKS						
Capital	\$0	\$0	\$0	0	\$265,874	\$0
Total 43411 NEIGHBORHOOD PARKS	\$0	\$0	\$0	0	\$265,874	\$0
43456 QUINN'S ICE/FIELDS PHASE II						
Capital	\$447	\$6,930	\$98,342	0	\$135,147	\$0
Total 43456 QUINN'S ICE/FIELDS PHASE II	\$447	\$6,930	\$98,342	0	\$135,147	\$0
43472 RACQUET CLUB PROGRAM EQUIPMENT REPLACEME						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$162,333	\$13,119	\$62,724	65,000	\$161,554	\$65,000
Total 43472 RACQUET CLUB PROGRAM EQUIPMENT REPLACEME	\$162,333	\$13,119	\$62,724	65,000	\$161,554	\$65,000
43478 ASSET MGNT/REPLACEMENT PROGRAM						
Capital	\$570,811	\$457,322	\$562,802	552,709	\$2,114,963	\$552,709
Total 43478 ASSET MGNT/REPLACEMENT PROGRAM	\$570,811	\$457,322	\$562,802	552,709	\$2,114,963	\$552,709
43482 ICE FACILITY CAPITAL REPLACEMENT						
Capital	\$76,328	\$8,401	\$-20,120	360,000	\$400,826	\$100,000
Total 43482 ICE FACILITY CAPITAL REPLACEMENT	\$76,328	\$8,401	\$-20,120	360,000	\$400,826	\$100,000
43490 OTIS PHASE III(A)						
Personnel	\$656	\$0	\$0	0	\$0	\$0
Capital	\$5,301	\$1,184,725	\$532,276	0	\$1,784,318	\$0
Total 43490 OTIS PHASE III(A)	\$5,957	\$1,184,725	\$532,276	0	\$1,784,318	\$0
43493 ICE FACILITY CAPITAL IMPROVEMENTS						
Capital	\$7,727	\$20,000	\$11,220	0	\$0	\$0
Total 43493 ICE FACILITY CAPITAL IMPROVEMENTS	\$7,727	\$20,000	\$11,220	0	\$0	\$0
43512 CHINA BRIDGE IMPROVEMENTS & EQUIPMENT						
Capital	\$2,120	\$47,570	\$0	0	\$49,690	\$0
Total 43512 CHINA BRIDGE IMPROVEMENTS & EQUIPMENT	\$2,120	\$47,570	\$0	0	\$49,690	\$0
43521 ENERGY EFFICIENCY STUDY ON CITY FACILITI						
Capital	\$0	\$0	\$0	0	\$30,511	\$0
Total 43521 ENERGY EFFICIENCY STUDY ON CITY FACILITI	\$0	\$0	\$0	0	\$30,511	\$0
43526 WALKABILITY IMPLEMENTATION						
Personnel	\$8,059	\$4,592	\$1,030	0	\$0	\$0
Capital	\$115,310	\$4,935	\$0	0	\$4,784,885	\$0
Total 43526 WALKABILITY IMPLEMENTATION	\$123,369	\$9,527	\$1,030	0	\$4,784,885	\$0
43529 WALKABILITY MAINTENANCE						
Capital	\$41,108	\$40,890	\$37,626	40,500	\$55,322	\$40,500
Total 43529 WALKABILITY MAINTENANCE	\$41,108	\$40,890	\$37,626	40,500	\$55,322	\$40,500
43535 CHINA BRIDGE GARAGE EVENT PARKING						
Capital	\$0	\$0	\$-15,207	0	\$638,126	\$340,000
Total 43535 CHINA BRIDGE GARAGE EVENT PARKING	\$0	\$0	\$-15,207	0	\$638,126	\$340,000
43540 RACQUET CLUB RENOVATION						
Capital	\$0	\$3,007	\$0	0	\$1,962	\$0
Total 43540 RACQUET CLUB RENOVATION	\$0	\$3,007	\$0	0	\$1,962	\$0
43542 EMERGENCY MANAGEMENT PROGRAM START UP						
Capital	\$6,687	\$7,648	\$3,384	15,000	\$37,008	\$0
Total 43542 EMERGENCY MANAGEMENT PROGRAM START UP	\$6,687	\$7,648	\$3,384	15,000	\$37,008	\$0
43566 TRIANGLE PROPERTY ENVIRONMENTAL REMEDIAT						
Capital	\$0	\$0	\$0	0	\$99,779	\$0
Total 43566 TRIANGLE PROPERTY ENVIRONMENTAL REMEDIAT	\$0	\$0	\$0	0	\$99,779	\$0
43577 IRRIGATION CONTROL REPLACEMENT						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$15,480	\$30,000	\$21,940	20,000	\$4,417	\$0
Total 43577 IRRIGATION CONTROL REPLACEMENT	\$15,480	\$30,000	\$21,940	20,000	\$4,417	\$0
43578 ELECTRONIC RECORD ARCHIVING						
Capital	\$0	\$0	\$0	0	\$95,000	\$0
Total 43578 ELECTRONIC RECORD ARCHIVING	\$0	\$0	\$0	0	\$95,000	\$0
43581 MIDDLE SILVER CREEK						
Capital	\$0	\$0	\$0	0	\$234,297	\$0
Total 43581 MIDDLE SILVER CREEK	\$0	\$0	\$0	0	\$234,297	\$0
43589 STORM WATER IMPROVEMENTS						
Capital	\$105,472	\$94,125	\$-4,999	66,150	\$117,305	\$50,000
Total 43589 STORM WATER IMPROVEMENTS	\$105,472	\$94,125	\$-4,999	66,150	\$117,305	\$50,000
43598 SECURITY PROJECTS						
Capital	\$65,476	\$49,057	\$6,327	75,000	\$136,929	\$0
Total 43598 SECURITY PROJECTS	\$65,476	\$49,057	\$6,327	75,000	\$136,929	\$0
43601 SOILS REPOSITORY						
Capital	\$0	\$0	\$0	0	\$4,204,144	\$0
Total 43601 SOILS REPOSITORY	\$0	\$0	\$0	0	\$4,204,144	\$0
43606 ENVIRONMENTAL REVOLVING LOAN FUND						
Capital	\$0	\$29,432	\$0	0	\$94,484	\$0
Total 43606 ENVIRONMENTAL REVOLVING LOAN FUND	\$0	\$29,432	\$0	0	\$94,484	\$0
43607 DT ENHANCEMENT PHASE 2						
Personnel	\$59,765	\$29,930	\$9,394	0	\$0	\$0
Capital	\$334,320	\$357,794	\$447,548	0	\$1,351,119	\$0
Total 43607 DT ENHANCEMENT PHASE 2	\$394,085	\$387,724	\$456,942	0	\$1,351,119	\$0
43622 IRONHORSE ELECTRONIC ACCESS CONTROL						
Capital	\$0	\$25,000	\$0	0	\$0	\$0
Total 43622 IRONHORSE ELECTRONIC ACCESS CONTROL	\$0	\$25,000	\$0	0	\$0	\$0
43626 APP DEVELOPMENT						
Capital	\$24,980	\$6,500	\$30,820	0	\$13,045	\$0
Total 43626 APP DEVELOPMENT	\$24,980	\$6,500	\$30,820	0	\$13,045	\$0
43628 CEMETERY IMPROVEMENTS						
Capital	\$500	\$700	\$700	0	\$27,714	\$0
Total 43628 CEMETERY IMPROVEMENTS	\$500	\$700	\$700	0	\$27,714	\$0
43629 AQUATICS EQUIPMENT REPLACEMENT						
Capital	\$7,495	\$12,830	\$10,120	15,000	\$24,674	\$15,000
Total 43629 AQUATICS EQUIPMENT REPLACEMENT	\$7,495	\$12,830	\$10,120	15,000	\$24,674	\$15,000
43631 SPRIGGS BARN						
Capital	\$0	\$0	\$0	0	\$5,000	\$0
Total 43631 SPRIGGS BARN	\$0	\$0	\$0	0	\$5,000	\$0
43643 OPEN SPACE ACQUISITION						
Capital	\$0	\$17,709	\$0	0	\$0	\$3,000,000

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 43643 OPEN SPACE ACQUISITION	\$0	\$17,709	\$0	0	\$0	\$3,000,000
43645 PROSPECTOR DRAIN						
Capital	\$134,168	\$205,946	\$38,179	0	\$2,072,400	\$0
Total 43645 PROSPECTOR DRAIN	\$134,168	\$205,946	\$38,179	0	\$2,072,400	\$0
43652 FLEET MGMT SOFTWARE						
Capital	\$0	\$0	\$0	0	\$103,986	\$0
Total 43652 FLEET MGMT SOFTWARE	\$0	\$0	\$0	0	\$103,986	\$0
43656 DEER VALLEY DR PHS II						
Capital	\$45,429	\$0	\$0	0	\$0	\$0
Total 43656 DEER VALLEY DR PHS II	\$45,429	\$0	\$0	0	\$0	\$0
43657 BON PARK/RMP SUBSTATION RELOC/MIT						
Capital	\$12,919	\$96,473	\$139,541	0	\$1,158,844	\$0
Total 43657 BON PARK/RMP SUBSTATION RELOC/MIT	\$12,919	\$96,473	\$139,541	0	\$1,158,844	\$0
43661 DOG PARK IMPRVMT						
Capital	\$0	\$0	\$0	5,000	\$50,307	\$5,000
Total 43661 DOG PARK IMPRVMT	\$0	\$0	\$0	5,000	\$50,307	\$5,000
43662 NETWORK/SECURITY ENHANCE						
Capital	\$108	\$29,272	\$80,541	57,500	\$113,728	\$0
Total 43662 NETWORK/SECURITY ENHANCE	\$108	\$29,272	\$80,541	57,500	\$113,728	\$0
43663 WEBSITE REMODEL						
Capital	\$0	\$0	\$0	0	\$12,378	\$0
Total 43663 WEBSITE REMODEL	\$0	\$0	\$0	0	\$12,378	\$0
43664 OUTDOOR TENNIS COURT REBUILD						
Capital	\$0	\$0	\$0	0	\$564	\$0
Total 43664 OUTDOOR TENNIS COURT REBUILD	\$0	\$0	\$0	0	\$564	\$0
43665 OLD TOWN STAIRS						
Capital	\$0	\$0	\$0	0	\$21,276	\$0
Total 43665 OLD TOWN STAIRS	\$0	\$0	\$0	0	\$21,276	\$0
43669 RECREATION SOFTWARE						
Capital	\$0	\$0	\$0	0	\$12,000	\$0
Total 43669 RECREATION SOFTWARE	\$0	\$0	\$0	0	\$12,000	\$0
43670 MS INFRASTRUCTURE MAINT						
Capital	\$34,660	\$29,620	\$43,217	100,000	\$473,719	\$100,000
Total 43670 MS INFRASTRUCTURE MAINT	\$34,660	\$29,620	\$43,217	100,000	\$473,719	\$100,000
43674 SURVEY MONUMENT RE-ESTABLISHMENT						
Capital	\$0	\$0	\$0	15,000	\$20,000	\$15,000
Total 43674 SURVEY MONUMENT RE-ESTABLISHMENT	\$0	\$0	\$0	15,000	\$20,000	\$15,000
43675 HISTORIC WALL/HILLSIDE AVE						
Capital	\$0	\$0	\$0	0	\$163,100	\$0
Total 43675 HISTORIC WALL/HILLSIDE AVE	\$0	\$0	\$0	0	\$163,100	\$0
43676 ENGINEERING SMALL PROJECTS						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$1,450	\$0	\$849	0	\$10,794	\$0
Total 43676 ENGINEERING SMALL PROJECTS	\$1,450	\$0	\$849	0	\$10,794	\$0
43677 PROSPECTOR AVE RECONSTRUCTION						
Personnel	\$0	\$0	\$770	0	\$0	\$0
Capital	\$27,579	\$-64,711	\$-4,686	0	\$1,888,709	\$0
Total 43677 PROSPECTOR AVE RECONSTRUCTION	\$27,579	\$-64,711	\$-3,916	0	\$1,888,709	\$0
43680 FIBER CONNECTION TO QUINN'S ICE & WATER						
Capital	\$3,376	\$44,223	\$0	0	\$15,777	\$0
Total 43680 FIBER CONNECTION TO QUINN'S ICE & WATER	\$3,376	\$44,223	\$0	0	\$15,777	\$0
43681 LIBRARY TECH EQUIP REPLACE						
Capital	\$0	\$0	\$12,256	24,387	\$101,954	\$24,387
Total 43681 LIBRARY TECH EQUIP REPLACE	\$0	\$0	\$12,256	24,387	\$101,954	\$24,387
43682 COUNCIL CHAMBERS ADV TECH UPGRADES						
Capital	\$11,750	\$0	\$0	0	\$16,000	\$0
Total 43682 COUNCIL CHAMBERS ADV TECH UPGRADES	\$11,750	\$0	\$0	0	\$16,000	\$0
43688 REGIONAL INTERCONNECT						
Capital	\$0	\$0	\$0	0	\$0	\$50,000
Total 43688 REGIONAL INTERCONNECT	\$0	\$0	\$0	0	\$0	\$50,000
43694 MCPOLIN FARM BARN SEISMIC UPGRADE						
Capital	\$1,023,253	\$0	\$0	0	\$4,970	\$0
Total 43694 MCPOLIN FARM BARN SEISMIC UPGRADE	\$1,023,253	\$0	\$0	0	\$4,970	\$0
43695 SNOW STORAGE LOT						
Capital	\$0	\$0	\$0	0	\$26	\$0
Total 43695 SNOW STORAGE LOT	\$0	\$0	\$0	0	\$26	\$0
43698 PARKS IRRIGATION SYSTEM EFFICIENCY IMPRO						
Capital	\$35,166	\$2,221	\$4,680	25,000	\$48,090	\$25,000
Total 43698 PARKS IRRIGATION SYSTEM EFFICIENCY IMPRO	\$35,166	\$2,221	\$4,680	25,000	\$48,090	\$25,000
43699 REMOTE SNOW STORAGE SITE IMPROVEMENTS						
Capital	\$5,521	\$0	\$0	0	\$74,898	\$0
Total 43699 REMOTE SNOW STORAGE SITE IMPROVEMENTS	\$5,521	\$0	\$0	0	\$74,898	\$0
43700 STREETS AND WATER MAINTENANCE BUILDING						
Personnel	\$58	\$0	\$0	0	\$0	\$0
Capital	\$931,451	\$255,467	\$89,755	0	\$1,834,873	\$0
Total 43700 STREETS AND WATER MAINTENANCE BUILDING	\$931,509	\$255,467	\$89,755	0	\$1,834,873	\$0
43709 LAND ACQUISITION/BANKING PROGRAM						
Capital	\$4,725,155	\$0	\$0	0	\$274,845	\$0
Total 43709 LAND ACQUISITION/BANKING PROGRAM	\$4,725,155	\$0	\$0	0	\$274,845	\$0
43713 MASTER PLAN RECREATION AMENITIES						
Capital	\$-8,947	\$0	\$6,048	0	\$71,585	\$0
Total 43713 MASTER PLAN RECREATION AMENITIES	\$-8,947	\$0	\$6,048	0	\$71,585	\$0
43719 REPLACEMENT OF DATA BACKUP SYSTEM						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$0	\$160	\$0	0	\$160	\$0
Total 43719 REPLACEMENT OF DATA BACKUP SYSTEM	\$0	\$160	\$0	0	\$160	\$0
43720 VIDEO STORAGE ARRAY						
Capital	\$0	\$0	\$60,000	0	\$60,000	\$0
Total 43720 VIDEO STORAGE ARRAY	\$0	\$0	\$60,000	0	\$60,000	\$0
43727 LED STREET LIGHTS PHASE 1						
Capital	\$7,817	\$8,306	\$0	0	\$6,917	\$0
Total 43727 LED STREET LIGHTS PHASE 1	\$7,817	\$8,306	\$0	0	\$6,917	\$0
43728 BUS STOP PLAY PROJECT						
Capital	\$950	\$0	\$0	0	\$0	\$0
Total 43728 BUS STOP PLAY PROJECT	\$950	\$0	\$0	0	\$0	\$0
43736 DOWNTOWN PROJECTS - PHASE III						
Capital	\$102,421	\$0	\$0	0	\$0	\$0
Total 43736 DOWNTOWN PROJECTS - PHASE III	\$102,421	\$0	\$0	0	\$0	\$0
43738 LEGAL SOFTWARE FOR ELECTRONIC DOCUMENT M						
Capital	\$0	\$0	\$0	0	\$35,000	\$0
Total 43738 LEGAL SOFTWARE FOR ELECTRONIC DOCUMENT M	\$0	\$0	\$0	0	\$35,000	\$0
43742 PARK AVE. RECONSTRUCTION						
Capital	\$0	\$0	\$0	292,000	\$292,000	\$1,788,000
Total 43742 PARK AVE. RECONSTRUCTION	\$0	\$0	\$0	292,000	\$292,000	\$1,788,000
43743 RECREATION BLDG. CITY PARK						
Capital	\$0	\$0	\$0	300,000	\$800,000	\$0
Total 43743 RECREATION BLDG. CITY PARK	\$0	\$0	\$0	300,000	\$800,000	\$0
43744 VMS REPLACEMENT						
Capital	\$37,836	\$0	\$0	0	\$2,164	\$0
Total 43744 VMS REPLACEMENT	\$37,836	\$0	\$0	0	\$2,164	\$0
43758 GUARDRAIL ROYAL & DEER VALLEY DRIVE						
Capital	\$0	\$324	\$119	0	\$99,676	\$0
Total 43758 GUARDRAIL ROYAL & DEER VALLEY DRIVE	\$0	\$324	\$119	0	\$99,676	\$0
43759 DOWNTOWN PROJECTS PLAZAS						
Capital	\$216,154	\$60,605	\$400	0	\$561,005	\$0
Total 43759 DOWNTOWN PROJECTS PLAZAS	\$216,154	\$60,605	\$400	0	\$561,005	\$0
43771 PROSPECTOR AVENUE RECONSTRUCTION						
Capital	\$0	\$0	\$407,976	0	\$0	\$0
Total 43771 PROSPECTOR AVENUE RECONSTRUCTION	\$0	\$0	\$407,976	0	\$0	\$0
43773 DUMP TRUCK						
Capital	\$0	\$0	\$0	0	\$0	\$150,000
Total 43773 DUMP TRUCK	\$0	\$0	\$0	0	\$0	\$150,000
43776 VEHICLE & EQUIP REPLACE						
Capital	\$0	\$0	\$0	70,000	\$0	\$50,000
Total 43776 VEHICLE & EQUIP REPLACE	\$0	\$0	\$0	70,000	\$0	\$50,000

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
43777 PROSPECTOR AVE STORM WATER						
Capital	\$0	\$137,870	\$0	0	\$222,130	\$0
Total 43777 PROSPECTOR AVE STORM WATER	\$0	\$137,870	\$0	0	\$222,130	\$0
43779 PARK AVE STORM DRAIN						
Capital	\$0	\$0	\$0	0	\$0	\$750,000
Total 43779 PARK AVE STORM DRAIN	\$0	\$0	\$0	0	\$0	\$750,000
43782 PC MARC TENNIS COURT RESURFACE						
Capital	\$0	\$0	\$0	17,000	\$37,000	\$0
Total 43782 PC MARC TENNIS COURT RESURFACE	\$0	\$0	\$0	17,000	\$37,000	\$0
43783 CORE FABRIC EXTENDER						
Capital	\$0	\$6,000	\$0	0	\$0	\$0
Total 43783 CORE FABRIC EXTENDER	\$0	\$6,000	\$0	0	\$0	\$0
43788 TIMEKEEPING SOFTWARE UPGRADE						
Capital	\$0	\$0	\$0	0	\$10,000	\$0
Total 43788 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	0	\$10,000	\$0
43793 MOBILE MANAGEMENT SERVER						
Capital	\$0	\$0	\$0	0	\$35,100	\$0
Total 43793 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	0	\$35,100	\$0
43798 WINDOWS 10 CLIENT LICENSES						
Capital	\$0	\$5,500	\$0	0	\$0	\$0
Total 43798 WINDOWS 10 CLIENT LICENSES	\$0	\$5,500	\$0	0	\$0	\$0
43804 BONANZA FLATS						
Capital	\$38,033,655	\$0	\$206,857	2,000,000	\$2,245,579	\$2,150,000
Total 43804 BONANZA FLATS	\$38,033,655	\$0	\$206,857	2,000,000	\$2,245,579	\$2,150,000
43816 SPORTS FIELD - TURF AERATOR						
Capital	\$0	\$26,000	\$0	0	\$0	\$0
Total 43816 SPORTS FIELD - TURF AERATOR	\$0	\$26,000	\$0	0	\$0	\$0
43817 ARTS & CULTURE PROJECT						
Capital	\$0	\$19,297,809	\$0	1,038,968	\$1,241,159	\$7,109,987
Total 43817 ARTS & CULTURE PROJECT	\$0	\$19,297,809	\$0	1,038,968	\$1,241,159	\$7,109,987
43818 CENTRAL PARK CITY CONDOS						
Capital	\$0	\$4,242,235	\$0	0	\$20,455	\$0
Total 43818 CENTRAL PARK CITY CONDOS	\$0	\$4,242,235	\$0	0	\$20,455	\$0
43819 WOODSIDE PHASE I						
Personnel	\$0	\$0	\$9,480	0	\$0	\$0
Capital	\$0	\$1,052,486	\$3,958,822	0	\$3,591,740	\$0
Total 43819 WOODSIDE PHASE I	\$0	\$1,052,486	\$3,968,302	0	\$3,591,740	\$0
43820 TREASURE HILL						
Capital	\$0	\$6,000,000	\$58,000,608	58,000,000	\$59,700,000	\$0
Total 43820 TREASURE HILL	\$0	\$6,000,000	\$58,000,608	58,000,000	\$59,700,000	\$0
43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$0	\$0	\$0	0	\$29,000	\$0
Total 43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP	\$0	\$0	\$0	0	\$29,000	\$0
43835 GIS: GEOEVENT SERVER LICENSE						
Capital	\$0	\$0	\$0	0	\$0	\$5,000
Total 43835 GIS: GEOEVENT SERVER LICENSE	\$0	\$0	\$0	0	\$0	\$5,000
43838 OFFICE 2016 LICENSES						
Capital	\$0	\$0	\$992	67,480	\$117,480	\$0
Total 43838 OFFICE 2016 LICENSES	\$0	\$0	\$992	67,480	\$117,480	\$0
43841 BUBBLE REPAIR						
Capital	\$0	\$0	\$106,938	15,000	\$30,000	\$0
Total 43841 BUBBLE REPAIR	\$0	\$0	\$106,938	15,000	\$30,000	\$0
43844 WOODSIDE PHASE II						
Personnel	\$0	\$0	\$4,740	0	\$0	\$0
Capital	\$0	\$0	\$1,988,264	1,000,000	\$19,700,000	\$2,095,136
Total 43844 WOODSIDE PHASE II	\$0	\$0	\$1,993,005	1,000,000	\$19,700,000	\$2,095,136
43845 GIS: SATELLITE IMAGERY MULTI-SPECTRAL						
Capital	\$0	\$0	\$0	6,000	\$6,000	\$0
Total 43845 GIS: SATELLITE IMAGERY MULTI-SPECTRAL	\$0	\$0	\$0	6,000	\$6,000	\$0
43846 SR 248 NEW TUNNEL						
Capital	\$0	\$0	\$0	0	\$6,400,000	\$0
Total 43846 SR 248 NEW TUNNEL	\$0	\$0	\$0	0	\$6,400,000	\$0
43847 SR 248 BRT						
Capital	\$0	\$0	\$0	0	\$0	\$25,000,000
Total 43847 SR 248 BRT	\$0	\$0	\$0	0	\$0	\$25,000,000
43850 LOADER						
Capital	\$0	\$0	\$0	0	\$0	\$300,000
Total 43850 LOADER	\$0	\$0	\$0	0	\$0	\$300,000
43851 EV CHARGERS						
Capital	\$0	\$0	\$0	0	\$0	\$257,975
Total 43851 EV CHARGERS	\$0	\$0	\$0	0	\$0	\$257,975
43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA						
Capital	\$0	\$0	\$0	0	\$0	\$300,000
Total 43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA	\$0	\$0	\$0	0	\$0	\$300,000
TOTAL	\$81,155,551	\$80,007,784	\$72,212,229	143,218,747	\$142,799,868	\$53,807,209

REDEVELOPMENT AGENCY-LOWER PRK - Budget Summary

033 REDEVELOPMENT AGENCY-LOWER PRK

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Misc. Revenues	\$12,139	\$1,994,901	\$0	6,000,000	\$6,000,000	\$0
Interfund Transactions (CIP/Debt)	\$1,641,125	\$1,641,125	\$1,547,125	1,641,125	\$1,547,125	\$2,092,532
Total Revenues	\$1,653,264	\$3,636,026	\$1,547,125	7,641,125	\$7,547,125	\$2,092,532
Other						
Beginning Balance	\$746,751	\$738,741	\$1,026,025	20,686,640	\$1,026,025	\$3,001,276
Total Other	\$746,751	\$738,741	\$1,026,025	20,686,640	\$1,026,025	\$3,001,276
TOTAL	\$2,400,015	\$4,374,767	\$2,573,150	28,327,765	\$8,573,150	\$5,093,808

033 REDEVELOPMENT AGENCY-LOWER PRK

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$2,624	\$32,488	\$14,614	0	\$0	\$0
Capital	\$1,658,650	\$2,610,928	\$112,687	105,000	\$4,863,659	\$3,135,000
Total Depts	\$1,661,274	\$2,643,416	\$127,301	105,000	\$4,863,659	\$3,135,000
Other						
Interfund Transfer	\$0	\$705,325	\$708,215	708,215	\$708,215	\$706,715
Ending Balance	\$738,741	\$1,026,025	\$0	27,514,550	\$3,001,276	\$1,252,093
Total Other	\$738,741	\$1,731,350	\$708,215	28,222,765	\$3,709,491	\$1,958,808
TOTAL	\$2,400,015	\$4,374,766	\$835,516	28,327,765	\$8,573,150	\$5,093,808

033 REDEVELOPMENT AGENCY-LOWER PRK

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Misc. Revenues						
033-36111 INTEREST EARNINGS	\$12,139	\$13,001	\$0	0	\$0	\$0
033-36310 SALE OF ASSETS	\$0	\$1,981,900	\$0	6,000,000	\$6,000,000	\$0
Total Misc. Revenues	\$12,139	\$1,994,901	\$0	6,000,000	\$6,000,000	\$0
Interfund Transactions (CIP/Debt)						
033-38275 TRANS FROM LPA RDA SRF	\$1,641,125	\$1,641,125	\$1,547,125	1,641,125	\$1,547,125	\$2,092,532
Total Interfund Transactions (CIP/Debt)	\$1,641,125	\$1,641,125	\$1,547,125	1,641,125	\$1,547,125	\$2,092,532
Beginning Balance						
033-39990 BEGINNING BALANCE	\$746,751	\$738,741	\$1,026,025	20,686,640	\$1,026,025	\$3,001,276
Total Beginning Balance	\$746,751	\$738,741	\$1,026,025	20,686,640	\$1,026,025	\$3,001,276
TOTAL	\$2,400,015	\$4,374,767	\$2,573,150	28,327,765	\$8,573,150	\$5,093,808

033 REDEVELOPMENT AGENCY-LOWER PRK

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40821 TRANS TO OTHER FUND						
Interfund Transfer	\$0	\$705,325	\$708,215	708,215	\$708,215	\$706,715
Total 40821 TRANS TO OTHER FUND	\$0	\$705,325	\$708,215	708,215	\$708,215	\$706,715
40999 END BAL SUR(DEF)						
Ending Balance	\$738,741	\$1,026,025	\$0	27,514,550	\$3,001,276	\$1,252,093
Total 40999 END BAL SUR(DEF)	\$738,741	\$1,026,025	\$0	27,514,550	\$3,001,276	\$1,252,093
43309 CITY PARK IMPROVEMENTS						
Capital	\$0	\$28,300	\$1,715	100,000	\$453,941	\$100,000
Total 43309 CITY PARK IMPROVEMENTS	\$0	\$28,300	\$1,715	100,000	\$453,941	\$100,000
43322 AFFORDABLE HOUSING						
Personnel	\$2,624	\$1,322	\$0	0	\$0	\$0
Capital	\$1,343,727	\$479,925	\$9,064	0	\$16,024	\$0
Total 43322 AFFORDABLE HOUSING	\$1,346,350	\$481,247	\$9,064	0	\$16,024	\$0
43351 TRAFFIC CALMING						
Capital	\$0	\$0	\$0	0	\$39,845	\$0

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 43351 TRAFFIC CALMING	\$0	\$0	\$0	0	\$39,845	\$0
43502 SKATE PARK REPAIRS						
Capital	\$0	\$200	\$0	5,000	\$39,003	\$5,000
Total 43502 SKATE PARK REPAIRS	\$0	\$200	\$0	5,000	\$39,003	\$5,000
43585 CITY-WIDE SIGNS PHASE 1						
Capital	\$10,000	\$0	\$0	0	\$7,156	\$0
Total 43585 CITY-WIDE SIGNS PHASE 1	\$10,000	\$0	\$0	0	\$7,156	\$0
43599 CRESCENT TRAMWAY TRAIL						
Capital	\$0	\$0	\$0	0	\$100,414	\$0
Total 43599 CRESCENT TRAMWAY TRAIL	\$0	\$0	\$0	0	\$100,414	\$0
43646 LIBRARY REMODEL						
Capital	\$38,359	\$16,879	\$21,388	0	\$23,773	\$0
Total 43646 LIBRARY REMODEL	\$38,359	\$16,879	\$21,388	0	\$23,773	\$0
43647 WOODSIDE PHASE I						
Capital	\$156,713	\$653,741	\$2,778	0	\$5,987	\$0
Total 43647 WOODSIDE PHASE I	\$156,713	\$653,741	\$2,778	0	\$5,987	\$0
43649 SENIOR COMMUNITY CENTER						
Capital	\$0	\$0	\$0	0	\$1,000,000	\$0
Total 43649 SENIOR COMMUNITY CENTER	\$0	\$0	\$0	0	\$1,000,000	\$0
43679 OLD TOWN STAIRS						
Capital	\$0	\$0	\$0	0	\$600,000	\$0
Total 43679 OLD TOWN STAIRS	\$0	\$0	\$0	0	\$600,000	\$0
43696 1450-60 PARK AVENUE						
Personnel	\$0	\$15,195	\$6,163	0	\$0	\$0
Capital	\$0	\$1,350,449	\$12,709	0	\$1,216,220	\$0
Total 43696 1450-60 PARK AVENUE	\$0	\$1,365,644	\$18,872	0	\$1,216,220	\$0
43710 LAND ACQUISITION/BANKING PROGRAM						
Capital	\$1,327	\$0	\$0	0	\$0	\$0
Total 43710 LAND ACQUISITION/BANKING PROGRAM	\$1,327	\$0	\$0	0	\$0	\$0
43711 WOODSIDE PHASE II						
Personnel	\$0	\$12,662	\$5,135	0	\$0	\$0
Capital	\$0	\$39,546	\$6,044	0	\$1,000,000	\$3,000,000
Total 43711 WOODSIDE PHASE II	\$0	\$52,208	\$11,179	0	\$1,000,000	\$3,000,000
43730 PUBLIC ART						
Capital	\$0	\$0	\$40,000	0	\$82,749	\$0
Total 43730 PUBLIC ART	\$0	\$0	\$40,000	0	\$82,749	\$0
43741 SNOW CREEK BRIDGE						
Capital	\$8,400	\$11,220	\$0	0	\$0	\$0
Total 43741 SNOW CREEK BRIDGE	\$8,400	\$11,220	\$0	0	\$0	\$0
43743 RECREATION BLDG. CITY PARK						
Personnel	\$0	\$777	\$2,289	0	\$0	\$0

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$124	\$24,832	\$17,100	0	\$274,267	\$0
Total 43743 RECREATION BLDG. CITY PARK	\$124	\$25,609	\$19,388	0	\$274,267	\$0
43769 CENTRAL PARK						
Personnel	\$0	\$2,532	\$1,027	0	\$0	\$0
Capital	\$100,000	\$5,835	\$1,889	0	\$4,280	\$0
Total 43769 CENTRAL PARK	\$100,000	\$8,368	\$2,916	0	\$4,280	\$0
43848 OLD TOWN ACCESS & CIRCULATION PLAN						
Capital	\$0	\$0	\$0	0	\$0	\$30,000
Total 43848 OLD TOWN ACCESS & CIRCULATION PLAN	\$0	\$0	\$0	0	\$0	\$30,000
TOTAL	\$2,400,015	\$4,374,766	\$835,516	28,327,765	\$8,573,150	\$5,093,808

REDEVELOPMENT AGENCY-MAIN ST - Budget Summary

034 REDEVELOPMENT AGENCY-MAIN ST

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Misc. Revenues	\$12,859	\$18,148	\$0	0	\$0	\$0
Interfund Transactions (CIP/Debt)	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$690,000
Total Revenues	\$764,859	\$770,148	\$752,000	752,000	\$752,000	\$690,000
Other						
Beginning Balance	\$1,250,230	\$1,209,001	\$1,073,963	676,511	\$1,073,963	\$444,435
Total Other	\$1,250,230	\$1,209,001	\$1,073,963	676,511	\$1,073,963	\$444,435
TOTAL	\$2,015,089	\$1,979,149	\$1,825,963	1,428,511	\$1,825,963	\$1,134,435

034 REDEVELOPMENT AGENCY-MAIN ST

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Capital	\$0	\$95,695	\$208,223	52,000	\$576,367	\$30,000
Total Depts	\$0	\$95,695	\$208,223	52,000	\$576,367	\$30,000
Other						
Interfund Transfer	\$806,088	\$809,490	\$805,161	805,161	\$805,161	\$805,006
Ending Balance	\$1,209,001	\$1,073,963	\$0	571,350	\$444,435	\$299,429
Total Other	\$2,015,089	\$1,883,453	\$805,161	1,376,511	\$1,249,596	\$1,104,435
TOTAL	\$2,015,089	\$1,979,148	\$1,013,384	1,428,511	\$1,825,963	\$1,134,435

034 REDEVELOPMENT AGENCY-MAIN ST

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Misc. Revenues						
034-36111 INTEREST EARNINGS	\$12,859	\$18,148	\$0	0	\$0	\$0
Total Misc. Revenues	\$12,859	\$18,148	\$0	0	\$0	\$0
Interfund Transactions (CIP/Debt)						
034-38277 TRANS FROM MAIN ST RDA SRF	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$690,000
Total Interfund Transactions (CIP/Debt)	\$752,000	\$752,000	\$752,000	752,000	\$752,000	\$690,000
Beginning Balance						
034-39990 BEGINNING BALANCE	\$1,250,230	\$1,209,001	\$1,073,963	676,511	\$1,073,963	\$444,435
Total Beginning Balance	\$1,250,230	\$1,209,001	\$1,073,963	676,511	\$1,073,963	\$444,435
TOTAL	\$2,015,089	\$1,979,149	\$1,825,963	1,428,511	\$1,825,963	\$1,134,435

034 REDEVELOPMENT AGENCY-MAIN ST

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40821 TRANS TO OTHER FUND						
Interfund Transfer	\$806,088	\$809,490	\$805,161	805,161	\$805,161	\$805,006
Total 40821 TRANS TO OTHER FUND	\$806,088	\$809,490	\$805,161	805,161	\$805,161	\$805,006
40999 END BAL SUR(DEF)						
Ending Balance	\$1,209,001	\$1,073,963	\$0	571,350	\$444,435	\$299,429
Total 40999 END BAL SUR(DEF)	\$1,209,001	\$1,073,963	\$0	571,350	\$444,435	\$299,429
43306 OLD TOWN STAIRS						
Capital	\$0	\$12,159	\$203,477	0	\$487,903	\$0
Total 43306 OLD TOWN STAIRS	\$0	\$12,159	\$203,477	0	\$487,903	\$0
43586 CITY-WIDE SIGNS PHASE 1						
Capital	\$0	\$0	\$0	0	\$20,000	\$0
Total 43586 CITY-WIDE SIGNS PHASE 1	\$0	\$0	\$0	0	\$20,000	\$0
43814 MAIN STREET BOLLARDS PHASE I						
Capital	\$0	\$83,536	\$4,746	0	\$16,464	\$0
Total 43814 MAIN STREET BOLLARDS PHASE I	\$0	\$83,536	\$4,746	0	\$16,464	\$0
43815 PAVEMENT MANAGEMENT IMPLEMENTATION						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$0	\$0	\$0	52,000	\$52,000	\$0
Total 43815 PAVEMENT MANAGEMENT IMPLEMENTATION	\$0	\$0	\$0	52,000	\$52,000	\$0
43848 OLD TOWN ACCESS & CIRCULATION PLAN						
Capital	\$0	\$0	\$0	0	\$0	\$30,000
Total 43848 OLD TOWN ACCESS & CIRCULATION PLAN	\$0	\$0	\$0	0	\$0	\$30,000
TOTAL	\$2,015,089	\$1,979,148	\$1,013,384	1,428,511	\$1,825,963	\$1,134,435

BUILDING AUTHORITY - Budget Summary

035 BUILDING AUTHORITY

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Misc. Revenues	\$4,752	\$6,564	\$0	0	\$0	\$0
Total Revenues	\$4,752	\$6,564	\$0	0	\$0	\$0
Other						
Beginning Balance	\$454,087	\$424,783	\$429,917	423,484	\$429,917	\$429,917
Total Other	\$454,087	\$424,783	\$429,917	423,484	\$429,917	\$429,917
TOTAL	\$458,839	\$431,347	\$429,917	423,484	\$429,917	\$429,917

035 BUILDING AUTHORITY

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Capital	\$34,056	\$1,430	\$0	0	\$0	\$0
Total Depts	\$34,056	\$1,430	\$0	0	\$0	\$0
Other						
Ending Balance	\$424,783	\$429,917	\$0	423,484	\$429,917	\$429,917
Total Other	\$424,783	\$429,917	\$0	423,484	\$429,917	\$429,917
TOTAL	\$458,839	\$431,347	\$0	423,484	\$429,917	\$429,917

035 BUILDING AUTHORITY

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Misc. Revenues						
035-36111 INTEREST EARNINGS	\$4,752	\$6,564	\$0	0	\$0	\$0
Total Misc. Revenues	\$4,752	\$6,564	\$0	0	\$0	\$0
Beginning Balance						
035-39990 BEGINNING BALANCE	\$454,087	\$424,783	\$429,917	423,484	\$429,917	\$429,917
Total Beginning Balance	\$454,087	\$424,783	\$429,917	423,484	\$429,917	\$429,917
TOTAL	\$458,839	\$431,347	\$429,917	423,484	\$429,917	\$429,917

035 BUILDING AUTHORITY

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40999 END BAL SUR(DEF)						
Ending Balance	\$424,783	\$429,917	\$0	423,484	\$429,917	\$429,917
Total 40999 END BAL SUR(DEF)	\$424,783	\$429,917	\$0	423,484	\$429,917	\$429,917
43345 FUTURE PROJECTS						
Capital	\$34,056	\$1,430	\$0	0	\$0	\$0
Total 43345 FUTURE PROJECTS	\$34,056	\$1,430	\$0	0	\$0	\$0
TOTAL	\$458,839	\$431,347	\$0	423,484	\$429,917	\$429,917

EQUIPMENT REPLACEMENT CIP - Budget Summary

038 EQUIPMENT REPLACEMENT CIP

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Misc. Revenues	\$124,131	\$80,989	\$74,891	0	\$0	\$0
Interfund Transactions (CIP/Debt)	\$1,023,700	\$1,073,700	\$1,073,700	1,073,700	\$1,073,700	\$1,285,600
Total Revenues	\$1,147,831	\$1,154,689	\$1,148,591	1,073,700	\$1,073,700	\$1,285,600
Other						
Beginning Balance	\$1,626,711	\$1,352,711	\$1,990,746	1,202,711	\$1,990,746	\$59,075
Total Other	\$1,626,711	\$1,352,711	\$1,990,746	1,202,711	\$1,990,746	\$59,075
TOTAL	\$2,774,542	\$2,507,400	\$3,139,337	2,276,411	\$3,064,446	\$1,344,675

038 EQUIPMENT REPLACEMENT CIP

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Capital	\$1,421,831	\$516,654	\$1,216,684	1,325,600	\$3,005,371	\$1,285,600
Total Depts	\$1,421,831	\$516,654	\$1,216,684	1,325,600	\$3,005,371	\$1,285,600
Other						
Ending Balance	\$1,352,711	\$1,990,746	\$0	950,811	\$59,075	\$59,075
Total Other	\$1,352,711	\$1,990,746	\$0	950,811	\$59,075	\$59,075
TOTAL	\$2,774,542	\$2,507,400	\$1,216,684	2,276,411	\$3,064,446	\$1,344,675

038 EQUIPMENT REPLACEMENT CIP

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Misc. Revenues						
038-36310 SALE OF ASSETS	\$124,131	\$80,989	\$74,891	0	\$0	\$0
Total Misc. Revenues	\$124,131	\$80,989	\$74,891	0	\$0	\$0
Interfund Transactions (CIP/Debt)						
038-38210 TRANS FR GEN FUND-EQUIP REPLAC	\$1,023,700	\$1,073,700	\$1,073,700	1,073,700	\$1,073,700	\$1,285,600
Total Interfund Transactions (CIP/Debt)	\$1,023,700	\$1,073,700	\$1,073,700	1,073,700	\$1,073,700	\$1,285,600
Beginning Balance						
038-39990 BEGINNING BALANCE	\$1,626,711	\$1,352,711	\$1,990,746	1,202,711	\$1,990,746	\$59,075
Total Beginning Balance	\$1,626,711	\$1,352,711	\$1,990,746	1,202,711	\$1,990,746	\$59,075
TOTAL	\$2,774,542	\$2,507,400	\$3,139,337	2,276,411	\$3,064,446	\$1,344,675

038 EQUIPMENT REPLACEMENT CIP

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40999 END BAL SUR(DEF)						
Ending Balance	\$1,352,711	\$1,990,746	\$0	950,811	\$59,075	\$59,075
Total 40999 END BAL SUR(DEF)	\$1,352,711	\$1,990,746	\$0	950,811	\$59,075	\$59,075
43330 REPLACE ROLLING STOCK						
Capital	\$1,023,569	\$394,999	\$1,038,190	945,000	\$2,279,892	\$950,000
Total 43330 REPLACE ROLLING STOCK	\$1,023,569	\$394,999	\$1,038,190	945,000	\$2,279,892	\$950,000
43350 REPLACE COMPUTER						
Capital	\$398,262	\$115,780	\$178,494	320,600	\$641,354	\$320,600
Total 43350 REPLACE COMPUTER	\$398,262	\$115,780	\$178,494	320,600	\$641,354	\$320,600
43683 FLEET SHOP EQUIP REPLACEMENT						
Capital	\$0	\$5,875	\$0	60,000	\$84,125	\$15,000
Total 43683 FLEET SHOP EQUIP REPLACEMENT	\$0	\$5,875	\$0	60,000	\$84,125	\$15,000
TOTAL	\$2,774,542	\$2,507,400	\$1,216,684	2,276,411	\$3,064,446	\$1,344,675

WATER FUND - Budget Summary

051 WATER FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Planning Building & Engineering Fees	\$1,091,022	\$1,255,340	\$1,885,478	1,000,000	\$1,500,000	\$750,000
Water Charges for Services	\$17,193,875	\$17,881,316	\$18,520,159	17,448,500	\$18,571,984	\$19,309,129
Misc. Revenues	\$480,329	\$444,863	\$359,827	178,023	\$178,023	\$178,023
Special Revenues & Resources	\$0	\$0	\$203,305	0	\$0	\$1,400,000
Bond Proceeds	\$0	\$0	\$0	12,500,000	\$22,500,000	\$45,000,000
Total Revenues	\$18,765,226	\$19,581,519	\$20,968,769	31,126,523	\$42,750,007	\$66,637,152
Other						
Beginning Balance	\$7,275,494	\$5,905,357	\$2,415,273	7,378,758	\$2,415,273	\$4,502,009
Total Other	\$7,275,494	\$5,905,357	\$2,415,273	7,378,758	\$2,415,273	\$4,502,009
TOTAL	\$26,040,720	\$25,486,876	\$23,384,042	38,505,281	\$45,165,280	\$71,139,161

051 WATER FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$2,687,654	\$2,887,816	\$2,898,134	3,232,386	\$2,931,770	\$3,307,652
Mat, Suppls, Services	\$3,025,753	\$2,888,759	\$3,682,841	3,729,138	\$3,729,138	\$3,835,138
Capital	\$8,282,947	\$11,120,598	\$9,818,386	17,085,809	\$27,663,622	\$40,376,046
Debt Service	\$4,501,047	\$4,509,004	\$997,342	4,517,579	\$4,517,579	\$4,524,604
Contingency	\$0	\$0	\$0	100,000	\$100,000	\$100,000
Total Depts	\$18,497,401	\$21,406,176	\$17,396,704	28,664,912	\$38,942,109	\$52,143,440
Other						
Interfund Transfer	\$1,637,962	\$1,665,427	\$1,721,162	1,720,745	\$1,721,162	\$1,766,502
Ending Balance	\$5,905,357	\$2,415,273	\$0	8,119,624	\$4,502,009	\$17,229,219
Total Other	\$7,543,319	\$4,080,700	\$1,721,162	9,840,369	\$6,223,171	\$18,995,721
TOTAL	\$26,040,720	\$25,486,876	\$19,117,866	38,505,281	\$45,165,280	\$71,139,161

051 WATER FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Planning Building & Engineering Fees						
051-32363 WATER IMPACT FEES	\$1,091,022	\$1,255,340	\$1,885,478	1,000,000	\$1,500,000	\$750,000
Total Planning Building & Engineering Fees	\$1,091,022	\$1,255,340	\$1,885,478	1,000,000	\$1,500,000	\$750,000
Water Charges for Services						
051-34111 WATER SERVICE FEES	\$16,418,638	\$17,058,653	\$17,686,848	16,700,000	\$17,823,484	\$18,560,629
051-34112 LATE FEES WATER BIL	\$9,829	\$10,519	\$14,762	0	\$0	\$0
051-34121 SALE OF METERS	\$48,308	\$96,145	\$100,649	30,000	\$30,000	\$30,000
051-34123 RECONNECTION FEES	\$2,100	\$1,000	\$2,600	3,500	\$3,500	\$3,500
051-34125 WATER GENERAL FUND	\$715,000	\$715,000	\$715,000	715,000	\$715,000	\$715,000
Total Water Charges for Services	\$17,193,875	\$17,881,316	\$18,519,859	17,448,500	\$18,571,984	\$19,309,129
Misc. Revenues						
051-36111 INTEREST EARNINGS	\$130,508	\$136,164	\$0	0	\$0	\$0
051-36112 INT EARN SPEC ACCTS	\$140,377	\$92,037	\$149,541	0	\$0	\$0
051-36310 SALE OF ASSETS	\$405	\$7,088	\$0	0	\$0	\$0
051-36911 OTHER MISCELLANEOUS	\$43,300	\$43,300	\$43,300	0	\$0	\$0
051-36915 BUILD AMERICA BOND SUBSIDY	\$165,740	\$166,274	\$166,986	178,023	\$178,023	\$178,023
Total Misc. Revenues	\$480,329	\$444,863	\$359,827	178,023	\$178,023	\$178,023
Special Revenues & Resources						
051-39126 OTHER CONTRIBUTIONS	\$0	\$0	\$203,305	0	\$0	\$1,400,000
Total Special Revenues & Resources	\$0	\$0	\$203,305	0	\$0	\$1,400,000
Bond Proceeds						
051-39220 BOND PROCEEDS	\$0	\$0	\$0	12,500,000	\$22,500,000	\$45,000,000
Total Bond Proceeds	\$0	\$0	\$0	12,500,000	\$22,500,000	\$45,000,000
Beginning Balance						
051-39990 BEGINNING BALANCE	\$7,275,494	\$5,905,357	\$2,415,273	7,378,758	\$2,415,273	\$4,502,009
Total Beginning Balance	\$7,275,494	\$5,905,357	\$2,415,273	7,378,758	\$2,415,273	\$4,502,009
TOTAL	\$26,040,720	\$25,486,876	\$23,383,742	38,505,281	\$45,165,280	\$71,139,161

051 WATER FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40451 WATER OPERATIONS						
Personnel	\$2,642,668	\$2,882,204	\$2,850,776	3,232,386	\$2,931,770	\$3,307,652
Mat, Suppls, Services	\$3,025,753	\$2,888,759	\$3,682,841	3,729,138	\$3,729,138	\$3,835,138
Capital	\$44,694	\$120,340	\$23,441	43,000	\$43,000	\$43,000
Interfund Transfer	\$1,545,146	\$1,560,450	\$1,579,221	1,582,221	\$1,579,221	\$1,605,405
Total 40451 WATER OPERATIONS	\$7,258,260	\$7,451,753	\$8,136,279	8,586,745	\$8,283,129	\$8,791,195
40452 WATER INSURANCE						
Interfund Transfer	\$92,816	\$104,977	\$141,941	138,524	\$141,941	\$161,097
Total 40452 WATER INSURANCE	\$92,816	\$104,977	\$141,941	138,524	\$141,941	\$161,097
40740 2009A WATER BONDS-DEQ						
Debt Service	\$125,000	\$127,500	\$2,500	127,500	\$127,500	\$127,500
Total 40740 2009A WATER BONDS-DEQ	\$125,000	\$127,500	\$2,500	127,500	\$127,500	\$127,500
40741 2009B WATER REV & REFUNDING BONDS						
Debt Service	\$1,895,364	\$1,895,167	\$-58,532	1,903,000	\$1,903,000	\$0
Total 40741 2009B WATER REV & REFUNDING BONDS	\$1,895,364	\$1,895,167	\$-58,532	1,903,000	\$1,903,000	\$0
40742 2009C WATER REVENUE BONDS						
Debt Service	\$515,419	\$510,888	\$510,902	511,138	\$511,138	\$2,411,138
Total 40742 2009C WATER REVENUE BONDS	\$515,419	\$510,888	\$510,902	511,138	\$511,138	\$2,411,138
40743 2010 WATER REVENUE BONDS						
Debt Service	\$1,093,673	\$1,093,404	\$203,266	1,089,690	\$1,089,690	\$1,092,315
Total 40743 2010 WATER REVENUE BONDS	\$1,093,673	\$1,093,404	\$203,266	1,089,690	\$1,089,690	\$1,092,315
40744 2012 WATER BONDS						
Debt Service	\$345,826	\$350,782	\$67,321	353,700	\$353,700	\$360,750
Total 40744 2012 WATER BONDS	\$345,826	\$350,782	\$67,321	353,700	\$353,700	\$360,750
40745 2012B WATER REVENUE BONDS						
Debt Service	\$126,594	\$126,563	\$118,332	126,813	\$126,813	\$126,813
Total 40745 2012B WATER REVENUE BONDS	\$126,594	\$126,563	\$118,332	126,813	\$126,813	\$126,813
40746 2013A WATER BONDS						
Debt Service	\$263,052	\$268,613	\$36,147	269,500	\$269,500	\$269,850
Total 40746 2013A WATER BONDS	\$263,052	\$268,613	\$36,147	269,500	\$269,500	\$269,850
40748 2014 WATER REVENUE BONDS						
Debt Service	\$136,119	\$136,088	\$117,407	136,238	\$136,238	\$136,238
Total 40748 2014 WATER REVENUE BONDS	\$136,119	\$136,088	\$117,407	136,238	\$136,238	\$136,238
40982 CONTINGENCY/SALARY						
Contingency	\$0	\$0	\$0	100,000	\$100,000	\$100,000

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 40982 CONTINGENCY/SALARY	\$0	\$0	\$0	100,000	\$100,000	\$100,000
40999 END BAL SUR(DEF)						
Ending Balance	\$5,905,357	\$2,415,273	\$0	8,119,624	\$4,502,009	\$17,229,219
Total 40999 END BAL SUR(DEF)	\$5,905,357	\$2,415,273	\$0	8,119,624	\$4,502,009	\$17,229,219
43312 TUNNEL IMPROVEMENTS						
Personnel	\$2,192	\$1,857	\$1,591	0	\$0	\$0
Capital	\$150,894	\$244,908	\$191,304	252,711	\$530,366	\$5,000,000
Total 43312 TUNNEL IMPROVEMENTS	\$153,086	\$246,765	\$192,895	252,711	\$530,366	\$5,000,000
43317 WATER EQUIPMENT						
Capital	\$0	\$114,798	\$229,536	80,000	\$319,882	\$80,000
Total 43317 WATER EQUIPMENT	\$0	\$114,798	\$229,536	80,000	\$319,882	\$80,000
43340 MOTOR CHANGE OUT & REBUILD						
Capital	\$79,257	\$12,510	\$18,735	31,807	\$50,028	\$32,602
Total 43340 MOTOR CHANGE OUT & REBUILD	\$79,257	\$12,510	\$18,735	31,807	\$50,028	\$32,602
43390 JUDGE WATER TREATMENT						
Personnel	\$1,036	\$-4	\$0	0	\$0	\$0
Capital	\$93,859	\$-304	\$0	0	\$2,033	\$0
Total 43390 JUDGE WATER TREATMENT	\$94,895	\$-308	\$0	0	\$2,033	\$0
43391 BACKFLOW PREVENTION						
Capital	\$18,825	\$77,686	\$0	0	\$4,036	\$0
Total 43391 BACKFLOW PREVENTION	\$18,825	\$77,686	\$0	0	\$4,036	\$0
43417 OTIS WATER PIPELINE REPLACEMENT						
Capital	\$162,788	\$624,868	\$0	273,688	\$33,070	\$280,530
Total 43417 OTIS WATER PIPELINE REPLACEMENT	\$162,788	\$624,868	\$0	273,688	\$33,070	\$280,530
43428 WATER DEPT INFRASTRUCTURE IMPROVEMENTS						
Personnel	\$40,874	\$691	\$42,980	0	\$0	\$0
Capital	\$640,429	\$415,922	\$525,427	900,000	\$2,163,094	\$900,000
Total 43428 WATER DEPT INFRASTRUCTURE IMPROVEMENTS	\$681,303	\$416,613	\$568,407	900,000	\$2,163,094	\$900,000
43469 EMERGENCY POWER						
Capital	\$0	\$0	\$0	0	\$0	\$150,000
Total 43469 EMERGENCY POWER	\$0	\$0	\$0	0	\$0	\$150,000
43513 ROCKPORT WATER, PIPELINE AND STORAGE						
Capital	\$1,075,662	\$1,368,743	\$1,172,183	1,275,663	\$1,487,104	\$1,307,554
Total 43513 ROCKPORT WATER, PIPELINE AND STORAGE	\$1,075,662	\$1,368,743	\$1,172,183	1,275,663	\$1,487,104	\$1,307,554
43516 SPIRO BUILDING MAINTENANCE						
Capital	\$69,381	\$4,819	\$0	100,000	\$80,665	\$0
Total 43516 SPIRO BUILDING MAINTENANCE	\$69,381	\$4,819	\$0	100,000	\$80,665	\$0
43570 PC HEIGHTS CAPACITY UPGRADE						
Capital	\$0	\$0	\$0	0	\$0	\$650,000
Total 43570 PC HEIGHTS CAPACITY UPGRADE	\$0	\$0	\$0	0	\$0	\$650,000
43571 QUINNS WATER TREATMENT PLANT						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$0	\$0	\$0	0	\$348,836	\$0
Total 43571 QUINNS WATER TREATMENT PLANT	\$0	\$0	\$0	0	\$348,836	\$0
43610 LANDSCAPE WATER CHECKS						
Capital	\$0	\$0	\$0	6,000	\$3,575	\$2,000
Total 43610 LANDSCAPE WATER CHECKS	\$0	\$0	\$0	6,000	\$3,575	\$2,000
43612 SMART IRRIGATION CONTROLLERS						
Capital	\$8,755	\$1,368	\$0	10,000	\$10,000	\$1,000
Total 43612 SMART IRRIGATION CONTROLLERS	\$8,755	\$1,368	\$0	10,000	\$10,000	\$1,000
43613 WATER QUALITY STUDY						
Personnel	\$0	\$1,940	\$2,557	0	\$0	\$0
Capital	\$187,357	\$101,625	\$18,994	250,000	\$111,896	\$250,000
Total 43613 WATER QUALITY STUDY	\$187,357	\$103,565	\$21,551	250,000	\$111,896	\$250,000
43614 ROCKPORT CAPITAL FACILITIES REPL						
Capital	\$125,828	\$125,828	\$125,828	151,146	\$253,450	\$151,146
Total 43614 ROCKPORT CAPITAL FACILITIES REPL	\$125,828	\$125,828	\$125,828	151,146	\$253,450	\$151,146
43622 IRONHORSE ELECTRONIC ACCESS CONTROL						
Capital	\$0	\$6,000	\$0	0	\$0	\$0
Total 43622 IRONHORSE ELECTRONIC ACCESS CONTROL	\$0	\$6,000	\$0	0	\$0	\$0
43640 EMPIRE TANK REPLACEMENT						
Capital	\$0	\$0	\$10,804	0	\$1,795,108	\$0
Total 43640 EMPIRE TANK REPLACEMENT	\$0	\$0	\$10,804	0	\$1,795,108	\$0
43641 QUINN'S WATER TREATMENT PLAN ASSET RPLC						
Capital	\$103,197	\$35,249	\$168,340	1,200,000	\$1,913,559	\$200,000
Total 43641 QUINN'S WATER TREATMENT PLAN ASSET RPLC	\$103,197	\$35,249	\$168,340	1,200,000	\$1,913,559	\$200,000
43651 FLEET MGMT SOFTWARE						
Capital	\$0	\$0	\$0	5,769	\$11,538	\$5,769
Total 43651 FLEET MGMT SOFTWARE	\$0	\$0	\$0	5,769	\$11,538	\$5,769
43672 SPIRO/JUDGE PRE-TREATMENT						
Capital	\$196,363	\$0	\$2,500	0	\$0	\$0
Total 43672 SPIRO/JUDGE PRE-TREATMENT	\$196,363	\$0	\$2,500	0	\$0	\$0
43684 EQUIP REPLACEMENT - COMPUTER						
Capital	\$20,191	\$7,193	\$0	21,232	\$47,092	\$21,232
Total 43684 EQUIP REPLACEMENT - COMPUTER	\$20,191	\$7,193	\$0	21,232	\$47,092	\$21,232
43688 REGIONAL INTERCONNECT						
Capital	\$0	\$0	\$22,121	0	\$150,505	\$2,080,000
Total 43688 REGIONAL INTERCONNECT	\$0	\$0	\$22,121	0	\$150,505	\$2,080,000
43689 METER REPLACEMENT						
Personnel	\$233	\$453	\$0	0	\$0	\$0
Capital	\$196,211	\$173,932	\$273,817	250,000	\$232,924	\$350,000
Total 43689 METER REPLACEMENT	\$196,444	\$174,385	\$273,817	250,000	\$232,924	\$350,000
43690 PARK MEADOWS WELL						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$481,343	\$3,634,114	\$55,849	0	\$2,594,171	\$0
Total 43690 PARK MEADOWS WELL	\$481,343	\$3,634,114	\$55,849	0	\$2,594,171	\$0
43693 SCADA TELEMETRY SYSTEM REPLACEMENT						
Capital	\$173,347	\$13,463	\$0	55,125	\$22,249	\$10,000
Total 43693 SCADA TELEMETRY SYSTEM REPLACEMENT	\$173,347	\$13,463	\$0	55,125	\$22,249	\$10,000
43701 STREETS AND WATER MAINTENANCE BUILDING						
Capital	\$0	\$0	\$33,631	0	\$2,700,000	\$0
Total 43701 STREETS AND WATER MAINTENANCE BUILDING	\$0	\$0	\$33,631	0	\$2,700,000	\$0
43722 C7 NECK TANK TO LAST CHANCE						
Capital	\$0	\$0	\$0	0	\$0	\$320,707
Total 43722 C7 NECK TANK TO LAST CHANCE	\$0	\$0	\$0	0	\$0	\$320,707
43723 C1 QUINNS WTP TO BOOTHILL - PHASE 1						
Capital	\$0	\$5,225	\$130,784	1,400,000	\$1,400,000	\$3,300,000
Total 43723 C1 QUINNS WTP TO BOOTHILL - PHASE 1	\$0	\$5,225	\$130,784	1,400,000	\$1,400,000	\$3,300,000
43724 REGIONALIZATION FEE						
Capital	\$0	\$0	\$0	0	\$0	\$200,000
Total 43724 REGIONALIZATION FEE	\$0	\$0	\$0	0	\$0	\$200,000
43725 OPERATIONAL WATER STORAGE POND						
Capital	\$0	\$0	\$0	2,000,000	\$0	\$2,000,000
Total 43725 OPERATIONAL WATER STORAGE POND	\$0	\$0	\$0	2,000,000	\$0	\$2,000,000
43747 MIW TREATMENT						
Personnel	\$652	\$36	\$230	0	\$0	\$0
Capital	\$320,840	\$2,667,397	\$4,171,253	3,472,875	\$4,586,450	\$16,215,506
Total 43747 MIW TREATMENT	\$321,492	\$2,667,433	\$4,171,482	3,472,875	\$4,586,450	\$16,215,506
43748 QJWTP TREATMENT UPGRADES						
Personnel	\$0	\$639	\$0	0	\$0	\$0
Capital	\$3,921,565	\$637,516	\$254,535	1,100,000	\$1,540,280	\$1,150,000
Total 43748 QJWTP TREATMENT UPGRADES	\$3,921,565	\$638,155	\$254,535	1,100,000	\$1,540,280	\$1,150,000
43749 QJWTP CAPACITY UPGRADES						
Capital	\$0	\$0	\$0	100,000	\$600,000	\$400,000
Total 43749 QJWTP CAPACITY UPGRADES	\$0	\$0	\$0	100,000	\$600,000	\$400,000
43750 DISTRIBUTION ZONING METERS						
Capital	\$0	\$21,451	\$75,930	0	\$178,549	\$200,000
Total 43750 DISTRIBUTION ZONING METERS	\$0	\$21,451	\$75,930	0	\$178,549	\$200,000
43751 ENERGY PROJECTS						
Capital	\$209,870	\$166,329	\$101,060	200,000	\$233,671	\$200,000
Total 43751 ENERGY PROJECTS	\$209,870	\$166,329	\$101,060	200,000	\$233,671	\$200,000
43752 QWTP ENERGY PROJECTS						
Capital	\$2,291	\$316,659	\$-34,350	0	\$81,051	\$0
Total 43752 QWTP ENERGY PROJECTS	\$2,291	\$316,659	\$-34,350	0	\$81,051	\$0
43766 GOLF BUILDING						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$0	\$217,941	\$1,661,433	2,500,000	\$2,782,059	\$2,600,000
Total 43766 GOLF BUILDING	\$0	\$217,941	\$1,661,433	2,500,000	\$2,782,059	\$2,600,000
43778 DUMP TRUCK						
Capital	\$0	\$0	\$0	0	\$0	\$150,000
Total 43778 DUMP TRUCK	\$0	\$0	\$0	0	\$0	\$150,000
43784 CORE FABRIC EXTENDER						
Capital	\$0	\$1,000	\$0	0	\$0	\$0
Total 43784 CORE FABRIC EXTENDER	\$0	\$1,000	\$0	0	\$0	\$0
43789 TIMEKEEPING SOFTWARE UPGRADE						
Capital	\$0	\$0	\$0	0	\$4,000	\$0
Total 43789 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	0	\$4,000	\$0
43794 MOBILE MANAGEMENT SERVER						
Capital	\$0	\$0	\$0	0	\$13,000	\$0
Total 43794 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	0	\$13,000	\$0
43799 WINDOWS 10 CLIENT LICENSES						
Capital	\$0	\$4,020	\$0	0	\$1,480	\$0
Total 43799 WINDOWS 10 CLIENT LICENSES	\$0	\$4,020	\$0	0	\$1,480	\$0
43805 JSSD INTERCONNECTION IMPROVEMENTS						
Capital	\$0	\$0	\$466,417	800,000	\$800,000	\$800,000
Total 43805 JSSD INTERCONNECTION IMPROVEMENTS	\$0	\$0	\$466,417	800,000	\$800,000	\$800,000
43826 WEST NECK TANK						
Capital	\$0	\$0	\$27,462	125,000	\$25,000	\$225,000
Total 43826 WEST NECK TANK	\$0	\$0	\$27,462	125,000	\$25,000	\$225,000
43827 MIW OFFSITE IMPROVEMENTS						
Capital	\$0	\$0	\$91,351	500,000	\$500,000	\$1,100,000
Total 43827 MIW OFFSITE IMPROVEMENTS	\$0	\$0	\$91,351	500,000	\$500,000	\$1,100,000
43839 OFFICE 2016 LICENSES						
Capital	\$0	\$0	\$0	9,900	\$9,900	\$0
Total 43839 OFFICE 2016 LICENSES	\$0	\$0	\$0	9,900	\$9,900	\$0
TOTAL	\$26,040,721	\$25,486,876	\$19,117,866	38,533,388	\$45,165,280	\$71,139,161

STORM WATER FUND - Budget Summary

052 STORM WATER FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Water Charges for Services	\$979,419	\$1,277,767	\$1,572,044	1,250,000	\$1,250,000	\$1,250,000
Misc. Revenues	\$331	\$5,242	\$0	0	\$0	\$0
Special Revenues & Resources	\$8,249,613	\$0	\$0	0	\$0	\$0
Total Revenues	\$9,229,363	\$1,283,009	\$1,572,044	1,250,000	\$1,250,000	\$1,250,000
Other						
Beginning Balance	\$0	\$176,433	\$598,027	371,704	\$598,027	\$712,452
Total Other	\$0	\$176,433	\$598,027	371,704	\$598,027	\$712,452
TOTAL	\$9,229,363	\$1,459,442	\$2,170,071	1,621,704	\$1,848,027	\$1,962,452

052 STORM WATER FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$539,043	\$629,068	\$876,070	699,711	\$691,725	\$709,440
Mat, Suppls, Services	\$156,180	\$152,847	\$155,387	308,000	\$308,000	\$308,000
Capital	\$33,094	\$500	\$6,414	235,350	\$47,850	\$471,500
Total Depts	\$728,317	\$782,415	\$1,037,871	1,243,061	\$1,047,575	\$1,488,940
Other						
Interfund Transfer	\$75,000	\$79,000	\$94,709	104,000	\$88,000	\$120,793
Ending Balance	\$8,426,046	\$598,027	\$0	274,643	\$712,452	\$352,719
Total Other	\$8,501,046	\$677,027	\$94,709	378,643	\$800,452	\$473,512
TOTAL	\$9,229,363	\$1,459,442	\$1,132,580	1,621,704	\$1,848,027	\$1,962,452

052 STORM WATER FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Water Charges for Services						
052-34175 STORM WATER FEES	\$979,066	\$1,276,986	\$1,570,988	1,250,000	\$1,250,000	\$1,250,000
052-34176 LATE FEES STORM WATER	\$353	\$781	\$1,056	0	\$0	\$0
Total Water Charges for Services	\$979,419	\$1,277,767	\$1,572,044	1,250,000	\$1,250,000	\$1,250,000
Misc. Revenues						
052-36111 INTEREST EARNINGS	\$331	\$5,242	\$0	0	\$0	\$0
Total Misc. Revenues	\$331	\$5,242	\$0	0	\$0	\$0
Special Revenues & Resources						
052-39126 OTHER CONTRIBUTIONS	\$8,249,613	\$0	\$0	0	\$0	\$0
Total Special Revenues & Resources	\$8,249,613	\$0	\$0	0	\$0	\$0
Beginning Balance						
052-39990 BEGINNING BALANCE	\$0	\$176,433	\$598,027	371,704	\$598,027	\$712,452
Total Beginning Balance	\$0	\$176,433	\$598,027	371,704	\$598,027	\$712,452
TOTAL	\$9,229,363	\$1,459,442	\$2,170,071	1,621,704	\$1,848,027	\$1,962,452

052 STORM WATER FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40455 STORM WATER OPER						
Personnel	\$539,043	\$629,068	\$876,070	699,711	\$691,725	\$709,440
Mat, Suppls, Services	\$156,180	\$152,847	\$155,387	308,000	\$308,000	\$308,000
Capital	\$33,094	\$0	\$6,414	1,500	\$1,500	\$1,500
Interfund Transfer	\$75,000	\$79,000	\$94,709	104,000	\$88,000	\$120,793
Total 40455 STORM WATER OPER	\$803,317	\$860,915	\$1,132,580	1,113,211	\$1,089,225	\$1,139,733
40999 END BAL SUR(DEF)						
Ending Balance	\$8,426,046	\$598,027	\$0	274,643	\$712,452	\$352,719
Total 40999 END BAL SUR(DEF)	\$8,426,046	\$598,027	\$0	274,643	\$712,452	\$352,719
43755 VEHICLE & EQUIP REPLACEMENT						
Capital	\$0	\$0	\$0	0	\$0	\$70,000
Total 43755 VEHICLE & EQUIP REPLACEMENT	\$0	\$0	\$0	0	\$0	\$70,000

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
43772 STORM WATER IMPROVEMENTS						
Capital	\$0	\$0	\$0	233,850	\$33,850	\$400,000
Total 43772 STORM WATER IMPROVEMENTS	\$0	\$0	\$0	233,850	\$33,850	\$400,000
43785 CORE FABRIC EXTENDER						
Capital	\$0	\$500	\$0	0	\$0	\$0
Total 43785 CORE FABRIC EXTENDER	\$0	\$500	\$0	0	\$0	\$0
43790 TIMEKEEPING SOFTWARE UPGRADE						
Capital	\$0	\$0	\$0	0	\$500	\$0
Total 43790 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	0	\$500	\$0
43795 MOBILE MANAGEMENT SERVER						
Capital	\$0	\$0	\$0	0	\$6,500	\$0
Total 43795 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	0	\$6,500	\$0
43800 WINDOWS 10 CLIENT LICENSES						
Capital	\$0	\$0	\$0	0	\$5,500	\$0
Total 43800 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	0	\$5,500	\$0
TOTAL	\$9,229,363	\$1,459,442	\$1,132,580	1,621,704	\$1,848,027	\$1,962,452

GOLF COURSE FUND - Budget Summary

055 GOLF COURSE FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Recreation	\$1,418,870	\$1,491,988	\$1,404,262	1,519,596	\$1,519,596	\$1,519,596
Misc. Revenues	\$35,724	\$31,079	\$29,736	51,350	\$51,350	\$51,350
Interfund Transactions (CIP/Debt)	\$25,000	\$25,000	\$25,000	25,000	\$25,000	\$25,000
Total Revenues	\$1,479,594	\$1,548,068	\$1,458,999	1,595,946	\$1,595,946	\$1,595,946
Other						
Beginning Balance	\$1,325,234	\$1,246,003	\$1,210,441	1,219,788	\$1,210,441	\$1,064,829
Total Other	\$1,325,234	\$1,246,003	\$1,210,441	1,219,788	\$1,210,441	\$1,064,829
TOTAL	\$2,804,828	\$2,794,071	\$2,669,440	2,815,734	\$2,806,387	\$2,660,775

055 GOLF COURSE FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$740,673	\$795,591	\$772,556	958,936	\$804,886	\$950,807
Mat, Suppls, Services	\$426,639	\$463,233	\$451,446	447,810	\$508,435	\$508,435
Capital	\$255,845	\$163,918	\$8,196	114,565	\$263,815	\$126,565
Debt Service	\$8,094	\$32,377	\$32,377	32,377	\$32,377	\$32,377
Total Depts	\$1,431,251	\$1,455,119	\$1,264,574	1,553,688	\$1,609,513	\$1,618,184
Other						
Interfund Transfer	\$127,574	\$128,511	\$132,046	142,910	\$132,045	\$141,090
Ending Balance	\$1,246,003	\$1,210,441	\$0	1,119,136	\$1,064,829	\$901,501
Total Other	\$1,373,577	\$1,338,952	\$132,046	1,262,046	\$1,196,874	\$1,042,591
TOTAL	\$2,804,828	\$2,794,071	\$1,396,620	2,815,734	\$2,806,387	\$2,660,775

055 GOLF COURSE FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Recreation						
055-34611 CAMPS	\$3,552	\$4,854	\$4,700	0	\$0	\$0
055-34622 LEAGUES ADULT	\$178	\$2,534	\$4,120	0	\$0	\$0
055-34661 GOLF FEES	\$799,511	\$838,497	\$794,143	827,755	\$827,755	\$827,755
055-34662 CART FEES	\$241,813	\$249,659	\$235,699	226,771	\$226,771	\$226,771
055-34663 PASS FEES	\$57,960	\$61,782	\$62,569	53,463	\$53,463	\$53,463
055-34664 DRIVING RANGE FEES	\$54,511	\$53,623	\$39,572	59,807	\$59,807	\$59,807
055-34665 PRO-SHOP RETAIL SALE	\$176,455	\$192,564	\$183,060	220,000	\$220,000	\$220,000
055-34666 GOLF LESSONS	\$17,492	\$20,520	\$11,794	41,400	\$41,400	\$41,400
055-34667 GOLF LESSON CLINICS	\$1,500	\$1,060	\$640	2,700	\$2,700	\$2,700
055-34668 TOURNAMENT ADMIN.	\$6,774	\$7,556	\$12,232	2,700	\$2,700	\$2,700
055-34671 BEVERAGE CART RETAIL SALES	\$27,018	\$28,072	\$26,254	35,000	\$35,000	\$35,000
055-34672 BEVERAGE CART BEER SALES	\$23,448	\$24,829	\$24,256	50,000	\$50,000	\$50,000
055-34674 BEVERAGE CART TIPS	\$8,657	\$6,437	\$5,224	0	\$0	\$0
Total Recreation	\$1,418,870	\$1,491,988	\$1,404,262	1,519,596	\$1,519,596	\$1,519,596
Misc. Revenues						
055-36111 INTEREST EARNINGS	\$8,420	\$10,759	\$0	1,350	\$1,350	\$1,350
055-36210 RENTAL INCOME	\$23,991	\$20,198	\$29,603	25,000	\$25,000	\$25,000
055-36310 SALE OF ASSETS	\$1,701	\$0	\$0	0	\$0	\$0
055-36911 OTHER MISCELLANEOUS	\$1,318	\$-104	\$40	25,000	\$25,000	\$25,000
055-36921 CASH OVER/SHORT	\$294	\$226	\$93	0	\$0	\$0
Total Misc. Revenues	\$35,724	\$31,079	\$29,736	51,350	\$51,350	\$51,350
Interfund Transactions (CIP/Debt)						
055-38211 TRANS FR GEN FUND	\$25,000	\$25,000	\$25,000	25,000	\$25,000	\$25,000
Total Interfund Transactions (CIP/Debt)	\$25,000	\$25,000	\$25,000	25,000	\$25,000	\$25,000
Beginning Balance						
055-39990 BEGINNING BALANCE	\$1,325,234	\$1,246,003	\$1,210,441	1,219,788	\$1,210,441	\$1,064,829
Total Beginning Balance	\$1,325,234	\$1,246,003	\$1,210,441	1,219,788	\$1,210,441	\$1,064,829
TOTAL	\$2,804,828	\$2,794,071	\$2,669,440	2,815,734	\$2,806,387	\$2,660,775

055 GOLF COURSE FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40564 GOLF MAINTENANCE						
Personnel	\$402,522	\$441,506	\$423,896	533,830	\$442,032	\$519,261
Mat, Suppls, Services	\$199,257	\$207,833	\$191,243	212,335	\$212,335	\$212,335
Capital	\$0	\$0	\$0	1,005	\$1,005	\$1,005
Interfund Transfer	\$75,290	\$77,628	\$79,023	89,888	\$79,023	\$88,067
Total 40564 GOLF MAINTENANCE	\$677,069	\$726,967	\$694,162	837,057	\$734,394	\$820,668
40571 GOLF PRO SHOP						
Personnel	\$338,151	\$354,085	\$348,660	425,106	\$362,854	\$431,547
Mat, Suppls, Services	\$227,382	\$255,400	\$260,203	235,475	\$296,100	\$296,100
Capital	\$495	\$0	\$0	1,000	\$1,000	\$1,000
Debt Service	\$8,094	\$32,377	\$32,377	32,377	\$32,377	\$32,377
Interfund Transfer	\$52,284	\$50,883	\$53,023	53,023	\$53,023	\$53,023
Total 40571 GOLF PRO SHOP	\$626,406	\$692,745	\$694,263	746,981	\$745,354	\$814,047
40999 END BAL SUR(DEF)						
Ending Balance	\$1,246,003	\$1,210,441	\$0	1,119,136	\$1,064,829	\$901,501
Total 40999 END BAL SUR(DEF)	\$1,246,003	\$1,210,441	\$0	1,119,136	\$1,064,829	\$901,501
43367 GOLF COURSE IMPROVEMENTS						
Capital	\$6,405	\$5,787	\$-10,652	12,000	\$40,143	\$24,000
Total 43367 GOLF COURSE IMPROVEMENTS	\$6,405	\$5,787	\$-10,652	12,000	\$40,143	\$24,000
43403 GOLF EQUIPMENT REPLACEMENT						
Capital	\$20,927	\$155,888	\$16,222	98,000	\$208,460	\$98,000
Total 43403 GOLF EQUIPMENT REPLACEMENT	\$20,927	\$155,888	\$16,222	98,000	\$208,460	\$98,000
43495 GOLF CART LOAN & PURCHASE						
Capital	\$228,018	\$0	\$0	0	\$0	\$0
Total 43495 GOLF CART LOAN & PURCHASE	\$228,018	\$0	\$0	0	\$0	\$0
43685 EQUIP REPLACEMENT - COMPUTER						
Capital	\$0	\$1,743	\$2,625	2,560	\$11,057	\$2,560
Total 43685 EQUIP REPLACEMENT - COMPUTER	\$0	\$1,743	\$2,625	2,560	\$11,057	\$2,560
43786 CORE FABRIC EXTENDER						
Capital	\$0	\$500	\$0	0	\$0	\$0
Total 43786 CORE FABRIC EXTENDER	\$0	\$500	\$0	0	\$0	\$0
43791 TIMEKEEPING SOFTWARE UPGRADE						
Capital	\$0	\$0	\$0	0	\$500	\$0
Total 43791 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	0	\$500	\$0
43796 MOBILE MANAGEMENT SERVER						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$0	\$0	\$0	0	\$650	\$0
Total 43796 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	0	\$650	\$0
43801 WINDOWS 10 CLIENT LICENSES						
Capital	\$0	\$0	\$0	0	\$1,000	\$0
Total 43801 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	0	\$1,000	\$0
TOTAL	\$2,804,828	\$2,794,071	\$1,396,620	2,815,734	\$2,806,387	\$2,660,775

TRANSPORTATION FUND - Budget Summary

057 TRANSPORTATION FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Sales Tax	\$5,233,194	\$5,617,865	\$5,771,236	5,551,893	\$6,097,734	\$5,718,450
Licenses	\$764,407	\$956,011	\$950,859	810,959	\$932,758	\$835,288
Planning Building & Engineering Fees	\$126,244	\$14,000	\$0	0	\$0	\$0
Special Event Fees	\$2,848	\$1,726	\$35,556	0	\$0	\$0
Federal Revenue	\$15,972,589	\$2,686,154	\$0	5,838,251	\$11,850,000	\$6,281,051
Transit Charges for Services	\$3,206,611	\$6,247,276	\$7,846,542	6,186,031	\$10,790,859	\$8,588,612
Fines & Forfeitures	\$1,077,415	\$2,240,548	\$2,611,357	2,893,282	\$2,893,282	\$0
Misc. Revenues	\$280,456	\$522,498	\$101,820	309,643	\$309,643	\$318,949
Special Revenues & Resources	\$362,886	\$805,272	\$484,339	384,986	\$1,184,986	\$693,328
Total Revenues	\$27,026,649	\$19,091,350	\$17,801,708	21,975,045	\$34,059,262	\$22,435,678
Other						
Beginning Balance	\$19,381,363	\$19,262,807	\$13,647,186	16,605,818	\$13,647,186	\$5,920,874
Total Other	\$19,381,363	\$19,262,807	\$13,647,186	16,605,818	\$13,647,186	\$5,920,874
TOTAL	\$46,408,012	\$38,354,157	\$31,448,894	38,580,863	\$47,706,448	\$28,356,552

057 TRANSPORTATION FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$6,418,646	\$8,507,085	\$10,404,258	10,383,394	\$10,512,959	\$9,834,156
Mat, Suppls, Services	\$1,639,551	\$2,798,998	\$3,242,629	2,554,794	\$3,000,569	\$2,219,594
Capital	\$16,332,826	\$10,530,088	\$7,802,146	8,685,894	\$24,882,766	\$4,514,762
Total Depts	\$24,391,023	\$21,836,171	\$21,449,034	21,624,082	\$38,396,294	\$16,568,512
Other						
Interfund Transfer	\$2,754,182	\$2,870,800	\$3,389,280	3,028,741	\$3,389,280	\$3,426,017
Ending Balance	\$19,262,807	\$13,647,186	\$0	13,928,040	\$5,920,874	\$8,362,023

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total Other	\$22,016,989	\$16,517,986	\$3,389,280	16,956,781	\$9,310,154	\$11,788,040
TOTAL	\$46,408,012	\$38,354,157	\$24,838,314	38,580,863	\$47,706,448	\$28,356,552

057 TRANSPORTATION FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Sales Tax						
057-31212 TRANSIT SALES TAX	\$2,790,839	\$2,940,337	\$3,026,523	2,960,802	\$3,209,270	\$3,049,626
057-31214 RESORT TAX TRANSPOR	\$2,442,355	\$2,677,528	\$2,744,713	2,591,091	\$2,888,464	\$2,668,824
Total Sales Tax	\$5,233,194	\$5,617,865	\$5,771,236	5,551,893	\$6,097,734	\$5,718,450
Licenses						
057-32111 BUSINESS LICENSES	\$658,504	\$813,278	\$818,991	698,607	\$820,406	\$719,565
057-32161 NIGHT RENT LIC FEE	\$105,903	\$142,733	\$131,867	112,352	\$112,352	\$115,723
Total Licenses	\$764,407	\$956,011	\$950,859	810,959	\$932,758	\$835,288
Planning Building & Engineering Fees						
057-32261 IN-LIEU-OF PARKING	\$126,244	\$14,000	\$0	0	\$0	\$0
Total Planning Building & Engineering Fees	\$126,244	\$14,000	\$0	0	\$0	\$0
Special Event Fees						
057-32639 SPECIAL EVENT PARKING FEES	\$2,848	\$1,726	\$35,556	0	\$0	\$0
Total Special Event Fees	\$2,848	\$1,726	\$35,556	0	\$0	\$0
Federal Revenue						
057-33110 FEDERAL GRANTS	\$15,972,589	\$2,686,154	\$0	5,838,251	\$11,850,000	\$6,281,051
Total Federal Revenue	\$15,972,589	\$2,686,154	\$0	5,838,251	\$11,850,000	\$6,281,051
Transit Charges for Services						
057-34211 FARE REVENUE	\$29,735	\$29,492	\$31,886	31,545	\$31,545	\$32,491
057-34221 BUS ADVERTISING	\$51,358	\$37,980	\$32,800	54,486	\$54,486	\$56,121
057-34230 REGIONAL TRANSIT REVENUE	\$3,125,518	\$6,179,804	\$7,781,856	6,100,000	\$10,704,828	\$8,500,000
Total Transit Charges for Services	\$3,206,611	\$6,247,276	\$7,846,542	6,186,031	\$10,790,859	\$8,588,612
Fines & Forfeitures						
057-35300 CITY FINES	\$190,993	\$239,978	\$123,013	202,624	\$202,624	\$0
057-35301 PARKING PERMITS	\$179,238	\$220,204	\$202,944	190,154	\$190,154	\$0
057-35305 PARKING LOT RENTAL	\$0	\$37,820	\$0	0	\$0	\$0
057-35307 IN CAR METERS	\$0	\$-103	\$1,800	0	\$0	\$0
057-35309 TOKEN/VALIDATION REVENUE	\$475	\$-183	\$-10	504	\$504	\$0
057-35310 METER REVENUE	\$706,029	\$1,742,832	\$2,283,609	2,500,000	\$2,500,000	\$0
057-35312 IMPOUND	\$680	\$0	\$0	0	\$0	\$0

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total Fines & Forfeitures	\$1,077,415	\$2,240,548	\$2,611,357	2,893,282	\$2,893,282	\$0
Misc. Revenues						
057-36111 INTEREST EARNINGS	\$161,324	\$181,628	\$0	171,149	\$171,149	\$176,283
057-36210 RENTAL INCOME	\$49,421	\$67,166	\$91,253	52,431	\$52,431	\$54,004
057-36310 SALE OF ASSETS	\$69,340	\$11,345	\$10,679	73,563	\$73,563	\$75,770
057-36911 OTHER MISCELLANEOUS	\$386	\$262,388	\$259	12,500	\$12,500	\$12,875
057-36921 CASH OVER/SHORT	\$-16	\$-29	\$-370	0	\$0	\$17
Total Misc. Revenues	\$280,456	\$522,498	\$101,820	309,643	\$309,643	\$318,949
Special Revenues & Resources						
057-39110 DONATIONS	\$176,922	\$215,156	\$208,254	187,697	\$187,697	\$193,328
057-39126 OTHER CONTRIBUTIONS	\$185,963	\$590,116	\$276,085	197,289	\$997,289	\$500,000
Total Special Revenues & Resources	\$362,886	\$805,272	\$484,339	384,986	\$1,184,986	\$693,328
Beginning Balance						
057-39990 BEGINNING BALANCE	\$19,381,363	\$19,262,807	\$13,647,186	16,605,818	\$13,647,186	\$5,920,874
Total Beginning Balance	\$19,381,363	\$19,262,807	\$13,647,186	16,605,818	\$13,647,186	\$5,920,874
TOTAL	\$46,408,012	\$38,354,157	\$31,448,894	38,580,863	\$47,706,448	\$28,356,552

057 TRANSPORTATION FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40481 TRANSPORTATION OPER						
Personnel	\$5,531,379	\$7,263,680	\$9,065,003	8,987,784	\$9,160,819	\$9,524,060
Mat, Suppls, Services	\$1,048,856	\$2,151,856	\$1,954,231	1,256,644	\$1,689,619	\$1,656,444
Capital	\$66,584	\$64,453	\$197,048	7,600	\$7,600	\$247,600
Interfund Transfer	\$2,744,682	\$2,850,800	\$3,383,280	3,008,741	\$3,383,280	\$3,426,017
Total 40481 TRANSPORTATION OPER	\$9,391,501	\$12,330,789	\$14,599,563	13,260,768	\$14,241,318	\$14,854,121
40485 TRANSPORTATION PLANNING						
Personnel	\$358,151	\$481,087	\$409,568	404,797	\$411,877	\$310,096
Mat, Suppls, Services	\$378,356	\$296,131	\$489,367	550,250	\$550,250	\$550,250
Total 40485 TRANSPORTATION PLANNING	\$736,507	\$777,218	\$898,934	955,047	\$962,127	\$860,346
40500 PARKING						
Personnel	\$528,356	\$754,660	\$912,097	990,813	\$940,263	\$0
Mat, Suppls, Services	\$200,947	\$351,210	\$799,031	747,900	\$747,900	\$0
Capital	\$0	\$2,540	\$0	0	\$0	\$0
Interfund Transfer	\$9,500	\$20,000	\$6,000	20,000	\$6,000	\$0
Total 40500 PARKING	\$738,802	\$1,128,410	\$1,717,128	1,758,713	\$1,694,163	\$0
40999 END BAL SUR(DEF)						
Ending Balance	\$19,262,807	\$13,647,186	\$0	13,928,040	\$5,920,874	\$8,362,023

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 40999 END BAL SUR(DEF)	\$19,262,807	\$13,647,186	\$0	13,928,040	\$5,920,874	\$8,362,023
43304 INFORMATION SYSTEMS ENHANCE/UPGRADES						
Capital	\$0	\$0	\$20,018	0	\$128,446	\$0
Total 43304 INFORMATION SYSTEMS ENHANCE/UPGRADES	\$0	\$0	\$20,018	0	\$128,446	\$0
43316 TRANSIT COACHES						
Capital	\$6,876,221	\$1,653,927	\$5,161,480	4,733,717	\$6,928,018	\$2,190,000
Total 43316 TRANSIT COACHES	\$6,876,221	\$1,653,927	\$5,161,480	4,733,717	\$6,928,018	\$2,190,000
43339 BUS SHELTERS						
Capital	\$0	\$0	\$0	0	\$0	\$575,000
Total 43339 BUS SHELTERS	\$0	\$0	\$0	0	\$0	\$575,000
43435 FLAGSTAFF TRANSFER FEE						
Capital	\$114,593	\$896,961	\$993,025	850,000	\$3,073,671	\$0
Total 43435 FLAGSTAFF TRANSFER FEE	\$114,593	\$896,961	\$993,025	850,000	\$3,073,671	\$0
43443 PUBLIC WORKS COMPLEX IMPROVEMENTS						
Capital	\$0	\$0	\$0	0	\$31,784	\$0
Total 43443 PUBLIC WORKS COMPLEX IMPROVEMENTS	\$0	\$0	\$0	0	\$31,784	\$0
43446 TRANSIT GIS/AVL SYSTEM						
Capital	\$204,688	\$117,465	\$0	0	\$157,471	\$196,000
Total 43446 TRANSIT GIS/AVL SYSTEM	\$204,688	\$117,465	\$0	0	\$157,471	\$196,000
43466 TRANSIT EXPANSION						
Capital	\$0	\$0	\$0	0	\$1,500,803	\$0
Total 43466 TRANSIT EXPANSION	\$0	\$0	\$0	0	\$1,500,803	\$0
43484 PARKING METER REPLACEMENT						
Capital	\$0	\$253,119	\$350,690	125,000	\$400,000	\$0
Total 43484 PARKING METER REPLACEMENT	\$0	\$253,119	\$350,690	125,000	\$400,000	\$0
43506 UPGRADE OH DOOR ROLLERS						
Capital	\$0	\$0	\$13,251	6,000	\$34,518	\$6,000
Total 43506 UPGRADE OH DOOR ROLLERS	\$0	\$0	\$13,251	6,000	\$34,518	\$6,000
43575 CITY TRANSIT CONTRIBUTION TO COUNTY						
Capital	\$0	\$1,482,901	\$0	0	\$217,099	\$0
Total 43575 CITY TRANSIT CONTRIBUTION TO COUNTY	\$0	\$1,482,901	\$0	0	\$217,099	\$0
43616 224 CORRIDOR STUDY AND STRATEGIC PLAN						
Capital	\$0	\$0	\$19,000	0	\$19,128	\$0
Total 43616 224 CORRIDOR STUDY AND STRATEGIC PLAN	\$0	\$0	\$19,000	0	\$19,128	\$0
43622 IRONHORSE ELECTRONIC ACCESS CONTROL						
Capital	\$0	\$45,000	\$0	0	\$0	\$0
Total 43622 IRONHORSE ELECTRONIC ACCESS CONTROL	\$0	\$45,000	\$0	0	\$0	\$0
43623 IRONHORSE SEASONAL HOUSING						
Mat, Suppls, Services	\$11,392	\$-199	\$0	0	\$12,800	\$12,900
Capital	\$0	\$120,397	\$0	0	\$32,771	\$0
Total 43623 IRONHORSE SEASONAL HOUSING	\$11,392	\$120,198	\$0	0	\$45,571	\$12,900

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
43624 TRANSIT SIGNAL PRIORITY						
Capital	\$0	\$385,060	\$0	102,645	\$0	\$0
Total 43624 TRANSIT SIGNAL PRIORITY	\$0	\$385,060	\$0	102,645	\$0	\$0
43625 IRONHORSE TRANSIT FAC ASSET MGMT						
Capital	\$6,675	\$-77,642	\$179,903	180,000	\$1,475,856	\$180,000
Total 43625 IRONHORSE TRANSIT FAC ASSET MGMT	\$6,675	\$-77,642	\$179,903	180,000	\$1,475,856	\$180,000
43634 PARKING WAYFINDING						
Capital	\$0	\$649,575	\$0	0	\$0	\$0
Total 43634 PARKING WAYFINDING	\$0	\$649,575	\$0	0	\$0	\$0
43650 FLEET MANAGEMENT SOFTWARE						
Capital	\$0	\$0	\$0	56,990	\$232,185	\$56,990
Total 43650 FLEET MANAGEMENT SOFTWARE	\$0	\$0	\$0	56,990	\$232,185	\$56,990
43653 TRANS PLANS & STUDIES						
Personnel	\$0	\$0	\$289	0	\$0	\$0
Capital	\$0	\$34,490	\$216,669	0	\$544,640	\$135,000
Total 43653 TRANS PLANS & STUDIES	\$0	\$34,490	\$216,958	0	\$544,640	\$135,000
43654 RICHARDSON FLAT ROAD IMP						
Capital	\$0	\$0	\$0	750,000	\$750,000	\$0
Total 43654 RICHARDSON FLAT ROAD IMP	\$0	\$0	\$0	750,000	\$750,000	\$0
43655 TRANSIT FAC CAP RENEWAL						
Capital	\$0	\$0	\$0	50,000	\$247,807	\$50,000
Total 43655 TRANSIT FAC CAP RENEWAL	\$0	\$0	\$0	50,000	\$247,807	\$50,000
43686 EQUIP REPLACEMENT - COMPUTER						
Capital	\$6,949	\$8,060	\$2,632	16,172	\$52,201	\$16,172
Total 43686 EQUIP REPLACEMENT - COMPUTER	\$6,949	\$8,060	\$2,632	16,172	\$52,201	\$16,172
43712 TRAFFIC MANAGEMENT CAMERAS						
Capital	\$63,220	\$39,251	\$145,987	0	\$107,529	\$0
Total 43712 TRAFFIC MANAGEMENT CAMERAS	\$63,220	\$39,251	\$145,987	0	\$107,529	\$0
43721 PAID PARKING INFRASTRUCTURE FOR MAIN STR						
Capital	\$0	\$1,227,716	\$0	0	\$0	\$0
Total 43721 PAID PARKING INFRASTRUCTURE FOR MAIN STR	\$0	\$1,227,716	\$0	0	\$0	\$0
43731 CHINA BRIDGE EVENT PARKING						
Capital	\$182,269	\$655,927	\$123,316	396,000	\$123,316	\$0
Total 43731 CHINA BRIDGE EVENT PARKING	\$182,269	\$655,927	\$123,316	396,000	\$123,316	\$0
43739 TRANSIT ONBOARD SECURITY CAMERAS						
Capital	\$0	\$0	\$67,227	300,000	\$368,000	\$14,000
Total 43739 TRANSIT ONBOARD SECURITY CAMERAS	\$0	\$0	\$67,227	300,000	\$368,000	\$14,000
43740 TRANSIT ONBOARD WI-FI						
Capital	\$0	\$0	\$0	205,200	\$269,000	\$25,000
Total 43740 TRANSIT ONBOARD WI-FI	\$0	\$0	\$0	205,200	\$269,000	\$25,000
43746 PARK. DECK COATING IRON HORSE BUS GARAGE						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Capital	\$0	\$433,279	\$0	106,000	\$106,000	\$0
Total 43746 PARK. DECK COATING IRON HORSE BUS GARAGE	\$0	\$433,279	\$0	106,000	\$106,000	\$0
43761 KIMBALL JUNCTION TRANSIT CENTER						
Personnel	\$760	\$62	\$0	0	\$0	\$0
Capital	\$2,098,446	\$220	\$6,517	0	\$488,314	\$0
Total 43761 KIMBALL JUNCTION TRANSIT CENTER	\$2,099,206	\$282	\$6,517	0	\$488,314	\$0
43770 TRANSIT AND TRANSPORTATION LAND ACQUISIT						
Capital	\$2,440,170	\$1,193,084	\$3,201	0	\$3,006,746	\$0
Total 43770 TRANSIT AND TRANSPORTATION LAND ACQUISIT	\$2,440,170	\$1,193,084	\$3,201	0	\$3,006,746	\$0
43771 PROSPECTOR AVENUE RECONSTRUCTION						
Capital	\$0	\$500,000	\$0	0	\$75,000	\$0
Total 43771 PROSPECTOR AVENUE RECONSTRUCTION	\$0	\$500,000	\$0	0	\$75,000	\$0
43780 SR 248/RICHARDSON FLAT INTERSECTION IMPR						
Capital	\$0	\$0	\$0	0	\$280,000	\$0
Total 43780 SR 248/RICHARDSON FLAT INTERSECTION IMPR	\$0	\$0	\$0	0	\$280,000	\$0
43781 SR 248/US 40 PARK AND RIDE LOT						
Capital	\$0	\$0	\$49,954	0	\$2,025,000	\$0
Total 43781 SR 248/US 40 PARK AND RIDE LOT	\$0	\$0	\$49,954	0	\$2,025,000	\$0
43787 CORE FABRIC EXTENDER						
Capital	\$0	\$2,000	\$0	0	\$0	\$0
Total 43787 CORE FABRIC EXTENDER	\$0	\$2,000	\$0	0	\$0	\$0
43792 TIMEKEEPING SOFTWARE UPGRADE						
Capital	\$0	\$0	\$0	0	\$5,000	\$0
Total 43792 TIMEKEEPING SOFTWARE UPGRADE	\$0	\$0	\$0	0	\$5,000	\$0
43797 MOBILE MANAGEMENT SERVER						
Capital	\$0	\$0	\$0	0	\$9,750	\$0
Total 43797 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	0	\$9,750	\$0
43802 WINDOWS 10 CLIENT LICENSES						
Capital	\$0	\$0	\$0	0	\$5,500	\$0
Total 43802 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	0	\$5,500	\$0
43806 VMS SIGNS						
Capital	\$0	\$0	\$0	0	\$120,000	\$0
Total 43806 VMS SIGNS	\$0	\$0	\$0	0	\$120,000	\$0
43807 ENHANCED BUS STOPS AT FRESH MARKET AND P						
Capital	\$0	\$0	\$0	0	\$153,000	\$0
Total 43807 ENHANCED BUS STOPS AT FRESH MARKET AND P	\$0	\$0	\$0	0	\$153,000	\$0
43810 BRT CAPITAL IMPROVEMENTS & ELECTRONIC SI						
Capital	\$0	\$0	\$0	130,000	\$435,000	\$130,000
Total 43810 BRT CAPITAL IMPROVEMENTS & ELECTRONIC SI	\$0	\$0	\$0	130,000	\$435,000	\$130,000
43811 6 ELECTRIC BRT TRANSIT BUSES						
Capital	\$3,688,074	\$0	\$0	0	\$77,800	\$0

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 43811 6 ELECTRIC BRT TRANSIT BUSES	\$3,688,074	\$0	\$0	0	\$77,800	\$0
43812 ELECTRIC BUS CHARGER AT KIMBALL JUNCTION						
Capital	\$583,014	\$0	\$0	0	\$269,014	\$0
Total 43812 ELECTRIC BUS CHARGER AT KIMBALL JUNCTION	\$583,014	\$0	\$0	0	\$269,014	\$0
43813 ELECTIC BUS CHARGING STATION AT OLD TOWN						
Personnel	\$0	\$7,597	\$9,402	0	\$0	\$0
Capital	\$1,922	\$811,002	\$22,048	0	\$187,481	\$0
Total 43813 ELECTIC BUS CHARGING STATION AT OLD TOWN	\$1,922	\$818,600	\$31,449	0	\$187,481	\$0
43825 CITY-WIDE SIGNS PHASE I						
Capital	\$0	\$0	\$0	75,000	\$75,000	\$0
Total 43825 CITY-WIDE SIGNS PHASE I	\$0	\$0	\$0	75,000	\$75,000	\$0
43828 MARSAC EMPLOYEE TRANSP DEMAND MGMT & WEL						
Capital	\$0	\$0	\$16,451	110,000	\$135,000	\$0
Total 43828 MARSAC EMPLOYEE TRANSP DEMAND MGMT & WEL	\$0	\$0	\$16,451	110,000	\$135,000	\$0
43829 PHASE 2 BIKE SHARE IMPROVEMENTS						
Capital	\$0	\$0	\$0	175,000	\$175,000	\$50,000
Total 43829 PHASE 2 BIKE SHARE IMPROVEMENTS	\$0	\$0	\$0	175,000	\$175,000	\$50,000
43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP						
Capital	\$0	\$0	\$0	59,000	\$30,000	\$0
Total 43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP	\$0	\$0	\$0	59,000	\$30,000	\$0
43832 REMODEL FOR TRANSIT DRIVER HOUSING						
Personnel	\$0	\$0	\$7,900	0	\$0	\$0
Capital	\$0	\$31,303	\$213,728	0	\$428,697	\$300,000
Total 43832 REMODEL FOR TRANSIT DRIVER HOUSING	\$0	\$31,303	\$221,629	0	\$428,697	\$300,000
43833 HOMESTAKE PARK & RIDE TRANSIT SERVICE, S						
Capital	\$0	\$0	\$0	89,000	\$89,000	\$0
Total 43833 HOMESTAKE PARK & RIDE TRANSIT SERVICE, S	\$0	\$0	\$0	89,000	\$89,000	\$0
43836 GIS: GEOEVENT SERVER LICENSE						
Capital	\$0	\$0	\$0	0	\$0	\$13,000
Total 43836 GIS: GEOEVENT SERVER LICENSE	\$0	\$0	\$0	0	\$0	\$13,000
43840 OFFICE 2016 LICENSES						
Capital	\$0	\$0	\$0	4,620	\$4,620	\$0
Total 43840 OFFICE 2016 LICENSES	\$0	\$0	\$0	4,620	\$4,620	\$0
43848 OLD TOWN ACCESS & CIRCULATION PLAN						
Capital	\$0	\$0	\$0	0	\$0	\$130,000
Total 43848 OLD TOWN ACCESS & CIRCULATION PLAN	\$0	\$0	\$0	0	\$0	\$130,000
43853 TRAFFIC DEMAND MANAGEMENT						
Capital	\$0	\$0	\$0	0	\$0	\$200,000
Total 43853 TRAFFIC DEMAND MANAGEMENT	\$0	\$0	\$0	0	\$0	\$200,000
TOTAL	\$46,408,013	\$38,354,157	\$24,838,314	38,422,913	\$47,706,448	\$28,356,552

PARKING FUND - Budget Summary

058 PARKING FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Fines & Forfeitures	\$0	\$0	\$0	0	\$0	\$3,055,080
Total Revenues	\$0	\$0	\$0	0	\$0	\$3,055,080
Other						
Beginning Balance	\$0	\$0	\$0	0	\$0	\$264,451
Total Other	\$0	\$0	\$0	0	\$0	\$264,451
TOTAL	\$0	\$0	\$0	0	\$0	\$3,319,531

058 PARKING FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$0	\$0	\$0	0	\$0	\$960,441
Mat, Suppls, Services	\$0	\$0	\$0	0	\$0	\$747,900
Capital	\$0	\$0	\$0	0	\$0	\$196,000
Total Depts	\$0	\$0	\$0	0	\$0	\$1,904,341
Other						
Interfund Transfer	\$0	\$0	\$0	0	\$0	\$6,000
Ending Balance	\$0	\$0	\$0	0	\$0	\$1,409,190
Total Other	\$0	\$0	\$0	0	\$0	\$1,415,190
TOTAL	\$0	\$0	\$0	0	\$0	\$3,319,531

058 PARKING FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Fines & Forfeitures						
058-35300 CITY FINES	\$0	\$0	\$0	0	\$0	\$208,703
058-35301 PARKING PERMITS	\$0	\$0	\$0	0	\$0	\$195,858
058-35309 TOKEN/VALIDATION REVENUE	\$0	\$0	\$0	0	\$0	\$519
058-35310 METER REVENUE	\$0	\$0	\$0	0	\$0	\$2,650,000
Total Fines & Forfeitures	\$0	\$0	\$0	0	\$0	\$3,055,080
Beginning Balance						
058-39990 BEGINNING BALANCE	\$0	\$0	\$0	0	\$0	\$264,451
Total Beginning Balance	\$0	\$0	\$0	0	\$0	\$264,451
TOTAL	\$0	\$0	\$0	0	\$0	\$3,319,531

058 PARKING FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40500 PARKING						
Personnel	\$0	\$0	\$0	0	\$0	\$960,441
Mat, Suppls, Services	\$0	\$0	\$0	0	\$0	\$747,900
Interfund Transfer	\$0	\$0	\$0	0	\$0	\$6,000
Total 40500 PARKING	\$0	\$0	\$0	0	\$0	\$1,714,341
40999 END BAL SUR(DEF)						
Ending Balance	\$0	\$0	\$0	0	\$0	\$1,409,190
Total 40999 END BAL SUR(DEF)	\$0	\$0	\$0	0	\$0	\$1,409,190
43484 PARKING METER REPLACEMENT						
Capital	\$0	\$0	\$0	0	\$0	\$125,000
Total 43484 PARKING METER REPLACEMENT	\$0	\$0	\$0	0	\$0	\$125,000
43833 HOMESTAKE PARK & RIDE TRANSIT SERVICE, S						
Capital	\$0	\$0	\$0	0	\$0	\$71,000
Total 43833 HOMESTAKE PARK & RIDE TRANSIT SERVICE, S	\$0	\$0	\$0	0	\$0	\$71,000
TOTAL	\$0	\$0	\$0	0	\$0	\$3,319,531

FLEET SERVICES FUND - Budget Summary

062 FLEET SERVICES FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Interfund Transactions (Admin)	\$2,572,200	\$2,565,000	\$2,949,000	2,565,000	\$2,949,000	\$2,949,000
Total Revenues	\$2,572,200	\$2,565,000	\$2,949,000	2,565,000	\$2,949,000	\$2,949,000
Other						
Beginning Balance	\$1,123,856	\$1,196,395	\$1,207,403	1,206,679	\$1,207,403	\$1,181,761
Total Other	\$1,123,856	\$1,196,395	\$1,207,403	1,206,679	\$1,207,403	\$1,181,761
TOTAL	\$3,696,056	\$3,761,395	\$4,156,403	3,771,679	\$4,156,403	\$4,130,761

062 FLEET SERVICES FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Personnel	\$977,316	\$1,005,388	\$1,028,576	992,706	\$1,019,743	\$991,831
Mat, Suppls, Services	\$1,521,625	\$1,548,603	\$1,943,159	1,551,530	\$1,954,899	\$1,954,899
Capital	\$720	\$0	\$13,309	10,000	\$0	\$0
Total Depts	\$2,499,661	\$2,553,992	\$2,985,043	2,554,236	\$2,974,642	\$2,946,730
Other						
Ending Balance	\$1,196,395	\$1,207,403	\$0	1,217,443	\$1,181,761	\$1,184,031
Total Other	\$1,196,395	\$1,207,403	\$0	1,217,443	\$1,181,761	\$1,184,031
TOTAL	\$3,696,056	\$3,761,395	\$2,985,043	3,771,679	\$4,156,403	\$4,130,761

062 FLEET SERVICES FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Interfund Transactions (Admin)						
062-38110 CENTRAL GARAGE CHG	\$1,497,200	\$1,733,000	\$1,871,000	1,733,000	\$1,871,000	\$1,871,000
062-38111 FUEL SALES	\$1,075,000	\$832,000	\$1,078,000	832,000	\$1,078,000	\$1,078,000
Total Interfund Transactions (Admin)	\$2,572,200	\$2,565,000	\$2,949,000	2,565,000	\$2,949,000	\$2,949,000
Beginning Balance						
062-39990 BEGINNING BALANCE	\$1,123,856	\$1,196,395	\$1,207,403	1,206,679	\$1,207,403	\$1,181,761
Total Beginning Balance	\$1,123,856	\$1,196,395	\$1,207,403	1,206,679	\$1,207,403	\$1,181,761
TOTAL	\$3,696,056	\$3,761,395	\$4,156,403	3,771,679	\$4,156,403	\$4,130,761

062 FLEET SERVICES FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40471 FLEET SERVICES DEPT						
Personnel	\$977,316	\$1,005,388	\$1,028,576	992,706	\$1,019,743	\$991,831
Mat, Suppls, Services	\$1,521,625	\$1,548,603	\$1,943,159	1,551,530	\$1,954,899	\$1,954,899
Capital	\$720	\$0	\$13,309	10,000	\$0	\$0
Total 40471 FLEET SERVICES DEPT	\$2,499,661	\$2,553,992	\$2,985,043	2,554,236	\$2,974,642	\$2,946,730
40999 END BAL SUR(DEF)						
Ending Balance	\$1,196,395	\$1,207,403	\$0	1,217,443	\$1,181,761	\$1,184,031
Total 40999 END BAL SUR(DEF)	\$1,196,395	\$1,207,403	\$0	1,217,443	\$1,181,761	\$1,184,031
TOTAL	\$3,696,056	\$3,761,395	\$2,985,043	3,771,679	\$4,156,403	\$4,130,761

SELF INSURANCE FUND - Budget Summary

064 SELF INSURANCE FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Misc. Revenues	\$275,000	\$275,000	\$275,000	275,000	\$275,000	\$275,000
Interfund Transactions (Admin)	\$686,997	\$885,556	\$1,037,216	1,041,733	\$1,030,507	\$1,286,651
Total Revenues	\$961,997	\$1,160,556	\$1,312,216	1,316,733	\$1,305,507	\$1,561,651
Other						
Beginning Balance	\$968,274	\$793,923	\$1,163,647	307,979	\$1,163,647	\$442,654
Total Other	\$968,274	\$793,923	\$1,163,647	307,979	\$1,163,647	\$442,654
TOTAL	\$1,930,271	\$1,954,479	\$2,475,863	1,624,712	\$2,469,154	\$2,004,305

064 SELF INSURANCE FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Mat, Suppls, Services	\$1,136,348	\$790,832	\$1,127,295	1,576,500	\$2,026,500	\$1,633,060
Total Depts	\$1,136,348	\$790,832	\$1,127,295	1,576,500	\$2,026,500	\$1,633,060
Other						
Ending Balance	\$793,923	\$1,163,647	\$0	48,212	\$442,654	\$371,245
Total Other	\$793,923	\$1,163,647	\$0	48,212	\$442,654	\$371,245
TOTAL	\$1,930,271	\$1,954,479	\$1,127,295	1,624,712	\$2,469,154	\$2,004,305

064 SELF INSURANCE FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Misc. Revenues						
064-36991 FEE FOR WORKER'S COMP SELF-INS	\$275,000	\$275,000	\$275,000	275,000	\$275,000	\$275,000
Total Misc. Revenues	\$275,000	\$275,000	\$275,000	275,000	\$275,000	\$275,000
Interfund Transactions (Admin)						
064-38141 INS - GENERAL FUND	\$444,676	\$600,000	\$599,683	600,000	\$599,683	\$777,096
064-38142 INS - GOLF	\$5,405	\$5,745	\$0	15,865	\$0	\$9,045
064-38143 INS - WATER FUND	\$92,816	\$104,977	\$141,941	138,524	\$141,941	\$161,097
064-38144 INS - TRANSPORTATION	\$144,100	\$174,834	\$288,883	287,344	\$288,883	\$331,620
064-38146 38146	\$0	\$0	\$6,709	0	\$0	\$7,793
Total Interfund Transactions (Admin)	\$686,997	\$885,556	\$1,037,216	1,041,733	\$1,030,507	\$1,286,651
Beginning Balance						
064-39990 BEGINNING BALANCE	\$968,274	\$793,923	\$1,163,647	307,979	\$1,163,647	\$442,654
Total Beginning Balance	\$968,274	\$793,923	\$1,163,647	307,979	\$1,163,647	\$442,654
TOTAL	\$1,930,271	\$1,954,479	\$2,475,863	1,624,712	\$2,469,154	\$2,004,305

064 SELF INSURANCE FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40132 SELF INS & SEC BOND						
Mat, Suppls, Services	\$998,989	\$709,376	\$822,595	1,021,500	\$1,471,500	\$1,021,500
Total 40132 SELF INS & SEC BOND	\$998,989	\$709,376	\$822,595	1,021,500	\$1,471,500	\$1,021,500
40139 WORKERS COMP						
Mat, Suppls, Services	\$137,359	\$81,455	\$34,011	275,000	\$275,000	\$275,000
Total 40139 WORKERS COMP	\$137,359	\$81,455	\$34,011	275,000	\$275,000	\$275,000
40141 DENTAL SELF FUNDING						
Mat, Suppls, Services	\$0	\$0	\$270,690	280,000	\$280,000	\$336,560
Total 40141 DENTAL SELF FUNDING	\$0	\$0	\$270,690	280,000	\$280,000	\$336,560
40999 END BAL SUR(DEF)						
Ending Balance	\$793,923	\$1,163,647	\$0	48,212	\$442,654	\$371,245
Total 40999 END BAL SUR(DEF)	\$793,923	\$1,163,647	\$0	48,212	\$442,654	\$371,245
TOTAL	\$1,930,271	\$1,954,479	\$1,127,295	1,624,712	\$2,469,154	\$2,004,305

SALES TAX REV BOND - DEBT SVS FUND - Budget Summary

070 SALES TAX REV BOND - DEBT SVS FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Misc. Revenues	\$26,965	\$195,670	\$341,062	0	\$0	\$0
Interfund Transactions (Admin)	\$160,058	\$159,826	\$161,703	161,703	\$161,703	\$162,477
Interfund Transactions (CIP/Debt)	\$2,091,955	\$4,867,531	\$5,182,438	4,858,763	\$4,266,138	\$7,256,839
Bond Proceeds	\$0	\$35,227,871	\$30,270,522	0	\$0	\$0
Total Revenues	\$2,278,978	\$40,450,898	\$35,955,725	5,020,466	\$4,427,841	\$7,419,316
Other						
Beginning Balance	\$2,843,028	\$2,403,929	\$7,396,945	7,191,000	\$7,396,945	\$6,790,321
Total Other	\$2,843,028	\$2,403,929	\$7,396,945	7,191,000	\$7,396,945	\$6,790,321
TOTAL	\$5,122,006	\$42,854,827	\$43,352,670	12,211,466	\$11,824,786	\$14,209,637

070 SALES TAX REV BOND - DEBT SVS FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Debt Service	\$2,255,381	\$5,254,634	\$5,609,398	5,034,465	\$5,034,465	\$5,037,565
Total Depts	\$2,255,381	\$5,254,634	\$5,609,398	5,034,465	\$5,034,465	\$5,037,565
Other						
Interfund Transfer	\$462,696	\$30,203,248	\$11,993,364	0	\$0	\$0
Ending Balance	\$2,403,929	\$7,396,945	\$0	7,177,001	\$6,790,321	\$9,172,072
Total Other	\$2,866,625	\$37,600,193	\$11,993,364	7,177,001	\$6,790,321	\$9,172,072
TOTAL	\$5,122,006	\$42,854,827	\$17,602,762	12,211,466	\$11,824,786	\$14,209,637

070 SALES TAX REV BOND - DEBT SVS FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Misc. Revenues						
070-36112 INT EARN SPEC ACCTS	\$26,965	\$195,670	\$341,062	0	\$0	\$0
Total Misc. Revenues	\$26,965	\$195,670	\$341,062	0	\$0	\$0
Interfund Transactions (Admin)						
070-38131 CITY CONT. GENERAL	\$160,058	\$159,826	\$161,703	161,703	\$161,703	\$162,477
Total Interfund Transactions (Admin)	\$160,058	\$159,826	\$161,703	161,703	\$161,703	\$162,477
Interfund Transactions (CIP/Debt)						
070-38231 TRANSFER FROM CIP	\$1,285,867	\$3,352,716	\$3,669,062	3,345,387	\$2,752,762	\$5,745,118
070-38234 TRANSFER IN FROM MAIN ST. RDA	\$806,088	\$809,490	\$805,161	805,161	\$805,161	\$805,006
070-38236 TRANSFER FROM LPA RDA-FUND 33	\$0	\$705,325	\$708,215	708,215	\$708,215	\$706,715
Total Interfund Transactions (CIP/Debt)	\$2,091,955	\$4,867,531	\$5,182,438	4,858,763	\$4,266,138	\$7,256,839
Bond Proceeds						
070-39220 BOND PROCEEDS	\$0	\$31,940,000	\$26,775,000	0	\$0	\$0
070-39221 BONDS-ORIGINAL ISSUE PREMIUM	\$0	\$3,287,871	\$3,495,522	0	\$0	\$0
Total Bond Proceeds	\$0	\$35,227,871	\$30,270,522	0	\$0	\$0
Beginning Balance						
070-39990 BEGINNING BALANCE	\$2,843,028	\$2,403,929	\$7,396,945	7,191,000	\$7,396,945	\$6,790,321
Total Beginning Balance	\$2,843,028	\$2,403,929	\$7,396,945	7,191,000	\$7,396,945	\$6,790,321
TOTAL	\$5,122,006	\$42,854,827	\$43,352,670	12,211,466	\$11,824,786	\$14,209,637

070 SALES TAX REV BOND - DEBT SVS FUND

Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40730 2017 SALES TAX REV BONDS						
Debt Service	\$0	\$2,993,546	\$2,771,617	2,773,852	\$2,773,852	\$2,774,352
Interfund Transfer	\$0	\$29,637,246	\$3,660,563	0	\$0	\$0
Total 40730 2017 SALES TAX REV BONDS	\$0	\$32,630,792	\$6,432,180	2,773,852	\$2,773,852	\$2,774,352
40731 2019 SALES TAX REV BONDS						
Debt Service	\$0	\$0	\$582,749	0	\$0	\$0
Interfund Transfer	\$0	\$0	\$7,906,516	0	\$0	\$0

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Total 40731 2019 SALES TAX REV BONDS	\$0	\$0	\$8,489,265	0	\$0	\$0
40795 2014A SALES TAX REV & REF BONDS						
Debt Service	\$1,087,431	\$1,091,000	\$1,088,015	1,089,700	\$1,089,700	\$1,090,300
Total 40795 2014A SALES TAX REV & REF BONDS	\$1,087,431	\$1,091,000	\$1,088,015	1,089,700	\$1,089,700	\$1,090,300
40796 2014B SALES TAX REV BONDS						
Debt Service	\$166,244	\$166,213	\$166,227	167,913	\$167,913	\$167,913
Total 40796 2014B SALES TAX REV BONDS	\$166,244	\$166,213	\$166,227	167,913	\$167,913	\$167,913
40798 2015 SALES TAX REV BONDS						
Debt Service	\$1,001,706	\$1,003,875	\$1,000,790	1,003,000	\$1,003,000	\$1,005,000
Interfund Transfer	\$462,696	\$566,002	\$426,285	0	\$0	\$0
Total 40798 2015 SALES TAX REV BONDS	\$1,464,402	\$1,569,877	\$1,427,075	1,003,000	\$1,003,000	\$1,005,000
40999 END BAL SUR(DEF)						
Ending Balance	\$2,403,929	\$7,396,945	\$0	7,177,001	\$6,790,321	\$9,172,072
Total 40999 END BAL SUR(DEF)	\$2,403,929	\$7,396,945	\$0	7,177,001	\$6,790,321	\$9,172,072
TOTAL	\$5,122,006	\$42,854,827	\$17,602,762	12,211,466	\$11,824,786	\$14,209,637

DEBT SERVICE FUND - Budget Summary

071 DEBT SERVICE FUND

Revenue Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Revenues						
Property Taxes	\$4,220,158	\$6,432,184	\$6,036,374	6,036,374	\$6,036,374	\$6,036,374
Misc. Revenues	\$58,998	\$55,495	\$51,431	52,197	\$52,197	\$45,967
Bond Proceeds	\$27,863,698	\$0	\$55,117,264	0	\$0	\$0
Total Revenues	\$32,142,855	\$6,487,679	\$61,205,069	6,088,571	\$6,088,571	\$6,082,341
Other						
Beginning Balance	\$574,778	\$643,716	\$710,461	694,322	\$710,461	\$755,397
Total Other	\$574,778	\$643,716	\$710,461	694,322	\$710,461	\$755,397
TOTAL	\$32,717,633	\$7,131,395	\$61,915,530	6,782,893	\$6,799,032	\$6,837,738

071 DEBT SERVICE FUND

Expense Summary

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Depts						
Debt Service	\$4,365,584	\$6,420,934	\$10,245,637	6,043,635	\$6,043,635	\$5,307,335
Total Depts	\$4,365,584	\$6,420,934	\$10,245,637	6,043,635	\$6,043,635	\$5,307,335
Other						
Interfund Transfer	\$27,708,333	\$0	\$50,094,149	0	\$0	\$0
Ending Balance	\$643,716	\$710,461	\$0	739,258	\$755,397	\$1,530,403
Total Other	\$28,352,049	\$710,461	\$50,094,149	739,258	\$755,397	\$1,530,403
TOTAL	\$32,717,633	\$7,131,395	\$60,339,786	6,782,893	\$6,799,032	\$6,837,738

071 DEBT SERVICE FUND

Revenue by Type

Revenue By Type	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Property Taxes						
071-31112 PROP TAX DEBT SERV	\$4,208,158	\$6,420,184	\$6,024,374	6,024,374	\$6,024,374	\$6,024,374
071-31121 DEL AND PRIOR YEAR	\$12,000	\$12,000	\$12,000	12,000	\$12,000	\$12,000
Total Property Taxes	\$4,220,158	\$6,432,184	\$6,036,374	6,036,374	\$6,036,374	\$6,036,374
Misc. Revenues						
071-36112 INT EARN SPEC ACCTS	\$645	\$1,729	\$2,575	0	\$0	\$0
071-36915 BUILD AMERICA BOND SUBSIDY	\$58,354	\$53,765	\$48,857	52,197	\$52,197	\$45,967
Total Misc. Revenues	\$58,998	\$55,495	\$51,431	52,197	\$52,197	\$45,967
Bond Proceeds						
071-39220 BOND PROCEEDS	\$25,000,000	\$0	\$44,000,000	0	\$0	\$0
071-39221 BONDS-ORIGINAL ISSUE PREMIUM	\$2,863,698	\$0	\$6,827,264	0	\$0	\$0
Total Bond Proceeds	\$27,863,698	\$0	\$50,827,264	0	\$0	\$0
Beginning Balance						
071-39990 BEGINNING BALANCE	\$574,778	\$643,716	\$710,461	694,322	\$710,461	\$755,397
Total Beginning Balance	\$574,778	\$643,716	\$710,461	694,322	\$710,461	\$755,397
TOTAL	\$32,717,633	\$7,131,395	\$57,625,530	6,782,893	\$6,799,032	\$6,837,738

071 DEBT SERVICE FUND

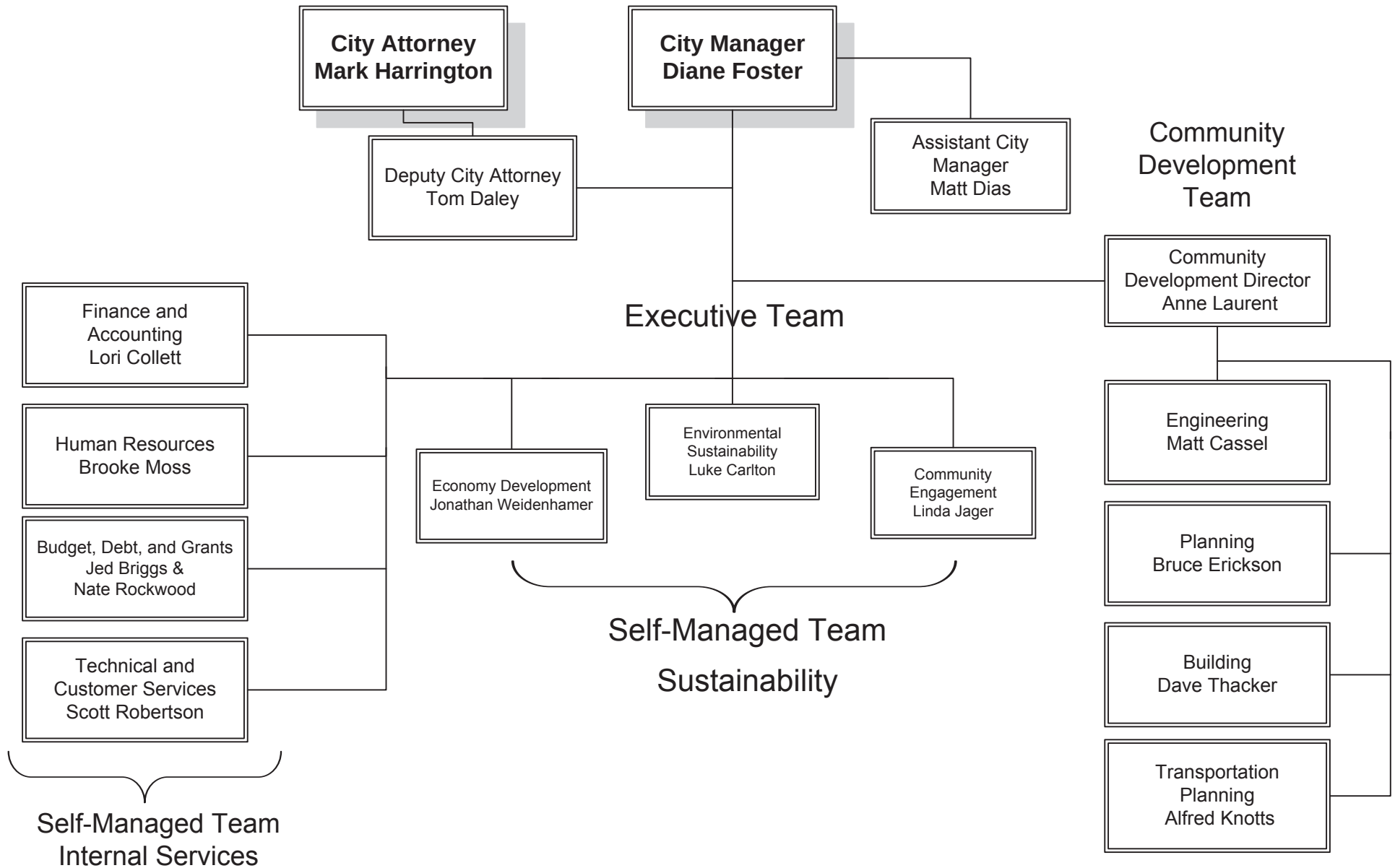
Expenditures by Department & Type

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
40779 GO BONDS-2008 SERIES						
Debt Service	\$895,781	\$894,950	\$4,842,458	896,000	\$896,000	\$898,000
Total 40779 GO BONDS-2008 SERIES	\$895,781	\$894,950	\$4,842,458	896,000	\$896,000	\$898,000
40780 GO BONDS-2009 SERIES						
Debt Service	\$1,025,841	\$1,022,560	\$1,021,340	1,026,000	\$1,026,000	\$1,029,000
Total 40780 GO BONDS-2009 SERIES	\$1,025,841	\$1,022,560	\$1,021,340	1,026,000	\$1,026,000	\$1,029,000
40788 GO BONDS-2010B SERIES						
Debt Service	\$559,766	\$555,485	\$549,900	552,135	\$552,135	\$544,335
Total 40788 GO BONDS-2010B SERIES	\$559,766	\$555,485	\$549,900	552,135	\$552,135	\$544,335
40793 GO BONDS-2013A SERIES						

	Actuals FY 2017	Actuals FY 2018	YTD FY 2019	Original FY 2019	Adjusted FY 2019	Budget FY 2020
Debt Service	\$581,094	\$577,563	\$578,978	581,000	\$581,000	\$587,000
Total 40793 GO BONDS-2013A SERIES	\$581,094	\$577,563	\$578,978	581,000	\$581,000	\$587,000
40794 GO BONDS-2013B SERIES						
Debt Service	\$406,081	\$408,250	\$265	0	\$0	\$0
Total 40794 GO BONDS-2013B SERIES	\$406,081	\$408,250	\$265	0	\$0	\$0
40797 2014 GO REFUNDING BONDS						
Debt Service	\$741,781	\$738,050	\$740,265	742,500	\$742,500	\$0
Total 40797 2014 GO REFUNDING BONDS	\$741,781	\$738,050	\$740,265	742,500	\$742,500	\$0
40799 2017 GO BONDS OPEN SPACE						
Debt Service	\$155,239	\$2,224,076	\$2,242,050	2,246,000	\$2,246,000	\$2,249,000
Interfund Transfer	\$27,708,333	\$0	\$0	0	\$0	\$0
Total 40799 2017 GO BONDS OPEN SPACE	\$27,863,572	\$2,224,076	\$2,242,050	2,246,000	\$2,246,000	\$2,249,000
40800 GO BONDS - 2019 SERIES						
Debt Service	\$0	\$0	\$270,383	0	\$0	\$0
Interfund Transfer	\$0	\$0	\$50,094,149	0	\$0	\$0
Total 40800 GO BONDS - 2019 SERIES	\$0	\$0	\$50,364,532	0	\$0	\$0
40999 END BAL SUR(DEF)						
Ending Balance	\$643,716	\$710,461	\$0	739,258	\$755,397	\$1,530,403
Total 40999 END BAL SUR(DEF)	\$643,716	\$710,461	\$0	739,258	\$755,397	\$1,530,403
TOTAL	\$32,717,633	\$7,131,395	\$60,339,786	6,782,893	\$6,799,032	\$6,837,738

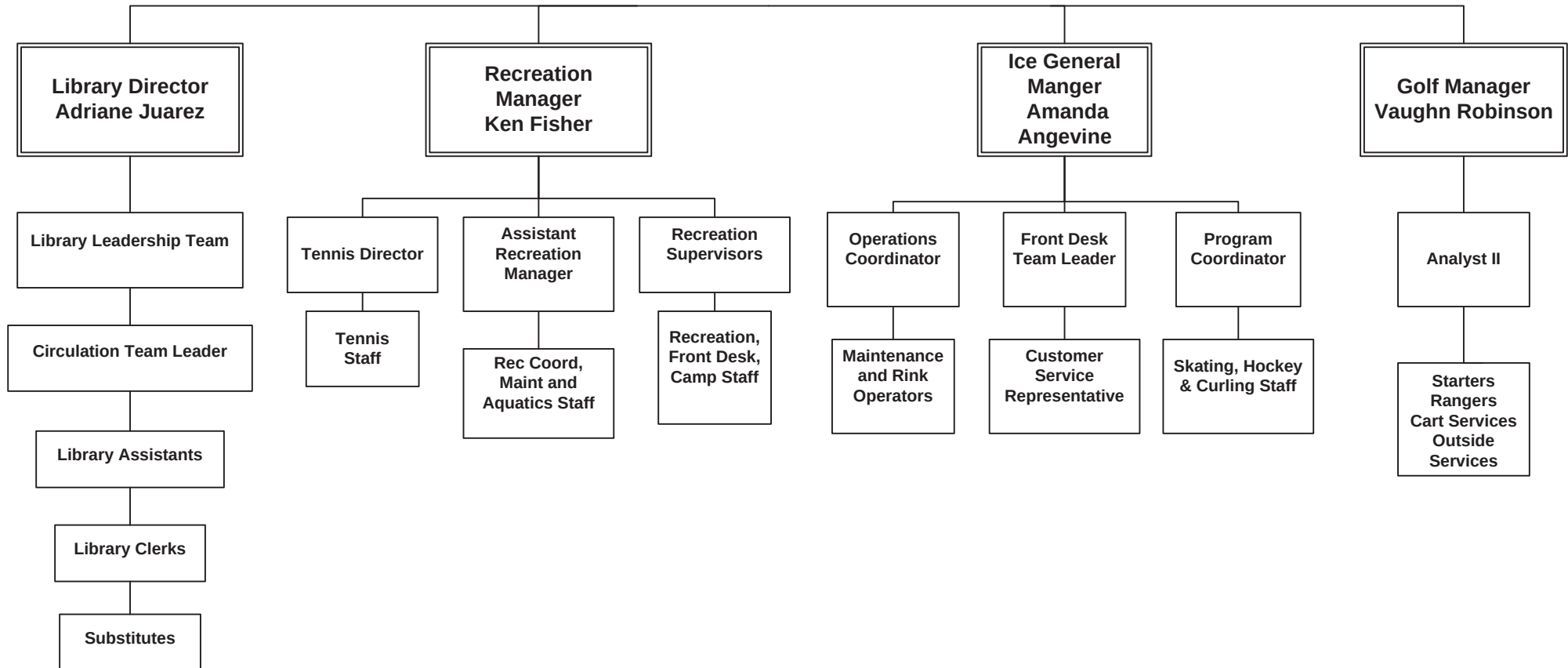


Executive Function

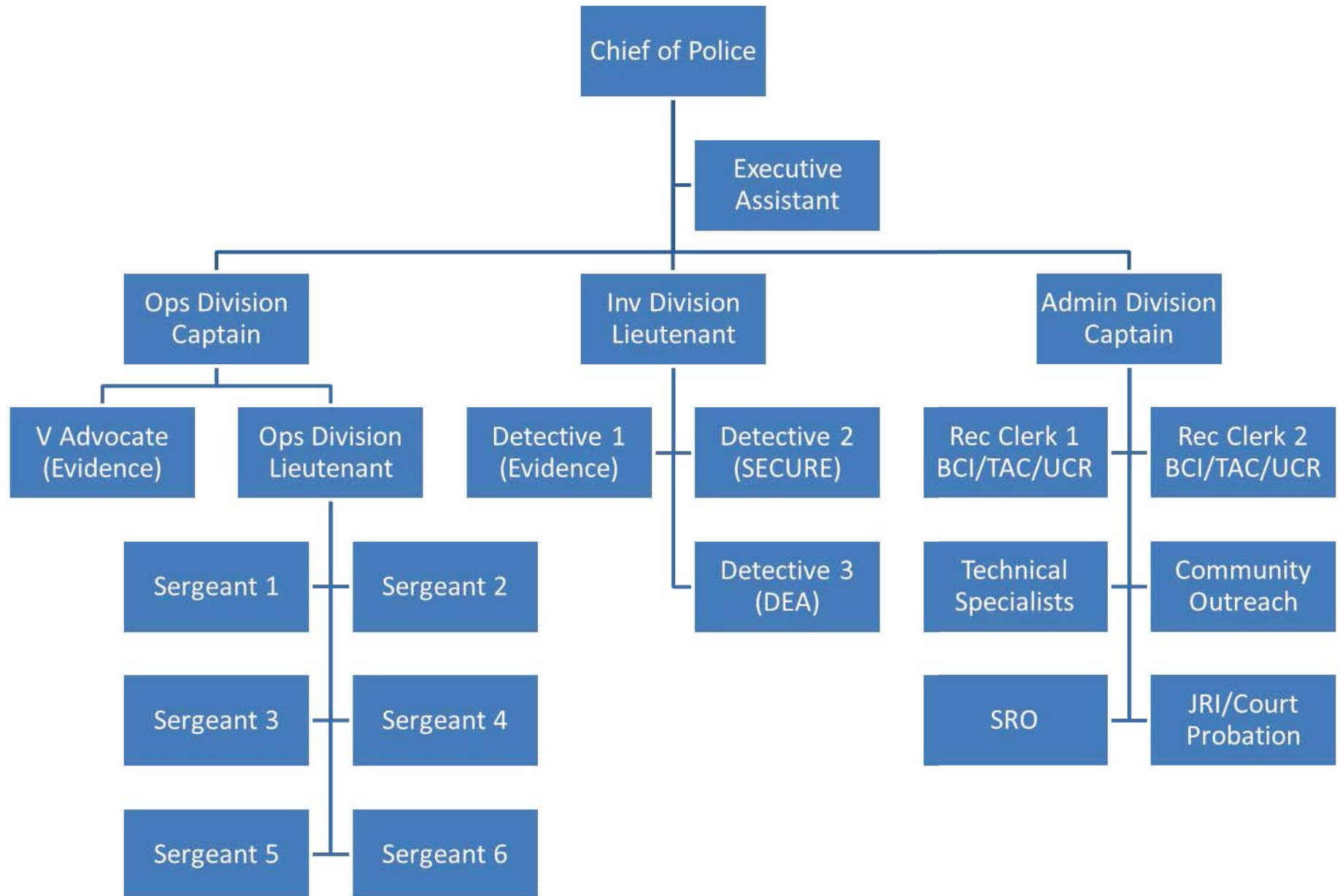


Library & Recreation

Self-managed Team

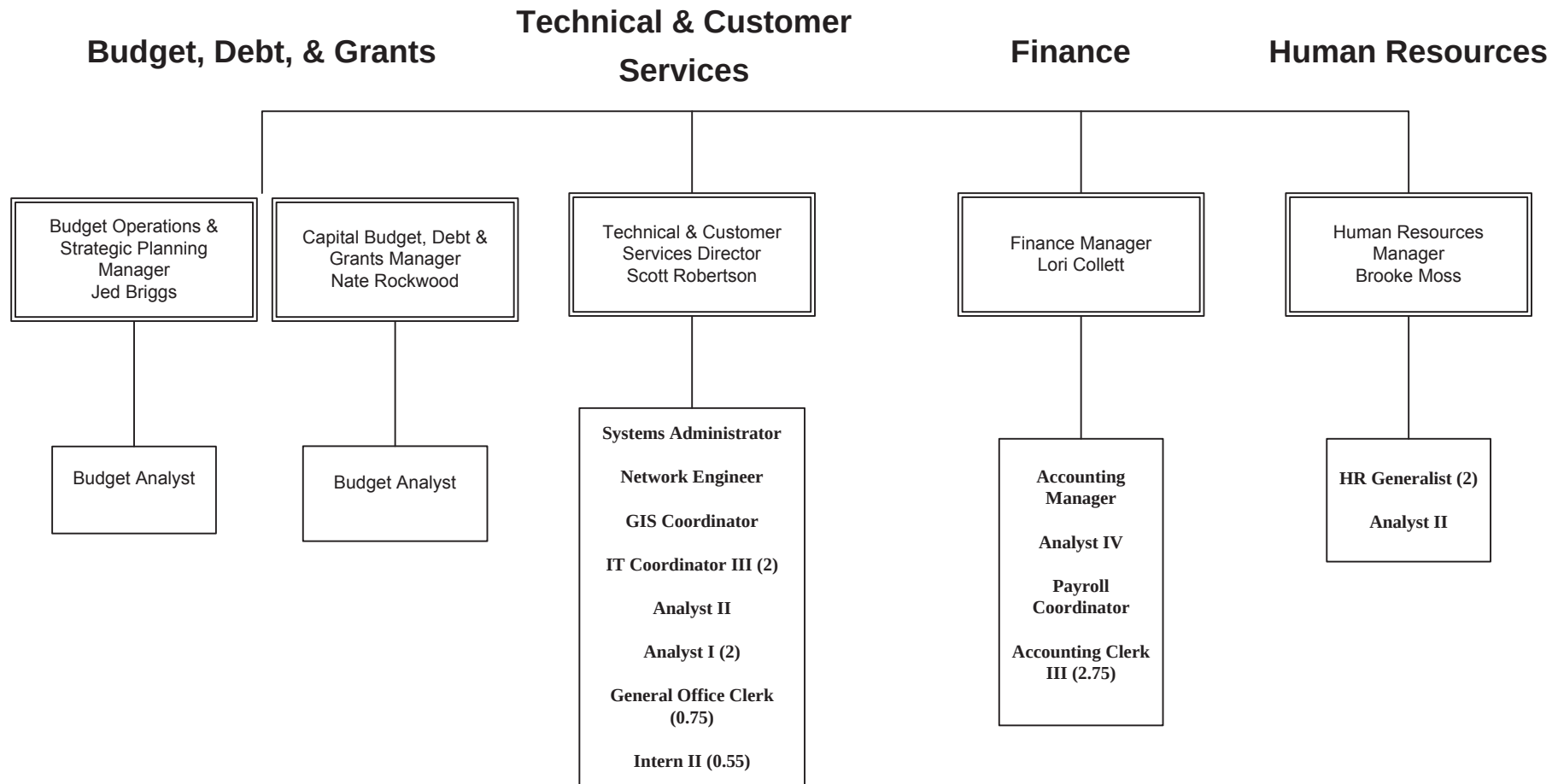


Public Safety



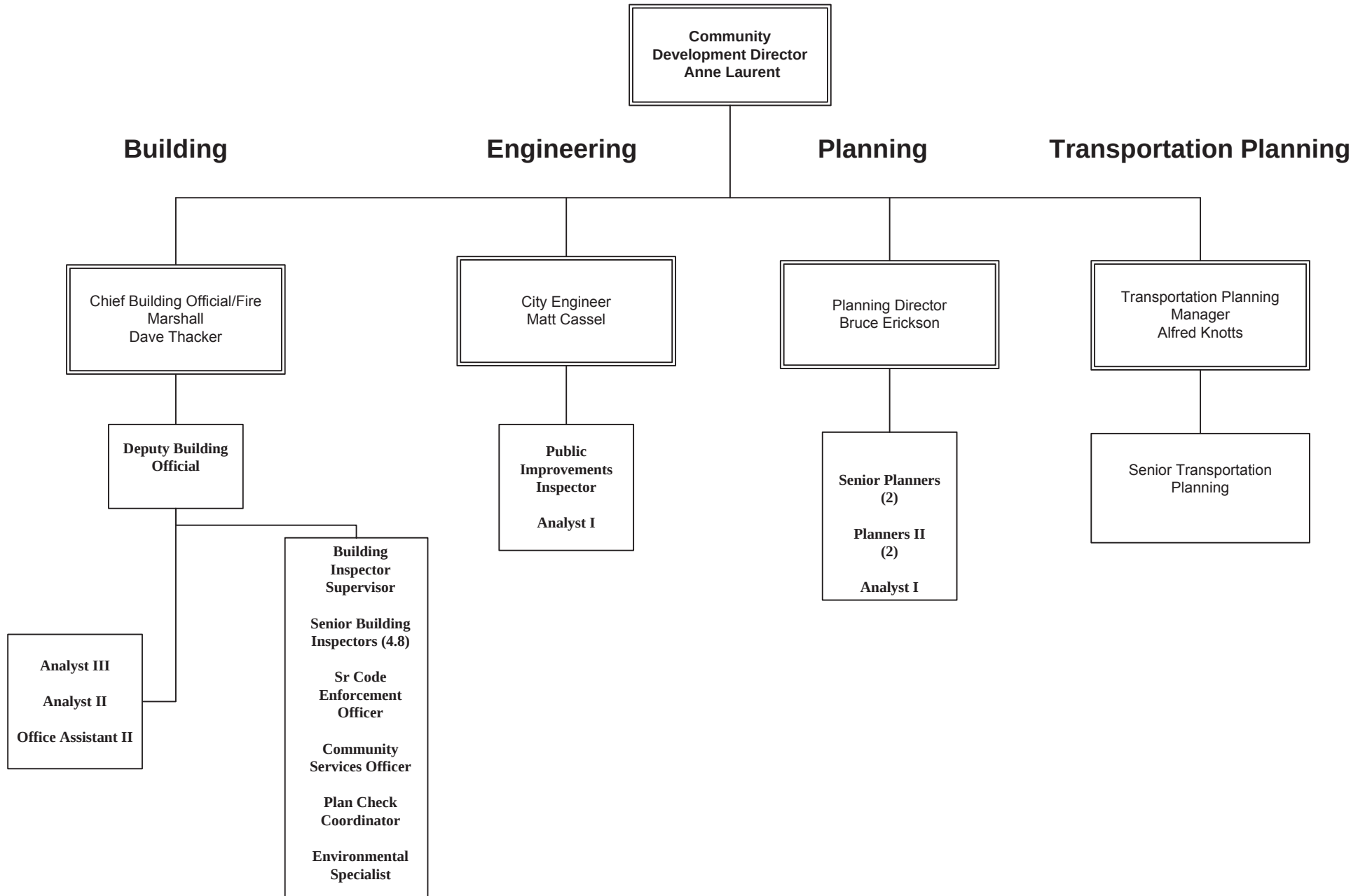
Executive Function

Self-managed Team



Executive Function

Community Development Team

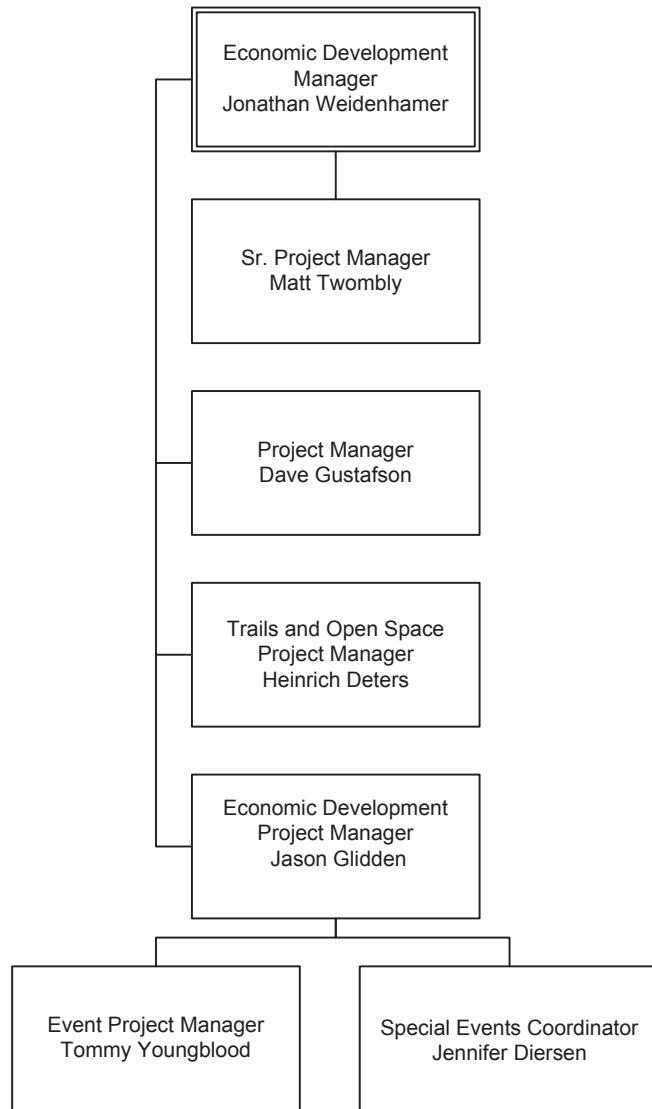


Executive Function

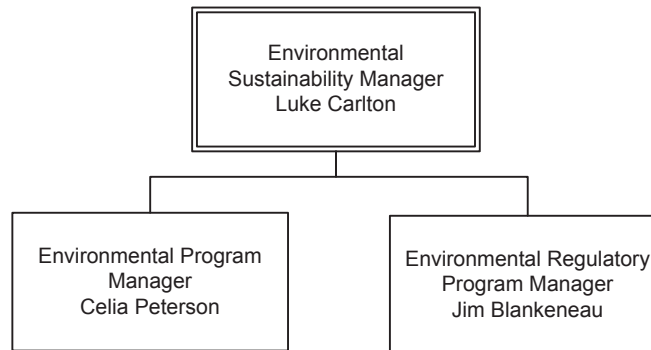
Self-managed Team

Sustainability

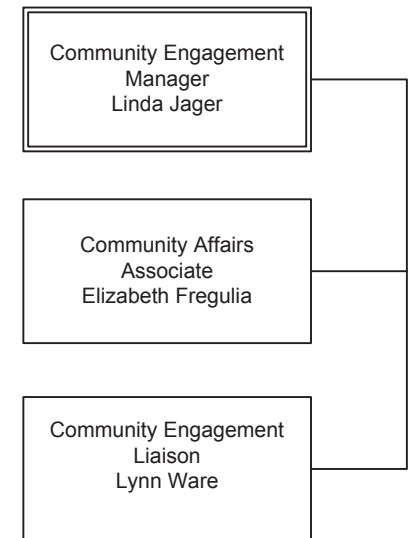
Economy Development



Environmental Sustainability



Community Engagement

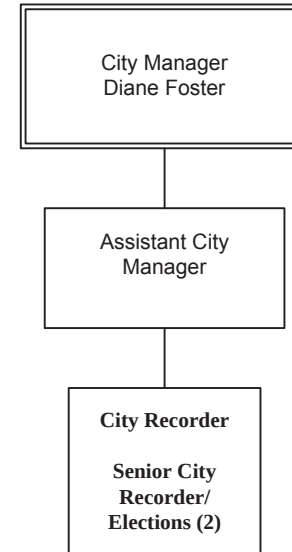
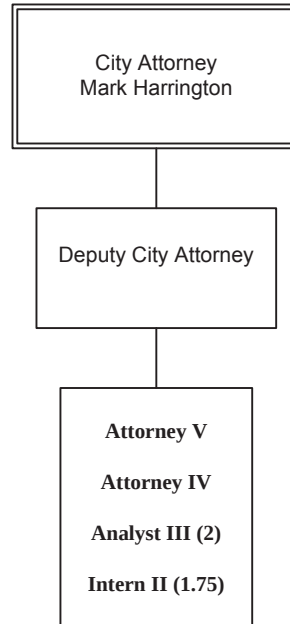


Executive Function

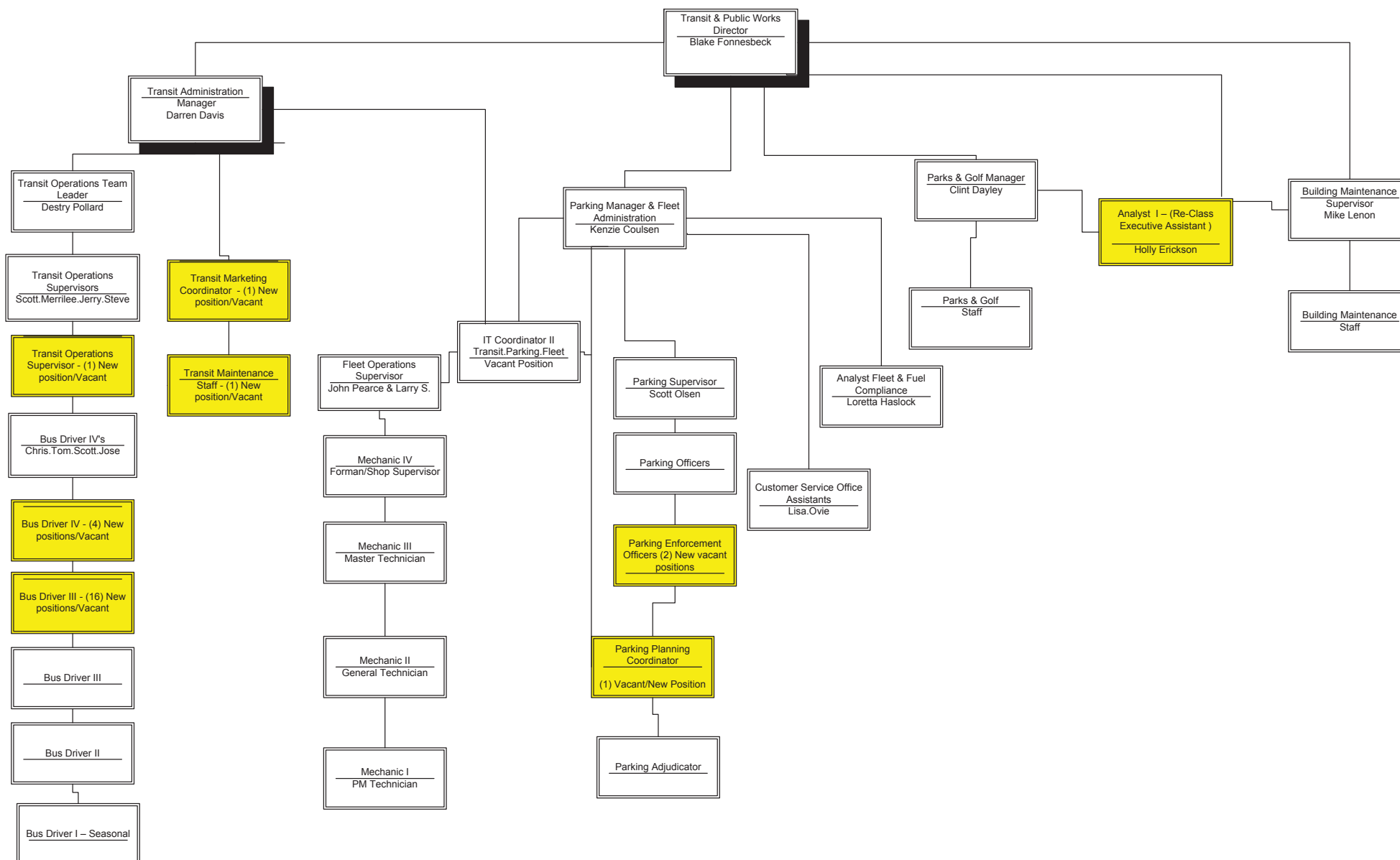
Self-managed Team

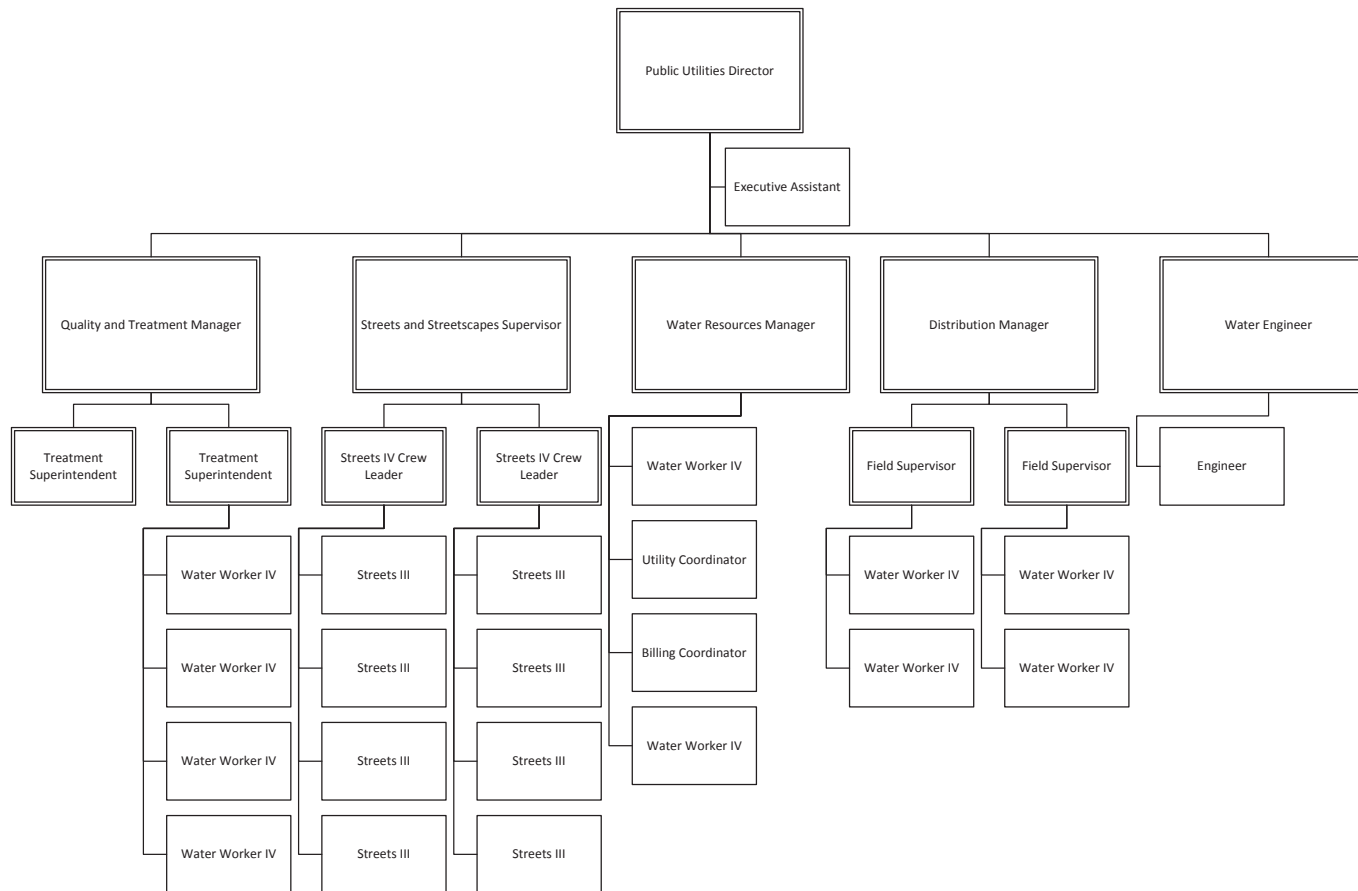
Legal Department

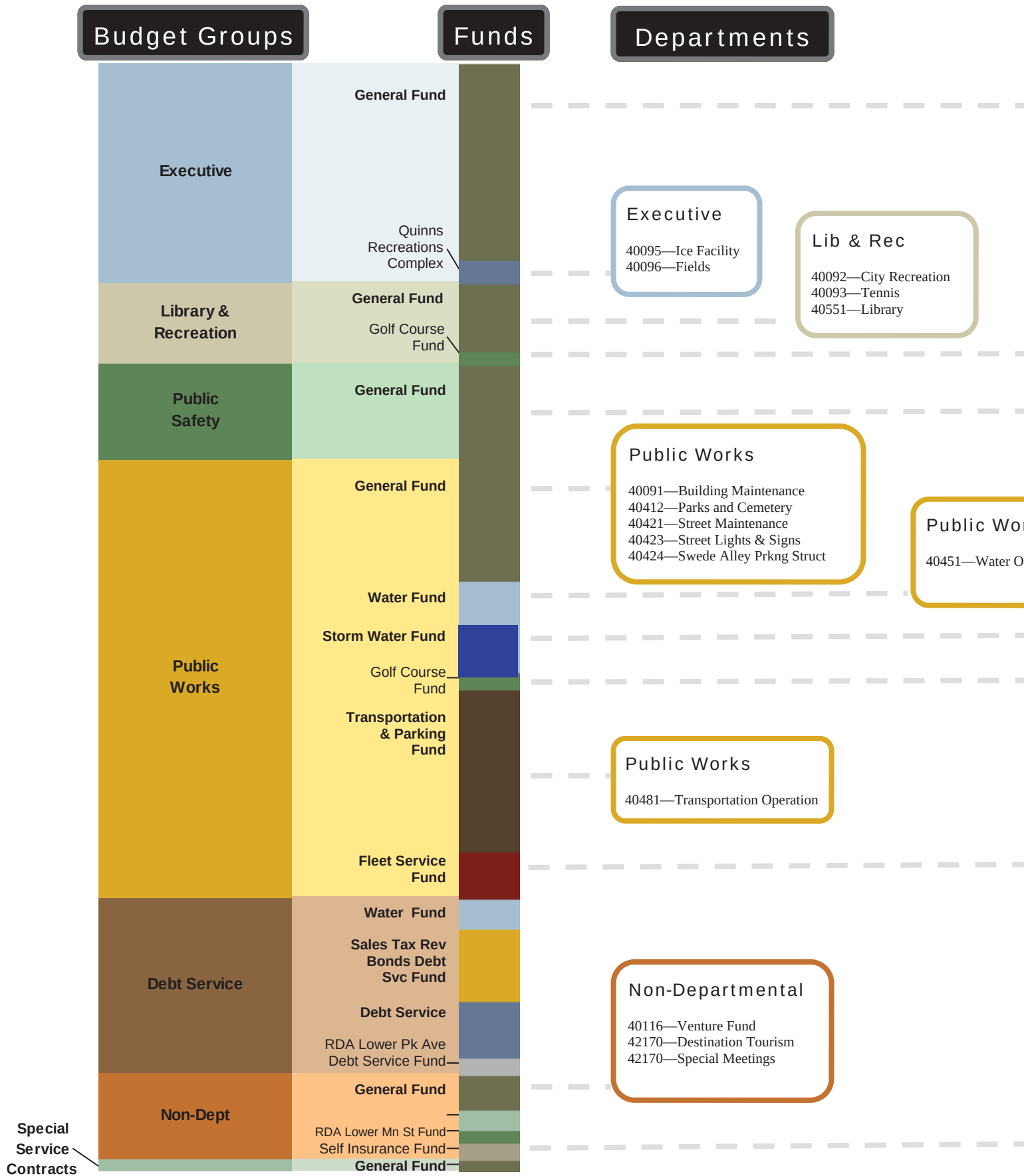
City Manager Dept



TRANSIT, PARKING & PUBLIC WORKS (FLEET,PARKS,GOLF,BUILDING)







Fund-Department Matrix

Relationship between funds and departments through budget groups

Executive

40352—Building Dept
40034—Budget, Debt & Grants
40011—City Council
40021—City Manager
40311—Community Develop Admin
40313—Engineering
40072—Finance
40062—Human Recourses
40023—Elections
40031—Legal
40082—IT & Customer Service
40342—Planning
40100—Community Affairs
40101—Economy
40102—Environmental & Sustain.

Lib & Rec

40571—Golf Pro Shop

Public Safety

40221—Police
40222—Drug Education
40223—State Liquor Enforcement
40231—Communication Center

Public Works

40455—Storm Water Ops

Public Works

40564—Golf Maintenance

Public Works

40471—Fleet Services Dept

Non-Departmental

40132—Self Insurance & Security Bond

Fund Legend

- 011 - General Fund
- 012 - Quinns Recreation Complex
- 033 - Redevelopment Agency Lower Park
- 034 - Redevelopment Agency Main St.
- 051 - Water Fund
- 052 - Storm Water Fund
- 055 - Golf Fund
- 057 - Transportation Fund
- 062 - Fleet Services Fund
- 064 - Self-Insurance Fund
- 070 - Sales Tax Rev Bonds Debt Service Fund
- 071 - Debt Service Fund

Other Funds

- 021 - Police Special Revenue Fund
- 022 - Criminal Forfeiture Restricted Account
- 023 - Lower Park Ave. RDA Special Revenue
- 024 - Main St. RDA Special Revenue Fund
- 031 - Capital Projects Fund
- 035 - Municipal Building Authority Fund
- 038 - Equipment Replacement Fund

RDA = Redevelopment Agency
DSF = Debt Service Fund
MBA = Municipal Building Authority

2006 Adj / 06Adj - The adjusted FY 2006 budget.

2006 Org / 06Org - The adopted original FY 2006 budget.

Accrual - The basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

ADA - Americans with Disabilities Act.

Appropriation - Resources that are set apart by official action for a particular use or purpose.

Appropriated Budget - The expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget includes all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

ASD - Administrative Services Department.

Assessed value - The value to which the property tax rate is applied in order to determine the tax liability of the property.

BA - Municipal Building Authority. A legally separate organization that is controlled and administered by the City.

Beg. Balance - Beginning Balance.

Bonded Debt - Debt issued by a government agency that guarantees payment of the original investment plus interest by a specified future date.

Bonded Delinquency - A process in which the City can participate that allows for the issuing of bonds, secured by delinquent property taxes, that ensures the anticipated resources from property taxes can be achieved.

BORC - Budget Option Review Committee.

Budget officer - City Manager.

Budgetary Control - When an annual appropriated budget is adopted by the legislative body and subsequently signed into law, it carries with it maximum expenditure authorizations that cannot be exceeded legally.

Capital investment - The amount of funds allocated to the acquisition, construction, and/or major repair of infrastructure, equipment, and buildings.

Capital / Capital Outlay - Major equipment and facilities that have a useful life of more than one year and a cost in excess of \$1,000.

CCLC - City Council Liaison Committee.

CD - Community Development Department.

Centrally assessed property - A classification of property, under Utah State statutes, for which assessed value is determined by the State rather than by the local taxing jurisdiction.

Charg. For Serv. - Charges For Services.

CIP - Capital Improvement Project(s)/Program.

Collection % - The rate of collection of property taxes in a given year and on a five year average.

Contingencies / Contingency / Cont. - An amount of funds identified for unanticipated expenditure. The legislative body must approve use of these funds by transferring them to specific areas.

Cost allocation plan - A part of the City's overall Comprehensive Financial Management plan that identifies specific direct cost centers and allocates all indirect costs to those centers.

Cost Recovery - The extent that fees are used to recover associated costs of a function.

Cost-effectiveness - A cost benefit type of evaluation of an activity.

CTAC - Citizens Technical Advisory Committee.

Current level - A basic level of service equal to the current (FY2000-01) level of service.

D.A.R.E. - Drug Abuse Resistance Education program.

Debt - Accumulated amount owed by the City in the future.

Debt Service - The annual payments (principal & interest) made by the city against its outstanding Debt.

Direct debt - General Obligation debt directly incurred by the City that is to be paid back by the property owners of the City.

Direct costs - Costs that are fixed in nature and directly associated to the operation and maintenance of the department.

Disadvantaged Business Enterprise (DBE) - A business owned and controlled by a woman or a person defined by 49 Code of Federal Regulations part 26 to be socially and economically disadvantaged.

Emergency personnel - Police officers and water workers.

ESC - Employee Steering Committee.

ESL - English as a second language.

Essential services - Services that must be provided by the City.

Excise Tax Revenue Bonds - Debt secured only by a specific tax (Class "C" Road Funds).

Expenditures - Payments for goods or services that decrease the net financial resources available for future purchases.

Fair market value - "The amount at which property would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or sell and both having reasonable knowledge of the relevant facts."

Fiduciary Funds - The trust and agency funds - are used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units, and/or other funds.

FTA - Federal Transit Administration.

FTE - Full-time equivalent, which is 2,080 hours per year.

GFOA - Government Finance Officers Association of the United States and Canada.

GG - General government, meaning the City Manager.

GO - General Obligation Bonds - Debt issue secured by the full faith and credit of the City. These bonds must have been approved by an election of the citizenry, in which they have authorized the city to levy property tax sufficient to pay both the bonds' principal and interest.

Golden Triangle - An area that includes the City and a portion of the county and is bounded by I-80 and the west side of US 40, which is essentially Snyderville Basin. In July 1, 1992, the area was expanded to include the school district boundaries.

Governmental Fund - The fund through which most governmental functions typically are financed. It was established to account for all financial resources, except those required to be accounted for in other funds.

GRAMA - Utah's record management law.

Historical incentive grant - A grant program funded from RDA tax increment that provides an incentive for property owners to improve the exterior appearance of older historical buildings.

HMBA - Historic Main Street Business Alliance.

HMO's - Health Maintenance Organization.

Housing allowance - A program for encouraging employees to live within the Park City area (Golden Triangle).

Housing Authority - A legally separate organization that is controlled and administered by the City. The authority currently has a Capital Projects fund in this budget.

ICMA - International City Managers Association.

Impact Fees - A charge levied on building related activities that is used to offset the increased demand for facilities, which results from related development.

Independent contractors - A contractor who is not an employee of the City.

Indirect costs - Support costs associated with doing business as a City.

Interfund transactions - Financial transactions between funds.

KPCW - Local non-profit radio station.

Locally assessed property - A classification of property, under Utah State statutes, for which assessed value is determined by the local county assessor.

LS - Leisure Services.

MS&S / M&S - Materials, Services, and Supplies - an expenditure classification.

Magnesium chloride - A chemical used for de-icing roads.

Management Team - City Manager and Department heads.

Materials, Supplies & Services - An expenditure classification.

MBA - Municipal Building Authority - A legally separate organization that is a mechanism for financing needed city facilities. The Authority acquires and/or builds facilities by borrowing money secured by a lease agreement between the City and the Authority.

Modified Accrual - The basis of accounting (required for use by governmental funds) under which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

ND - Non-departmental - A cost accumulation center where costs that can not be directly identified and allocated to specific programs or functions are accumulated.

NDG - Non-departmental Grants - Grant costs associated with funds given to outside organizations.

New growth - Increase in the City's property tax base that has resulted from new construction.

Non-appropriated Budget - A financial plan for an organization, program, activity, or function approved in a manner authorized by constitution, charter, statute, or ordinance, but not subject to appropriation and is therefore outside the boundaries of "appropriated budget."

No Tax Increase - A term within the Utah State statutes meaning the organization will receive the same amount of property tax in a given year that it received in the prior year—only adjusted for new growth.

OEA - Outside temporary employment agency.

Options - Incremental increases or decreases in current levels.

Osguthorpe property - A key property within the City's entry way that was acquired for City use.

Other Rev. - Other Revenues includes Recreation, Other Service Revenues, Fines and Forfeitures, Miscellaneous Revenues, and Special Revenues and Resources.

OTIS - Old Town Improvement Study

PAC - Personnel Advisory Committee - A group of employees, representing all departments, that reviews and recommends changes to personnel policies and provides the body from which a grievance board would be drawn.

Pavement management - A comprehensive plan for the routine maintenance of City streets.

PCMC - Park City Municipal Corporation

Pocket plazas - Small, park-like plazas located along main street in areas that were previously vacant lots. The majority of these plazas are located on private property, which has been improved through a joint effort by the City and the property owner.

Primary residential property - A property designation under Utah State statutes that provides for a discount from fair market value for assessed value purposes. A primary residency is an owner occupied and/or property rented in blocks of 30 days or more.

Program and Resource Analysis - a study that analyzed the services and programs Park City has to offer.

Proprietary Funds - to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

PS - Public Safety Department

PW - Public Works Department.

Racquet Club - A recreation facility owned and operated by the City.

RDA - Redevelopment Agency - A legally separate organization that is controlled and administered by the City. The agency currently has two Capital Projects Funds and a Debt Service Fund included in this budget document.

Recession plan - A specific plan for identifying and addressing unanticipated shortfalls in revenues.

Resort city sales tax - A special sales tax allowed under Utah State law for City's who's housing makeup consists of a majority of non primary residences.

School fields master plan - An agreement between the City and the School District in which the City has a long-term plan for improvements and maintenance of School grounds in exchange for use of those grounds for City recreational programs.

Sensitive Lands - A designation of property under the City's Land Management Plan that requires and/or restricts the type of development that can occur on the property because of the sensitive nature of the views.

SID - Special Improvement District - A mechanism used to finance and charge to benefitting proprietries the costs of specific improvements.

SLAC - Service Level Analysis Committee.

SLOC - Salt Lake Olympic Committee.

Special event - A large event with a major impact on the city.

Special Revenue Funds - Funds that account for the proceeds of specific revenue sources (other that expendable trusts or for major capital projects) that are legally restricted to expenditure for specified purposes.

Supplemental retirement - A retirement program provided by the City in addition to the State operated retirement system.

Third-class city - A classification under Utah State Law that specifies the form of government that a city can have and the systems that they must adopt.

Trails master plan - A comprehensive master plan for the development of inter-linked bike and hiking trails throughout the City.

Truth in Taxation - Utah State's legislation regulating property taxes.

UDOT - Utah Department of Transportation.

Utah Money Management Act - Utah State Legislation directing how city funds can be invested.

Utah Interlocal Finance Authority - A special authority, organized at the County level, which oversees and conducts the bonded delinquency program.

Utelite - A material used on roads during the winter to help reduce slippery conditions.

VMS - Vehicle Maintenance System.

Wellness Program - An employee program being developed to encourage a healthy life style. This is part of a comprehensive plan for addressing the increasing cost of health insurance.