

**CITY OF SARATOGA SPRINGS
CITY COUNCIL WORK SESSION
Tuesday, May 3, 2016 - 6:00 P.M.**

City of Saratoga Springs City Offices
1307 North Commerce Drive, Suite 200, Saratoga Springs, Utah 84045

CITY COUNCIL WORK SESSION AGENDA - AMENDED

1. Miss Saratoga Springs Veterans Memorial Service Project Plans
2. Budget Review / Discussion – FY 2016-2021.
3. Regional Storm Water Detention Ponds – Presentation / Discussion
4. Event Sponsorship - Discussion
5. Agenda Review:
 - a. City Council policy agenda items.
 - b. Future City Council policy and work session agenda items.
6. Adjourn to Policy Session.



SARATOGA SPRINGS

Councilmembers may participate in this meeting electronically via video or telephonic conferencing.
The order of the agenda items are subject to change by order of the Mayor.

In compliance with the Americans with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during this meeting should notify the City Recorder at 766-9793 at least one day prior to the meeting.

TENTATIVE BUDGET DOCUMENT FOR THE CITY
OF SARATOGA SPRINGS

FY 2016 – 2021

Prepared By

Mark Christensen, City Manager

Chelese Rawlings, Finance Manager

Daniel Widenhouse, Management Analyst

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Mayor and City Council,

I am pleased to present the FY 2016 - 17 tentative budget to you. The City of Saratoga Springs FY 2017 tentative budget reflects current and future issues that our community will face. In addition, I am pleased to report that the City of Saratoga Springs is in strong financial position. As stewards of public funds, the city administration strives to meet and exceed city council goals within the constraints of available financial, human, and capital resources. The recommendations found within this document are designed to maintain a strong financial position while providing and expanding quality services for our citizens. The following is an overview of the significant budgetary items and trends in the FY 2016 - 17.

Growth of the City

The national economy and housing market trends continue to improve, placing Saratoga Springs as one of the fastest growing cities in the state with a positive economic forecast for the near future. The City of Saratoga Springs currently has over 8,000 units in the planning approval process. Commercial investment in the city is also increasing, providing increased private services for our residents to enjoy.

With the uptick in the economy, tax revenue is increasing, and all major revenues are increasing. These revenues will allow the city to provide quality services to an increasing population. The city administration continues to monitor revenue forecasts and uses conservative methods to project future revenues. Though revenues are increasing, the demand for municipal services is growing at a faster pace than revenues. In addition, some revenues, namely property tax, are not received until more than a year after a home is built, further restricting available funds for providing services. In order to maintain fiscal soundness, the City must conservatively increase expenditures in addition to increasing revenues. The recommendations in this document try to strike an appropriate balance between both options.

Additional Personnel and Pay Plan

Due to the increased growth of the city, the workload of city staff has increased. By conducting workload analyses, department heads have determined the specific departmental needs for additional personnel. In conjunction with the need for additional personnel, the City contracted with a third party, Personnel Systems, to conduct a pay plan analysis. The analysis revealed several recommendations for providing market-driven pay to all city staff. The recommended pay plan is presented in this document.

EXECUTIVE SUMMARY

Capital Projects

With the increased growth, the city needs more capital infrastructure projects than ever before. The following are the major capital projects represented in this fiscal year's budget:

- Police Facility
- Sports Complex
- North Zone 2 Canal Turnout
- South Zone 2 Reservoir
- North Sewer Outfall Phase II

Conclusion

The proposed budget presented herein has been compiled with goals and objectives outlined by City Council. Moreover, pursuant to §10-6-109, Utah Code Annotated, the FY 2015 - 16 Adjusted budget, FY 2016 - 17, and FY 2018 – 21 budgets have been prepared for the City of Saratoga Springs 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 and represents a fiscally conservative approach to meet the demands imposed by the national, state, and local economy.

I submit this budget document for your review and approval. Thank you.

Mark Christensen

City Manager

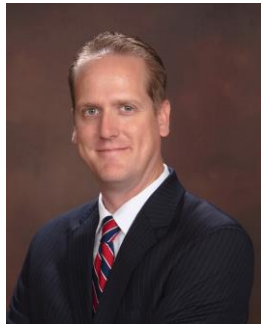
EXECUTIVE SUMMARY



Mayor Jim Miller
Term: 01/2014 - 01/2018



Council Member Stephen Willden
Term: 01/2014 - 01/2018



Council Member Chris Porter
Term: 01/2016 - 01/2020



Council Member Bud Poduska
Term: 01/2016 - 01/2020



Council Member Michael McOmber
Term: 01/2014 - 01/2018

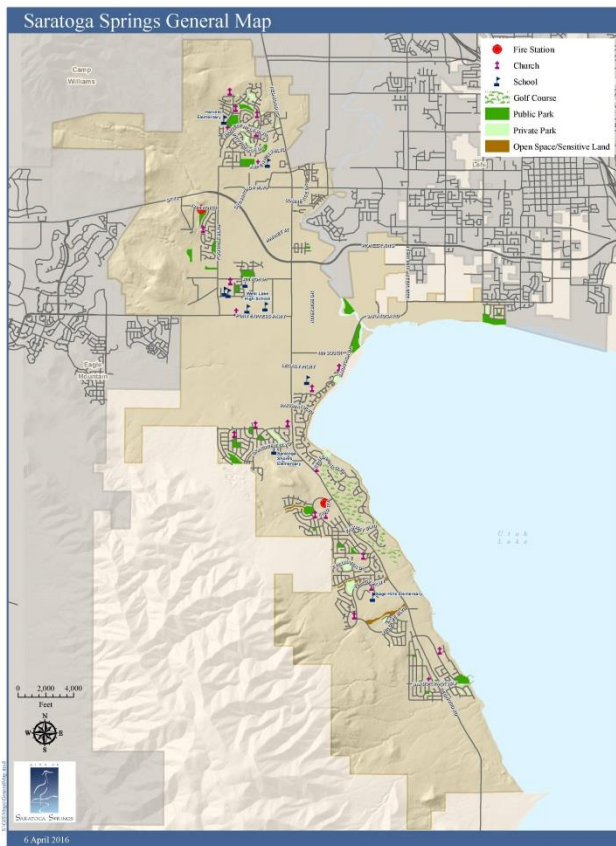


Council Member Shellie Baertsch
Term: 01/2016 - 01/2020

Will be adjusting pictures

COMMUNITY INFORMATION AND STATISTICS

Community Information and Statistics



The City of Saratoga Springs is a developing community located on the northwest shores of Utah Lake in the center of Utah’s Wasatch Front Metropolitan Area. The City, incorporated in December of 1997, boasts a high quality of life that includes beautiful lakeshore living, a quiet and rural atmosphere, great air quality, superb views and an excellent central location midway between the Provo/Orem and Salt Lake City metro areas. There is excellent access to I-15, via Pioneer Crossing, for both north and south travel, and access to the Bangerter Highway via Redwood Road for quick travel to Salt Lake International Airport (30-40 minutes by car) or other critical locations north of the City. Provo/Orem is located

approximately 20-25 minutes by car via I-15.

The City’s population of approximately 25,000 residents is a suburban population that works along the Wasatch Front but desires a quiet suburban area in which to live. The City is among the top ten highest growth cities in Utah, and as a region, the northern Utah County area has also experienced rapid development and growth in recent years. Even in a down economy, the cities of Saratoga Springs, Eagle Mountain, and Lehi continue to issue many development approvals and permits. The physical infrastructure to continue rapid residential growth is in place and regular planning ensures that transportation expansions map to population growth rates. The estimated combined population of these cities is 105,000 residents, mostly located west of the I-15 corridor.

Land development in the City has taken the form of large “master planned” communities with progressive land-use and zoning practices which have resulted in quality and diverse housing styles.

Saratoga Springs is only partially developed and it is expected that the build-out population of the City will be over 100,000 residents. Only 25 % of the land area within the City has

COMMUNITY INFORMATION AND STATISTICS

been developed or is planned to be developed. There are still several large parcels that remain as well as numerous smaller tracts that will one day be developed. In its General Land Use Plan, the City has sites planned for low, medium, and high density residential, neighborhood and regional parks, schools, commercial and office uses and large research and development properties.

The City provides many public services including water, sewer, police, garbage, and fire and emergency medical response. There is a fully functioning administrative office with staff providing city management, building permitting and inspections, engineering, development services, public works, utility billing, and records management. In addition to administrative functions, the City has a growing recreation program that provides year round recreational programs and clinics. This document includes budgets of all funds and account groups responsible for these activities, organizations, and functions that are related to the City and are controlled by or dependent upon the City's governing body, the Mayor and City Council.

The Saratoga Springs Special Improvement District is chartered under Utah law as separate legal governmental entity. This document includes reports of these entities since the Mayor and City Council are the appointed board members for these agencies.

The City operates under a six member council with the Mayor as a non-voting member of the legislative body. The Council has by ordinance established a city-manager form of government. Under this organizational structure, the Mayor and a five member Council appoint a city manager to act as the chief executive officer who oversees the daily operations of the City. The Council establishes policy and direction by enacting local legislation and adopting budgets; the city manager is responsible for implementing the Council's policies and direction. The Mayor is elected for a term of 4 years, while the Council is elected for 4 years with staggered terms.

The Mayor appoints seven members of the Planning Commission with the advice and consent of the City Council. The Planning Commission is a stipend position appointed to 4 year staggered terms. The Commission's primary responsibilities are to review and provide a recommendation on new development plans in accordance with the direction established by Council, zoning changes, and the general plan.

COMMUNITY INFORMATION AND STATISTICS

City Statistics

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Unemployment Rate
2010	16,516	447,032,121	25,141	26.1	7.9
2011	17,781	474,366,480	21,209	22.6	6.5
2012	19,054	583,888,488	27,624	22.6	5.5
2013	21,137	unavailable	unavailable	unavailable	unavailable
2014	24,356	492,234,760	20210	24.3	3.4
2015	25,710	unavailable	unavailable	unavailable	unavailable

Table 1 - Demographic and Economic Statistics

Employer	2015			2006		
	Employees	Rank	% of Total Employment	Employees	Rank	% of Total Employment
Alpine School District	1,695	1	53%	350	1	43%
Wal-Mart Stores Inc.	500	2	16%	-	-	-
Lakeview Academy	250	3	8%	-	-	-
Smith's Food & Drug	249	4	8%	120	3	15%
City of Saratoga Springs	200	5	6%	125	2	25%
Vivint/ARM Security	60	6	2%	-	-	-
Dean Flour, LLC	40	7	1%	-	-	-
McDonald's	40	8	1%	-	-	-
Riding Siding	40	9	1%	-	-	-
Arctic Circle Restaurants	40	10	1%	40	5	5%
Total City Employment	3207			812		

Table 2 - Principal Employers

COMMUNITY INFORMATION AND STATISTICS

Operation Indicators by Function		2015
Fire Protection		
# of full-time employees		7
# of part-time		89
Fire calls for service		257
Medical calls for service		604
Police Protection		
# of officers		19
Police calls for service		13,655
Municipal Water Services		
# of connections		6,282
Gallons billed/day		1,162,300
Municipal Sewer Services		
# of connections		6,282
Municipal Refuse Services		
# of first cans		5,261
# of second cans		1,374
# of recycle cans		5,077
Business Licenses		
# of licenses issued		551
Building and Construction		
# of building permits issued		550
# of residential units – single family		257
# of residential units – multi-family		90
Parks and Recreation		
# of football participants		221
# of basketball participants		936
# of soccer participants		1,739
# of tball participants		386

Table 3 - Operation Indicators by Function

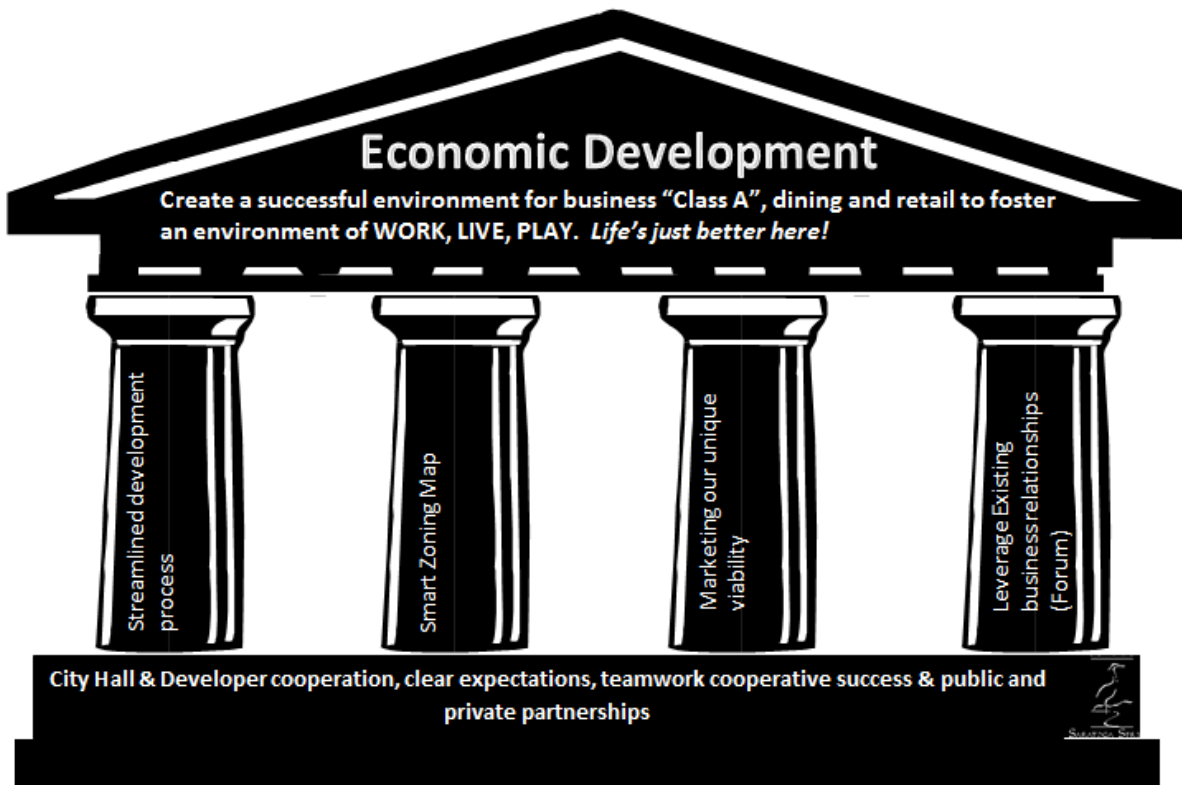
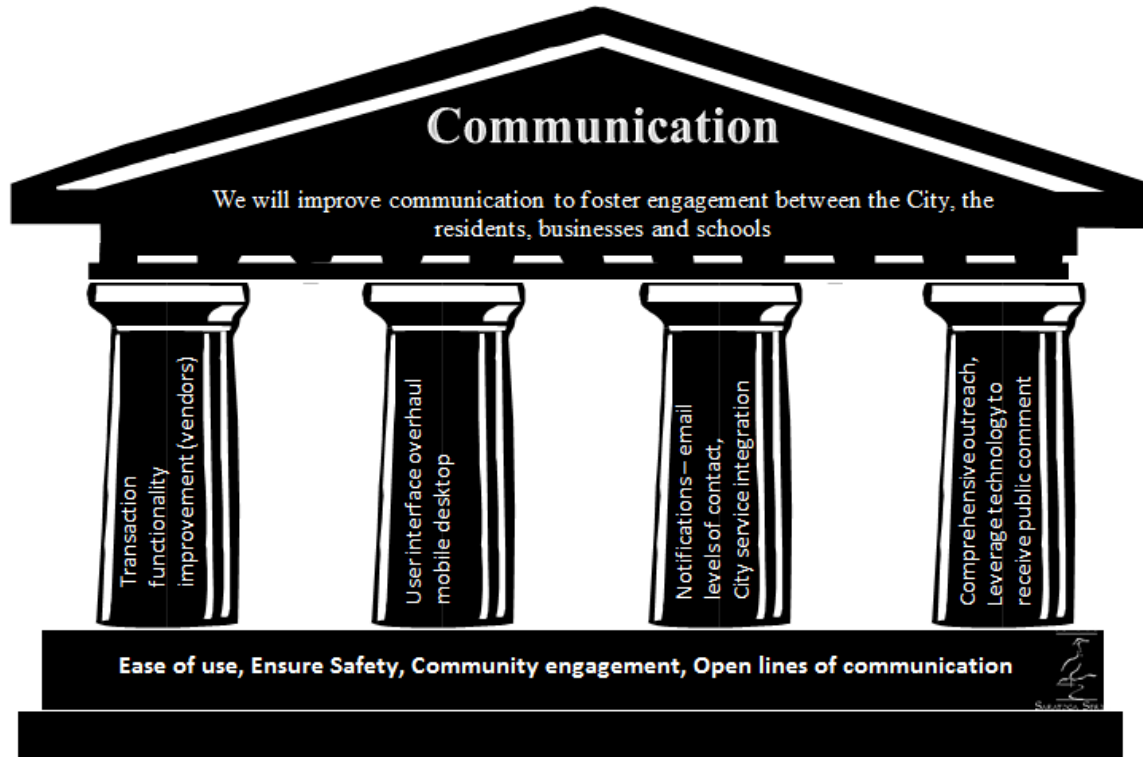
COMMUNITY INFORMATION AND STATISTICS

Capital Assets by Function	2015
Streets	
# of lane miles	85
# of street lights	1,583
Fire Protection	
# of stations	2
# of fire hydrants	1,209
# of fire pumping vehicles	3
Police Protection	
# of stations	1
Education	
# of high schools	1
# of junior high schools	1
# of elementary schools	7
Municipal Water Facilities	
Miles of water mains	210
Municipal Sewer Facilities	
Miles of sewer mains	94
Parks and Recreation	
# of parks	24
Park and open space acreage	140

Table 4 - Capital Assets by Function

LONG-TERM STRATEGIC GOALS

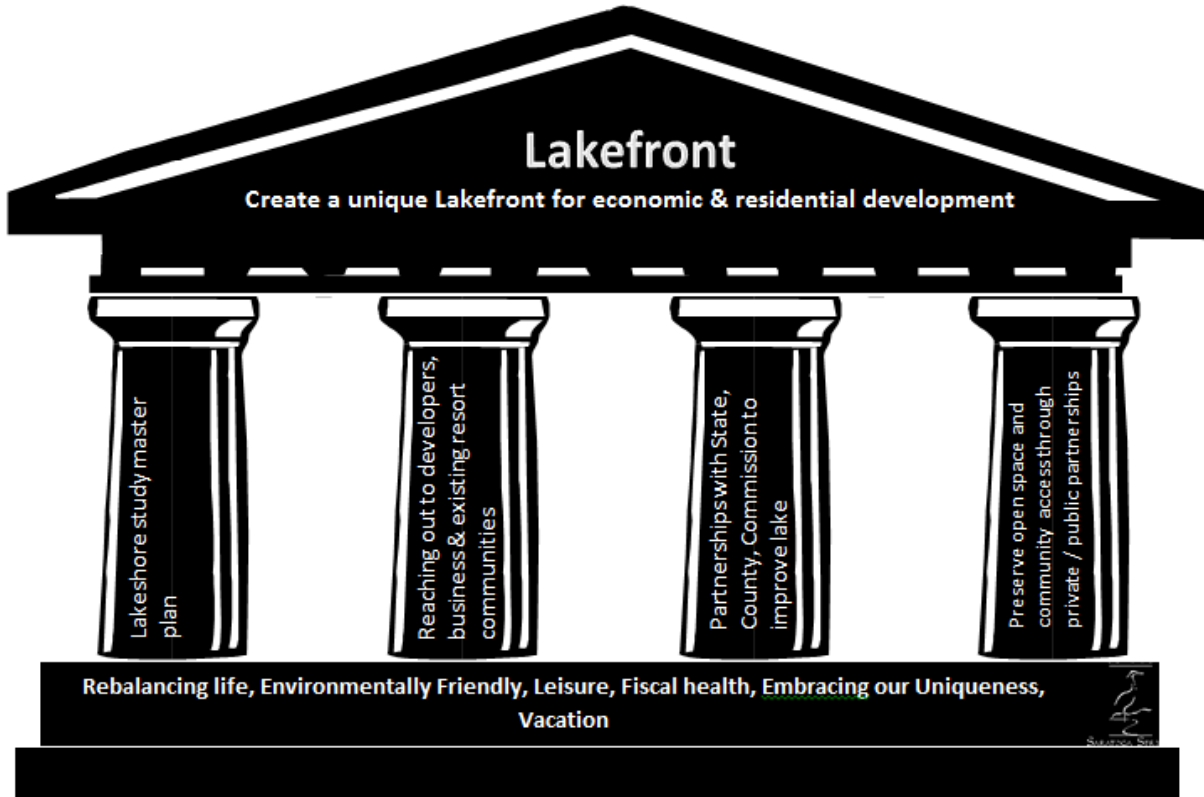
Strat Houses



LONG-TERM STRATEGIC GOALS



LONG-TERM STRATEGIC GOALS



LONG-TERM STRATEGIC GOALS



SHORT-TERM AND UPCOMING ISSUES

Growth of the City

Northern Utah County and southern Salt Lake County are rapidly developing and are among the fastest growing areas of the country. With a build-out of only 21%, Saratoga Springs is poised to continue holding a place in the top ten fastest growing cities in Utah. The tables below show historical growth rates and future projections for population.

Saratoga Springs Population (Past)		
Year	Percent Change	Population
2010		16,516
2011	8%	17,781
2012	7%	19,054
2013	11%	21,137
2014	15%	24,356
2015	6%	25,710

Table 5 - Saratoga Springs Population (Past)

Saratoga Springs Population Estimates		
Year	Percent Change	Population
2020	(from 2015) 52%	39,186
2030	43%	58,496
2040	26%	78,987
2050	27%	107,900
2060	19%	134,000

Table 6 - Saratoga Springs Population Estimates

Population estimates are based on projections using a combination of prior growth rates, current planning application numbers, and the correlation with the number of building permits. The tables below show both historical and projected planning application and building permit counts.

Saratoga Springs Building Permits		
Calendar Year	Percent Change	Count
2010		365
2011	13%	411
2012	23%	506
2013	6%	537
2014	-13%	467
2015	26%	587
2016	70%	1000 (projected)
2017	-15%	850 (projected)
2018	22%	967 (projected)

SHORT-TERM AND UPCOMING ISSUES

2019	21%	1,170 (projected)
2020	20%	1,402 (projected)

Table 7 - Saratoga Springs Building Permits

Saratoga Springs Planning Applications				
Application Type	2012	2013	2014	2015
Ag Protection	0	2	0	1
Annexation	0	1	1	1
Change of Use	0	0	0	2
Code Amendment	0	1	3	1
Community Plan/Amend	0	1	1	4
Concept Plan	8	24	20	16
Conditional Use	6	4	6	6
Final Plat	10	30	13	23
Home Occupation	0	4	9	10
Lot Line Adjustment	3	1	8	2
MDA	4	6	2	1
Minor Subdivision	1	2	1	2
Plat Amendment	1	0	1	4
Preliminary Plat	7	25	14	17
Rezone/GPA	4	2	5	18
Sign Permit	11	7	15	21
Site Plan - new/amend	12	10	10	17
TUP	0	0	10	7
Variance	2	1	1	3
Village Plan	0	1	4	1
Other			1	2
Total Applications	69	122	124	157
Average Applications/wk	1.33	2.35	2.38	3.41

Table 8 - Saratoga Springs Planning Applications

At several staff leadership meetings throughout the year, department heads and supervisors determined that the number one problem facing each department individually and the city as a whole was staffing. They identified several issues that have or can occur with a lack of staffing:

1. Poor customer service
2. Low employee morale/increased burn out rate
3. Increased service/response times
4. Lack of flexibility in providing additional services

SHORT-TERM AND UPCOMING ISSUES

The city manager tasked each department head with developing a workload and personnel matrix to determine, using appropriate data analytics techniques, appropriate staffing levels. These analyses were presented at the 2016 Annual City Council Retreat. Based on these analyses, department heads submitted their requests for additional personnel for the next five years, including promotions of current staff. The recommended personnel requests are located in the individual department sections in the Departmental Information section of this document. Any unapproved personnel requests are located in the budget request appendix.

Pay Plan

Scope and History

Upon direction from the Council last fall, Staff contracted with a consultant to evaluate the best compensation methodology to be competitive within local government. The consultant chosen for the contract was Mike Swallow from Personnel Systems & Services (PSS). The purpose of this study was to update the City's compensation methodology. The previous methodology led to several problems including but not limited to being unable to find an adequate enough sample size for some positions, internal inequity issues, and questions from employees about wage progression; one of the many consequences of these problems is the difficulty to keep employees with valuable institutional knowledge. PSS also demonstrated that a 20 percent pay band was significantly smaller (approximately 45 percent average) than other pay bands currently in use by other public entities. The analysis was a diagnostic evaluation of the general philosophy and methodology of the pay plan.

Analysis

At the beginning of the project, PSS met with the two City Council Members assigned to this project and upon their recommendations conducted the following analysis.

PSS worked with staff to identify the employee's ranking prioritization of job values and a ranking methodology that helps establish job classifications. He then studied the City's previous compensation methodology and came back with the following recommended changes:

1. **To create an internal equity measure to meet FLSA guidelines for pay compensation.** This was achieved by reviewing all City job descriptions and utilizing a job values methodology to assign each position a numeric value; this allows us to compare the relative values of each position.

SHORT-TERM AND UPCOMING ISSUES

2. **Expanding the benchmarking data set.** During his analysis he recommended expanding the data set, which ensures that we have more data points to compare going forward; he also found that when including a larger group of organizations in the data set the wages were within 1% of the previous benchmarking methodology.
3. **Moving to a market based minimum compensation methodology;** this will allow the City to be more competitive in all personnel positions of the pay structure and should increase the City's ability to retain key employees. This methodology involves utilizing the data gathered and establishing a minimum rate for each position based on the market data, then utilizing a range to establish the maximum and midpoint. The survey data average range for all positions was 44.34% and he recommends rounding that number up to 45%.
4. **Bring all existing employee to the minimum of the range** (so long as there is no performance related reason for keeping the employee below the range). There are only a few existing positions that are currently being paid under the minimum, most current actual pay ranges fall between the minimum and the midpoint of the new pay ranges.
5. **Hiring and Annual growth within the range.**
 - a) New employees should be hired between the minimum and the midpoint. Their hire wage should be based on how the job qualifications outlined in the job description, the closer they are to matching the requirements the closer they can be hired to the midpoint of the range.
 - b) Existing employee's whose current pay falls between the minimum and midpoint will be eligible for up to a five percent annual raise. The actual amount of the wage increase will be based upon their annual performance evaluations and goals. By adding the entire increase to the base wage, employees who are at the beginning of their career will see the direct effects of learning their job and becoming proficient at that job. From the minimum base wage, most positions will take between four and seven years, at a five percent annual increase, for an employee to reach the midpoint base wage.
 - c) Existing employee's whose current pay falls between the midpoint and maximum will be eligible for up to a three percent annual increase and a two percent annual bonus. The actual amount of the wage increase and bonus will be based upon their annual performance evaluations and goal accomplishments. By splitting the increase into a wage base pay increase and a bonus, employees continue to progress towards their range maximum, albeit at a reduced rate when compared with employees below their midpoint, while receiving the benefits of both a raise and a one-time bonus. From the midpoint base wage, most positions will take

SHORT-TERM AND UPCOMING ISSUES

- between eight and twelve years, at a three percent annual increase, for an employee to reach the maximum base wage.
- d) An employee who is hired at the minimum of the range would take, on average, between 12 and 19 years to reach the maximum of their range assuming that there are no updates to the ranges. It can be assumed that the ranges will adjust over time as the market wages grow or contract.
 - e) When an employee reaches the maximum of the range, growth can only occur with any annual market adjustments. However, they will continue to be eligible for the annual performance bonus.

The following table demonstrates the abovementioned parameters:

Wage Placement	Annual Merit Increase
Minimum up to Midpoint	Amount awarded shall be added to the employee's base pay
Midpoint up to Maximum	Amount awarded shall be divided between the employee's base pay and a bonus
At Maximum	Amount awarded will be in the form of a bonus

Table 9 - Merit-Based Increases

Section XIV: Salary Planning

The text below is the proposed pay plan policy update to the Personnel, Policies, and Procedures manual for the City.

SECTION XIV: SALARY PLANNING

1. GENERAL INTENT. The City of Saratoga Springs, Utah wishes to implement a policy with respect to the salaries of elected officers, statutory employees, and all other employees, whether exempt or nonexempt under the Federal Fair Labor Standards Act. This policy shall not limit, replace, or take precedence over the City Council's legislative discretion to determine the compensation of its employees.

To maximize efficiency and performance, the City's policy is to compensate employees for performance and exceptional merit, and to provide a compensation strategy to govern effective and sustainable pay philosophy. Therefore, all employees shall be evaluated annually by the City Manager or designee for performance of their duties to determine whether they are eligible for an increase in compensation or a merit bonus. It shall be the responsibility of the City Manager to adopt reasonable and objective criteria for determining the performance

SHORT-TERM AND UPCOMING ISSUES

of City employees and the appropriate compensation authorized within the Council-approved budget.

2. PAY PLAN DEVELOPMENT AND ALLOCATION.

A. General Policies and Procedures

- (1) In an effort to be competitive within local government, the City Council has selected to use the methodology adopted in the most recent pay study. This study determines minimum, midpoint and maximum pay ranges using all data points from participating organizations in the Utah market data set.
- (2) Based on satisfactory job performance, the City Council will attempt to compensate its employees up to a percentage increase identified and adopted by the Council during the budget process based on the salaries and compensation of benchmark organizations. The total amount of compensation will be determined on a yearly basis subject to the discretion of the City Council as part of the budget approval process.
- (3) The City Manager shall make a recommendation to the City Council during the budget submittal for compensation of City employees. Said recommendation shall be based on performance, a comparison of the available market data, and the relative financial condition of the City.
- (4) At no time shall these policies be interpreted as contractual or binding on the City. The City Council has the legislative discretion under the Utah Constitution to determine the compensation of its employees.
- (5) Part-time positions shall be benchmarked as described above—minus benefits—of a full-time position, unless adequate part-time benchmarks are available.

3. APPOINTMENT.

- A. Pay for newly hired employees should normally be set at the minimum of the pay range assigned to a job class. However, the City Manager may approve hires as warranted by job qualifications and experience and subject to the availability of funds. .
- B. The City Manager shall not authorize hiring above the midpoint of a pay range unless the City Council gives prior approval and the candidate is exceptionally qualified to warrant such compensation.

SHORT-TERM AND UPCOMING ISSUES

- C. Part-time positions are budgeted as described above. The City Manager or designee may use discretion in staffing these positions so long as: each individual employee's total annual hours remain under the City's maximum part-time annual limit; and departmental part-time wages do not exceed their annual budget.
4. PAY FOR PERFORMANCE.
- A. The City Manager, upon approval of the City Council, shall adopt performance increase guidelines effective July 1 of each fiscal year subject to funding in the approved budget.
 - B. Employees may be eligible to receive a merit increase based on performance subject to a satisfactory performance evaluation.
 - C. Employees whose performance is rated less than satisfactory shall not be eligible to receive a merit increase.
 - D. The City Manager, or designee, must complete an employee's performance evaluation at least within sixty (60) days preceding the effective date of a merit increase.
 - E. Movement within the pay range may occur as outlined in the following table.

Wage Placement	Annual Merit Increase
Minimum up to Midpoint	Amount awarded shall be added to the employee's Base Pay
Midpoint up to Maximum	Amount awarded shall be divided between the employee's Base Pay and a bonus
At Maximum	Amount awarded will be in the form of a bonus

5. SALARY ADJUSTMENT.
- A. The City Manager may recommend a salary adjustment in order to mitigate inequities, pay freezes, or other external market conditions.
 - B. The City Manager shall submit a written rationale supporting the recommendation to the City Council.
 - C. A salary adjustment is subject to the availability of funds and approval of the City Council within the approved or amended budget of each department.

SHORT-TERM AND UPCOMING ISSUES

6. PROMOTION.

- A. At the discretion of the City Manager, a salary increase shall be granted to an employee receiving a promotion.
- B. The City Manager may approve an increase to the new wage when a promotion results from a competitive recruitment to a new position level. Such an adjustment shall be based on exceptional qualifications and subject to the availability of funds.

7. REASSIGNMENT. Except when due to a demotion, or a disciplinary action, layoff, reorganization, an employee who is reassigned shall be paid at least the same salary received prior to the assignment.

8. RECLASSIFICATION.

- A. If the City Manager reclassifies a position to a higher level, the City Manager shall adjust the employee's salary to at least the minimum of the new range based upon increased responsibility. The City Manager may temporarily increase the wage of an employee who is assigned to an interim or acting position.
- B. A reclassification increase is subject to the availability of funds and the discretion of the City Council during the budget approval process.
- C. If the City Manager reclassifies a position to a lower level of responsibility, the employee's salary may remain the same.

9. DEMOTION. If an employee is demoted, either voluntarily or involuntarily, the City Manager may reduce the salary to the applicable pay range.

10. BENEFITS.

- A. Suspended Employee.
 - (1) An employee suspended without pay for disciplinary reasons shall continue to be eligible to receive the following Saratoga Springs benefits: retirement, health, dental, disability and life insurance programs subject to the conditions set forth in paragraph 11.A. (2) below except as otherwise provide by law.
 - (2) The employee shall pay the employee portion of insurance premiums to continue coverage through the period of suspension.
- B. Part Time Employee.
 - (1) Part-time, temporary, and seasonal employees do not qualify for benefits regardless of the number of hours worked except as otherwise provide by law.

Funding Source

SHORT-TERM AND UPCOMING ISSUES

Funding for the proposed pay plan will come out of the respective departmental budgets in the City's general and enterprise funds.

Capital Projects

Police Facility

- New police facility that houses the entire police department. In addition, the Justice Court department, including the court room and offices, will be housed in this facility. Think Architecture has the design contract. Paid for out of Police Impact Fee Fund. Cost: \$3,000,000. FY 2017 - 18

North Zone 2 Canal Turnout

- Utilizes the ULD canal water for secondary water for the North Zone system. Part of the Secondary Water Master Plan. Begin Spring 2017.

South Zone 2 Reservoir

- As development dictates, improvement south of Lake Mountain Estates. Storage for secondary water for all new development south of Lake Mountain Estates. \$1,650,000. Constructed ADO (as development occurs).

North Sewer Outfall Phase II

- Under Construction. Second phase of North Gravity Sewer Master Plan. Scheduled for finished May 1, 2016.

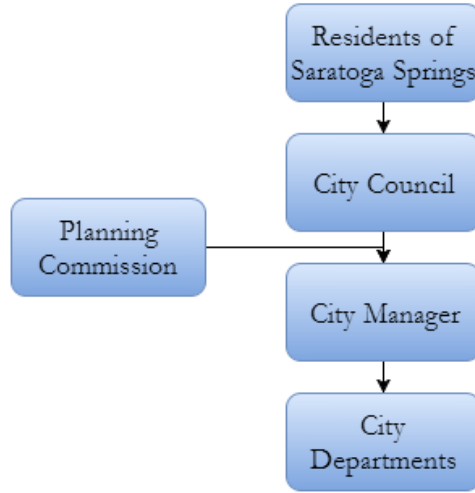
Sports Complex

- Sports complex. Estimated 8 baseball/softball fields, 4 - 5 soccer fields with a possible additional 3 baseball/softball fields. Estimated cost between \$7 - \$10 million. The fields will have lighting apparatus for night games. The park will also have play structures, score-keeper towers, bathroom facilities, and parking.

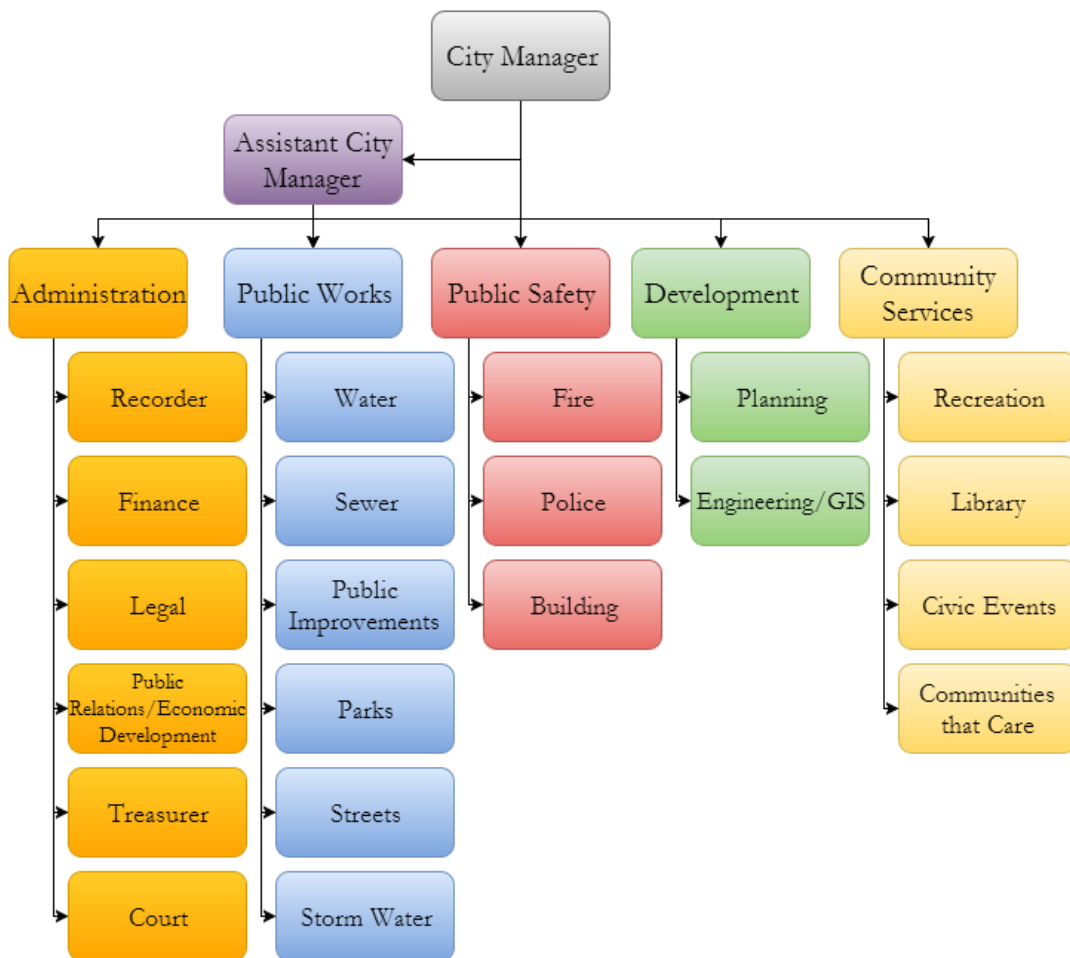
FINANCIAL STRUCTURE, POLICY, AND PROCESS

Organizational Charts

Overall City Structure



City Departments



FINANCIAL STRUCTURE, POLICY, AND PROCESS

Fund Structure and Basis of Accounting

In evaluating how to define the City for financial reporting purposes, management has considered all potential component units. The decision to include a potential component unit in the reporting entity was made by applying the criteria set forth in the related Governmental Accounting Standards. The City is considered financially accountable for an organization if the City appoints a voting majority of that organization's governing body, or there is a potential for the organization to provide specific financial benefits to or impose specific financial burdens on the City. The City is also considered financially accountable for an organization if that organization is fiscally dependent on the City. The City has no component units.

State law requires that budgets be prepared for the following funds: general fund, special revenue funds, debt service funds, and capital improvement funds. All City funds are accounted for in accordance with Generally Accepted Accounting Principles (GAAP).

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The use of financial resources to acquire capital assets are shown as assets in the government-wide financial statements, rather than reported as expenditures in the governmental fund financial statements. Proceeds of long-term debt are recorded as a liability in the government-wide financial statements, rather than as another financing source in the governmental fund financial statements. Amounts paid to reduce long-term debt in the government-wide financial statements are reported as a reduction of the related liability, rather than expenditures in the governmental fund statements.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter (generally within sixty days) to pay liabilities of the current period. Expenditures are generally recorded when a liability is incurred, as under the accrual method of accounting. However, debt service expenditures, as well as expenditure related to compensated absences and claims and judgments are recorded when payment is due.

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Sales and use taxes, franchise taxes and earned but un-reimbursed state and federal grants associated with the current fiscal period are considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal year. Property taxes are measurable as of the date levied and available only when cash is received by the county treasurer prior to the City's fiscal year end and remitted to the City within sixty days of its fiscal year end.

The City reports the following governmental funds:

General Fund - The General Fund is the primary operating fund. It is used to account for all financial resources of the City not accounted for by a separate, specialized fund.

Special Revenue Fund – The Special Revenue Fund is used to account for the proceeds of specific revenue sources that are restricted or committed for specified purposes. The City has one special revenue fund that operates the street light program funded by property owner assessments.

Capital Projects Fund- the Capital Projects Fund is used to account for financial resources used for the acquisition or construction of major capital improvements (other than those financed by proprietary funds.)

The City reports the following proprietary fund types as enterprise funds:

Water Utility Fund – The Water Utility Fund accounts for the water distribution system of the City for its residents.

Sewer Utility Fund – The Sewer Utility Fund accounts for the sewage collection systems of the City for its residents

Storm Drain Utility Fund – The Storm Drain Utility Fund accounts for the various storm drain collection and retention systems in the City for its residents.

Garbage Collection Utility Fund – The Garbage Collection Utility Fund accounts for the collection and disposal of garbage for City residents.

During the course of operations, the government has activity between funds for various purposes. Any residual balances outstanding at year end are reported as due from/to other funds and advances to/from other funds. While these balances are reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Generally, the effect of inter-fund activity has been eliminated from the government-wide financial statements. Exceptions to this general rule are payments to the General Fund by the Enterprise Funds for providing administrative, billing, and facility costs

FINANCIAL STRUCTURE, POLICY, AND PROCESS

for such funds. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

Enterprise funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with an enterprise fund’s principal ongoing operation. The principal operating revenues of the enterprise funds are charges to customers to the system. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

General Fund	Enterprise Funds	Special Improvement
General Government	Water	Street Lighting
Public Safety	Sewer	
Highways & Public Improvements	Storm Drain	
Parks and Recreation	Garbage	
Economic Development		
Library		

Table 10 - Functional Units by Fund Type

Long-term Financial Policies

The long-term financial policies for the City are found in the Policies and Objectives section near the end of the document.

Budget Process

The budget process is a way to link Council’s goals to the day-to-day operations of the City. Through the budget process, the Council will adopt a budget and financial plan that will serve as a policy document for implementing the Council’s goals and objectives. The budget provides the staff and other resources necessary to accomplish goals and programs established by the City Council as well as a plan that establishes performance expectations for each department.

The budget process is an essential element of financial planning, management, control, and evaluation for the City. Additionally, the budget process offers a series of public hearings for consumers of governmental services to give input on city sponsored programs and levels of services.

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. The

FINANCIAL STRUCTURE, POLICY, AND PROCESS

proposed budget must be available for public inspection during normal business hours after it has been filed with the City Council. The Council holds at least one public hearing on the proposed 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 by August 17. This year there is no property tax increased proposed as part of the City Managers recommended budget.

The City begins the budget process in January with the City Council identifying goals and objectives for the next year. Each department director is responsible for preparing budget requests for each program, under the assumption that basic services will be maintained at current levels and adequately funded. Council objectives are addressed either in the current level budget or as additional options for enhanced, increased, or decreased service levels proposed by the departments. The City Manager reviews budget requests, including budget options, with each department director and develops a proposed budget balanced within the limits of the current available resources or with a proposed increase in fees and/or tax revenues. Between the second City Council meeting in March and the first meeting in June, the Council has the opportunity to review the proposed budget, consider public comment, and finally, adopt a balanced budget. The operating budget is adopted on an annual basis. Capital construction normally takes place over more than one fiscal year; therefore, capital budgets are adopted on a project length basis.

Budgetary Control

Budgetary control of each fund is maintained at the department level. Department directors play an active and important role in controlling the budget. Expenditures may not exceed appropriations at the department level. 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. However, enterprise fund budgets may be increased by the City Council without a public hearing.

Considerations for Funding

Requests for increased funding or levels of service should be considered at one time rather than in isolation or on a “piecemeal” basis. This policy does not preclude budget adjustments pursuant to state laws, but encourages that budget decisions, where possible, be part of the comprehensive process.

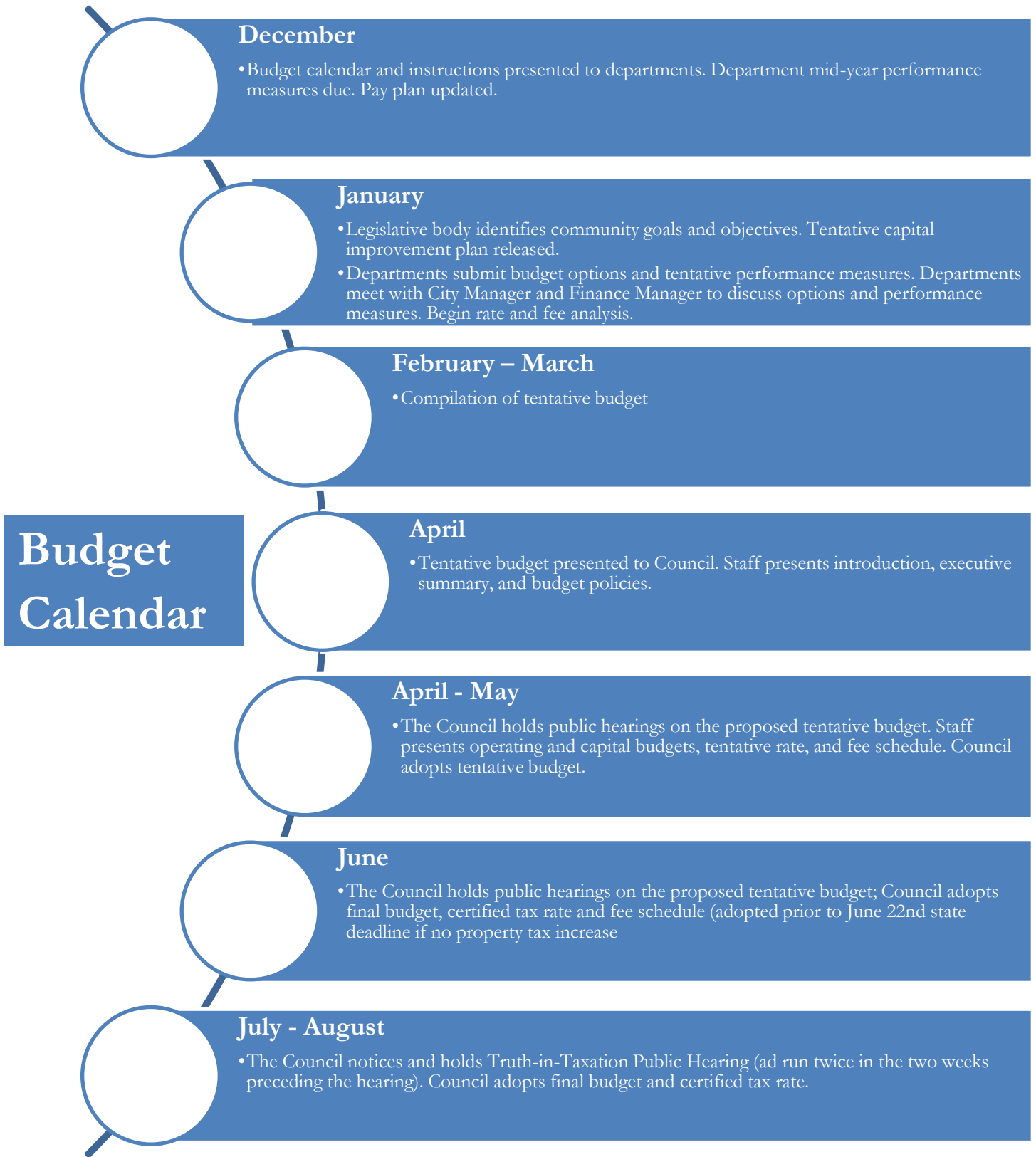
Departments are given specific instructions during the budget process that all budget requests must meet certain criteria prior to being considered by the City Council. Generally, the criteria is as follows: (1) budget requests are directly tied to the established Council goals,

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(2) the department can demonstrate through quantifiable means that there is an outstanding need, or (3) the request is offset by a new revenue source, or (4) the request is directly tied to an expense reduction in the department's existing operating budget. Consideration must be given that new requests might require a budget reduction in future budget cycles to offset the request. This stringent process assists the City in acting fiscally responsible and clearly communicates expectations for budget requests. In addition to the above-mentioned criteria, all requests should meet at least one of the following criteria:

1. Requests should be offset with equal or greater reductions within a department's budget.
2. New personnel requests must be discussed with the City Manager prior to submitting the request.
3. Requests are offset with budget reductions in the same budget category. For example, a new personnel request should be offset with existing personnel funding, materials should offset materials, etc. Personnel requests offsetting existing funds other than personnel are discouraged and will be subjected to a heightened review.
4. Request demonstrates an exceptional need that could not have been anticipated during the budget process.
5. Request is specific for a Council program or goal.
6. Request generates new revenues.
7. Request fulfills federal, state, or local mandates.

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Additional Budget Dates and Deadlines

- July 17 – Budget due to State Auditor’s Office (no property tax increase)
- August 30 - Budget published and available on-line
- September 17 - Budget due to State Auditor’s Office (property tax increase)
- September 17- Submit Budget Document to Government Finance Officers Association for their Budget Presentation Award
- September 30 – Final Budget Document made available

On or before the last day of the fiscal period in which a final budget has been adopted, budget amendments may become necessary to increase estimated revenues and appropriation budgets in certain funds. The Council, prior to approving budget amendments, must hold a public hearing to solicit public input.

Budget Award

It is the intent of the City Manager to present this budget document to The Government Finance Officers Association of the United States and Canada (GFOA) for the Distinguished Budget Presentation. To receive this award, the City must publish the document that meets program criteria as a policy document, operations guide, financial plan, and communication device. The award is significant because it demonstrates adherence to budget policies and positive planning efforts. The award is an external measure of the proactive budgeting practices the City is employing and is valid for a period of one year. We believe this budget conforms to GFOA requirements and we will submit the budget when we apply for this prestigious award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Saratoga Springs

Utah

For the Fiscal Year Beginning

July 1, 2015

Executive Director

FINANCIAL SUMMARY

This section is a discussion about the revenues, expenditures, debt service, capital projects, and the effect of those capital projects for each major fund. These terms are defined as the following:

- Fund Balance/Fund Equity– Difference between assets, liabilities, deferred outflows of resources, and deferred inflows of resources.
- Revenues: Income
- Expenditures – decreases in net financial resources not properly classified as other financing uses.
- Debt Service Fund: Governmental fund type used to account for accumulations of resources that are restricted, committed, or assigned to expenditure for principal and interest.
- Capital Projects Fund: Fund type used to account for 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 (excluding capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments).
- Effect of Capital Projects: The extent to which significant nonrecurring capital expenditures will affect the City’s current and future operating budget and the services that the City provides.

Fund Balance

Fund balance is a crucial measure for understanding the financial health of any organization. Each fund starts the year with the previous year’s ending fund balance. After revenues are added and expenditures are subtracted, the fund is left with an ending fund balance that is then used for the beginning fund balance next year. Fund balance is tracked for each individual fund and as a sum of the funds of the whole city. Below is a table that shows the ending fund balance as of FY 2015. Following that table is another that shows the ending fund balance changes from the previous year to next year.

FINANCIAL SUMMARY

Ending Fund Balance Available for Appropriation						
	FY2015	FY2014	FY2013	FY2012	FY2011	FY2010
General (10)	2,989,076	2,068,425	2,508,347	2,478,911	1,782,816	1,601,996
Street Lighting (22)	312,302	263,404	217,842	248,903	202,031	134,285
SSD Street Lighting (23)	18,639	71,372	65,266	56,822	47,422	35,306
Zone 2 SID (24)	4,377,687	3,838,405	4,249,350	3,848,755	2,816,663	3,232,154
Storm Drain Capital (31)	800,194	1,164,195	1,174,415	926,714	967,267	2,236
Parks Capital (32)	2,384,835	2,188,161	1,873,455	1,257,409	2,003,254	30,576
Roads Capital (33)	4,806,871	5,052,920	4,849,350	4,390,342	2,642,930	(1,019,470)
Public Safety (34)	1,364,610	1,050,193	774,905	388,248	(19,515)	(20,833)
General Capital Proj (35)	4,494,275	2,191,284	3,487,928	1,391,991	1,814,917	190,618
Water (51)	2,439,563	1,555,300	603,382	(105,967)	829,955	709,853
Sewer (52)	3,000,071	2,496,735	1,968,418	2,048,873	1,653,172	1,323,462
Wastewater Capital (53)	167,594	197,722	764,350	725,624	450,659	(2,335)
Storm Drain (54)	247,132	327,822	263,163	164,687	99,468	63,523
Garbage (55)	221,341	111,297	349,737	272,577	220,132	126,608
Water Capital Proj (56)	(359,254)	560,607	72,576	1,772,269	1,422,018	(9,000)
Secondary Capital Proj (57)	601,720	116,356	(84,510)	220,996	250,514	1,800
Ending Fund Balance	27,866,658	23,254,198	23,137,974	20,087,153	17,183,704	6,400,779

This includes Cash, Current Liabilities, and Current Receivables

Table 11 - Ending Fund Balance History

Percent Change in Ending Fund Balance from Previous Fiscal Year						
Fund	FY 2015	FY 2014	FY 2013	FY 2012	FY 2011	FY 2010
General (10)	45%	-18%	1%	39%	20%	45%
Street Lighting (22)	19%	21%	-12%	23%	88%	19%
SSD Street Lighting (23)	-74%	9%	15%	20%	50%	-74%
Zone 2 SID (24)	14%	-10%	10%	37%	80%	14%
Storm Drain Capital (31)	-31%	-1%	27%	-4%	242%	-31%
Parks Capital (32)	9%	17%	49%	-37%	53%	9%
Roads Capital (33)	-5%	4%	10%	66%	89%	-5%
Public Safety (34)	30%	36%	100%	-2090%	0%	30%
General Capital Proj (35)	105%	-37%	151%	-23%		105%
Water (51)	57%	158%	-669%	-113%	12%	57%
Sewer (52)	20%	27%	-4%	24%	85%	20%
Wastewater Capital (53)	-15%	-74%	5%	61%	270%	-15%
Storm Drain (54)	-25%	25%	60%	66%		-25%
Garbage (55)	99%	-68%	28%	24%	134%	99%
Water Capital Proj (56)	-164%	672%	-96%	25%	121%	-164%
Secondary Capital Proj (57)	417%	-238%	-138%	-12%	19%	417%
Total Ending Fund Balance	20%	1%	15%	17%	77%	20%

Table 12 - Percent Change in Ending Fund Balance from Previous Fiscal Year

FINANCIAL SUMMARY

The General (10), Street Lighting (22), SSD Street Lighting (23), Parks Capital (32), Public Safety (34), General Capital Projects (35), Sewer (52), and Secondary Capital Projects (57) funds all increased by 10% or greater over the previous year. The increase in fund balance is due to an increase in revenues over that which was estimated using the revenue projection model. Below is a table showing the beginning fund balance for each fund.

Beginning Fund Balance Available for Appropriation						
	FY2015	FY2014	FY2013	FY2012	FY2011	FY2010
General (10)	2,068,425	2,508,347	2,478,911	1,782,816	1,601,996	905,031
Street Lighting (22)	263,404	217,842	248,903	202,031	134,285	76,617
SSD Street Lighting (23)	71,372	65,266	56,822	47,422	35,306	24,167
Zone 2 SID (24)	3,838,405	4,249,350	3,848,755	2,816,663	3,232,154	(521,443)
Storm Drain Capital (31)	1,164,195	1,174,415	926,714	967,267	2,236	398,368
Parks Capital (32)	2,188,161	1,873,455	1,257,409	2,003,254	30,576	3,741,074
Roads Capital (33)	5,052,920	4,849,350	4,390,342	2,642,930	(1,019,470)	4,102,054
Public Safety (34)	1,050,193	774,905	388,248	(19,515)	(20,833)	1,093,882
General Capital Proj (35)	2,191,284	3,487,928	1,391,991	1,814,917	190,618	-
Water (51)	1,555,300	603,382	(105,967)	829,955	709,853	961,234
Sewer (52)	2,496,735	1,968,418	2,048,873	1,653,172	1,323,462	387,356
Wastewater Capital (53)	197,722	764,350	725,624	450,659	(2,335)	167,781
Storm Drain (54)	327,822	263,163	164,687	99,468	63,523	-
Garbage (55)	111,297	349,737	272,577	220,132	126,608	70,019
Water Capital Proj (56)	560,607	72,576	1,772,269	1,422,018	(9,000)	1,178,697
Secondary Capital Proj (57)	116,356	(84,510)	220,996	250,514	1,800	1,329,878
Beginning Fund Balance	23,254,198	23,137,974	20,087,153	17,183,704	6,400,779	13,914,715
This includes Cash, Current Liabilities, and Current Receivables						

Table 13 - Beginning Fund Balance History

Revenues

Revenues represent the various sources of income for an organization. The tables below show the increase or decrease in revenues by fund, category, and by category percentage.

Government-Wide: Revenues by Fund								
Fund	2015	2016	Adj	2017	2018	2019	2020	2021
	Actual	Budget		Plan	Plan	Plan	Plan	Plan
10 General Fund	13,511,941	13,070,261		14,073,754	14,670,775	15,252,640	15,891,844	16,597,855
22, 23 Street Lighting Funds	185,554	192,483		206,975	206,975	206,975	206,975	206,975
31 Storm Drain Capital Projects Fund	237,854	255,000		255,000	255,000	255,000	255,000	255,000
32 Parks Capital Projects Fund	633,543	550,000		550,000	577,500	606,375	636,694	668,528
33 Roads Capital Projects Fund	958,701	800,000		800,000	808,000	816,080	824,241	832,483
34 Public Safety Capital Projects Fund	314,417	300,000		3,000,000	303,000	306,030	309,090	312,181
35 Capital Projects Fund	3,399,801	1,697,046		2,372,046	1,372,046	1,372,046	1,372,046	1,372,046
40 Debt Service Fund	291,800	293,300		293,500	293,500	293,550	293,055	293,723
51 Water Utility Fund	4,042,077	3,440,500		3,958,000	4,245,900	4,557,195	4,893,955	5,258,442
52 Sewer Utility Fund	2,758,310	2,336,500		2,636,500	2,689,230	2,743,015	2,797,875	2,853,832
53 Wastewater Impact Fee Fund	302,025	300,000		325,000	16,328,250	331,533	334,848	338,196
54 Storm Drain Utility Fund	408,618	400,000		410,000	2,914,100	418,241	422,423	426,648
55 Garbage Utility Fund	914,775	880,000		900,000	909,000	918,090	927,271	936,544
56 Culinary Water Impact Fee Fund	852,010	750,000		950,000	952,000	954,020	956,060	958,121
57 Secondary Water Impact Fee Fund	612,329	2,719,000		1,000,000	5,367,000	1,000,000	1,000,000	1,000,000
Total Revenues by Fund	\$ 29,423,755	\$ 27,984,090		\$ 31,730,775	\$ 51,892,276	\$ 30,030,789	\$ 31,121,377	\$ 32,310,575

Table 14 - Government - Wide Revenues by Fund

FINANCIAL SUMMARY

Government-Wide: Revenues by Major Object							
Major Object	2015 Actual	2016 Adj Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan
Tax Revenue	6,692,615	6,448,518	6,776,769	7,058,223	7,352,206	7,659,298	7,980,109
% Change from Prior Year	6%	-4%	5%	4%	4%	4%	4%
Licenses and Permits	749,910	632,100	789,900	866,070	949,775	1,041,766	1,142,870
% Change from Prior Year	29%	-16%	25%	10%	10%	10%	10%
Intergovernmental Revenue	764,283	782,202	707,952	720,672	734,485	748,575	762,946
% Change from Prior Year	-2%	2%	-9%	2%	2%	2%	2%
Charges for Services	9,802,867	8,520,317	10,000,073	13,079,162	11,146,997	11,777,159	12,479,961
% Change from Prior Year	20%	-13%	17%	31%	-15%	6%	6%
Other Revenue	6,426,777	6,338,792	5,665,900	26,077,970	5,757,096	2,805,494	5,854,286
% Change from Prior Year	93%	-1%	-11%	360%	-78%	-51%	109%
Contributions and Transfers	3,261,029	3,420,633	5,297,139	4,080,076	4,080,045	4,089,735	4,572,197
% Change from Prior Year	-13%	5%	55%	-23%	0%	0%	12%
Total	\$ 27,697,482	\$ 26,142,562	\$ 29,237,734	\$ 51,882,176	\$ 30,020,604	\$ 28,122,027	\$ 32,792,371
% Change from Previous Year	21%	-6%	12%	77%	-42%	-6%	17%

Table 15 - Government - Wide Revenues by Major Object

Government-Wide: Revenues by Major Object as a Percentage							
Major Object	2015 Actual	2016 Adj Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan
Tax Revenue	24%	25%	23%	14%	24%	27%	24%
Licenses and Permits	3%	2%	3%	2%	3%	4%	3%
Intergovernmental Revenue	3%	3%	2%	1%	2%	3%	2%
Charges for Services	35%	33%	34%	25%	37%	42%	38%
Other Revenue	23%	24%	19%	50%	19%	10%	18%
Contributions and Transfers	12%	13%	18%	8%	14%	15%	14%
Total	100%	100%	100%	100%	100%	100%	100%

Table 16 - Government - Wide Revenues by Major Object as Percentage

Government - Wide: Percent Increase in Revenues by Fund							
Fund	2015 Actual	2016 Adj Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan
General Fund (10)	16%	-3%	8%	4%	4%	4%	4%
Street Lighting Funds (22 & 23)	6%	4%	8%	0%	0%	0%	0%
Storm Drain Capital Projects Fund (31)	34%	7%	0%	0%	0%	0%	0%
Parks Capital Projects Fund (32)	-13%	-13%	0%	5%	5%	5%	5%
Roads Capital Projects Fund (33)	4%	-17%	0%	1%	1%	1%	1%
Public Safety Capital Projects Fund (34)	12%	-5%	900%	-90%	1%	1%	1%
Capital Projects Fund (35)	-28%	-50%	40%	-42%	0%	0%	0%
Debt Service Fund (40)	0%	1%	0%	0%	0%	0%	0%
Water Utility Fund (51)	25%	-15%	15%	7%	7%	7%	7%
Sewer Utility Fund (52)	20%	-15%	13%	2%	2%	2%	2%
Wastewater Impact Fee Fund (53)	-30%	-1%	8%	4924%	-98%	1%	1%
Storm Drain Utility Fund (54)	0%	-2%	3%	611%	-86%	1%	1%

FINANCIAL SUMMARY

Garbage Utility Fund (55)	2%	-4%	2%	1%	1%	1%
Culinary Water Impact Fee Fund (56)	-10%	-12%	27%	0%	0%	0%
Secondary Water Impact Fee Fund (57)	-15%	344%	-63%	437%	-81%	0%
Total	5%	-5%	13%	64%	-42%	4%

Table 17 - Government - Wide Percent Increase in Revenues by Fund

Revenues increased by over 10% in the General (10), Storm Drain Capital Projects (31), Public Safety Capital Projects (34), Water Utility Fund (51), and the Sewer Utility (52) funds. This increase is due to an increase in one-time revenues above the projected amounts, which were projected using the conservative revenue projection model.

Revenue comes from a variety of sources. Each source will be discussed in the individual fund sections. Below is an overview of the various sources of revenue and their percentages.

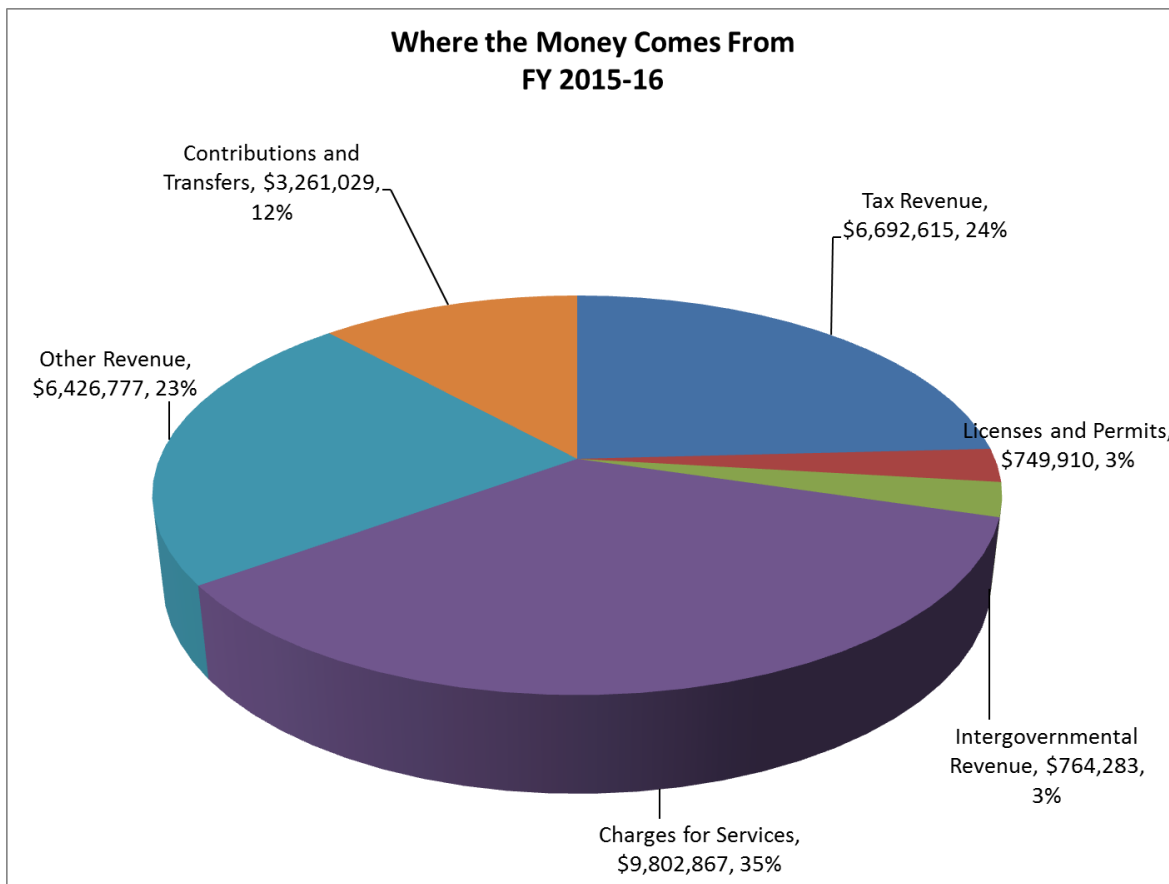


Figure 1 - Revenue by Source

Revenue Forecasting

FINANCIAL SUMMARY

The City has endorsed the recommended practices issued by the *National Advisory Council on State and Local Budgeting* addressing budgeting and financial planning, specifically the six revenue forecasting practices.

- Multi-year revenue/resource projections
- Maintaining an in-depth understanding of revenues/resources
- Assessing the effects of potential changes to revenue source rates and bases
- Periodically estimating the impact and potential foregone revenue/resources as a result of policies that exempt from payment, provide discounts and credits, or otherwise favor a particular category of taxpayers or service users
- Developing a process for achieving consensus on the forecast of revenues used to estimate available resources for a budget
- Preparing and maintaining a revenue manual that documents revenue sources and factors relevant to present and projected future levels of those revenues

Methodology

The City uses *qualitative* and *quantitative* approaches to forecasting revenues that include, but are not limited to:

- Trend Analysis
- Economic Reviews and Publications
- Departmental Surveys
- National, State, and Local Policy Changes
- Comparing Revenue Collections against Projections
- Consensus, Expert, and Judgmental Forecasting

Both forecasting methods include global, national, state, and local analysis that may affect revenues and financial planning.

FINANCIAL SUMMARY



Expenditures

Expenditures represent the cost of providing services. Like revenues, each fund has its own set of expenditures. Below are tables that sum the total expenditures by fund, by category, and by percentage of category. The final table represents the percent change in expenditures from each prior year.

Government-Wide: Expenditures by Fund								
Fund	2015 Actual	2016 Budget	Adj 2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	
10 General Fund	12,534,523	13,504,457	14,489,739	14,674,530	15,260,336	15,903,679	16,609,999	
22, 23 Street Lighting Funds	182,763	201,975	206,975	206,975	206,975	206,975	206,975	
31 Storm Drain Impact Capital Projects Fund	601,854	1,063,048	-	-	-	-	-	
32 Parks Impact Capital Projects Fund	436,869	2,923,528	-	-	-	-	-	
33 Roads Impact Capital Projects Fund	-	4,710,831	1,050,000	445,000	-	-	-	
34 Public Safety Capital Projects Fund	-	824,737	3,000,000	-	-	-	5,000,000	
35 Capital Projects Fund	2,355,170	5,171,724	2,372,046	1,372,046	1,372,046	1,372,046	1,372,046	
40 Debt Service Fund	292,883	293,300	293,500	293,500	293,550	293,055	293,723	
51 Water Utility Fund	5,471,413	3,975,629	3,957,900	4,245,900	4,557,195	4,893,954	4,290,013	
52 Sewer Utility Fund	2,246,736	2,657,744	2,636,500	2,689,230	2,743,015	2,797,875	2,853,833	
53 Wastewater Impact Fee Fund	332,153	1,486,303	-	16,214,267	-	-	-	
54 Storm Drain Utility Fund	540,372	647,072	516,685	2,914,100	625,956	521,520	1,273,194	
55 Garbage Utility Fund	908,199	880,000	900,000	909,000	918,090	927,271	936,544	
56 Culinary Water Impact Fee Fund	1,240,664	951,876	950,000	952,000	954,020	956,060	958,121	
57 Secondary Water Impact Fee Fund	260,114	3,199,027	1,000,000	5,367,000	1,000,000	1,000,000	1,000,000	
Total Revenues by Fund	\$ 27,403,713	\$ 42,491,250	\$ 31,373,345	\$ 50,283,549	\$ 27,931,183	\$ 28,872,435	\$ 34,794,448	

FINANCIAL SUMMARY

Table 18 - Government - Wide Expenditures by Fund

Government-Wide: Expenditures by Major Object								
Major Object	2015 Actual	2016 Budget	Adj	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan
Personnel	7,983,148	9,692,568		11,050,569	11,585,424	12,130,153	12,701,369	13,296,359
% Change from Prior Year	12%	21%		14%	5%	5%	5%	5%
Materials, Supplies, and Services	15,023,337	14,232,215		14,250,186	16,616,132	14,777,568	15,261,291	15,742,150
% Change from Prior Year	178%	-5%		0%	17%	-11%	3%	3%
Debt Service	449,835	557,544		1,253,744	1,251,669	1,248,069	1,248,774	1,250,442
% Change from Prior Year	-11%	24%		125%	0%	0%	0%	0%
Capital	53,660	22,375,851		9,808,046	25,962,796	5,641,084	5,687,979	10,916,574
% Change from Prior Year	38%	41599%		-56%	165%	-78%	1%	92%
Transfers	1,344,074	412,860		412,860	412,994	413,087	413,141	413,211
% Change from Prior Year	-42%	-69%		0%	0%	0%	0%	0%
Ending Balance	11,532,573	14,567,505		14,911,839	14,929,529	15,515,336	16,158,680	18,325,627
% Change from Prior Year	-7%	26%		2%	0%	4%	4%	13%
Total	\$ 36,386,628	\$ 61,838,542		\$ 51,687,244	\$ 70,758,545	\$ 49,725,297	\$ 51,471,234	\$ 59,944,364
% Change from Previous Year	31%	70%		-16%	37%	-30%	4%	16%

Table 19 - Government - Wide Expenditures by Object

Government-Wide: Expenditures by Major Object as a Percentage								
Major Object	2015 Actual	2016 Budget	Adj	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan
Personnel	22%	16%		21%	16%	24%	25%	22%
Materials, Supplies, and Services	41%	23%		28%	23%	30%	30%	26%
Debt Service	1%	1%		2%	2%	3%	2%	2%
Capital	0%	36%		19%	37%	11%	11%	18%
Transfers	4%	1%		1%	1%	1%	1%	1%
Ending Balance	32%	24%		29%	21%	31%	31%	31%
Total	100%	100%		100%	100%	100%	100%	100%

Table 20 - Government - Wide Expenditures by Major Object as Percentage

Government - Wide: Percent Change in Expenditures by Fund						
Fund	2015 Actual	2016 Adj Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan
General Fund (10)	1%	8%	7%	1%	4%	4%
Street Lighting Funds (22 & 23)	40%	11%	2%	0%	0%	0%
Storm Drain Capital Projects Fund (31)	220%	77%	-100%	-	-	-
Parks Capital Projects Fund (32)	5%	569%	-100%	-	-	-
Roads Capital Projects Fund (33)	-100%	-	-78%	-58%	-100%	-
Public Safety Capital Projects Fund (34)	-100%	-	264%	-100%	-	-
Capital Projects Fund (35)	-44%	120%	-54%	-42%	0%	0%
Debt Service Fund (40)	0%	0%	0%	0%	0%	0%
Water Utility Fund (51)	56%	-27%	0%	7%	7%	7%
Sewer Utility Fund (52)	14%	18%	-1%	2%	2%	2%
Wastewater Impact Fee Fund (53)	-68%	347%	-100%	-	-100%	-
Storm Drain Utility Fund (54)	92%	20%	-20%	464%	-79%	-17%

FINANCIAL SUMMARY

Garbage Utility Fund (55)	-11%	-3%	2%	1%	1%	1%
Culinary Water Impact Fee Fund (56)	96%	-23%	0%	0%	0%	0%
Secondary Water Impact Fee Fund (57)	-50%	1130%	-69%	437%	-81%	0%
Total	0%	55%	-26%	60%	-44%	3%

Table 21 - Government - Wide: Percent Increase in Expenditures by Fund

Expenditures increased by 10% or more in the Street Lighting (22 & 23), Storm Drain Capital Projects (31), Water Utility (51), Sewer Utility (52), Storm Drain Utility (54), and Culinary Water Impact Fee (56) funds. These increases are due to new capital projects. Any significant decreases are due to the lack of budgeted capital projects compared with the previous year.

There are several categories of expenditures. The figure below shows the percentage of each type/category of expenditure.

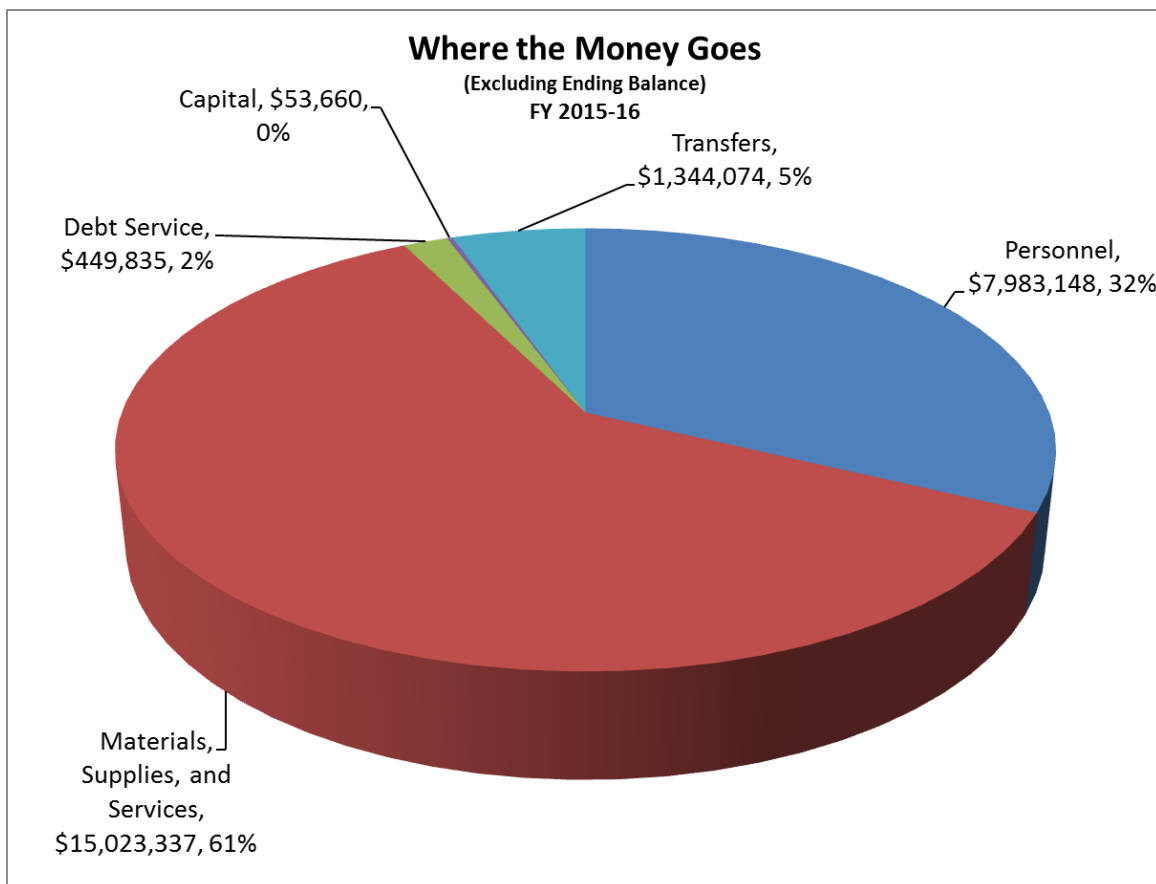


Figure 2 - Expenditures by Category

FINANCIAL SUMMARY

Debt Service

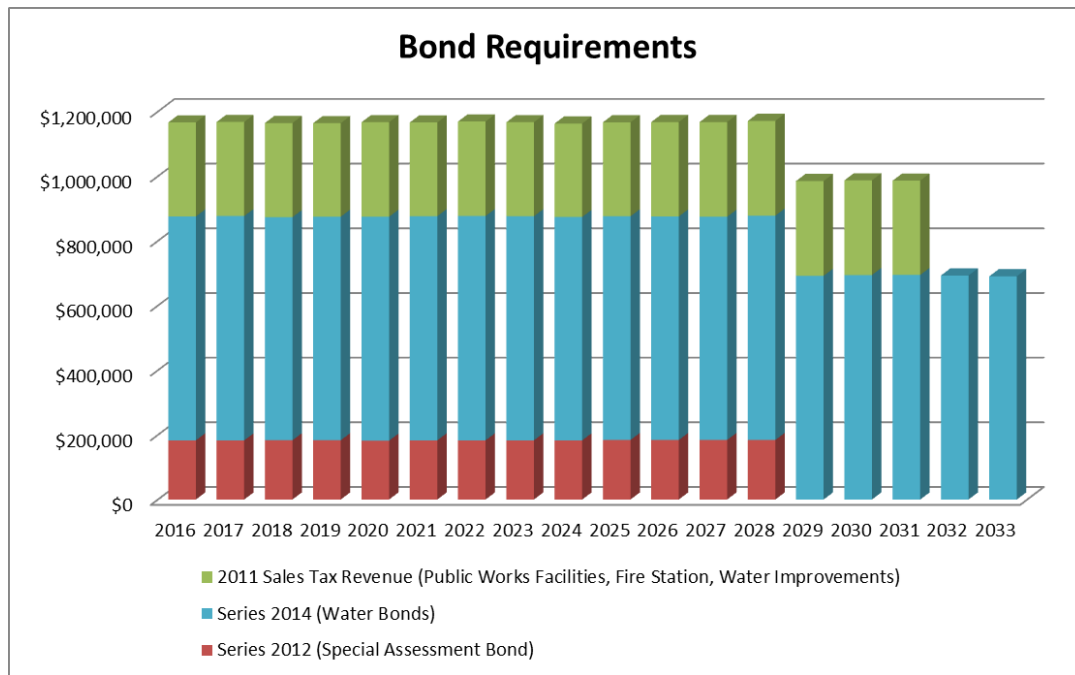
The City of Saratoga Springs issues debt on a conservative basis to fund capital projects. Under Utah State law, the City’s outstanding general obligation debt should not exceed 4 percent of total assessed property value. Resources set aside for the repayment of the principal that are externally restricted may offset the general obligation debt subject to the limitation. Below is a table showing the legal debt limit for the City:

City of Saratoga Springs Legal Debt Margin						
	2010	2011	2012	2013	2014	2015
Debt Limit	\$33,882,076	\$30,289,451	\$31,081,555	\$33,277,196	\$38,786,244	
Total Net Debt Applicable to Limit	-	-	-	-	-	-
Legal Debt Margin	\$33,882,076	\$30,289,451	\$31,081,555	\$33,277,196	\$38,786,244	

Table 22 - Saratoga Springs Legal Debt Margin

Bond Requirements

The City currently has three bonds in repayment: a 2011 Sales Tax Revenue bond, a 2014 Water bond (refinance of 2005, 2006, and 2009 Water bonds), and a 2012 Special Assessment Bond. Below is a graph that shows the total bond requirements:



Graph 1 - Bond Requirements

FINANCIAL SUMMARY

Bond Rating

On May 5, 2011, the City of Saratoga Springs received its first bond rating. The City received an AA rating and a stable outlook from Standard and Poor's ratings agency. This rating is higher than expected based upon the population of the City. An AA rating from Standard and Poor's indicates that the City has a "very strong capacity to meet its financial commitments." Standard and Poor's identified several factors that lead to this high rating including:

- Positive population trends, which will likely lead to continued revenue growth
- Very strong income levels and access to employment opportunities throughout the broad Salt Lake metro area economy
- Very strong coverage (5.5 times coverage)
- The City's median household effective buying income in 2010 was very strong at 136 % of the national level.

The stable outlook reflects Standard and Poor's expectation of continued very strong debt service coverage. By receiving the AA rating, it is estimated that the City saved 0.10 % to 0.15 %, which equates to \$50,000 over the life of the bonds compared with an "AA-" rating.

Capital Projects

Overall, the amount of capital investment in this fiscal year has decreased from last year to this year and is projected to increase for FY 2017 over FY 2016. Many of the projects that are included in this budget will be ongoing for several years and some of the projects from prior years are represented in this budget because the project is not finished. Capital projects will be discussed in their various individual funds.

FUND SUMMARY – GENERAL FUND (10)

In this section, each fund’s revenues, expenditures, debt service, capital projects, and the effect of those capital projects on future operating budgets will be discussed.

Fund 10: General Fund

General Fund 10: Revenues & Expenditures						
Revenues	2015	2016	2017	2018	2019	2020
	Actual	Budget	Proposed	Plan	Plan	Plan
Tax	6,692,615	6,448,518	6,776,769	7,058,223	7,352,206	7,659,298
Licenses & Permits	749,910	632,100	789,900	866,070	949,775	1,041,766
Intergovernmental	764,283	782,202	707,952	720,672	734,485	748,575
Charges for Services	1,959,298	1,654,817	1,923,073	2,148,432	2,337,957	2,563,135
Other Revenue	1,377,792	1,471,500	1,485,900	1,487,220	1,488,058	1,488,910
Contributions and Transfers	1,968,044	2,081,124	2,390,159	2,390,159	2,390,159	2,390,159
Fund Operating Revenues	13,511,941	13,070,261	14,073,754	14,670,775	15,252,640	15,891,844
% Change From Prior Period	16%	-3%	8%	4%	4%	4%

Table 23 - General Fund (10) Revenues

Expenditures						
Legislative	105,547	119,271	119,271	123,025	126,967	131,106
Administrative	511,927	636,298	643,870	674,283	706,172	739,610
Utility Billing	111,219	143,429	174,550	181,199	188,180	195,510
Treasurer	158,281	156,005	162,413	170,246	178,466	187,092
Recorder	89,475	150,284	152,648	169,505	166,704	184,264
Attorney	266,619	283,279	322,239	336,079	349,106	362,784
Justice Court	234,792	255,518	285,448	293,402	301,753	310,521
Non-Departmental	455,688	519,733	609,233	579,233	579,233	579,233
General Gov't Buildings & Grounds	190,911	440,328	191,164	192,025	192,912	193,825
Planning and Zoning	335,889	399,929	511,614	471,094	492,685	515,355
Communications & Economic Developmen	110,027	128,504	143,532	149,264	155,282	161,601
Police	3,473,696	3,766,494	4,000,991	4,161,994	4,331,048	4,508,555
Fire	1,679,914	1,818,594	1,956,849	1,949,974	2,029,380	2,112,756
Building	442,142	571,969	789,128	795,444	832,525	871,460
Highways	550,012	701,903	705,413	625,198	644,487	664,740
Engineering	404,071	466,565	561,190	586,392	612,854	640,640
Public Improvements	476,642	458,261	474,912	528,730	545,836	563,798
Public Works	473,192	502,873	492,123	516,304	541,694	568,354
Parks & Open Space	706,461	960,193	978,421	967,997	1,007,562	1,019,067
Recreation	125,558	185,896	304,491	312,409	320,723	329,453
Library Services	175,106	277,296	299,354	315,729	342,616	370,049
Civic Events	113,282	119,765	196,541	157,656	160,298	163,071
Miscellaneous Expenses	-	-	-	-	-	-
Total Fund Operating Expenditures	11,190,449	13,062,387	14,075,397	14,257,182	14,806,482	15,372,843
Transfers and Other Uses	1,344,074	442,070	414,342	417,348	453,854	530,836
Total Fund Expenditures	12,534,523	13,504,457	14,489,739	14,674,530	15,260,336	15,903,679
% Change From Prior Period	443%	8%	7%	1%	4%	4%

Table 24 - General Fund (10) Expenditures

FUND SUMMARY – GENERAL FUND (10)

Revenue

There are several sources of revenue for general funds:

- Property Tax – tax on property owned in the municipality
- Sales, Franchise, and Energy Tax – taxes on purchases, telecommunications, and utilities
- Charges for services – fees charged to users for goods or services
- Intergovernmental Revenue – revenue received from other government entities such as state or federal governments.
- Licenses and Permits – fees for building permits, business licenses, and liquor licenses
- Other Revenue – Interest earned, late fees and penalties, law enforcement fines and citations, miscellaneous receipts, Police contract with Bluffdale City.

Property Tax

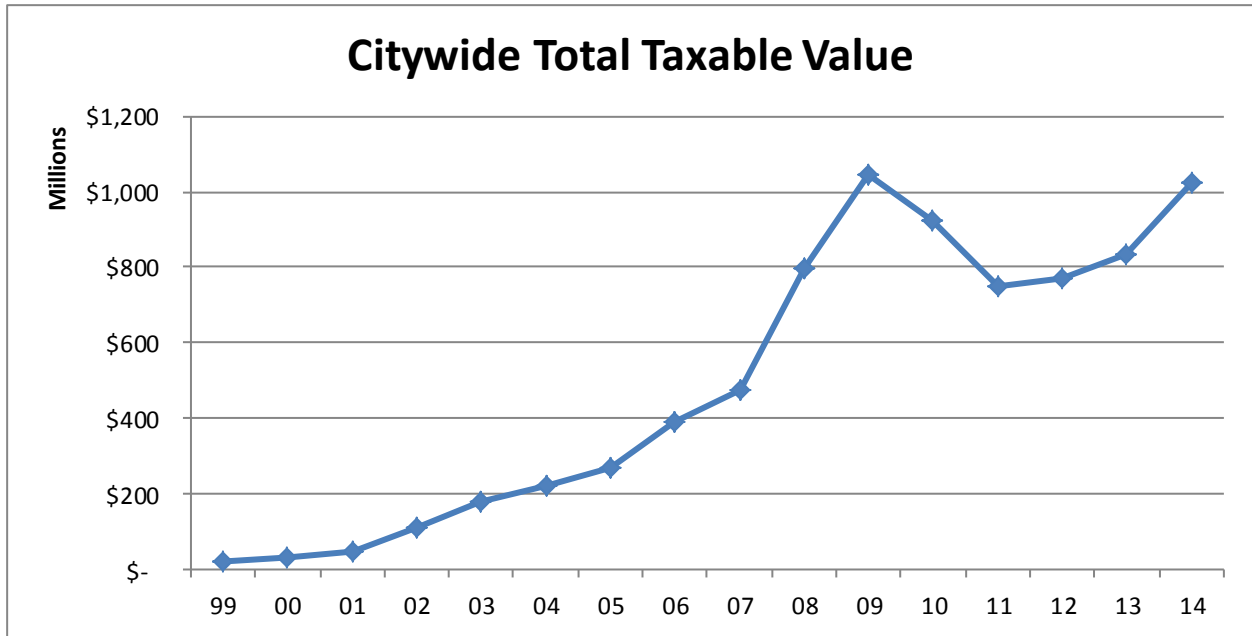
Saratoga Springs Property Tax			
Type	2015 Actual	2016 Budget	2017 Proposed
Property Taxes	2,154,385	2,297,558	2,343,509
Property Tax Redemptions	185,972	140,000	145,600
Total	2,340,357	2,437,558	2,489,109

Table 25 - Property Tax

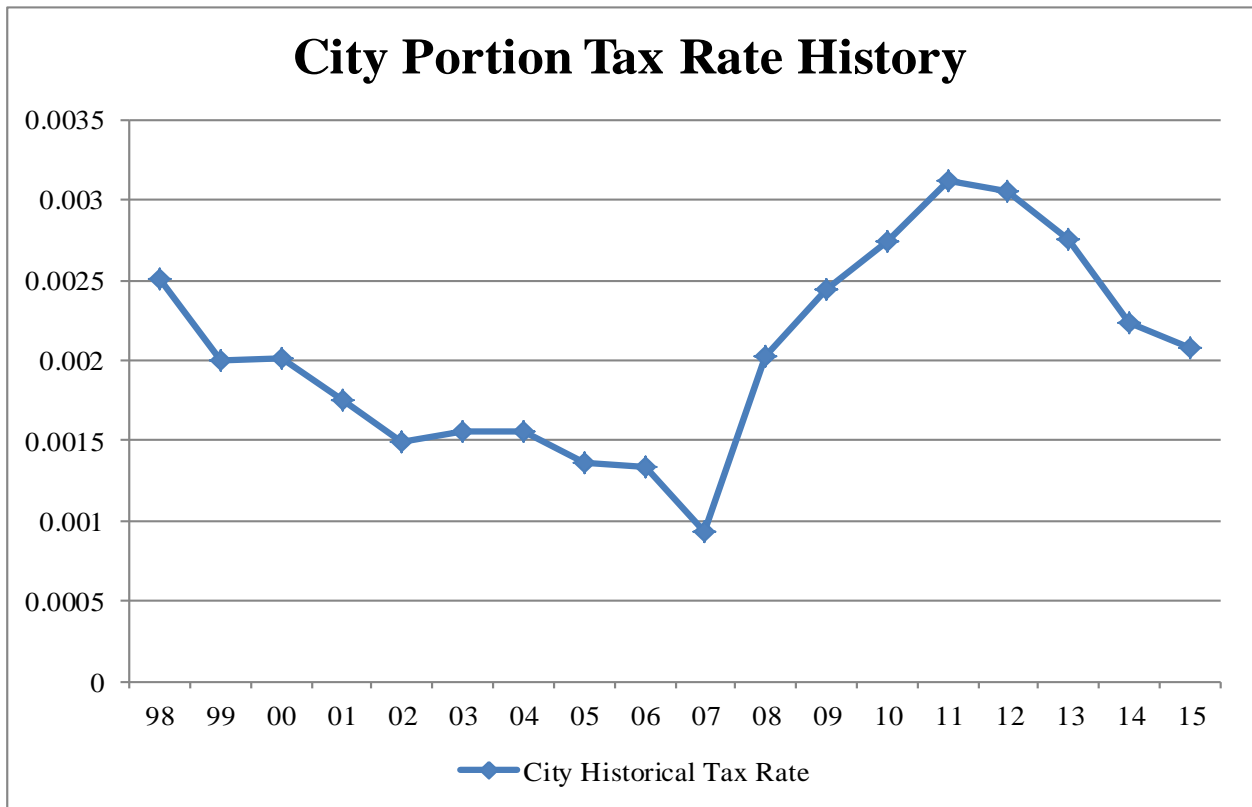
The Property Tax Act, Title 59, Chapter 2, Utah Code Annotated 1953, as amended, provides that all taxable property must be assessed and taxed at a uniform and equal rate based on its “fair market value” by January 1 of each year. “Fair market value” is defined as “the amount at which property would 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.” Commencing January 1, 1991, “fair market value” considers the current zoning laws for each property. Section 2 of Article XIII of the Utah Constitution provides that the Utah State Legislature may exempt from taxation up to 45 % of the fair market value of primary residential property as shown in the table below.

During the 1995 legislative session, the exemption for primary residential property was increased from 32 % to the constitutional maximum of 45 %. The local effect of this action was to shift the burden of supporting education, public safety, and general government from primary residents to other classes of property, principally commercial property and vacation or second homes. The Utah Supreme Court held this practice to be constitutional in subsequent tests.

FUND SUMMARY – GENERAL FUND (10)



Graph 2 - Citywide Total Taxable Value



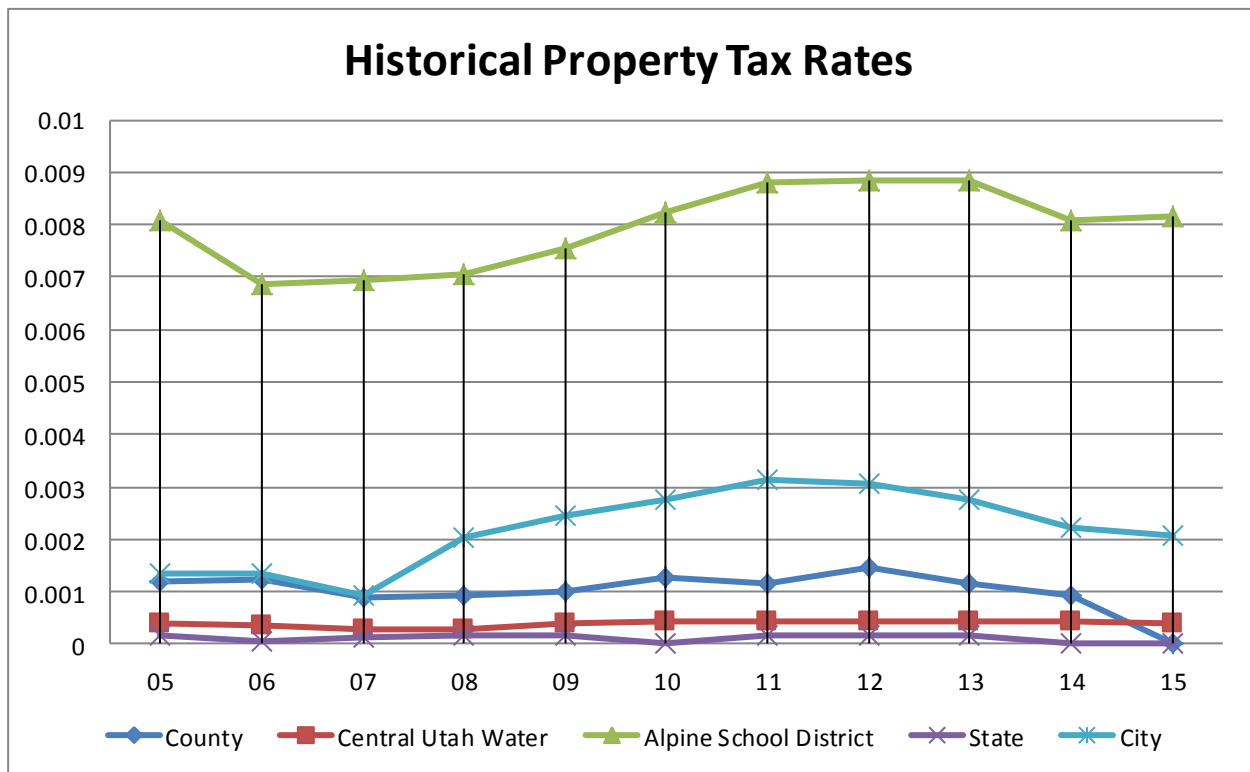
Graph 3 - City Portion Tax Rate History

Property Tax Levies and Collections: Utah County levies, collects, and distributes property taxes for the City of Saratoga Springs and all other taxing entities within the County. Utah law prescribes how taxes are levied and collected. Generally, the law provides

FUND SUMMARY – GENERAL FUND (10)

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. The County Auditor mails notice of valuations and tax changes by July 22.

State statutes require that each year a certified tax rate be calculated. The certified tax rate is the rate that will provide the same amount of property tax revenue as was charged in the previous year, excluding the revenue generated by new growth. If market values decrease across the board, then property tax rates will be adjusted to enable the City to receive the same amount of revenue. The City’s rate may in fact rise so that the City will not see a dip in revenues from property taxes due to the depressed market value of homes. The same is true if market values increase. The rate would decrease so that the City still receives the same amount of revenue. Any new growth in the City for that year will increase the total amount of property tax collected compared with the previous year. If a taxing entity determines that it needs greater revenues than what the certified tax rate will generate, State statutes require that the entity must go through a process referred to as Truth-in-Taxation. The Truth-in-Taxation process is a series of steps that include notification and advertisement of the proposed tax increase and holding a public hearing to receive public input before the final rate is adopted.

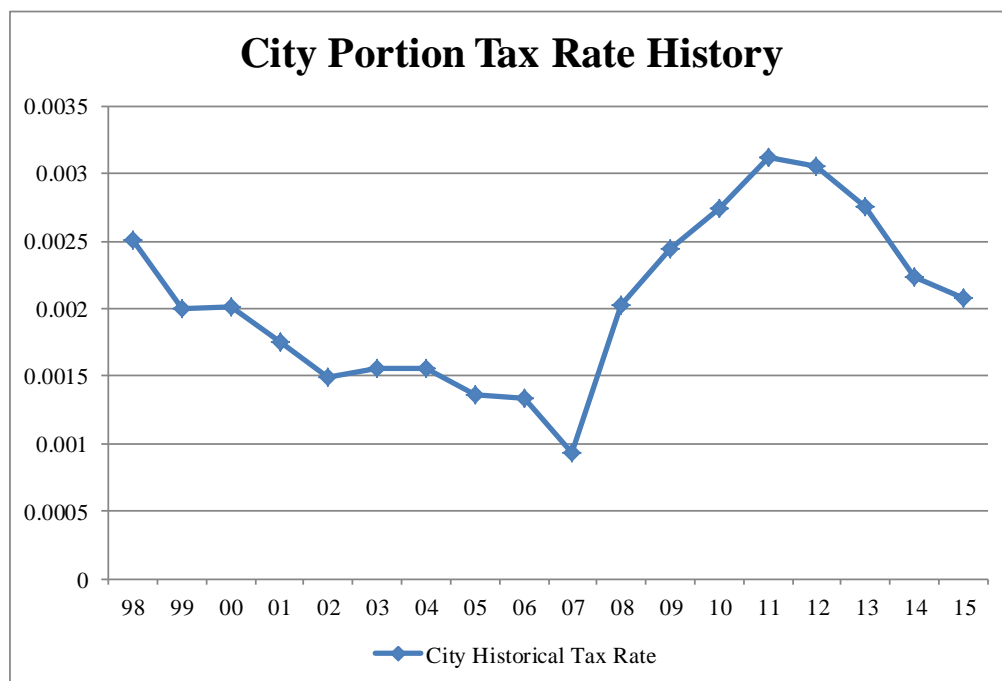


Graph 4 - Historical Property Tax Rates

FUND SUMMARY – GENERAL FUND (10)

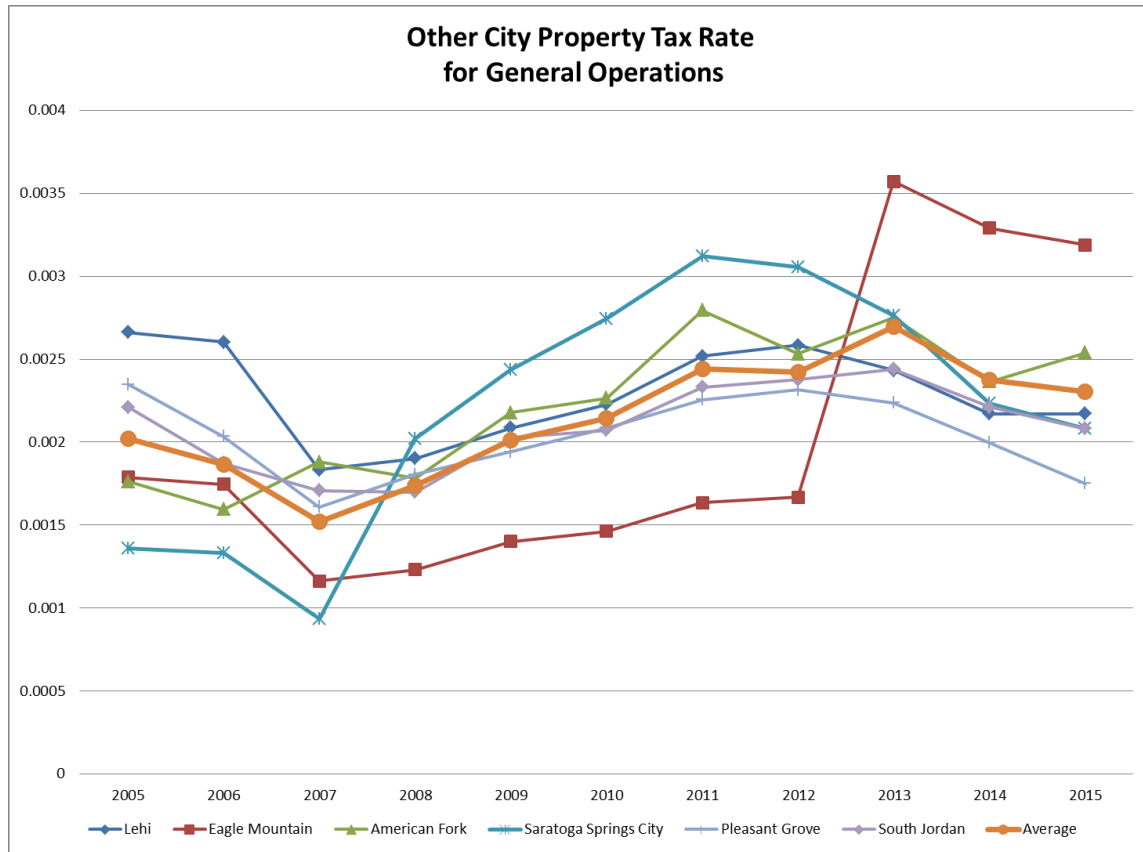
Tax notices are mailed November 1 and are due November 30. Delinquent taxes are subject to a penalty of 2 % of the amount of such taxes due or a \$10 minimum penalty, this penalty is assessed by Utah County. The delinquent taxes and penalties are charged interest at the federal discount rate plus 6 % 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.

The maximum rate of levy applicable to the City for general fund operations authorized by State law is 0.007000 per dollar of taxable value per taxable property within the City. The City may levy an unlimited tax levy to pay the principal of and interest on legally issued General Obligation Bonds.



Graph 5 - City Portion Tax Rate History

FUND SUMMARY – GENERAL FUND (10)



Graph 6 - Property Tax Rate Comparison Group

Sales, Franchise, and Energy Use Tax

Saratoga Springs Sales, Franchise, and Energy Tax			
Type	2015 Actual	2016 Budget	2017 Proposed
Sales and Use	2,939,653	2,800,000	3,000,000
Franchise Tax	207,142	200,000	200,000
Energy Tax	877,695	750,000	862,500
Fee in Lieu of Taxes	319,797	200,000	204,000
Penalties & Interest - Taxes	7,970	21,160	21,160
Total	4,352,257	3,971,160	4,287,660

Table 26- Sales, Franchise, and Energy Tax

The combined sales and use tax rates includes: state, local option, mass transit, mass transit fixed guideway, county airport, highway, public transit, and county option taxes. Other tax rates and fees in addition to the combined rate include transient room taxes, tourism short-term leasing taxes, tourism restaurant tax, E911 emergency telephone fee, telecommunications fees, and the municipal energy tax.

FUND SUMMARY – GENERAL FUND (10)

Current Sales Tax Rates	
Tax	Rate
State Sales & Use Tax	4.70%
Local Sales & Use Tax	1.00%
Mass Transit Tax	0.25%
Mass Transit Fixed Guideway	0.30%
County Airport, Highway, Public Transit	0.25%
County Option Sales Tax	0.25%
Total Sales Tax	6.75%

Table 27 - Sales Tax Rates for Saratoga Springs, Effective January 1, 2009

Sales tax rates remained unchanged at 6.00% from January 1, 2000, through April 1, 2007, when the rate increased to 6.25% when the city opted to participate in with UTA and implement the Mass Transit Tax. Various other state tax rate changes were introduced in subsequent years. Sales tax rates for the City have remained constant since April 2009.

Franchise Tax receipts for cable services are collected at 3% of gross sales and telecommunications taxes are collected at 3.5% of gross sales. **Energy Taxes** for power and gas services are collected at 6%.

Charges for Services

Saratoga Springs Charges for Services			
Type	2015 Actual	2016 Budget	2017 Proposed
Zoning & Development Fees	84,661	102,010	103,030
Concept Review Fees	11,925	20,000	20,000
Preliminary Review Fees	127,235	60,000	121,200
Final Review Fees	65,264	50,000	60,000
Public Noticing Fees	675	1,000	2,050
Plan Checking Fees	481,519	425,000	450,000
Recorder's Fees, Copies, Maps	208	607	637
Engineer's Inspection Fees	416,662	300,000	375,000
Protective Inspection Fees	142,622	160,000	160,000
1% State Surcharge	1,229	4,200	4,200
Basement Permit Fees	29,400	35,000	35,000
Marina Launch Fees	18,736	32,000	20,000
Park Reservation Fees	3,312	3,000	3,000
Recreation Program Fees	118,152	150,000	
Basket Ball			89,990
Soccer			84,375

FUND SUMMARY – GENERAL FUND (10)

Volleyball			12,700
Baseball			19,700
Track & Field			5,200
Urban Fishing			800
Flag Football			15,000
Camps/Clinics/Tournaments			7,700
Golf			2,156
Tennis			11,835
Civic Events Revenue	24,667		7,500
Fire Department Incident Revenue	4,758	7,000	7,000
Ambulance Service Revenue	302,430	220,000	220,000
Wildland Revenue	125,844	85,000	85,000
Total	1,959,297	1,654,817	1,923,073

Table 28 - Charges for Service

Fees charged to users for goods or services are expected to have an increase in FY 2017. Between 2016 and 2019, charges for services are expected to increase at an average annual rate of 2% as the city expects some increase in construction, recreation programming fees, and ambulance fees.

Intergovernmental Revenue

Intergovernmental Revenue includes Class ‘C’ Road Funds, which are disbursed by the State as a means of providing assistance to municipalities for the improvement of roads and streets. The State legislature assigns a formula appropriating Class ‘C’ monies as follows: 50% based on population and 50% based on weighted road miles. The City has reported 89.6 miles of eligible paved road. Class ‘C’ road monies are collected in the General Fund and are restricted for road related improvements and maintenance. Intergovernmental revenue also includes grant revenue.

Saratoga Springs Intergovernmental Revenues			
Type	2015 Actual	2016 Budget	2017 Proposed
Grants	126,730	200,000	50,000
Class “C” Road Fund Allotment	593,375	551,250	594,000
State Liquor Fund Allotment	19,419	18,952	18,952
Police DUI Program Revenue	8,217	3,000	6,000
Overtime Reimbursement - Police	16,981	9,000	24,000
Total	764,283	782,202	692,952

Table 29 - Intergovernmental Revenues

FUND SUMMARY – GENERAL FUND (10)

Licenses and Permits

Saratoga Springs Licenses and Permits			
Type	2015 Actual	2016 Budget	2017 Proposed
Business License	49,957	31,200	39,000
Liquor License	600	900	900
Escrow Fees	500		
Building Permits	698,852	600,000	630,000
Total	749,910	632,100	669,900

Table 30 - Licenses and Permits

Licenses and permits are collected in accordance with the City's fee schedule established by the local legislative body. Licenses and permits include building permits, business licenses, and liquor licenses.

Other Revenue

Saratoga Springs Other Revenue			
Type	2015 Actual	2016 Budgeted	2017 Proposed
Interest Earnings	31,472	20,800	26,000
Sale of Assets	15,798		
Rental Revenue	6,000	4,000	6,000
Law Enforcement Fines/Citations	366,551	375,000	375,000
Traffics School Revenue	4,269	2,000	3,500
Court State Revenue Disbursed	6,083		
Ace Court Citations/Fees	6,241	12,500	10,000
Special Police Services	21,295	20,000	21,000
Special Police Services – Bluffdale	1,524		
Police Service Contract – Bluffdale	884,535	1,001,000	1,001,000
Alarm Monitoring Service	245		
Police Program Donations	250		
Donations – Library	2,951	1,200	2,400
Donations – Cert Program	165		
Misc Sales – Library	1,963	2,000	2,000
Fines – Library	10,016	3,000	9,000
Miscellaneous Revenue	43,773	30,000	30,000
Total Other Revenue	1,403,130	1,471,500	1,485,900

Table 31 - Other Revenue

FUND SUMMARY – GENERAL FUND (10)

Other revenue includes, but is not limited to, interest earned, late fees and penalties, law enforcement fines and citations, the Police contract with Bluffdale City, and other miscellaneous receipts.

Expenditures

There are several transfers out from the general fund to the debt service fund. These transfers cover the costs of the interest and principal for the sales tax bond. The expenditures for the various departments in the general fund will be explained in the departmental sections. In general, the expenditures include personnel, materials, supplies, services, and capital outlay.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

Various capital projects whose funds come from other enterprise or impact fee funds will have an effect on the General fund operations and expenditures.

Effect of Capital Projects on General Fund Operating Budgets				
Capital Project	Years in Construction	Effect	Estimated Yearly Cost	Fund Impacted
Shay Park	From 2016	The parks department will need additional personnel to handle the increase in park maintenance. Materials and supplies for cleaning and maintaining the park facilities will increase. The parks department will need to increase the capital outlay budget in order to purchase small machines such as mowers, leaf blowers, and trimmers.	12.3 acres @ \$3500 per acre for a total of \$43,050 annual costs. Additional equipment costs will total in one-time costs.	General Fund (10)
Police Facility	From 2017	The police facility will incur additional costs in	Additional cost is estimated at	General Fund (10)

FUND SUMMARY – GENERAL FUND (10)

		maintenance, utility bills, and custodial services.	\$90,000 per year for maintenance.	
Baseball Park	From 2017	The parks department will need additional personnel to handle the increase in park maintenance. Materials, supplies for cleaning and maintaining the park facilities will increase. The recreation department will most likely increase personnel budgets for sports programs (e.g., referees, coordinators, etc.)	25 acres @ 3500 per acre = \$87,500 additional cost annually.	General Fund (10)
400 W to Aspen Hills Blvd	From 2017	The additional 1000 feet will be included in the annual sweeping schedule. It will also be placed on a schedule for re-surfacing and replacement. No new personnel will be needed.	Additional cost is estimated at \$5000 per year.	General Fund (10)
Foothill Blvd Alignment Study	From 2017	No impact of operating budgets. The actual realignment will have an effect on operating budgets once it becomes part of the approved budget in later years.	No additional cost.	General Fund (10)
400 E Crossroads Signal	From 2018	There will be an increase to the Public Works maintenance budget. No new personnel will be needed.	Additional cost is estimated at \$500 per year.	General Fund (10)

Table 32 - Effect of Capital Projects on General Fund Operating Budgets

FUND SUMMARY – STREET LIGHTING SID (22 & 23)

Fund 22 & 23: Street Lighting SID

Street Lighting SID Funds 22 and 23: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Charges for Services	180,510	157,500	172,500	172,500	172,500	172,500
Other Revenue	5,044	-	-	-	-	-
Fund Operating Revenues	185,554	157,500	172,500	172,500	172,500	172,500
% Change From Prior Period	6%	-15%	10%	0%	0%	0%

Street Lighting SID Funds 22 and 23: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	-	-	-	-	-	-
Materials, Supplies, and Services	138,553	159,401	149,401	149,401	149,401	149,401
Administrative Charge	44,210	42,574	42,574	42,574	42,574	42,574
Total Fund Expenditures	182,763	201,975	191,975	191,975	191,975	191,975
% Change From Prior Period	40%	11%	-5%	0%	0%	0%

Table 33 - Street Lighting SID (22 & 23) Revenues and Expenditures

Revenues

The majority of the revenues come from charges for service, billed to all utility customers. Other revenue includes interest from fund balance.

Expenditures

Expenditures include all materials and supplies necessary for maintaining current streetlight assets and making any necessary repairs. This also includes payments for electricity usage bills from Rocky Mountain Power.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – ZONE 2 WATER IMPROVEMENT SID (24)

Fund 24: Zone 2 Water Improvement SID

Zone 2 Water Improvement SID Fund 24: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Other Revenue	249,353	400,000	400,000	400,000	400,000	400,000
Fund Operating Revenues	249,353	400,000	400,000	400,000	400,000	400,000
% Change from Prior Period	-27%	60%	0%	0%	0%	0%
Zone 2 Water Improvement SID Fund 24: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Debt Service	212,326	242,583	242,396	244,396	246,396	248,396
Materials, Supplies, and Services	10,310	25,000	25,000	25,000	25,000	25,000
Total Fund Expenditures	222,636	267,583	267,396	269,396	271,396	273,396
% Change from Prior Period	-73%	20%	0%	1%	1%	1%

Table 34 - Zone 2 Water Improvement SID Revenues & Expenditures

Revenues

The majority of the revenues come from SID (special improvement district) fees charged to developers who are developing property within the SID. The remaining revenues come from interest on fund balance.

Expenditures

The expenditures are all related to the payment of the 2012 special assessment bonds. The materials, supplies, and services covers the agent fee responsible for billing and maintaining the bond.

Debt Service

The 2012 series bonds will be repaid from assessments levied against the property owners benefited by the improvements made by the City in the special improvement district area. In the event that a deficiency exists because of unpaid or delinquent special assessments at the time a debt service payment is due, the government may draw from the established reserve fund to cover the deficiency. The bonds have a stated rate of interest of 0.75% -4.45% with a maturity date of April 1, 2029. The special assessment bonds are recorded in the enterprise fund with annual debt service requirements to maturity for special assessment bonds are as follows:

2012 Special Assessment Bonds			
Year Ending June 30	Principal	Interest	Total Debt Service
2015	121,000	62,008	183,008
2016	122,000	60,761	182,761

FUND SUMMARY – ZONE 2 WATER IMPROVEMENT SID (24)

2017	124,000	59,114	183,114
2018	126,000	57,242	183,242
2019	127,000	55,037	357,321
2020-2024	683,000	230,321	789,882
2025-2029	807,000	106,882	1,438,365
Total	2,110,000	631,365	3,317,693

Table 35 - 2012 Special Assessment Bonds

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – STORM DRAIN CAPITAL PROJECTS (31)

Fund 31: Storm Drain Capital Projects

Storm Drain Capital Projects Fund 31: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Impact Fees	233,103	250,000	250,000	250,000	250,000	250,000
Interest Revenue	4,751	5,000	5,000	5,000	5,000	5,000
Vehicle Equipment Rent	-	-	-	-	-	-
Total Revenues	237,854	255,000	255,000	255,000	255,000	255,000
% Change From Prior Period	34%	7%	0%	0%	0%	0%
Storm Drain Capital Projects Fund 31: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Capital Outlay	601,854	1,063,048	-	-	-	-
Total Fund Expenditures	601,854	1,063,048	-	-	-	-
% Change From Prior Period	220%	77%	-100%	0%	0%	0%

Table 36 - Storm Drain Capital Projects Fund (31) Revenues and Expenditures

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

All expenditures are related to capital outlay.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – PARKS CAPITAL PROJECTS (32)

Fund 32: Parks Capital Projects

Parks Capital Projects Fund 32: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Impact Fees	622,800	550,000	550,000	577,500	606,375	636,694
Intergovernmental	-	-	-	-	-	-
Interest Revenue	10,743	-	-	-	-	-
Donations	-	-	-	-	-	-
Total Revenues	633,543	550,000	550,000	577,500	606,375	636,694
% Change From Prior Period	-13%	-13%	0%	5%	5%	5%
Parks Capital Projects Fund 32: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Capital Outlay	436,869	2,923,528	-	-	-	-
Total Fund Expenditures	436,869	2,923,528	-	-	-	-
% Change From Prior Period	5%	569%	0%	0%	0%	0%

Table 37 - Parks Capital Projects (32) Revenues and Expenditures

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

All of the expenditures are related to capital outlay. The expenditures in the current budget year are related to the construction of Shay Park, improvements to several existing parks in the city, and the contract to design the proposed sports complex.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – ROADS CAPITAL PROJECTS (34)

Fund 33: Roads Capital Projects

Roads Capital Projects Fund 33: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Impact Fees	935,084	800,000	800,000	808,000	816,080	824,241
Intergovernmental	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-
Interest Revenue	23,617	-	-	-	-	-
Total Revenues	958,701	800,000	800,000	808,000	816,080	824,241
% Change From Prior Period	4%	-17%	0%	1%	1%	1%
Roads Capital Projects Fund 33: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Capital Outlay	1,204,750	4,710,831	1,050,000	445,000	-	-
Total Fund Expenditures	1,204,750	4,710,831	1,050,000	445,000	-	-
% Change From Prior Period	68%	291%	-78%	-58%	0%	0%

Table 38 - Roads Capital Projects (33) Revenues and Expenditures

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

All expenditures come from capital outlay. Capital projects are discussed below.

Debt Service

None

Capital Projects

Roads Capital Projects			
Capital Project	Years in Construction	Description	Total Cost
400 W to Aspen Hills Blvd	From 2016	400 W will be extended to Aspen Hills Blvd. The total road length will be approximately 1000 ft.	\$1,000,000
Foothill Blvd Alignment Study	From May 2016 – July 2016	A study that produces a conceptual alignment of Foothill Drive from Pony Express to undetermined points in the south.	\$50,000
400 E Crossroads Signal	From 2018	New traffic signal at the intersection of 400 E and Crossroads Blvd.	\$300,000

FUND SUMMARY – ROADS CAPITAL PROJECTS (34)

Table 39- Roads Capital Projects

Effect of Capital Projects on Operating Budgets

The ongoing costs that are a result of these capital projects will have financial impact in the General Fund (10), not the Roads Capital Projects fund (33).

Effect of Capital Projects on Operating Budgets			
Capital Project	Effect	Estimated Costs	Fund Impacted
400 W to Aspen Hills Blvd	The additional 1000 feet will be included in the annual sweeping schedule. It will also be placed on a schedule for re-surfacing and replacement. No new personnel will be needed.	Estimated costs are \$5,000 annually.	General Fund (10)
Foothill Blvd Alignment Study	No impact of operating budgets. The actual realignment will have an effect on operating budgets once it becomes part of the approved budget in later years.		
400 E Crossroads Signal	There will be an increase to the Public Works maintenance budget. No new personnel will be needed.	Estimated costs are \$1,000 annually.	General Fund (10)

FUND SUMMARY – PUBLIC SAFETY CAPITAL PROJECTS (34)

Fund 34: Public Safety Capital Projects

Public Safety Capital Projects Fund 34: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Impact Fees	308,719	300,000	300,000	303,000	306,030	309,090
Interest Revenue	5,699	-	-	-	-	-
Total Revenues	314,417	300,000	300,000	303,000	306,030	309,090
% Change From Prior Period	12%	-5%	0%	1%	1%	1%

Public Safety Capital Projects Fund 34: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Capital Outlay	-	824,737	3,000,000	-	-	-
Total Fund Expenditures	-	824,737	3,000,000	-	-	-
% Change From Prior Period	-100%	0%	0%	0%	0%	0%

Table 40 - Public Safety Capital Projects (34) Revenues and Expenditures

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

All expenditures come from capital outlay. Capital projects are discussed below.

Debt Service

None

Capital Projects

Public Safety Capital Projects			
Capital Project	Years in Construction	Description	Total Cost
Police Facility	From 2017	New police facility that houses the entire police department. In addition, the Justice Court department, including the court room and offices, will be housed in this facility.	\$3,000,000

Table 41 - Public Safety Capital Projects

Effect of Capital Projects on Operating Budgets

Effect of Public Safety Capital Projects of Operating Budgets			
Capital Project	Impact	Estimated Costs	Fund Impacted
Police Facility	The police facility will incur additional costs in maintenance, utility bills, and custodial services.	Additional cost is estimated at \$90,000 per year	General Fund (10)

Table 42 - Effect of Public Safety Capital Projects on Operating Budgets

FUND SUMMARY – CAPITAL PROJECTS (GENERAL) (35)

Fund 35: Capital Projects (General)

Capital Projects (General) Fund 35: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Transfers In	1,303,434	1,372,046	2,372,046	1,372,046	1,372,046	1,372,046
Other Revenue	2,096,367	325,000	-	-	-	-
Total Revenues	3,399,801	1,697,046	2,372,046	1,372,046	1,372,046	1,372,046
% Change From Prior Period	-28%	-50%	40%	-42%	0%	0%

Capital Projects (General) Fund 35: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Capital Outlay	2,355,170	5,171,724	2,137,986	1,209,071	1,209,071	1,209,071
Total Fund Expenditures	2,355,170	5,171,724	2,137,986	1,209,071	1,209,071	1,209,071
% Change From Prior Period	-44%	120%	-59%	-43%	0%	0%

Table 43 - Capital Projects (General) (35) Revenues and Expenditures

Revenues

All revenues for FY 2016 - 17 and projected forward will come from transfers from the General Fund (10).

Expenditures

Various departments receive yearly amounts allocated in this fund for any used deemed appropriate by that department (see table below). Any funds not expended are rolled over to the next year.

Capital Projects (General) Fund Department Allocations	
Department	Allocated Amount
Parks	\$50,000
Roads:	\$665,940
Streetlights	\$50,000
Vehicle Replacement	\$320,271
Computer Replacement	\$22,122
Equipment Replacement	\$29,653

Table 44- Capital Projects (General) Fund Department Allocations

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – DEBT SERVICE (40)

Fund 40: Debt Service

Debt Service Fund 40: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Transfers In	291,800	291,800	291,800	292,345	292,763	293,055
% Change From Prior Period	0%	0%	0%	0%	0%	0%
Debt Service Fund 40: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Debt Service	290,383	290,800	291,000	291,000	291,050	289,250
Materials, Supplies, and Service	2,500	2,500	2,500	2,500	2,500	2,500
Total Expenditures	292,883	293,300	293,500	293,500	293,550	291,750
% Change From Prior Period	0%	0%	0%	0%	0%	-1%

Table 45 - Debt Service (40) Revenues and Expenditures

Revenues

Revenues are solely transfers in from the General Fund (10), Water (51), Sewer (52), and Storm Drain Utility (54) funds for debt service payments.

Expenditures

All expenditures, excepting debt service payments, are to pay for a mortgage agent responsible for debt service billing and management.

Debt Service

2011 Sales Tax Revenue Bonds

Sales tax revenue bonds are special limited obligations of the City backed by the portion of sales and use taxes levied by the City under the Local Sales and Use Tax Act. The bonds are obligations of the governmental funds.

On June 1, 2011, the city issued \$4,000,000 in Series 2011 Sales Taxes Revenue Bonds at interest rates ranging from 3.0% to 4.125% with a maturity date of June 1, 2031. The bonds were issued to finance the costs associated with acquiring, constructing, renovating, equipping, and furnishing the City's facilities (including a public works facility, fire station, and city well improvements) and to exercise a purchase option under an outstanding financing lease for the City Hall building. Bond proceeds were also used to pay the cost of issuance of the Bonds. The Bonds maturing on or after June 1, 2021 are subject to redemption prior to maturity, in whole or in part, at the option of the City on December 31, 2020 or on any date thereafter, from such maturities or parts thereof as selected by the City. The redemption price will equal 100% of the principal amount to be repaid or redeemed,

FUND SUMMARY – DEBT SERVICE (40)

plus accrued interest, if any, to the date of redemption. The City has pledged all sales tax revenues to pay the debt service costs through maturity in 2031.

2011 Sales Tax Revenue Bonds			
Year Ending June 30	Principal	Interest	Total Debt Service
2016	160,000	135,450	295,450
2017	165,000	130,800	295,800
2018	170,000	126,000	296,000
2019	175,000	121,050	296,050
2020	185,000	114,250	299,250
2021-2025	1,025,000	464,187	1,489,187
2026-2030	1,250,000	261,435	1,511,435
2031	280,000	34,240	341,240
Total	3,410,000	1,387,412	4,797,412

Table 46- 2011 Sales Tax Revenue Bonds

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – WATER UTILITY (51)

Fund 51: Water Utility

Water Utility Fund 51: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Charges for Services	3,894,528	3,385,500	3,878,000	4,161,900	4,468,995	4,801,345
Transfers in	-	-	-	-	-	-
Other Revenue	148,690	55,000	80,000	84,000	88,200	92,610
Grant Revenue	53,000	-	-	-	-	-
Fund Operating Revenues	4,096,219	3,440,500	3,958,000	4,245,900	4,557,195	4,893,955
% Change From Prior Period	19%	-16%	15%	7%	7%	7%
Water Utility Fund 51: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	387,642	538,382	760,057	788,295	817,945	849,077
Materials, Supplies, and Services	920,995	989,704	1,018,104	1,016,104	1,016,104	1,016,104
Capital Outlay	2,792,209	512,220	231,832	139,000	115,000	115,000
Debt Service	158,291	692,425	694,000	693,925	690,275	691,475
Depreciation	-	-	-	-	-	-
Transfers	30,848	30,848	30,848	30,848	30,848	30,848
Administrative Charge	1,181,429	1,212,050	1,212,050	1,212,050	1,212,050	1,212,050
Total Fund Expenditures	5,471,413	3,975,629	3,946,891	3,880,222	3,882,222	3,914,554
% Change From Prior Period	114%	-27%	-1%	-2%	0%	1%

Table 47 - Water Utility (51) Revenues and Expenditures

Revenues

The majority of the revenues in this fund come from utility payments to the residents for both culinary and secondary water usage. Another source of revenue is transfers in from the Culinary Water Impact Fee Fund (56) and the Secondary Water Impact Fee Fund (57). These transfers are to help pay for the 2014 water revenue bonds issued to consolidate three bonds originally paid from the aforementioned funds. The remaining revenues are from service installations or miscellaneous charges.

Expenditures

The increase in personnel expenditures is due to one additional utility maintenance employee and changes in salaries implemented with the new pay plan.

Debt Service

2014 Water Revenue Bonds

On October 22, 2014 the City issued \$9,995,000 in Series 2014 Water Revenue Bonds with a maturity date of December 1, 2033 with an average coupon rate of 3.051%. The bonds were issued to (1) finance the costs associated with acquiring, constructing, and equipping portions of the City's culinary water system, (2) refund the Series 2005, 2006, and 2009

FUND SUMMARY – WATER UTILITY (51)

Water Revenue Bonds, and (3) finance the cost of issuance of the Series 2014 Bonds. Each principal payment is subject to prepayment and redemption at any time, in whole or in part, in inverse order, at the election of the City. The redemption price is equal to 100% of the principal amount to be prepaid or redeemed, plus accrued interest, if any, to the date of redemption. The City has pledged all water utility net revenues to pay the debt service costs through maturity in 2034.

2014 Water Revenue Bonds			
Year Ending June 30	Principal	Interest	Total Debt Service
2016	420,000	272,425	692,425
2017	430,000	263,925	693,925
2018	435,000	255,275	690,275
2019	445,000	246,475	691,475
2020	455,000	237,475	692,475
2021-2025	2,430,000	1,033,001	3,463,001
2026-2030	2,795,000	667,250	3,463,001
2031-2034	2,585,000	184,714	2,769,714
Total	9,995,000	3,160,540	13,155,540

Table 48 - 2014 Water Revenue Bonds

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – SEWER UTILITY (52)

Fund 52: Sewer Utility

Sewer Utility Fund 52: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Charges for Services	2,758,310	2,336,500	2,636,500	2,689,230	2,743,015	2,797,875
Other Revenue	-	-	-	-	-	-
Fund Operating Revenues	2,758,310	2,336,500	2,636,500	2,689,230	2,743,015	2,797,875
% Change From Prior Period	20%	-15%	13%	2%	2%	2%
Sewer Utility Fund 52: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	92,746	140,728	152,969	160,188	167,769	175,728
Materials, Supplies, and Services	1,444,944	1,646,585	1,646,585	1,646,585	1,646,585	1,646,585
Capital Outlay	118,132	253,905	138,000	-	-	-
Depreciation	-	-	-	-	-	-
Transfers and Other Uses	6,539	6,539	6,539	6,539	6,539	6,539
Administrative Charge	584,375	609,987	609,987	609,987	609,987	609,987
Total Fund Expenditures	2,246,736	2,657,744	2,554,080	2,423,299	2,430,880	2,438,839
% Change From Prior Period	14%	18%	-4%	-5%	0%	0%

Table 49 - Sewer Utility (52) Revenues and Expenditures

Revenues

All of the projected revenues come from charges for service. All utility customers pay a sewer fee for usage, and this is the main source of revenue for this fund. Any increase is due to an increase in the number of utility customers as the city grows.

Expenditures

The increase in the personnel expenditures is due to increase from the pay plan analysis. Materials, supplies, and services covers all materials necessary to maintain all of the current sewer infrastructure. The administrative charge covers the cost of the time spent by the administrative and public works department in administering the Sewer department.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – GARBAGE UTILITY (55)

Fund 55: Garbage Utility

Garbage Utility Fund 55: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Charges for Services	914,775	880,000	900,000	909,000	918,090	927,271
Fund Operating Revenues	914,775	880,000	900,000	909,000	918,090	927,271
% Change From Prior Period	2%	-4%	2%	1%	1%	1%
Garbage Utility Fund 55: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	-	-	-	-	-	-
Materials, Supplies, and Services	857,906	747,371	761,789	776,497	791,501	806,806
Administrative Charge	50,293	50,293	50,293	51,299	52,325	53,371
Total Fund Expenditures	908,199	797,664	812,082	827,796	843,825	860,177
% Change From Prior Period	-11%	-12%	2%	2%	2%	2%

Table 50 - Garbage Utility (55) Revenues and Expenditures

Revenues

All of the projected revenues come from charges for service. Those residents that sign up for garbage services pay a fee for usage, and this is the main source of revenue for this fund. Any increase is due to an increase in the number of garbage customers as the city grows.

Expenditures

Since garbage services are contracted out, the materials, supplies, and services line item covers all charges from the garbage contract including fees from the landfill, management fees, and any other contracted fee amounts. The administrative charge is charged from the General fund to pay for the cost of administering the operations of the fund.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – STORM DRAIN UTILITY (54)

Fund 54: Storm Drain Utility

Storm Drain Utility Fund 54: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Charges for Services	407,434	400,000	410,000	414,100	418,241	422,423
Other Revenue	1,184	-	-	2,500,000	-	-
Fund Operating Revenues	408,618	400,000	410,000	2,914,100	418,241	422,423
% Change From Prior Period	0%	-2%	3%	611%	-86%	1%
Storm Drain Fund 54: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	50,143	83,791	76,443	80,182	84,108	88,230
Materials, Supplies, and Services	47,786	44,397	47,017	47,143	47,275	47,414
Capital Outlay	32,751	73,007	15,000	15,000	15,000	15,000
Depreciation	-	-	-	-	-	-
Transfers	75,000	122,713	47,713	47,713	47,713	47,713
Administrative Charge	334,692	323,164	323,164	323,164	323,164	323,164
Total Fund Expenditures	540,372	647,072	509,337	513,201	517,259	521,520
% Change From Prior Period	92%	20%	-21%	1%	1%	1%

Table 51 - Storm Drain Utility (54) Revenues and Expenditures

Revenues

All of the projected revenues come from charges for service and bond proceeds. All utility customers pay a storm drain fee for usage, and this is the main source of revenue for this fund. The bond proceeds in FY 2016 - 17 are for storm drain capital projects.

Expenditures

Personnel expenditures are estimated to increase given the increases in salaries from the pay plan analysis. Materials, supplies, and services contain all materials necessary to maintain the current storm drain infrastructure. The administrative charge is charged from the General fund (10) to pay for the cost of administering the fund operations.

Debt Service

None

FUND SUMMARY – STORM DRAIN UTILITY (54)

Capital Projects

Storm Drain Projects			
Capital Project	Years in Construction	Description	Total Cost
Harvest Moon Drive 2	From 2018	Correcting deficiency in storm drain capacities. The storm drain was undersized.	\$148,900
Harvest Moon Drive 3	From 2019	Correcting deficiency in storm drain capacities. The storm drain was undersized.	\$108,697

Effect of Capital Projects on Operating Budgets

Effect of Storm Drain Capital Projects on Operating Budgets			
Capital Project	Impact	Estimated Costs	Fund Impacted
Harvest Moon Drive 2	Additional costs for jetting as frequent as once per year.	Estimated costs are \$500 annually.	General Fund (10)
Harvest Moon Drive 3	Additional costs for jetting as frequent as once per year.	Estimated costs are \$500 annually.	General Fund (10)

FUND SUMMARY – WASTEWATER IMPACT FEE (53)

Fund 53: Wastewater Impact Fee

Wastewater Impact Fee Fund 53: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Impact Fee Revenue	302,025	300,000	325,000	328,250	331,533	334,848
Other Revenue	867	-	-	-	-	-
Transfers	-	-	-	-	-	-
Fund Operating Revenues	302,892	300,000	325,000	328,250	331,533	334,848
% Change From Prior Period	-30%	-1%	8%	1%	1%	1%
Wastewater Impact Fee Fund 53: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Capital Outlay	178,886	1,486,303	-	16,214,267	-	-
Developer Reimbursements	153,266	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Total Fund Expenditures	332,153	1,486,303	-	16,214,267	-	-
% Change From Prior Period	-68%	347%	0%	0%	0%	0%

Table 52 - Wastewater Impact Fee (53) Revenues and Expenditures

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

The capital outlay line item contains the cost of the North Sewer Outfall Phase II capital project. Developer reimbursements are payments due to specific developers based on development agreements entered into by the City and the developer.

Debt Service

The below-mentioned capital projects may be funded by issuing debt. However, this is up to the discretion of the City Council and has yet to be determined.

Capital Projects

Though no projects are set to begin from this fund in FY 2016 - 17, the City will have ongoing projects in FY 2016 - 17 and may begin work on several capital projects during FY 2017 - 18.

FUND SUMMARY – WASTEWATER IMPACT FEE (53)

Wastewater Impact Fee Fund Capital Projects			
Capital Project	Years in Construction	Description	Total Cost
North Sewer Outfall Phase II	From 2016	Part of master plan to transition everything west of Redwood Road to a gravity system. This phase builds a gravity sewer line on west side of Redwood Road near Pioneer Crossing.	800,000
Inlet Park Lift Station Upgrade	From 2018	Increase the size of the capacity of the wet wells and increasing pumping capabilities. This would equate to larger pumps.	\$300,000
Inlet Park Outfall Upsize Phase I	From 2018	Adding alternate sewer line through Legacy Farms to accommodate flow capacity not available down Old Saratoga Rd.	\$1,399,000
Inlet Park Outfall Upsize Phase II	From 2018	Adding alternate sewer line through Legacy Farms to accommodate flow capacity not available down Old Saratoga Rd.	\$1,445,782
River Crossing Trunk Phase II	From 2018	Part of North Sewer Outfall Phase II.	\$1,060,285
River Crossing Trunk Phase III	From 2018	Part of North Sewer Outfall Phase II.	\$3,376,145
North Trunk	From 2018	Sewer system from Market St. to TSSD collection point in Old Saratoga Rd. Includes River Crossing, North Sewer phases.	\$8,633,055

FUND SUMMARY – WASTEWATER IMPACT FEE (53)

Effect of Capital Projects on Operating Budgets

Effect of Storm Drain Capital Projects on Operating Budgets			
Capital Project	Impact	Estimated Costs	Fund Impacted
North Sewer Outfall Phase II	Must be flushed and TV'd at least once per year.	Estimated costs are \$5,000 annually.	Sewer Facility (52)
Inlet Park Lift Station Upgrade	Must be cleaned at least twice per year	Estimated costs are \$1,000 annually.	Sewer Facility (52)
Inlet Park Outfall Upsize Phase I	Must be cleaned at least twice per year	Estimated costs are \$1,000 annually.	Sewer Facility (52)
Inlet Park Outfall Upsize Phase II	Must be cleaned at least twice per year	Estimated costs are \$1,000 annually.	Sewer Facility (52)
River Crossing Trunk Phase II	Must be flushed and TV'd at least once per year.	Estimated costs are \$5,000 annually.	Sewer Facility (52)
River Crossing Trunk Phase III	Must be flushed and TV'd at least once per year.	Estimated costs are \$5,000 annually.	Sewer Facility (52)
North Trunk	Must be flushed and TV'd at least once per year.	Estimated costs are \$5,000 annually.	Sewer Facility (52)

FUND SUMMARY – CULINARY WATER IMPACT FEE (56)

Fund 56: Culinary Water Impact Fee

Culinary Water Impact Fee Fund 56: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Impact Fee Revenue	849,650	750,000	950,000	952,000	954,020	956,060
Other Revenue	2,360	-	-	-	-	-
Transfers	-	-	-	-	-	-
Fund Operating Revenues	852,010	750,000	950,000	952,000	954,020	956,060
% Change From Prior Period	-10%	-12%	27%	0%	0%	0%
Culinary Water Impact Fee Fund 56: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Capital Outlay	1,120,533	71,241	-	-	-	-
Developer Reimbursements	-	500,000	500,000	500,000	500,000	500,000
Transfers Out	-	380,635	380,635	380,635	-	-
Debt Service	115,032	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Total Fund Expenditures	1,235,564	951,876	880,635	880,635	500,000	500,000
% Change From Prior Period	96%	-23%	-7%	0%	-43%	0%

Table 53 - Culinary Water Impact Fee (56) Revenues and Expenditures

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

The transfers line item is for transfers to the Water Utility Fund (51) to pay for debt service payments. Developer reimbursements are payments due to specific developers based on development agreements entered into by the City and the developer.

Debt Service

Though in FY 2014 - 15 the fund incurred debt service costs, the 2014 Water Bond consolidated the debt from this fund and is no paid for from the Water Utility Fund (51).

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

FUND SUMMARY – SECONDARY WATER IMPACT FEE (56)

Fund 57: Secondary Water Impact Fee

Secondary Water Impact Fee Fund 57: Revenues						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Impact Fee Revenue	610,607	200,000	1,000,000	1,000,000	1,000,000	1,000,000
Other Revenue	1,723	-	-	-	-	-
Transfers	-	-	-	-	-	-
Fund Operating Revenues	612,329	200,000	1,000,000	1,000,000	1,000,000	1,000,000
% Change From Prior Period	80%	-67%	400%	0%	0%	0%
Secondary Water Impact Fee Fund 57: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Capital Outlay	223,345	3,151,027	-	-	-	-
Debt Service	36,769	-	-	-	-	-
Transfers	-	48,000	48,000	48,000	48,000	48,000
Depreciation	-	-	-	-	-	-
Total Fund Expenditures	260,114	3,199,027	48,000	48,000	48,000	48,000
% Change From Prior Period	-50%	1130%	-98%	0%	0%	0%

Table 54 - Secondary Water Impact Fee (57) Revenues and Expenditures

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

The transfers line item is for transfers to the Water Utility Fund (51) to pay for debt service payments.

Debt Service

Though in FY 2014 - 15 the fund incurred debt service costs, the 2014 Water Bond consolidated the debt from this fund and is no paid for from the Water Utility Fund (51).

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

SPECIAL NOTE: PERSONNEL

Personnel

Recruiting and retaining high quality employees is a primary goal of Human Resources as the City progresses and fills vacancies. There continues to be an increasingly competitive market for municipal employees. Unemployment rates in Utah have decreased from 7.5 % (July 2010) to 3.4 % (February 2016). Utah is still below the national average of 5.0 % (March 2016).

Compensation

The proposed pay plan has been outlined in the short-term and upcoming issues section of this document. In summary, each position has an established pay range with a minimum, midpoint, and maximum base wage. Each employee will be eligible for an annual merit-based increase as determined by their performance evaluation and annual review. Each employee, depending on where their current base wage falls on their range, will receive one of three annual merit increases (see table below)

Wage Placement	Annual Merit Increase
Minimum up to Midpoint	Amount awarded shall be added to the employee's base pay
Midpoint up to Maximum	Amount awarded shall be divided between the employee's base pay and a bonus
At Maximum	Amount awarded will be in the form of a bonus

City-Provided Benefits

Health Insurance

The City contracts with PEHP to provide both traditional and high deductible health insurance plans. The City pays 90% of the premiums. Any employee who opts out of health insurance receives a monthly 401(k) contribution of \$250.

Dental Insurance

The City contracts with EMI Health to provide dental insurance. The city pays 90% of the premiums. If an employee opts out of health insurance but elects to have dental insurance, the cost of the premium is deducted from the 401(k) contribution.

Retirement

The City offers pension retirement benefits through Utah Retirement Systems (URS). Three retirement programs are offered including the Public Employees' Noncontributory Plan,

SPECIAL NOTE: PERSONNEL

Public Safety Retirement Plan (sworn police personnel), and the Firefighter Retirement Plan. Employer paid retirement contributions are governed by Utah State law and are subject to change annually. Current rates can be found in the table below. In 2008, the City opted out of Social Security. In lieu of Social Security payroll taxes, the City contributes the 6.2 % into a 401(k) plan for the employee.

Budgeted Retirement Plans	Contribution Rate (%)
Public Employees – Noncontributory	18.47
Public Safety	32.20
Firefighters	23.37

Table 55 - Saratoga Springs Retirement Contribution Rates

Life/Long-Term Disability

The City pays for a life insurance plan for each employee regardless of participation in health or dental insurance. The basic coverage is \$50,000 with \$5,000 for the spouse and up to \$2500 for each child. As part of the employee's life insurance policy, there is an AD&D rider for up to \$50,000. The City also pays for long-term disability insurance to provide up to 66% of an employee's salary if they are separated due to disability.

Holiday and Leave Time

The City provides 100 hours of holiday leave during a calendar year. In addition, the City provides tiered paid leave based on position and longevity.

Optional Employee-Funded Benefits

Vision Insurance

The City has contracted with EyeMed to provide vision insurance options for employees. Employees pay the full premium.

Flexible Spending Account (FSA)

The City offers Flexible Spending Accounts for employees to place pre-tax monies for medical or dependent care expenses.

Health Savings Account (HSA)

The City provides Health Savings Accounts to employees who have elected a high-deductible health insurance plan. The City contributes the difference between the traditional and the high-deductible plan premiums into those accounts.

401(k)/457/Traditional IRA/ROTH IRA

SPECIAL NOTE: PERSONNEL

The City participates in URS and has an employer contract with ICMA. Through these contracts, employees can elect to contribute to any of the following: 401(k), 457, Traditional IRA, or ROTH IRA account.

Personnel Counts by Department

Saratoga Springs Personnel Counts (FTEs)			
Department	FY 2014 -15	FY 2016-17 w/Approved	FY 2017-18 Recommended
Administration	5.75	5.75	5.75
Attorney	2.44	2.94	2.94
Recorder	1.75	1.75	1.75
Utility Billing	1.75	1.75	2.5
Public Relations/Economic Development	1	1	1
Justice Court	2.29	2.29	3.025
Building	6	6.6	8.6
Engineering/GIS	4	5	5
Planning & Zoning	3.5	4.63	4.63
Police – Saratoga Springs	30.9	33.15	33.15
Police – Bluffdale	8.8	8.8	8.8
Fire	17.5	17.5	17.5
Public Works	5.5	5.5	5.5
Water	7.75	7.75	8.75
Sewer	2.75	2.75	2.75
Storm Drain	1	1	1
Streets	6	6	7
Public Improvements	5	5	5
Parks	13.6	13.6	13.6
Recreation	2.93	2.93	2.93
Civic Event/Communities That Care	1.125	1.125	1.125
Library	3.83	3.83	5.03
Total	135.23	140.71	147.28

Table 56 - Personnel Counts

Saratoga Springs FY 2017 Recommended Additional Personnel		
Department	Position	FTEs
Utility Billing	Utility Billing Clerk/Receptionist	.75
Legal	Legal Assistant	.5
Justice Court	ACE Court Clerk (Additional Hours)	.125
Building	Plans Examiner	1
Building	Building Inspector II	1
Water	Utility Maintenance I	1
Streets	Streets Supervisor	1
Library	Library Clerk (hours)	1.2
Total		6.575

DEPARTMENTAL INFORMATION

DEPARTMENTAL INFORMATION

This section contains goals, performance measures, and financial information for each of the major departments in the City.

Mayor and City Council

The Mayor and City Council are responsible for the legislative duties of the City.



General Fund 10: Mayor and City Council						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	71,289	75,086	75,086	78,840	82,782	86,921
Materials, Supplies, & Services	34,258	44,185	44,185	44,185	44,185	44,185
Total Expenditures	105,547	119,271	119,271	123,025	126,967	131,106
% Change from Prior Period	4%	13%	0%	3%	3%	3%

Table 57 - Mayor and City Council Expenditures

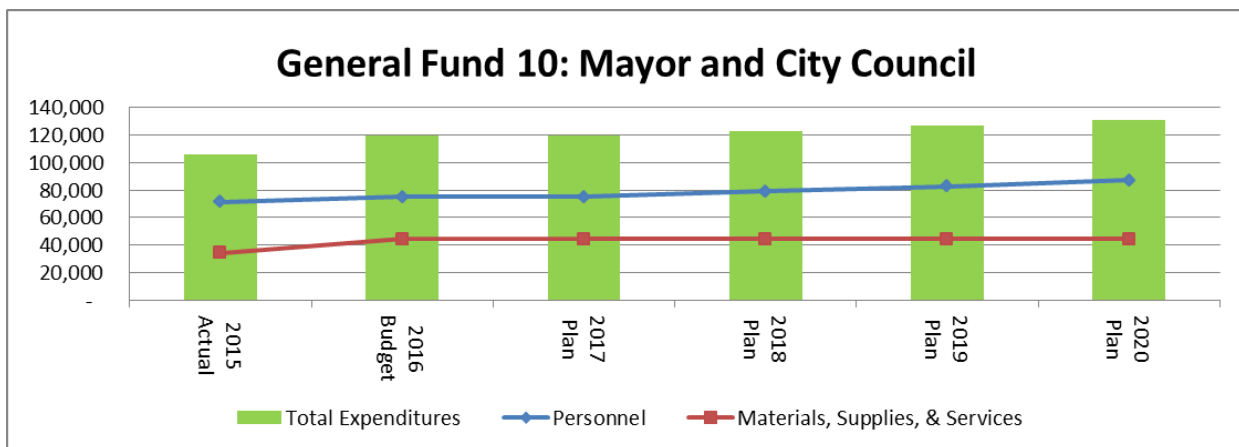
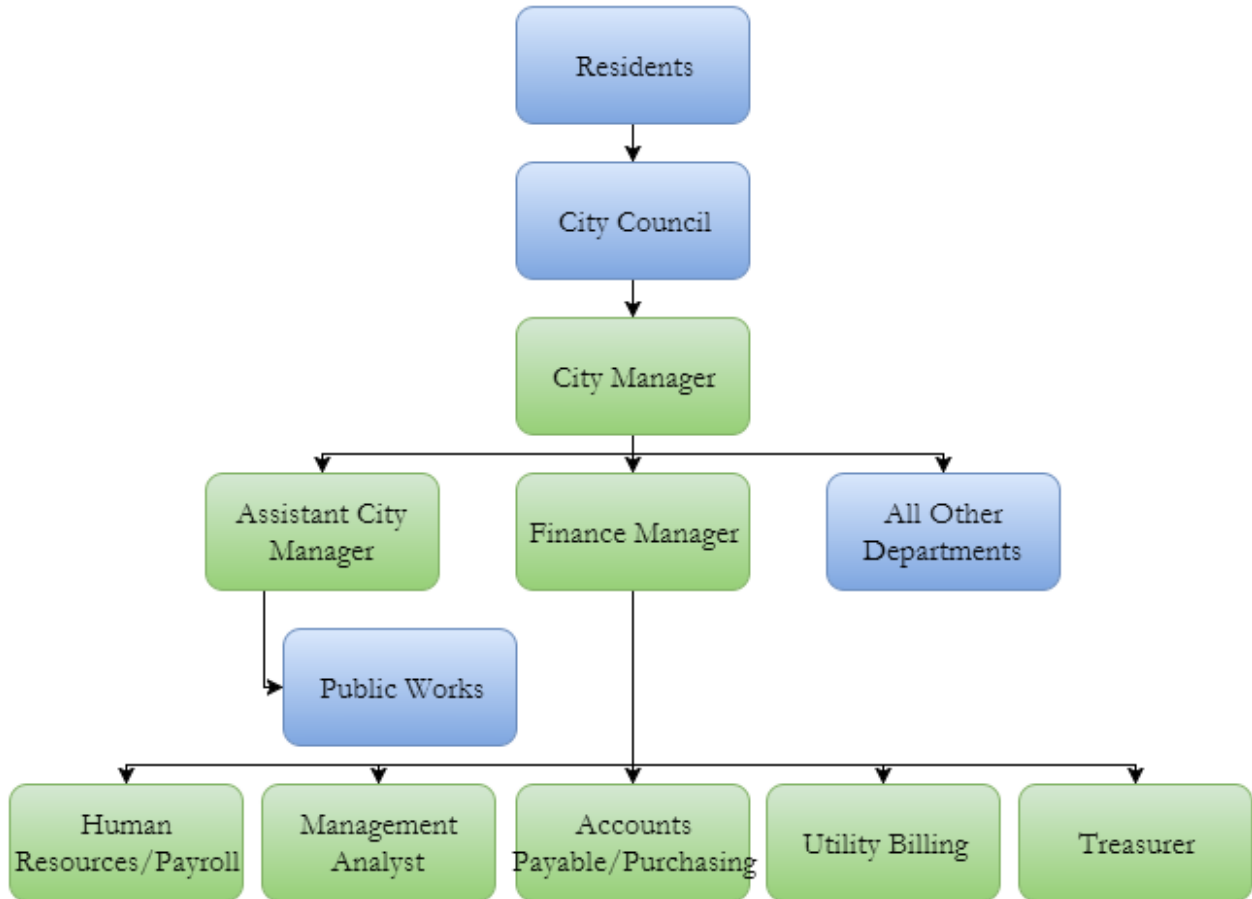


Chart 1 - Mayor and City Council Expenditures

DEPARTMENTAL INFORMATION

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan.

Administrative



The administrative department encompasses both administrative and financial functions. The city manager administers the day-to-day functions of the city and makes executive-level decisions regarding operations. The finance staff is responsible for preparing financial reports, analyzing performance, financial, and economic data, and maintaining vital organizational processes such as purchasing or payroll.

Highlights

Goals

Performance Measures

Expenditures

DEPARTMENTAL INFORMATION

General Fund 10: Administrative Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	449,067	584,587	591,259	620,772	651,761	684,299
Materials, Supplies, & Services	62,860	51,711	52,611	53,511	54,411	55,311
Total Expenditures	511,927	636,298	643,870	674,283	706,172	739,610
% Change from Prior Period	-8%	24%	1%	5%	5%	5%

Table 58 - Administrative Expenditures

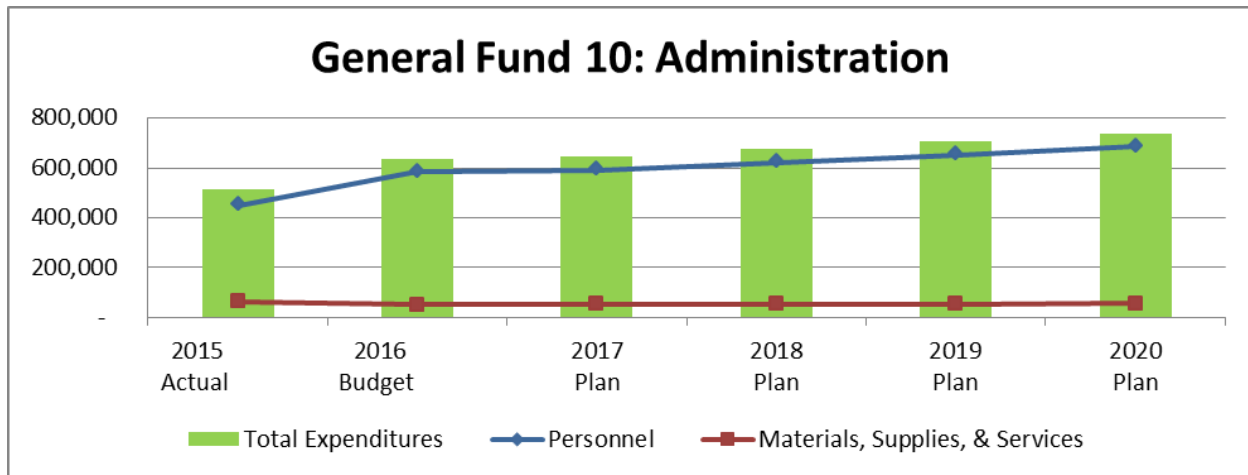


Chart 2 - Administrative Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan. The increase in materials, supplies, and services is due to a \$900/year increase to the financial auditor contract amount, an amount that is stipulated in contract.

Personnel

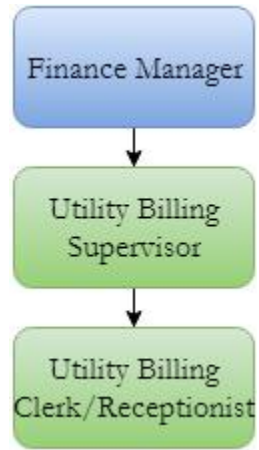
Administrative Department Personnel FY 2015-16	
Position	FTE
City Manager	1
Finance Manager	1
Human Resource Specialist	1
Payroll Specialist	.75
Accounts Payable Manager	1
Management Analyst	1
Total	5.75

Table 59 - Administrative Department Personnel

Budget Requests - Approved

DEPARTMENTAL INFORMATION

Utility Billing



The utility billing department is responsible for all utility payments (e.g., water, sewer, and trash bills), utility maintenance management, and front desk reception and customer service.

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Utility Billing Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	75,417	101,848	132,969	139,618	146,599	153,929
Materials, Supplies, & Services	35,802	41,581	41,581	41,581	41,581	41,581
Total Expenditures	111,219	143,429	174,550	181,199	188,180	195,510
% Change from Prior Period	56%	29%	22%	4%	4%	4%

Table 60 - Utility Billing Expenditures

DEPARTMENTAL INFORMATION

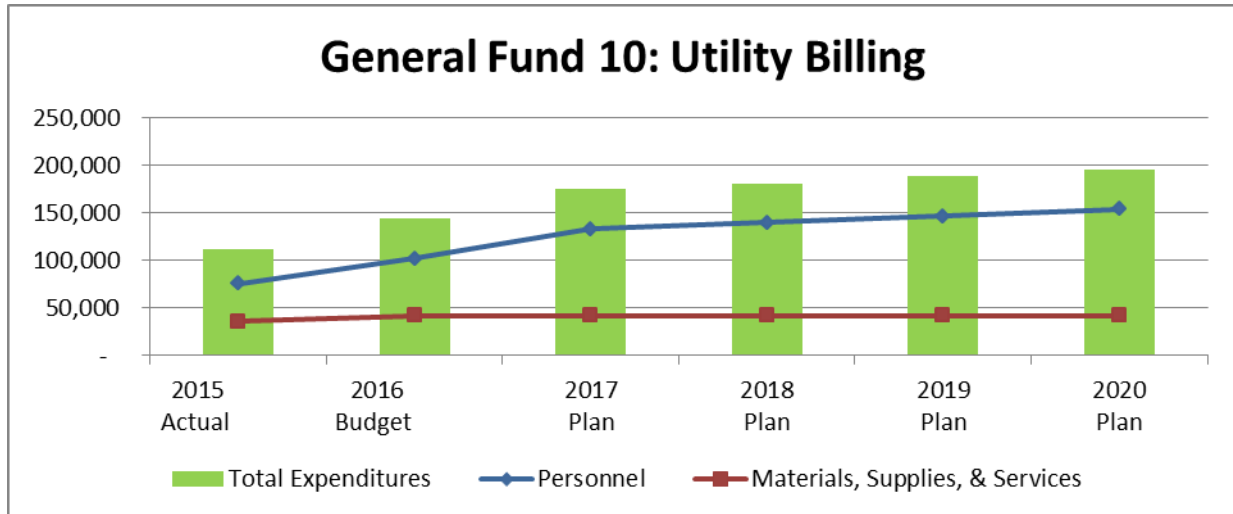


Chart 3- Utility Billing Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and an additional part-time utility billing clerk that was recommended in FY 2016 - 17.

Personnel

Utility Billing Department Personnel FY 2015-16	
Position	FTE
Utility Billing Supervisor	1
Utility Billing Clerk/Receptionist	.75
Total	1.75

Table 61 - Utility Billing Department Personnel

Budget Requests - Approved

Treasurer



DEPARTMENTAL INFORMATION

The treasurer department is responsible for maintaining the City’s funds including day-to-day accounting functions, investments, and all receivables.

Highlights

Goals

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Expenditures

General Fund 10: Treasurer Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	75,961	84,703	87,830	92,221	96,832	101,674
Materials, Supplies, & Services	82,320	71,302	74,584	78,025	81,634	85,419
Total Expenditures	158,281	156,005	162,413	170,246	178,466	187,092
% Change from Prior Period	15%	-1%	4%	5%	5%	5%

Table 62 - Treasurer Expenditures

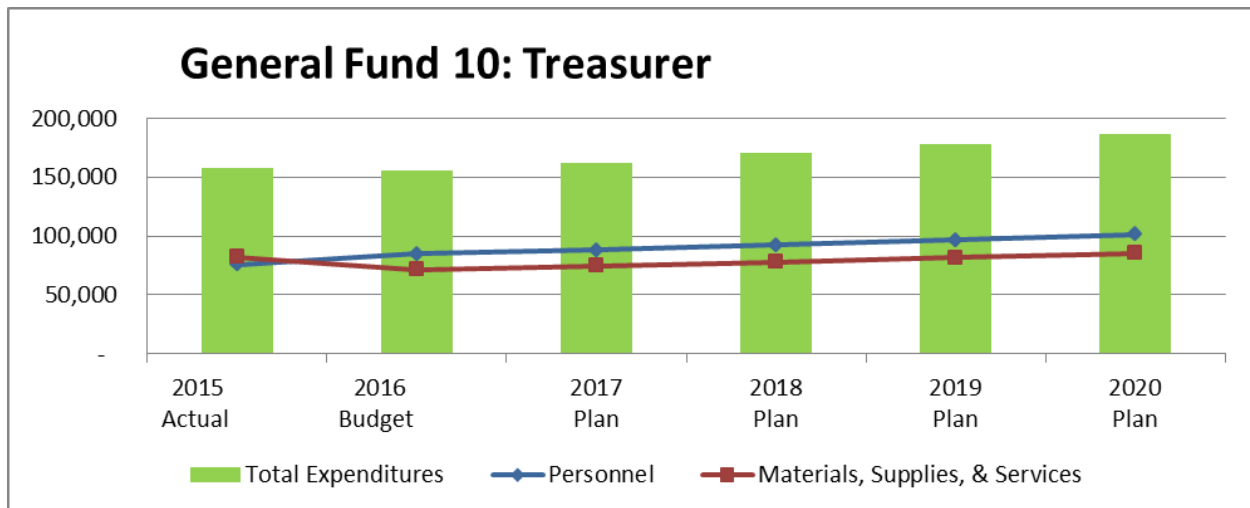


Chart 4 - Treasurer Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan. The increase in materials, supplies, and services is due to projected increases in credit card fees as more and more people pay their utility bills with credit cards.

DEPARTMENTAL INFORMATION

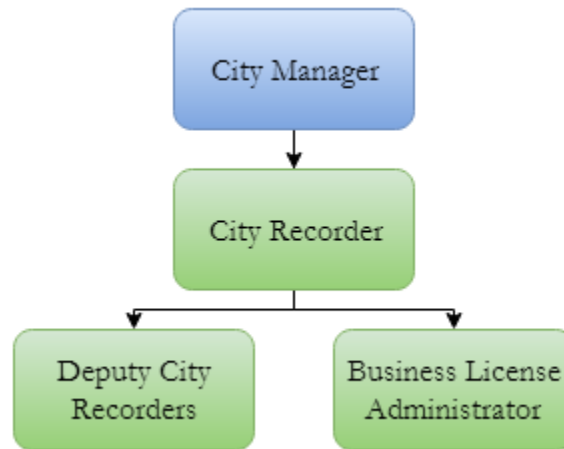
Personnel

Treasurer Department Personnel FY 2015-16	
Position	FTE
City Treasurer	1
Total	1

Table 63 - Treasurer Department Personnel

Budget Requests - Approved

Recorder



The Recorder is responsible for maintaining and attending to the official records and actions taken by the Saratoga Springs City Council. The Recorder maintains all ordinances, resolutions, agreements, and other official documents of the City. In addition, the Recorder serves as the City's Election Officer and is responsible to coordinate and supervise municipal elections. The Recorder is also responsible for issuing business licenses.

Highlights

Goals

Performance Measures

Expenditures

DEPARTMENTAL INFORMATION

General Fund 10: Recorder Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	80,442	129,409	141,373	148,230	155,429	162,989
Materials, Supplies, & Services	9,033	11,275	11,275	11,275	11,275	11,275
Total Expenditures	89,475	140,684	152,648	159,505	166,704	174,264
% Change from Prior Period	-5%	57%	9%	4%	5%	5%

Table 64 - Recorder Expenditures

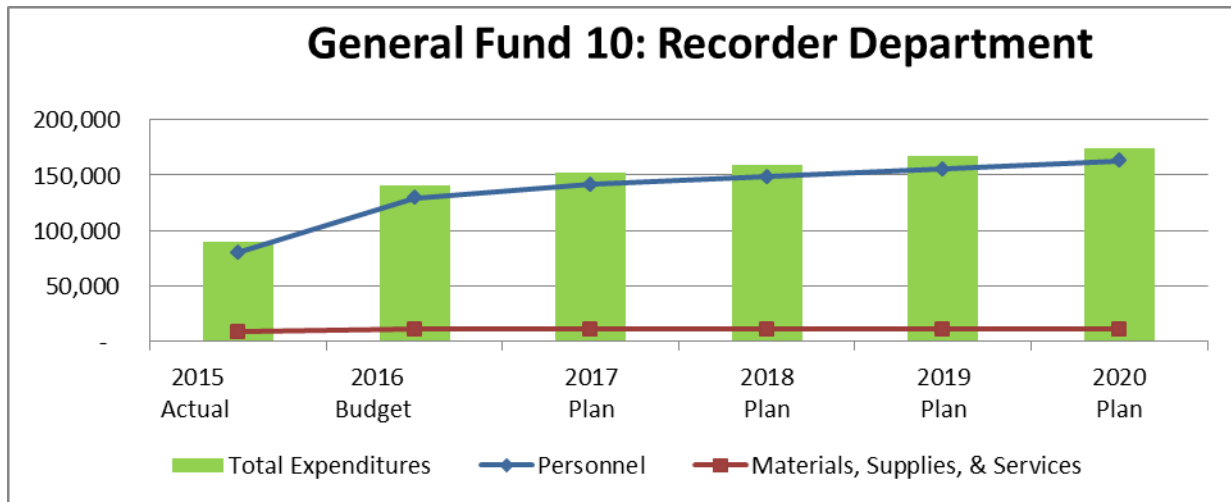


Chart 5 - Recorder Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan.

Personnel

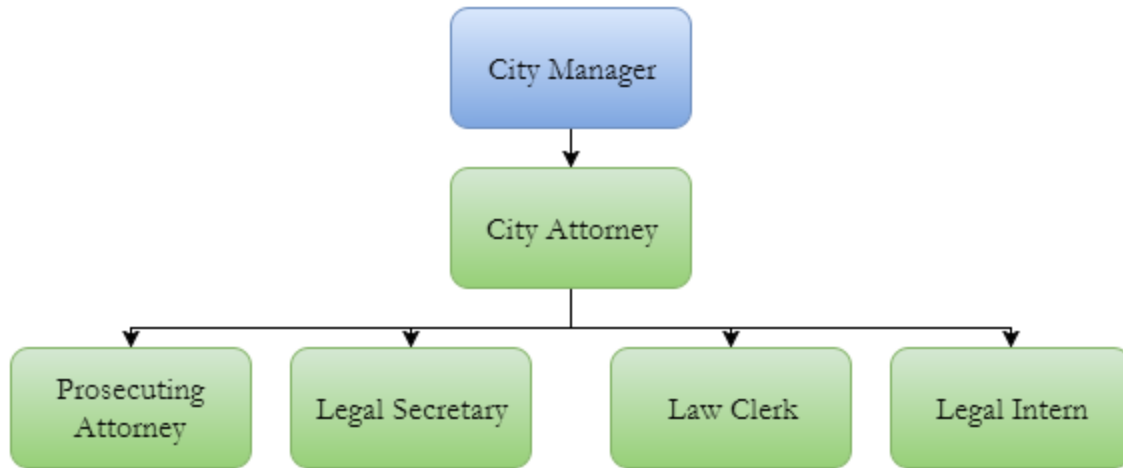
Recorder Personnel FY 2015-16	
Position	FTE
City Recorder	1
Deputy City Recorder	.75
Total	1.75

Table 65 - Recorder Department Personnel

Budget Requests - Approved

Legal

DEPARTMENTAL INFORMATION



The mission of the Saratoga Springs City Attorney’s Office is to provide timely and accurate legal advice to the City and its elected officials, officers, and employees, vigorously and effectively defend the City’s legal rights, operations, and interests, and vigorously, justly, and effectively prosecute those who violate public policy, trust, or criminal law.

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Attorney						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	230,476	237,824	276,784	290,624	303,651	317,329
Materials, Supplies, & Services	36,143	45,455	45,455	45,455	45,455	45,455
Total Expenditures	266,619	283,279	322,239	336,079	349,106	362,784
% Change from Prior Period	5%	6%	14%	4%	4%	4%

Table 66 - Attorney Expenditures

DEPARTMENTAL INFORMATION

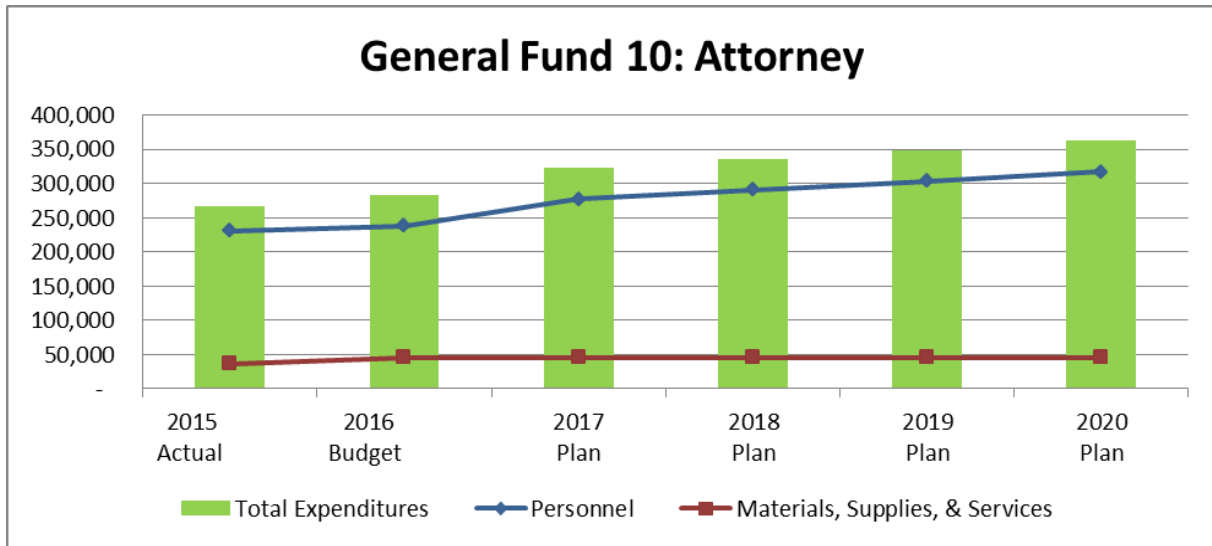


Chart 6 - Attorney Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and an additional part-time legal assistant that was recommended in FY 2016 - 17.

Personnel

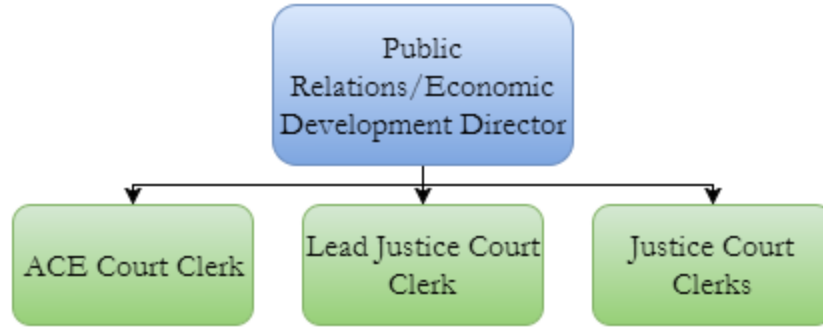
Legal Personnel FY 2015-16	
Position	FTE
City Attorney	1
Prosecuting Attorney	.56
Law Clerk	.375
Legal Secretary	.5
Total	2.435

Table 67 - Legal Department Personnel

Budget Requests - Approved

Justice Court

DEPARTMENTAL INFORMATION



The Justice Court is responsible for the administration of Class B and C misdemeanors, violations of ordinances—also known as ACE Court—,small claims, and infractions committed within the jurisdictional territory of Saratoga Springs City.

Highlights

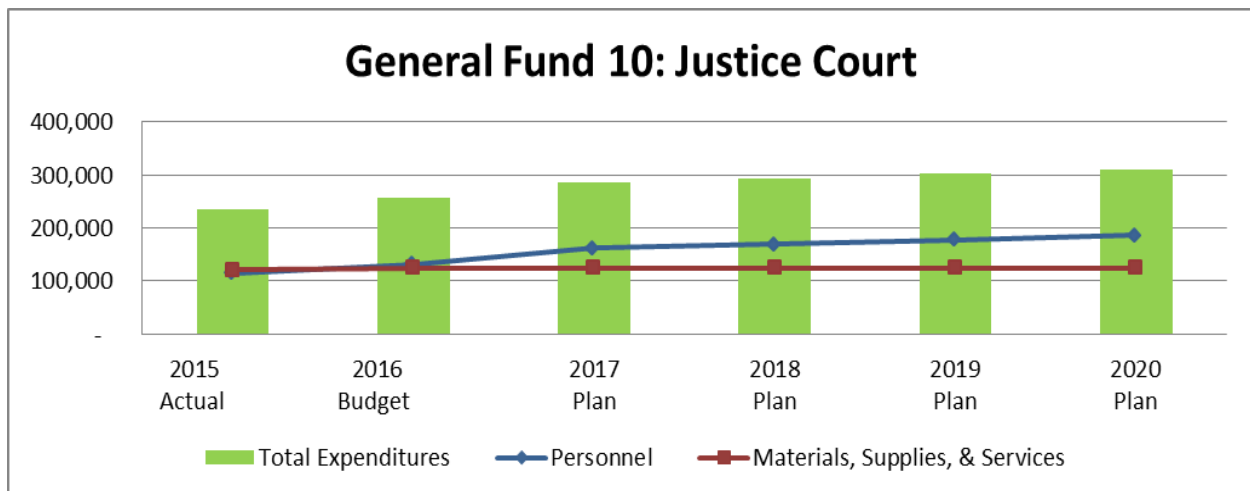
Goals

Performance Measures

Expenditures

General Fund 10: Justice Court						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	114,117	131,138	161,068	169,022	177,373	186,141
Materials, Supplies, & Services	120,675	124,380	124,380	124,380	124,380	124,380
Total Expenditures	234,792	255,518	285,448	293,402	301,753	310,521
% Change from Prior Period	-2%	9%	12%	3%	3%	3%

Table 68 - Justice Court Expenditures



DEPARTMENTAL INFORMATION

Chart 7 - Justice Court Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and the additional hours for an ACE Court Clerk that was recommended in FY 2016 - 17.

Personnel

Justice Court Personnel FY 2015-16	
Position	FTE
Lead Court Clerk	1
Court Clerk	1
Justice Court Judge	.29
Total	2.29

Table 69 - Justice Court Department Personnel

Budget Requests - Approved

Non-Departmental

The Non-Departmental section contains insurance premiums, on-going software maintenance costs, consulting services, and city enhancements.

General Fund 10: Non-Departmental and Transfers						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	1,853	-	-	-	-	-
Materials, Supplies, & Services	453,835	519,733	609,233	579,233	579,233	579,233
Interfund Transfers	1,344,074	442,070	414,342	417,348	453,854	530,836
Total Expenditures	1,799,764	961,806	1,023,579	996,586	1,033,093	1,110,076
% Change from Prior Period	-32%	-47%	6%	-3%	4%	7%

Table 70- Non-Departmental Expenditures

DEPARTMENTAL INFORMATION

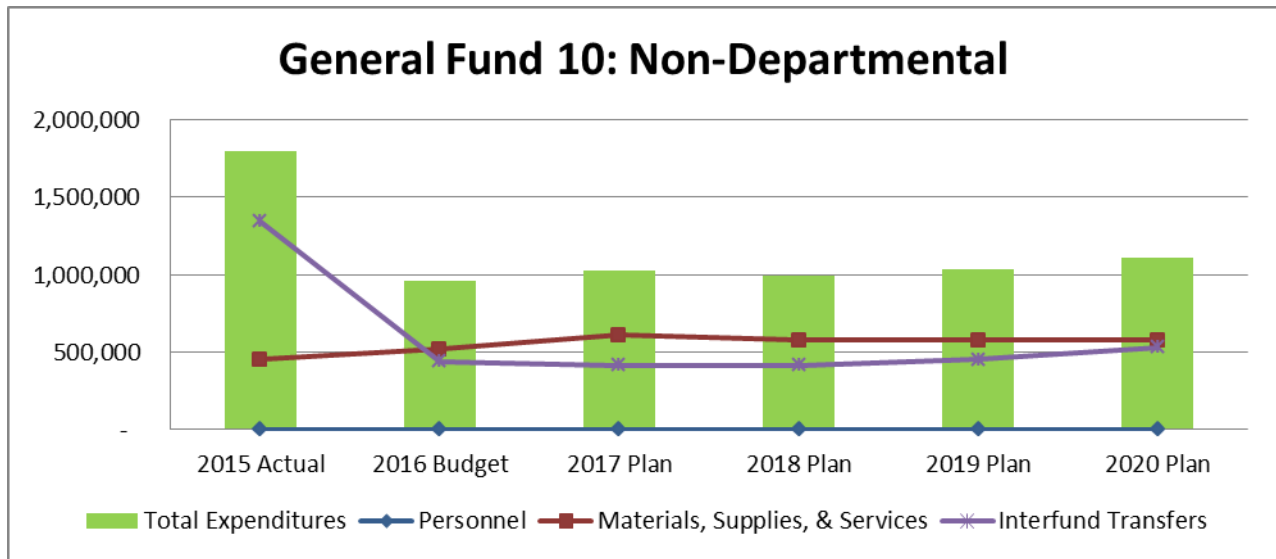


Chart 8 - Non-Departmental Expenditures

The increase in materials, supplies, and services is due to the recommended website redesign and increased insurance premiums.

General Government Buildings and Grounds

The General Government Buildings and Grounds section contains expenditures for maintaining current facilities and their grounds including City Hall, the Public Works Building, and the North and South Fire stations.

General Fund 10: Buildings and Grounds						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Materials, Supplies, & Services	440,328	191,164	192,025	192,912	193,825	194,766
% Change from Prior Period	142%	-57%	0%	0%	0%	0%

Table 71 - Buildings and Grounds Expenditures

DEPARTMENTAL INFORMATION

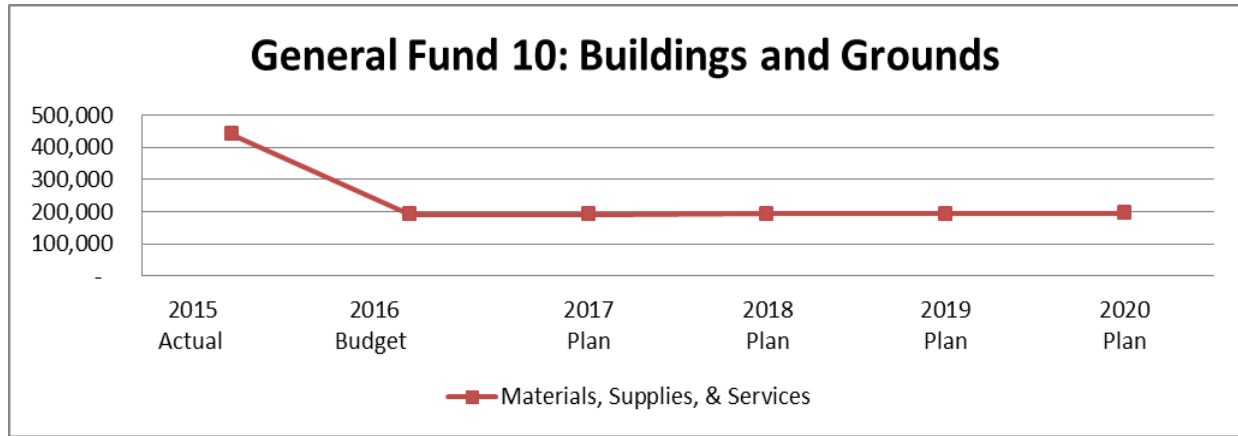
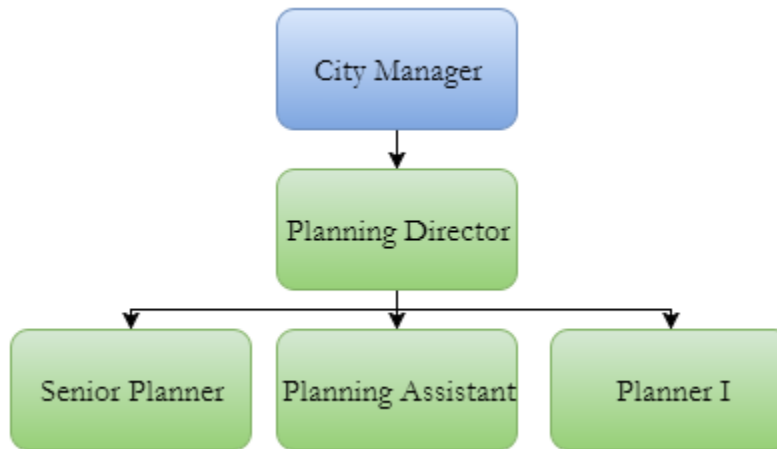


Chart 9 - Buildings and Grounds Expenditures

The increase in materials, supplies, and services is due to incremental expense increases for utility bills, custodial services, and general building maintenance.

Planning & Zoning



The planning and zoning department is responsible for reviewing current development applications against the requirements of Land Development Code, updating the Code and other guiding documents, and preparing long range plans such as the General Plan.

Highlights

Goals

Performance Measures

Expenditures

DEPARTMENTAL INFORMATION

General Fund 10: Planning and Zoning Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	329,135	390,294	405,979	440,459	462,050	484,720
Materials, Supplies, & Services	6,754	9,635	105,635	30,635	30,635	30,635
Total Expenditures	335,889	399,929	511,614	471,094	492,685	515,355
% Change from Prior Period	11%	19%	28%	-8%	5%	5%

Table 72 - Planning and Zoning Expenditures

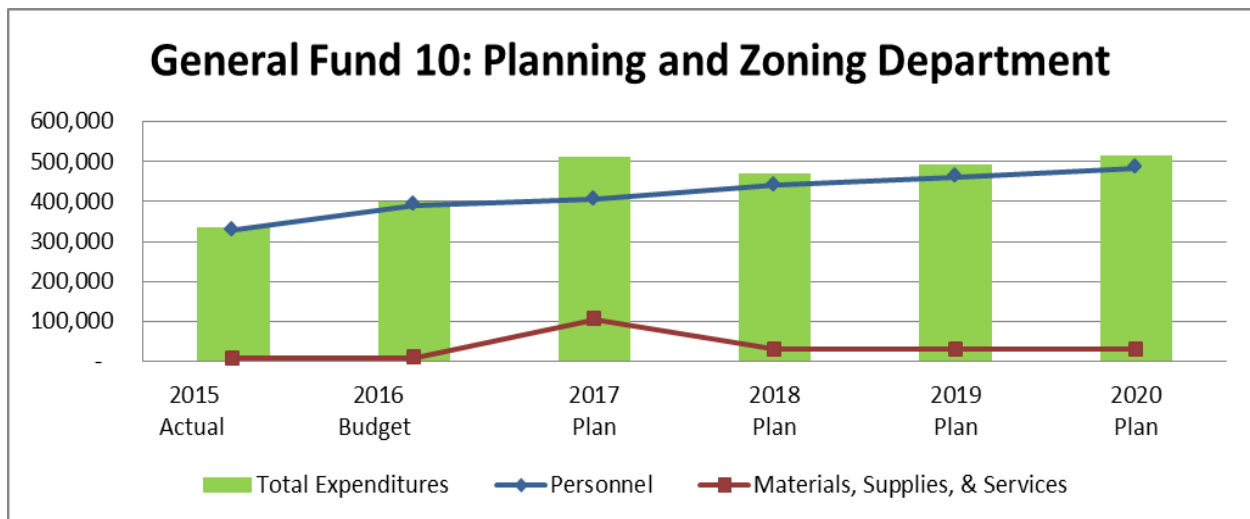


Chart 10 - Planning and Zoning Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and the additional hours for a planning only Administrative Assistant in FY 2017 - 18. The increase in materials, supplies, and services is due to the approved general plan update, consulting, and education/training/memberships for the additional planner.

Personnel

Planning and Zoning Personnel FY 2015-16	
Position	FTE
Planning Director	1
Senior Planner	1
Planner I	2
Planning Assistant	.625
Total	4.625

Table 73 - Planning and Zoning Personnel

DEPARTMENTAL INFORMATION

Budget Requests - Approved

Communications & Economic Development



The communication and economic development department is responsible for the promotion and implementation of the strategic communications for Saratoga Springs and for business recruitment, business retention and promotion of the City to the business and development community.

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Communications and Economic Development						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	94,186	99,604	114,632	120,364	126,382	132,701
Materials, Supplies, & Services	15,841	28,900	28,900	28,900	28,900	28,900
Total Expenditures	110,027	128,504	143,532	149,264	155,282	161,601
% Change from Prior Period	-3%	17%	12%	4%	4%	4%

Table 74- Communications and Economic Development Expenditures

DEPARTMENTAL INFORMATION

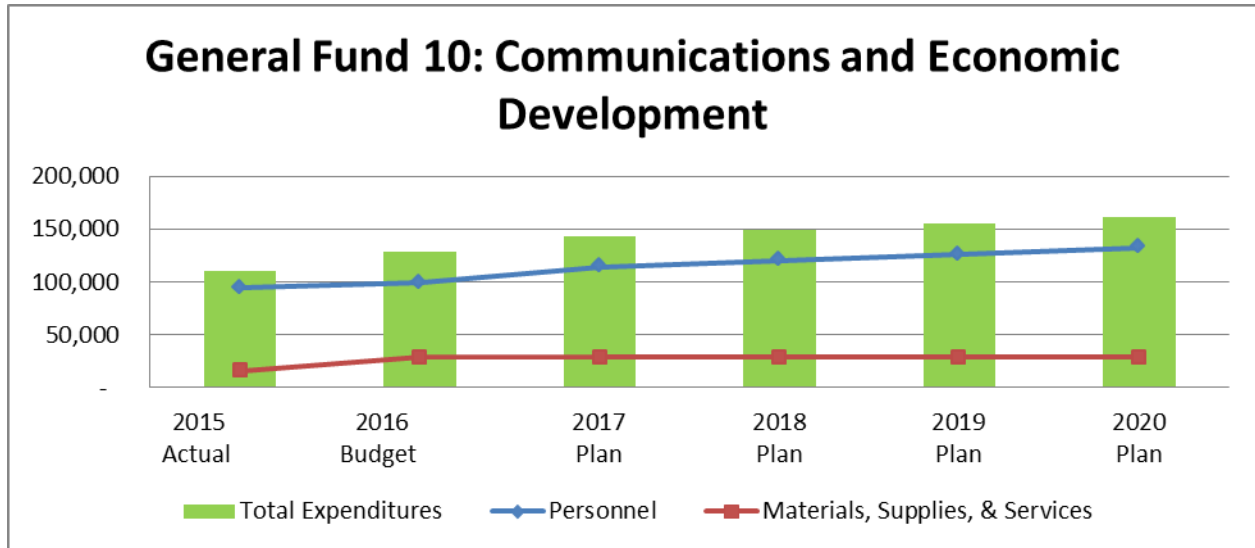


Chart 11 - Communications and Economic Development Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan.

Personnel

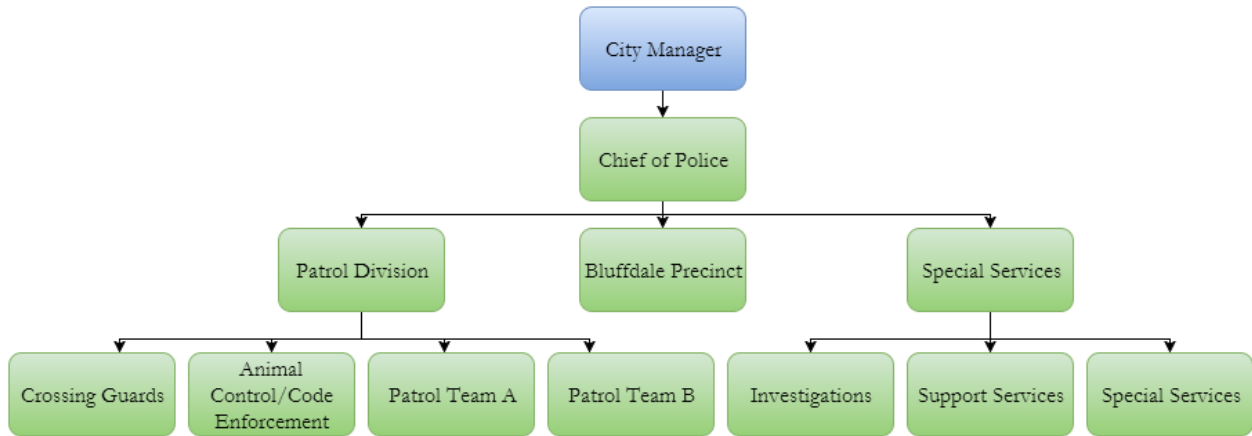
Communication and Economic Development Personnel FY 2015-16	
Position	FTE
Public Relations Director/Economic Development Director	1
Total	1

Table 75 - Communication and Economic Development Personnel

Budget Requests - Approved

Police (including Bluffdale)

DEPARTMENTAL INFORMATION



The Police department is responsible for public safety of the residents of Saratoga Springs. This includes law enforcement and traffic violations.

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Police Department - Saratoga Springs						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	2,260,587	2,436,940	2,641,653	2,768,027	2,900,720	3,040,047
Materials, Supplies, & Services	489,421	404,068	423,413	423,413	423,413	423,413
Capital	25,449	-	-	-	-	-
Total Expenditures	2,775,457	2,841,008	3,065,066	3,191,440	3,324,133	3,463,460
% Change from Prior Period	9%	2%	8%	4%	4%	4%

Table 76 - Police (Saratoga Springs) Expenditures

DEPARTMENTAL INFORMATION

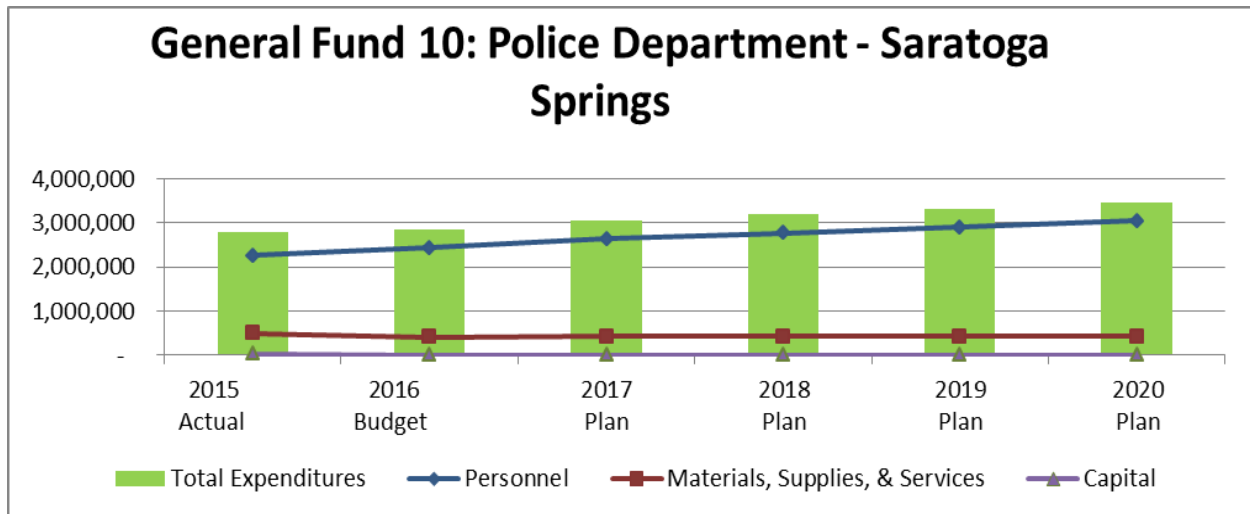


Chart 12- Police (Saratoga Springs) Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and the following approved personnel: one Sergeant, one Police Officer III, and a part-time detective. The increase in materials, supplies, and services is due to an increase in dispatch fees.

Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	557,013	732,111	742,550	777,179	813,540	851,719
Materials, Supplies, & Services	129,755	174,125	174,125	174,125	174,125	174,125
Capital	-	-	-	-	-	-
Total Expenditures	686,768	906,236	916,675	951,304	987,665	1,025,844
% Change from Prior Period	-3%	32%	1%	4%	4%	4%

Table 77 - Police (Bluffdale) Expenditures

DEPARTMENTAL INFORMATION

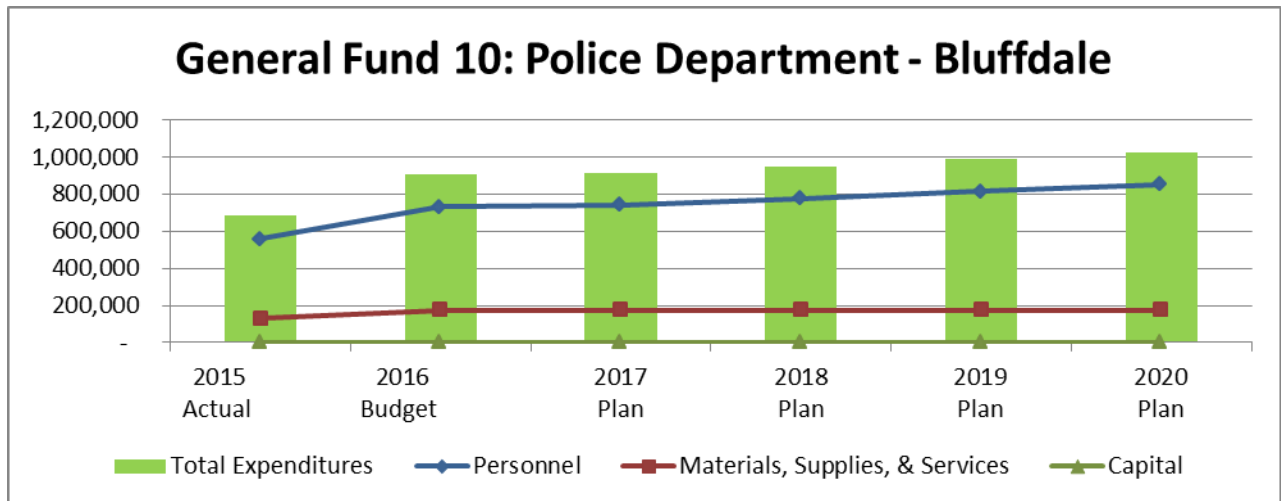


Chart 13 - Police (Bluffdale) Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan.

Personnel

Police Personnel FY 2015-16	
Position	FTE
Police Chief	1
Corporal	4
Patrol Sergeant	4
Police Officer III	5
Police Officer II	3
Police Officer I	4
Reserve Officer/Detective	1.5
Code Enforcement	2
Administrative Assistant	1
Records Clerk	2.5
Bailiff	.3
Crossing Guard Supervisor	.5
Crossing Guard	3.1
Neighborhood Watch	.5
Victim Advocate	.75
Total	33.15

Table 78 - Police Personnel

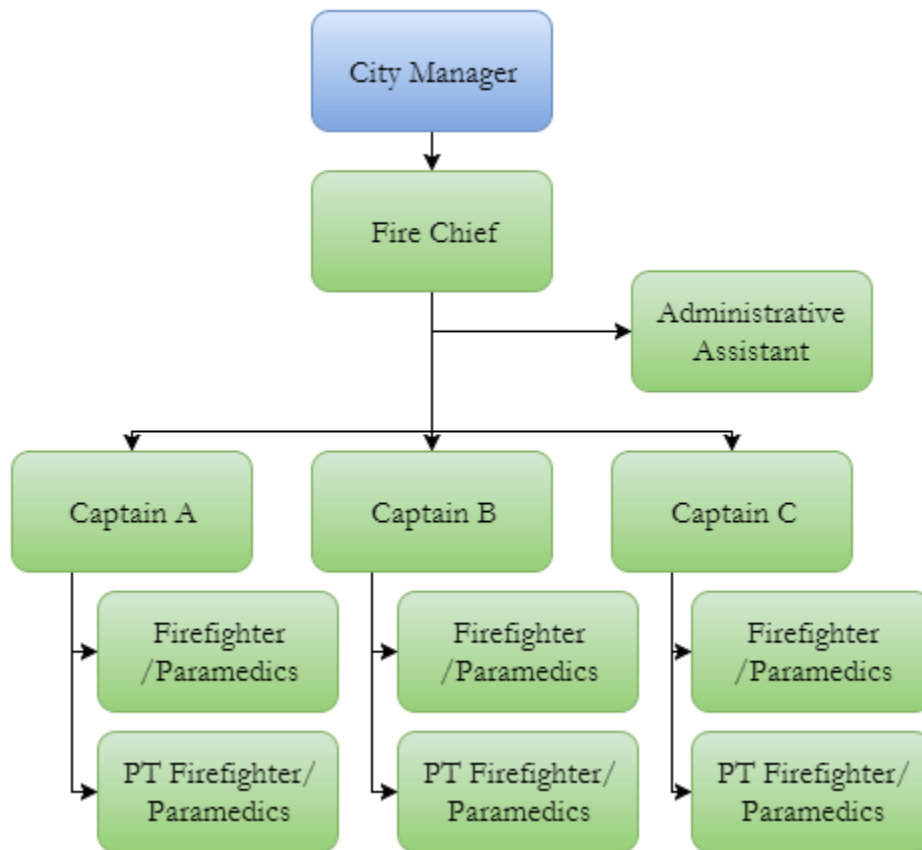
Bluffdale Police Personnel FY 2015-16	
Position	FTE

DEPARTMENTAL INFORMATION

Patrol Sergeant	1
Police Officer III	2
Police Officer II	2
Police Officer I	3
Reserve Officer/Detective	.3
Records Clerk	.5
Total	8.8

Budget Requests - Approved

Fire



Saratoga Springs Fire & Rescue provides structural and wildland firefighting as well as an EMT-Paramedic EMS ambulance service. Saratoga Springs Fire & Rescue is one of the highest trained and specially equipped agencies in the region with respect to water, ice, and back country rescues.

Highlights

DEPARTMENTAL INFORMATION

Goals

Performance Measures

Expenditures

General Fund 10: Fire Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	1,301,138	1,523,101	1,598,726	1,678,132	1,761,508	1,849,053
Materials, Supplies, & Services	299,248	299,248	299,248	299,248	299,248	299,248
Total Expenditures	1,600,386	1,822,349	1,897,974	1,977,380	2,060,756	2,148,301
% Change from Prior Period	6%	14%	4%	4%	4%	4%

Table 79 - Fire Expenditures

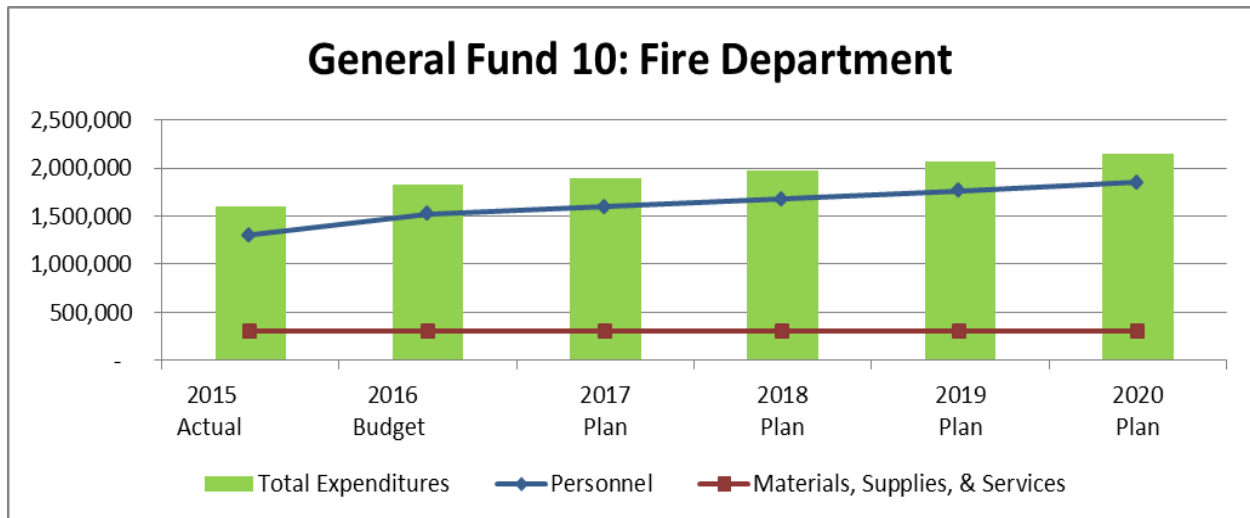


Chart 14 - Fire Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and the three Firefighter/Paramedics that were approved.

Personnel

Fire Personnel FY 2015-16	
Position	FTE
Fire Chief	1
Fire Captain	3
Firefighter/Paramedics	6

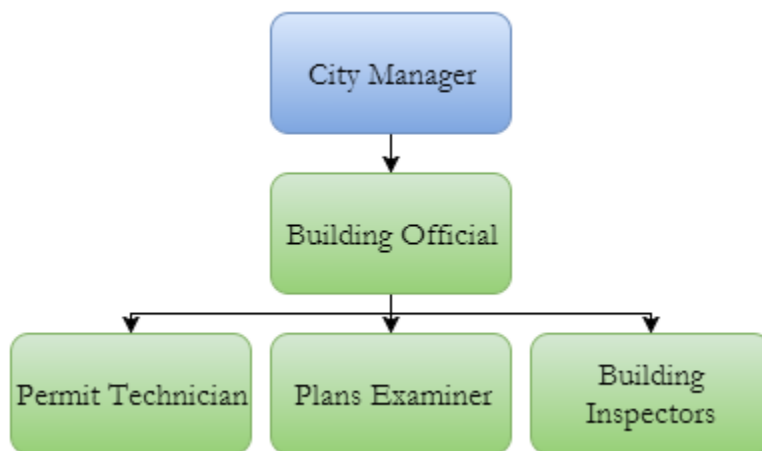
DEPARTMENTAL INFORMATION

Administrative Assistant	.7
PT Firefighters	10.3
Total	21

Table 80 - Fire Personnel

Budget Requests - Approved

Building



The Building Department is responsible for plan reviews, issuing building permits, and completing all required building inspections on commercial buildings, residential projects, additions, remodels, and basement finishes.

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Building Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	395,106	520,149	708,308	743,624	780,705	819,640
Materials, Supplies, & Services	47,037	51,820	80,820	51,820	51,820	51,820
Total Expenditures	442,142	571,969	789,128	795,444	832,525	871,460
% Change from Prior Period	8%	29%	38%	1%	5%	5%

Table 81- Building Expenditures

DEPARTMENTAL INFORMATION

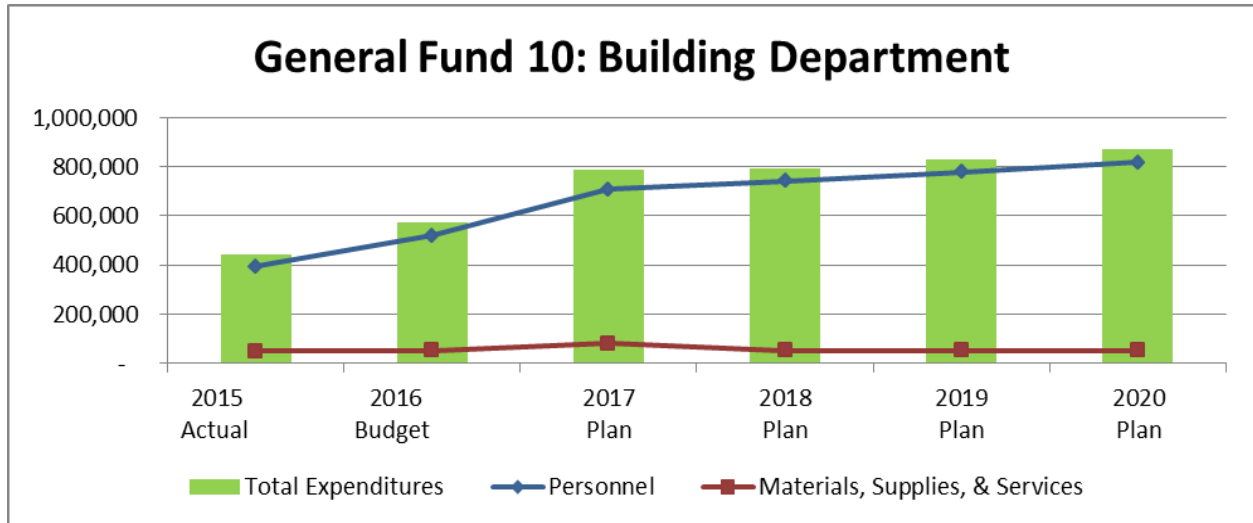


Chart 15 - Building Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and the following recommended personnel: Plans Examiner and Building Inspector II. The increase in materials, supplies, and services is due to the purchase of a vehicle for the additional building inspector.

Personnel

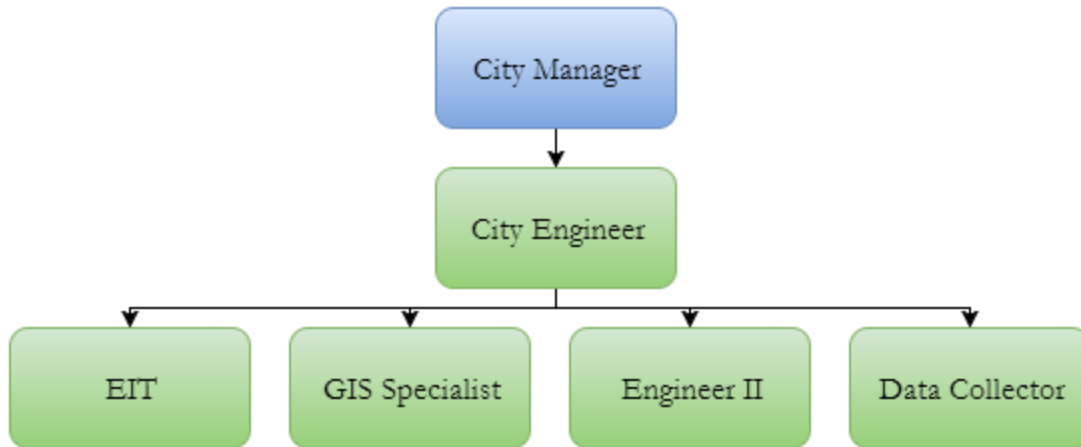
Building Personnel FY 2015-16	
Position	FTE
Building Official	1
Inspector	4
Permit Technician	1.6
Total	6.6

Table 82 - Building Department Personnel

Budget Requests - Approved

Engineering

DEPARTMENTAL INFORMATION



The Engineering Department coordinates the City’s capital improvement projects, traffic systems, construction permits, utility inspections, and assists in development reviews to ensure adherence to appropriate design and construction standards and specifications. In addition, the department is responsible for collecting all utility asset data, maintaining the geographic information system (GIS), and analyzing the GIS data.

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Engineering Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	317,503	409,415	504,040	529,242	555,704	583,490
Materials, Supplies, & Services	86,568	57,150	57,150	57,150	57,150	57,150
Total Expenditures	404,071	466,565	561,190	586,392	612,854	640,640
% Change from Prior Period	-42%	15%	20%	4%	5%	5%

Table 83 - Engineering Expenditures

DEPARTMENTAL INFORMATION

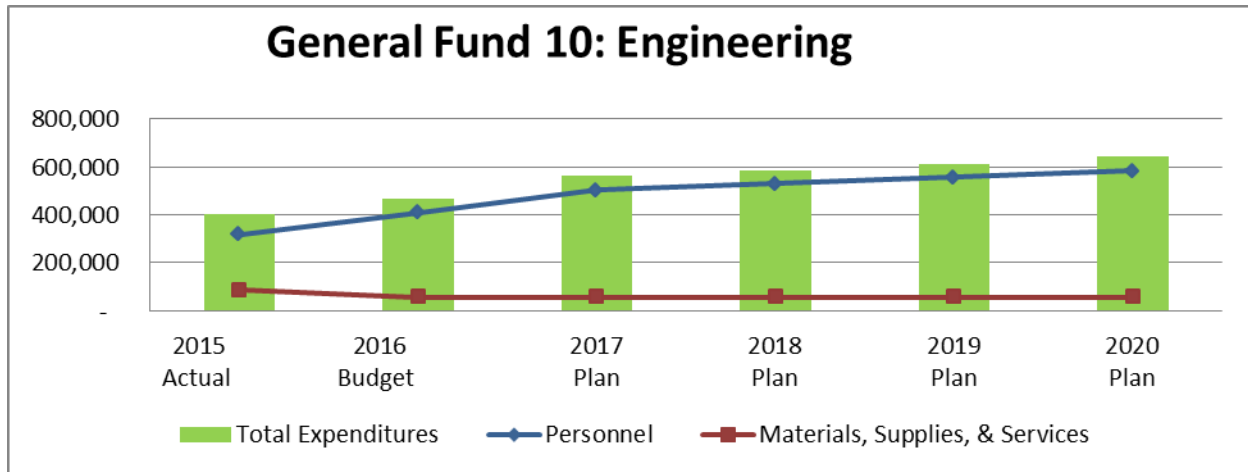


Chart 16 - Engineering Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and an Engineer II that was approved.

Personnel

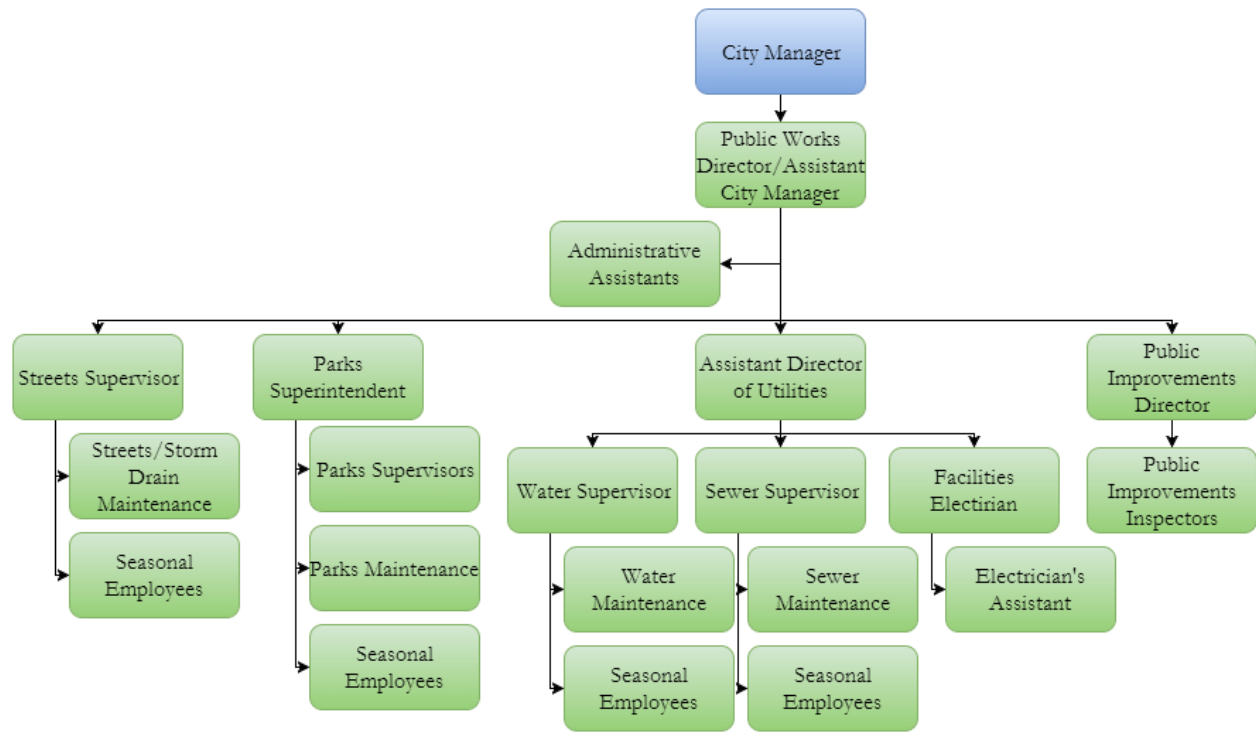
Engineering Personnel FY 2015-16	
Position	FTE
City Engineer	1
Engineer I	1
EIT	1
GIS Specialist	1
Data Collector	1
Total	5

Table 84 - Engineering Department Personnel

Budget Requests - Approved

Public Works

DEPARTMENTAL INFORMATION



The Public Works Department is responsible for the municipal services that provide culinary water supply and distribution, secondary water supply and distribution, storm water control, street maintenance, collection of sewer effluent, snow removal, and street lighting. In addition, the public improvements division is responsible for reviewing the plans for and inspecting new infrastructure built in the city. Finally, the parks division is responsible for the maintenance of all city-owned parks and open space including playgrounds, trails, and fields.

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Public Works Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	472,373	469,038	486,123	510,304	535,694	562,354
Materials, Supplies, & Services	819	33,835	6,000	6,000	6,000	6,000
Total Expenditures	473,192	502,873	492,123	516,304	541,694	568,354
% Change from Prior Period	59%	6%	-2%	5%	5%	5%

Table 85 - Public Works Expenditures

DEPARTMENTAL INFORMATION

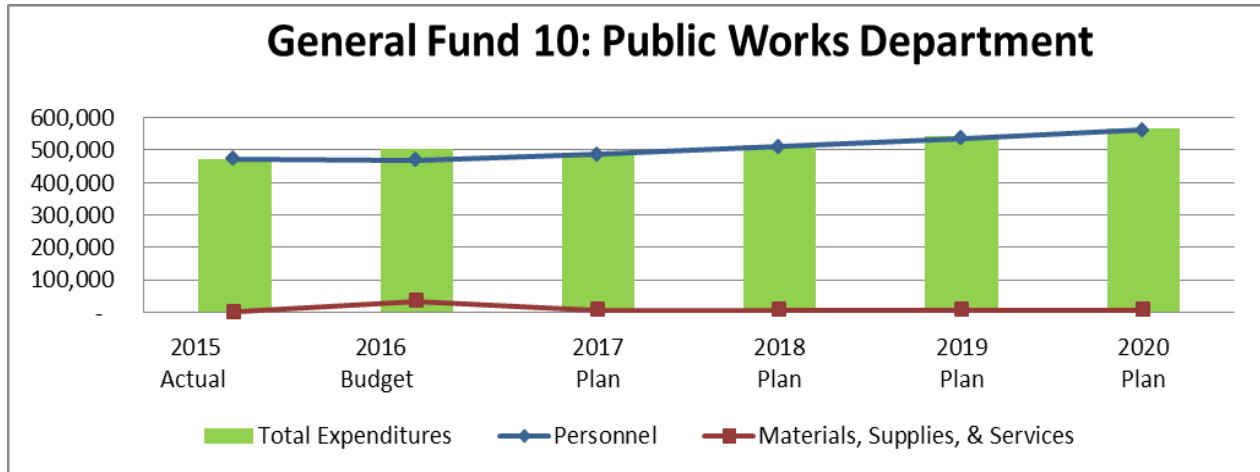


Chart 17 - Public Works Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan.

Personnel

Public Works Personnel FY 2015-16	
Position	FTE
Assistant City Manager	1
Assistant Public Works Director	1
Electrician	1
Utility Maintenance I – Electrical	1
Administrative Assistant	1.4
Total	5.4

Table 86 - Public Works Department Personnel

Budget Requests - Approved

Public Works - Water

Highlights

Goals

Performance Measures

DEPARTMENTAL INFORMATION

Expenditures

Most Water expenditures are found in the Water Utility (51) Fund.

Water Utility Fund 51: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	387,642	538,382	760,057	788,295	817,945	849,077
Materials, Supplies, and Services	920,995	989,704	1,018,104	1,016,104	1,016,104	1,016,104
Capital Outlay	2,792,209	512,220	231,832	139,000	115,000	115,000
Debt Service	158,291	692,425	694,000	693,925	690,275	691,475
Depreciation	-	-	-	-	-	-
Transfers	30,848	30,848	30,848	30,848	30,848	30,848
Administrative Charge	1,181,429	1,212,050	1,212,050	1,212,050	1,212,050	1,212,050
Total Fund Expenditures	5,471,413	3,975,629	3,946,891	3,880,222	3,882,222	3,914,554
% Change From Prior Period	114%	-27%	-1%	-2%	0%	1%

Table 87 - Water Expenditures

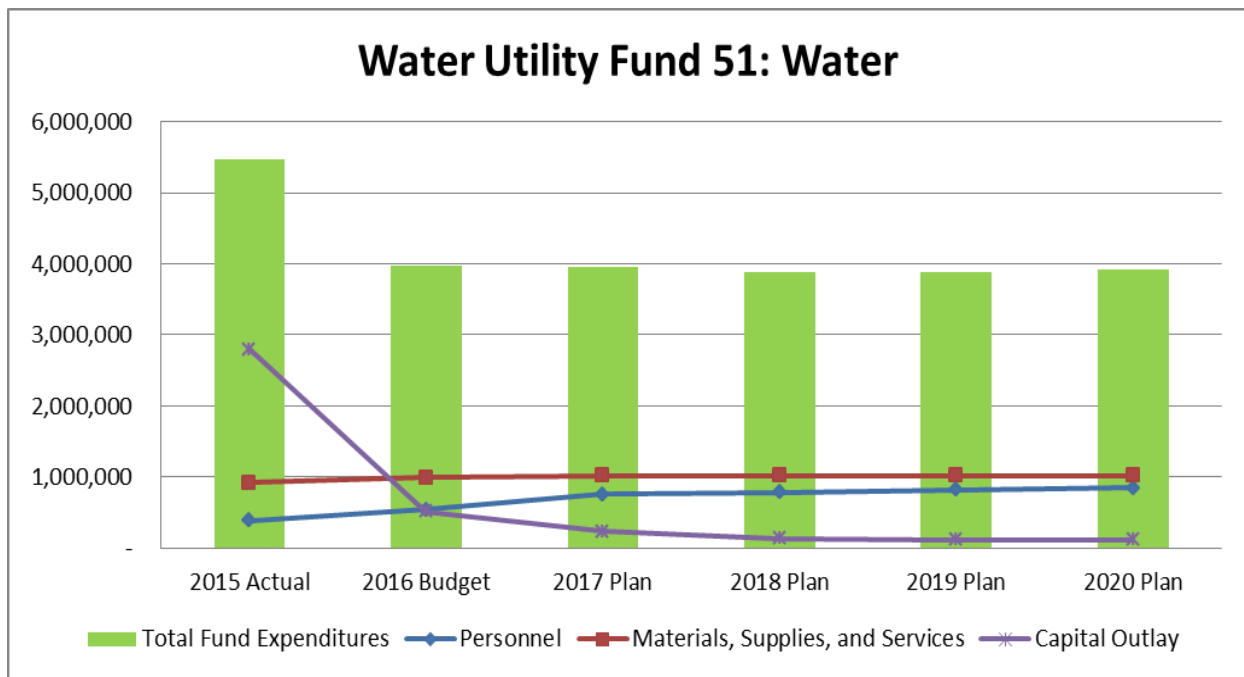


Chart 18 - Water Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and an additional Utility Maintenance I that was recommended. The increase in materials, supplies, and services is due to recommended expenses for fuel, vehicle maintenance, and BlueReview (new software).

Personnel

DEPARTMENTAL INFORMATION

Water Personnel FY 2015-16	
Position	FTE
Utility Maintenance IV	1
Utility Maintenance II	2
Utility Maintenance I	4
Seasonal Employees	.75
Total	7.75

Table 88 - Water Personnel

Public Works - Sewer

Highlights

Goals

Performance Measures

Expenditures

Sewer Utility Fund 52: Expenditures						
Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	92,746	140,728	152,969	160,188	167,769	175,728
Materials, Supplies, and Services	1,444,944	1,646,585	1,646,585	1,646,585	1,646,585	1,646,585
Capital Outlay	118,132	253,905	138,000	-	-	-
Depreciation	-	-	-	-	-	-
Transfers and Other Uses	6,539	6,539	6,539	6,539	6,539	6,539
Administrative Charge	584,375	609,987	609,987	609,987	609,987	609,987
Total Fund Expenditures	2,246,736	2,657,744	2,554,080	2,423,299	2,430,880	2,438,839
% Change From Prior Period	14%	18%	-4%	-5%	0%	0%

Table 89 - Sewer Expenditures

DEPARTMENTAL INFORMATION

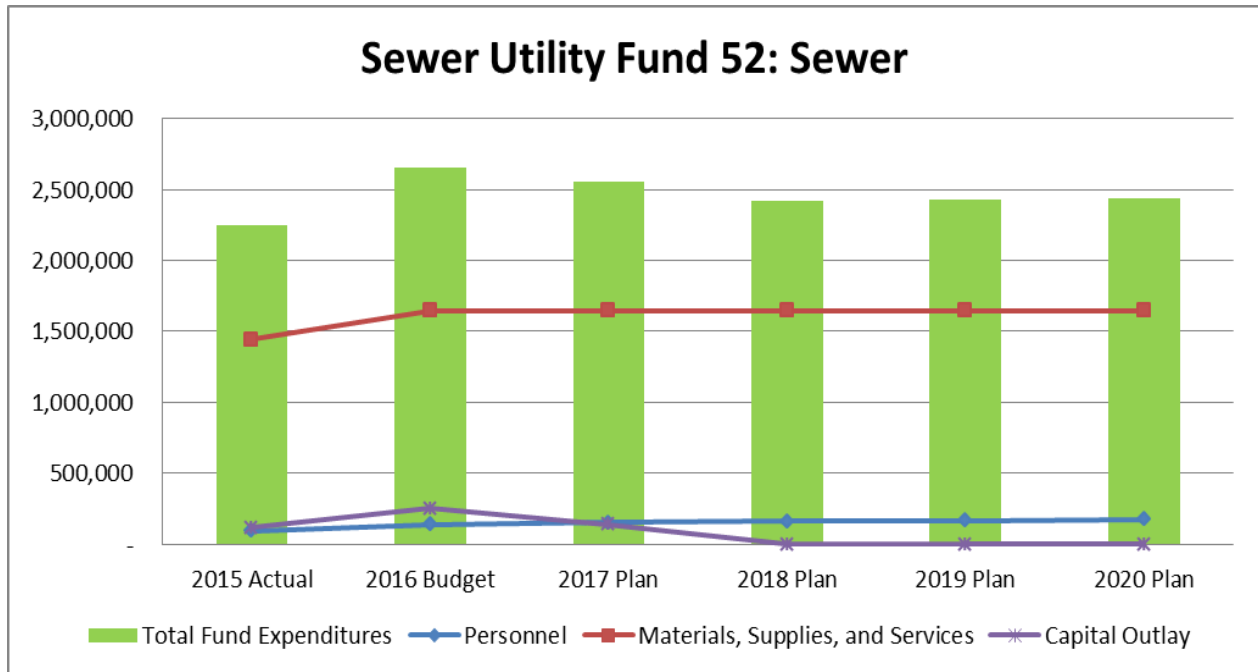


Chart 19 - Sewer Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan.

Personnel

Sewer Personnel FY 2015-16	
Position	FTE
Utility Maintenance II	1
Utility Maintenance I	1
Seasonal Employees	.75
Total	2.75

Table 90 - Sewer Personnel

Public Works - Streets

Highlights

Goals

Performance Measures

Expenditures

DEPARTMENTAL INFORMATION

General Fund 10: Streets Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	144,097	269,781	372,555	390,926	410,214	430,468
Materials, Supplies, & Services	405,915	231,322	305,357	234,272	234,272	234,272
Total Expenditures	550,012	501,103	677,913	625,198	644,487	664,740
% Change from Prior Period	7%	-9%	35%	-8%	3%	3%

Table 91- Streets Expenditures

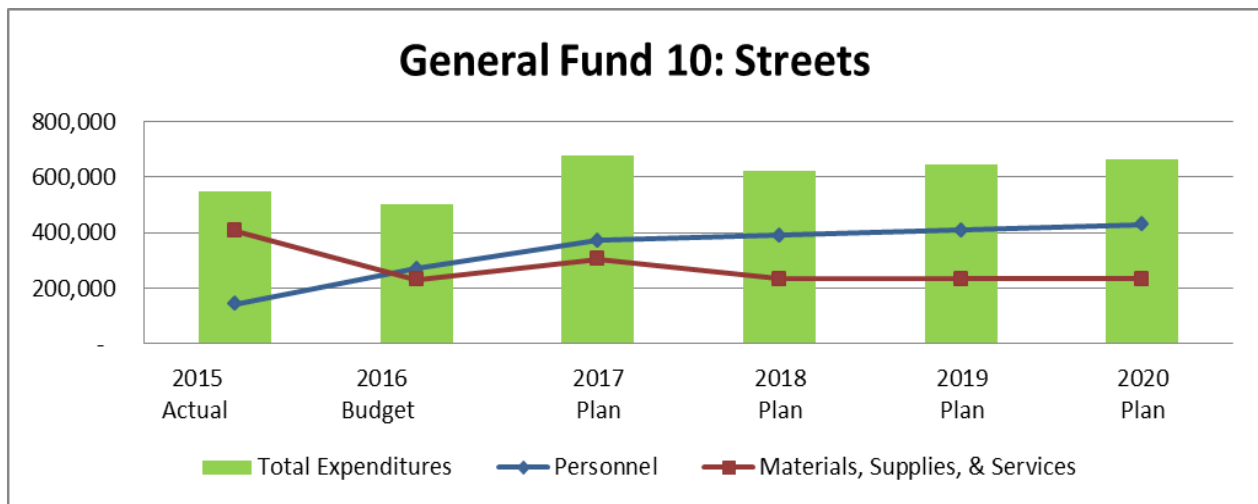


Chart 20- Streets Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and a Streets Supervisor that was recommended. The increase in materials, supplies, and services is due to additional funds for traffic signal maintenance and the ELGIN sweeper maintenance.

Personnel

Streets Personnel FY 2015-16	
Position	FTE
Storm Water/Streets Supervisor	1
Utility Maintenance I	3
Seasonal - Streets	3
Total	7

Table 92 - Streets Department Personnel

DEPARTMENTAL INFORMATION

Budget Requests - Approved

Public Works - Parks

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Parks & Open Space Department						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	406,634	628,134	630,650	640,271	650,373	660,980
Materials, Supplies, & Services	299,827	332,059	347,771	327,726	357,189	358,087
Total Expenditures	706,461	960,193	978,421	967,997	1,007,562	1,019,067
% Change from Prior Period	22%	36%	2%	-1%	4%	1%

Table 93 - Parks Expenditures

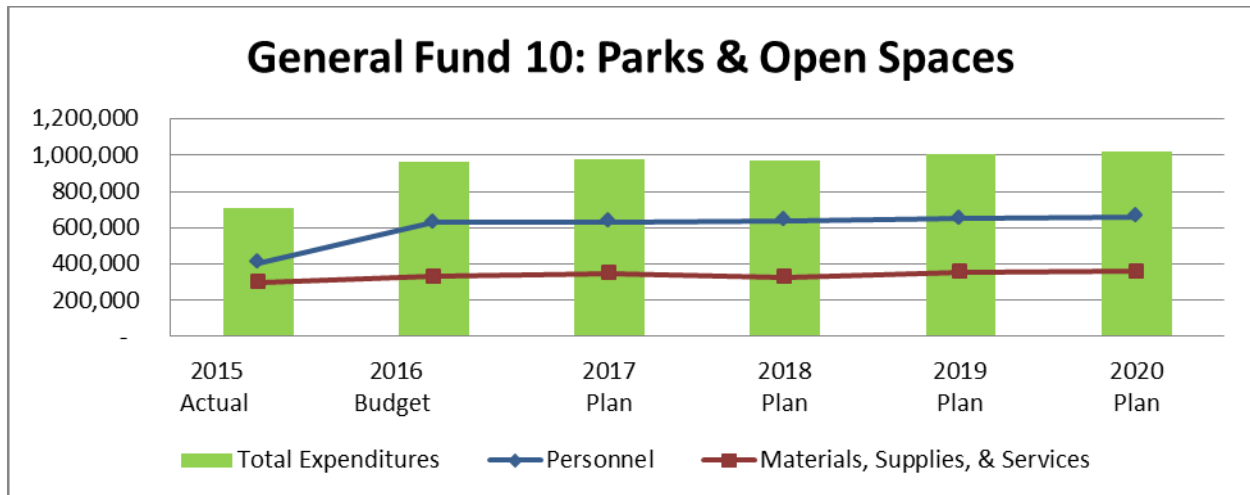


Chart 21 - Parks Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan. The increase in materials, supplies, and services is due to increased budgets for several parks and additional mowers and equipment.

Personnel

DEPARTMENTAL INFORMATION

Parks Personnel FY 2015-16	
Position	FTE
Parks Superintendent	1
Parks Maintenance III	2
Parks Maintenance I	3
Parks Seasonal	7.6
Total	13.6

Budget Requests - Approved

Public Works - Public Improvements

Highlights

Goals

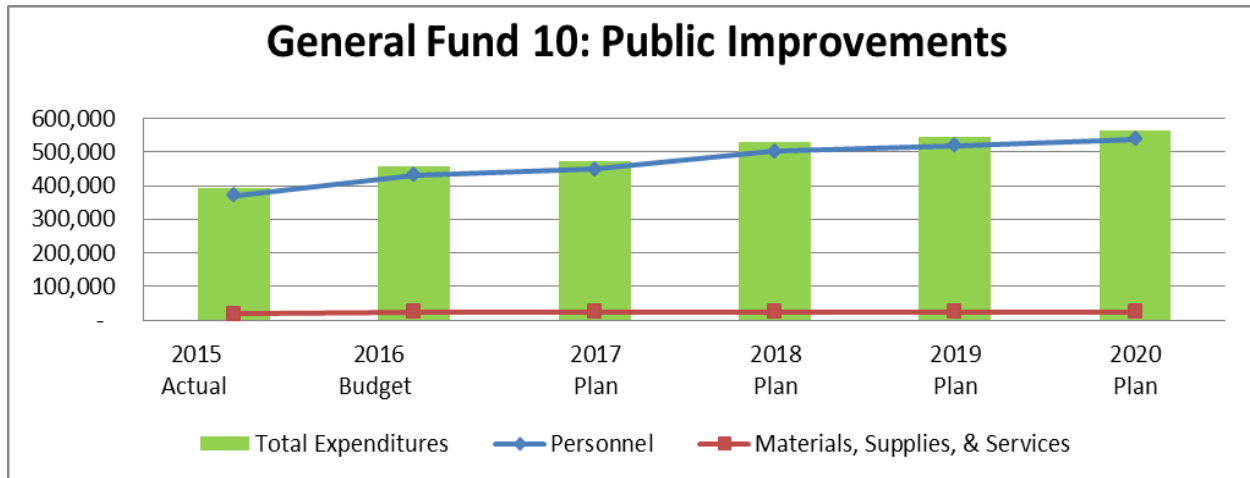
Performance Measures

Expenditures

General Fund 10: Public Improvements						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	371,989	432,937	449,588	503,406	520,512	538,474
Materials, Supplies, & Services	20,008	25,324	25,324	25,324	25,324	25,324
Total Expenditures	391,997	458,261	474,912	528,730	545,836	563,798
% Change from Prior Period		17%	4%	11%	3%	3%

Table 94 - Public Improvements Expenditures

DEPARTMENTAL INFORMATION



The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and a part-time Administrative Assistant recommended in FY 2018.

Personnel

Public Improvements Personnel FY 2015-16	
Position	FTE
Assistant Public Works Director	1
Public Improvements Lead Inspector	1
Public Improvements Inspector	3
Total	5

Table 95 - Public Improvements Personnel

Budget Requests - Approved

Recreation

DEPARTMENTAL INFORMATION



The Recreation department is responsible for providing recreational opportunities including youth and adult sports, programs, classes, and other recreational pursuits.

Highlights

Goals

Performance Measures

Expenditures

General Fund 10: Recreation						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	50,732	110,785	158,864	166,782	175,096	183,826
Materials, Supplies, & Services	74,826	75,111	145,627	145,627	145,627	145,627
Total Expenditures	125,558	185,896	304,491	312,409	320,723	329,453
% Change from Prior Period	-43%	32%	39%	3%	3%	3%

Table 96 - Parks Expenditures

DEPARTMENTAL INFORMATION

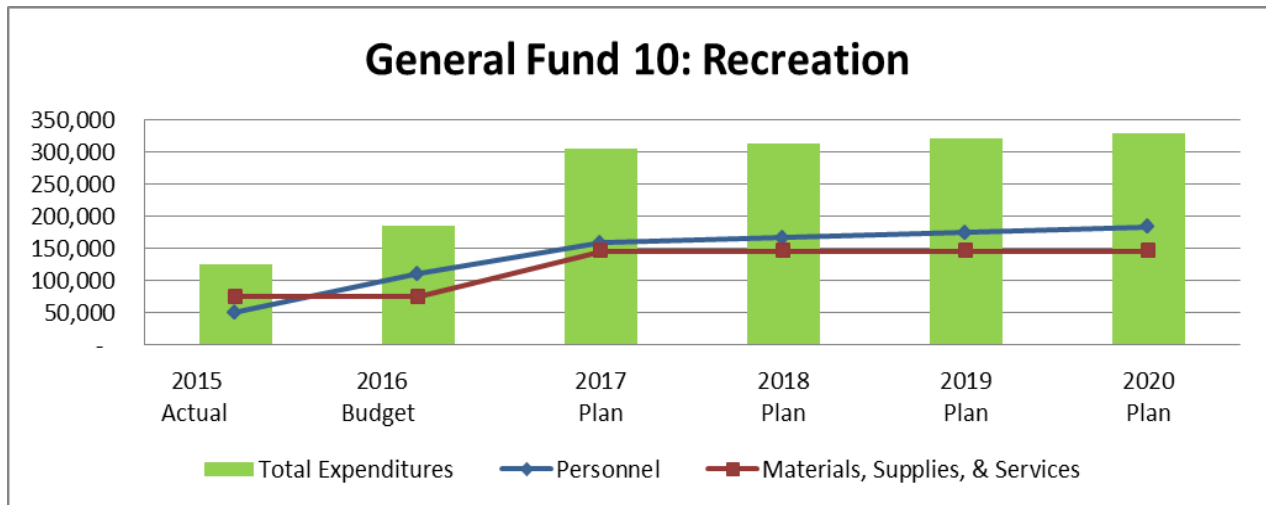


Chart 22 - Recreation Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan. The increase in the materials, supplies, and services are due to increased program expenses. The City Council has directed that recreation programs be self-sufficient. Consequently, we are increasing budgets on revenue and expenditure side to accommodate for the growth in programs.

Personnel

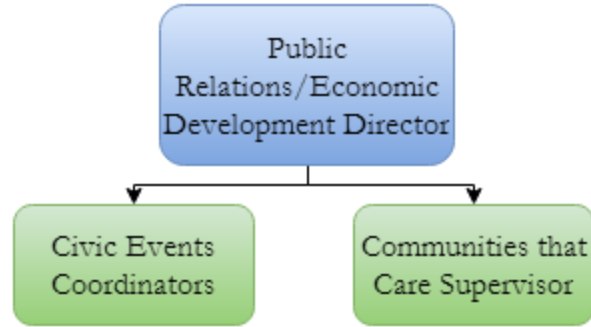
Recreation Personnel FY 2015-16	
Position	FTE
Recreation Director	1
Assistant Recreation Coordinator	.5
Site Coordinator	.75
Sports Official	.7
Total	2.95

Table 97 - Recreation Personnel

Budget Requests - Approved

Civic Events and Communities that Care

DEPARTMENTAL INFORMATION



The Saratoga Springs Civic Events programs strive to provide educational and recreational activities that unite citizens and families. The Communities that Care organization provides classes for drug avoidance and parenting.

Highlights

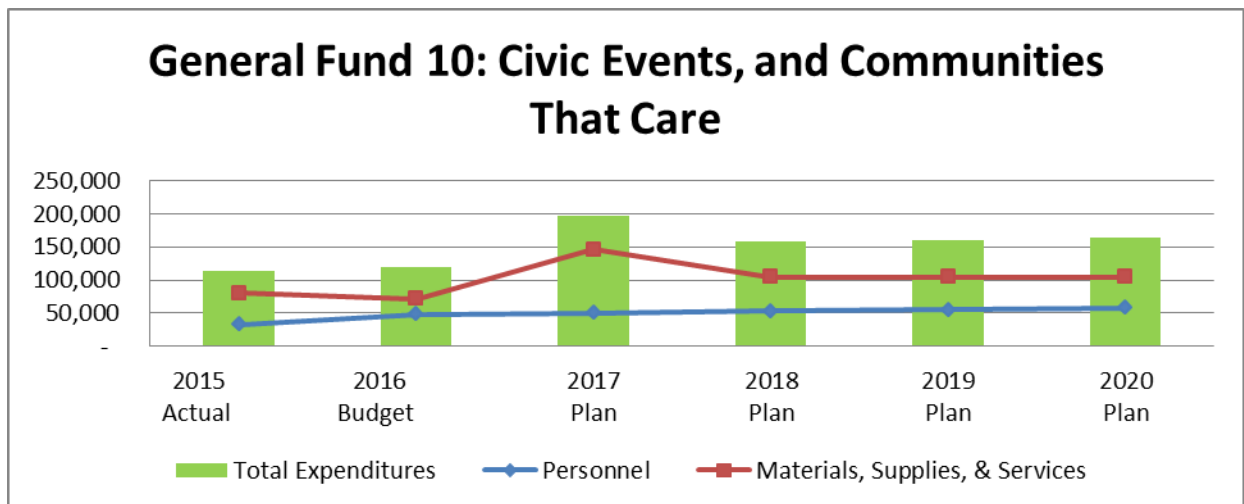
Goals

Performance Measures

Expenditures

General Fund 10: Civic Events, and Communities That Care						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	33,361	48,567	50,315	52,830	55,472	58,245
Materials, Supplies, & Services	79,921	71,198	146,226	104,826	104,826	104,826
Total Expenditures	113,282	119,765	196,541	157,656	160,298	163,071
% Change from Prior Period	100%	5%	39%	-25%	2%	2%

Table 98 - Civic Events and Communities that Care Expenditures



DEPARTMENTAL INFORMATION

Chart 23 - Civic Events and Communities that Care Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and increases based on county grants. The increase in the materials, supplies, and services are due to additional civic events including the 20 Year Celebration, City Float, and Splash Concert.

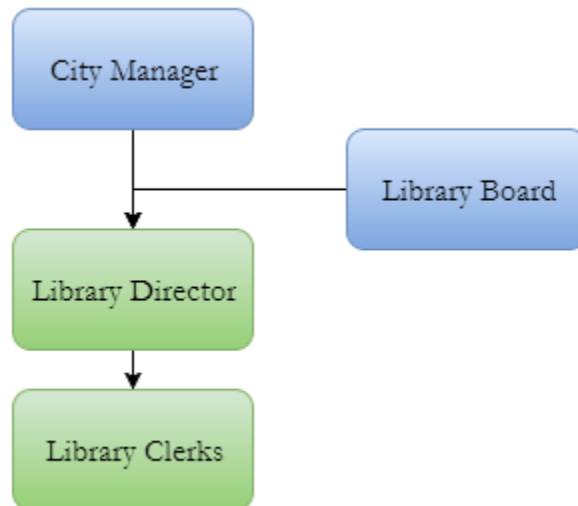
Personnel

Civic Events and Communities that Care Personnel FY 2015-16	
Position	FTE
Civic Events Coordinator	.375
Assistant Civic Events Coordinator	.25
Communities that Care Coordinator	.5
Total	1.125

Table 99 - Civic Events and Communities that Care Personnel

Budget Requests - Approved

Library



The Library department is responsible for providing public services including circulation of materials, programs, the Literacy Center, and other events.

Highlights

Goals

DEPARTMENTAL INFORMATION

Performance Measures

Expenditures

General Fund 10: Library Services						
Expenditures by Major Object	2015	2016	2017	2018	2019	2020
	Actual	Budget	Plan	Plan	Plan	Plan
Personnel	113,420	146,504	235,094	260,349	286,116	312,422
Materials, Supplies, & Services	61,680	95,381	64,260	55,380	56,500	57,627
Capital	-	9,801	-	-	-	-
Total Expenditures	175,100	251,686	299,354	315,729	342,616	370,049
% Change from Prior Period	29%	44%	19%	5%	9%	8%

Table 100 - Library Expenditures

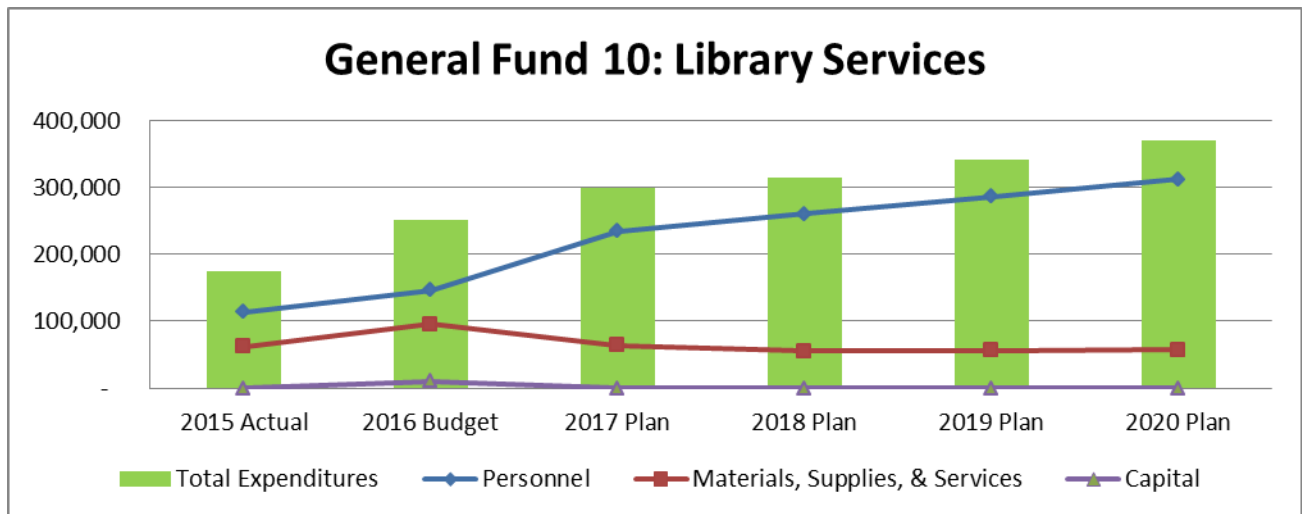


Chart 24 - Library Expenditures

The increase in personnel costs is due to the increases in salary due to the changes in the proposed pay plan and additional part time library clerk staffing. The increase in materials, supplies, and services is due to additional costs of building maintenance, software maintenance, and fee collection costs.

Personnel

Library Personnel FY 2015-16	
Position	FTE
Library Director	1
Library Clerks	2.83
Total	3.83

DEPARTMENTAL INFORMATION

Table 101 - Library Personnel

Budget Requests - Approved

POLICIES AND OBJECTIVES

This section of the Budget outlines the City's Policies and Objectives as they relate to the municipal budget. The City of Saratoga Springs recognizes its duty to its citizens and other interested parties to account for public funds and resources. The Policies and Objectives hereinafter are set forth to establish guidelines for fiscal accountability, full disclosure, and planning. These financial management policies provide a basic framework for the overall fiscal management of the City. These policies represent a foundation to address changing circumstances and conditions, and to assist in the decision making process. In addition, these policies represent guidelines for evaluating both current and future activities.

The financial policies represent long-standing principles and practices that have enabled the City to maintain financial stability. The policies are reviewed annually to represent current public policy decisions. These policies are adopted annually by the Council as part of the budget process.

BUDGET ORGANIZATION

- A. Through its financial plan (Budget), the City is committed do the following:
 - 1. Identify citizens' needs for essential services.
 - 2. Organize programs to provide essential services.
 - 3. Establish program policies and goals that define the type and level of program services required.
 - 4. List suitable activities for delivering program services.
 - 5. Propose objectives for improving the delivery of program services.
 - 6. Identify available resources and appropriate the resources needed to conduct program activities and accomplish program objectives.
 - 7. Set standards to measure and evaluate the following:
 - i) Set standards to measure and evaluate the following:
 - ii) The output of program activities
 - iii) 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.
- C. The City Council will review and amend appropriations, if necessary, during the fiscal year.
- D. The City will use a multi-year format (five years for operations and capital improvement plan) 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 five-year period, with the focus on the budget

POLICIES AND OBJECTIVES

2. The emphasis 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 three-year budget process. The focus is on the financial plan. In the second year, operational budgets will be adjusted to reflect unexpended balances from the first year and create the subsequent year's budget plan.
- E. The emphasis 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 three-year budget process. The focus is on the financial plan. In the second year, operational budgets will be adjusted to reflect unexpended balances from the first year and create the subsequent year's budget plan.
- F. 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.
- G. The City will work to improve their program service levels and expenditures by insuring:
 1. New/growth related service levels: The 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 as part of the budget process, 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 unless staff has provided a five-year analysis of ongoing maintenance and operational costs where applicable.
 5. Re-evaluate decisions: Political, economic, and legal changes necessitate reevaluation to ensure Council goals are being met. Staff and Council should use the budget process to review programs.
 6. New service implementation: Prior to implementing a new service, the City Council should consider a full assessment of staffing and funding requirements.
 7. Benchmarking and performance measurement: The City will strive to measure its output and performance.
- H. 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 **quality** and **quantity** of output as well as **quantity** of resource input.

GENERAL REVENUE MANAGEMENT

POLICIES AND OBJECTIVES

- I. The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one-revenue source.
- J. 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.
- K. One-time revenue sources will not be used for ongoing expenses unless specifically approved by the City Council.

USER FEE COST RECOVERY GOALS

- L. **User Fee Cost Recovery Levels.** In establishing user fees and cost recovery levels, the following factors will be considered:
 - 1. **Community-Wide versus Special Benefit.** The level of user fee cost recovery should consider the community-wide versus special service nature of the program or activity. The use of general purpose revenues is appropriate for community-wide services, while user fees are appropriate for special benefit purposes to easily identified individuals or groups.
 - 2. **Service Recipient versus Service Driver.** After considering community-wide versus special benefit of the service, the concept of service recipient versus service driver should also be considered. For example, it could be argued that the applicant is not the beneficiary of the City's development review efforts; the community is the primary beneficiary. However, the applicant is the driver of development review costs, and as such, cost recovery from the applicant is appropriate.
 - 3. **Effect of Pricing on the Demand for Services.** The level of cost recovery and related pricing of services can significantly affect the demand and subsequent level of services provided. At full cost recovery, this has the specific advantage of ensuring that the City is providing services for which there is genuinely a market that is not overly stimulated by artificially low prices. Conversely, high levels of cost recovery will negatively impact the delivery of services to lower income groups. This negative feature is especially pronounced and works against public policy, if the services are specifically targeted to low income groups.
 - 4. **Feasibility of Collection and Recovery.** Although it may be determined that a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.
 - 5. **Factors Favoring Low Cost Recovery Levels.** Low cost recovery levels are appropriate under the follow circumstances:

POLICIES AND OBJECTIVES

- i) There is no intended relationship between the amount paid and the benefit received. Almost all “social service” programs fall into this category as it is expected that one group will subsidize another.
 - ii) Collecting fees is not cost-effective or will significantly affect the efficient delivery of the service.
 - iii) There is no intent to limit the use of (or entitlement to) the service. Again, most "social service" programs fit into this category as well as public safety (police and fire) emergency response services. Historically, access to neighborhood and community parks would also fit into this category
 - iv) The service is non-recurring, generally delivered on a "peak demand" or emergency basis, cannot reasonably be planned for on an individual basis, and is not readily available from a private sector source. Many public safety services also fall into this category.
 - v) Collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the City. Many small-scale licenses and permits might fall into this category
6. **Factors Favoring High Cost Recovery Levels.** The use of service charges as a major source of funding service levels is especially appropriate under the following circumstances:
- i) The service is similar to services provided through the private sector. An example of this is the City’s water and sewer fund.
 - ii) Other private or public sector alternatives could or do exist for the delivery of the service.
 - iii) For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
 - iv) The use of the service is specifically discouraged. Police responses to disturbances or false alarms might fall into this category.
 - v) The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements. Building permit, plan checks, and subdivision review fees for large projects would fall into this category.
7. **General Concepts Regarding the Use of Service Charges.** The following general concepts will be used in developing and implementing service charges:

POLICIES AND OBJECTIVES

- i) Revenues should not exceed the reasonable cost of providing the service. When setting service charges, consideration will be given for the reserves necessary to shield the service during an economic downturn or extraordinary events.
 - ii) Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs such as accounting, personnel, data processing, vehicle maintenance, and insurance.
 - iii) The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
 - iv) Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service.
 - v) A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.
8. **Low Cost-Recovery Services.** Based on the criteria discussed above, the following types of services should have very low cost recovery goals. In selected circumstances, there may be specific activities within the broad scope of services provided that should have user charges associated with them. However, the primary source of funding for the operation as a whole should be general purpose revenues, not user fees.
- i) Delivering public safety emergency response services such as police and fire services.
 - ii) Maintaining and developing public facilities that are provided on a uniform, communitywide basis such as streets, parks, and general purpose buildings.
 - iii) Providing social service programs and economic development activities.
9. **Recreation Programs.** The following cost recovery policies apply to the City's recreation programs:
- i) Cost recovery for activities directed to adults should be relatively high.
 - ii) Cost recovery for activities directed to youth and seniors should be relatively low. In those circumstances where services are similar to those provided in the private sector, cost recovery levels should be higher. Although ability to pay may not be a concern for all youth and senior participants, these are desired program activities, and the cost of determining need may be greater than the cost of providing a uniform service fee structure to all participants. Further, there is a community-wide benefit in encouraging high-levels of participation in youth and senior recreation activities regardless of financial status.
 - iii) Cost recovery goals for recreation activities guidelines are set as follows:

POLICIES AND OBJECTIVES

- (1) All recreation activities will contribute to 100% cost recovery for all program expenditures including salaries, materials and supplies, and overhead.
 - iv) For cost recovery activities of less than 100%, there should be a differential in rates between residents and non-residents when administratively feasible.
 - v) Charges will be assessed for use of ball fields, special-use areas, and recreation equipment for activities not sponsored or co-sponsored by the City. Such charges will generally conform to the fee guidelines described above.
 - vi) A vendor charge of at least 10 % of gross income will be assessed from individuals or organizations using City facilities for money-making activities.
 - vii) The Recreation Department will consider waiving fees only when the City Manager determines in writing that an undue hardship exists.
10. **Development Review Programs.** The following cost recovery policies apply to the development review programs:
- i) Services provided under this category include:
 - (1) Planning (planned development permits, tentative tract and parcel maps, rezoning, general plan amendments, variances, use permits)
 - (2) Building and safety (building permits, structural plan checks, inspections).
 - (3) Engineering (public improvement plan checks, inspections, subdivision requirements, encroachments).
 - (4) Fire plan check.
 - ii) Cost recovery for these services should generally be very high. The City's cost recovery goal shall be 100%.
 - iii) However, in charging high cost recovery levels, the City shall clearly establish and articulate standards for its performance in reviewing developer applications to ensure that there is "value for cost".
11. **Comparability with Other Communities.** In setting user fees, the City should consider fees charged by other agencies in accordance with the following criteria:
- i) Surveying the comparability of the City's fees to other communities provides useful background information in setting fees for several reasons:
 - (1) They reflect the "market" for these fees and can assist in assessing the reasonableness of the City's fees.
 - (2) If prudently analyzed, they can serve as a benchmark for how cost-effectively the City provides its services.
 - ii) However, fee surveys should never be the sole or primary criteria in setting City fees as there are many factors that affect how and why other communities have set their fees at their levels. For example:
 - (1) What level of cost recovery is their fee intended to achieve compared with our cost recovery objectives?

POLICIES AND OBJECTIVES

- (2) What costs have been considered in computing the fees?
- (3) When was the last time that their fees were comprehensively evaluated?
- (4) What level of service do they provide compared with our service or performance standards?
- (5) Is their rate structure significantly different than ours and what is it intended to achieve?
 - (a) These can be very difficult questions to address in fairly evaluating fees among different communities. As such, the comparability of our fees to other communities should be one factor among many that is considered in setting City fees.

ENTERPRISE FUND FEES AND RATES

- M. **Fees and Rates.** The City will set fees and rates at levels that fully cover the total direct and indirect costs—including operations, capital outlay, and debt service of the following enterprise programs: water, sewer, refuse, and storm drain. Adequate reserves will also be considered when setting fees and rates.
- N. **Franchise and In-Lieu Fees.** The City will treat the enterprise funds in the same manner as if they were privately owned and operated. In addition to setting rates at levels necessary to fully cover the cost of providing water and sewer service, charging reasonable franchise and property tax in-lieu fees will be considered. Franchise fees will be considered for water, sewer, garbage, and storm drain.
- O. **Ongoing Rate Review.** The City will review and update fees and rate structures at least annually to ensure that they remain appropriate and equitable based on factors such as the impacts of inflation, other cost increases, the adequacy of coverage of costs, and current competitive rates.

VENTURE FUND

- P. The City Council may authorize a sum of money to encourage innovation and to realize opportunities not anticipated in the regular program budgets. The current budget does not include any funding currently for this purpose. When funds are authorized, 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.

POLICIES AND OBJECTIVES

Employees may receive up to 10 % or up to \$500 of the savings or revenue brought in from the proposal on a one-time basis.

BALANCED BUDGET POLICY

Q. Per state law, the City is required to pass a balanced budget annually. The City considers a budget balanced when beginning fund balance (revenues on hand at the beginning of the year) and revenues received during the year are equal to the expenditures for the year and the ending fund balance (or the revenues on hand at the end of the year).

CAPITAL FINANCING AND DEBT MANAGEMENT

Capital Financing

- R. 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.
- S. 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.
- T. Capital improvements will be financed primarily through user fees, service charges, assessments, special taxes, impact fees, or developer agreements when benefits can be specifically attributed to users of the facility.
- U. The City will use the following criteria to evaluate pay-as-you-go versus long-term financing for capital improvement funding:

Factors That Favor Pay-As-You-Go

1. When current revenues and adequate fund balances are available or when project phasing can be accomplished.
2. When debt levels adversely affect the City's credit rating.
3. When market conditions are unstable or present difficulties in marketing.

Factors That Favor Long-Term Financing

4. 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.
5. When the project securing the financing is of the type that will support an investment grade credit rating.

POLICIES AND OBJECTIVES

6. When market conditions present favorable interest rates and demand for City financing.
7. When a project is mandated by state or federal requirements and current revenues and available fund balances are insufficient.
8. When the project is immediately required to meet or relieve capacity needs.
9. When the life of the project or asset financed is 10 years or longer.
10. Spread the cost of the asset to those who benefit from it now and in the future
11. Acquire assets as needed rather than wait until sufficient cash has built up.

Factors That Favor Short-Term Financing

12. To meet interim financing needs of construction projects if the full cost of the project is not yet known.
13. Borrow short-term and refinance with long-term debt once a project is completed. Used when issuer believes that market conditions favor delaying issuance of long-term bonds is more advantageous, i.e. falling long-term rates.

Debt Management

- V. The City will not obligate the General Fund to secure long-term financing except when marketability can be significantly enhanced and/or interest rates can be decreased.
- W. Direct debt will not exceed 4 % of assessed valuation.
- X. 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.
- Y. 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.
- Z. 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.
- AA. The City will annually monitor all forms of debt, coinciding with the City's budget preparation and review process, and report concerns and remedies, if needed, to the Council.
- BB. The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
- CC. 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:

POLICIES AND OBJECTIVES

1. Purposes for which debt will be issued
2. Types of debt that may be issue
3. Limitations on indebtedness
4. Debt maturity schedule or other structural features
5. Method of sale
6. Method of selecting consultants and professionals
7. Refunding policies
8. Disclosure practices

Purpose of this debt policy is to integrate the issuance of debt and other financing sources with the City's long-term planning and objectives and provide guidance on acceptable levels of indebtedness.

Policies flexible to permit City to take advantage of market opportunities or to respond to changing conditions without jeopardizing essential public services.

FUND BALANCE AND RESERVES

DD. General Fund. Section 10-6-116 of the Utah Code limits the accumulated balance or reserves that may be retained in the General Fund. The use of the balance is restricted as well. General Fund balance retained cannot exceed 25 % of estimated total ensuing year's budgeted 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.

Utah Code further limits the minimum General Fund balance to be maintained at 5 % of the total, estimated, ensuing years budgeted revenues. No appropriations may be made against the 5 % mandated minimum.

The General Fund balance reserve is an important factor in the City's ability to respond to unforeseen and unavoidable emergencies and revenue shortfalls. Alternative uses of excess fund balance must be carefully weighed. Over the next two years, the City will strive to maintain the General Fund Balance at the legal maximum of 25 %. The City Council may appropriate fund balance as needed to balance the budget for the current fiscal year as in compliance with State Law. Provision will be made to transfer any remaining General Fund

POLICIES AND OBJECTIVES

balance to the City's Capital Improvement Projects Fund to be designated for projects included in the City's Capital Facilities Plan.

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.

Capital Improvement Funds

EE. 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.

1. The City will establish and maintain an equipment replacement program to provide 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 replacement program.
2. The City will establish and maintain a computer replacement program to provide for timely replacement of computer 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 replacement program.
3. The City may accumulate funds, as it deems appropriate for capital and equipment replacement costs.
4. The City will, prior to making capital project appropriations, consider any and all operational and maintenance costs associated with said project to determine fiscal impacts on current and future budgets.

Enterprise Funds

FF. The City will maintain a balance in the Enterprise Funds equal to at least the minimum debt ratio requirements identified in its bond obligations.

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

POLICIES AND OBJECTIVES

- i) Economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy
- ii) Contingencies for unseen operating or capital needs
- iii) Cash flow requirements

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

1. Funding requirements for projects approved in prior years that are carried forward into the new year;
2. Debt service reserve requirements;
3. Reserves for encumbrances; and
4. Other reserves or designations required by contractual obligations or generally accepted accounting principles.

RECESSION / REVENUE SHORTFALL PLAN

HH. The City intends to establish a plan, including definitions, policies, and procedures to address financial conditions that could result in a net shortfall of revenues and resources as compared to requirements. The Plan is divided into the following three components:

1. **Indicators** - Serve as warnings that potential budgetary impacts are increasing in probability. The City will monitor major revenue sources such as sales and franchise tax, property tax, and building permits, as well as inflation factors and national and state trends. A set of standard indicators will be developed.
2. **Phases** - 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** - Preplanned steps to be taken in order to prudently address and counteract the anticipated shortfall.

II. 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 reserves to address economic uncertainties. As any recessionary impact reduces the City's reserves, corrective action will increase proportionately. Following is a summary of the phase classifications and the corresponding actions that may be taken.

1. **ALERT: A reduction in total budgeted revenues of 2%.** 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

POLICIES AND OBJECTIVES

responsible for monitoring its individual budgets to ensure only essential expenditures are made.

2. **MINOR: A reduction in total budgeted revenues of 3%.** The objective at this level is still to maintain “Same Level” of service where possible. Actions associated with this level would be as follows:
 - i) Implementing the previously determined “Same Level” Budget.
 - ii) Intensifying the review process for large items such as contract services, consulting services, and capital expenditures, including capital improvements.
 - iii) Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible.
3. **MODERATE: A reduction in total budgeted revenues of 4 to 5%.** Initiating cuts of service levels by doing the following:
 - i) Requiring greater justification for large expenditures.
 - ii) Deferring capital expenditures.
 - iii) Reducing CIP appropriations from the affected fund.
 - iv) Hiring to fill vacant positions only with special justification and authorization.
 - v) Closely monitoring and reducing operating and capital expenditures.
4. **MAJOR: A reduction in total budgeted revenues of 6% or more.**

Implementation of major service cuts:

 - i) Instituting a hiring freeze.
 - ii) Reducing the temporary work force.
 - iii) Deferring wage increases.
 - iv) Further reducing operating and capital expenditures.
 - v) Preparing a strategy for reduction in force.
5. **CRISIS: Reserves must be used to cover operating expenses**
 - i) Implementing reduction in force or other personnel cost-reduction strategies.
 - ii) Eliminate programs/services.
 - iii) Eliminate/defer capital improvements.

JJ. 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.

KK. Fiscal First Aid - The Government Finance Officers Association (GFOA) in 2010 released fiscal first aid techniques that governments can implement when responding to financial distress. GFOA states that fiscal first aid techniques can be used as an immediate short-term aid to stop perpetuating financial distresses. While the development of permanent treatments may be necessary, in less severe cases of financial distress, fiscal first aid alone may be sufficient. The four categories of fiscal first aid are as follows:

POLICIES AND OBJECTIVES

1. **Primary Treatments** – are those that are recommended as the first line of defense and should be considered as a first option. In many cases, the go-to treatments not only provide immediate help but also improve the long-term prognosis.
2. **Treatments to Use with Caution** - may be called for if the go-to techniques are not sufficient. However, the side effects of these treatments could potentially worsen the financial condition if used improperly.
3. **Treatments to Use with Extreme Caution** - might help the near term financial situation, but could ultimately work against financial sustainability. For example, a treatment might damage the government’s reputation, thereby reducing public support through local taxes
4. **Treatments Not Advised** - are ones that can cause long term negative effects.

The first step in implementing fiscal first aid is to diagnose the main causes of the problem. Accurate diagnosis is essential for selecting the right treatment and getting support for the treatment regimen. GFOA states that when diagnosing the problem, it is advisable to emphasize factors internal to the organization such as structure, culture, and communications. While external causes, such as a poor economy or state/federal mandates, may be at least partially to blame for fiscal distress, fixating on these largely uncontrollable items saps confidence that a good solution can be found.

The City has evaluated its own management practices against the four fiscal first aid treatments identified above. The subsequent table compares the actions the City has employed in its current management practices against each treatment. As demonstrated in the following table, the City has implemented strong fiscal management practices that offer proactive techniques utilized as a short and long-term aid to achieve the highest level of fiscal management. The City has implemented its “Recession/Net Revenue Shortfall Plan” (refer to the “Policies and Objectives” section) and is closely monitoring the potential budgetary impacts and strategies.

Fiscal First Aid Techniques			
Action	Primary Treatments	Action	
	Revenue		Recognize opportunities within crisis
	Audit revenue sources	X	Manage perceptions
	Improve billing and collections	X	Be willing to spend money to save money
X	Explore fees for services	X	Network with peer agencies and individuals
X	Propose taxes with a strong nexus		Human Resources and Benefits
X	Conduct a tax lien sale	X	Evaluate overtime use
		X	Address health care costs & workers; compensation claims/patterns

POLICIES AND OBJECTIVES

	Capital and Debt		Re-examine labor structures
X	Start comprehensive capital project planning	X	Assess organization structure
X	Restructure Debt	X	Integrate human resources and financial systems
		X	Investigate risk management
	Management Practices		
X	Make managers manage		Financial Planning and Analysis
X	Enhance purchasing practices		Evaluate financial condition & get benchmark data
	Pursue inter-organizational cooperation	X	Inventory programs and ascertain their costs
X	Revisit control system		Audit certain recurring expenditures
X	Centralize financial management and human resources activities		Divest of loss-generating enterprises
	Develop cash flow reporting	X	Seek state, federal, and/or regional assistance
X	Establish a culture of frugality		Identify sources of liquidity
Treatments to Use with Caution			
	Revenue		Human Resources and Benefits
	Sell assets		Offer early retirement program
	Obtain better returns on idle cash	X	Increase part-time labor
		X	Institute hiring/wage freezes
		X	Reduce hours worked and pay
	Capital and Debt		Financial Planning and Analysis
X	Use short-term debt to pay for vehicles		Revisit inter-fund transfer policies
X	Defer and/or cancel capital projects	X	Use fund balance to soften the landing
	Use debt to fund pay-go capital projects		Management Practices
		X	Close facilities (or reduce hours of operation)
			Outsource
Treatments to Use with Extreme Caution			
	Revenue		Human Resources and benefits
X	Levy a broad tax increase		Make across-the-board wage cuts
	Create special taxing districts		Defer compensation
	Capital and Debt		Management Practices
			Make across-the-board budget cuts
Treatments Not Advised			
	Revenue		Human Resources and Benefits
			Underfund accrued liabilities like pensions
	Capital and Debt		Management practices
	Shift operational costs into capital budgets		Use accounting manipulations

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Table 102 - Fiscal First Aid Techniques, Comparing City Practices to Techniques

Note: An “X” indicates a fiscal first aid technique that the city would use depending on the severity of the budget shortfall.

CAPITAL IMPROVEMENT MANAGEMENT

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

1. Public improvement projects 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 \$25,000.

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 or infra-structure.

The Impact Fees Act requires that a city or district serving a population of 5,000 or greater have a Capital Facilities Plan prepared in coordination and compliance with its General Plan that identifies the demands that will be placed upon the existing and future facilities by new development and the means that the City will use to accommodate the additional demand. A Capital Facilities Plan, completed in compliance with Utah State legislation, has been prepared and will be adopted in conjunction with the Impact Fee Ordinance and Impact Fee Analysis.

The written impact fee analysis is required under the Impact Fees Act and must identify the impacts placed on the facilities by development activity and how these impacts are reasonably related to the new development. The written impact fee analysis must include a proportionate share analysis, as described below, and clearly detail all cost components and the methodology used to calculate each impact fee.

The Impact Fees Act requires that the written analysis include a Proportionate Share Analysis that is intended to equitably divide the capacity and costs of each facility identified in the Capital Facilities Plan between future and existing users relative to the benefit each group will receive from the improvement.

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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. During the budget review process, adjustments to impact fee related projects may need to be made. Any changes made to these projects should be updated in the impact fee analysis and included in future impact fee studies.

HUMAN RESOURCE MANAGEMENT

- MM. The City will manage the growth of the regular employee work force without reducing levels of service or augmenting ongoing regular programs with temporary employees, except as provided in sections OO and PP below.
- NN. The budget will fully appropriate the resources needed for authorized regular staffing and limit programs to the regular staffing authorized.
- OO. Staffing and contract service cost ceilings will limit total expenditures for regular employees, temporary employees, and independent private contractors hired to provide operating and maintenance services.
- PP. 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, state compensation laws and federal laws.
- QQ. 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 the hiring of all regular and temporary employees. The City Manager will approve the hiring of the final candidate.
 3. All requests for additional regular positions will include evaluations of the following:
 - i) The necessity, term, and expected results of the proposed activity.

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- ii) Staffing and materials costs including salary, benefits, equipment, uniforms, clerical support, and facilities.
- iii) The ability of private industry to provide the proposed service.
- iv) Additional revenues or cost savings that may be realized.
- v) 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.

RR. Temporary employees will include all employees other than regular employees, elected officials, appointed officials and volunteers. Temporary employees will augment regular City staffing only as extra-help employees, seasonal employees, and work-study assistants. The City will encourage the use of temporary employees to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less than regular, year-round staffing is required.

SS. Contract employees will have written contracts and do not receive regular City employee benefits. Contract employees will occasionally be used to staff programs with unusual operational characteristics or certification requirements, such as recreation programs. The services of contract employees will be discontinued upon completion of the assigned project, program, or activity.

TT. The hiring of temporary employees will not be used as an incremental method for expanding the City's regular work force.

UU. Independent contractors will not be considered City employees. Independent contractors may be used in the following two situations:

1. Short-term, peak workload assignments to be accomplished through the use of personnel contracted through an outside temporary employment agency (OEA). In this situation, it is anticipated that City staff will closely monitor the work of OEA employees 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 City 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

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methods, skills, and equipment will generally be determined and provided by the contractor.

VV. Department Heads will be responsible to:

1. Ensure that work is not performed by an independent contractor until:
 - i) A written contract between the City and the contractor has been entered into and signed by both parties.
 - ii) The City Recorder has received the contract.
 - iii) The signed written contract has been co-signed by the City Manager.
 - iv) Funds have been budgeted for the project.
2. Each contract with an independent contractor should contain indemnity/hold harmless clauses, which provide that:
 - i) All contracts must contain indemnity and defense provisions in which the contractor assumes all liability arising out of work performed by the contractor or their officers, employees, agents, and volunteers.
 - ii) All independent contractors must provide evidence that they have acquired and maintain comprehensive general liability coverage, including liability insurance covering the contract concerned, prior to the execution of the contract.
 - iii) The City and its officials, employees, agents and volunteers must be named as “additional insured” on the liability insurance policy.
3. Each contract with an independent contractor should contain provisions that ensure the contractor is carrying workers’ compensation insurance coverage. The City shall require evidence of Workers Compensation insurance (or evidence of qualified self-insurance) from all contractors.

CONTRACTING AND PURCHASING POLICY

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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WW. **Authority of City Manager or Designee.** 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.

XX. **General Policies.** All City purchases for goods and services and contracts for goods and services shall be subject to the following:

1. No contract or purchase shall be so arranged, fragmented, or divided with the purpose or intent to circumvent these rules.
2. No purchase shall be contracted for, or made, unless sufficient funds have been budgeted in the year for which funds have been appropriated.
3. All purchases of capital assets and services in excess of \$25,000 must be awarded through a formal sealed bidding process.
4. When it is advantageous to the City, annual contracts for services and supplies regularly purchased should be initiated.
5. All purchases and contracts in excess of \$5,000 must be approved by the City Manager. Amounts to be paid by the City of less than \$5,000, may be approved and authorized by the respective department heads consistent with other city procurement policies and procedures.
6. The City Attorney prior to entering into any such contract shall review all contracts for services.
7. The following items require City Council approval unless otherwise exempted in these following rules:
 - i) All contracts (as defined) over \$25,000.
 - ii) All contracts and purchases awarded through the formal bidding process.
 - iii) Accumulated “change orders” which would overall increase a previously approved contract by:
 - (1) The lesser of 20% or \$25,000 for contracts of \$250,000 or less;
 - (2) More than 10% for contracts over \$250,000.

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8. Acquisition for undertaking building improvement or public works projects may require public requests for bids (UCA 11-39-103).
 - i) All contracts for *building improvements* over the amount specified by state code, specifically:
 - (1) For each year after 2003 (\$40,000 for the year 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 % change in the CPI during the previous calendar year.
 - ii) All contracts for *public works projects* over the amount specified by state code, specifically:
 - (1) For each year after 2003 (\$125,000 for the year 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 % change in the CPI during the previous calendar year.
 - iii) Contracts for grading, clearing, demolition or construction undertaken by the Community Redevelopment Agency shall adhere to the procedures prescribed by State law.
 9. Amounts to be paid by the City of less than \$5,000 that are budgeted, may be approved and authorized by the respective department heads. Purchases under this policy must be allocated in the specific budget.
- YY. **Exceptions.** Certain contracts for goods and services shall be exempt from bidding provisions. The manager shall determine whether or not a particular contract or purchase is exempt as set forth herein.
1. Emergency contracts which require prompt execution of the contract because of an imminent threat to the safety or welfare of the public, of public property, or of private property; circumstances which place the City or its officers and agents in a position of serious legal liability; or circumstances which are likely to cause the City to suffer financial harm or loss, the gravity of which clearly outweighs the benefits of competitive bidding in the usual manner. The City Council shall be notified of any emergency contract that would have normally required their approval as soon as reasonably possible. The City Council shall ratify any emergency contract at the earliest possible time.
 2. Purchases made from grant funds must comply with all provisions of the grant.

General Rules

- ZZ. 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

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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.

AAA. **Purchases of Capital Assets** are “equipment type” items that would be included in a fixed asset accounting system having a material life of one year 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. Attempt shall be made to obtain at least three written quotations on all purchases of this type.

BBB. **Contracts for Professional Services** are usually contracts for services performed by an independent contractor in a professional capacity that 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, technical analyst, dentist, artist, appraiser or photographer.

Professional service contracts are exempt from competitive bidding. The selection of professional service contracts shall be based on an evaluation of the services needed the abilities of the contractors, the uniqueness of the service and the general performance of the contractor. 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 and may bid professional services as approved. Major professional service contracts (\$25,000 and over) must be approved by the City Council.

CCC. **Conflicts of Interest.** All contracts or transactions for goods or services, in which the contracting or transaction party is an employee or related to an employee of the City, must be competitively bid.

DDD. **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.

EEE. **Minor public improvements (less than the amount specified by state code).** The department shall make an attempt to obtain at least three written competitive quotations. A written record of the source and the amount of the quotations must be

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kept. The manager may require formal bidding if it is deemed to be in the best interest of the City.

FFF. **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.

Bidding Provisions

GGG. **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.

HHH. Advertising Requirements. An advertisement for bids is to be published at least once in a newspaper of general circulation and in as many additional issues, publications, and locations as the manager may determine, at least five days prior to the opening of bids. 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. All advertisements for bids shall state the following:

1. The date and time after which bids will not be accepted;
2. 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;
3. The character of the work to be done or the materials or things to be purchased;
4. The office where the specifications for the work, material or things may be seen;
5. The name and title of the person designated for receipt of bids;
6. The type and amount of bid security if required;
7. The date, time, and place that the bids will be publicly opened.
8. The City retains the right to accept/reject/modify all or a portion of all bids.
9. The City will not reimburse bidders for bid related expenses.
10. The City reserves the right to accept or reject all or a portion of any bid as the City determines to be in its best interest.

III. **Requirements for Bids.** All bids made to the city shall comply with the following requirements:

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1. In writing;
2. Filed with the manager or his designee;
3. Opened publicly by the manager or designee at the time designated in the advertisement and filed for public inspection;
4. Have the appropriate bid security attached, if required.
5. “Sealed” bids does not preclude acceptance of electronically sealed and submitted bids or proposals in addition to bids or proposals manually sealed and submitted.

JJJ. 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 or the bid as stipulated in the published RFP.

KKK. The successful bidder shall promptly execute a formal contract and, if required, deliver a bond, cashier’s check, or certified check to the Treasurer 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. Contractors have no more than seven (7) business days to execute a formal contract with the City. Failure to execute the contract, bond, or insurance shall result in forfeit of the bid security.

LLL. **Rejection of Bids.** The manager or the City Council may reject any bid not in compliance with all prescribed requirements. The City also reserves the right to reject all or a portion of any and all bids if it is determined to be in the best interest of the City.

MMM. **Disqualification of Bidders.** The manager, upon investigation, may disqualify a bidder if he or she does not comply with any of the following:

1. The bidder does not have sufficient financial ability to perform the contract;
2. The bidder does not have equipment available to perform the contract;
3. The bidder does not have key personnel available, of sufficient experience, to perform the contract;
4. The person has repeatedly breached contractual obligations with public and private agencies;
5. The bidder fails to comply with the requests of an investigation by the manager.
6. The bidder has performed unsatisfactory work previously within the City.

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NNN. 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.

OOO. Pre-Qualification Process. When the City determines it is in its best interest to pre-qualify bidders for a project the City shall:

1. Identify the information required for prequalification as part of the bid announcement including submission time, date, and information that must be submitted for pre-qualification.
2. Identify in the bid documents a reasonable time whereby a prospective bidder shall be informed of their pre-qualification status. The Manager shall investigate information provided by prospective bidders in a timely manner. In most cases 2 weeks prior to bid opening.
3. Information requested from bidders shall be used to determine the qualifications and abilities of the prospective bidder. Information requested might include but not be limited to any information that may be necessary to determine the ability of a prospective bidder to complete the project. Examples of information that may be requested are demonstrated below.
 - i) Demonstrated financial ability to complete contract.
 - ii) Information on prior and pending litigation.
 - (1) List of all lawsuits and arbitration to which the bidder has been a party in the 5 years preceding the bid opening date.
 - (2) Name or Title of the litigation

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- (3) Civil Number
 - (4) Status and or result of the case
 - (5) County in which the litigation was filed
 - (6) Amount in question
 - iii) Equipment and materials available to complete project.
 - iv) Qualifications, work history, and references for critical personnel assigned to project.
 - v) Referrals from past clients (5 years).
 - vi) Work History for projects with comparable scope and financial implications.
 - vii) History of change order requests from prospective bidder.
 - viii) Demonstrated history of successfully completing governmental projects
 - ix) These examples are not intended to be an exhaustive list. The City reserves the right to identify any pre-qualification items that it may find useful in its bid processes.
4. Failure to provide or producing inaccurate information may lead to the rejection of a bidder and termination of contact with associated penalties on the part of the neglect bidder. Prospective bidders have the ability to appeal their rejected pre-qualification to the Council as outlined in the appeals section of this policy.
5. **Appeals Procedure.** Any supplier, vendor, or contractor who determines that the City, in violation of these regulations, has made a decision adversely to them, 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 may conduct a hearing on the matter. A written decision shall be sent to the complainant at the conclusion of the hearing.

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INVESTMENTS

PPP. **Scope.** This policy establishes an effective delineation of responsibilities and internal controls for the safekeeping and investment of the City of Saratoga Springs monies.

1. **Prudence:** In accordance with the Prudent Person Rule which states: Investments shall be made with the exercise of that 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 as well as the probable income to be derived.
2. **Conflicts of Interest and Ethics:** All officers of the City that engage in financial transactions shall act in accordance with the highest ideals of honor, integrity, and ethics. Employees shall act in strict accordance with State laws and City ordinances governing ethics and conflicts of interest with the City's investment program and requires the disclosure of any financial interests employees and officials may have in the financial institutions the City is working with or instruments the City is investing in.

QQQ. **Objectives.** All funds will be invested in accordance with most recent revision of the Utah Money Management Act. The primary objectives of investment activities in order of priority shall be safety, liquidity, and yield:

1. **Safety:** Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.
2. **Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands.
3. **Yield:** Return on investment is of secondary importance compared to safety and liquidity objectives described above.

RRR. **Standards of Care.** The standard to be used by investment personnel will be the 'prudent person' rule, 51-7-14(1) of the Utah Money Management Act. This concept will be applied in the context of managing the overall portfolio where the 'prudent person' is reasonable, well informed and not a professional investor "prudent expert." The "prudent person" concept implies that the primary concern is to preserve capital and provide required liquidity.

SSS. **Ethics.** Officers and employees involved in the investment process shall refrain from engaging in personal business activities affected by their duties and responsibilities as investors of public funds, that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial

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institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the entity.

TTT. Controls.

1. **Allowable Investments.** The following list constitutes current legal investments under the Utah Money Management Act. Credit Ratings for the purchase of any security must have a minimum of single A- or its equivalent or better by two or more public rating agencies at the time of purchase. Short term credit ratings for commercial paper must be top tier A1/P1/F1 by two of the three credit rating agencies at the time of purchase.
2. **Diversification.** The City will diversify its investments in order to avoid risks in specific instruments, individual financial institutions or maturities. The current diversification is as follows:

Investment Instrument	Maximum in Any Single Issuer**
T-bills	100%
T-Notes	100%
Corporate Bonds	5%
U.S. Government Agency Securities	100%
Federal Farm Credit bank (FFCB)	50%
Federal Home Loan Bank (FHLB)	50%
Federal Home Loan Mortgage Corporation (FHLMC)	50%
Federal National Mortgage Association (FNMA)	50%
Other Obligations (revenue bonds of any county, city, or any taxing district of the State of Utah)	5%
Certificates of Deposit in Utah State Depositories	FDIC limit
Commercial Paper	5%

** No single issuer or guarantor (other than the United States Treasury and Federal Agencies) may represent more than the percentage listed in this table at the time of purchase of the total value of holdings of each cash manager's portfolio.

3. **Guidelines for Deposits with Financial Institutions.** The maximum unsecured deposits invested with any one Utah Bank shall be limited to 5% of that bank's capital and deposit base.
4. **Maturity Schedule.** Investment maturities for operating funds (short term funds) will be scheduled to coincide with cash flow needs, taking into account routine expenditures as well as anticipated revenue. Maximum Maturity for any single issuer

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will follow the Utah Money Management Act guidelines. For U.S. Government Treasuries and Agencies, the maximum allowed maturity is 5 years.

5. **Performance Evaluation.** The investment portfolio will be managed in accordance with the parameters specified within this policy. The Utah Public Treasurers Investment Fund (PTIF) Rate shall be the benchmark against which the investment portfolio performance shall be compared on a regular basis.
6. **Reporting.** The Treasurer shall prepare an investment report annually that will include the following:
 - i) Listing of individual securities held at the end of the reporting period.
 - ii) Weighted average yield to maturity for the investment portfolio
 - iii) Listing of investments by maturity date.
 - iv) Percentage of total portfolio that each type of investment represents.

Investment Advisors will prepare and submit monthly reports to the City Treasurer or other finance staff that will include monthly performance, current credit mix, maturity distribution and compliance to the Utah Money Management Act and the Investment Policy.

Additionally, the Investment Advisor should be prepared to meet quarterly with the City Treasurer to discuss investments reports, recent interest rate conditions, economic developments, and anticipated cash needs of the City.

TTT. **Selection of Investment Advisor and/or Broker** The credibility of investment advisors, brokers, dealers and banks will be checked and analyzed. Criteria for selection will include classification on the Utah Money Management Council's Certified Dealer List or Certified Investment Advisor List. The Treasurer will invest with those financial institutions that meet the above criteria.

UUU. **Safekeeping.** All investments must be held in custody/safe keep by a bank or trust company with minimum credit ratings mentioned above for corporate bonds.

VVV. **Evaluation.** The City Treasurer reserves the right to amend any of the previous internal guidelines.

WWW. **Effective Date of Policy.** This policy is effective on March 1, 2015

NSF CHECKS

Purpose. To define procedures for processing nonsufficient funds checks.

XXX. **Procedures.** When a check is returned for nonsufficient funds (NSF), an NSF check fee will be assessed. The amount of the fee will be based on the City's current fee schedule. Utility billing payments will be reversed off the customer's utility billing account, and court payments will be charged back on the defendant's case. No checks

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will be accepted from a customer after 2 returned checks within a one-year period. This restriction will last for one year beginning with the date of the second nonsufficient check. After sufficient collection efforts, checks that are not paid within 120 days are written off to the general ledger department/fund that originally received the check. The City Treasurer will approve checks to be written off. At the Treasurer's discretion, NSF checks may be sent to the City's collection agency. If a recovery is made (either through the City or the collection agency), the revenue will be credited to the department/fund the write-off was charged to.

JOURNAL ENTRIES

Purpose. To define procedures for implementing accounting changes to the City's general ledger through the journal entry process.

YYY. **Responsibilities.** Employees are authorized to perform journal entries through the City Manager or Assistant City Manager. Proper journal entry backup is required for all journal entries. Journal entries must also comply with any applicable City policies and procedures.

ZZZ. **Approval.** The finance department will prepare a journal entry report for the City Manager or Assistant City Manager monthly. This report will show the effective date of the journal entry, journal entry number, general ledger account numbers, description, and debit/credit amount. The journal entry report must be in sequential journal entry number. Any sequence gaps should be noted and explained in the report. Any journal entry with debits in excess of \$50,000 (excluding account reclassifications) must first be approved by the City Manager or Assistant City Manager before entry.

FIXED ASSET AND INVENTORY POLICY

AAAA. **Criteria for Fixed Asset Capitalization and Control.** The City will maintain fixed asset lists for financial reporting and physical control purposes. Individual fixed assets with useful lives in excess of one year and valued or costing at or above \$5,000 will be maintained on the fixed asset list for financial reporting purposes. Individual fixed assets with useful lives in excess of one year and valued or costing at below \$5,000 will be maintained on fixed asset lists for physical control purposes. These lists will be the responsibility of each department to maintain.

BBBB. **Inventory.** Inventory consists of many items with nominal costs that are used as needed by departments. Inventory counts are not a control feature for the safeguard of the items but merely a summarization for the financial statements. Due to the relatively small amounts invested in the inventory and the modest changes in value from year-to-year, the City will eliminate reporting inventory on the financial statements but will

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continue to track and monitor inventory for internal purposes only. The total dollar amount of inventory will be reviewed annually to ensure that it should not be reported on the financial statements.

CCCC.Criteria for Fixed Asset Depreciation. Assets appearing on the financial reporting fixed asset list are subject to depreciation. The City employs the straight-line depreciation method on all depreciable fixed assets unless the finance department and the appropriate department head deem another depreciation method more appropriate and accurate for a particular asset class. If an alternate method is chosen, this will be disclosed in the City's financial statement notes. The City utilizes reasonable estimated useful lives established by the finance department and the appropriate department head with consultation from other professionals and outside publications.

SALVAGE POLICY

This policy establishes specific procedures and instructions for the disposition of surplus property, not to include the sale/disposal of real property. The sale of real property will strictly follow the specific procedures and instructions as governed by Utah Code Ann. Sec. 10-8-2.

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

DDDD. Responsibility for Property Inventory Control. It is the responsibility of each department to maintain an inventory of *all* department property. The departments shall be responsible for submitting to the finance department an updated inventory log of all changes to assets costing greater than \$5,000 at least annually. The finance department will assist in the disposition of all personal property.

EEEE. Disposition of an Asset. Department heads shall identify surplus property within the possession of their departments and report such property to the finance department for disposition consideration. The department head shall clearly identify age, value, comprehensive description, condition, and location. Other departments in the City will be given first consideration for the items. For property valued at \$5,000 or greater, the finance department shall present to the City Council a listing of property to be disposed of. The city shall comply with current state law relative to the disposition of surplus property. The City shall conduct a public hearing relative to the disposition of this property.

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FFFF. The finance department shall, after approval by the City Council, dispose of the assets. The City Manager has final authority on the method of disposition, with or without advertisement or bids. The finance department shall, after the disposal of surplus property, notify the City's insurance liability carrier to ensure that all items disposed of are removed from the City's liability coverage (if applicable).

GGGG. **Conveyance for Value.** Conveyance of property shall be based upon the highest and best economic return to the City. City-owned surplus property may be offered preferentially to units of government and non-profit. The highest and best economic return to the city shall be estimated by one or more of the following methods:

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. The City Manager has final authority on the method used. In all cases, the City retains the right to accept, reject, or modify all or a portion of all bids.

HHHH. **Revenues.** 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, special revenue fund, or internal service fund. In this case, the money shall be deposited in the fund of the enterprise, special revenue, or internal service fund that made the original purchase. Any fees associated with selling the property (such as auction fees) will be netted against the proceeds received.

IIII. **Advertised Sealed Bids.** A notice of such public auction or invitation for sealed bids shall be published in a newspaper of general circulation or the City newsletter at least 14 days before the opportunity for public comment. The notice shall be posted at the public information bulletin board at City Hall. The notice shall describe the property to be sold, the terms of the sale, and the place and time of the auction or bid opening.

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 or public sealed bids;
2. If sealed bids are required and no bids are received from general public, a re-bidding may occur with employee participation.

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

BENCHMARKING

KKKK. **Philosophy.** The city has been participating in the Utah Benchmarking Project. The philosophy behind benchmarking, as defined by the group, is to enable comparisons between and among organization processes in an attempt to discover best practices that, once imported, will improve all operations for the city. Benchmarking with Utah's participating communities will help in the efforts to provide the most appropriate level of service to the citizens of Saratoga Springs at the lowest possible cost while achieving the best possible efficiencies of effort.

LLLL. **Purpose.** The purpose of benchmarking for the city emulates the projects goal, which is to provide the city with a service delivery management tool that supports the cities decision-making processes in strategic planning and accountability. Through benchmarking, the city can better determine where success is coming from in other cities, and find ways to make city services better and more cost effective. Through this process, the city can focus on its goals for city improvement, partnering to share information, and adapting to the needs of the citizens.

MMMM. **Selection.** For comparison purposes, the city will continue to use the same "benchmark" group that was previously predetermined by the City Council for the wage analysis study. These cities were chosen based on a variety of factors such as geography, demographics, population size, and finances.

For the purposes of benchmarking, the following cities were chosen:

1. Centerville
2. Clinton
3. Draper
4. Farmington
5. Lehi
6. North Ogden
7. Pleasant Grove
8. Riverton
9. South Jordan
10. South Ogden
11. South Salt Lake City
12. Washington

POLICIES AND OBJECTIVES

SPECIAL EVENT SERVICES

NNNN. For special events and other services that have been or will be developed for the City, the City may be required to provide:

1. Park Services (Field maintenance, ground maintenance, trash pick-up)
2. Parking Services (Parking enforcement)
3. Special Events and Facilities Services

In many cases, these services can be provided without incremental cost or loss of revenues. In the event special event services do have an impact on departmental budgets, the procedures for amending departmental budgets is in line with the City-wide procedures for amending departmental budgets.

OOOO. **Events Managed Under Multi-Year Contracts.** The procedure for this type of special contract is as follows: the department will request budget adjustments during the first budget opening following the agreement signing. These budget adjustments will be based upon the level of services outlined in the special event contract and will remain in the budget for the term of the contract.

PPPP. **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 proposal.

QQQQ. **Special Event Funding.** Special events may be funded in the following manners: vendor fees, corporate donations, directly through the general fund or a transfer, and special event participant fees.

RRRR. **Vendor Fees.** Any vendor wishing to sell products or provide services at any special event must pay a vendor fee. Vendor fees will be set based upon type of event, number of expected vendors and any cost incurred by the City associated with hosting vendors.

SSSS. **Corporate Donations.** The City will solicit corporate donations from businesses when appropriate. Any corporate donation will directly pay for any cost incurred by the City for the special event.

TTTT. **General Fund Transfer.** If necessary and appropriate, a general fund transfer may occur provided that during the budget process for the current fiscal year the City Council

POLICIES AND OBJECTIVES

approves such a transfer. The transfer may vary from year to year-based on Council's decisions regarding the budget.

UUUU. **Special Event Participant Fees.** Any special event may have programs that require a participant fee. The participant fees will directly pay for any incurred costs associated with the special event program. The fee will vary from program to program depending on total cost of the program.

LIBRARY

VVVV. **Fiscal Policy.** It is the policy of the City for the library to be primarily funded through donations and miscellaneous revenues (such as the sale of library cards). The City, at its discretion, may appropriate additional funds for one-time and ongoing costs. The library's expenditures will not be allowed to exceed current revenue (donations, miscellaneous revenue, and City contributions) plus beginning fund balance (if any). Monthly revenue and expense reports will be provided to the Library Board for their review.

WWWW. **Purchasing Policy.** The library is to follow the City's purchasing policies. All approved expenditures will be paid through the City's accounts payable department.

XXXX. **Revenue Policy.** The library must follow any applicable state and local revenue collection policies and procedures.

REPLACEMENT POLICY FOR VEHICLES AND EQUIPMENT

YYYY. With significant growth, the City's fleet has expanded to include over 100 vehicles and pieces of rolling stock. In anticipation of future growth and in order to increase accountability, streamline approval processes and save taxpayer dollars a fleet replacement schedule has been created.

This schedule will give stakeholders the ability to prioritize vehicle replacement and approach fleet management from a strategic perspective. Data used in the analysis includes an inventory of all equipment, the estimated useful life and projected replacement date, corrective and preventative maintenance schedule and costs, depreciating value and replacement cost.

The vehicle and equipment replacement schedule captures both objective and subjective factors related to a vehicles condition and value. Objectively, the replacement schedule tracks: total mileage/hours; previous year mileage, parts expense; labor expense; preventative maintenance; corrective maintenance; estimated live expectance; and

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depreciating value. Subjectively, the replacement schedule captures feedback from the Department Head or their designees related to the condition and quality of the vehicle or piece of equipment. While objective criteria will be applied to every vehicle and piece of rolling equipment, subjective analysis will be weight more heavily for specialized equipment such as fire engines, modified police vehicles and specialty trucks.

Once a vehicle or piece of equipment satisfies this objective and subjective criteria, it is flagged for consideration to be replaced and submitted to the City Manager. The City Manager has signatory authority to approve replacement vehicles and equipment. After a vehicle meets objective and subjective requirements for replacement, the City Manager or designee can determine whether or not a new replacement vehicle should be purchased. This decision requires the City Manager to balance the benefits of replacing a vehicle against budgetary priorities and constraints. This encourages lean management of the City's operations, streamlines the previous approval process and allows Council to retain ultimate approval authority for vehicle replacements during the budget process.

This new approval process does not apply to vehicles and equipment that are being added to the existing fleet. When a vehicle or piece of equipment is being added to, rather than replacing, it will require get specific approval by the City Council.

REPLACEMENT POLICY FOR COMPUTER EQUIPMENT

This policy pertains to the replacement of computer equipment based on a specific set of criteria.

ZZZZ. The following is the criteria used:

1. User Needs – a replacement computer should not be based on technological cycles but on the needs of each user.
2. Warranty Expiration – considers the time spent by staff in maintenance, troubleshooting, and repair downtime.
3. Necessary Upgrades – considers cost of a new system as opposed to on-going support of older software/hardware.
4. Minimum Computer Configuration Standards – staff may determine what this standard is. For example, considering whether the computer performs adequately when running a standard operating system, web browser, word processor, spreadsheet, desktop database, and Oracle simultaneously.
5. Refresh Rate – cost of replacement and upgrading parts and the cost of replacement compared with maintenance.

Laptops that are more than three years old and desktops that are more than five years old will be eligible to be considered under the factors above.

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The Computer replacement schedule tracks: Staff downtime; maintenance time; troubleshooting time; repair downtime; and the cost of on-going support of older software/hardware. This schedule also captures descriptive feedback from the Department Head or their designees explaining the end users' needs and whether the current computer system is affecting productivity. Subjective criteria is especially valuable in this analysis because the end user's needs are varied, this variance will be captured in the replacement schedule.

Once a computer satisfies the objective and subjective criteria, it is flagged for review by the City Manager. At this point, the City Manager or designee can determine whether or not a new replacement computer should be purchased. This decision requires the City Manager to balance the benefits of replacing a vehicle against budgetary priorities and constraints. When a computer is replaced, the older unit is cascaded to an employee that does not require a newer machine in order to maintain productivity. Alternatively, a cascaded computer can be assigned as a back-up unit in a specific area or department.

This new approval process does not apply to computers that are being added to the current allotment of computers.

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AGENCIES: Federal agency securities and/or Government-sponsored enterprises.

ASKED: The price at which securities are offered.

BANKERS' ACCEPTANCE (BA): A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BENCHMARK: A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

BID: The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.) See Offer.

BROKER: A broker brings buyers and sellers together for a commission.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the government entity. It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

COUPON: (a) The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

CUSTODY: A banking service that provides safekeeping for the individual securities in a customer's investment portfolio under a written agreement which also calls for the bank to collect and pay out income, to buy, sell, receive and deliver securities when ordered to do so by the principal.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DEBENTURE: A bond secured only by the general credit of the issuer.

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DELIVERY VERSUS PAYMENT: There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

DERIVATIVES: (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities, or commodities).

DISCOUNT: The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

DISCOUNT SECURITIES: Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g., U.S. Treasury Bills.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

DUE DILIGENCE: Such a measure of prudence, activity, assiduity, as is properly to be expected from, and ordinarily exercised by, a reasonable and prudent person under the particular circumstances; not measured by any absolute standard, but depending on the relative facts of the special case.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&L's, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): Government sponsored wholesale banks (currently 12 regional banks) which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

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FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC): Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FmHA mortgages. The term "pass-through" is often used to describe Ginnie Maes.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

LOCAL GOVERNMENT INVESTMENT POOL (LGIP): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

MARKET VALUE: The price upon which a security is trading and could presumably be purchased or sold.

POLICIES AND OBJECTIVES

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase—reverse repurchase agreements that establishes each party’s rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET: The market in which short-term debt instruments (bills, commercial paper, bankers’ acceptances, etc.) are issued and traded.

OFFER: The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Asked and Bid.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve’s most important and most flexible monetary policy tool.

PORTFOLIO: Collection of securities held by an investor.

PRIMARY DEALER: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker-dealers, banks, and a few unregulated firms.

PRUDENT PERSON RULE: An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state—the so-called legal list. In other states, the trustee may invest in a security if it is one that would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

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RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond the current income return.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security “buyer” in effect lends the “seller” money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank’s vaults for protection.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

SECURITIES & EXCHANGE COMMISSION: Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 15C3-1: See Uniform Net Capital Rule.

STRUCTURED NOTES: Notes issued by Government Sponsored Enterprises (FHLB, FNMA, SLMA, etc.) and Corporations which have imbedded options (e.g., call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the imbedded options and shifts in the shape of the yield curve.

TREASURY BILLS: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

TREASURY BONDS: Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

TREASURY NOTES: Medium-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities from 2 to 10 years.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and

POLICIES AND OBJECTIVES

commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

YIELD: The rate of annual income return on an investment, expressed as a percentage. (a) **INCOME YIELD** is obtained by dividing the current dollar income by the current market price for the security. (b) **NET YIELD** or **YIELD TO MATURITY** is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

APPENDIX A: BUDGET REQUESTS

Departmental Budget Requests for FY2017 & FY2018							
Fund	Department	Request	FY 2016 Adj. Budget	FY 2017 Dept Request	FY2018 Dept Request	City Manager Recom.	On going/One Time
General	All	Pay Plan		\$317,000		Y	On Going
General	Administration	PT Front Desk/Utility Billing Clerk (0 impact on the GF, allocated to utility funds)		\$25,920		Y	On Going
General	Public Works Admin	Third PT Administrative Assistant		\$34,126		N	On Going
General	Building	FT Plans Examiner		\$89,652		Y	On Going
General	Building	Building Inspector II		\$100,340		Y	On Going and One Time
General	Legal	PT Legal Assistant		\$26,400		Y	On Going
	Legal	Convert Assistant City Attorney into FT position		\$66,972		N	On Going
General	Planning	General Plan Update	\$25,000	\$75,000		Y	One Time
General	Planning	Education/Training/Memberships for 4th Planner		\$1,000		Y	On Going
General	Planning	Planning Only Admin Assistant		\$13,918		N	On Going
General	Planning	Planning Intern		\$15,433		N	On Going
General	Planning	Planning Consulting		\$20,000		Y	On Going
General	Non Departmental	Website Redesign		\$34,500		Y	One Time
General	Civic Events	Civic Events Overall Budget		\$26,089		Y	On Going
General	Civic Events	20 Year Celebration		\$21,400		Y	One Time
General	Civic Events	City Float		\$20,000		Y	One Time
General	Civic Events	Splash Concert		\$8,000		Y	On Going
General	Civic Events	Splash Water Party		\$700		N	On Going
General	Civic Events	Music Rights		\$1,000		Y	On Going
General	Court	ACE Court		\$8,400		Y	On Going

APPENDIX A: BUDGET REQUESTS

		Clerk - PT					
General	Library	PT Library Clerk Staffing		\$30,000		Y	On Going
General	Library	Building Maintenance, Janitorial & Carpet Cleaning	\$1,250	\$2,500		Y	On Going
General	Library	Collection		\$10,000		Y	On Going
General	Library	Annual Software Maintenance		\$3,000		Y	On Going
General	Library	Office Supplies, Misc		\$6,000		Y	One Time
General	Police	Police Officer x3/1 Already Approved		\$421,010		N	On Going
General	Police	Police Sergeant		\$138,220		N	On Going
General	Police	Crossing Guard		\$10,000		Y	On Going
General	Police	Crossing Guard increase in pay		\$8,300		N	On Going
General	Police	Dispatch Fees - Contract Services		\$21,000		Y	On Going
General	Police	Police Detective (Part Time)		\$38,608		N	On Going
General	Police	FY2016 Approval Partial Year (1 Sergeant, 1 POIII, 1/2 detective)	\$90,058	\$270,174		Y	On Going
General	Fire	2nd PT Admin Assistant		\$15,788		N	On Going
General	Fire	3 FT positions - FF/Medics (offset by part-time salaries and wages)		\$102,077		N	On Going
General	Fire	New Ambulance		\$82,500		Y	One Time
General	Fire	FY2016 Approval Partial Year (3 FT FF, offset by PT FF salaries and wages)	\$51,034	\$102,077		Y	On Going
General	Streets	FT Streets Supervisor		\$112,778		Y	On Going and One Time
General	Streets	Traffic Signal		\$24,085		Y	One Time

APPENDIX A: BUDGET REQUESTS

		maintenance training and parts inventory					
General	Streets	ELGIN Sweeper Maintenance		\$22,000		Y	One Time
General	Streets	Salter Replacement		\$25,000		Y	One Time
General	Streets	Curb Gutter and Sidewalk		\$15,000		N	On Going
General	Engineering	Engineer II	\$47,062	\$94,124		Y	On Going
General	Parks	Increase in budget for Riverside Islands		\$1,425		Y	On Going
General	Parks	Increase in budget for Talus B		\$12,072		Y	On Going
General	Parks	62" Zero turn Mower		\$12,000		Y	One Time
General	Parks	62" Zero turn Mower replacement		\$12,000		N	One Time
General	Parks	Z spray ride on fertilizer and sprayer		\$13,000		Y	One Time
General	Parks	Seasonal Personnel Increase		\$36,960		N	On Going
General	Parks	Trencher with Trailer		\$9,832		N	One Time
General	Parks	Weed Mower for Loader		\$25,000		Y	One Time
General	Parks	Self pay credit card machine for Marina		\$7,500		N	One Time
General	Recreation	Training		\$1,100		Y	On Going
General	Recreation	Expense Increase		\$70,559		Y	On Going
		Total General Fund Requests		\$2,661,539	\$0		
		Total City Manager Recommended Requests		\$1,698,695	\$0		
		Already Approved through budget amendments		\$468,875	\$0		

APPENDIX A: BUDGET REQUESTS

Roads Impact Fund	Capital Projects	400 West to Aspen Hills Blvd - Design and Constructions		\$1,000,000		Y	One Time
Roads Impact Fund	Capital Projects	400 East Crossroads Signal (Approved for FY2018)			\$300,000	Y	One Time
Roads Impact Fund	Capital Projects	Foothill Blvd Alignment Study		\$50,000		Y	One Time
		Total Road Impact Fund Requests		\$1,050,000	\$300,000		
Public Safety Impact Fund	Capital Projects	Police Facility		\$3,000,000		Y	One Time
		Total Public Safety Impact Fund		\$3,000,000	\$0		
General Capital Fund	Capital Projects	Road Projects		\$665,940		Y	On Going
General Capital Fund	Capital Projects	Street Light Projects		\$50,000		Y	On Going
General Capital Fund	Capital Projects	Parks Capital Projects		\$50,000		Y	On Going
General Capital Fund	Capital Projects	Vehicle Replacement		\$320,271		Y	On Going
General Capital Fund	Capital Projects	Equipment Replacement		\$29,653		Y	On Going
General Capital Fund	Capital Projects	Computer Replacement		\$22,122		Y	On Going
General Capital Fund	Capital Projects	5 year CIP (1st floor public safety purchase)		\$1,000,000		Y	One Time
		Total General Capital Fund		\$2,137,986	\$0		

APPENDIX A: BUDGET REQUESTS

Water Fund	Culinary Operations	Chlorine		\$16,000		Y	On Going
Water Fund	Culinary Operations	Fuel		\$4,400		Y	On Going
Water Fund	Culinary Operations	Vehicle Maintenance		\$500		Y	On Going
Water Fund	Culinary Operations	Bluereview (blue staking software)		\$7,000		Y	On Going
Water Fund	Culinary Operations	Full Time water Employee (meter sets and repairs)		\$71,230		Y	On Going
Water Fund	Culinary Capital	Mini Excavator		\$51,000		Y	One Time
Water Fund	Culinary Capital	F-350 Dump Truck		\$54,000		Y	One Time
Water Fund	Culinary Capital	New Drive for Culinary Well 4		\$12,000		Y	One Time
Water Fund	Culinary Capital	PLC's		\$32,000	\$24,000	Y	One Time
Water Fund	Culinary Capital	Trencher with trailer		\$9,832		Y	One Time
Water Fund	Secondary Operations	Fuel		\$500		Y	On Going
Water Fund	Secondary Capital	Weed Mower		\$25,000		Y	One Time
Water Fund	Secondary Capital	VFD Drive for secondary well 4		\$16,000		Y	One Time
Water Fund	Secondary Capital	PLC's		\$32,000	\$24,000	Y	One Time
		Total Water Fund		\$331,462	\$48,000		
Sewer Fund	Sewer Capital	GIS GPS Sewer Reading Equipment (building dept)		\$30,000		Y	One Time
Sewer Fund	Sewer Capital	Jetting Easement Machine		\$17,000		Y	One Time
Sewer Fund	Sewer Capital	Lift Station 3 drive		\$19,000		Y	One Time
Sewer Fund	Sewer Capital	PLC's		\$72,000		Y	One Time
		Total Sewer Fund		\$138,000	\$0		
Storm	Storm Drain	Training		\$1,500		Y	On Going

APPENDIX A: BUDGET REQUESTS

Drain Fund	Oper						
		Total Storm Drain Fund		\$1,500			
Secondary Water Impact	Capital Projects	SW5 (Dependent on Bonding)			\$1,481,000		One Time
Secondary Water Impact	Capital Projects	SW4 (Dependent on Bonding)			\$2,886,000		One Time
		Total Storm Drain Fund		\$0	\$4,367,000		
		Grand Total of Requests		\$9,318,987	\$4,715,000		

APPENDIX B: FINANCIAL HEALTH INDICATORS

Introduction

As part of an ongoing effort to enhance transparency and to provide timely analytical tools for decision making, the City has added this Financial Health Indicators Section to the budget document. This section includes a series of health indicators and trend analyses that the City should continue to monitor as the community grows. The charts, graphs, and accompanying analysis can be used in the decision making process to help insure the fiscal sustainability of the City. Some of the indicators are drawn from expert financial wisdom and others are pulled from the ICMA (The International City and County Management Association). These measures are longitudinal in nature. Due to the increased availability of data and technology the City is incorporating these measures and an additional tool for communicating fiscal health and monitoring trends.

Each indicator has a description, a reason the indicator is important, an example of a negative and a critical trend, and the current trend in the City.

Unrestricted Net Assets/Position of Governmental Type Activities

Description

This indicator identifies when an entity has negative unrestricted net assets/position.

Why is it important?

This indicator identifies if net assets/position is available for unrestricted purposes. Although unrestricted net assets/position may not be in liquid form, it is important to have net assets/position available and unrestricted as to use. If an entity's unrestricted net assets/position is declining or is negative, it leaves little or no room for unexpected expenses; and therefore, is a sign of fiscal stress.

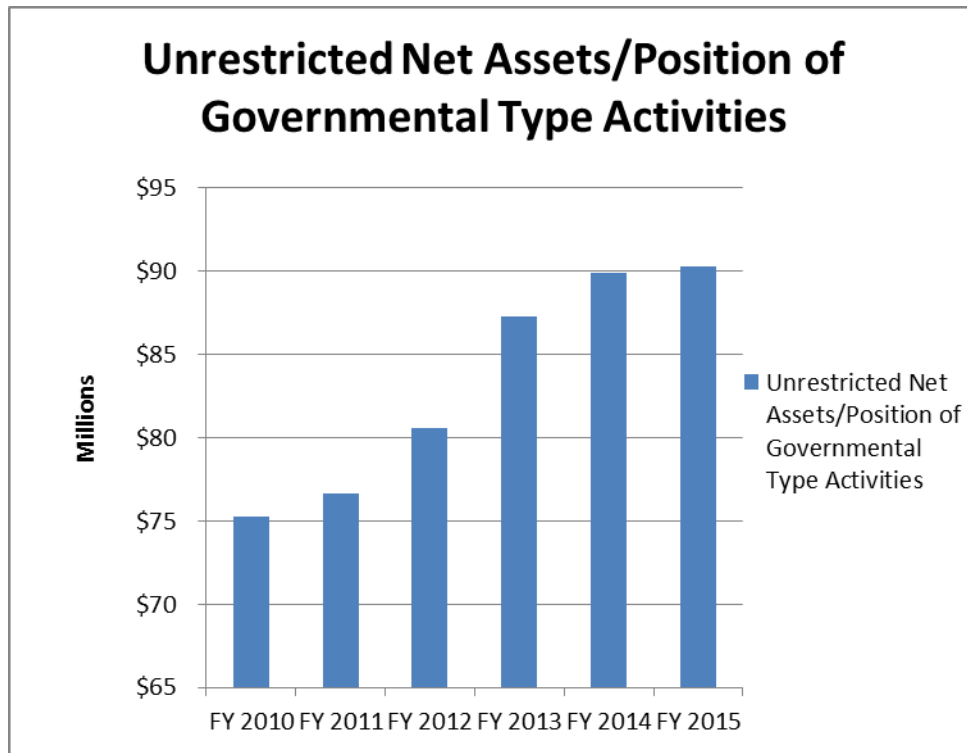
Negative and Critical Trend Example

Critical Indicator – Declining trend over a multi-year period

Negative Indicator – Negative amounts

Current City Trend

APPENDIX B: FINANCIAL HEALTH INDICATORS



The graph indicates an increasing net assets/position of the governmental type activities. There are no critical or negative indicators present at this time. The City will continue to monitor the graph for any change in the indicators.

Unassigned Fund Balance of the General Fund

Description

This indicator identifies when an entity has negative unassigned fund balance.

Why is it important?

This indicator identifies if fund balance is available for unrestricted purposes. Although unassigned fund balance may not be in liquid form, it is important to have fund balance available without restrictions. If an entity's unassigned fund balance is declining or is negative, it leaves little or no room for unexpected expenses; and therefore, is a sign of fiscal stress.

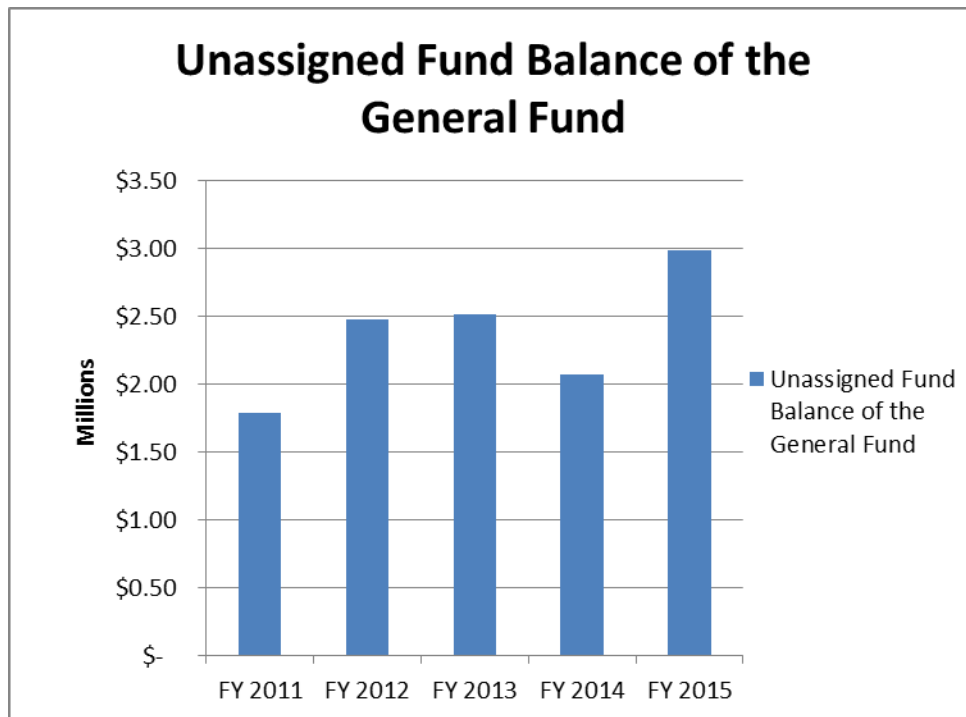
Negative and Critical Trend Example

Critical Indicator – Negative amounts

APPENDIX B: FINANCIAL HEALTH INDICATORS

Negative Indicator – Declining trend over a multi-year period

Current City Trend



The graph indicates an overall increase in unassigned fund balance in the General Fund (10). There are no critical or negative indicators present at this time. The City will continue to monitor the graph for any change in the indicators.

Decline in General Fund Tax Revenue

Description

This indicator reflects the percentage change from year to year for Property tax revenue for all entity types, and Sales tax revenue for counties and income tax revenue for cities.

Why is it important?

This indicator reflects declines in these revenue types and is an indication that an entity may be facing financial hardship due to declines in significant revenue sources. It will also reflect the need for additional sources of revenue to maintain stability.

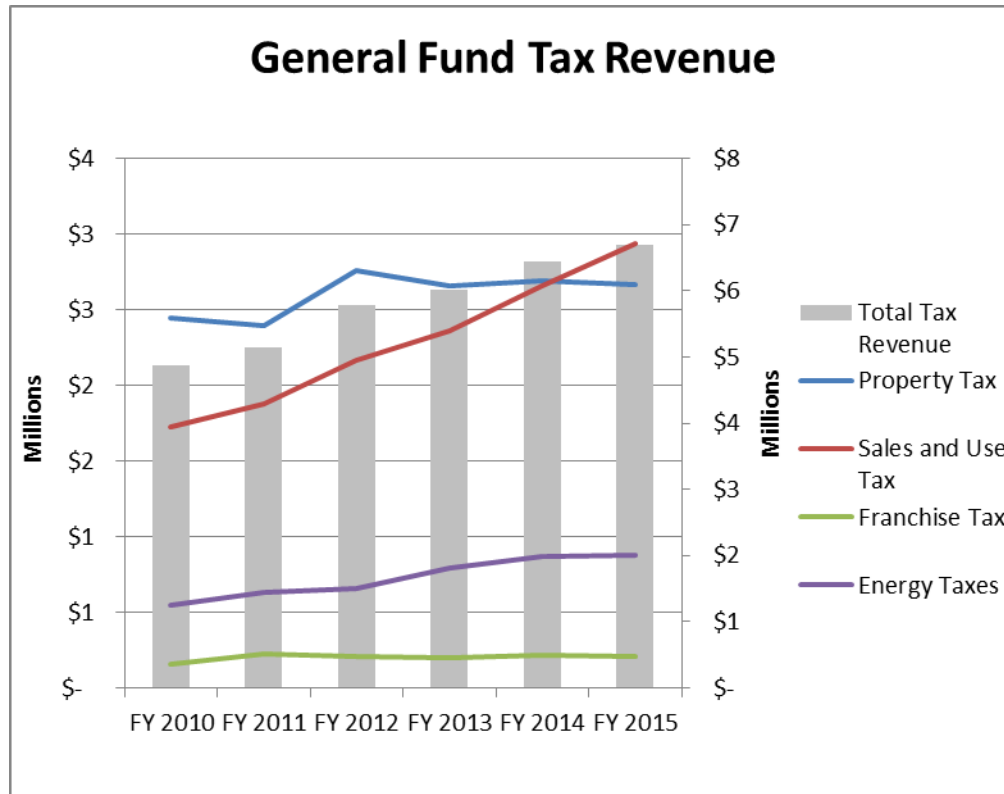
Negative and Critical Trend Example

APPENDIX B: FINANCIAL HEALTH INDICATORS

Critical Indicator – Trend of declining tax revenue over a three year period

Negative Indicator – Decrease in tax revenue

Current City Trend



The graph indicates that an overall increase in the revenues from each tax type. There is one negative indicator in FY 2015 where property tax drops slightly. This is due to an increase (not shown) of delinquent property taxes owed. Because of Utah's certified property tax rate, each municipality can expect similar revenues in property tax each year, not including new growth. As such, this drop was due to an unexpected increase in delinquencies, not an actual reduction in property tax revenues.

Revenue per Capita

Description

This indicator takes total revenues received in the General fund and divides them by the current population to determine revenues per one resident in the City.

Why is it important?

APPENDIX B: FINANCIAL HEALTH INDICATORS

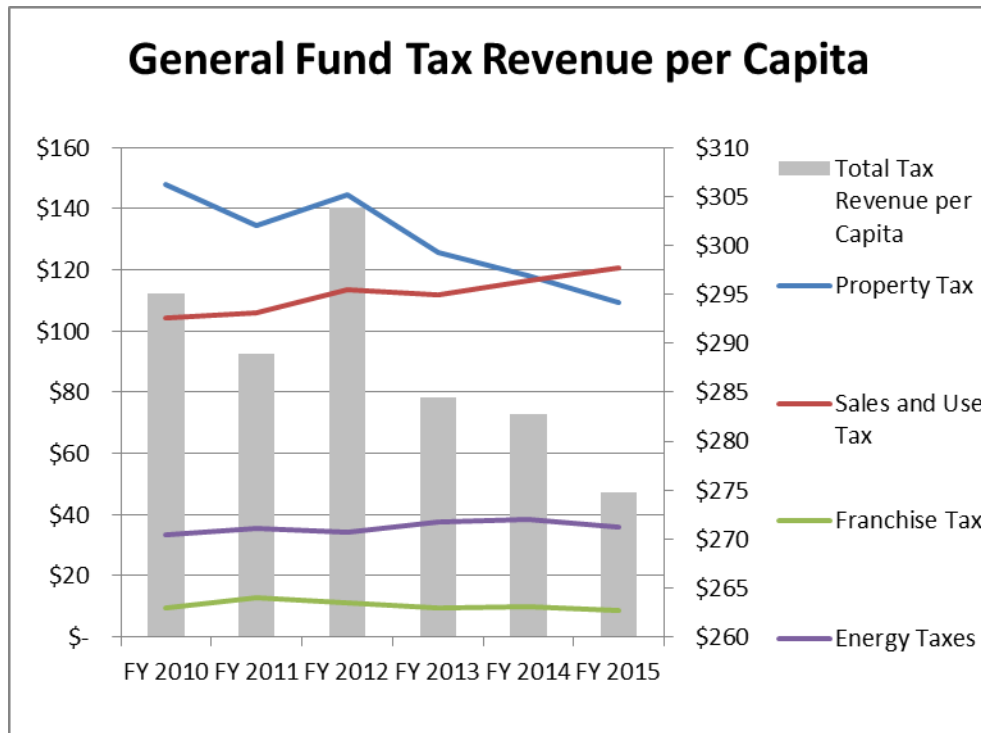
This indicator provides insight into the estimated tax burden placed on the residents of the community. An increase in revenue per capita could indicate an increase in home valuation and/or an increase in prices for goods purchased. This can indicate economic growth and prosperity for the City. A decrease could mean the opposite or that the City is reaching an appropriate equilibrium for providing adequate services at a reasonable price.

Negative and Critical Trend Example

Critical Indicator – Trend of declining revenue per capita over a multi-year period

Negative Indicator – A decrease in revenue per capita (if not reaching equilibrium)

Current City Trend



The graph indicates increases in sales and use tax and energy tax. However, it also indicates a decrease in franchise and property tax per capita. This is a critical indicator. If the trend continues, it will indicate that property tax revenue growth does not keep up with population growth, which is most likely due to receiving property a year after a new resident moves to a new home. The decrease in franchise tax is most likely due to either a reduction in the price of electricity for the residents or a decrease of electricity used on average by residents. The decrease could be a result of increased solar panel proliferation on rooftops and/or smaller homes requiring less power. The City will continue to monitor the graph to see if the downward trend continues.

APPENDIX B: FINANCIAL HEALTH INDICATORS

Percent of Total Expenditures Not Covered by Taxes

Description

This indicator takes the total tax revenues, subtracts them from total General Fund expenditures, and divides that number by the General fund expenditures. This results in the percentage of General Fund expenditures not covered by tax revenue.

Why is it important?

Taxes are ongoing revenues, unlike building permits or impact fees that are considered one-time revenues. As such, a fiscally sound municipality will cover most of its expenses with ongoing revenues and remove dependence on any one-time, unguaranteed revenues. Most one-time revenues are related to new growth. If growth slows or stops completely, the City will lose the majority of its one-time revenues and must rely on ongoing revenues. Consequently, a City may be forced to drastically reduce its expenditures or increase its taxes quickly in order to stave off bankruptcy.

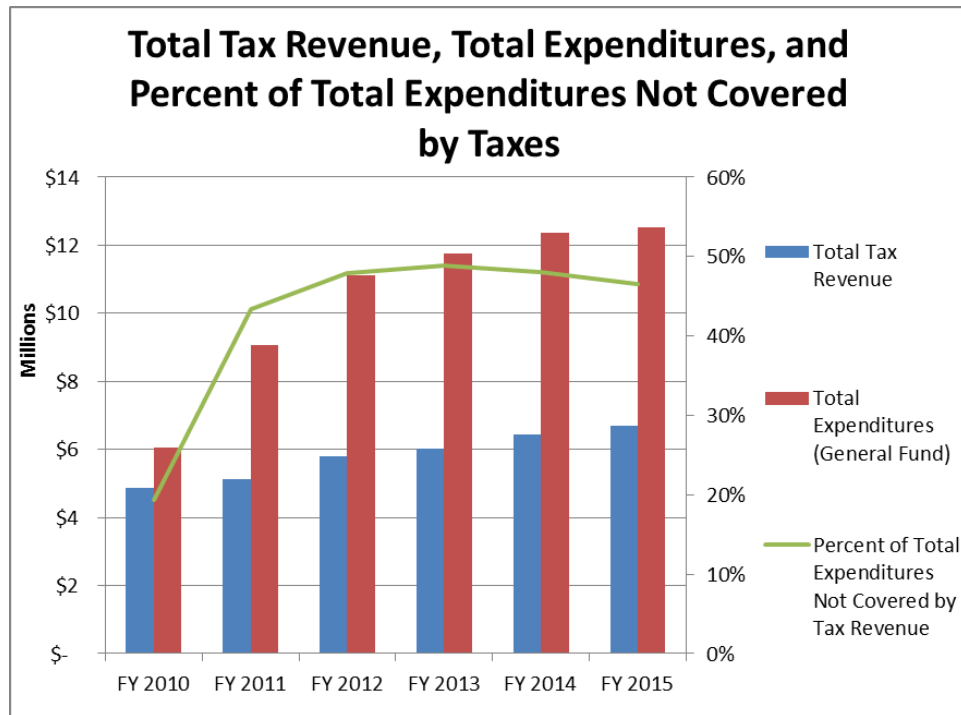
Negative and Critical Trend Example

Critical Indicator – Increasing percentage of expenditures not covered by taxes over a multi-year period

Negative Indicator – Significant increase in percentage of expenditures not covered by taxes

Current City Trend

APPENDIX B: FINANCIAL HEALTH INDICATORS



This graph indicates a quick rise in the percentage of General Fund expenditures not covered by taxes, though in recent years that percentage has declined slightly. The City may need to evaluate current revenues for sustainability and future growth. The City will continue to monitor this graph for any changes.

Property Tax Collection Rates and Delinquent Property Tax

Description

This indicator shows the percentage and real dollar amount of property tax collected for the City that was owed.

Why is it important?

Property tax is one of the only revenue streams for local government. When residents default on paying property taxes, the City's revenue stream decreases and the services provided to the residents have fewer resources to maintain the same level of service.

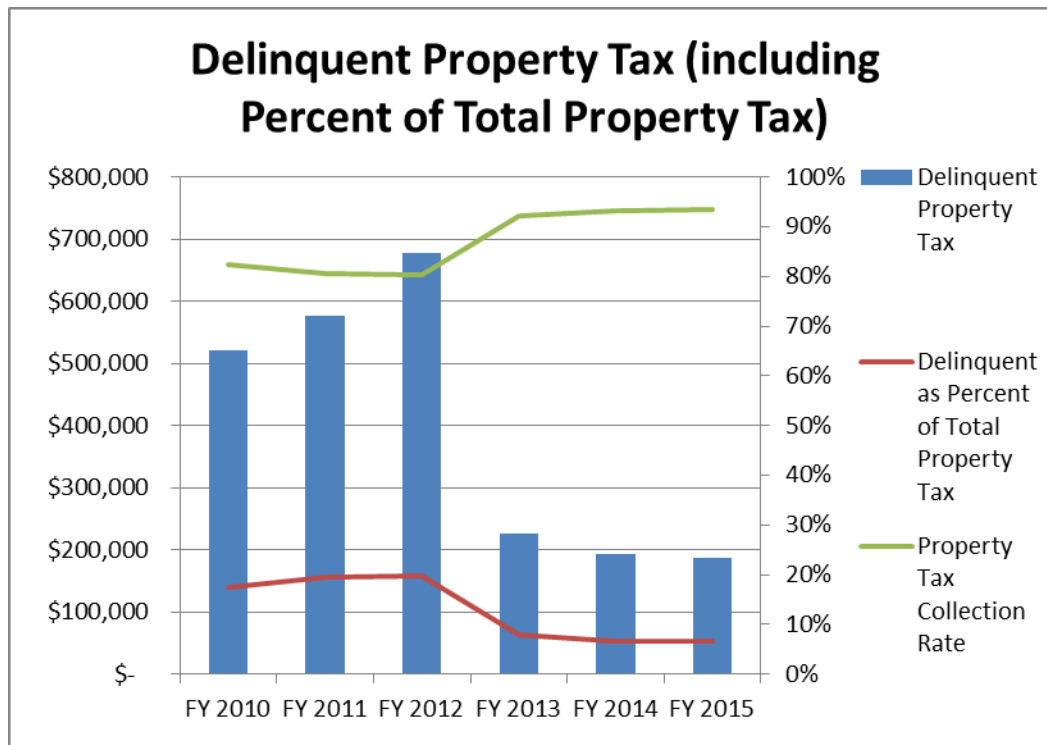
Negative and Critical Trend Example

Critical Indicator – Trend of decreasing property tax collection rates over a multi-year period

APPENDIX B: FINANCIAL HEALTH INDICATORS

Negative Indicator – A decrease in property tax collection rate

Current City Trend



The graph indicates an overall decrease in the delinquent property tax and as a percent of the total property tax collected. The property tax collection rate is increasing. As such, there are no critical or negative indicators. The City will continue to monitor the data for any changes.

Intergovernmental Revenues as Percent of General Revenues

Description

This indicator is total revenues received from other government entities (local, state, or federal) divided by total revenues received by the City.

Why is it important?

Intergovernmental funds provide added resources for municipalities to provide additional or improved services. However, if intergovernmental revenues are too high, the City would be in an increasingly unstable situation. Intergovernmental revenues cannot be guaranteed in perpetuity and sometimes have strict requirements with which the City may not be able to comply, jeopardizing the availability of those funds. When the City relies on these revenues for general operations, those basic services may be unavailable for the residents if intergovernmental revenues are reduced or even stopped.

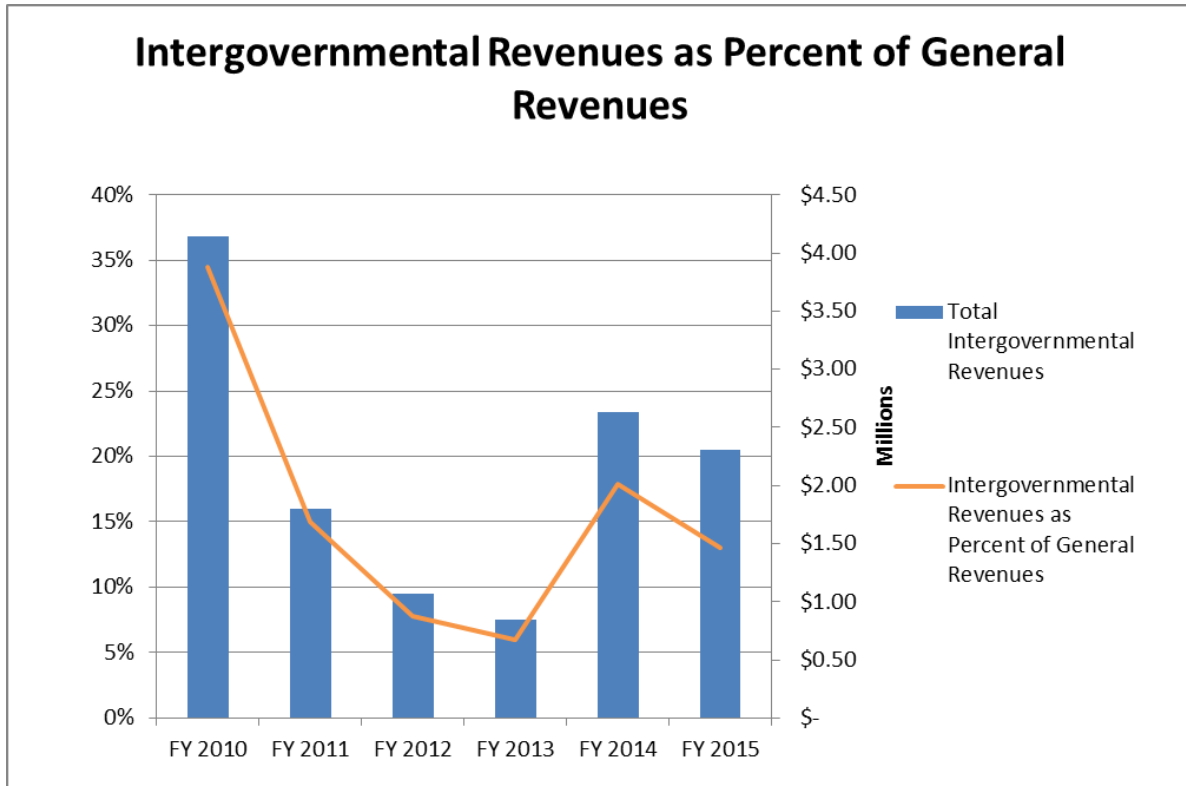
APPENDIX B: FINANCIAL HEALTH INDICATORS

Negative and Critical Trend Example

Critical Indicator – Trend of increasing intergovernmental revenues as percent of general revenues

Negative Indicator – An increase in intergovernmental revenues as percent of general revenues

Current City Trend



The graph indicates an increase in the percent of general revenues that are intergovernmental. This is a negative indicator. The City will continue to monitor the graph for any change in the indicators.

Expenditures per Capita (By Department) and as Percent of Total Expenditures (General Fund)

Description

This indicator is total expenditures per department divided by the total resident population and total expenditures per department divided by the total expenditures in the General Fund (10).

APPENDIX B: FINANCIAL HEALTH INDICATORS

Why is it important?

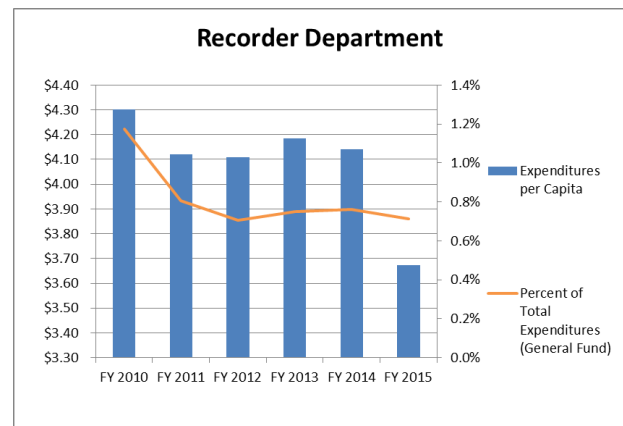
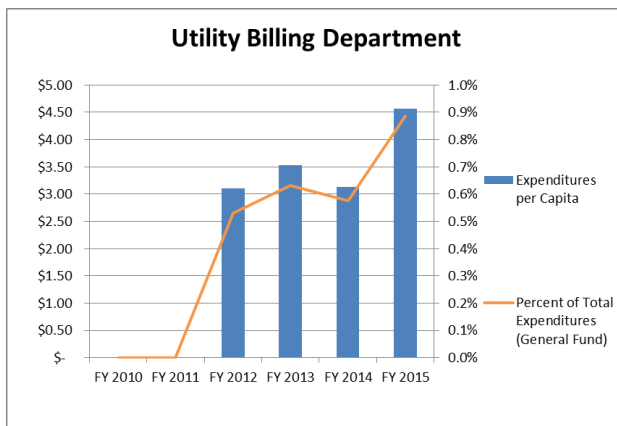
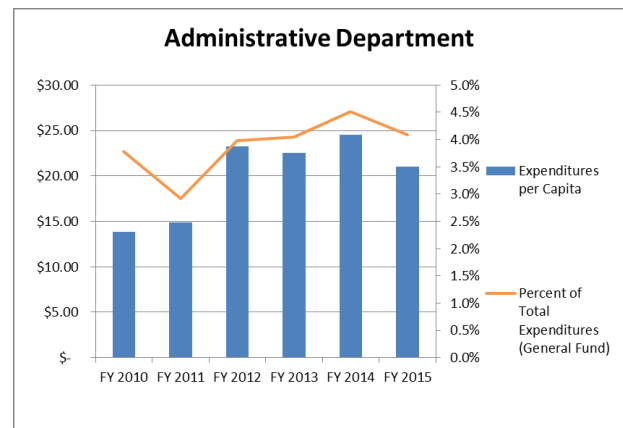
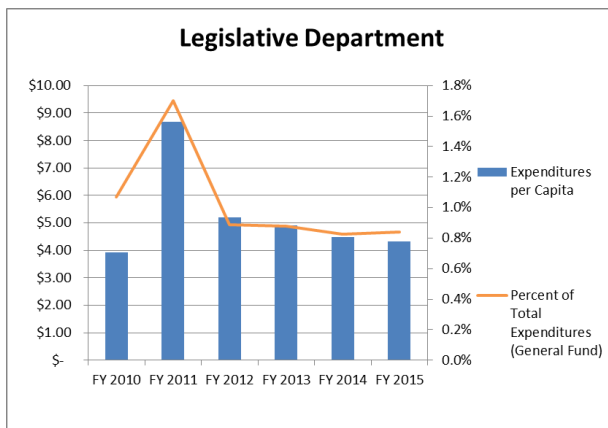
Government services should grow in proportion to the needs of those services. One of the indicators of increased needs is an increase in population. If the services provided are tightly linked to population growth, this shows that expenditures are growing at an appropriate rate. If the services provided are increasing faster than the needs of the population, the City should evaluate the increase in expenditures and if the trend is due to another indicator of increased need (e.g., crime rate, government mandate).

Negative and Critical Trend Example

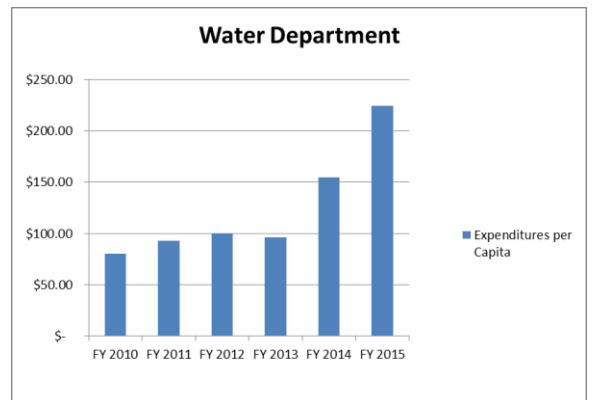
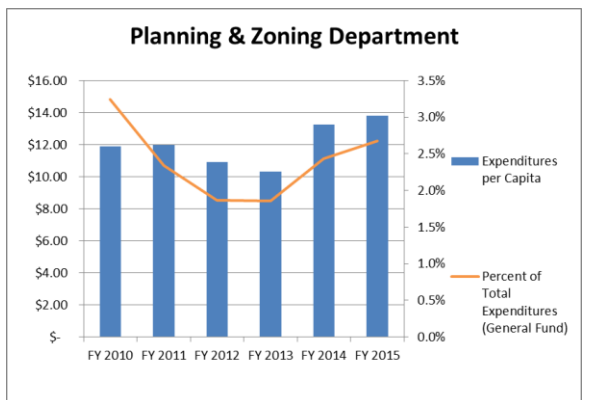
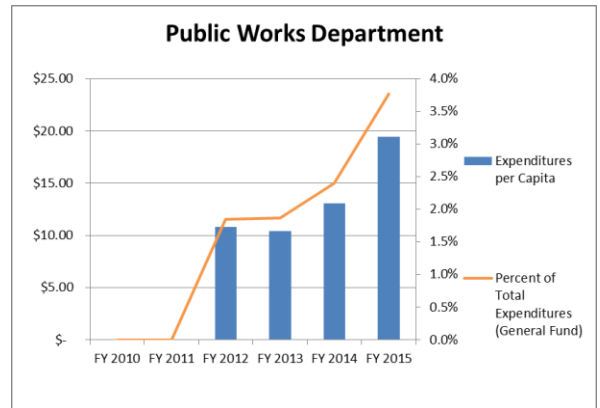
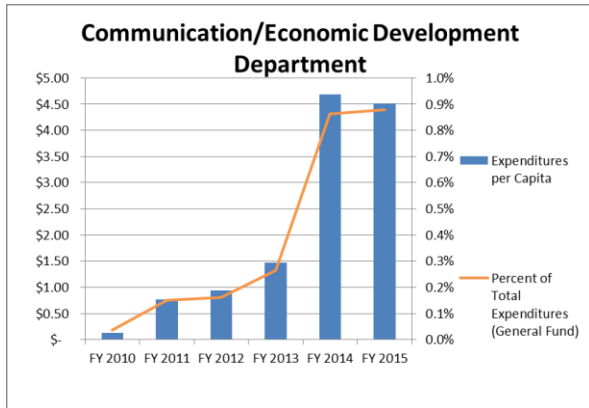
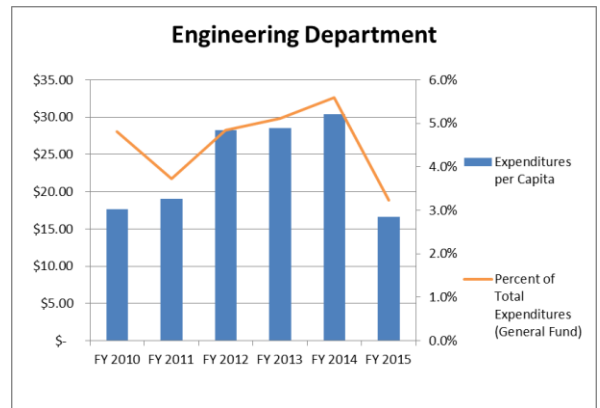
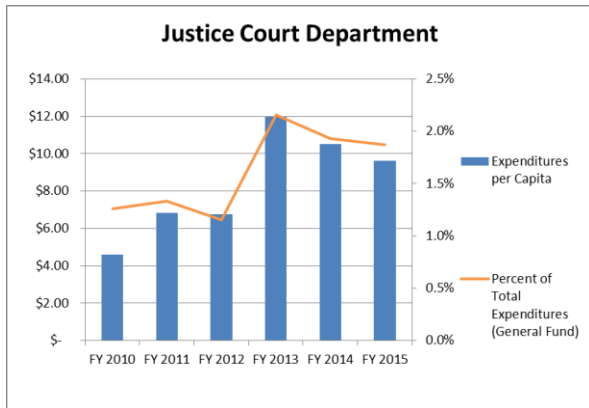
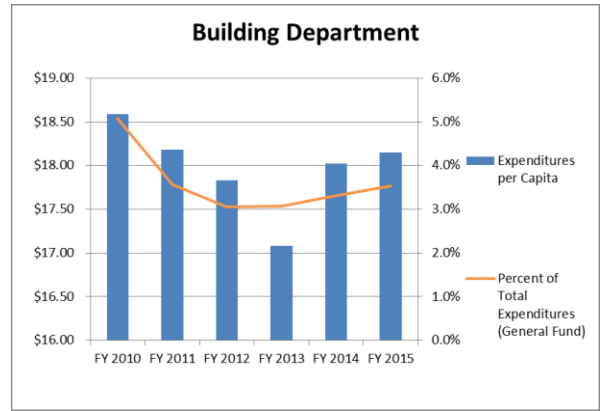
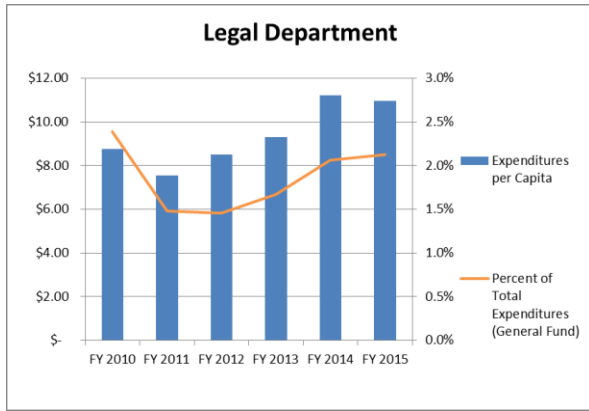
Critical Indicator – A trend of increasing expenditures per capita in one department over a multi-year period

Negative Indicator – An increase in expenditures per capita in one department

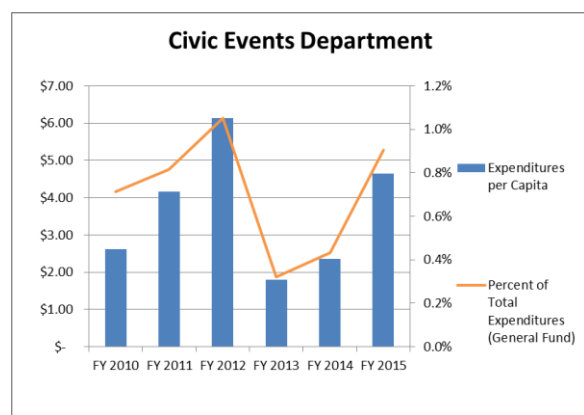
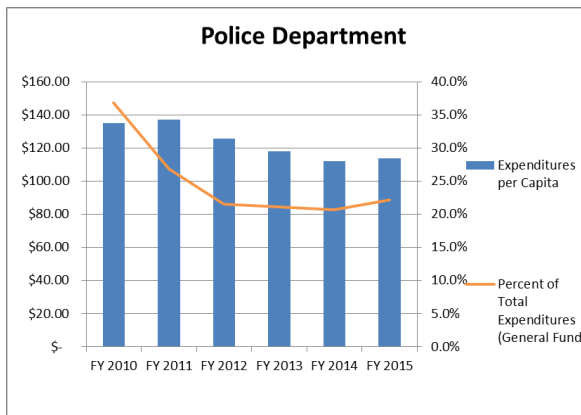
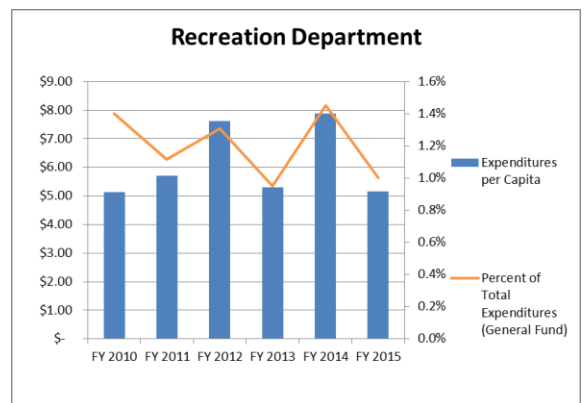
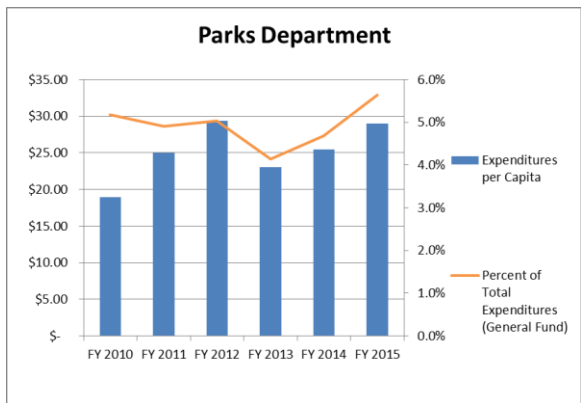
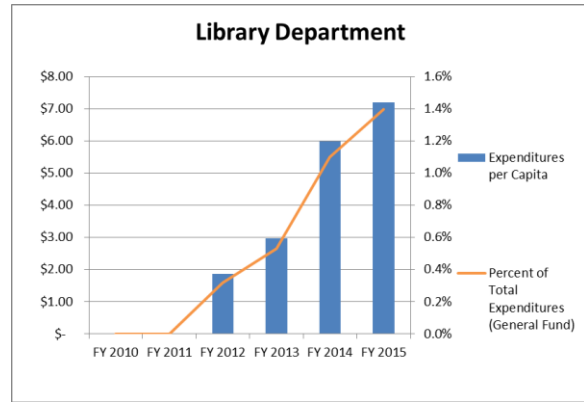
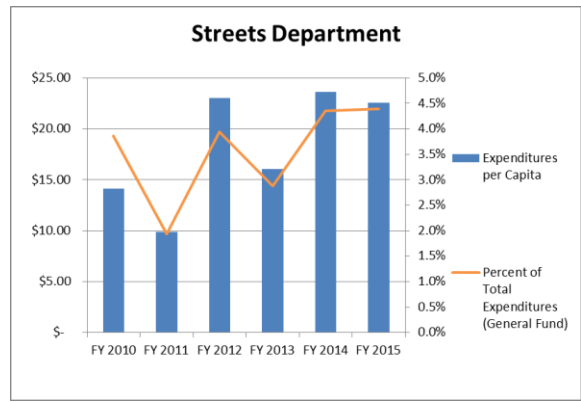
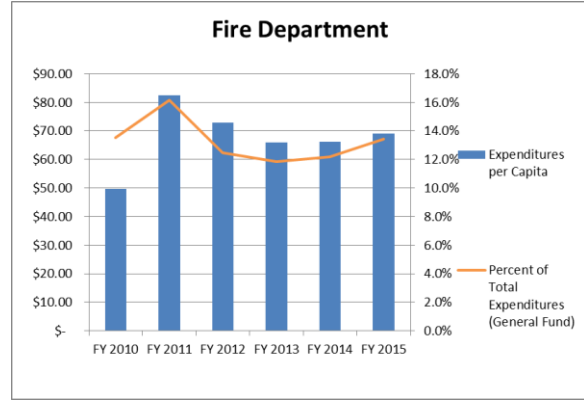
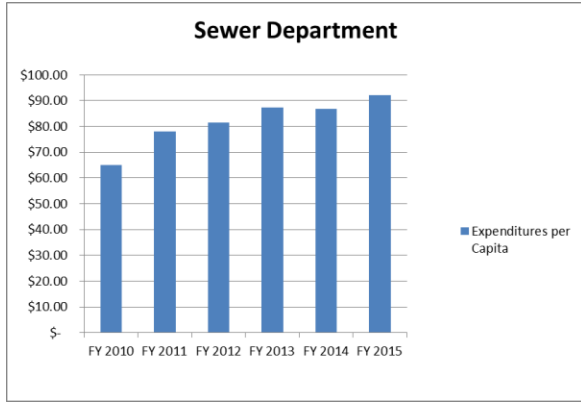
Current City Trend



APPENDIX B: FINANCIAL HEALTH INDICATORS



APPENDIX B: FINANCIAL HEALTH INDICATORS



APPENDIX C: RECOMMENDED PAY RANGES

The graphs indicate that some departments are increasing in expenditures per capita and the percent of total expenditures while others are decreasing. Some other departments appear to be leveling off. Several departments, including Utility Billing, Communications/Economic Development, Public Works, Planning & Zoning, Building, Parks, Library, Police, Fire, and Civic Events have a negative indicator of increasing expenditures per capita and percent of total expenditures. However, some of these departments are new or were transitioned from a part-time staff to full-time staff. The City will continue to monitor these graphs to see if these departments showing a negative indicator will reach equilibrium. The City will continue to monitor the charts for any changes.

Debt Service Expenditures to Total Revenues

Description

This indicator is total debt service expenditures divided by total revenues (for all governmental funds). This indicator identifies the percentage of the budget used/needed for repayment of debt.

Why is it important?

Higher debt service expenditures to total revenues is unfavorable since the entity spends more of its current budget on debt repayment. An increasing trend of debt service expenditures to total revenues may mean the percentage of budget dedicated to debt payments is increasing; and therefore, less revenue will be available for asset repair/replacement or meeting current service demands.

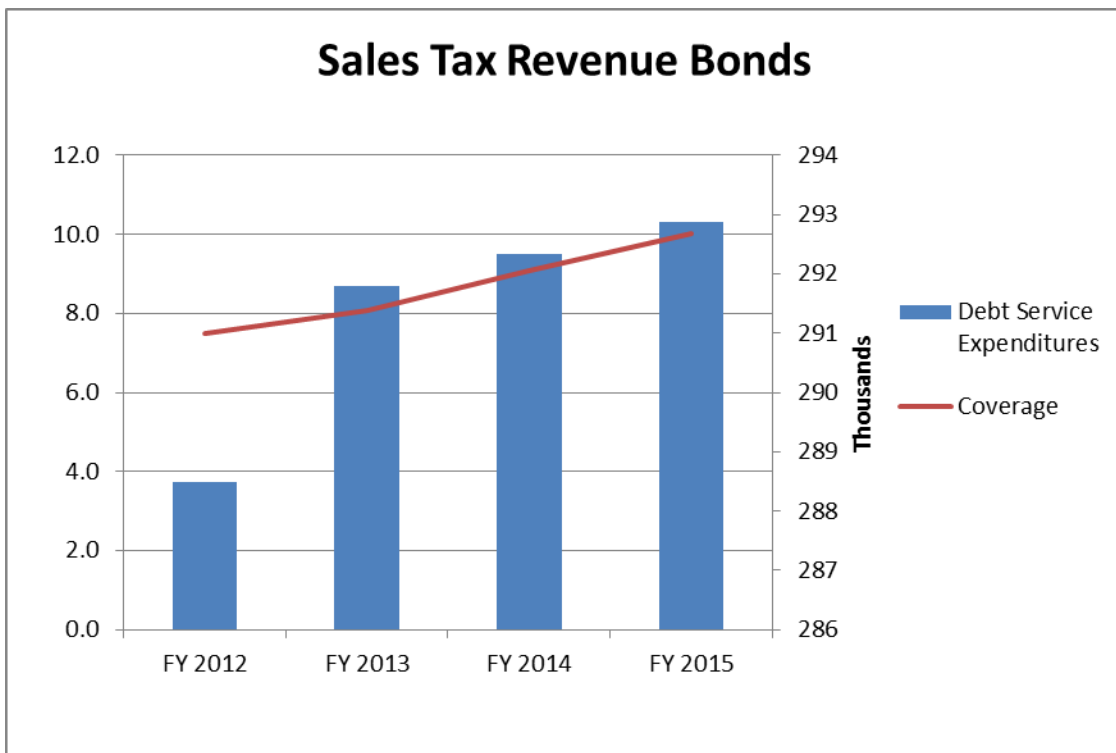
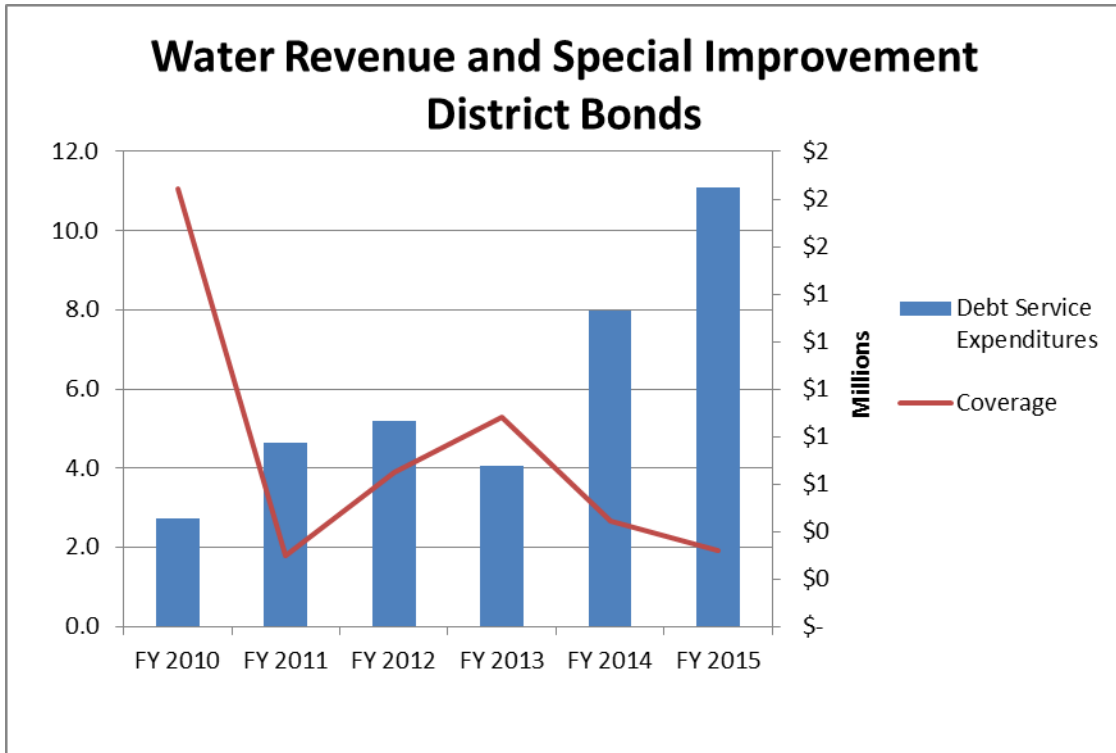
Negative and Critical Trend Example

Critical Indicator – Percentage above 10%

Negative Indicator – Percentage near 10%

Current City Trend

APPENDIX C: RECOMMENDED PAY RANGES



As indicated by the graphs, coverage of debt service expenditures is increasing. There are no negative or critical indicators. The City will continue to monitor these graphs for any changes.

APPENDIX C: RECOMMENDED PAY RANGES

Recommended Hourly Pay Ranges			
Position	Minimum	Midpoint	Maximum
CITY MANAGER	\$45.49	\$55.72	\$65.96
CITY ATTORNEY	\$42.92	\$52.57	\$62.23
ASSISTANT CITY MANAGER	\$40.08	\$49.10	\$58.12
FIRE CHIEF	\$39.03	\$47.81	\$56.60
POLICE CHIEF	\$40.46	\$49.57	\$58.67
CITY ENGINEER	\$39.01	\$47.79	\$56.57
FINANCE MANAGER	\$37.07	\$45.41	\$53.75
PLANNING DIRECTOR	\$34.36	\$42.09	\$49.82
LIBRARY DIRECTOR	\$28.27	\$34.63	\$40.99
ECONOMIC DEVELOPMENT/PUBLIC RELATIONS MANAGER	\$31.14	\$38.15	\$45.15
BUILDING OFFICIAL	\$27.94	\$34.22	\$40.51
HUMAN RESOURCE SPECIALIST	\$24.34	\$29.81	\$35.29
FIRE CAPTAIN/PARAMEDIC	\$20.65	\$25.29	\$29.94
ASSISTANT PUBLIC WORKS DIRECTOR	\$26.84	\$32.87	\$38.91
CITY RECORDER	\$25.80	\$31.61	\$37.41
ASSITANT CITY ATTORNEY/CITY PROSECUTOR	\$25.40	\$31.11	\$36.83
RECREATION DIRECTOR	\$25.89	\$31.72	\$37.54
SENIOR PLANNER	\$22.72	\$27.83	\$32.94
CITY TREASURER	\$22.57	\$27.64	\$32.72
SERGEANT	\$24.36	\$29.84	\$35.32
PARKS SUPERINTENDENT	\$24.69	\$30.24	\$35.79
MUNICIPAL JUDGE	\$22.22	\$27.21	\$32.21
STORM DRAIN INSPECTION COORDINATOR	\$18.74	\$22.95	\$27.17
ENGINEER II	\$24.66	\$30.21	\$35.75
GIS ADMINISTRATOR	\$24.33	\$29.80	\$35.28
PUBLIC IMPROVEMENTS LEAD INSPECTOR	\$23.55	\$28.85	\$34.14
CORPORAL	\$21.06	\$25.80	\$30.54
PLANS EXAMINER	\$21.93	\$26.86	\$31.80

APPENDIX C: RECOMMENDED PAY RANGES

BUILDING INSPECTOR III	\$21.66	\$26.53	\$31.40
ENGINEER I	\$21.17	\$25.93	\$30.69
UTILITY MAINTENANCE SUPERVISOR	\$19.12	\$23.42	\$27.72
POLICE OFFICER III	\$20.66	\$25.30	\$29.95
FIREFIGHTER/PARAMEDIC	\$16.42	\$20.11	\$23.80
FACILITIES ELECTRICIAN	\$22.10	\$27.07	\$32.04
UTILITY BILLING SUPERVISOR	\$19.26	\$23.59	\$27.93
PUBLIC IMPROVEMENTS INSPECTOR	\$19.89	\$24.36	\$28.84
CIVIC EVENTS COORDINATOR	\$19.10	\$23.40	\$27.70
MANAGEMENT ANALYST	\$19.09	\$23.38	\$27.68
BUILDING INSPECTOR II	\$20.39	\$24.97	\$29.56
UTILITY MAINTENANCE OPERATOR IV	\$18.86	\$23.10	\$27.34
ACCOUNTS PAYABLE/BUYER/RISK SPECIALIST	\$19.54	\$23.94	\$28.34
POLICE OFFICER II	\$19.09	\$23.39	\$27.68
GPS TECHNICIAN	\$19.36	\$23.71	\$28.07
LAW CLERK	\$16.99	\$20.81	\$24.63
PLANNER I	\$18.24	\$22.34	\$26.44
DEPUTY CITY RECORDER	\$16.93	\$20.74	\$24.55
BUILDING INSPECTOR I	\$18.25	\$22.35	\$26.46
UTILITY MAINTENANCE OPERATOR III	\$17.19	\$21.06	\$24.92
POLICE OFFICER I	\$17.91	\$21.94	\$25.97
BAILIFF	\$17.00	\$17.00	\$17.00
FIREFIGHTER/AEMT	\$11.31	\$12.73	\$14.14
RESERVE OFFICER	\$17.00	\$17.00	\$17.00
CODE ENFORCEMENT/ANIMAL CONTROL	\$16.39	\$20.08	\$23.76
RECREATION COORDINATOR	\$16.97	\$20.79	\$24.60
PAYROLL CLERK	\$16.89	\$20.69	\$24.49
VICTIM ADVOCATE	\$15.08	\$18.48	\$21.87
RECORDS CLERK SUPERVISOR/OFFICE MANAGER	\$18.27	\$22.38	\$26.50
LEAD COURT CLERK	\$16.75	\$20.52	\$24.29
LEGAL SECRETARY	\$15.47	\$18.95	\$22.43

APPENDIX C: RECOMMENDED PAY RANGES

UTILITY MAINTENANCE OPERATOR II	\$15.66	\$19.18	\$22.70
ADMINISTRATIVE ASSISTANT (PW)	\$15.42	\$18.89	\$22.36
UTILITY MAINTENANCE OPERATOR I	\$14.46	\$17.72	\$20.97
CROSSING GUARD SUPERVISOR	\$14.41	\$17.65	\$20.89
ASSISTANT CIVIC EVENTS COORDINATOR	\$14.26	\$17.47	\$20.68
COMMUNITIES THAT CARE COODINATOR	\$13.99	\$17.14	\$20.29
ADMINISTRATIVE ASSISTANT (PLANNING)	\$13.94	\$17.08	\$20.22
BUILDING PERMIT TECHNICIAN	\$14.41	\$17.65	\$20.90
LABORER/SEASONAL	\$10.00		\$11.00
LEGAL INTERN	\$13.40	\$16.42	\$19.43
RECEPTIONIST/UTILITY BILLING CLERK	\$13.54	\$16.59	\$19.64
COURT CLERK	\$13.31	\$16.31	\$19.30
NEIGHBORHOOD WATCH/VOLUNTEER COORDINATOR	\$13.31	\$16.30	\$19.30
ADMINISTRATIVE ASSISTANT (FIRE)	\$13.29	\$16.28	\$19.27
RECORDS CLERK I	\$13.50	\$16.54	\$19.57
SITE SUPERVISOR	\$12.50	\$12.50	\$12.50
SPORTS OFFICIAL	\$10.00	\$10.00	\$10.00
LIBRARY CLERK	\$12.25	\$15.01	\$17.77
CROSSING GUARD	\$9.09	\$9.09	\$9.09

Elected or Appointed Positions

Official	Pay
Mayor	\$1,648/month
City Council	\$976/month
Judge	\$2,033.54/month
Planning Commissioner	\$50.00/meeting

APPENDIX D: BUDGET AMENDMENTS

City Council Staff Report

Author: Gordon Miner, City Engineer
Subject: Regional Storm Water Detention Ponds
Date: May 3, 2016
Type of Item: Work Session Discussion



Advantages:

- On a unit basis, usually has a reduced construction cost
- Cheaper to maintain one than many
- Higher assurance that maintenance will be performed on a regular basis
- Allows for maximum utilization of developable land
- Allows for parks and other dual uses
- More reliable from a functional standpoint
- Greater control of design and construction issues (many local basins are designed and constructed by developer's crews)

Disadvantages:

- Difficult to site if the area is fairly developed
- Large upfront capital cost, as you have to buy the land and build for the future (you can probably require developers to construct local basins and keep City funds out of the local mitigation)
- If you use impact fees, can be a challenge due to the timing and need, and developers hate to pay for them
- Difficult to phase (smaller local basin allow you to mitigate impacts as you build)
- Upfront planning and identification of site to purchase before development occurs

State Storm Water Permit:

The new State Permit requires all new development and redevelopment to retain and return to the ground the precipitation from the 90th percentile storm (about 0.6 inches) as close as possible to where it fell, which could result in a lot of small local retention facilities and/or a lot of underground facilities. Water quality treatment is also required, which is easier to do the closer it is to the source of pollution.